

RE-BRANDING ZIMBABWE: A
TRANSFORMATIVE AND
CHALLENGING PROCESS

VIRIMAI MUGOBO

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**RE-BRANDING ZIMBABWE: A TRANSFORMATIVE AND
CHALLENGING PROCESS**

by

VIRIMAI MUGOBO

Thesis submitted in fulfilment of the requirements for the degree

Doctor of Technology: Marketing

in the Faculty of Business

at the Cape Peninsula University of Technology

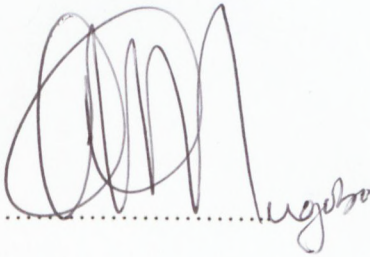
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Cape Town

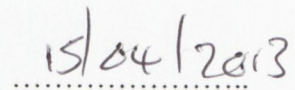
January 2013

DECLARATION

I, Virimai Victor Mugobo, declare that the contents of this thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Moreover, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology (CPUT).

A handwritten signature in black ink, consisting of a large, stylized 'M' followed by the name 'Mugobo' in a cursive script. The signature is written above a horizontal dotted line.

Signed

A handwritten date '15/04/2013' in black ink, written above a horizontal dotted line.

Date

ABSTRACT

During the past few decades, nation branding has emerged as one of the key strategies for national economic development. Many nations across the world, both developed and developing, have embraced the concept as they compete against each other for export markets, foreign direct investment, tourists, scarce human resources and international leverage and influence. Nation branding has now become one of the critical drivers for country differentiation and the creation of sustainable competitive advantages for nations.

This thesis explores the concept of nation branding and investigates its applicability to Zimbabwe, a country which has been riddled with various socio-economic and political challenges during the past two decades. The main purpose of the thesis was to develop a model that can be used to re-brand Zimbabwe. This research study adopted a mixed-methods approach through the amalgamation of both qualitative and quantitative research methodologies. A survey questionnaire was administered to respondents who included Zimbabweans as well as people who are not Zimbabwean citizens. The qualitative phase of the research study consisted of depth interviews with various branding practitioners, managers in both the private and public sectors and academics inside and outside of Zimbabwe. Four summarised case studies were also carried out in order to draw lessons from cases of successful and unsuccessful nation branding programmes in different parts of the world.

According to the research findings, Zimbabwe has a negative image on the global map. The country needs to be re-branded and the majority of Zimbabweans are willing to be part of this process. However, for the re-branding initiative to be successful there should be a comprehensive transformation of the country's socio-political, economic and legal systems in order to create an enabling environment that is conducive for the effective application of nation branding strategies. The findings further reinforce the notion that re-branding should be part of a broader national economic development strategy for the country. The thesis concludes with the propagation of two models viz, the transformative process model for the re-branding of Zimbabwe and the re-branding as a transformative learning process model.

Key words: nation branding, Zimbabwe, transformation, re-branding, competitiveness

NOTE ON REFERENCING

Referencing in this thesis is based on the Harvard method of bibliographic citation, as recommended by the CPUT. In this regard, dates of publication and page numbers are generally provided in in-text citations, except in cases where general references are made to the text, or where Internet materials are cited. In such cases only authors and dates of publication are cited. Moreover, “n.d” and “n.p” are used in cases where the referred materials have no date and page numbers, respectively. “Anon” is also used where there is no author.

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Last, but not least, I would like to express my profound gratitude to my family for providing the much needed moral support throughout this study period. Without their love and support, this thesis would not have become a reality.

DEDICATION

I dedicate this thesis to my treasured wife, Daisy, and my children Victor (Jnr), Vinnia and Victory for the moral support and endless hours of loneliness that they had to endure while I worked on this research study. I also dedicate this thesis to my 'mothers', Stella Mugobo and Ebba Makamure for all the inspiration and support over the years. *I love you all.*

RESEARCH OUTPUTS

Journal Papers

Mugobo, V. V. & Ukpere. W. 2011. Is country branding a panacea or poison? *African Journal of Business Management*, Vol. 5(20), pp. 8248-8255, September.

Mugobo, V. V. & Ukpere. W. 2012. Rural Entrepreneurship in the Western Cape: Challenges and Opportunities. *African Journal of Business Management*, Vol. 6(3), pp. 827-836, January.

Conference Presentations

Mugobo, V. V. 2009. Public Diplomacy in the Global Age. *Presented at the International Conference on Closing the Gap between Domestic and Foreign Policies, 4 – 5 November 2009* (hosted by the Department of International Relations and Cooperation), Pretoria, South Africa.

Mugobo, V. V. 2009. Is County Branding a Panacea or Poison? *Presented at the International Conference on Business Management Challenges in Turbulent Economic Times, 5 – 6 November 2009* (hosted by the University of Kwazulu Natal), Durban, South Africa.

Mugobo, V. V. 2011. Rural Entrepreneurship in the Western Cape: Opportunities and Challenges. *Presented at the International Conference on Managing Sustainable Development of Rural Economy and Agri Business, 21 – 23 January 2011* (hosted by the Bharanasi Hindu University), Varanasi, India.

TABLE OF CONTENTS

<u>CHAPTER</u>	<u>PAGE</u>
Declaration.....	i
Abstract	ii
Note on referencing	iii
Acknowledgements	iv
Dedication	vi
Research outputs	vii
Table of contents	viii
List of Figures	xvi
List of Tables	xviii
List of Appendices.....	xviii
Clarification of key terms	xix
List of Abbreviations	xx

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1	Introduction	1
1.2	Country branding as a discipline	2
1.3	Nations as brands.....	4
1.4	Nations are not brands	6
1.5	Zimbabwe as a brand.....	7
1.6	Research problem	9
1.7	Research questions	10
1.8	Research objectives	10
1.9	Significance of the research study	10
1.10	Trajectory of the thesis	12

CHAPTER 2: BRAND ZIMBABWE: PAST, PRESENT AND FUTURE

2.1	Introduction	14
2.2	Background.....	14
2.3	Colonisation of Zimbabwe	16
2.4	Independence of Zimbabwe	17
2.5	Policy of reconciliation.....	18

3.9.2	Destination/place branding	79
3.9.3	Tourism marketing	80
3.10	Concept of nation branding	80
3.10.1	Evolution of nation branding	84
3.10.2	Product-nation branding continuum	87
3.10.3	Nation, country or state branding?	90
3.10.4	Definition of a nation brand.....	90
3.10.5	Benefits of successful nation branding	92
3.10.6	Arguments against nation branding	96
3.10.7	Country-of-origin effect and nation branding	99
3.10.8	Nation brand identity	101
3.10.9	Nation brand image	103
3.10.10	Nation brand equity	104
3.10.11	Nation branding stakeholders	106
3.11	Nation branding models	111
3.11.1	Competitive identity model	111
3.11.2	Strategic place marketing framework.....	112
3.11.3	Brand box model	114
3.11.4	Relational network brand model.....	116
3.11.5	Gilmore's country branding framework	118
3.11.6	Conceptual model of nation brand identity and image.....	120
3.11.7	Category flow model of nation branding	121
3.11.8	Citizens migration model	124
3.11.9	Asset-based nation brand equity model	125
3.11.10	Nation branding influential map	127
3.11.11	Model of the relationship between a country brand and benefits for its tourism Destination brand	128
3.11.12	Export flagships model	130
3.11.13	Nation brand's identity model	132
3.11.14	Nation branding process model	133
3.11.15	Nation brand architecture model	136
3.11.16	Positioning diamond framework	137
3.11.17	Framework for the management of place brands	140
3.12	Developing a nation branding strategy	142
3.12.1	Basic principles of a nation branding strategy.....	143
3.12.2	Strategic analysis	144
3.12.3	Strategic planning	145
3.12.4	Strategic implementation	145
3.12.5	Strategic monitoring and evaluation.....	146
3.12.6	Elements of a nation branding strategy	148
3.12.6.1	Nation brand advertising	148
3.12.6.2	Customer and citizens relationship management	149
3.12.6.3	Nation brand ambassadors	151
3.12.6.4	Brand champions, advocates and guardians	151
3.12.6.5	Diaspora mobilisation.....	152

3.12.6.6	Nation days	154
3.12.6.7	Naming of nation brands	154
3.12.7	How to build a nation brand (the nation branding process)	154
3.12.8	Nation branding slogans and logos.....	162
3.13	Critical success factors for nation branding	167
3.14	Challenges and limitations of nation branding	169
3.15	Chapter summary.....	175

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1	Introduction	177
4.2	Research objectives revisited.....	177
4.3	Research framework	178
4.4	Research philosophy.....	180
4.4.1	Positivist philosophy (quantitative research).....	181
4.4.2	Interpretivist philosophy (qualitative research).....	182
4.4.3	Mixed-methods approach	183
4.5	Research approach.....	185
4.6	Research strategy.....	187
4.6.1	Survey strategy	188
4.6.2	Case study strategy	190
4.6.3	Research purpose.....	194
4.6.3.1	Exploratory research.....	194
4.6.3.2	Descriptive research	195
4.6.3.3	Explanatory research	195
4.7	Research time horizons.....	196
4.7.1	Longitudinal studies	196
4.7.2	Cross-sectional studies	196
4.8	Data collection methods	197
4.8.1	Primary data collection using the questionnaire.....	198
4.8.1.1	Composition of the questionnaires	199
4.8.1.2	Designing, developing and pilot-testing the questionnaires	200
4.8.1.3	Administration and distribution of the questionnaires.....	201
4.8.1.4	Data capturing and processing.....	202
4.8.1.5	Quantitative data analysis and interpretation.....	202
4.8.2	Interviews.....	204
4.8.2.1	Qualitative data analysis.....	206
4.8.3	Researcher's diary and field notes.....	207
4.9	Collection of secondary data	208
4.10	Reliability	208
4.11	Validity	210
4.12	Sampling issues	211
4.12.1	Sampling techniques.....	212

4.13	Ethical considerations.....	214
4.13.1	Confidentiality and anonymity of respondents.....	215
4.13.2	Voluntary participation and informed consent.....	215
4.13.3	No provision of incentives to participate.....	216
4.13.4	Provision of feedback.....	216
4.13.5	Risk management.....	216
4.13.6	Plagiarism.....	217
4.14	Challenges and limitations.....	217
4.14.1	Resource constraints.....	217
4.14.2	Subjectivity and fear.....	218
4.14.3	Research methodology.....	218
4.14.4	Data collection.....	218
4.15	Chapter summary.....	219

CHAPTER 5: NATION BRANDING IN PRACTICE: CASES OF SUCCESSFUL AND UNSUCCESSFUL NATION BRANDING PROGRAMMES

5.1	Introduction.....	220
5.2	Re-branding Spain.....	220
5.2.1	Critical success factors in the re-branding of Spain.....	224
5.2.2	Arguments against Spain's re-branding success.....	227
5.3	Re-branding of South Africa.....	228
5.3.1	History of South Africa.....	229
5.3.2	Nation branding in South Africa.....	230
5.3.3	The 2010 FIFA World Cup.....	235
5.3.4	South Africa's tourism brand.....	238
5.3.5	Critical success factors in the re-branding of South Africa.....	240
5.3.6	Refreshing and sustaining South Africa's nation brand.....	244
5.3.6.1	Stakeholder summits and other initiatives.....	245
5.3.7	Challenges facing brand South Africa.....	246
5.3.7.1	Crime in South Africa.....	246
5.3.7.2	Economic disparities.....	247
5.3.7.3	Corruption.....	248
5.3.7.4	Negative image of Africa.....	248
5.4	Re-branding Britain.....	249
5.4.1	New Labour government.....	250
5.4.2	Cool Britannia campaign.....	250
5.4.3	Reasons for the failure of the <i>Cool Britannia</i> campaign.....	253
5.4.3.1	Hostile media coverage.....	253
5.4.3.2	Lack of strategic focus and ineffective messaging.....	253
5.4.3.3	Politics.....	253
5.4.3.4	Lack of identity.....	255
5.4.3.5	Lack of stakeholders' support.....	255

5.4.3.6	Negative situational factors.....	257
5.4.3.7	Failure to 'live the brand'	257
5.5	Re-branding of Nigeria.....	258
5.5.1	Nigeria Image Project.....	260
5.5.2	PRIDE initiative	264
5.5.3	Reasons for the failure of re-branding programmes in Nigeria.....	266
5.5.3.1	Poor strategies	267
5.5.3.2	Lack of stakeholders' support	268
5.5.3.3	Failure to appraise the situation.....	268
5.5.3.4	Excessive focus on advertising and promotion	268
5.5.3.5	Lack of coordination.....	270
5.6	Re-branding of Zimbabwe.....	270
5.6.1	Why current efforts to re-brand Zimbabwe are futile.....	272
5.6.1.1	Lack of a comprehensive strategy	272
5.6.1.2	Political uncertainty.....	273
5.6.1.3	Lack of stakeholders' participation and involvement.....	274
5.6.1.4	Lack of unity within the Government of National Unity	274
5.6.1.5	Inadequate resources.....	275
5.6.1.6	Targeted sanctions against Zimbabwe	275
5.6.1.7	Transitional nature of the Government of National Unity	276
5.6.2	Zimbabwe's tourism brand.....	276
5.6.2.1	Opportunities and challenges facing the new Zimbabwe tourism brand.....	278
5.7	Different approaches to re-branding countries	281
5.8	Chapter summary.....	282

CHAPTER 6: PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

6.1	Introduction	285
6.2	Objectives of the study re-visited	285
6.3	Quantitative data analysis.....	286
6.3.1	Response rate	286
6.4	Method of analysis	286
6.4.1	Validation of survey results	286
6.4.2	Data format	287
6.4.3	Preliminary analysis	287
6.4.4	Inferential statistics used	288
6.4.5	Assistance to the researcher.....	289
6.4.6	Sample	289
6.5	Analysis	289
6.5.1	Reliability testing.....	290
6.6	Uni-variate graphs for foreigners' survey	290
6.6.1	Demographic profile/general information	290

6.6.2	Zimbabwe as a country as per foreigners' survey	293
6.6.3	Perceptions and attitudes towards Zimbabwe	295
6.7	Uni-variate graphs for Zimbabweans' survey.....	301
6.7.1	Demographic profile/general information.....	301
6.7.2	Perceptions and attitudes towards Zimbabwe.....	306
6.7.3	Re-branding Zimbabwe.....	310
6.7.4	Discussion and conclusion.....	322
6.8	Qualitative data analysis.....	327
6.9	Findings of the overall results	408
6.10	Chapter summary.....	409

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1	Introduction	410
7.2	Research questions re-visited?.....	410
7.2.1	What is the current context of the brand Zimbabwe?.....	410
7.2.2	What process should guide the re-branding of Zimbabwe?	412
7.2.2.1	Consolidation	413
7.2.2.2	Nation branding programme.....	415
7.2.2.3	Nation branding strategy implementation	417
7.2.2.4	Nation branding programme outcomes	417
7.2.2.5	Nation branding programme monitoring and review	417
7.2.3	Benefits of re-branding Zimbabwe.....	418
7.2.3.1	National unity	418
7.2.3.2	Inward investment	418
7.2.3.3	Tourism.....	419
7.2.3.4	Exports.....	419
7.2.3.5	Scarce skills	420
7.2.3.6	Credit rating.....	421
7.2.3.7	Reputation management	421
7.2.3.8	Umbrella brand	421
7.2.3.9	Country differentiation	421
7.2.4	Challenges of re-branding Zimbabwe	422
7.2.4.1	Resources.....	422
7.2.4.2	Lack of internal cohesion and unity	422
7.2.4.3	Politics	423
7.2.4.4	Poor and ineffective policies	423
7.2.4.5	Failure to 'live the brand'	424
7.2.5	Re-branding as a transformative learning process.....	425
7.2.5.1	The psychological learning phase	426
7.2.5.2	The convictional learning phase	428
7.2.5.3	The behavioural learning phase.....	431

7.3	Recommendations	432
7.3.1	Creation of a conducive and enabling environment	432
7.3.2	Re-engagement with the international community	433
7.3.3	Citizens' participation in national affairs	433
7.3.4	Development of a nation brand before sector brands	433
7.3.5	Diaspora mobilisation and engagement	434
7.3.6	Institutionalisation of nation branding activities	434
7.3.7	Nation brand ambassadors	435
7.3.8	Establishment of offices in targeted countries	436
7.3.9	Benchmarking against best practices	436
7.4	Fundamental contributions of this research	437
7.4.1	Contribution to the practice of nation branding	437
7.4.2	Contribution to knowledge and theory of nation branding	438
7.5	Directions for future research	440
7.5.1	Role of diaspora communities in nation branding	440
7.5.2	Impact of political leaders on the nation brand	441
7.5.3	How to integrate nation and sector brands	441
7.6	The researcher's personal reflections	441
7.6.1	Area of study	441
7.6.2	Management of the research study	442
7.6.3	Spiral of fear and silence	443
7.7	Concluding remarks	443

LIST OF FIGURES

Figure 1.1:	Trajectory of the thesis.....	12
Figure 2.1:	Map of Zimbabwe.....	15
Figure 3.1:	Components of branding.....	54
Figure 3.2:	Brand personality framework.....	58
Figure 3.3:	A brand is more than a product.....	62
Figure 3.4:	The transformative learning process.....	72
Figure 3.5:	Evolution of nation branding.....	85
Figure 3.6:	Product-nation branding continuum.....	87
Figure 3.7:	Impacts of nation brand value.....	105
Figure 3.8:	The fully inclusive stakeholders (FIST) approach.....	109
Figure 3.9:	Hexagon of competitive identity.....	111
Figure 3.10:	Strategic place marketing framework.....	113
Figure 3.11:	Brand box model.....	115
Figure 3.12:	Relational network brand model.....	117
Figure 3.13:	Brand at the heart of the country model.....	119
Figure 3.14:	Conceptual model of nation brand identity and image.....	120
Figure 3.15:	Category flow model of nation branding.....	122
Figure 3.16:	Citizens' migration model.....	124
Figure 3.17:	Asset-based brandequity model.....	126
Figure 3.18:	Nation branding influential map.....	127
Figure 3.19:	Model of the relationship between a country's brand and its tourism destination brand.....	129
Figure 3.20:	Export flagships model.....	130
Figure 3.21:	Nation brand identity model.....	133
Figure 3.22:	Nation branding process.....	135
Figure 3.23:	Nation brand architecture model.....	136
Figure 3.24:	A positioning diamond macro-trends.....	138
Figure 3.25:	A framework for the management of place brands.....	140
Figure 3.26:	Basic principles of nation branding strategy.....	143
Figure 4.1:	The research process onion.....	179
Figure 5.1:	The Joan Miro logo.....	222
Figure 5.2:	The Brand South Africa logo.....	233
Figure 5.3:	The SA Tourism logo.....	239
Figure 5.4:	The Heart of Africa project logo.....	260
Figure 5.5:	The Heart of Africa project implementation framework.....	263
Figure 5.6:	The new Zimbabwe tourism brand logo.....	277
Figure 6.1:	Gender distribution of foreigners' survey.....	290
Figure 6.2:	Marital status distribution of foreigners' survey.....	291
Figure 6.3:	Age distribution of foreigners' survey.....	291
Figure 6.4:	Highest level of education for foreigners' survey.....	292
Figure 6.5:	Gender representation of foreigners' survey.....	292
Figure 6.6:	Position within the organisation distribution of the foreigners' survey.....	293
Figure 6.7:	Have you ever been to Zimbabwe?.....	293

Figure 6.8:	Purpose of visiting Zimbabwe	294
Figure 6.9:	Number of times that you have visited Zimbabwe	294
Figure 6.10:	Willingness to visit Zimbabwe again	295
Figure 6.11:	Image of Zimbabwe on the international map	295
Figure 6.12:	Sources that shaped your perceptions	296
Figure 6.13:	Impact of sources on perceptions of Zimbabwe	296
Figure 6.14:	General information regarding Zimbabwe.....	297
Figure 6.15:	Awareness of targeted sanctions imposed against Zimbabwe	298
Figure 6.16:	Factors affected by sanctions	298
Figure 6.17:	Should Zimbabwe be re-branded?	299
Figure 6.18:	Aspects of Zimbabwe that need re-branding	300
Figure 6.19:	Gender representation of Zimbabweans' survey	301
Figure 6.20:	Marital status distribution of Zimbabweans' survey.....	301
Figure 6.21:	Age distribution of Zimbabweans' survey.....	302
Figure 6.22:	Highest level of education of the Zimbabweans' survey.....	302
Figure 6.23:	Employment status distribution of the Zimbabweans' survey.....	303
Figure 6.24:	Position within the organisation distribution of Zimbabweans' survey	303
Figure 6.25:	Country of residence	304
Figure 6.26:	Reasons for migrating	304
Figure 6.27:	Willingness to relocate to Zimbabwe.....	305
Figure 6.28:	Province of residence in Zimbabwe.....	305
Figure 6.29:	Image of Zimbabwe on the international map	306
Figure 6.30:	Sources that helped to shape perceptions of Zimbabwe	306
Figure 6.31:	Impact of sources on perceptions of Zimbabwe	307
Figure 6.32:	General statements about Zimbabwe	307
Figure 6.33:	General statements about Zimbabwe	308
Figure 6.34:	Awareness of targeted sanctions imposed against Zimbabwe	308
Figure 6.35:	Factors affected by sanctions	309
Figure 6.36:	Should Zimbabwe be re-branded?	310
Figure 6.37:	Aspects of Zimbabwe that need re-branding	310
Figure 6.38:	Ambassadors of brand Zimbabwe	311
Figure 6.39:	Attributes to represent the Zimbabwe brand.....	312
Figure 6.40:	Important stakeholders in the re-branding of Zimbabwe.....	313
Figure 6.41:	Institution(s) to spearhead the re-branding of Zimbabwe.....	314
Figure 6.42:	Focus areas for re-branding	315
Figure 6.43:	Rating of re-branding focus areas in terms of importance.....	316
Figure 6.44:	Statements about the Government of National Unity	317
Figure 6.45:	Zimbabweans in the diaspora.....	318
Figure 6.46:	Zimbabwe needs support from which countries and institutions?.....	318
Figure 6.47:	Sector importance in the re-branding of Zimbabwe	319
Figure 6.48:	Ability of the private and public sectors to work together.....	320
Figure 6.49:	Willingness to contribute to the re-branding of Zimbabwe	320
Figure 6.50:	General statements regarding Zimbabwe.....	321
Figure 6.51:	What differentiates Zimbabwe from other countries?	322
Figure 7.1:	Proposed transformational model for the re-branding of Zimbabwe.....	413

Figure 7.2: Re-branding as a transformative learning process 425

LIST OF TABLES

Table 3.1: Alternate definitions of a brand 50
 Table 3.2: Differences between brand identity and brand image 57
 Table 3.3: Functions of the brand for the consumer 65
 Table 3.4: Drivers for re-branding 68
 Table 3.5: Definitions of nation branding 83
 Table 3.6: Definitions of a nation brand 91
 Table 3.7: Categories of stakeholders for nation branding 107
 Table 3.8: Guiding principles for the management of place brands 141
 Table 3.9: Branding a nation 159
 Table 4.1: Framework for this study 180
 Table 4.2: Major differences between deductive and inductive approaches 186
 Table 4.3: Strengths and weaknesses of survey research 190
 Table 4.4: Strengths and limitations of case study research 193
 Table 4.5: Types of samples 213
 Table 5.1: South Africa’s nation branding process 234
 Table 5.2: Previous FIFA World Cup host nations 235
 Table 5.3: Efforts to re-brand Nigeria since independence 260
 Table 6.1: What comes to your mind when you first hear the name Zimbabwe? 331

LIST OF APPENDICES

Appendix A: Questionnaire for Zimbabweans 469
 Appendix B: Questionnaire for foreigners 492
 Appendix C: Letter of introduction for interviews 503
 Appendix D: Interview guide 504

CLARIFICATION OF KEY TERMS

Below are definitions of key terms that are used in this study.

Nation - refers to a group of people who live together and share key elements of a common culture such as language, religion, norms, values and social and political institutions.

Country - refers to a physical geographical location that is occupied by a particular nation. This study will regard 'nation' and 'country' as the same thing, and hence they will be used interchangeably.

Brand – is defined as a "...name, term, symbol, sign, or design, or a combination of them, intended to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors" (Kotler and Keller, 2006:156).

Nation branding – refers to the application of corporate branding strategies to individual nations with the aim of influencing foreign affairs and international interactions (Hudson, 2007:1).

Nation brand – refers to the nation or state under consideration. It is imperative also to point out that every nation is a brand with or without conscious nation branding efforts. According to Fan (2006:2), "...the concept of nation brand or country equity refers to the nation as a whole; it describes the country's intangible assets without explicit links with a product".

National brand – is a brand that is ubiquitous within a particular nation or state.

LIST OF ABBREVIATIONS

AIPPA: Access to Information and Protection of Privacy Act

AMA: American Marketing Association

ANOVA: Analysis of Variance

ANC: African National Congress

AU: African Union

BBBEE: Broad-based Black Economic Empowerment

BBC: British Broadcasting Corporation

BNP: British National Party

BRICS: Brazil Russia India China and South Africa

BSAC: British South Africa Company

CEO: Chief Executive Officer

CHOGM: Commonwealth Heads of Government Meeting

COO: Country of Origin

CNN: Cable News Network

CRM: Customer Relationship Management

DP: Democratic Party

DPM: Deputy Prime Minister

ESAP: Economic Structural Adjustment Programme

FDI: Foreign Direct Investment

FIST: Fully Inclusive Stakeholder

GPA: Global Political Agreement

GNU: Government of National Unity

HOA: Heart of Africa

HTDB: Handbook on Tourism Destination Branding

IBSA: India, Brazil and South Africa

ICT: Information Communication Technology

IMC: International Marketing Council

IMF: International Monetary Fund

LOC: Local Organising Committee
MDC: Movement for Democratic Change
MDG: Millenium Development Goals
NAC: National Aids Council
NAM: Non-aligned Movement
NBE: Nation Brand Equity
NBI: Nation Brand Index
NBV: Nation Brand Value
NBAR: Nation-brand Architecture
NBEQ: Nation Brand Equity
NCA: National Constitutional Assembly
NP: National Party
OAU: Organisation of African Unity
PAC: Pan Africanist Congress
PD: Public Diplomacy
PLAS: Programme for Land and Agrarian Studies
POSA: Public Order and Security Act
PPP: Public Private Partnership
PRIDE: Patriotism, Resourcefulness, Integrity, Distinction and Enterprise
SA: South Africa
SACP: South African Communist Party
SADC: Southern Afric Development Community
SAS: Statistical Analysis Software
UANC: United African National Congress
UK: United Kingdom
UN: United Nations
UNICEF: United Nations Children's Fund
UNWTO: United Nations World Tourism Organisation
USA: United States of America
WB: World Bank

WFP: World Food Programme

WHO: World Health Organisation

ZANLA: Zimbabwe National Liberation Army

ZANU (Ndonga): Zimbabwe African National Union (Ndonga)

ZANU (PF): Zimbabwe African National Union (Patriotic Front)

ZAPU: Zimbabwe African People's Union

ZCTU: Zimbabwe Congress of Trade Unions

ZEC: Zimbabwe Electoral Commission

ZIBS: Zyman Institute of Brand Science

ZIDERA: Zimbabwe Democracy and Economic Recovery Act

ZIMC: Zimbabwe International Marketing Council

ZIMCORD: Zimbabwe International Conference on Reconstruction and Development

ZIPRA: Zimbabwe People's Revolutionary Army

ZUD: Zimbabwe Union of Democrats

ZUM: Zimbabwe Unity Movement

ZTA: Zimbabwe Tourism Authority

CHAPTER 1: INTRODUCTION AND BACKGROUND

“...the re-branding of the country is priority number one. We want to re-brand Zimbabwe, but what are we known for? How are we perceived by the rest of the world? We are known for violence, farm invasions, disregard for the rule of law, electoral fraud, cholera, an unheard of rocket-propelled inflation, gigantic corruption and mafia-style abductions and kidnappings of journalists, human rights activists and anyone else seeking democratic space”
(Mutambara, 2009, Cited in Mpofo, 2009:7).

1.1 Introduction

As competition for export markets, skilled human resources, trade and international dominance continues to increase among nations, it has become imperative for countries across the world to create, nurture and sustain “strong nation brands”. The idea of a *nation brand* has thus gained prominence across the world as governments are realising the importance of creating, nurturing and managing a competitive nation brand especially in view of globalisation and the subsequent gigantic competition for resources and markets. Nation branding is an important topic that has attracted increased interest among nation branding researchers and practitioners during the past two decades (Olins, 1999; Kotler, P. & Gertner, D. 2002; Anholt, 2004 & 2007; Szondi, 2007; Dinnie, 2009 and Fan, 2009)

Many academics and practitioners generally agree that nation branding is a practice that can be used to position and re-position a country as a part of an overall national economic development strategy. National economic development hinges on a country’s ability to attract foreign investment, tourists, export markets, skilled human resources and many other factors. Just as companies and corporations compete for market share and competitive advantage, countries are now also engaged in accelerated competition against each other for export markets, tourists, skilled human resources and inward investment. Supporting this viewpoint, Kotler, Asplund and Haider (1999: 59) postulate that fierce competition for resources, business relocation, foreign investment, visitors, and even residents, is evident in today’s world.

In order to win this socio-economic ‘*battle of countries*’, many states are turning to nation branding as a competitive national economic development strategy. Nation branding has, therefore, become ubiquitous across the global economy, and Risen (2005: 215) supports this

view when he elucidates that “...just as companies have learnt to ‘live the brand’, countries should consider their reputations carefully because in the interconnected world, that is what statecraft is all about”.

Managing national economic development has, therefore, shifted from being a socio-political issue to being a marketing or business challenge, hence the need for countries to be managed as *brands*. Just as a failing or dying product or service can be re-branded on the market and it can, therefore, be argued that a failed country or state can also be re-branded in order to revivify it.

Pike (2009: 858) underscores that the perceived value of a place brand is affected by a country's characteristics such as commerce, politics, culture, sport, science and tourism. During the past three decades, Zimbabwe has been bedeviled by a number of socio-economic and political challenges and these include, *inter alia*, unprecedented inflation, economic mismanagement, unemployment, political unrest, brain drain, the suppression of the media, the distabilisation of the judiciary, corruption, suspension from multilateral institution and the imposition of economic sanctions on the country. In this regard, nation branding has thus been proposed by academics and practitioners as panacea for the problems a country may face at any particular juncture.

The purpose of this study was therefore to establish and recommend the process that should guide the re-branding of Zimbabwe in order to restore the country to its former position as an economically stable and developing country. The development of a coherent, comprehensive and effective country brand for Zimbabwe is, therefore, vital for the transformation of the country in order to ensure the country's sustainable economic development.

1.2 Country branding as a discipline

Countries throughout the world are increasingly focusing on nation branding and are increasingly embracing the concept and techniques of marketing and branding in their national economic development strategies. The application of brand management to other fields other than tangible goods and services has recently been accepted in marketing literature (Bonet, 2006:1).

According to Fan (2006:3), although nation branding is a relatively new discipline in academia, its foundation can be traced to early studies of the concept of country-of-origin (COO), which

identified a relationship between a country's image and the evaluation of its products and services by foreign customers. Fan (2006:3) further notes that in spite of an increasing interest amongst both academics and practitioners and growing publications, research on nation branding is still fairly new and the topic remains a complicated and somewhat confused construct.

However, considering the fact that the term 'nation branding' was first coined by Simon Anholt (who is widely recognised as the pioneer of the discipline) as far back as the early 1990s, the researcher strongly argues that nation branding is no longer fairly new but is rather a growing and developing field of study. Teslik (2007:2) corroborates this view when he elucidates that "...anecdotally, at least, interest in nation branding has entered a boom period".

As far back as April 2002, *The Journal of Brand Management* devoted a special issue on the topic 'Branding the Nation', bringing together contributions from experts in the field while interest in the discipline has been phenomenal ever since.

Anholt (2005:105) affirms that "...nation branding is basically a derivative from the commercial brand management literature and aims to measure, build, and manage the reputation of countries. It applies some approaches from commercial brand management practice to countries in an effort to build, change, or protect their international reputation or external perception at the minimum. It is based on the observation that the 'brand images' of countries are just as important to their success in the global market place as those of products and services" (*ibid*).

Traditionally, branding has been a preserve of products and services. However, governments across the world are slowly realising the importance of this concept in differentiating their countries and achieving global competitiveness (de Vicente, 2004:1). Countries such as the United States of America (USA), Britain, Brazil, India, Spain, Sweden, South Africa, New Zealand, Hong Kong, Germany and Nigeria have re-branded in the past decade (*ibid*).

According to Dinnie (2008:21), the use of branding techniques to promote nations is a fairly new phenomenon, which is said to be a consequence of the current increasing competition in the world. In the same vein, Dinnie (2008:21) also points out that nation branding has emerged as a

practice as countries turn to brand management techniques in order to compete effectively on the global market.

Corroborating Dinnie, Ambiola (2006: 68) asserts that nation branding is a competitive strategy through which developing nations can gain access to sophisticated and lucrative developed markets in order to support their economic development initiatives.

Nation branding is thus a strategic process that seeks to market and position a country as a preferred choice for investment, tourism, trade and international relationships and partnerships for sustainable economic development. A nation competes with other nations for inward investment, tourists, special skills, export markets, international credibility, investor confidence and international political influence. It is this emerging phenomenon that evoked an interest in the researcher to establish how Zimbabwe can be transformed through a strategic nation branding process in order to repair the country's image, improve its economy and reposition the country as a competitive player on the global market.

1.3 Nations as brands

According to Longman (1995:9), a nation generally refers to a large group of people of the same race and language, while a country is an area of land which is occupied by a nation. In this study, nation and country will be used interchangeably, and should be treated as representing both country and nation.

Countries have always been brands with or without conscious branding effort and, therefore, nations can be viewed as products and services that can be marketed to a targeted audience to achieve specific national objectives (Olins, 2002; Anholt, 2002).

Valentin and Razvan (nd) postulate that "... even if a country does not consciously use its name as a brand, people still link images with it, images that can be activated by simply mentioning the country's name. It is likely that a country's image influences peoples' decisions regarding purchasing, investment, relocation, travel and so on". Anholt and Hildreth (2004: np) posit that "...today's community of nations is open, transparent and substantially democratic - in many ways, like a marketplace".

Echoing the position of the above authors, Gudjonsson (2005:198) remarks that “... nation branding uses the tools of branding to confirm or alter the behaviour, attitudes, identity or image of a nation in a positive way”.

Country branding implies that countries behave in many ways like brands and are thus perceived as such by large groups of people both at home and abroad since these people associate the country brand with certain qualities and characteristics (Anholt, 2005:105). Olins (2004:14) suggests that “...branding has moved so far beyond its commercial origins that its impact is virtually immeasurable in social and cultural terms”.

Frost (2004:2) notes that “...there is no arguing that the image of another country says a lot about how we view it as a tourist destination, a place to invest or a source of consumer goods”. Teslik (2007:4) also supports this view and defines country branding as the process of “...applying branding techniques to countries”. Fan (2005:3) elucidates that nation branding “... concerns applying branding and marketing communication techniques to promote a nation’s image”.

Rainisto (2003: np) propagates that in an effort to respond to the demands of competition and attract desired target groups, place administrators have recognized a valuable ally in marketing theory. Places are following ideas and employing practices developed by marketing, transferring knowledge to their own peculiar environment and translating concepts according to their needs and characteristics (*ibid*). The researcher, therefore, supports the view that the concept of a brand is sector invariant and can be effectively applied in the fields of products, service, personal, city, region and country branding.

The researcher further argues that a nation’s image or brand is fundamentally linked to its economic prospects and international reputation. An effective nation brand image can, therefore, attract people and money through foreign investment, trade, tourism and immigration, as well as provide competitive advantage in the form of political, economic, diplomatic and cultural leverage.

1.4 Nations are not brands

Whilst many academics and practitioners generally agree that nations are brands and can be marketed by using almost the same techniques as products and services (Anholt, 2007; Dinnie, 2009; Aronczyk, 2005; Loo and Davids, 2006; Kotler and Gertner, 2010 and Kaneva, 2011), there is an alternative school of thought, which rejects the idea of treating nations as brands (O'Shaughnessy and O'Shaughnessy, 2004:56; Gudjonsson, 2005:199).

According to this view point, a country is an important social institution, and equating it to a product or a service, is demeaning. This view also argues that managing a nation's image is complex owing to the fact that a nation has many other characteristics that are difficult to control. A nation has a variety of characteristics, which lack controllability and, therefore, it is far easier to give a unity of purpose and uniqueness to a product than to a nation (O'Shaughnessy & O'Shaughnessy, 2004:199).

This point of view also affirms that product and service brands have clear and distinct owners, and it may be difficult to come up with an ownership structure for a nation's brand. The nation brand is owned by all the country's citizens and their actions at home and abroad may support or harm the nation brand. In some instances, there is conflict of interest between the public sector and the private sector with regard to the objectives and methods of nation branding and foreign and trade policies, in general. Brands thrive on the basis of their consistency and coherence in the minds of their consumers, hence it is insurmountable for a nation brand to reach the same level of consistency and coherence as a product brand, especially owing to the diversity and sometimes conflicting interests of the nation brand's stakeholders.

Proponents of this view further argue that although branding techniques can be applied to nations, their overall impact is minimal unless the efforts are directly linked to particular products and services which emanate from those countries. Hence, governments can use the techniques of branding to add value to their industries and the brands that they represent (Gudjonsson, 2005:59).

This view concludes that nation branding is, therefore, the same as COO because it is to a larger extent inherently linked to particular products and services. This is exemplified by products with a '*made in*' label, which denotes their place of origin.

Although the above schools of thought appear to be divergent, they both agree that effective nation branding can bring positive results to a country, its products and services. Outhavong (2007:3) laments that nation branding can help to distinguish individual nations. He further points out that "... a nation brand is certainly more complex than what can be described by single, specific descriptors such as certain product exports (country of origin) or the people (culture). A nation brand must also include economic profiles, governments, public policies, and even national foods" (ibid).

The researcher robustly supports the view that just as products and services can be marketed as brands, similar principles can also be used to market towns, cities, regions and ultimately countries. Gudjonsson (2005:59) sums it up when he postulates that "...nation branding uses the tools of branding to confirm or alter the behaviour, attitudes, identity or image of a nation in a positive way". This notion, therefore, supports this study's main objective of establishing how Zimbabwe can be transformed through a nation branding process in order for the country to repair its image and overcome the socio-economic challenges that it is currently facing.

1.5 Zimbabwe as a brand

Nation branding is a growing area of study and Vatahov (2006:1) propagates that governments today are tasked with the economic and political development of their countries and, therefore, they should attempt to manage them as efficiently and effectively as possible.

Cromwell and Kyriacou (2004:1) point out that "national development cannot be achieved in isolation of the international community, as markets and foreign policies compete in the international arena. The complexity of these elements and a nation's political, economic, legal and cultural environment all contribute to a nation's identity and image". Using Zimbabwe as the focal point, the research study specifically sought to establish how the country can be re-branded in order to improve its image, revive its economy and create a conducive environment for foreign

direct investment (FDI) as well as other economic activities such as attracting tourism, increasing exports and building international relations with other countries.

Place branding is a contemporary discipline that has gained attention worldwide among academics, economists, marketing practitioners, politicians, investors and the general public. For instance, the 2007 World Economic Forum (WEF) conference in Johannesburg discussed the '*Re-branding of Africa*' as one of its agenda items (World Economic Forum, 2007).

Addressing an audience of business executives in Harare, the Prime Minister of Zimbabwe, Morgan Tsvangirai (2009), declared that "...we have to re-brand the country. We have been seriously damaged. We want to see people coming rather than being evacuated from Zimbabwe. We are not at war, and, therefore, there can be no reason for the country to continue to be considered an unsafe tourist destination" (cited in Hungwe (2009:1).

Corroborating the Zimbabwean Prime Minister, the German Ambassador to Zimbabwe, Dr. Albrecht Conze (2009), also pointed out that "...Zimbabwe needs re-branding to give it a positive image and for this re-branding drive to succeed, the country needs to generate a positive story first" (cited by Radio VOP, 2009).

More and more governments are starting to understand that that no country will be able to ignore the way that other countries perceive it (Valentin & Razvan, nd). A strong brand is a highly valuable national asset. In a time of political, economic and social challenges, effective and efficient nation branding may be a panacea to these challenges, and may bring the required national economic development, social cohesion and improved standards of living for the country's citizens.

According to Eppel (2009:1), the signing of the Global Peace Agreement (GPA) between the Zimbabwe African National Union – Patriotic Front (ZANU – PF) and other opposition parties in Zimbabwe, ushered in the Government of National Unity (GNU), which has the sole mandate of reviving the economy and ensuring peace and stability in the country. Chief among the priorities of this GNU is the need to re-brand the country in order to restore the country's relations with other countries, promote trade and investments and revitalize the economy. However, the process

of how the country should be re-branded has not been articulated and remains unknown and this is the gap that this study seeks to narrow.

Acknowledging the need for Zimbabwe to be re-branded, Zimbabwe's Deputy Prime Minister, Professor Arthur Mutambara (2009), noted that

"...the re-branding of the country is priority number one. We want to re-brand Zimbabwe, but what are we known for? How are we perceived by the rest of the world? We are known for violence, farm invasions, disregard for the rule of law, electoral fraud, cholera, an unheard of rocket-propelled inflation, gigantic corruption and mafia-style abductions and kidnappings of journalists, human rights activists and anyone else seeking democratic space" (cited in Mpofu, 2009:7).

It is this background that impelled the researcher to endeavour to establish how Zimbabwe can be re-branded in order to take the country out of its current social, economic and political quagmire. The study specifically sought to establish what process should be followed in re-branding Zimbabwe and how re-branding can help the country overcome the socio-economic and political challenges currently bedevilling it.

Although countries with '*branding problems*' face an uphill battle when they try to change the perceptions that others have of them, history has shown that this is possible and that the rewards for those who are able to overcome the problems, are large (Oxford Analytica, nd).

1.6 The research problem

This study sought to establish how nation branding can be used as a strategy to transform, rejuvenate and reposition Zimbabwe as an effective *nation brand* through a process of re-branding. The country currently faces various challenges across the social, economic and political spheres and the problem is to establish how re-branding can be used as a strategy to transform Zimbabwe from its current state of affairs to an economically viable, prosperous, and peaceful country that meets the expectations of its citizens and other stakeholders. Therefore, the central question to the study was: how can the country be re-branded and what process should be

followed to ensure effective and efficient transformation that will help the country to overcome the challenges that it is currently facing?

1.7 Research questions

The main research question for this study was; how can nation branding be used to transform Zimbabwe? In order to answer this question, it was also imperative for the study to determine the process that should guide the re-branding of Zimbabwe. In order to comprehensively answer the main research question, the study also sought to answer the following research sub-questions:

- What is the current context of the brand Zimbabwe and its projection on the global map?
- What process should guide the re-branding of Zimbabwe?
- How can re-branding be used as part of the process to overcome the challenges of transforming Zimbabwe?
- What is the desired effect of nation branding in Zimbabwe?
- What are the challenges of re-branding Zimbabwe?

1.8 Research objectives

The main objective of this study was to establish how Zimbabwe could be re-branded in order for the country to overcome the socio-economic and political challenges that it is currently facing. The study sought to specifically determine and propose the process that should guide the re-branding of Zimbabwe in order to transform the country through the application of nation branding principles. This study also sought to fulfill the following research sub-objectives:

- To **analyse** the current context of the brand Zimbabwe and its projection on the global map;
- To **determine** and **recommend** the process that should guide the re-branding of Zimbabwe;
- To **determine** how re-branding can be used as part of the process to overcome the challenges of transforming Zimbabwe?
- To **establish** the desired effect of nation branding in Zimbabwe; and
- To **identify** the challenges of re-branding Zimbabwe.

1.9 Significance of the research

This research study provides governments across the world and, in particular, the government of Zimbabwe with a comprehensive process model that can be used to re-brand their countries in

order to revive their economies, increase FDI, promote tourism, boost exports and also build long-term and mutually beneficial bilateral and multilateral relationships with other countries. This is particularly important during these contemporary times when globalisation has led to massive competition for resources and markets among nations. This study has thus proposed a process of how Zimbabwe can be re-branded in order to overcome the challenges that it is currently facing.

Much of the published work in the field of nation branding is based on practitioners' experience and, therefore, the study further expanded the country branding body of knowledge by introducing a process model and novel literature on how a country can be re-branded. This will significantly help both country branding academics and practitioners in their quest to develop a deeper understanding of the discipline. As country branding is still a growing discipline, the study also identified knowledge gaps, that is, areas that require further research in order to strengthen and broaden the discipline of nation branding. These are covered in the concluding chapter.

The International Organisation of Migration (IOM) (2009, nd) reported that approximately four million of Zimbabwe's total population of 12 million people have emigrated to South Africa (SA), United Kingdom (UK), United States of America (USA), Canada, Australia and other countries across the world. Besides the severe brain drain that this emigration has caused to the Zimbabwean economy, it has also had a negative impact on the host countries in terms of increased population and demand for employment and other economic and social services.

The creation of a successful nation brand may also be able to unite Zimbabwe, which is currently polarised along political and tribal platforms. The re-branding exercise will give the country a common purpose and a sense of national pride. As an anchor, the nation brand will represent the collective will of the people of Zimbabwe, build their loyalty towards the country, and make them proud ambassadors of the nation brand, at home and abroad, thereby improving the country's image and reputation.

1.10 Trajectory of the thesis

This study is organized into seven chapters, as shown in Figure 1.1 below. Chapter One provides an introduction to the thesis topic, a brief explanation of the background, objectives, purpose of the study, the research questions and the importance and justification of the study.

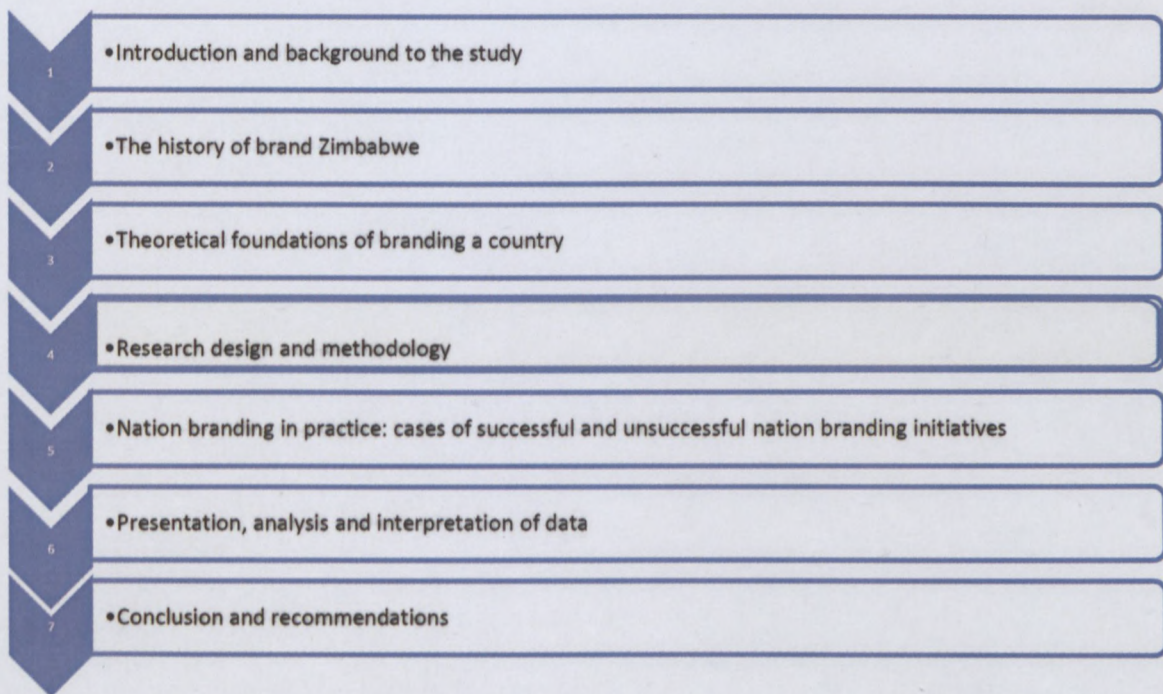


Figure 1. 1: Trajectory of the thesis

In order to comprehensively understand the research context, Chapter Two, presents a concise history of modern-day Zimbabwe from independence in 1980 until contemporary times. This chapter facilitates an in-depth understanding of the research problem and its origins.

A broad review of published literature on nation branding is conducted in Chapter Three. Chapter Four explains the research design and methodologies which were used in this thesis. Issues such as the research strategy, procedure and methods that were used to collect data and how the data was analysed, form the basis of this chapter.

An empirical study of successful and unsuccessful nation branding initiatives in four selected countries is conducted in Chapter Five. Besides providing an international perspective to the re-branding of Zimbabwe, the case studies also provide the project with a benchmarking platform.

In Chapter Six, data presentation, analysis and interpretation are executed. This is basically a comparison of the study's empirical results with previous literature and theories regarding the thesis topic. These empirical results are also compared to each other in a cross-case analysis.

Chapter Seven proposes a process model of how to re-brand Zimbabwe. The chapter also proposes the re-branding as a transformative learning process model. This closing chapter also provides the study's overall findings, conclusions, recommendations and limitations, as well as directions for future research, as the research questions are answered and the research purpose is fulfilled.

CHAPTER 2: THE HISTORY OF BRAND ZIMBABWE

*“...Zimbabwe’s brief history is marked by both horrific violence and impressive achievements”
(Gavin, 2007:6).*

2.1 Introduction

In the previous chapter, the researcher provided an introduction to the thesis topic, as well as a brief background thereto. The author also discussed the research problem, the research questions, and the research objectives, and provided a concise breakdown of the chapters that comprise this thesis. This chapter provides a comprehensive history of Zimbabwe as a brand from its foundation to its contemporary state, and also presents a précis of the potential trajectories that brand Zimbabwe may take. The chapter explains the life of brand Zimbabwe, the challenges that it has faced and the chapter concludes with an analysis of the current efforts to re-brand the country.

2.2 Background

Zimbabwe is named after Great Zimbabwe, the 12th to 15th century stone-built capital of the Rozvi Shona dynasty. The name is thought to be derived from *dzimba dza mabwe* (“great stone houses”) or *dzimba waye* (“esteemed houses”) (Ann Muir, 2001:1). A land-locked country of 390,580 square kilometres between the Zambezi River to the north and the Limpopo River to the south, Zimbabwe shares borders with South Africa to the south, Zambia to the north, Namibia to the north-west, Mozambique to the east and Botswana to the south-west. The capital city is Harare, which is located in Mashonaland province while other major cities include Bulawayo, Mutare, Gweru, Kwekwe and Masvingo (*Ibid*).

The largest ethnic groups, which are of Bantu origin, are the Shona and Ndebele people. Shona is a collective term that refers to the inhabitants of the Mashonaland central, east and west provinces that are mainly of the Zezuru, Karanga, Korekore, Manyika and Ndau sub-tribes. The Ndebele ethnic group is of Nguni origin and comprises of the Ndebele and Kalanga peoples. Other smaller ethnic groups include the Tonga in the Zambezi Valley, north of the country, the Shangani people in the low-veld and the Venda on the border with South Africa.

At independence in 1980, people of non-African origin comprised about two percent of the population and they were mainly of European and Asian origin. Figure 2.1 below shows the map of Zimbabwe.



Figure 2. 1: Map of Zimbabwe

(Source: Encyclopedia Britannica Online)

The official language of Zimbabwe is English, although Shona and Ndebele are also regarded as national languages and are thus taught in primary and secondary schools. Zimbabwe's national

anthem is called *Simudzai Mureza we Zimbabwe (Raise Zimbabwe's Flag)*. The national flag in green, black, red, white and yellow and the Zimbabwean bird (the African fish eagle) are the symbols of independence and the country's history. Internationally, particularly in the tourism sector, photographs of Victoria Falls, Great Zimbabwe, and wildlife are symbols of national history and natural heritage.

Traditionally, agriculture has been the backbone of the economy with approximately 70% of the workforce employed in the sector. Other prominent sectors include manufacturing, tourism, transport, telecommunications and mining. The country's major exports are gold, platinum, ferroalloys, textiles, cotton, tobacco and horticulture, which are mainly destined for SA, China, Germany and Britain. The country is a net importer of manufactured products such as food, fuel, computers, vehicles, medicines, household goods, agricultural, industrial and mining equipment. South Africa is by far the country's largest trading partner, followed by China, Japan, and Zambia.

2.3 Colonisation of Zimbabwe

The colonial era began in 1889 when Britain granted a Royal Charter to the British South Africa Company (BSAC) to administer and exploit the country north of the Limpopo River. The territory, which was inhabited by the Ndebele and Mashona peoples, was given the name Rhodesia after the BSAC's founder, Cecil Rhodes (Fisher, 2010:1). The formation of this colony was seen as a continuation of the British Empire's plan to bring the whole of the "...uncivilized worlds under British rule". Rhodes' vision was to ensure the subjugation of Africa from '*Cape to Cairo*' as he regarded the British race as superior to any other race, and thus brought civilization to "*primitive and uncivilized Africa*". Muir (2001:1) notes that "...this innate British superiority served as justification for their discriminatory policy".

The native population of Zimbabwe was disposed of its fertile land and cattle and the conquered people were not allowed to participate in the governance of their own country. Only White people had a right to vote. African societies were, until that time, generally agrarian in nature and the loss of land and cattle deprived them of their traditional means of survival hence working for

White settlers on farms, in mines and other emerging industries became the new means of their survival.

Muir (2001:2) notes that "...the acquisition of large tracts of land by White settlers for commercial agriculture until shortly after World War 2 resulted in a situation in which half of the land was owned by well under one percent of the population, with limited access to the vast majority of the rural population". In 1930 the White minority unanimously passed the Land Apportionment Act, which barred the African population from legal access to land and thus the Black population became a source of cheap labour on White farms, in mines and in other emerging industries. This seizure of land and the subsequent implementation of harsh colonial policies were the catalyst of the first war of liberation (*Chimurenga 1*) which was fought from 1896 to 1897. Despite outnumbering the colonisers, the Africans, using spears and stones, were defeated by guns, which they had never seen before. Rhodesia remained under colonial rule until the second War of Independence (*Chimurenga 2*) led to the dismantling of colonialism in 1980.

2.4 The independence of Zimbabwe

After a protracted guerrilla war that cost the lives of about 30 000 people and, which lasted for almost two decades, Zimbabwe gained its independence from Britain on 18 April 1980. This marked the transition from minority White rule to majority Black rule. The Zimbabwe African National Union – Patriotic Front (ZANU-PF), led by Robert Gabriel Mugabe as the Prime Minister, formed the first government under majority rule and the late Reverend Banana was elected non-executive and ceremonial President (Muir, 2001, Mamdani 2008 & Gavin, 2007).

Following the Lancaster House Agreement of December 1979, Zimbabwe enjoyed a brisk economic recovery. The new government inherited one of the strongest and most complete industrial infrastructures in sub-saharan Africa, as well as rich mineral resources and a strong agricultural base. Power (2003:1) postulates that:

"...Zimbabwe, one of southern Africa's most prosperous countries, held great promise. Its Victoria Falls was one of the seven natural wonders of the world. Its gushing Zambezi River boasted wildlife and pulsing rapids. Its lush soil was the envy of a continent. And, though

landlocked, the country had modernised sensibly: it had a network of paved roads, four airports, and thanks to Mugabe's leadership, a rigorous and inclusive education system. Zimbabwe was indeed the jewel of Africa".

Analysing the socio-economic situation in Zimbabwe at independence, Richardson (2005:1) posits that "... for many years, Zimbabwe was known as the jewel of Africa. Rich in raw materials and productive farmland, it grew enough food to feed its people and export the rest. The farm sector supplied about 60 percent of the inputs to the manufacturing base—so agriculture was truly the backbone of the economy".

From independence, the government implemented a number of socio-economic policies which were aimed at redressing past colonial imbalances as a means to ensure the participation of all the citizens in the governance of the country.

2.5 Policy of reconciliation

As part of nation-building, Mugabe promoted a policy of reconciliation with the White minority, while other opposition parties were also invited to join the new government to help re-build the country. To demonstrate his commitment to reconciliation, on the eve of Zimbabwe's independence, Mugabe proclaimed that "... an evil remains an evil whether practiced by White against Black or Black against White" (Power 2001:2).

De Waal (1990:150) describes Mugabe's attitude as a "...miracle" and a demonstration of humanity so far rarely equalled in our world". As part of his maiden speech to promote reconciliation, Mugabe (1980) reached out to the White community saying:

"...if yesterday I fought you as an enemy, today you have become a friend and ally with the same national interest, loyalty, rights and duties as myself. If yesterday you hated me, today you cannot avoid the love that binds you to me and me to you. The wrongs of the past must now stand forgiven and forgotten" (cited in Huyse, 2003:34).

With such level of humanity, Huyse (2003:34) further notes that Mugabe fitted well into the class of other reconciliation-minded statespersons such as Leopold Senghor of Senegal, Julius Nyerere

of Tanzania, Kenneth Kaunda of Zambia, and Jomo Kenyatta of Kenya. In more recent times, Nelson Mandela of South Africa espoused such ethos of reconciliation. The policy of reconciliation received recognition and support from Britain and other foreign countries, hence Mugabe soon became a '*darling of the West*'. According to the US State Department (2010), "... Prime Minister Mugabe's policy of reconciliation was generally successful during the country's first two years of independence, as the former political and military opponents began to work together. There was no retribution for civil servants who used to work for the colonial regime and the country was geared for national reconciliation and reconstruction".

However, despite preaching reconciliation, Mugabe remained convinced that there was need to find ways of reversing past discriminatory policies in land distribution, education, employment health, and salaries. Muir (2001:1) reveals that while the White minority lost political power after independence, it retained a disproportionate share of economic resources and this remained an enormous challenge for the new government.

The policy of reconciliation managed to bring a level of stability and continuity to the new country, and this enabled the country to have an almost smooth transition from minority to majority rule. Mugabe thus managed to avoid a repetition of what had happened in Mozambique when immediately after independence the new government under Samora Machel pursued destructive policies which drove out the entire skilled and experienced White minority leaving the country in the hands of the unskilled and inexperienced Black majority.

Supporting the need for White-Black reconciliation, Huyse (2003:35) points out that "...economic pragmatism also played a major role. The White community remained extremely important economically. Black leaders knew that a lack of flexibility had caused serious problems in Mozambique when, soon after independence, thousands of White people fled the country, leaving a deliberately uneducated population to run it".

The formation of the first government of national unity, which comprised of the ruling party and other opposition parties, both Black and White, was, therefore, necessary for social, political and economic reasons. The relative peace and stability that ensued immediately after independence

was, therefore testament of the success of the policy of reconciliation and Mugabe's 'visionary leadership'.

2.6 International relations

The Zimbabwean government organised and hosted an international conference on reconstruction and development (ZIMCORD) in March 1981. The country received funding from the US and other western countries to support the post-war reconstruction effort, land redistribution, and the development of skilled human resources. In 1982 the Organisation of African Unity (OAU), in appreciation of the new nation's rising star status, chose Zimbabwe to hold one of the non-permanent seats in the United Nations (UN) Security Council. This brought the country onto the world stage and gave it the much needed international exposure.

Furthermore, the country hosted the Non-Aligned Movement (NAM) Summit meeting in 1986, and Mugabe became chairperson of that organisation, giving both Mugabe and Zimbabwe the much required international visibility, credibility and responsibility. In October 1991, Zimbabwe hosted the Commonwealth Heads of Government meeting (CHOGM) where Mugabe was again elected chairperson of that organisation.

2.7 Civil war

After losing the 1980 elections, opposition parties led by the late Joshua Nkomo's Zimbabwe African People's Union - Patriotic Front (PF-ZAPU) argued that there was massive electoral fraud and intimidation of voters during the plebiscite. They joined the new government under protest and hence the government of national unity had in-born deformities and was thus short-lived.

In 1982, following the discovery of large caches of arms and ammunition on properties that were owned by ZAPU in Matabeleland, there were widespread reports of an alleged Zimbabwe People's Revolutionary Army (ZIPRA) (the military wing of PF ZAPU) plot to overthrow the ZANU-PF government.

However, some observers argued that these reports were a fabrication by the apartheid regime of SA and were meant to destabilise the new government. Others noted that the arms were planted by the ZANU-PF government in order to build a case against PF-ZAPU. However, after a mutiny broke out in the army, several ZIPRA leaders were arrested and Nkomo and his closest associates were dismissed from the government on allegations of trying to overthrow the sitting government. This caused massive ethnic and political tension between ZANU (PF) and PF-ZAPU leading to the emergence of the '*dissident war*' in Matabeleland and other parts of the Midlands province.

Traditionally, ZANU (PF) draws its support base from Mashonaland while PF-ZAPU is predominantly Ndebele and because of this tribal composition, the conflict became ethnic in character. The dissident war was a rebellion by former ZAPU guerrillas and supporters against Mugabe's rule which led to a breakdown of relations between Mugabe and Nkomo, and hence the latter's flight into exile. The war involved attacks on government personnel and installations in armed banditry, which were aimed at disrupting the socio-political and economic life, mostly the rural areas in Zimbabwe.

The government invoked a 'state-of-emergency' in affected areas and deployed the notorious Korean-trained Fifth Brigade to pacify the dissidents and the infamous campaign became known as the *Gukurahundi* (strong wind). Power (2003:16) notes that *Gukurahundi* "...refers to the seasonal Zimbabwean rains that wipe out the debris of the previous year's crop. It signifies a purging of old; a purification". In this regard, *Gukurahundi* sought to defeat and destroy the opponents of the new government who were alleged to be fighting to effect a regime change. Some observers note that the *Gukurahundi* massacres were also justified by some sections of the Shona society as "...revenge for the nineteenth-century Ndebele invasion" (Huyse, 2003:38).

There were widespread reports of violence, political repression, torture, mass murders, arson and abuse of human rights by the army. An estimated twenty thousand people died during this period. Mugabe used the low-key civil war to further entrench his grip on power while the Law and Order Maintenance Act, which was inherited from the colonial regime, gave the government

widespread powers, including the right to detain citizens without a charge. Many critics argue that this marked the beginning of his dictatorship.

Mugabe and the ruling party won the 1985 elections with a landslide victory by winning 67 of the 100 seats available for contest. This gave them the power to amend the constitution, which Mugabe used to create the subsequent one-party state. The civil war ended in 1987, culminating in the signing of the Unity Accord between ZANU (PF) and PF-ZAPU. The constitutional changes enacted during this period abolished the bicameral parliament and the post of prime minister. Mugabe became the Executive President and Nkomo, who had returned from exile, was elected second vice president and a government of national unity was formed. The other vice president was the late Simon Vengai Muzenda. Mugabe, as Executive President, was given widespread and unlimited powers and Zimbabwe became a de-facto one-party and one-man ruled country.

Commenting on the Unity Accord, Huyse (2003:38) posits that the accord “...marked the start of a period of (uneasy) coexistence between rival groups. But essential dimensions of a reconciliation process - trust and empathy, a democratic sharing of power and growing equality (other than at the elite level of the former ZAPU leadership) failed to materialise”. A large section of ZAPU members felt that Nkomo ‘sold out’ and refused to embrace the unity agreement. Most recently, PF-ZAPU was resuscitated and the party is now making efforts to recall its members from the ZANU (PF).

It is apparent that after the end of the undeclared civil war in Matabeleland, the ZANU (PF) government’s policy in the region changed from being one, which was violent and confrontational to that of deliberate neglect and discrimination. Critics argue that most development projects were implemented in the Mashonaland regions and Matabeleland has generally remained poor and underdeveloped.

This scenario raised the ire of many Ndebele leaders, leading to the charge that the unity agreement was a fallacy that was meant to strategically alienate the Ndebele people from the governance of the country and in order to ensure perpetual Shona hegemony. There were no

attempts for genuine and thorough reconciliation, restorative justice and reparation for the damage inflicted on the victims (Huyse, 2003:39). ZANU (PF)'s insincerity is also reinforced by the fact that there remains no official apology for the atrocities and, furthermore, the Chihambakwe Commission of Inquiry's report on the atrocities remains a closely guarded secret which has never been made public.

2.8 Early land reforms

Many writers trace Zimbabwe's land reforms only as recently as 2000. This is a misleading perspective because land reforms began in Zimbabwe at independence in 1980 (Fowale, 2009:1). During the first decade of independence, Zimbabwe implemented land reforms that sought to redress the unsolved land question through the resettlement programme'. The government sought to acquire about eight million hectares to resettle 162 000 land-poor farming households from communal areas. However, Mamdani (2008:2) elucidates that land transfers during this period were minimal and that they actually increased rather than appeased land hunger. The programme was also mainly constrained by restrictions in the Lancaster House agreement, and the inflated prices charged by White land owners. In addition, White settlers were only willing to sell the worst land, which incensed the government and the land-hungry citizenry.

As the decade drew to a close, only 58 000 families had been resettled on three million hectares of land. No more than 19 percent of the land, which was acquired between 1980 and 1992 was of prime agricultural value (Mamdani, 2008:3) and the land question remained unsolved.

2.9 Early economic and social policies

During the early years of independence, the Zimbabwean government invested heavily in public education and health. Thousands of primary and secondary schools and vocational training centres were built. Primary education was made compulsory and free for all. Zimbabwe soon became a symbol of successful African independence with arguably the highest literacy level of about 90%.

According to the USA State Department (2009:1), during the early years of independence, primary through post-secondary enrolment increased from 1 million to about 2.9 million, and

there was an impressive network of independent private schools and church-run mission schools that had significantly more resources and thus significantly higher fees than government-run schools.

Since independence, higher education has also expanded and currently the country has 10 universities, excluding a large network of teacher-training, nursing and polytechnic colleges.

According to Gavin (2007:6), soon after independence, Zimbabwe maintained “...one of the best and most far-reaching educational systems on the continent, graduating generations of young Zimbabweans well prepared to participate in modern economy. Combined with economic growth driven largely by the agricultural sector, this led to a growing middle class and an increasingly vibrant civil society”.

The government has also made huge strides in the public health sector. Clinics were built in rural areas and high density suburbs. District and provincial hospitals were also upgraded in order to cater for an increased demand for health services.

2.10 Failure of reconciliation

Despite receiving local and international support, reconciliation in Zimbabwe was short-lived. Huyse (2003:34) postulates that Mugabe’s policy of reconciliation failed because of the following reasons:

- It was elitist and top-down in nature;
- It emphasised Black-White reconciliation and largely ignored reconciliation among the Blacks themselves; and
- The members of the new government had divergent views on how to build the economy after independence.

Much as reconciliation was an excellent socio-economic and political policy, it was conceived at an elite level and the rest of the citizenry was never consulted in spite of having been the main victims of colonialism and its brutality. Reconciliation in Zimbabwe was a “... a project conceived and developed at the level of the elite. There was no society-wide debate or involvement” (Huyse, 2003:37). The new government expected people to forgive and forget the past, and to live happily with their former colonial masters. Furthermore, much as the new

government invested heavily in social services, a majority of the black population still lived in poverty, whilst the White community continued to enjoy the fruits of colonialism.

Secondly, the Black population remained polarised because of a number of factors. Huyse (2003:34) notes that Mugabe "...put much less emphasis on the question of reconciliation within the Black community where two groups had fought bitter conflicts, both in the far past and as rivals in the liberation movement". Traditionally, there have always been ethnic divisions within the Black community since the breakaway of ZANU leaders from ZAPU in 1963, and thus the War of Independence was fought on two fronts.

ZAPU's war efforts were led by its military wing, ZIPRA and ZANU's military wing was the Zimbabwe National Liberation Army (ZANLA). Despite fighting a common enemy, these forces often engaged in bitter fights on the war front and in training camps in Zambia and Mozambique. The tension further took an ethnic dimension because the Russian-trained ZIPRA largely recruited and fought in Matabeleland and was thus regarded as an army of the Ndebele people.

Conversely, the Chinese-trained ZANLA was mainly Shona in outlook and operated in Mashonaland. These two liberation movements, therefore, differed in training and ideology. In the end, this translated into ethnic conflict between the Shona and the Ndebele people. The conflict persisted even in the demobilisation camps of the newly created Zimbabwe National Army (ZNA), which was an amalgam of ZANLA, ZIPRA and the former Rhodesian forces. Reports of endless fighting between ZANLA and ZIPRA were widespread. Conflict within the armed forces was also a microcosm of what was happening in government and within the wider population, as divisions between the majority Shona and the minority Ndebele increased.

The sentiments within the Ndebele community were that the Shona people were enjoying a bigger slice of the cake because they were in the majority whilst, conversely, Shona people felt that it was time to hit back on the Ndebele for subjugating their land more than a century ago. However, some observers argue that the divisions between the Shona and the Ndebele were deliberately fostered by the settler regime as a *'divide and rule'* strategy.

At a political level, after winning the first democratic election in 1980, ZANU (PF) felt that it had the right to rule according to its own wishes, and the participation of losing parties in government was a gesture of its own goodwill. The dismissal of Nkomo and all ZAPU ministers from the new government was the final nail in the coffin of Black-Black reconciliation leading to the emergence of the civil war, as already alluded to above.

According to Huyse (2003:34), since the 1990s, relations between the Mugabe government and the ruling ZANU (PF) on the one hand, and most of the White citizens on the other, "...have sunk to their lowest point since the coming of independence". This has been as a result of the seizure of commercial farms which belonged to the White community for distribution to the Black citizenry. Although most of the White settlers agree that land reform was necessary and inevitable, they did not agree with its aggressive, violent and chaotic nature. Furthermore, White settlers argue that the seized farms were appropriated by the Black elite, and the majority of Black Zimbabweans are still landless. With this systemic conflict, the socio-political relationship between the government and the White community was officially dead.

Huyse (2003:35) sums it up when he elucidates that "...this policy was from the beginning built on sand: it was almost exclusively based on political and economic imperatives, weakened by the triple culture of amnesia, impunity and contentment (or easy satisfaction), and imposed from above". It is more than apparent that as much as the policy of reconciliation was noble and a necessity in Zimbabwe, it was not built on a solid national platform and was largely rhetoric in nature and driven by selfish and short-term political and economic interests of the Black elite. With that kind of background, reconciliation in Zimbabwe was indeed a '*short and bitter-sweet honeymoon*'.

2.11 Economic decline

Gavin (2007:6) posits that "...Zimbabwe's brief history is marked by both horrific violence and impressive achievements". She further notes that the country was governed through "...ever-expanding networks that were fundamentally incompatible with the structural reforms the economy needed". Massive investments in social services were not appropriately matched by investments in industrial growth and development.

In the early 1990s the country began to experience economic problems, as unemployment and inflation began to rise. The emergence of the HIV/AIDS pandemic added to the country's problems and a massive strain was placed on the health delivery system, while about 2000 people reportedly died every week owing to the pandemic. By the mid-1990s, almost three quarters of the population was living in poverty. This was mainly as a result of the Economic Structural Adjustments Programmes (ESAP) which were implemented by the government in an effort to arrest the worsening economic situation in the country.

Inflation began to rise uncontrollably and there were massive retrenchments in both the public and private sectors as organisations and institutions streamlined their businesses in line with recommendations from the International Monetary Fund (IMF) and the World Bank (WB). Many strikes and stay-aways were organised by the Zimbabwe Congress of Trade Unions (ZCTU) and other civil society organisations and thus pressure on the government mounted.

2.12 Formation of the Movement for Democratic Change

Since independence, ZANU (PF) dominated national politics. Smaller parties such as the Zimbabwe Unity Movement (ZUM), the Forum Party, ZANU Ndonga, United African National Congress (UANC), Democratic Party (DP), and the Zimbabwe Union for Democrats (ZUD) emerged and disappeared from the political scene, at different episodes, as they failed to challenge the ruling party's hegemony. Zimbabwe had effectively become a one-party state.

However, in 1998, the political landscape was re-shaped by the emergence of a strong opposition in the form of the Movement for Democratic Change (MDC) led by trade unionist, Morgan Tsvangirai. The formation of the MDC, which had its roots in the ZCTU, was largely driven by the populace's dissatisfaction with economic mismanagement and poor governance by the ruling party (Gavin, 2007:6). An opposition party of such magnitude was unprecedented in Zimbabwe's post-independence era, and Mugabe faced the biggest challenge of his political career as the MDC sought to depose him in subsequent elections.

In the June 2000 parliamentary elections, the MDC won 57 of the elected 120 seats with an overwhelming support from workers and the urban population. This result was achieved in spite

of widespread reports of intimidation and killings of opposition supporters, massive rigging, lack of access to the media and an uneven playing field for the MDC. The advent of a new political landscape hardened Mugabe and the country became highly polarised. Widespread harassment and wanton arrests of opposition leaders and supporters and journalists continued unabated, as the government sought to silence any dissent.

2.13 Push for a new constitution

In 1999, after massive opposition and civil society pressure, the government embarked on a programme to re-write the country's constitution. This project was largely boycotted by the opposition who accused the government of a sinister agenda. They also argued that the programme was not people-driven, inclusive enough and that it had pre-determined outcomes. The National Constitutional Assembly (NCA), a loose coalition of opposition parties, non-governmental organisations and civil society ran a parallel constitution-making process.

The government's new constitution initiative culminated in a draft constitution that was subjected to a national referendum for adoption. The NCA and opposition parties campaigned fiercely against the draft constitution, arguing that it actually increased Mugabe's powers, and did not guarantee media freedom and human rights. The new constitution also sought to seize White-owned land without compensation.

The referendum, which was held in February 2000, resulted in the famous 'NO' vote and this incensed Mugabe and the government. He accused the opposition MDC and the NCA of being 'sell-outs' who were working in cahoots with the White farmers and western governments to derail the land distribution programme and effect a regime change. In support of the 'NO' vote, Gavin (2007:6) notes that:

"the new constitution would have strengthened the presidency, granted government officials immunity from prosecution, and allowed the government to seize land without compensating the owners. When the electorate defeated the referendum in what was widely interpreted as a rebuke to the ZANU-PF dominated government, President Mugabe embarked on a costly campaign to shore up his power and crush opposition forces".

Immediately after the rejection of the draft constitution, veterans of the liberation struggle began a government-backed campaign of violent farm invasions on a massive scale.

2.14 Fast-track land redistribution

Despite losing in the referendum, the government pressed forward with its land redistribution agenda and the country was engulfed in political and economic turmoil. Gavin (2007:6) asserts that in response to mounting opposition to his government, "... President Mugabe seized on the extremely important issue of land tenure to rally political support for his cause".

Despite several Supreme Court rulings to the contrary, the government amended the constitution to permit the uncompensated seizure of farms. Gavin (2007:6) further notes that "... a number of judges who rejected these violations of the rule of law were intimidated and removed". Journalists who questioned the land reform programme also became target of the state through arbitrary arrests, torture and intimidation by the security services. The commercial farmers' population of about 6000 was depleted to about 200 by 2002, as marauding ZANU (PF) supporters and the 'war veterans' wantonly invaded farms and forced farmers to flee the country.

Agricultural production was severely affected and thousands of farm workers lost their jobs. About 32 commercial farmers were reportedly killed during this period. Agricultural and domestic property that belonged to the White farmers was also forcibly confiscated during the fast-track land redistribution programme.

The uncontrolled seizure of commercial farms had disastrous consequences for the country. Agricultural production dropped tremendously and unemployment increased sharply, as most farm workers found themselves jobless after their White employers were chased away. The fall in agricultural output led to systemic food shortages and the situation was exacerbated by the drought that hit the country in 2002. With the country in a dire situation, the government declared a state of disaster and sought international support.

Within two decades Zimbabwe, had been transformed from a net-exporter of food to a basket case, or rather from being the '*breadbasket of Africa to a basket case of Africa*'. Power (2003:8) points out that "...government food warehouses used to contain sacks of wheat and maize piled

to the sky, but the warehouses, on which the vast majority of the population depends, now stand empty”. Gavin (2007:8) echoes Power’s sentiments when she notes that “... Zimbabwe used to export food to its neighbours. Now it desperately needs food aid”. By 2003, Western donors were feeding almost half of the Zimbabwean population in contrast to the 20 percent who were fed by international donors at the height of the historic Ethiopian famine.

2.15 Arguments for and against land redistribution in Zimbabwe

The Lancaster House Agreement, which was signed by the British government, the settler regime and ZANU and ZAPU as the Patriotic Front (PF) in 1979, dictated that land would only be distributed after ten years of independence and that the colonial master would fund the programme. Huyse (2003:35) states that although Mugabe signed the peace deal, “...he did not disguise his disappointment at having to lose in the peace agreement that which he was convinced could be won by war; the land”. The Zimbabwean government therefore, argues that ‘*fast-track*’ land reform was absolutely necessary because Britain reneged on its promise to bankroll land redistribution in Zimbabwe.

However, Huyse (2003:35) postulates that the promises that were made by the Britain and the USA were unwritten and thus are of no legal consequence. However, according to Mamdani (2008:3), between 1980 and 1992, Britain paid out £44 million pounds to fund land reform in Zimbabwe and although this figure was far much less than what was anticipated, it is evidence of the country’s obligations under the Lancaster House agreement. The Lancaster House agreement allocated £75 million for land reform in Zimbabwe (*ibid*).

According to Tomczak (2008:1), the terms of the agreement were from the beginning designed to under-fund Zimbabwe’s land reform. He further compares the £75 million allocated to Zimbabwe to the £500 million allocated for land reform in Kenya. Even if one takes into account the difference in population, equivalent funding for Zimbabwe would amount to some £200 million, which would have given peaceful land reform a much better chance of success (*ibid*).

The emergence of a New Labour government in Britain in 1997 worsened relations between Harare and London. The Labour government argued that it could not be responsible for what

Britain had done in colonial Rhodesia, and this abdication of colonial responsibility by Britain gave the Zimbabwean government a passport to implement the fast-track land reform programme without any compensation to the White farmers.

Upon the expiry of the Lancaster House Agreement's protection of the acquisition of commercial farmland, land redistribution thus became a topical issue in the early 1990s. The Land Acquisition Act of 1992 was passed in order to facilitate the redistribution of farmland from Whites, who owned 70% of the land to the Black majority who were overcrowded in infertile communal areas. The act gave the state powers to compulsory land purchases, though land owners retained the right to challenge the price that was set and to receive prompt compensation.

Mamdani (2008:1) elucidates that the guerrilla war in Zimbabwe was mainly underpinned by a desire of the Black majority to solve their grievances over the theft of land, "... a process begun in 1889 and completed in the 1950s". He further notes that the "... matter was never properly addressed when Britain came back into the picture to effect a constitutional transition to independence under majority rule" (*ibid*).

Supporting the need for land reform in Zimbabwe, Gavin (2007:6) articulates that "...this land reform had been desperately needed since independence and was aimed at empowering Zimbabweans, who had been disenfranchised during the British colonial period. But time and again, foreign donors and the government of Zimbabwe failed to agree on an orderly and regulated programme". Land ownership in Zimbabwe was thus negatively skewed in favour of the minority White settlers, and according to Mamdani (2008:2) "...this was not a sustainable arrangement in a country whose independence had been secured at the end of a long armed struggle supported by land-hungry people. However, the agreement that Britain drafted at Lancaster House in 1979 – and that the settlers eagerly backed – did not take into account the kind of transition that would be necessary to secure a stable social order".

According to Power (2003:2), "...in Zimbabwe, Whites owned the finest farmland and most Blacks remained dispossessed and marginalised two decades after independence, and thus politics and land became inseparable". Mamdani (2008:2) supports Power when he elucidates

that “...the inadequacy of the Lancaster House provisions for the decolonisation of land ensured that it remained the focus of politics in independent Zimbabwe”.

The Land Acquisition Act faced massive resistance from the international community, White farmers and some sections of the opposition who accused the government of failing to implement effective land reforms immediately after independence. The government failed to fully implement the initial land redistribution programme because of a poor management, bureaucracy, shortage of funds, lack of clear land redistribution policies and inefficiencies in the *willing-buyer-willing-seller concept*. Most White farmers were also not willing to part with their land and if compelled, they charged market prices for their farms which piqued the government because the prices that were charged were beyond its reach.

In 1998 the government organised an international donor conference to raise funds for land redistribution. Britain and other western donors, who were unhappy with the unfolding situation in Zimbabwe, reneged on their promise to bankroll the programme, and this further worsened the already strained relationship between the government, White farmers and Britain.

Analysing the land situation in Zimbabwe, Power (2003:5) accentuates that “...in 2000, about 4000 large-scale commercial farmers owned some 70% of Zimbabwe’s arable land”. Nearly two-thirds of these farmers had bought their farms after independence, and thus held titles issued not by Ian Smith or the British colonial regime, but by the Mugabe government. Moreover, most of the White farmers were not remnants of the colonial settlers (*ibid*).

Power (2003:6) postulates that Mugabe had long pledged land reform as a way of redistributing farmland back to Black peasants and dismantling what many saw as the country’s ‘*mini Rhodesians*’. But he had delayed action for two decades, generally taking farms only on a ‘*willing seller, willing buyer*’ basis. In addition, Power (2003:6) asserts that “...most Zimbabweans (including White farmers) say that land reform was both necessary and inevitable”. However, the problem is the manner in which the programme was planned and implemented. The process was largely violent, chaotic and the land ultimately did not benefit the intended target,

namely, Black peasants, but ended up in the hands of the Black elite who mainly comprise of members and supporters of Mugabe and ZANU (PF).

Huyse (2003:35) highlights that "...the issue of land reform: giving the Black population back the resources that were theirs before the White settlers came, is a crucial tool in the process of staying in power". Due to the fact that the issue of land ownership was the fundamental reason for the war of liberation, the ruling party managed to use land reforms as a campaign strategy knowing fully that it will resonate well with the largely poor Black population who are the majority voters.

When the land was taken away, the new owners did not have the experience and capital to run the farms. They were also not in a position to retain the farm workers, and thus the majority of the farm workers were rendered jobless and condemned to poverty and starvation. Arguing that Mugabe's actions are unprecedented, Power (2003:7) postulates that:

"...Mugabe's belief that he can strengthen his flagging popularity by destroying a resented, but economically vital minority group is one that dictators elsewhere have shared. Paranoid about their diminishing support, Stalin wiped out the wealthy kulak farming class, Idi Amin purged Uganda's Indian commercial class, and, of course, Hitler went after Jewish businesses even though Germany was already reeling from the depression. Whatever spikes in popularity these moves generated, the economic damage was profound, and the dictators had to exert great effort to mask it".

Mamdani (2008:1) does not entirely agree with Power's portrayal of Mugabe and Amin as dictators when he asserts that "...what distinguishes Mugabe and Amin from other authoritarian rulers is not their demagoguery, but the fact that they projected themselves as champions of mass justice and successfully rallied those to whom justice had been denied by the colonial system. Not surprisingly, the justice dispensed by these demagogues mirrored the racialised injustice of the colonial system".

The Mugabe regime thus strongly argued that the land reform was meant to economically empower the poor and criticised the western powers, especially Britain, for wanting to prolong

economic colonialism. Although the land reforms in Zimbabwe have been portrayed as chaotic, corrupt and ineffective in the media and in academic circles, there are other scholars who strongly believe that there is light at the end of the land reform tunnel.

Ben Cousins the director of the Programme for Land and Agrarian Studies (PLAS) at the University of the Western Cape, who was once a critic of Zimbabwe's land reforms, now argues that "...land reform in Zimbabwe is not the disaster it is made out to be". He further argues that the future of Zimbabwe now lies in providing small scale farmers with subsidies so that food security can be achieved.

According to Cousins (2010:1), small-scale farmers have been able to sustain the Zimbabwean economy during the difficult years, and have also managed to contain the effects of the drought as a result of unfavourable rainfall patterns. Mamdani (2008: 7) supports Cousins' view when he asserts that "...Zimbabwe has seen the greatest transfer of property in southern Africa since colonisation and it has all happened extremely rapidly. Eighty percent of the 4000 farmers who were disposed of their land remained in Zimbabwe. Redistribution revolutionised property-holding, adding more than one hundred thousand small owners to the base of the property pyramid".

In social and economic, if not political terms, this was a democratic revolution. But there was a heavy price to pay. Reinforcing his school of thought on the land reforms in Zimbabwe, Cousins (2010:1) asserts that:

"...this stereotype of Zimbabwean land reform is profoundly unhelpful. It is not based on empirical evidence of the impacts of land reform, or an understanding of underlying complexities and trends over time. Seeing land reform as a total failure clouds understanding of complex new realities that farmers, government officials, political parties and other players are grappling with in trying to chart a way forward".

Cousins based his study in Masvingo province and concluded that the land reform programme in Zimbabwe, despite its demonisation and stereotyping in the media, has reduced racial and class

inequalities in land ownership and a substantial part of the population has thus been socially and economically empowered.

However, land reforms in Zimbabwe, in spite of the positive gains, led to massive political, economic and social disorder. The chaotic nature of the process meant that the rule of law was the first casualty (Mamdani, 2008:7). Many court judgements against the government and leading ruling party politicians were simply ignored and the security forces became largely partisan.

The government was accused of sanctioning and supporting some of the violence that consumed the countryside and opposition supporters were tortured and killed because they did not support the government and its disastrous policies. There was also massive repression in the media and the loudest anti-government voice, the Daily News, was forced to shut down in 2003.

According to Mamdani (2008:8), about 300 000 farm labourers lost employment and were thus displaced during the land reform programme, as the new farmers did not have the means and resources to employ them. Moreover, the farm workers were accused of siding with their employers during the referendum and the land invasions in order to protect and prolong White land ownership and were thus '*viewed with suspicion*'. However, the total number of people that was affected by the seizure of white farms was about 2.4 million if one includes the families and dependents of the farm workers (*ibid*).

The '*fast-track*' land reform programme also had a negative impact on agricultural production in Zimbabwe. Agricultural production diminished to unprecedented levels to the extent that more than half of the population became dependent on food aid from international donors.

In 2002 the World Food Programme (WFP) estimated that 12.8 million people in the region would require assistance as a result of drought, and that in Zimbabwe alone overall production would decline by 25%, with cereal production down by 57% and maize, which is the staple in the diet of ordinary Zimbabweans, down by a devastating two-thirds (Mamdani, 2008:10).

2.16 International response to the Zimbabwean crisis

International response to the Zimbabwean crisis has been mixed with condemnation from Western countries and support from largely African and a few other socialist countries. The US, UK and the rest of the European Union (EU) have imposed targeted sanctions on prominent government leaders in retaliation to the government's destructive policies. The cocktail of sanctions include financial and visa restrictions on selected senior government officials and government aligned business people, arms embargo and a suspension of non-humanitarian government-to-government assistance (Gavin, 2007 and Mamdani, 2008).

According to Gavin (2007:10), the US government signed the Zimbabwe Democracy and Economic Recovery Act (ZIDERA), which is a law that prohibits US support for both debt relief and any new assistance from international institutions until the US president has been able to certify that certain conditions relating to the rule of law, free and fair elections, and legal and transparent land reform, among others, prevail in Zimbabwe.

The IMF and WB, which over the years have provided vital balance of payment support to the country, also withdrew their support and the country's crises have worsened. In autumn 2001 the IMF declared Zimbabwe "...ineligible to use the general resources of the IMF..." and removed it from the list of countries that could borrow from its Poverty and Growth Facility" (Mamdani, 2008:11). The IMF officially closed its Zimbabwe office in October 2004.

In 2002 Zimbabwe was suspended from the Commonwealth for a year. A year later, after failing to overturn the suspension, Mugabe withdrew the country from the Commonwealth, branding the organisation "...an association of colonisers and the colonised". However, it is imperative to note that in spite of the targeted sanctions, the US and other western donors continue to provide humanitarian assistance to the people of Zimbabwe.

Conversely, Gavin (2007:11) points out that "...Zimbabwe's neighbours have been loath to criticize President Mugabe's regime and in 2007 Africa even successfully offered up Zimbabwe as the region's preferred chair to the United Nations Commission on Sustainable Development".

Many people in Zimbabwe and in the international community pinned their hopes on the SA government for effective international action to help to resolve the Zimbabwe crisis. This was based on the fact that SA is Zimbabwe's largest trading partner and the country imports most of its domestic and industrial requirements from SA.

However, over a number of years, former SA President, Thabo Mbeki, using his preferred strategy of 'non-interference', 'stabilisation' and 'quiet diplomacy' failed to achieve any meaningful results in numerous attempts to negotiate with Mugabe. However "...the west sees this approach as a deliberate effort to undermine sanctions..." (Mamdani, 2008:11). Other observers argue that Mbeki's policies on Zimbabwe were meant to protect the ZANU-PF government in light of what he also 'privately' viewed as western interference in the governance of a sovereign African country. Gavin (2007:11) sums it up when she acknowledges that historical, cultural and political factors made it difficult for the SA government to take a hard line with President Mugabe.

However, respected SA apartheid heroes Nelson Mandela and Archbishop Desmond Tutu, have publicly criticised the Mugabe regime. The President of Botswana, Ian Khama, publicly declared that his country did not recognise the 2008 election results and thus deemed the Mugabe regime, illegal. The late Zambian President Levy Mwanawasa who famously referred to Zimbabwe as '*the sinking Titanic*', was probably the only other African head of state to have publicly criticised Mugabe and his government.

Globally, Mugabe received political and economic support from other regimes such as Libya, Venezuela, China, Malaysia and Iran. Power (2003:17) postulates that "... like Castro in Cuba, Mugabe is admired in the developing world for flouting western powers". Mamdani (2008:1) elucidates that Zimbabwe's land reform, however harsh has won Mugabe considerable popularity, not only in Zimbabwe but throughout southern Africa as well.

As a way of trying to mitigate western sanctions, the government implemented the '*Look East*' policy which is basically aimed at stimulating trade with China and other Asian countries. China continues to supply the country with arms, while Chinese companies are involved in almost all sectors of the economy. However, the '*Look East*' policy has not been very successful as

anticipated because “... Chinese investors today are looking for solid returns, not ideological soul mates” (Gavin, 2007:12).

2.17 Economic and political crises

The massive economic and political crises in Zimbabwe have their genesis in the chaotic land reform programme (Fowale, 2008:1). From the beginning of the new millennium, the country’s economic situation was so bleak, with the country experiencing ongoing contraction and inflation, which reached 600% in 2003. As the turmoil continued, millions of skilled Zimbabweans emigrated largely to SA, UK, US and other countries across the globe as they sought economic and political asylum.

Gavin (2007:8) posits that “... over three million Zimbabweans have fled their country, accounting for roughly one-quarter of the total population”. This massive brain drain placed a further strain on the economy and the public and private sectors became paralysed. In 2005 the government implemented the famous *Operation Murambatsvina* (Operation Restore Order) ostensibly to rid urban areas of illegal structures, illegal business enterprises, and criminal activities. Thousands of illegal residential dwellings and business properties were razed down by government-contracted bulldozers in all major cities and towns.

Gavin (2007:7) argues that the clean-up operation “... greatly exacerbated economic dislocation arising out of the chaotic land reform campaign”. Many observers and opposition leaders also argued that this operation was a political strategy to displace urban voters who were accused by the government of supporting the opposition. Close to a million people were made homeless and jobless by *Operation Murambatsvina* in Harare, and other major towns and cities in the country.

The move received international condemnation as a result of reported abuse of human rights and the UN sent a special envoy, Anna Kajumulo Tibaijuka, on a fact-finding mission. Tibaijuka (2005:27) reports that *Operation Murambatsvina* led to the displacement of about seven hundred thousand people in a massive, forced urban-to-rural migration.

During this process victims lost their homes, businesses and other sources of their livelihood in the affected urban areas. According to Gavin (2007:7), “... little has materialised from

government promises to build new rural housing for these displaced citizens whose homes and livelihoods were destroyed”. The country was further isolated from the international community and the downward spiral continued unabated and, the Financial Gazette (2007) newspaper reported that by the end of 2007, “...inflation was set to hit 100 000 percent”.

Inflation reached an official 230 million per cent in 2008, and the country achieved a global record of economic mismanagement and bad governance. Gavin (2007:7) notes that while all of southern Africa has experienced recurrent drought in recent years, Zimbabwe’s man-made disaster has been the primary factor behind the agricultural sector’s collapse”. Commenting on the type of leadership in Zimbabwe after independence, Power (2003:3) elucidates that:

“...although Zimbabwe is as broken as any country on the planet, it offers testament not to some inherent African inability to govern but to a minority rule as oppressive and inconsiderate of the welfare of its citizens as its ignominious White predecessor. The country’s economy in 1997 was the fastest growing in all of Africa; now it is the fastest shrinking. A one time net exporter of maize, cotton, beef, roses, and sugarcane, the country now exports only its educated professionals, who are fleeing by the tens of thousands. Although Zimbabwe has some of the richest farmland in Africa, children with distended bellies have begun arriving at school looking like miniature pregnant women”.

It is more than apparent that Zimbabwe’s fall from grace is attributable to bad leadership, corruption and poor governance. Power (2003:3) also points out that:

“...the Zimbabwe case offers some important insights. It illustrates the prime importance of accountability as an antidote to idiocy and excess. It highlights the lasting effects of decolonisation, limited western influence on the African continent and reluctance by African leaders to criticise their own. And it offers a warning about how much damage one man can do, very quickly”.

This above view is also reinforced by Richardson (2005:2) who defined Zimbabwe as being “...in an economic tailspin...shrinking faster than any other country on earth that was not at war”.

2.18 Command economy

During the early years of the new millennium, the Zimbabwean *dollar* was re-valued several times, but the currency continued to lose value because there were no reserves or production to leverage it. As the economic collapse continued, the government introduced several laws to control economic activities in the country.

Commenting on the situation in Zimbabwe, Gavin (2007:3) explains that:

“...over the past decade, the refusal of President Mugabe and his Zimbabwe African National Union-Patriotic Front (ZANU-PF) ruling party to tolerate challenges to their power has led them to systematically dismantle the most effective workings of Zimbabwe’s economic and political systems, and replacing these with structures of corruption, patronage and repression. The resulting 80 percent of unemployment rate, hyperinflation, and severe food, fuel, and power shortages have created a national climate of desperation and instability. Meanwhile, often-violent repression has left the opposition divided and eroded public confidence in mechanisms to effect peaceful political change”.

In 2007 the government, in an effort to arrest the galloping inflation, invoked price controls on all basic commodities. According to Gavin (2007:9), the government of Zimbabwe “... responded to runaway inflation with increasingly desperate efforts to control market forces such as the imposition of price controls that would force vendors to sell goods below cost”. The government also ordered a freeze on price and pay increases while the economy became heavily commanded.

This policy was disastrous and did not bring the intended results. Instead, it led to a severe shortage of basic commodities as manufacturers either scaled production in order to reduce losses or they simply closed their businesses. Many business leaders were arrested for flouting price controls or shutting down production facilities. The relationship between government and business thus became confrontational, which further worsened the economic situation. The government also accused business leaders of being part of the opposition’s regime change agenda.

It is imperative to note at this juncture that the Mugabe regime, throughout its existence, did not tolerate pluralism or diversity of opinions and anyone who opposed the government was branded

a 'sell-out' or an enemy of the state, and thus he or she would either be killed, tortured, imprisoned or their assets are confiscated on spurious allegations. A number of high profile business people among, them Strive Masiyiwa, James Makamba, Julius Makoni and Mutumwa Mawere, fled the country amid imminent persecution. For example, Mawere's business empire which included among other businesses, Shabanie and Mashava Mines and Turnall Holdings, were sequestered by the government.

However, it is also imperative to note that the gap between the rich and the poor has continued to widen rapidly, and this makes the Zimbabwean economy a paradox. Power (2003:12) points out that "... the economic dynamic in Zimbabwe is perversely robust: while ordinary people suffer, black-market dealers and people with foreign bank accounts prosper, making them powerful stakeholders in the perpetuation of devastating economic policies".

This is the reason why Mugabe has been able to hold on to power by making sure that the economic interests of the political, economic and military elite are protected. Gavin (2007:8) concurs with Power when she outlines that "...the regime's survival is now tied to its capacity to deliver lucrative opportunities to elite supporters, and this patronage network has exacerbated the country's hyperinflation problem".

2.19 The HIV/AIDS pandemic

Gavin (2007:9) elucidates that in the midst of political and economic turmoil in Zimbabwe, the HIV/AIDS pandemic has taken its toll on the Zimbabwean population. The joint UN Programme on HIV/AIDS (2003) reported that over 20 percent of Zimbabweans aged fifteen to forty-nine are HIV positive. Gavin (2007:9) further points out that "... life expectancy has dropped from sixty-one in 1990 to a dismal thirty-seven for men and thirty-four for women in 2006". The United Nations Children's Fund (UNICEF) (2007) report on *'The State of the World's Children'* estimated that well over one million Zimbabwean children have lost one or both parents to HIV/AIDS.

The government responded robustly to the HIV/AIDS pandemic by establishing the National Aids Council (NAC) to coordinate all treatment and prevention programmes across the country.

The NAC is a statutory body, which is funded by a mandatory three percent AIDS levy; an income tax paid by all workers in the private sector. This was a first for Africa and showed the serious intention of the government to eradicate the pandemic. However, there have been widespread reports of abuse of the AIDS levy funds by the government to finance its political programmes.

On a positive note, Timberg (2007:1) notes that HIV/AIDS prevalence rates have begun to decline in recent years, but the situation remains grave. Gavin (2007:9) sums it up when she says that "... the human and economic costs of the pandemic will continue to affect Zimbabwe regardless of any changes in governance in the future".

2.20 The 2008 watershed elections and deepening crisis

Elections were once again held in 2008, as the country faced heavy economic and political challenges. Pertinent issues such as the writing of a new constitution, human rights abuses and press freedom remained unresolved, as Zimbabweans went to the polls. The MDC won a slight majority in the House of Assembly, and about half of the seats in the Senate.

A crisis emerged as the Zimbabwe Electoral Commission (ZEC) delayed the announcement of the presidential election results, amid reports of massive rigging and stuffing of ballot papers. Tsvangirai claimed victory and unsuccessfully appealed to the High Court for a court order compelling the ZEC to release the election results. The results were finally released after two months and Tsvangirai won 47%; Mugabe's 43%; while the relatively unknown, Simba Makoni, garnered a mere 8% of the vote.

Since, according to the ZEC, no candidate had won an absolute majority, a re-run was set for June 27 2008. Sensing imminent defeat, ZANU (PF) allegedly unleashed its machinery comprising the youth, war veterans and the security forces on the electorate. The country was engulfed in a wave of violence and about 200 opposition supporters were reportedly killed, while thousands were injured and displaced. A significant number of MDC supporters also disappeared and some are still missing even to this day. The remaining White farmers continued to face eviction in spite of the food shortages prevailing in the country. Tsvangirai refused to participate

in the election re-run arguing that the political environment was not conducive for a free and fair election. Without a challenger, Mugabe won the one-man race and was given a fresh mandate to govern the country for another five years.

A cholera epidemic ravaged the country in August 2008 and about 4300 people lost their lives. The outbreak was aggravated by the collapse of the health delivery system, food shortages and general economic decline. The government, as usual, sought international support to contain the epidemic. The World Health Organisation (WHO), UNICEF, the UK, SA and other countries provided emergency medication and health care professionals and the epidemic was finally contained.

Meanwhile, inflation continued at galloping speed and reached an estimated and unprecedented one trillion in late 2008, while economic and political challenges facing the country became insurmountable. Mugabe, under increasing local, regional and international pressure and also realising that he could not manage the crisis alone, invited the opposition for talks which culminated in the signing of the Global Political Agreement (GPA) in February 2009. In mid-2009, the Zimbabwean *dollar* was officially abolished and the country adopted a multi-currency system, which is mainly based on the US *dollar* and the SA *rand*.

2.21 Global Political Agreement (GPA)

After protracted negotiations, ZANU (PF) and the two formations of the MDC signed the GPA in February 2009. This agreement, brokered by former SA President Thabo Mbeki, established a Government of National Unity (GNU), which comprised the ruling party and the opposition. Mugabe remained head of state and of government and Tsvangirai became the Prime Minister. Tsvangirai was given the role of superintending government policy formulation and implementation.

According to Mamdani (2008:13), "...the agreement between Zanu-PF and the MDC accepts that land redistribution as irreversible and registers disagreement only over how it was carried out: it also holds Britain responsible for compensating White farmers".

The major objectives of the inclusive government are to restore peace and order in the economy; facilitate national healing; write a new constitution; and manage the country until the political and economic environment is ripe for fresh elections. The parties to the GPA, in spite of endless meetings, have however failed to fully implement the agreement. Sticking points include issues such as the:

- Appointment of senior civil servants and heads of government institutions;
- Writing of a new constitution;
- Auditing of the land reform programme;
- Swearing in of Roy Bennet as the Deputy Minister of Agriculture;
- Deregulation of the media;
- Continued farm invasions; and
- De-politicisation of the defence forces.

On a positive note, the inclusive government has managed to contain runaway inflation, largely owing to the abolition of the Zimbabwean *dollar* and the adoption of a multi-currency system, while the economy is showing signs of recovery. The health delivery system has also been resuscitated and is up and running, although there are still challenges in terms of medical supplies, funding and staff shortages.

The GNU has also managed to source millions of dollars in humanitarian support from a number of western governments such as the US, Britain, Norway and Denmark. China has also been supportive of the GNU in spite of its teething problems emanating largely from a lack of trust and cooperation among the partners and a general lack of a unified vision of how the country should be managed going forward.

Most ZANU (PF) leaders are still under international targeted sanctions and there are continued calls by the party for the MDC to call for the lifting of the sanctions. Various western governments, despite supporting the inclusive government in principle, have not provided much needed financial aid and it is estimated that the country needs US\$10 billion for economic recovery within the next five years.

As the parties in the inclusive government continue with their endless bickering, the country is almost at a standstill and the intervention of the current President of SADC, SA president, Jacob

Zuma, has been sought. If Zuma fails to unlock the logjam, the dispute will be referred to the African Union (AU), which is the final guarantor of the GPA.

2.22 Efforts to re-brand Zimbabwe

The Deputy Prime Minister (DPM), Professor Arthur Mutambara has been at the forefront of efforts to re-brand the country in order to re-engage with the international community, attract FDI and rejuvenate the economy. According to Mpofu (2009:1), speaking at a recent tourism conference, Mutambara noted that "...the re-branding of the country is priority number one and that the country may require up to 20 years to repair its battered image".

Mutambara has also proposed the creation of the Zimbabwe International Marketing Council (ZIMC) built along the lines of the South African International Marketing Council (IMC), which has spearheaded the successful '*Proudly South African*' and the '*South Africa: Alive with Possibility*' nation branding campaigns. The ZIMC, according to Mutambara, will have the enviable task of managing the country's image in line with the aspirations of the new administration.

Much as re-branding Zimbabwe is a positive idea, the researcher argues that the current process has been tainted from the start, as the country is not yet ready for re-branding based on the inhibitive status quo. It is more than apparent that Zimbabwe should be re-branded but the challenge is whether the country is economically, politically and socially geared up for re-branding. Nation branding is a national effort that is supposed to be supported by a majority of the country's citizens. The GNU, in its fractured and temporary form is not an ideal spring-board to re-brand the country.

Furthermore, nation branding is a lengthy process that can take decades to implement. The GNU as an expired 24 month political settlement is thus misplaced to initiate the re-branding of Zimbabwe. Secondly, the process must be spearheaded by a visionary, credible, and believable brand ambassador or leader who will espouse the essence of the nation brand across the globe. The question therefore is: does Zimbabwe have such a leader in the current set-up?

Lastly, country re-branding, as a capitalist and commercial derivative, is premised on a market-friendly economic and political platform, as well as a thought-out conceptual and empirical framework. However, all these aspects are absent in the current efforts to re-brand Zimbabwe, which makes the re-branding of Zimbabwe a convoluted transformative challenge and process.

Chapter Summary

This chapter analysed the history of Zimbabwe from independence in 1980 to the present day. It is apparent that the country has had a chequered journey with a once vibrant and economically stable country descending into a failed state. Efforts to re-brand the country are commendable although the intended outcomes may remain a pipe dream in the interim. The next chapter explores the subject matter of nation branding through a comprehensive literature review that seeks to discuss the discipline, its merits and limitations within the context of the research study.

CHAPTER 3: THEORETICAL FOUNDATIONS OF BRANDING A COUNTRY

“Every nation is a brand and most nations have had their brands made for them. The nation brand could have been developed deliberately or by default, formed from a myriad of different sources, such as word of mouth, education, mass media, travel, product purchases and dealings with its people” (Loo & Davies, 2006:198)

3.1 Introduction

The previous chapter considered the history of brand Zimbabwe since independence in 1980 and discussed how the valuable brand deteriorated to its current adverse state. The main objective of this research was to develop a model that could be used as a best practice framework for the successful re-branding of Zimbabwe, in particular, and other countries, in general. The purpose of this chapter is to review the relevant literature and establish a theoretical foundation for the study. This chapter is an account of library work for this research study in which literature on various aspects of the research area was collected, contained and analysed in order to enhance the content of the work. The chapter discusses the discipline of nation branding and analyses the origin of the concept, strategies and processes that can be used to re-brand a country. Finally, the chapter concludes with an analysis of the challenges and limitations of nation branding.

3.2 What is a brand?

Brands have become major players in modern society. In fact they are everywhere. They penetrate all spheres of our life: economic, social, cultural, sporting even religion (Kapferer, (2004:9). However, there are a lot of diverging descriptions and definitions of what a brand is (Wood, 2000:664; de Chernatony and Riley, 1998:417).

According to the Zyman Institute of Brand Science (ZIBS) (2005:3), the word ‘brand’ is derived from an Old English word meaning ‘burning stick’ (and ultimately from the Indo-European word meaning ‘to be hot’). The American Marketing Association (AMA) (1960) defined a brand as a “...name, term, sign, symbol, or design, or a combination of them that is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors” (cited in Wood, 2000:664).

Kotler and Gertner (2002:249) posit that brands differentiate products and represent a promise of value. They further articulate that brands incite beliefs, evoke emotions and prompt behaviours.

Kapferer and Gibbs (1992:11) posit that:

“...a brand is not a product. It is the product’s essence, its meaning, and its direction, and it defines its identity in time and space. Too often brands are examined through their component parts: the brand name, its logo, design, or packaging, advertising or sponsorship, or image or name recognition, or very recently, in terms of financial brand valuation. Real brand management, however, begins much earlier, with a strategy and a consistent integrated vision. Its central concept is brand identity, not brand image”.

King (1973:) argues that “...a product is something made in a factory; a brand is something bought by a customer. A product can be copied by competitors; a brand is unique. A product can be quickly outdated; a brand is timeless” (cited in Aaker, 1991:1). This definition by King clearly articulates the fact that there is a clear distinction between a product and a brand.

According to Barlow and Stewart (2004:24), a brand is “...a metaphor for a complex pattern of associations that exists in the heads of individuals, not in the heads of the marketing department”. De Chernatony and McDonald (2003:25), on the other hand, define a successful brand as “...an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant unique added values, which match their needs most closely”. This definition clearly articulates that brands do not only refer to products and services, but can also refer to people and places.

Some scholars have argued that a brand is not merely reduced to meeting our physical needs, but our desires as well. This is echoed by Caldwell and Freire (2004:51) who assert that a brand “...is more than just the sum of its parts; it embodies additional attributes that are intangible, but very real. In this sense, brands also provide emotional benefits”. Gardner and Levy (1999:..35) concur with Caldwell and Freire and elucidate that a brand name “...is more than the label employed to differentiate among the manufacturers of a product. It is a complex symbol that represents a variety of ideas and attributes. It tells the consumers many things, not only by the way it sounds (and its literal

meaning if it has one) but, more important, via the body of associations it has built up and acquired as a public object over a period of time”.

According to Webster and Keller (2004:389), a brand is “...a valuable intangible asset and is much more than a name, and branding is a strategy problem, not a naming problem”. According to Clifton and Ahmad (2009:15), brands are “...intrinsically striking and their role is to create an indelible impression and the brand has become the marketer’s tool for creating product differentiation”. Morgan and Pritchard (1998: 140) provide a richer definition of a brand when they note that a brand “...represents a unique combination of characteristics and added values, both functional and non-functional, which have taken on a relevant meaning that is inextricably linked to the brand, awareness of which might be conscious or intuitive”.

De Chernatony and Riley (1998:418) identify twelve categories of definitions, with brands being a “...legal instrument, a logo, a company, shorthand, a risk reducer, an identity system, an image in consumers’ minds, a value system, a personality, a relationship, adding value and an evolving entity”. Aaker (1991:7) takes a holistic view and defines a brand as “...a distinguishing name and / or symbol (such as a logo, trademark, or package design) intended to identify the goods or services either of one seller or a group of sellers, and to differentiate those goods or services from those of competitors.

A brand thus signals to the customer the source of the product, and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical”. Table 3.1 below summarises some of the prominent definitions of brands by various academics.

From the definitions below, it is evident that a brand can be defined in numerous ways and it is also more than apparent that a brand is more than just a product or service. Brands are seen as ‘vital assets’ of the organization that must be created, nurtured and sustained to ensure the long-term survival and profitability of their owners. Basically, an asset is “...a property, with an assumed value that should be consistently maximized by an organization” (Davis, 1995:65).

Table 3. 1: Alternate definitions of brands

Author(s)	Definition of brands
Agres & Dubitsky (1996)	The brand does not reside on the shelf even if the product does, but rather in the mind of the consumer.
Ambler (1992)	The promise of the bundles of attributes that someone buys and that provides value ... the attributes that make up a brand may be real or illusory, rational or emotional, tangible or invisible.
Ambler (1997)	... a bundle of functional, economic and psychological benefits for the end user, it is the aggregation of all accumulated attributes in the mind of the consumer, distribution channels and influence agents ... weighted by their importance, which will enhance future profits and cash flow.
Blackston (1992)	A brand is different from a product and that difference is something with which it is invested by the consumer.
Bulmore (1991)	People build brands in their heads – whether or not the owners of that brand intend them to.
Fanning (1999)	The word “brand” is used to represent everything that people know about, think about or feel about.
Gardner and Levy (1955)	A brand name is more than a label employed to differentiate among the manufacturers of a product.
Interbrand Group (1992)	A brand is a simple thing, it is in effect a trademark, which, through careful management, skilful promotion and wide use, comes in the mind of consumers to embrace a particular and appealing set of values and attributes, both tangible and intangible ... it is also much more than merely a label.
Levy (1997)	A brand is a promise that must be kept.
Nagel (1979)	A brand name represents a collection of concepts which consumers learn to associate with a particular product.
Prasad and Dev (2000)	A brand symbolizes the essence of customers’ perceptions.
Kotler and Keller (2006)	A product or service that adds dimensions that differentiate it in some way from other products and services designed to satisfy the same need.

(Adapted from Blichfeldt, 2003)

From the above discourse, it is more than apparent that a comprehensive definition of a brand must surely encompass both the functional and non-functional, rational and emotional, tangible

and intangible attributes of a brand. The author, therefore, asserts that *a brand is a combination of a set of trademarks (brand name, logo design), as well as consumers' perceptions and expectations of products, services, ideas, people, places and practices associated with these trademarks.*

3.3 What is branding?

According to Pavit (2000:27), branding is principally a process of attaching a name and a reputation to something or someone. The most recognisable feature of a brand is its name, logo, symbol or trademark that denotes a product's origin.

Gilmore (2002) argues that branding is a product of the Industrial Revolution and the transformation from a rural to urban society. As competing products emerged, manufacturers sought ways to distinguish themselves and their offerings (cited in Morgan, Pritchard & Pride, 2002:57).

Branding consists of the development and maintenance of sets of product attributes and values, which are coherent, appropriate, distinctive, protectable and appealing to customers (Murphy, 1992:3). A person, corporation or institution will own the rights to the brand name and employ it as a means of distinguishing their product or service from others. The way in which this is done is described as branding, the process by which the values of the brand are attached, both physically and by suggestion to the product (Pavit, 2000:27).

Pavit (2000:27) further underscores that the idea of the brand is central to contemporary society. Businesses, personalities, political parties and nations 're-brand' themselves in order to influence public opinion. She further notes that "...from cornflakes to cars, our daily lives are increasingly dominated by branded goods and brand names; the brand is the prefix, the qualifier of character" (*ibid*). Branding can, therefore, be defined as the process of creating, managing and sustaining a brand on the market. Branding is the process and brands are outputs of the process.

3.4 Origins of branding

Academics and practitioners generally disagree on to when branding started. There are generally three schools of thought. The first school of thought argues that branding is as old as human kind, the second school of thought elucidates that branding emerged with modern-day civilisation, whilst the third school of thought is represented by contemporary academics and practitioners and they argue that branding, as we know and apply it today, emerged in the second half of the 19th century (Blichfeldt, 2003:7).

The history of branding can be traced back to many centuries before the term came to acquire its modern usage (Murphy, 1992:13). Branding, that is, the marking of livestock with burning irons, has been practiced for at least 5000 years. Cattle, goats, horses, sheep and swine have traditionally been marked in this way. In Egypt, tombstones dating back from 3000 BC depict domestic animals with brands. These brands consisted of letters, numbers and figures, or any combination of these elements (Mollerup, 1997:27).

According to Blichfeldt (2003:8), “branding has evolved as a concept of ownership and identification. Branding was traditionally used to identify owners and producers of products as diverse as domestic animals, pottery, tools, crafts and a variety of artefacts. For instance, well-known and reputable cattle ranchers in the USA used their family names as guarantees of the quality of their beef and their breeds”.

Gilmore (2002: np) points out that brands are first and foremost “...the use of simple symbols to communicate and are at least as old as Christianity in the Western world”, (cited in Morgan, Pritchard & Pride, 2002:57). Moore and Reid (2008:2), in their article ‘*The Birth of Brand*’, lament that “...brands are as old as civilisation”. They further note that there is evidence of branding in various forms from as early as 2250 BC in the Indus Valley through to 200BC in Greece. Moore and Reid (2008:26), refer to brands that emerged during the period of ancient civilisations as ‘*proto-brands*’. These brands mainly focussed on conveying information regarding the place of origin and the quality of the product utilising a known mark, signature or through the known physical properties of a given raw material (*ibid*).

According to Aramberri (2008:16), branding has had a long history and many goods were branded centuries ago, but the modern use of the technique dates back from the beginning of mass production and mass consumption.

Wolf (2004:15), points out that the recent engrossment with the subject is due to the new impulse given to it by the process of globalisation, that is, the economic drive to increase world integration through the reduction of natural and man-made barriers to international flows of capital and labour.

3.5 Components of branding

Kaplanidou and Vogt (2003:3) posit that branding is not merely a logo or a trademark. It incorporates many components (see Figure 3.1 below) that work together to form the brand concept. Management of these concepts is part of the brand strategy. All the components of branding, as outlined below, communicate that the brand is about a promise to the potential consumer to deliver a positive experience on its distinctive elements.

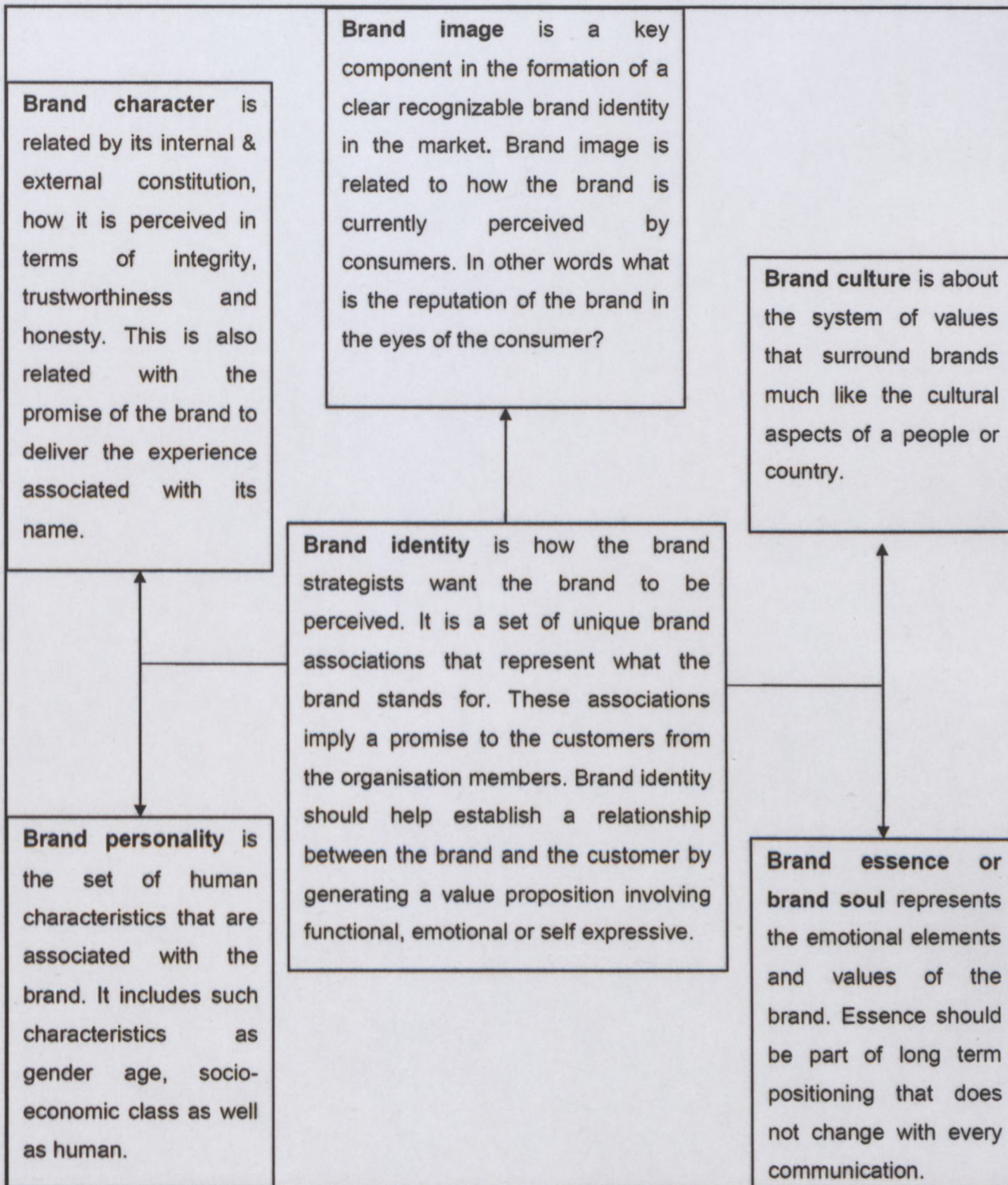


Figure 3. 1: Components of branding (Source: Kaplanidou & Vogt, 2003)

3.5.1 Brand identity

Brand identity is a set of brand associations, which represent what the brand stands for and promises to consumers (Kotler & Keller, 2006:279). Nandan (2005:265) echoes this view and notes that brand identity originates from the organisation that is responsible for creating a differentiated product with unique features. Brand identity is a deliberate process by the brand creator to position the brand within an identified target market.

Brand identity is defined by Aaker and Joachimsthaler (2000, 43) as "...a set of brand associations that the brand strategist aspires to create or maintain. These associations imply a promise to customers from the organization members". Harris and de Chernatony (cited in Nandan, 2005:265) assert that brand identity is composed of the following components:

- Brand vision- which embodies the core purpose for a brand's existence and represents a set of values;
- Brand culture – which provides guidance and direction;
- Brand positioning – which seeks to emphasise the characteristics and attributes that make the brand unique. It seeks to convey to the consumer the benefits that are being offered;
- Brand personality – which represents the emotional characteristics of the brand. It is influenced by positioning as well as the core values and culture of the top management;
- The development of marketing communication programmes – which seek to build brand equity by establishing the brand in the consumer's mind;
- Brand relationships – between employees, consumers and stakeholders are formed by the vision and culture of the brand;
- Presentation styles – are created to present the brand identity. This should take into account the consumer's needs and aspirations; and
- The choice of brand elements to capture the essence of the brand. These elements include, inter alia, brand names, logos, symbols, slogan, character, packaging and so on.

Aaker (1996:68) states that brand identity, which provides the direction and strategic vision of the brand, consists of twelve dimensions that are organised around the following four perspectives:

- Brand-as-product (product scope, product attributes, quality/value, uses, users, country of origin);
- Brand-as-organisation (organisational attributes, local versus global);
- Brand-as-person (brand personality, brand-customer relationships); and
- Brand-as-symbol (visual imagery/metaphors and brand heritage).

Aaker (1996:70) further posits that brand identity should be strategic, reflecting a business strategy that will lead to a sustainable advantage, while the brand image tends to be more tactical. Kapferer (2004) emphasises the importance of brand identity and notes that unlike brand image, brand identity is created by the brand owner. "...before projecting an image out to the public, the sender must know exactly what he or she wants to project" (cited in Konecnik, 2004, 307). Kapferer (2004:102) also asserts that "...identity expresses the brand's tangible and intangible characteristics and is everything that makes the brand what it is, and without which it would be something different".

3.5.2 Brand image

Copley (2004:272) postulates that brand image is a perception of the brand among the consumers. Barich and Kotler (1991: 95) concur with this viewpoint and postulate that the brand image is "...the sum of beliefs, attitudes, and impressions that a person or group has of an object. The object may be a company, product, brand, place, or person. The impressions may be true or false, real or imagined".

According to Gertner and Kotler (2004:55), for an image to be effective, it must meet the following five criteria:

- It must be valid;
- It must be believable;
- It must be simple;
- It must have an appeal; and
- It must be distinctive.

Brand image focuses on consumers' perceptions of brand differentiations, while identity tends to be more concerned with how managers and employees jointly make a particular brand unique. Nandan summarises the difference between brand identity and brand image in Table 3.2 below.

Table 3. 2: Differences between brand identity and brand image

Brand identity	Brand image
Source – company-focused. Created by managerial and employee activities.	Receiver – target-audience focused. Created by the perceptions of the consumer.
Encoded by ‘brand originator’. Identity is set.	Decoded by the ‘brand receiver’. Image is set.

(Adapted from Nandan, 2005:268)

From the above table, one can deduce that identity creation is a function of the organisation or managerial realities, whereas image is as result of how the consumers perceive the brand. The challenge for managers is to ensure that the image is in line with the identity that they created or even better. Clow and Baack (2004:268) underscore that one of the most important goals of any company is to build a brand identity that will generate brand equity. Ghodeswar (2008: 4) sums it up when he declares that “...brand identity is based on thorough understanding of the firm’s customers, competitors, and business environment”.

3.5.3 Brand personality

Brand personality plays a vital role in the management of brands and branding in general. Upshaw (1995:14) notes that “...a brand is a sum of its equity, identity, positioning, personality, essence, character, soul, culture and finally the brand image”. He further describes brand personality as “...the outward face of a brand and the human characteristics associated with the brand”.

Aaker (1997:347) defines brand personality as “...the set of human characteristics associated with a brand”. In addition to brand personality characteristics, researchers argue that brand personality includes demographic characteristics such as gender, age, and class. Aaker (1997:347) developed a framework of the five components of brand personality (see Figure 3.2

below), which include sincerity, excitement, competence, sophistication and ruggedness. These components help to explain the symbolic and self-expressive functions of a brand.

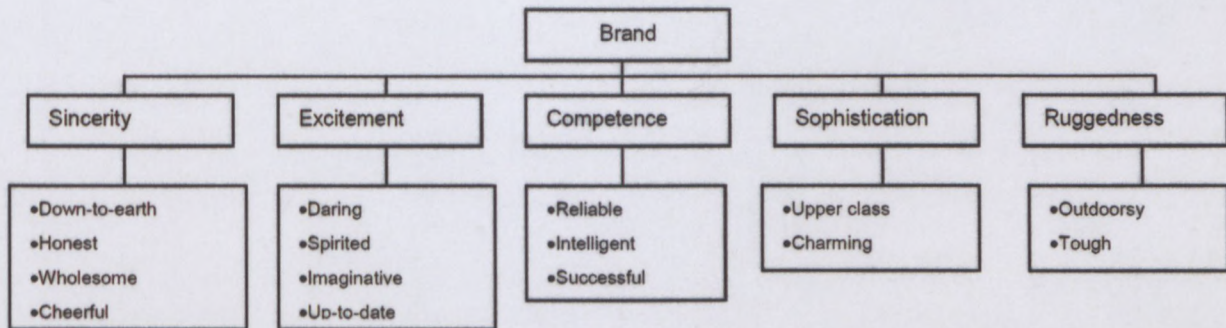


Figure 3. 2: Brand personality framework

(Source: Aaker, 1997)

The brand personality framework consists of five different categories, and enables branding practitioners and scholars to understand the emotional and functional nature of brands. The same vocabulary used to describe a person can be used to describe a brand’s personality (Aaker, 1996:146). According to Aaker (1996:146), a brand can be described by demographics (age, gender, social class, and race), lifestyle (activities, interests, and opinions) or human personality traits (such as extroversion, agreeableness, and dependability).

The five traits that anchor Aaker’s brand personality framework could be used in the development of a nation brand for Zimbabwe. In terms of sincerity, Zimbabweans are generally regarded as honest and welcoming people and this could be used as one of the brand values. With a literacy rate of more than 90% (UNESCO, 2000), which is above the African continental average, brand Zimbabwe could also be hinged on the competence and intelligence of its people. This could also be supported by the fact that the country has millions of educated citizens who are working in the diaspora.

Zimbabwe is also endowed with immense natural resources and wildlife. The Victoria Falls has been on the Seven Wonders of the World list for the previous two decades and is a major tourist attraction. The country is also a major wildlife sanctuary. The brand Zimbabwe could therefore leverage on its naturalness and ruggedness to promote a leisure and outdoor experience. This will especially be effective in terms of promoting tourism and foreign direct investment which are probably the major objectives of many nation branding initiatives.

3.5.4 Brand equity

Farquhar (1989:24) defines brand equity as "...the 'added value' with which a given brand endows a product". Brand equity refers to the set of characteristics unique to the brand that allows the company to charge a higher price and retain a greater market share than would otherwise be expected for an undifferentiated product (Clow & Baack, 2004:39). This definition is consistent with Kotler and Keller's (2006:276) definition of brand equity as the added value endowed to products and services, which may be reflected in how customers think, feel and act with respect to the brand; prices; market share; as well as profitability that the brand earns for the firm.

Brand equity is an intangible asset that has psychological and financial value to the firm. This supports Enslin's (2003:212) view that positive brand equity can be a barrier to entry for prospective competitors. Kotler *et al.* (2009: 454) argue that brand equity "...should be defined in terms of marketing effects uniquely attributable to a brand". This means that certain outcomes (positive or negative) of marketing activities can specifically be attributed to the performance of specific brands on the market and this output represents the brands' equity (*ibid*).

3.6 Types of branding

As the science and art of branding continues to evolve, various types of branding have emerged both in theory and in practice. Douglas Holt, one of the leading authorities in destination branding, classified four types of branding namely, mind-share branding, emotional branding, viral branding and cultural branding (Holt, 2004:15).

3.6.1 Mind-share branding

According to Holt (2004:13), "...since the 1970s, managers have overwhelmingly relied on a cognitive model of branding; what I call mind-share branding". Holt (2004:14) further notes that "...mind-share branding dates back to the advent of mass media". This approach to branding enhances the timeliness of brand identity. It is highly effective on low-involvement products because it simplifies consumers' decision making processes, and helps brand managers to control, manage, and measure the brand. When a brand manager adopts this kind of strategy for their products, it is almost like a brand is not needed, hence what they need to do is to make the functional benefit messages salient through repetition (Holt, 2004:15).

Holt (2004: 15) further notes that mindshare relates to the extent to which a brand holds the collective attention of a given populace. The more the mind-share a brand has the stronger and deeper are the associations that people form between that brand and a particular product or service. High mindshare for a brand means that the said brand comes to mind, on average, more quickly or at a higher rank than other brands (*ibid*). However, it is important to acknowledge that having a high degree of mindshare is not a guarantee that the brand will be successful on the market.

3.6.2 Emotional branding

Gobe (2001: np) elucidates that "...emotional branding provides the means and the methodology for connecting products to the consumer in an emotionally profound way. It focuses on the most compelling aspects of the human character: the desire to transcend material satisfaction, and emotional fulfillment". According to Holt (2004:21), emotional branding builds upon mind-share assumptions and "... emphasises how this brand should be communicated". This is done by appealing to the emotions of consumers in order to "... spur emotionally charged relationships" (*ibid*).

As alluded to above, traditionally, brands have always been advertised in a functional and benefit-driven approach and emotional branding is a concept that emerged during the past two decades (Thompson, Rindfleisch, & Arsel, 2006: 50).

Luther (2006:1) laments that "... the strategic objective of emotional branding is to forge strong and meaningful affective bonds with consumers and, in doing so, become a part of their life stories, memories, and an important link in their social networks". Emotional branding is a consumer-centric, relational, and story-driven approach to forging deep and enduring affective bonds between consumers and brands ((Thompson *et al.*, 2006: 50).

Gobe (2001: xxi) emphasises the importance of considering emotion and suggests 'emotional branding' as a methodology for connecting products to people in an emotionally profound way. He further notes that "...emotional branding is about creating a personal dialogue with consumers and to know them individually and intimately" (Gobé, 2001: xxiii).

Proponents of emotional branding proclaim that this high degree of consumer passion is seldom, if ever, cultivated through rational arguments about tangible benefits or even appeals to symbolic benefits such as heightened self-esteem or status (Gobe 2001: xii). Gobe (2002: xxi) also notes that "...consumers today not only want to be romanced by the brands they choose to bring into their lives, they absolutely want to establish a multifaceted holistic relationship with that brand, and this means they expect the brand to play a positive, proactive role in their lives".

Product-focused or benefit-driven branding is no longer main stream as the market competition saturates, and all products begin to look alike and this is when branding become the key to marketing success (Anderson *et al.*, 2006).

According to Aaker (2000:52), a brand offers more dimensions other than functions. It involves everything that is in direct or indirect association such as consumers' interpretation of the organization's structure, brand personality, symbols and so on.



Figure 3. 3: A brand is more than a product

(Source: Aaker, 2000:52)

Aaker (1996:74) also notes that the brand is more than a product and is constituted by several other parts, as shown in the Figure 3.3 above and the product attributes are the core of a brand. This product is branded when coated with various intangible associations: some directly associate with product characteristics such as country of origin, and some relate to self-expressive and emotional benefits such as user imagery. The more associations a brand has, the wider and richer the brand identity will be. The result will be that this brand has more depth, less ambiguity, provides ease in decision making process, and, therefore, opens up more channels for marketing communication (Aaker, 2000:52).

Consumers do not only benefit from the functional values of a brand, they also benefit from the emotional aspects. A strong brand mixes and blends the product performance and imagery to create a rich, deep, and complementary set of consumer responses towards the brand (Zambardino & Goodfellow, 2007:31).

It is, therefore, evident that there are more dimensions of the brand other than the core product, and these dimensions to a larger extent create the bond between the brand and the consumer. The

various dimensions also allow marketers to differentiate their products in order to capture market share and generate a sustainable competitive advantage.

3.6.3 Viral branding

Holt (2004: 28) asserts that viral branding focuses on the paths of public influence: how non-company actors influence customers to value the brand. Viral branding assumes that consumers, and not firms, have the most influence in the creation of brands. Cynical consumers will no longer heed the missives of mass marketers, so instead they must 'discover' brands on their own. (*ibid*).

The idea behind viral branding is that people interact with people and information about a brand can spread through word-of-mouth communications and influential opinion leaders. In terms of viral branding, Holt (2004:28) further notes that "...basic idea is that if the firm can convince these people to make the brand their own, and configure the brand, like a virus, to make it easy to talk about, these influencers will rapidly spread their interest in the brand to others through their social networks, much as like how a virus spreads".

3.6.4 Cultural branding

Holt (2004:3) notes that the concept of cultural branding is concerned with the establishment of identity and successful brands are brands that have succeeded in communicating their identity value to consumers who then utilise this value as high value input to create their own identities.

In contemporary times, it is assumed that brands play pertinent roles in the mainstream culture, while the way that they play these roles also determines their levels of success (Heding, Knudtzen, & Bjerre, 2009:12).

In the cultural approach to branding, the brand is seen as a cultural artefact that operates at a macro level. According to Holt (2004:36), "...in cultural branding, communications are the centre of customer value. Customers buy the product to experience these stories (Heding *et al.* 2009:58).

The product is simply a conduit through, which customers can experience the stories that the brand tells”.

Analysing Holt’s concept of cultural branding, Hinding (2009:10) points out that:

“...Holt’s theory is founded on the hypothesis that successful brands are built upon stories that address consumers’ cultural and social context. Storytelling is a central instrument in cultural branding, and adheres to the understanding of a story’s cognitive and identity-constructing abilities. Brands deliver a material access to the story that allows the consumer to personalize the story to his or her identity-project. Strong brands become icons by addressing acute cultural contradictions, seeding desires and anxieties, through identity myths”.

According to Holt (2004:15), consumers seek brands that contain cultural meaning, which is ready to be used in the construction of individuals’ identities.

3.7 Functions of the brand for the consumer

Brands play different roles and functions in the socio-cultural and economic life of consumers. Murphy (1992:1) opines that “...the use of brands by producers has developed considerably over the centuries and especially in the last century. But the function of a brand as distinguishing the goods of one producer from those of another and thus allowing consumers’ freedom of choice has remained unaltered”.

According to Kapferer (2001:23), “...a brand provides not only a source of information (thus revealing its values), but performs certain other functions, which justify its attractiveness and its monetary return (higher price) when they are valued by buyers”. Kapferer (2004:23) identified a number of functions of the brand for the consumer, as highlighted in Table 3.3 below.

The first two functions are mechanical and concern the essence of the brand; that is to function as a recognised symbol in order to facilitate choice and to gain time and the other three functions

reduce the perceived risk, while the last three have a more pleasurable side to them (Kapferer, 2004:23).

Table 3. 3: Functions of the brand for the consumer

Function	Consumer benefit
Identification	To be clearly seen, to make sense of the offer, to quickly identify the sought-after products.
Practicality	To allow savings of time and energy through identical repurchasing and loyalty.
Guarantee	To be sure of finding the same quality no matter where and when you buy the product or service.
Optimisation	To be sure of buying the best product in its category, the best performer for a particular purpose.
Badge	To have confirmation of your self-image or the image that you present to others.
Continuity	Satisfaction created by a relationship of familiarity and intimacy with the brand that you have been consuming for years.
Hedonistic	Enchantment linked to the attractiveness of the brand, to its logo, to its communication and its experiential rewards, and
Ethical	Satisfaction linked to the responsible behaviour of the brand in its relationship with society (ecology, employment, citizenship, advertising which doesn't shock.

(Source: Kapferer, 2004)

According to Pierre Berthon, James Mark Hulbert and Leyland Pitt (2005), branding provides many functions for both buyers and sellers because brands virtually serve as "...symbols around which relationships are built" (Berthon, Hulbert & Pitt (cited in Carmeb Blain, Stuard Levy and Brent Ritchie, 2005:329). Biel (1997:205) posits that brands are problem solvers, since brands make it easy for consumers to choose from a variety of both functional and emotional attributes.

3.8 What is re-branding?

The word re-branding has become a global buzzword and has been applied to individuals, companies, cities, regions and lately to countries. Kaikati (2003:17) declares that "...re-branding is the buzzword of the moment". Re-branding is another technique of branding and it has been referred to in other literature as revitalizing, rejuvenating and repositioning of the organisation to achieve a new identity. Individuals, companies and countries re-brand when they seek to redefine and change consumers' perceptions of their entities, while others may re-brand in an attempt to signal new beginnings (*ibid*).

Muzellec, Doogan and Lambkin (2003:32) define re-branding as "...the practice of building anew a name representative of a differentiated position in the mind frame of stakeholders and a distinctive identity from competitors". Muzellec and Stuart (2004:473) define re-branding as the way a brand is 'reborn'. They further elucidate that corporate re-branding has different facets and can either be revolutionary or evolutionary. Revolutionary re-branding involved major changes or overhaul of a brand whilst evolutionary re-branding consists of minor adjustments to a brand.

Perzanowski (2010:7) agrees with Muzellec and Stuart when he asserts that "...revolutionary re-brandings are motivated by a very different set of considerations. Rather than being concerned with the brand itself, these more radical shifts are usually driven by factors external to the brand". Evolutionary change occurs when a company changes their logo, slogan, or both (Muzellec & Stuart, 2004:473).

Daly and Moloney (2004:31) corroborate with Muzellec and Stuart when they highlight that a re-branding continuum is made up of three main categories: minor changes, intermediate changes, and complete change. The focus of minor changes is on aesthetics and "... varies from a simple facelift, to restyling, to revitalizing the brand appearance or aesthetics, which may have dated and be in need of change" (Daly & Moloney, 2004:31).

Intermediate changes focus on repositioning and uses "...marketing tactics especially communication and customer service techniques to favourably reposition an existing brand name,

thus giving it a new image” (Daly & Moloney, 2004:31). The major focus is to ensure a complete change or overhaul of the brand to come up with a new name or brand. According to the HTDB (2010:79), “... the value of a brand comes from the recognition that it builds up in consumers’ minds over time. So, changing a brand is a radical, but nevertheless sometimes necessary, move”.

When a company decides to go through the re-branding process, the overall goal is to show the stakeholders, consumers, and the marketplace that the company has changed (Muzellec & Stuart, 2004:473). Discussing the importance of re-branding, Abdulaziz (2007:3) highlights that what makes re-branding even more important is that it is not only companies that are doing it. Sports teams, universities and even regions and countries have re-branded. He further elucidates that “...many organizations have re-branded even more than once in their lifetime and continue to do so” (Abdulaziz, 2007:3).

Muzellec and Stuart (2004:480) underscore that the following questions should be addressed before launching a corporate re-branding campaign:

- What will happen if we do not make this change?
- Exactly what is being signalled?
- Are the key stakeholders cognizant and positive about the change?
- What will be the reaction of our competitors to this change, or is the organisation merely reacting to competitor changes in corporate branding?

Muzellec and Stuart (2004:480) further note that for any re-branding campaign to be successful, it must have the support of all stakeholders and these stakeholders must also be involved in decision making processes about the re-branding exercise. Important stakeholders include, *inter alia*, employees, managers, customers and shareholders. Perzanowski (2010:7) notes that “...efforts to remake a brand are driven by a diverse set of factors. Some of these motivations are better satisfied by incremental changes to a brand, while others demand a more comprehensive redesign”.

Organisations elect to re-brand for several reasons. These reasons may include the desire to increase distinctiveness, to solve design problems, to renew outdated brand elements, to reflect a new strategy and, lastly, to meet new legal requirements (Perzanowski, 2010:5-7).

Table 3. 4: Drivers for re-branding

Driver	Reason
Change in management and/or ownership structure.	Mergers and acquisitions, spinoffs and demergers, and private to public ownership.
Change in corporate strategy.	Diversification and divestment, and internationalization and localization.
Change in competitive position.	Outdated image, erosion of market position, and reputation problems.
Change in the external environment.	Legal regulation, crises/catastrophes.

(Adapted from Alshebill, 2007)

According to Muzellec *et al.* (2003:33-34), the four general drivers of re-branding are a change in ownership structure, a change in corporate strategy, a change in competitive position, and a change in the external environment. Table 3.4 above highlights some of the major reasons that have compelled organisations to re-brand.

3.8.1 Re-branding as a transformative learning process

Re-branding is a transformational exercise and when organisations re-brand, they are basically going through a transformative learning process of adopting new ways of thinking and behaviours in order to improve their performance. Transformative learning theory addresses issues of change in individuals as well as in organisations. For Zimbabwe to be able to overcome the challenges that it is facing, there is need for the country to go through a transformative learning process. Jack Mezirow, one of the leading researchers on transformative learning argues that transformative learning involves perspective transformation. Mezirow (1981:6) defines perspective transformation as:

“... the emancipatory process of becoming critically aware of how and why the structure of psycho-cultural assumptions has come to constrain the way we see ourselves and our relationships, reconstituting this structure to permit a more inclusive and discriminating integration of experience and acting upon these new understandings”.

According to O’Sullivan (2002:11):

“Transformative learning involves experiencing a deep, structural shift in the basic premises of thought, feelings, and actions. It is a shift of consciousness that dramatically and irreversibly alters our way of being in the world. Such a shift involves our understanding of ourselves and our self-locations; our relationships with other humans and with the natural world; our understanding of relations of power in interlocking structures of class, race and gender; our body awarenesses, our visions of alternative approaches to living; and our sense of possibilities for social justice and peace and personal joy”.

Transformative learning theory therefore explains the process individuals or collectives go through when transformation takes place. After going through a period of sustained socio-economic crisis for more than two decades, Zimbabwe needs to undergo a transformative learning process and the purpose of this study is to establish how this transformation can be used to help the country overcome the challenges it is currently facing.

“Transformation is a movement towards increasing wholeness that simultaneously pushes toward diversity or uniqueness, becoming more uniquely who we are, and toward unity and communion, recognizing how much we have in common with the universe”(Hart, 2001: 12). Marsick (1998) reinforces the above point when he postulates that strategic learning is most relevant in organisational situations of novelty, complexity, and ambiguity, and it is these situations that require a commitment to evaluate assumptions at the individual and organisational levels.

Mezirow (1996:58) points out that transformative learning is the process of effecting change in a frame of reference. He further explains that frames of reference are the structures of assumptions through which we understand our experiences. Many academics concur that transformative

learning is a process of affecting change within a frame of reference (Cranton, 1996; King, 2009; Mezirow, 1996).

“Transformation involves intervening in the context that shapes who we are and therefore our thinking and our actions” (Hargrove, 2003:94). Learning that is transformative involves an experience in which deep learning occurs, identified by a basic change in beliefs, principles, and feelings that results in a fundamental shift in an individual’s understanding of oneself and others in relationship (Mezirow, 1990). For Zimbabwe to experience successful transformation, there is need for the country to change its values and principles especially in view of the country’s negative image on the global map and the socio-economic crisis that the country has gone through.

The basis for many, if not all, transformational initiatives is to improve individual and ultimately organisational performance. Transformation is therefore a learning process that involves major changes in people, processes and systems. Learning implies some type of change, and change indicates process, with processes subject to modification and transformation.

In this context, re-branding can therefore be regarded as a transformative learning process because of its inherent focus on implementing change in order to improve or enhance performance. Transformations may be sudden, dramatic and epochal, reorienting insight, or they may be incremental involving a progressive series of changes in related points of view that result in a transformation of perspective or habit of mind (Mezirow & Associates, 2000). This viewpoint corroborates Daly and Moloney’s (2004) assertion that re-branding can be focussed on minor changes, intermediate changes or a complete change of systems and processes.

According to Jarvis (2006:87)

“to transform something is to alter either its form or its function and in a sense this is precisely what learning is – transformation through two processes, altering first the sensations of the external world into an experience and then changing the experience into an

element of our biography, which could be knowledge, skills, attitudes, values, beliefs, emotions or the senses – or any combination of them”.

The re-branding of organisations and countries is therefore a transformational exercise which involves change and this change inherently comes through a learning process. Jarvis (2006:86) supports this view when he underscores that “people transform who they are by surfacing, testing, and revisiting beliefs and assumptions that have been successful for them. This is always an emotional process”. The basis of transformative learning is that once an individual or organisation has experienced transformation, it is highly unlikely that they will return to their old behaviours and perspectives. In this regard, effective transformational learning inculcates new thinking and new behaviour. Mezirow (2000:19) agrees with this perspective when he explains that, “learning occurs in one of four ways: by elaborating existing frames of reference, by learning new frames of reference, by transforming points of view, or by transforming habits of mind”.

3.8.2 The transformative learning process

According to Mezirow (1991: np), transformative learning occurs through the following 10-step process as highlighted in Figure 3.4 below:

These 10 tenets as highlighted in Mezirow’s theory of transformative learning provided a theoretical foundation for the development of a process model of how re-branding can be used as a transformative learning strategy to help Zimbabwe overcome the challenges it is currently facing.

Step 1: A disorienting dilemma

Mezirow (1996) notes that the stages of perspective transformation begin as a process of transformative learning. The transformative process is a conscious and deliberate one that starts with a dilemma and moves forward as distorted assumptions in meaning structures become transformed through critical reflection. The disorienting dilemma begins as a life-threatening event or an incident that a person experiences as a crisis that cannot be resolved by applying previous problem-solving strategies. A disorienting dilemma is a dilemma that causes a significant level of disruption or disturbance in a person or organisation.

Transformative learning “unsettles the status quo” in that it leads to the questioning of accepted assumptions and views, and to new ways of knowing and understanding.

Cranton (1994: 72) suggests that transformative learning may be experienced as “a prolonged period of confusion and muddling that is followed by a breakthrough or sense of enlightenment” For Zimbabwe to be able to overcome the challenges it is facing, the country needs to recognise and accept that it is in a dilemma and new ways of thinking and behaviour are required for the country to move forward.

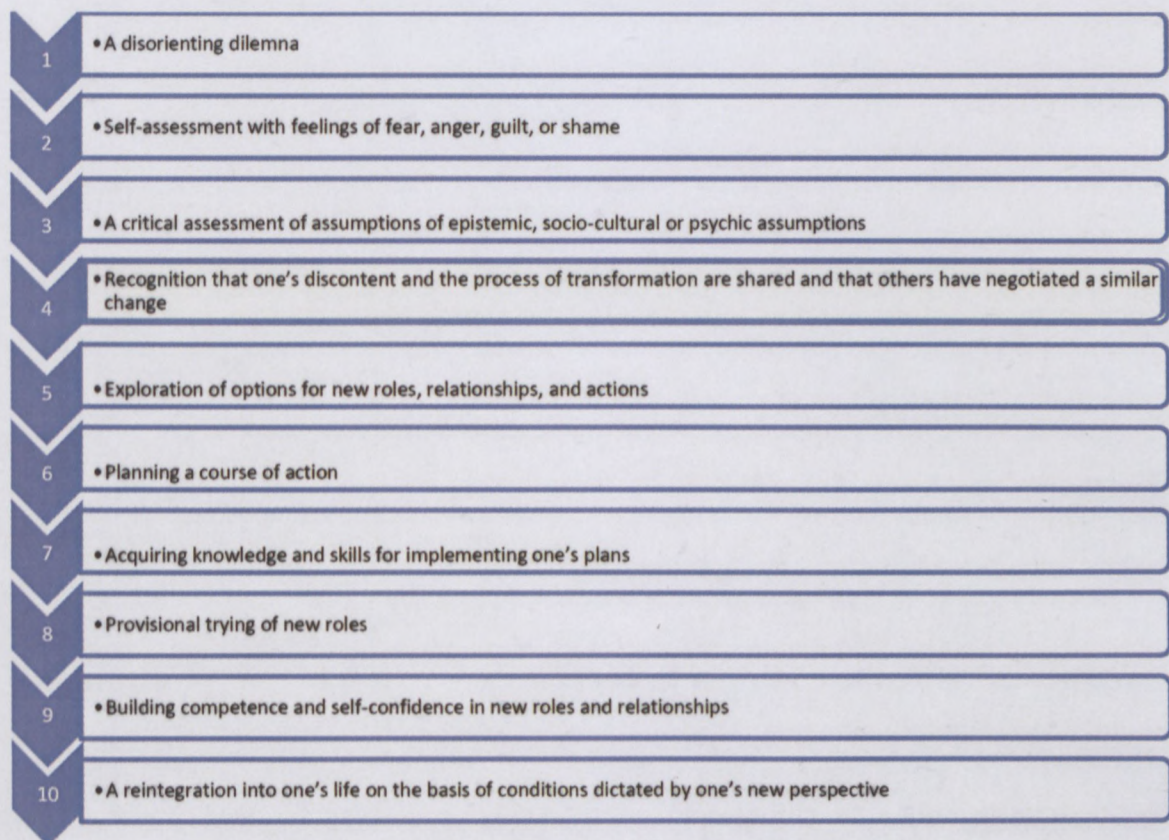


Figure 3.4: The transformative learning process

(Adapted from Mezirow, 1996)

Step 2: Self-assessment with feelings of fear, anger, guilt, or shame

As a result of a disorienting dilemma, a person may engage in self-examination often accompanied by unpleasant or undesirable emotions that lead to a critical assessment of assumptions (Mezirow, 1994). This phase includes testing, questioning, and evaluating frames of reference. Critical reflection includes identifying embedded assumptions as well as considering these assumptions in an objective and rational manner through conscious reflection (Mezirow, 2000). In Zimbabwe, there is need for the country to carry out a comprehensive examination of how the country has evolved since independence. The major issue to be considered include assessing how the country ended up in a situation of sustained socio-economic crisis and also a discussion of how these challenges can be overcome.

Step 3: Critical assessment of assumptions of epistemic, socio-cultural or psychic assumptions

This stage involves the person undertaking an assessment via critical reflection of some of their underlying basic beliefs as a consequence of the self-examination of the previous step. This involves a critical analysis of the successes and failure that the person or organisation has achieved and how a better outcome could have been achieved.

Step 4: Recognition that one's discontent and the process of transformation are shared and that others have negotiated a similar change

At this stage, the person engages in rational discourse with friends, colleagues, family or any other stakeholders and discovers that the new worldview is not foreign or weird to other people. They may also discover that other people have had similar responses to learning in their lives and can understand the disruption of the disorienting dilemma. In this regard, if Zimbabwe is to overcome the challenges it is currently facing, there is need for Zimbabweans to engage in rational discourse among themselves and with other countries that have had similar experiences. For instance, countries such as Spain and South Africa as highlighted in the summarized case studies in Chapter 5 have successfully gone through a

transformation process and therefore Zimbabwe could learn from the experience of these two countries.

Step 5: Exploration of options for new roles, relationships, and actions

This stage involves the use of rational discourse to work through possible alternate ways to move forward in life. This stage also includes communication and discussion with close friends, peers, and other stakeholders. Through a process of national discussions, Zimbabwe needs to establish ways on how the country can move forward and also how it can relate with other countries and be regarded as a progressive member of the global community of nations.

Step 6: Planning a course of action

The individual or organisation needs to come up with a plan of action. This plan consists of acquiring knowledge and skills, trying out new roles, renegotiating relationships, and building competence and self-confidence. Zimbabwe needs to come up with a plan of how the country can be re-branded in order to overcome the challenges it is currently facing. It is the major objective of this thesis to propose a model of the process that should be followed for the country to emerge out of this crisis situation that it is currently in.

Step 7: Acquiring knowledge and skills for implementing one's plans

In order for transformation to be successful, there is need for the person or organisation to engage with different types of learning to gain specific knowledge and skills to implement their plan.

Step 8: Provisional trying of new roles

At this stage, the person tries out their new roles in their life to see what happens, and to modify and adjust the roles as required.

Step 9: Building competence and self-confidence in new roles and relationships

As part of the transformation, the person continues to practice their new roles in various situations with greater confidence.

Step 10: A reintegration into one's life on the basis of conditions dictated by one's new perspective

Mezirow (2000: np) notes that the re-integration process is completed when the individual fully incorporates the new learning, that is, the attitudes, beliefs, and behaviors into her or his life that develop into a new transformed perspective. Transformative learning is about shifting mindsets, changing perspectives, and interpreting the world through a new lens.

3.8.2 The dimensions of transformative learning

According to Clark (1991: np), the transformative learning process has three dimensions: psychological (changes in understanding of the self); convictional (revision of belief systems); and behavioural (changes in lifestyle). Transformation is conducive to building competency and confidence in new roles and relationships (*ibid*).

Mahani (2012: 4) agrees with Clark (1991: np) when he underscores that "...the transformative learning theory also suggests that the process of transformation of one's perceptive occurs through three elements - psychological, convictional and behavioral. Clark (1991: np) further notes that an important part of transformational learning is for individuals to change their frames of reference by critically reflecting on their assumptions and beliefs and consciously making and implementing plans that bring about new ways of defining their worlds. This process is fundamentally rational and analytical.

According to Taylor (2007: np), in transformational learning, the psychological awareness occurs when the learners modify their self-perception, followed by convictional where the learners evaluate and appraise their belief system, and finally, behavioral where they implement the changes in their everyday lives.

According to Brock et. al (2012:1) Mazirow's 10 steps may not necessarily be linear and a number of researchers have condensed the process into three or four steps. However, Mezirow (2000) acknowledged this assertion when he noted that that all steps are not required to experience transformative learning and that they do not necessarily occur in that order all the time.

3.8.3 Risks and challenges of re-branding

As a branding technique, re-branding also has some challenges and limitations. She (2010:12) postulates that is a risky strategy and "...a re-branding strategy does not carry any assurance of success". Uggla (2006: np) argues that organisations should understand their target market and customers before making any adjustment to their brands; otherwise the organisation may lose its existing target markets. Re-branding is a risky strategy and companies may lose their reputation in their quest to renew these reputations. This may be in the form of strong and negative reactions to the new brand by various stakeholders (*ibid*).

One of the major challenges is the huge cost of re-branding. Considering re-branding from a corporate perspective, Abdulaziz (2007:2) argues that "...re-branding has been estimated to cost from thousands to millions of dollars especially for name changes" and "these costs emanate from the cost of name changes, new corporate colours, designs, uniforms, re-imaging of cars, building and the costs of marketing communications to inform all stakeholders about the new identity" (*ibid*).

She (2010:13) underscores that:

"...a re-branding strategy sometimes seems like a marketing paradox. When re-branding strategies are employed by companies, some can realise benefits, while others simply learn hard lessons. Therefore, if companies strive to know how to minimize their risks by understanding their external and internal resources, and their associated limitations, they might possess a greater capability when faced with the dilemma of re-branding".

The Handbook of Tourism and Destination Branding (HTDB) (2010:79) notes that "...the ideal situation is for brands to live as long as possible. Radical change risks losing the

brand equity that has been built up at a considerable cost over many years and re-branding is an expensive process”.

The author argues that organisations that re-brand must do it with a strategic and genuine purpose to transform their entities, improve customer service and unlock shareholder value. Oftentimes, many organizations change their names, logos, corporate colours and slogans without any significant benefit to their employees, customers and other stakeholders. Karbhari, Zulqarnain and Mohamad (2004:49) reinforce this argument when they posit that “... the market cannot be fooled by just a mere name change and that such a change must be backed by serious efforts towards recovery”.

3.9 Introduction to nation branding

Countries have always been marketed since time immemorial and Kotler *et al.* (1999:1) underscore that “...the principles of marketing and branding can also be applied for places”. De Vicente (2004:1) posits that “... marketing a country is not entirely new; in fact; numerous countries have traditionally promoted their image for tourism”. Any nation can be viewed as a brand as it can be viewed as a compound of contemporary and historical associations that have relevance for marketing (O’Shaughnessy & O’Shaughnessy, 2000:56).

Advocating for the need for countries across the world to embrace the concept of nation branding, Kotler and Gertner (2010:45) assert that:

“...the challenge of national economic development has gone beyond the limits of public policy. The new economic order has transformed economic development into a market challenge as well. Nations compete with other nations and strive to devise sources of competitive advantage. Thus today there are more reasons why nations must manage and control their branding. The need to attract tourists, factories, companies, and talented people and to find markets for their exports requires that countries adopt strategic marketing management tools and conscious branding”.

Arguing that nation branding is not too different from the branding of products or corporations, Olins (2002: 247-248) asserts that “...all of us who work with corporations and their brands understand that fizzy drinks, trainers, mobile phones and other apparently insignificant and entirely unmemorable trivia give real emotional and spiritual value to some lives. Many brands help to create a sense of identity, of belonging, just like the nation”.

Aronczyk (2005:4) elucidates that:

“...branding is coterminous with the shaping and reshaping of identities in symbolic ways; ways used by nations throughout history. The term merely reflects the most efficient strategy in the current capitalist context, in which ‘consistency’ and ‘coherence’ are key factors in the formation and maintenance of identity. In other words, corporate techniques of valuation to differentiate products in competitive realms have been proven effective; is it not then appropriate to apply these methods to nations, which are currently striving to articulate their unique identities in a widening sphere of global knowledge and competition?”

Lee (2009:1) asserts that “...nation branding is about creating a nation’s values and benefits for its people, and sustaining its competitiveness”. Moilanen and Rainisto (2009:3) postulate that “...countries, cities, regions and tourist resorts face increasing competition when they try to attract tourists, inhabitants and companies to their region or to promote trade”.

3.9.1 Marketing a country

According to Wells and Wint (2000: np), “...the new competitive foreign investment environment has prompted analogies between competition among governments for foreign investment and competition among firms for market share”. They further postulate that “...given the similarities in the nature of the competition, it is not surprising that countries are adopting marketing strategies that parallel those of private companies” (*ibid*).

Papp-Vary (nd) explicates that:

“...people tend to think about countries as a complete entity when they are considering whether to visit them, buy their products, or engage with them in some other way. In short, from a marketing point of view, people think of countries as brands. Even when a country

does not consciously manage its name as a brand, people still have images of it that can be activated by simply voicing the name”.

Hemstrom, Luu and Unenge (2006:4) expound that there are several concepts that deal with the marketing of a country. The most significant are nation branding, tourism marketing and destination branding. The following section discusses these concepts

3.9.2 Destination/place branding

A destination can be any territorial area such as a village, a town, a city, a region or a country. According to Baker (2007: 26), a destination brand is the totality of perceptions, thoughts and feelings that customers hold about a place while destination branding refers to the organising principle that involves orchestrating the messages and experiences associated with the place to ensure that they are as distinctive, compelling, memorable, and rewarding as possible. Successful destination brands reside in the customer's heart and mind; clearly differentiate themselves; deliver on a valued promise; and simplify customer choices (*ibid*).

While nation branding aims at forming a complete picture of a nation, destination branding aims at promoting specific regions or critical components of the tourism industry within a country (Hemstrom *et al.*, 2006:27).

Anholt (2004) defines place branding as “...the practice of applying brand strategy and other marketing techniques and disciplines to the economic, social, political and cultural developments of cities, regions and countries” (cited in Kerr, 2006:278). The branding of a destination enables the customer to readily identify it and distinguish it from its competitors.

A country could be associated with particular benefits or activities that are offered by a destination. These benefits act as a cue for decision-making regarding purchases (Kaplanidou & Vogt, 2003:2). The perceived value of a place is affected by a country's characteristics such as commerce, politics, culture, sport, science and tourism.

3.9.3 Tourism marketing

Tourism marketing seeks to increase the number of visitors or tourists to a particular place, which could be a village, town, city, region or country. Nowadays people visit places for a variety of reasons, among them for business, leisure, medical, sporting or cultural purposes. Tourism has a central role to play for nation branding and sustainable development for a country, to a large extent owing to the fact that tourism is probably the world's largest industry, while tourism marketing is usually the only way countries market themselves to the outside world (Anholt, 2005).

Besides the fact that it usually has the loudest voice in branding the nation, as it also mostly has the biggest budgets and greatest experience in marketing (Anholt, 2007:26). Tourism promotion has an advantage above other forms of country communication, since it has the 'permission' to address publics directly; tourists are used to and expect to be wooed (Anholt, 2007:87). Anholt further argues that the tourism industry has traditionally been the only industry where a government minister and a marketing manager will work side by side. However, there is usually an unclear relationship between the public sector and private enterprises with regard to tourism marketing.

Nation branding, however, extends beyond the familiar realm of tourism marketing and encompasses a range of other objectives (Dinnie, 2008:19).

3.10 The concept of nation branding

As globalisation continues to increase at an accelerating rate, competition between countries has emerged as one of the major challenges facing contemporary governments across the world. With about 194 countries, the global market has become a battlefield for skilled workforce, FDI, tourism income, trade and export opportunities, and international influence. Presently, the notion of a global village and competition among nations has reached a new level of sophistication, (Cromwell & Kyriacou, 2001:1).

This reality has compelled countries to come up with innovative marketing and branding strategies to promote their uniqueness in order to become the destinations of choice for investments, tourists, business and immigration.

One strategy that nations are embracing in order to build and sustain their global competitiveness and ensure national economic development is nation branding. Nation branding is not a new phenomena. Nations have always branded themselves through their mythology, anthems, symbols, currency and names (Skodra, 2010:1). Mi (2009:1) affirms that "...nation branding encompasses activities from country naming through to all the collected activities of the country". It is a managed process of building brand equity, brand image and a sustainable and competitive country reputation.

According to Anholt (2007:3), nation branding is the same as 'competitive identity', and he defines it as "...the systematic process of aligning the actions, behaviours, investments, innovations and communications of a country around a clear strategy for achieving strengthened competitive identity".

Cromwell & Kyriacou (2001:1) point out that governments are tasked with the economic and political development of their countries. National development cannot be achieved in isolation of the international community, as markets and foreign policies compete in the international arena. The complexity of these elements and a nation's political, economic, legal and cultural environment all contribute to a nation's identity and image (*ibid*).

Nation branding, according to Kaneva (2011:118), is "...a compendium of discourses and practices aimed at reconstituting nationhood through marketing and branding paradigms". Nation branding includes a variety of activities, which range from 'cosmetic' operations such as the creation of national logos and slogans, to efforts to institutionalize branding within structures by creating governmental and quasi-governmental bodies that oversee long-term nation branding efforts. The most ambitious architects of nation branding envision it as "...a component of

national policy, never as a ‘campaign’ that is separate from planning, governance or economic development” (Anholt, 2008:23).

According to Fan (2009:6), nation branding is “...a process by which a nation’s images can be created, monitored, evaluated and proactively managed in order to improve or enhance the country’s reputation among a target international audience”. Szondi (2008:5) defines nation branding as “...the strategic self-presentation of a country with the aim of creating reputational capital through economic, political and social interest promotion at home and abroad”. Analysing Szondi’s definition, Dinnie (2009:1) argues that “...the focus on self-presentation and promotion derives from a public relations perspective and emphasizes the importance for a nation to actively manage its reputation rather than passively allowing external parties to impose their own brand onto the nation”.

Loo and Davis (2006:198) lament that “...every nation is a brand and most nations have had their brands made for them. The nation brand could have been developed deliberately or by default, formed from a myriad of different sources such as word of mouth, education, mass media, travel, product purchases and dealings with its people”. Increasingly, nations around the world are embracing nation branding to differentiate them on the world stage, and to bolster their economic performance (Dinnie, 2008:23).

Different countries have adopted different strategies in order to confront specific challenges, which they face. More and more countries around the world are embracing nation branding in order to differentiate themselves on the world stage and to strengthen their economic performance, primarily in terms of exporting, inward investment and tourism. Countries as culturally and geographically diverse as Germany, South Korea, New Zealand, Scotland, Egypt, Britain and Spain have judged it worthwhile to develop nation-branding strategies (Dinnie, 2008:23).

Table 3.5 below highlights other definitions of nation branding.

Table 3. 5: Definitions of nation branding

Reference	Definition
Olins, 1999	To build or re-mould national identities
Gnooth, 2002	To endow the audience distinctively with expressive and affective meaning, relying on managing industry system, networks, brand attributes, and their dissemination.
Lodge, 2002	To set the strategic approach and support it from organisations.
Rendon, 2003	To help countries to develop and communicate strong brand identities which could help speed up development by attracting foreign investors and tourists.
Cho, 2004	To establish nation brand value, the total sum of nation brand equity, through the activities of the government, corporations, NGOs and people.
Dzenovska, 2005	To discover and invent the truth about the nation that could form the basis of the country's brand identity. To align the way the nation and its subjects think of and conduct themselves with the logic of the "reality of globalisation."
Kyriacou & Cromwell, 2004	To consider both domestically internal development and successful integration into the world community, on all levels of a nation.
O'Donovan, 2004	To apply brand strategy to the economic, social, political and cultural development of countries.
Florek, 2005	To create the country communication as a final-stage activity, to which belong slogans, national themes, advertising, public relations, feature films and documentaries, websites etc.
Loo & Davies, 2006	To manage all individual images into a coherent whole and project a clear and attractive image that meets the needs of most of the nation's different outputs.
Anholt, 2007	To align the innovation to a strategy for enhancing national reputation.
Szondi, 2007	To promote economic, commercial and political interests at home and abroad.
Wilkin-Armbrister, 2008	To acquire global recognition and achieve global competitiveness.

(Adapted from Kyung Mi Lee, 2009)

According to Konecnik and Go (2008:177), "...a nation's identity has been considered to be a contributor to the creation and sustenance of a distinctive competitive edge". Reinforcing Konecnik and Go's view, Olins (1999:26) posits that "...politicians everywhere in the world now realise that every nation has an identity that they can either seek to manage, or it will manage them". Generally, nations should create their own country branding scheme in order to fulfill four major objectives: attracting tourists, stimulating inward investment, boosting exports, and attracting higher education students and skilled workers (Dinnie, 2008:17).

The use of nation branding technique is growing from the diversification of branding that steadily increased its scope from basic physical products to diverse nations. What makes nation branding different from traditional product branding is its complex, multidimensional nature, and the multiple stakeholder groups that must be acknowledged by the nations (Dinnie, 2008:20).

How a country is perceived regarding the quality of its products and services, how interesting its culture is considered to be, how interesting the destination or residence is considered to be, what kind of business opportunities are available, and what kind of factors exist in the fields of politics, economics, or diplomacy, can all be linked to one brand. Creating and maintaining a strong country brand brings benefits to all these sectors (Moilanen and Rainisto, 2009: 11).

Country names amount to brands and help consumers to evaluate products and make purchasing decisions. They are responsible for associations that may add or subtract from the perceived value of a product (Kotler & Gertner (2010:41). Even when a country does not continuously manage its name as a brand, people still have images of countries that can be activated by simply saying the name. Country images are likely to influence people's decisions related to purchasing, investing, changing residence or travelling (Kotler and Gertner, 2010:42).

3.10.1 Evolution of nation branding

Academics and practitioners alike are not unanimous about when nation branding emerged. One school of thought argues that nations have always branded and re-branded themselves since time immemorial. The other school of thought elucidates that nation branding as a concept is a

relatively new phenomenon in both academia and practice. Figure 3.5 below traces the evolution of nation branding.

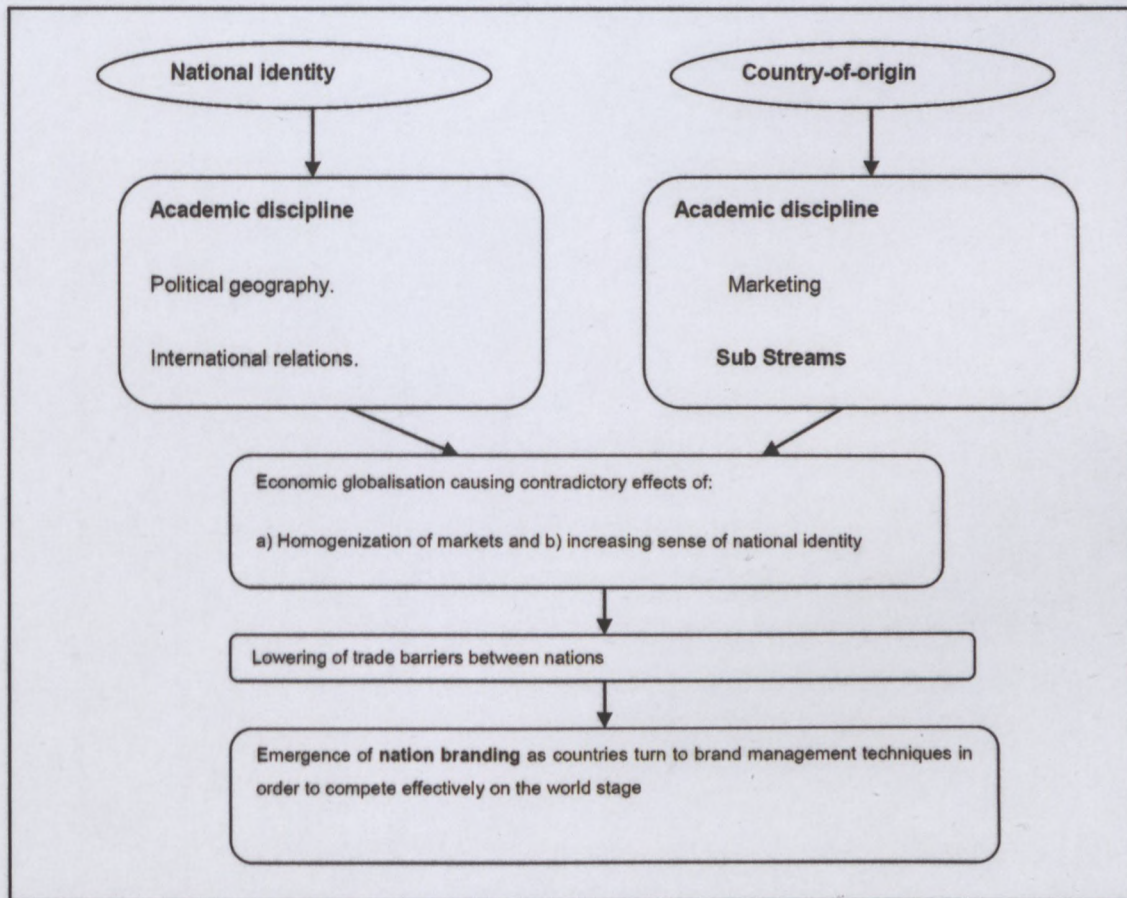


Figure 3. 5: The evolution of nation branding

(Source: de Chernatony, 2008:21)

As a concept, nation branding has only recently evolved through a convergence of streams of knowledge embodied within the field literature on national identity and literature on the country-of-origin effect (de Chernatony, 2008:20). In the framework depicting the evolution of nation branding above, de Chernatony (2008:20) points out that:

“...the academic fields of national identity and country-of-origin are shown to interact within the context of economic globalisation, whose contradictory effects consists of the homogenisation of markets, and at the same time an increasing sense of national identity. The streams of knowledge embodied within the national identity literature on the one hand and within the country-of-origin literature on the other, have only recently converged”.

However, research on nation branding is not entirely new. For the past 40 years, numerous studies have been conducted out on the so-called ‘country of origin effect’: the effect of national image on products. Lee (2009:1) posits that nations have followed a nation branding approach for several decades. To place the evolution of nation branding into a wider perspective, it could be claimed that nations have always branded themselves through their symbols, currency, anthems, names and so on, and that it is merely the terminology of nation branding that is new, rather than the practice itself (Olins, 2002:242).

Nations have always managed their images, although they may not have called this ‘branding’, and hence, the current turn to branding is a logical continuation of a long-standing process (Anholt & Hildreth, 2004; Kyung Mi, 2009). Nation-states, historically, used various forms of persuasion to advance their political, economic and cultural agendas (Kaneva, 2011:117).

De Vicente (2004:1) acknowledges that during the past two decades, a number of books relating to nation branding have been written. He further notes that during the 1990s, Philip Kotler dealt with the topic of place branding and marketing in four books: *The Marketing of Nations*, *Marketing Places Europe*, *Marketing Asian Places*, and *Marketing for Hospitality and Tourism*.

However, there are other academics who argue that nation branding is a relatively new concept. Dinnie (2009:1) argues that “... in terms of research and theory building, the concept of nation branding is still in its infancy”. Augustine (2009:1) posits that “while nation branding is a relatively new concept, the fact that nations have been associated with certain products, peoples and landscapes goes back to ancient times”.

Corroborating Dinnie (2009), Prucpairojkul and Triamsiriworakul (2008:1) argue that the idea of nation branding is a relatively new phenomenon but, that it has gained an increasingly important role in both domestic and external markets, as countries across the world have to contend with global competition. Anholt, who is an advisor to the British government, is generally regarded as the originator of the term ‘*nation branding*’ and is reported to have coined it in 1996 (Earthspeak, nd). Anholt (2007: xi) reinforces this view when he declares that “...I first began to write about an idea I called *nation branding* in 1996”.

The aim of nation branding is to create and sustain the competitiveness of nations. Acknowledging the importance of nation branding, Anholt (2005) argues that:

“Branding is the part of the foundations of competitiveness in a free marketplace and that any country which needs to improve its competitive edge should take a closer look at how branding works. However, in spite of its contemporary prominence and ubiquity, nation branding literature is still far from the level of research depth and quality that we find in generic products and services’ marketing literature, mostly because of the complexity of the connotations that come with the term ‘nation brand’”.

3.10.2 Product-nation brand continuum

As a marketing sub-discipline, branding originated in the marketing of physical products, and especially fast-moving consumer goods.

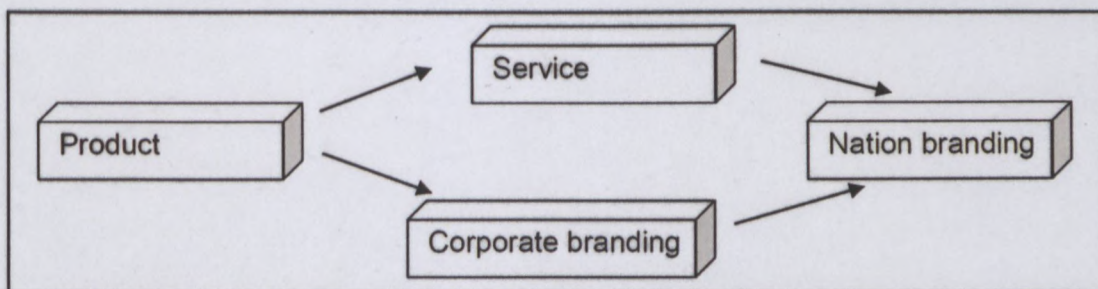


Figure 3. 6: The product-nation brand continuum

(Adapted from Dinnie, 2008)

Service branding shares many similarities with corporate branding (see Figure 3.6 above) and it involves multiple interfaces (Bitner, Booms & Mohr, 1994) while employees play a crucial role in delivering services.

In product branding, the primary brand is the product, but for service branding, the company is the primary brand. Zeithaml, Parasuraman and Berry (1985:33-34) identify four unique features of services:

1. Intangibility (consumers face difficulties when evaluating services' quality and comparing competing brands);
2. Inseparability of production and consumption (consumers are simultaneously involved in the production and consumption of services);
3. Heterogeneity (owing to the fact that the human element in service provision cannot be subjected to quality control measures as a manufactured product, hence each service experience is potentially unique; and
4. Perishability (services cannot be stored and saved which makes it difficult for a firm to match supply and demand).

Dinnie (2008:21) asserts that the original application of branding on a product has morphed to service branding and corporate branding and both service and corporate branding have in turn evolved into nation branding (see Figure 3.6 above). The shift from product to corporate branding is attributed to the increasing difficulties of maintaining credible product differentiation in the face of the imitation and homogenization of products and services (Hatch & Schultz, 2001:1041).

Hankinson (2007:246) notes that "...the similarities between managing brands at a corporate level and managing destination brands are very apparent". These brands are similar in terms of their need to manage and communicate with a wide range of stakeholders; their need for coordination with internal and external stakeholders; and the need for the brand to reflect and be reflected by a set of sub brands and consumer experiences (*ibid*).

Hatch and Schultz (2003:1044) note that corporate branding differs from product branding in six aspects. These aspects are as follows:

- Focus (product or corporation);
- Scope (corporate branding is broader in scope than product branding);
- Who the brand relates to in terms of attraction and support (with product brands, mainly consumers or customers, and with corporate brands all company stakeholders);
- Who is responsible for the branding effort (with product branding is the responsibility of the marketing department, whilst corporate branding, organisation-wide responsibility);
- Temporal dimension (product brands live in the present, corporate brands both in the past and the future); and
- Strategic importance (product brand is functional, whilst corporate branding is strategic).

Moilanen (2008:50) notes that "...corporate branding is the practice of developing a company's brand". Corporate branding is "... a systematically planned and implemented process of creating and maintaining a favourable image and, consequently, a favourable reputation for the company as a whole by sending signals to all stakeholders and by managing behaviour, communication, and symbolism" (Einwiller & Will, 2002:101). This definition emphasises that the focus of corporate branding is on all stakeholders who are target audiences inside and outside the organization.

Dinnie (2008:21) posits that "...the use of branding techniques has become pervasive in many societies. From the most physical product to the most diverse nation, branding has steadily increased its scope of application". He further argues that corporate branding is the closest type of branding to nation branding.

Dinnie (2008:193) underscores that "...in many respects, there are similarities between corporate branding and nation branding. Both types of branding involve more complexity than is the case with product brands. The added complexity of corporate and nation branding lies in the wider range of stakeholders that the brand has, the multiplicity of communication channels that need to be used in order to reach those audiences, the difficulty of encapsulating a multifaceted entity into the distilled essence of a brand, and the unlimited number of uncontrollable factors that can affect perceptions of the brand" (*ibid*).

Supphellen (2004) sums up this argument when he asserts that “...in principle, product and place branding is the same. It is all about identifying, developing and communicating the parts of the identity that are favourable to some specified target groups” (cited in Frost, 2004:1).

3.10.3 Nation, country or state branding?

Another contentious issue in the field under study concerns the appropriate naming of the subject. Different names have been used in literature to refer to the construct under study and these names comprise nation branding, country branding and state branding. Though the words *country*, *nation*, and *state* tend to be used interchangeably, they each have their own distinct meaning.

A country can generally be defined in geographic terms as a body of land with borders that are related to a nation or state (Outhavong, 2007:16). A State is a self-governing political entity. The term State can be used interchangeably with country. A nation, however, is a tightly-knit group of people, which share a common culture. The Oxford English Dictionary (nd) describes a nation as a “...large body of people united by common descent, culture or language, inhabiting a particular state or territory”.

According to Anderson (1991:7), a nation can be described as an imagined community in which there exists a ‘deep, horizontal comradeship’. A nation-state is a nation, which has the same borders as a State (Matt Rosenberg, 2011:1) Dinnie asserts that “...the concept of branding a nation, therefore, relates to branding a nation-as-a-people, a nation-as-state, and a nation-as-country”. For the purpose of this study, the terms ‘nation’, ‘state’ and ‘country’ branding are used interchangeably to encompass all activities that are carried out in state, country and nation branding itself.

3.10.4 Definition of a nation brand

According to Dinnie (2008:5), a nation brand can be defined as “...the unique, multi-dimensional blend of elements that provide the nation with culturally grounded differentiation and relevance for all of its target audience”. This definition indicates the multi-faceted nature of the nation brand and its need to integrate national identity dimensions. Moreover, it also implies that the

nation brand exists in consumers’ minds rather than being a totally controllable construction of marketing functions (*ibid*).

Fosher & Jaworski (2003:99-100) assert that:

“The nation brand also has similarities with any other brands, as it has unique characteristics of itself, since no two nations are alike. However, what makes nation brands different from company brands, are their diversity of thought, geographic landscape, language, unique histories and experience, unlimited product life cycle, and the desire of the country’s populations to be special and original, all of which contribute to the uniqueness of each country’s nation brand identity, which help to prevent the brand from being imitated or copied by any other country”.

Table 3.6 below provides various definitions of a nation brand by various scholars.

Table 3. 6: Definition of a nation brand

Reference	Definition
Kotler & Gertner (2002)	A name, related terms, marks, symbols, design or combined all to differentiate them from other countries.
Anholt-GMI (2004)	The sum of people’s perceptions of a country across national competence such as the cultural, political, commercial, tourist appeal, investment potential and human assets.
Szondi (2007)	A sort of umbrella under which further sub-brands can be developed.
Walsh & Wiedmann (2008)	A very complex brand identity that is the result of a specific national reality, its perceptions and evaluations by many different internal and external stakeholders (brand images), and a specific overall reputation.
Dinnie (2008)	The unique, multi-dimensional blend of elements that provide the nation with culturally-grounded differentiation and relevance for all of its target audiences.

(Adapted from Kyung Mi Lee, 2009)

Valentine & Razvan (nd) posit that “a country brand is more like an umbrella, as it ensures customers that they are purchasing from a reliable source, which guarantees quality. Much like corporate brands, country brands symbolise certain values, qualifications and emotional levers within consumers’ minds”. Kotler and Gertner (2002:253) expound that the need to attract tourists, factories, companies and talented people and to find markets for their exports, compels countries to adopt strategic marketing management tools and conscious branding.

Papadopoulos and Heslop (2003:404) affirm that “...the combination of growing interest in promoting exports, defending against imports, and marketing for investment and tourism, has brought forth the notion of ‘countries as brands’ as a key concept”.

Due to a lack of unanimity by academics and practitioners *vis-à-vis* to the definition of a nation brand, this thesis asserts the following: *A nation brand refers to the sum of all the socio-economic, political, geographic and cultural aspects allied with a country that determine that country’s distinctive and competitive position on the global market.*

3.10.5 Benefits of successful nation branding

Country branding, which is about employing strategic marketing to promote a country’s identity, has become a strategic tool of a country’s competitiveness and an unbranded state will have a difficult time attracting economic and political attention, and that image and reputation are becoming essential parts of the state’s strategic equity (Van Ham, 2001:2-3). Cromwell and Kyriacou (2001:3) underscore that “...how a country is perceived, both domestically and from abroad, from the quality of its goods and services, to the attractiveness of its culture and its tourism and investment opportunities, to its politics, economic policies and foreign policy, can be shaped under a brand. The branding process strengthens democracy and helps both internal development and successful integration into the world community on all levels”.

In the global marketplace, in particular, a nation brand should ideally act as a national umbrella brand, seeking to differentiate the country’s products from those of international competitors and promoting a nation’s image to an international audience (Fan, 2006:9). Kaneva (2011:120) argues

that many nation-branding practitioners and marketing scholars see nation branding as a strategic tool to enhance a nation's competitive advantage in a global marketplace.

Dinnie (2008:17) postulates that nations are making increasingly conscious efforts to hone their country branding in recognition of the need to fulfill three major objectives: to attract tourists, to stimulate inward investment and to boost exports. A further objective for many nations is talent attraction, whereby countries compete to attract higher education students, and skilled workers. Dinnie (2008:17) also asserts that "...nation branding may thus be conceived as a form of self-defense in which countries seek to tell their own stories rather than be defined by foreign media, rival nations, or the perpetuation of national stereotypes".

Augustine (2009:1) opines that "... nation branding has emerged as a strategy for all countries to compete financially, culturally, and politically in the global economy". Jansen (2008:122), however, points out that "...branding not only explains nations to the world, but also reinterprets national identity in market terms and provides new narratives for domestic consumption".

Szondi (2006:14) notes that "...attracting investors is common aim of country branding...", but warns that "...having a country brand is necessary to attract investors but not enough; there must be an infrastructure, a skilled workforce, favourable tax policies and returns on investment" (*ibid*).

In an article on the need for Asian countries to brand themselves, Temporal (2001:4) listed the following benefits, which accrue from having a robust and positive national brand image:

- Increases currency stability;
- Helps restore international credibility and investor confidence;
- Reverses international ratings downgrades;
- Increases international political influence;
- Leads to export growth of branded products and services;
- Increases inbound tourism and investment;
- Stimulates stronger international partnerships;
- Enhances nation building (confidence, pride, harmony, ambition, national resolve);
- Reverses negative thoughts about environmental and human rights issues;

- Helps diffuse allegations of corruption and cronyism;
- Brings greater access to global markets; and
- Leads to an improvement in the ability to win against regional and global business competitors, and the ability of the country to defend its own markets.

From the above list, it is evident that nation branding is a powerful concept that can bring enormous benefits to a country.

According to Pantzalis and Rodrigues (1999), the movement of international capital is influenced by perceptions of countries as brands by investors. They claim that positioning and managing the country brand are critical to attract global capital and affect how and when capital may flee a country in situations such as the 1997 Asian economic crisis (cited in Anholt, 2005:141). The flight of investors from Zimbabwe as a result of economic mismanagement and political instability is another classic example.

Anholt (2006: np) notes that “a positive brand image can help a country to reverse brain drain. One of the consequences of globalisation, which is hardest on emerging markets, is the hemorrhaging of its best-educated and most talented workers, entrepreneurs and academics to the developed nations. Brain drain remains one of the most difficult challenges, which face almost all African countries”.

A strong and sound nation brand may, therefore, be a panacea to lure these emigrants back with promises of better opportunities in their own home country. Effective nation branding can thus transform brain drain into brain gain.

Szondi (2007:10) posits that transition countries such as those in Central and Eastern Europe are also engaging in country branding in order to distance themselves from the old economic and political system that existed before transition. He lists the following as major functions of country branding:

- To distance the country (ies) from the old (economic and / or political) system, which existed before transition;
- To change negative or false stereotypes or reinforce some positive stereotypes associated with the country and its people;
- To position the country as the reliable and eligible member of the new system, the transition is aiming for, or that of an international community;
- Branding can also facilitate (re-)defining and (re-)constructing national identities as identity is also changing during transition; and
- Country branding can boost self-confidence (Anholt, 2003:108) and can be an expression of being proud of the achievements of transition.

Nation branding can also help to erase misconceptions about a country and allow the country to reposition itself more favourably with regard to targeted audiences (Dinnie, 2008:19).

Morgan, Pritchard & Pride (2002) avow that:

“A further incentive for countries to embrace branding lies in the capacity of branding techniques to create meaningful differentiation. In the tourism sector, for instance, most destinations make almost identical claims regarding the beauty of their scenery, the purity of their beaches, the hospitable nature of the locals and so on, and, therefore, the need for destinations to create a unique identity, to find a niche and to differentiate themselves from their competitors, has become more crucial than ever”.

However, Dinnie (2008:19) warns that this should be done on a long-term strategic basis and not as an ad hoc event, if positive outcomes are to be sustained and not ephemeral.

Cromwell and Kyriacou (2001:2) underline that “...there are many examples of both conscious and accidental branding in recent years, including Ireland's great success in developing as an IT centre from scratch; Egypt's projecting an image as a moderate and democratic nation on the back of massive advertising spends on tourism, etc”. However, Cromwell and Kyriacou (2001:2) also demonstrate that “...even without decades of image-building, it is possible for a country to shape its brand in a relatively short time if it has a clear strategy to do so and devotes the necessary resources to the task”.

Discussing the long-term benefits of successful branding, Cromwell and Kyriacou (2001:5) assert that:

“...successful branding efforts deliver benefits that transcend any government or administration. In the same way that Coca Cola is sold through a successful global branding and marketing campaign, year after year, irrespective of who owns or runs the company in Atlanta, so too a good branding and marketing campaign for a country can reap benefits for it, irrespective of who is at the helm of its government”..

Cromwell and Kyriacou (2001:5) conclude by saying that “...the long-term benefits are evident in improved international standing abroad and greater success and prosperity at home. And while the costs of nation branding and related promotion can be in the millions of dollars, the economic rewards can be measured in billions of dollars”.

3.10.6 Arguments against nation branding

Despite nation branding's growing popularity; there is much disagreement about its meaning and scope (Dinnie, 2008; Fan, 2009). Dinnie (2009:2) notes that “...hostility to the concept of nation branding may be even more visceral, with nation branding being perceived as an unwelcome intrusion of crass commercialism and unworthy of diplomatic resources”. To a larger extent, the hostility towards the term ‘nation branding’ compelled Anholt to rename the concept ‘competitive identity’. Anholt (2007: xi) notes that “...the idea of brand management is still an important part of my work, but I now call the approach Competitive Identity, because it has more to do with national identity and the politics and economics of competitiveness than with branding as it is usually understood”.

Michael Girard, a French academic, is one of the fiercest critics of nation branding and in 1999 he argued that:

“...in France the idea of re-branding the country would be widely unacceptable because the popular feeling is that France is something that has a nature and substance other than that of a corporation. A corporation can be re-branded, not a state. One can take a product, a washing powder, for instance, and then change the name, which is actually done very regularly. Regular re-branding is normal, particularly in the life of consumer products, but

can this actually be the case for countries? A country carries specific dignity unlike any marketed product. In France it is unimaginable for Chirac to attempt to re-brand France” (cited in Olins, 2004:18).

Echoing Girard’s argument that a country is too complex and dignified to be regarded as a brand, Drenttel (2004: np) in the article ‘*My Country Is Not a Brand*’, asserts that “...even nations have become brands. The symbol for a country should not be created by branding experts. When the vocabulary of a nation's foreign policy is the vocabulary of branding, then it is, in fact, selling Uncle Ben's Rice. This transaction, with the vocabulary of the supermarket counter, is not how I envision my country (America) speaking to the rest of the world”.

O’Shaughnessy and O’Shaughnessy (2000:56) agree with Girard and Drenttel’s arguments. They point out that “...even if we accept that the concept of a brand has applicability to a nation, a nation is not a product, and the national image is very much bound up with the social concept of the nation”.

The image of a nation is complex and fluid, and hence denies the clarity implicit in a term such as brand image (O’Shaughnessy & O’Shaughnessy, 2000:58). Aronczyk (2005:5) supports O’Shaughnessy and O’Shaughnessy’s argument and declares that “...perhaps the greatest myth of place-branding is that the invented brand represents the distillation of its representatives’ wishes and objectives into a single, shorthand message of identity”.

“A nation cannot be treated simply as a brand at large. The overall image of a nation is far too nebulous for that. If a marketer exploits the image of a nation, it should ideally be the nation’s high reputational capital in respect to the product category” (O’Shaughnessy & O’Shaughnessy, 2000:64).

Reinforcing the argument against the concept of nation branding, Aronczyk (2006: np) declares that:

“...though branding is a now a regular feature of modern mass consumer society, the idea that nations can be produced, branded and consumed in commodity form is somewhat less palatable. National identity, a concept so elusive and difficult to define, can at least be defined by what it is not: a conference of meaning, uniqueness and legitimacy by the marketing techniques of corporations. National identity is not like yoghurt; it is not a concoction that can be packaged and displayed among identical items in a grocery aisle, differentiated essentially through a process of conscious design and artificial flavouring”.

O’Shaughnessy & O’Shaughnessy (2000:63) cements their argument when they assert that “...nation branding is tantamount to governments trying to be all things to all people. When a government proclaims what the nation stands for, there are many audiences. The values that appeal in general may not be the values for foreign buyers or just for some and not for others”.

Some scholars have questioned the empirical evidence of the success of nation branding. For instance, Fan (2005:9) argues that “...the correlation between countries that have produced strong brands and those that are strong brands themselves is undeniable, yet the direction of causation is unclear”. Widler (2007:148) argues that nation branding limits broad participation by citizens and is contrary to the principles of diversity and plurality. Analyzing branding materials from five countries (Sweden, Latvia, Estonia, Liechtenstein, and South Africa), she concluded that “...instead of fighting stereotypes, nation branding reproduces and enhances them” (*ibid*).

Much as there has been strong criticism of the applicability of branding techniques in the context of countries, the author argues that most of the criticism is centered on a lack of understanding of what nation branding really is, and what it seeks to achieve. Nation branding is not only about communication of a specific image of a country. It is rather more of a national strategy that seeks to effectively position the country on the global map in order to ensure sustainable national economic development.

Responding to criticism of nation branding by Girard, Olins (2002:241-248), used the French scenario to support country branding by asserting that:

“...the France of the Revolution was a completely different entity from the France of the Bourbons. Not only was the traditional nobility exiled and dispersed, the royal family executed, a republic proclaimed, religion excoriated, and an entire social and cultural system turned on its head, but every little detail changed too. The tricolour replaced the Fleur de Lys, the Marseillaise became the new anthem, the traditional weights and measures were replaced by the metric system, a new calendar was introduced, God was replaced by the Supreme Being and the whole lot was exported through military triumphs all over Europe. In other words, the entire French package was changed. You may not like the term, you may prefer to talk about a new or reinvented nation or state, but if revolutionary France was not a new brand, I do not know what is”.

Olins (2003:152) further reinforces his argument for nation branding when he laments that:

“...interestingly there is nothing particularly novel about the concept of branding the nation. Only the word ‘brand’ is new. National image, national identity and national reputation are all words traditionally used in this arena and they don’t seem to provoke the same visceral hostility as the word ‘brand.’ Although the technologies are new and infinitely more powerful and pervasive than ever before, and the word ‘brand’ is also new, the concepts which it encompasses are as old as the nation itself”.

Supporting the concept of nation branding, Nworah (2006:6) provides an effective closing remark when he argues that much as there are some dissenting voices to the notion of nation branding, these ‘few voices of dissent’ do not take away the strong argument and need for the adoption of branding principles in the marketing of places and countries.

3.10.7 Country of origin effect and nation branding

Whilst nation branding is an emerging field in academic literature and practice, it is not an entirely new concept. Its origin can be easily traced to country-of-origin studies (COO), which emerged in the mid-1960s (Lee, 2009:17). Kaneva (2011:122) laments that COO or product country image (PCI) marketing, predates academic discourse on nation branding and considers the image of nations as a variable mix of product promotion.

The pioneering studies on COO are credited to Schooler (1965) and Reiersen (1966). Through his groundbreaking research, Reiersen argued that consumer attitudes are national stereotypes rather than opinions about specific products. If a nation is commonly perceived as having attributes that carry over into everything done there, then the COO becomes a factor in the image of any product from that country (O'Shaughnessy & O'Shaughnessy, 2000:56).

Kotler and Gertner (2002:41) argue that country names amount to product brands and help consumers to evaluate products and that beyond serving as brand names, countries must embark on more conscious nation branding by using a strategic management approach. Reflecting on the impact of country-of-origin on consumer attitudes Kotler and Gertner (2002:41) elucidate that a country's reputation constitutes a vital asset that should be managed effectively.

According to Lee (2009:17), COO image, that is, country image, can be defined as "... consumers' general perceptions of quality for products from a given country". Norouzi and Hosienabadi (2011:767), however, posit that "...a suitable perception of a country leads to a suitable perception of its products' characteristics such as quality. A brand's COO influences consumers' evaluation. Consumers evaluation is determined through effect of original manufacturers' expertise".

Generally, consumers are more willing to buy products from industrialised nations because of their established reputations in specific areas of manufacturing or services. Kotler and Gertner (2010:41) highlight that products bearing a 'Made in Germany', 'Made in Switzerland' or 'Made in Japan' label are commonly regarded as high quality owing to the reputation of these countries as top world manufacturers and exporters. At the same time, 'Made in Suriname' or 'Made in Myanmar' labels may raise doubts about the quality of the products owing to the low country equity (*ibid*).

Szondi (2007:9) argues that the more specific aims of country branding are to create or advance the 'country-of-origin' effect, to promote exports (outward direction) or attract investors or a

skilled workforce (inward direction). Country brands can serve as a sort of umbrella under which further sub-brands can be developed (*ibid*).

Acknowledging that COO has played an imperative role in consumer and organizational decision making processes during the past decades, Papadopoulos (1993: np), however, argues that the globalisation of business has brought on an intense debate about the merits and continuing relevance of national origin identifiers. Analysing the concept of the COO effect in the context of nation branding, Dinnie (2008:96) asserts that COO perceptions can change over time, hence it is the role of nation branding to ensure that such changes evolve in a favourable direction

3.10.8 Nation brand identity

National identity is one of the vital components of a nation brand and it is a multifaceted concept (Dinnie, 2008:45). Dinnie (2008:111) further posits that "...an awareness and understanding of the core features of national identity is a prerequisite for developing nation branding campaigns, as the essence of any nation brand derives not only from the country's brands, but also from its culture in the widest sense, language, literature, music, sport, architecture, and so, on all embody the soul of the nation".

In addition to the above Dinnie, (2008:112) declares that "...a deep and authentic nation brand must include the many elements and expressions of a nation's culture; if it fails to do so, it will rightly be perceived as shallow and superficial and not truly representative of the nation". The country's culture should be a rallying and unifying force for the nation brand. Culture is a powerful aspect that may be used to differentiate the nation brand from its competitors (*ibid*).

Smith (1999) notes that "...the fundamental features of national identity include the following: an historic territory or homeland; common myths and historical memories; a common, mass public culture; common legal rights and duties for all members and a common economy with territorial mobility for all members" (cited in Dinnie, 2008:112).

National identity can be manifested visually through items such as national flags, uniforms for the armed forces, civil service and other institutions, sports teams, national dress and specific architectural designs. Dinnie (2008:114) also notes that "...landscape represents another powerful visual manifestation of national identity". From an aural perspective, national identity can be exhibited through the national anthem, national languages, regional accents and dialects and the specific voices of well-known individuals who are closely associated with a particular country such as Nelson Mandela in the case of South Africa (Dinnie, 2008:114).

Burgess and Harris (2002) posit that one of the most critical issues regarding national identity is the tension that is frequently observed in many nations between cultural diversity and national unity (cited in Dinnie, 2008:114). They further assert that "...when cultural fault lines intersect within a nation, the social and political consequences can be devastating; alternatively, cultural diversity within a nation can be embraced, celebrated and treated as an asset rather than as a liability" (*ibid*).

Dinnie (2008:115) further notes that "...an inclusive, stakeholder approach represents the best means to overcome objections from either end of the political spectrum and to integrate a nation's cultural diversity into nation branding. Campaigns crudely imposed from above, without prior consultation with the nation's diverse cultural groups, have little chance of resonating with the nation's citizens".

An inclusive nation brand should capture most of the major cultural elements of the country. The cultural elements, *inter alia*, include national languages, religions, food and drink, sport, art, dressing, music, literature and architecture.

However, Dinnie (2008:46) points out that "... it is necessary to acknowledge that nation brand identity is built upon a limited range of all the constituent parts of national identity. It would be impossible to effectively develop a nation-brand that drew upon every strand of a country's national identity".

3.10.9 Nation brand image

According to Anholt (2007:5), "...the brand image is the perception of the brand that exists in the mind of the consumer or audience, it's virtually the same as reputation and it may not match the brand identity". Kotler and Gertner (2002:250) assert that "...country images are likely to influence people's decisions related to purchasing, investing, changing residence, and traveling". Jaffe and Nebenzahl (2001) define a country image as "...the impact that generalisations and perceptions about a country have on a person's evaluation of the country's products and/or brands" (cited in Dinnie, 2008:47).

O'Shaughnessy and O'Shaughnessy (2000:59) highlight that "...although a nation is a cacophony of images, in certain cases, it is possible to speak of a dominant image, an image powerful enough to crowd out all the other meanings and resonance". Anholt (2007:43) acknowledges that nation brand image is one of the most valuable components of brand management, which governments must consider when creating their long term plans.

Asserting the importance of national reputation to the national development objectives of a country, Anholt (2007:2) postulates that:

"...so all responsible governments, on behalf of their people, their institutions and their companies, need to discover what the world's perception of their country is, and to develop a strategy for managing it. It is a key part of their job to try to build a reputation that is fair, true, powerful, attractive, genuinely useful to their economic, political and social aims, and which honestly reflect the spirit, the genius, and the will of the people. This huge task has become one of the primary skills of government in the twenty-first century".

A country can have different images in one country and it can also have different images in different countries. Dinnie (2008:47) advises that "...when examining the concept of brand image and nation brand image, it becomes clear that segmentation of target audiences needs to be carried in order to both monitor and influence the image that is held by disparate groups of consumers". A country's image may be portrayed differently in many cases. This is a result of the fact that there is a multiplicity of organisations and institutions which promote the country at the

same time. These may include, *inter alia*, the tourism and foreign affairs ministries, tourist promotion bodies, investment promotion agencies, cultural institutes and the country's exporters. Anholt (2007:2) notes that "...in most countries, there are so many other bodies, agencies, ministries, special interest groups, non-governmental organisations (NGOs) and companies all promoting their version of the country too".

By bringing all stakeholders together, including the country's citizens, nation branding, therefore, provides a platform for the efficient and effective management of a country's reputation in a coordinated way and avoids the emergence of discordant nation country images.

3.10.10 Nation brand equity

According to Dinnie (2008:67), nation brand equity (NBE) refers to tangible and intangible internal and external assets (or liabilities) of the nation. Nation brand value (NBV) is the total sum of nation brand equity that is created by people, firms, government and products within a country (Cho, 2004: np).

Brandt and Johnson (1997: np) posit that "...brand equity is the unique set of real and/or perceived distinctions attached to a brand by customers. Brand equity lives only in the hearts and minds of customers". Dinnie (2008:219) concurs with Brandt and Johnson and declares that "...just like a company brand, the equity of a nation brand resides in the minds of its audiences".

Kotler and Keller (2006:276) on the other hand, define brand equity as "...the added value endowed to products and services. This value may be reflected in how consumers think, feel, and act with respect to the brand, as well as the prices, market share, and profitability that the brand commands for the firm". When considering a multidimensional view of nation-as-brand, the central organising concept is 'country equity' or the value that may be embedded in perceptions by various target markets about the country (Papadopoulos & Heslop, 2002:295). Cho (2004: np) provides the benefits of improving nation brand value (see Figure 3.7 below).

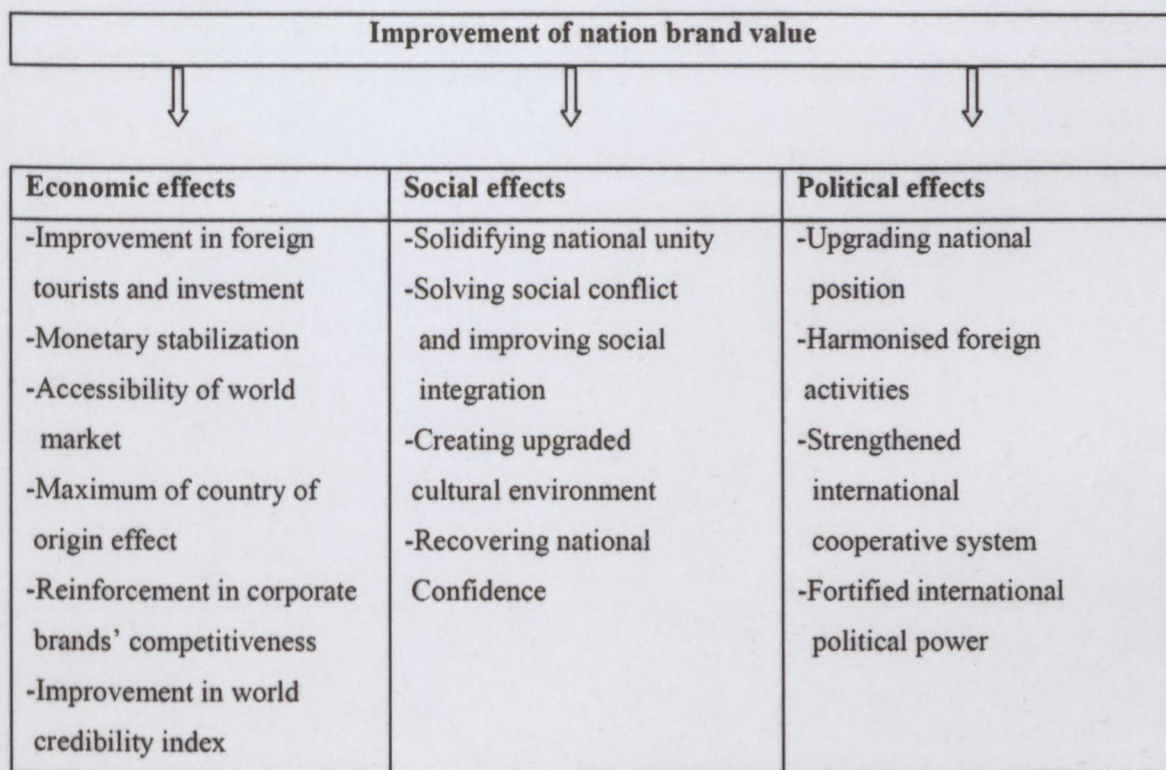


Figure 3. 7: Impacts of nation brand value

(Adapted from Cho, 2004)

The creation of positive nation brand equity will thus bring socio-economic and political benefits to the country. Cho (2004: np) notes that nation brand value has economic, social and political effects on a country. Figure 3.7 above highlights the various effects of the improvement of the nation brand value.

According to Szondi (2007: np), "...to sustain the competitiveness of nations, the notion of competitiveness needs to emphasise the notion of nation brand equity. By nation branding, countries are able to create national systems and positions as reliable and eligible members of the international community". Looking at brand equity from a destination branding perspective,

Keller (2003:76) elucidates that there should be four steps in the development of brand equity and the steps are as follows:

- Ensure that consumers identify the brand by clearly understanding the product's image and the factors that influence it;
- Establish the totality of the meaning of the brand in the minds of the customer and selects a strategic direction through the use of points of parity and difference;
- Elicit customers' responses to the identification and meaning of the brand and convert responses to the brand to create an intensely active loyal relationship between customers and the brand; and
- Convince as many stakeholders as possible to align with the strategic direction.

3.10.11 Nation branding stakeholders

Understanding and meeting the disparate needs of stakeholders is critical to the success of any nation branding initiative. Stakeholders refer to groups of constituents who have a legitimate claim on the organisation, and this legitimacy is established through the existence of an exchange relationship, where each of the stakeholders can be seen as supplying the organisation with critical resources (contributions), and in exchange each expects its interests to be satisfied by inducements, (Hill & Jones, 1992: 133). Stakeholders comprise individuals and organisations that can affect or are affected by the activities of the organization.

Newcombe (2003:844) argues that effective stakeholder management begins "...with the identification of key stakeholders and establishing the strategic importance of stakeholder groups then helps organisations determine what the nature of their stakeholder management strategies should be".

One of the key challenges of nation branding is the determination of the extent of stakeholder participation (Dinnie, 2008:187). This assertion is consistent with Hankinson's (2004:116) argument that successful branding requires a network of stakeholder relationships with a shared vision of the core brand. Lee *et al.* (2006: np) proposes a categorisation of the stakeholders for nation branding (see Table 3.7 below). While nation branding follows many of the principles of brand management, one of the key differences is the diverse interests of multiple stakeholders (Ruzzier & de Chernatony, 2009:3).

Lee *et al.* (2006: np) postulate that nation branding stakeholders can broadly be divided into two categories, namely is internal and external categories. Internal stakeholders include private and public sector organisations within the country such the media, societal groupings, political parties, the country’s embassies, tourism and export promotion agencies and, most importantly, the country’s citizens.

Table 3.7: The categories of stakeholders for nation branding

Internal Stakeholders	International level	Embassies and consulates
		Inward investment agencies
		Economic development agencies
		International enterprises with a place-bound link
	National level	National governments
		Political parties
		Export & inward investment agencies; tourist boards
	Community level	Local and state government
		Regional economic agencies and tourist boards
	Sector level	Public sector
		Mayor and/or city manager; business development department; urban planning department; tourist bureau; conventions bureau; public information bureau
		Private sector
Individual citizens; leading enterprises; local developers/ agents/organisations; hospitality and retail industries; facilitating organisations; tourist agencies; media (newspaper, radio, TV); society groups (e.g. professional, religious, academics)		
External Stakeholders	Individual Countries	Neighboring countries; the most influential countries; countries or territories with a similar offering
	Supranational Organisations	OECD; FTA; UN; WTO; and so on.
	Others	Correspondents for the nation in the international press; news agencies; neighboring regions.

(Adapted from Lee, Cho & De Boer, 2006)

External stakeholders include international media, international bodies and other countries and their citizens. Kaneva (2011:118) corroborates Lee *at al.* and notes that nation branding programmes can be directed at both domestic and international audiences, and they are often funded with public money.

Successful countries have developed efficient and systematic methods for country management and their long term success depends on the aligned participation of their stakeholder groups (Morgan, Pritchard & Piggot, 2002).

Another critical element in the successful development of a nation brand is the contribution of both the private sector and citizens while it is not possible to build a long-term, strong, sustainable nation brand if these stakeholders do not buy into the concept (Anon, 2009). Brands thrive when internal and external stakeholders are addressed (de Chernatony, 2006; Konecnik & Go, 2008).

Dinnie (2008:187) corroborates the above authors when he laments that:

“...the wide-ranging nature of nation branding necessitates the involvement of many parties in the formulation of nation-branding strategy. The principle of inclusiveness holds that all relevant stakeholders need to be involved in campaign development. However, the inclusiveness concept is moderated by the unique set of circumstances prevailing within individual nations. Therefore, it is useful to distinguish between two forms of inclusiveness. First, the ideal state or fully inclusive approach. Second, the actual state, or programme-specific inclusiveness”.

Dinnie (2008:187) further elucidates that “...the benefits of an inclusive approach to strategy may be considered in terms of motivating employees, generating buy-in and commitment, stimulating creativity, and aligning stakeholders behind the corporate vision”. In their case study of nation branding in Bolivia, Ximena Alvarez Aguire and Ximena Siles Renjel (2008) posit that nation branding initiatives can only be successful by “... having the commitment of the different

stakeholders that are involved in the process, which not only includes the government but also the private sector and the country's citizens", (cited in Dinnie, 2008:165).

In order to identify and incorporate stakeholders in nation branding, Dinnie (2008:187) proposes the fully inclusive stakeholder (FIST) approach (see Figure 3.8 below).

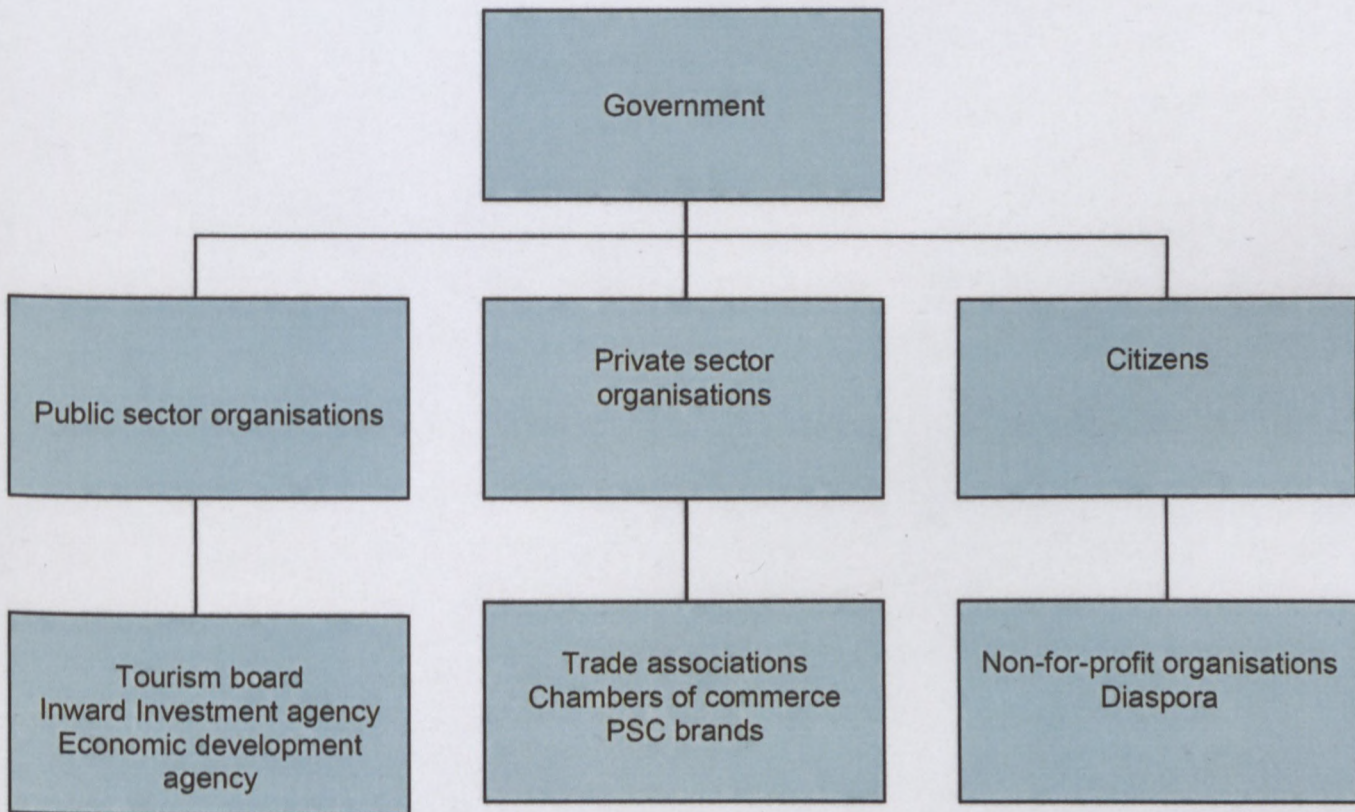


Figure 3. 8: The fully inclusive stakeholder (FIST) approach)

(Source: Dinnie, 2008)

Dinnie (2008:188) notes that the FIST approach provides a framework indicative of the range of potential stakeholders in the nation-brand, and this framework is not exhaustive as every individual nation has its own specific stakeholders. However, the FIST framework provides a

basis for analysing the diversity of stakeholders who should be consulted in the development of the nation-brand (*ibid*).

The FIST framework also acknowledges the significant role of coordination that the government plays. Government involvement is especially critical in the initial stages in order to get the programme running and to bring all relevant stakeholders on board. Dinnie (2008:189) recommends the establishment of a coordinating body that oversees nation branding activities. This body also ensures that all relevant stakeholders are involved and that there is no fragmentation and duplication of activities by the multiple stakeholders.

Dinnie (2009:2), however, notes that “...the dominant view at present mandates that all potential stakeholders should be included in the formulation and implementation of nation-branding strategy; however, such a view may prove to be naive and ineffective given the challenges of coordination that flow from a fully inclusive approach”.

Kotler, Haider and Rein (1993:20) also assert the need for collaboration in nation branding when they postulate that “...the fortunes of places depend in the final analysis on the collaboration of the public and private sectors, teamwork among governmental units, business firms, voluntary and civic organizations, and marketing organisations. Unlike purely business or commercial product marketing, place marketing requires the active support of public and private agencies, interest groups and citizens”.

The types of stakeholders and their nature of involvement in nation branding activities differ across countries and is, therefore, programme specific. Dinnie (2008:192) laments that “...there is no set check list of stakeholder participants for nation branding campaigns, and the appropriate range of participants will vary according to each campaign’s specific strategic objectives”.

Dinnie (2008:192) also acknowledges the importance of the diaspora in nation branding and encourages governments to ensure that they are key participants in the development of the nation brand.

3.11 Nation branding models

Dinnie (2008:1) notes that given the relatively recent emergence of nation branding as a field of academic study, to date the concept shows little theoretical underpinning and there is a dearth of frameworks or templates upon which policymakers can draw. While a number of models are well documented and used in numerous studies, the literature review shows that there is no one, widely accepted nation brand model.

The purpose of models within the context of nation branding is to articulate how to design, develop, manage and sustain a nation brand. The following section analyses the different models that have been propagated by various academics.

3.11.1 Theory of competitive identity

In his theory of competitive identity, Anholt (2007:26) asserts that for countries to become successful brands, they must focus on the six dimensions of competitive identity, as highlighted in Figure 3.9 below.

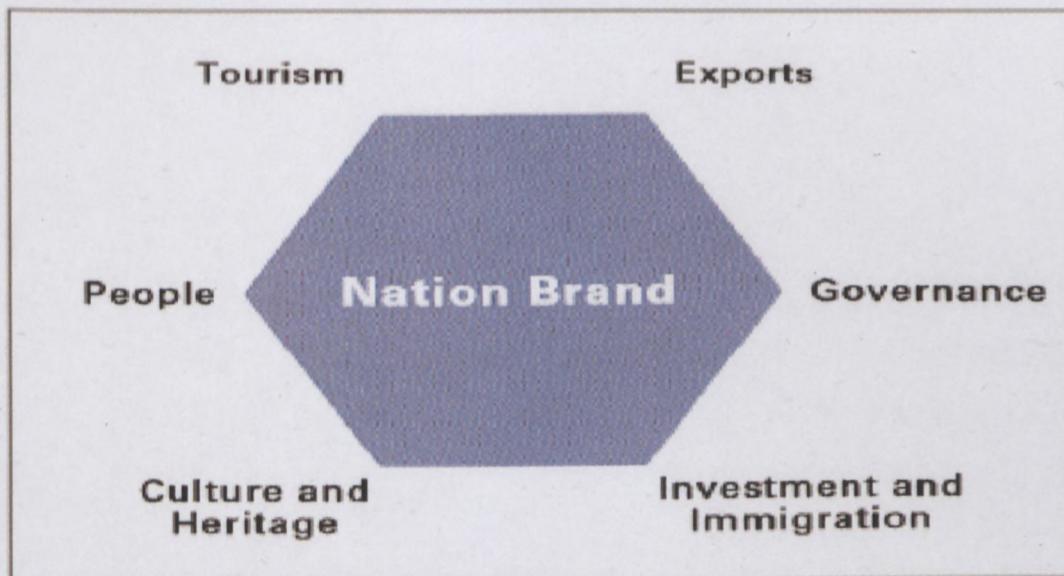


Figure 3. 9: The hexagon of competitive identity

(Source: Anholt, 2007)

According to Anholt (2007: 25), countries either “...deliberately or accidentally create their reputation through six natural channels...” when communicating with the world around them. These six ‘dimensions’ or ‘channels’ comprise of:

- The tourists who visit the country
- The country’s citizens;
- The country’s exports;
- The country’s ability to attract skilled immigrants;
- The country’s culture and heritage; and
- The country’s governance systems.

Anholt (2007:26) elucidates that:

“The basic theory behind competitive identity is that when governments have a good, clear, believable and positive idea of what their country really is, what it stands for and where it is going, and manage to coordinate the actions, investments, policies and communications of all six points of the hexagon so that they prove and reinforce this idea, then they stand a good chance of building and maintaining a competitive national identity, both internally and externally”.

3.11.2 Strategic place marketing framework

Kotler, Haider and Rein (1993:18) proposed the “strategic place marketing” framework (see Figure 3.10 below) as a new approach to guide the revitalization of towns, cities, nations and regions. The model illustrates major elements that constitute the concept of ‘strategic place marketing’. Place marketing means “...designing a place to satisfy the needs of its target markets. It succeeds when citizens and business are pleased with their community and the expectations of visitors and investors are met” (Kotler, Haider & Rein, 1993:18). This assertion is consistent with Dinnie’s (2008: np) argument that nations must take a fully inclusive stakeholder approach when designing and implementing their nation branding initiatives.

The model suggests that the initial task is to establish a planning group, which comprises of the country’s citizens, local and regional government officials and business people. This planning

group validates the importance of collaboration between the public and private sector and the need to involve all stakeholders in shaping a place's future. This corroborates Gilmore's (2002) view that the country's stakeholders are the target audiences in any nation branding initiative.

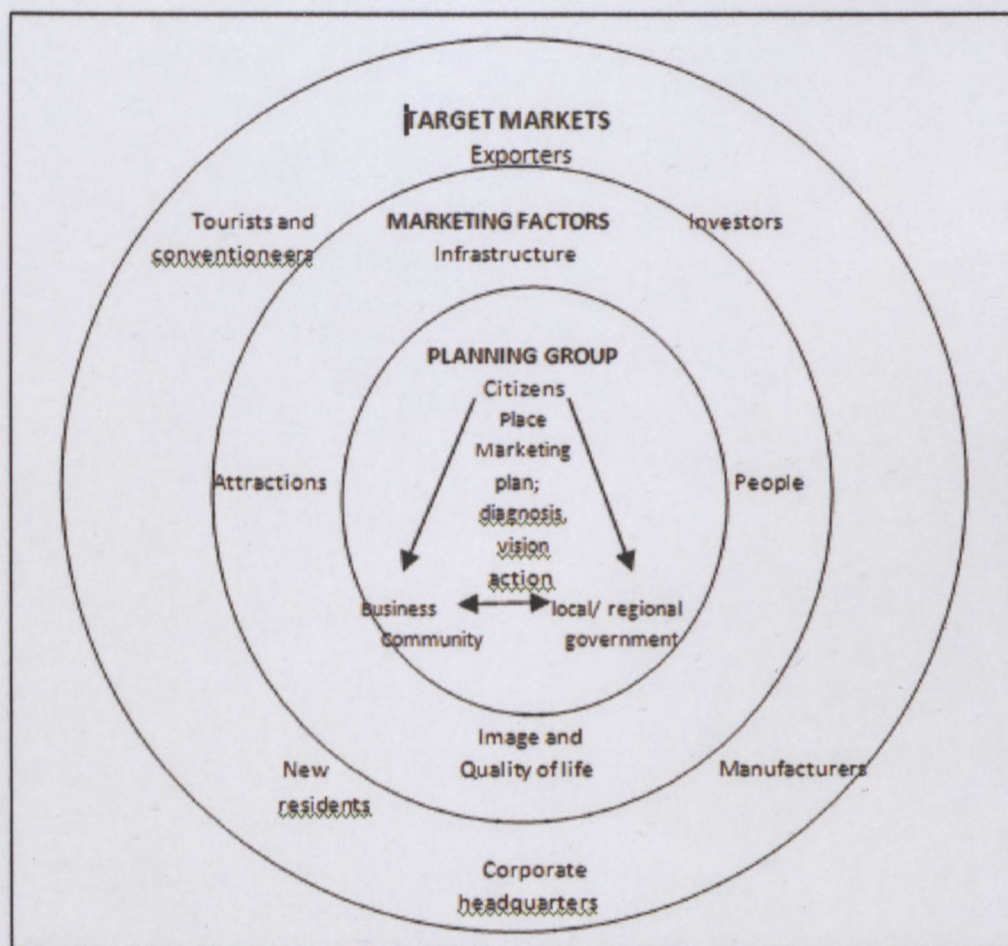


Figure 3. 10: The strategic place marketing framework

(Adapted from Kotler, Haider and Rein, 1993)

Kotler, Haider and Rein (1993:23-24) identify four target markets in strategic place marketing which comprise outside investment and export markets; investors; goods and

service producers; corporate headquarters and regional offices; tourism and hospitality business; and new residents.

This view corroborates Anholt's (2007) competitive identity hexagon which, posits that the primary focus of nation branding initiatives is to attract tourists, investors, and skilled immigrants as well as to promote a nation's culture and identity and improve its relationship with other countries.

In order to attract the above target groups and for marketing places, Kotler, Haider and Rein (1993:33) explain that there are four broad strategies that can be used: image marketing, attractions marketing, infrastructure marketing and people marketing.

Places should invest in specific attractions, which in this context determine physical features and events that appeal to citizens, new residents, visitors, businesses and investors. For a place to also be attractive there is a need to develop a competitive package through infrastructure marketing.

This view is also echoed by Rainisto (2003:16) who underscores that the creation of value-added processes has four major steps:

- Basic services must be provided and infrastructure maintained to the satisfaction of citizens, businesses and visitors;
- A place may need new attractions to sustain current business and public support and bring in new investments, business or people;
- A place should communicate its features and benefits through a vigorous image and communication programme; and
- A place must generate support from citizens, leaders and institutions to attract new companies, investments and visitors.

3.11.3 Brand box model

When people purchase brands, they do so in order to satisfy their emotional and functional needs, while each brand offers a particular package of benefits to satisfy the needs of its target market.

According to Caldwell & Freire (2004), brands of a product have to satisfy the self-expressed needs and intangible needs of the purchaser.

Caldwell and Freire (2004: np) conducted research to examine if differences exist in branding different types of tourist destinations – namely a country, region or city. They adapted the brand box model (see Figure 3.11 below), a marketing model, which was originally developed by de Chernatony and McWilliam (1990: np) for physical and service products. De Chernatony and McWilliam (1989: np) elucidate that a product's strength is determined by its representationality and functionality.

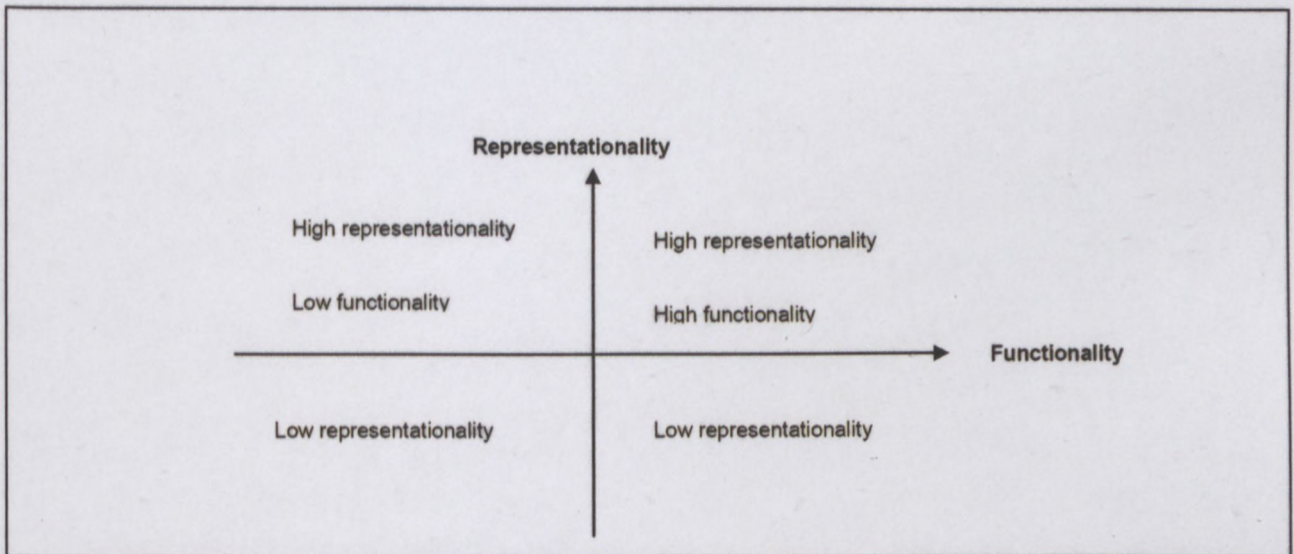


Figure 3. 11: Brand box model

(Source: Caldwell & Freire, 2004)

In this regard, representationality is related to the consumption of a product by consumers with the aim to convey something about themselves. De Chernatony and McWilliam (1989: np) further pointed out that 'representational brands' give their purchasers a consistent belief and meaning with regard to the product or service that exists, over and above its obvious physical functioning. On the other hand, 'brand functionality' is related to the fact that consumers assign

certain attributes to different brands, hence the use of a brand will require the consumer's assessment on issues relating to quality, reliability, speed, taste and so on. Indeed, the whole process is related to the brands' functional capabilities and physical attributes and not the buyer's personality.

According to Caldwell and Freire (2004: np), the strength of the brand could be analysed and managed by using 'the brand box model'. The brand box model helps to analyse and clarify the strength of the brand using two factor grids. The two factors are representationality (which shows the expressive value of the brand to the purchaser) and functionality, (which shows the utilitarian values of the product to the purchaser). The four cells of the matrix that are created by the two factors of the brand box model are shown above.

3.11.4 Relational network brand model

Drawing upon classical branding theory, Hankinson (2004:110-111) proposed a conceptual framework, which more directly relates to destination branding than nation branding. This framework is built around the concept of 'brand networks' in which place branding performs four main functions (see figure 3.12 below). These functions are as follows:

- Brands as communicators, where brands represent a mark of ownership, and a means of product differentiation manifested in legally protected names, logos, and trademarks;
- Brands as perceptual entities, which appeal to the consumer senses, reasons, and emotions;
- Brands as value enhancers, which has led to the concept of *brand equity*; and
- Brands as relationships, where the brand is construed as having a personality, which enables it to form a relationship with the consumer.

Hankinson's (2004:114) general model of the place brand views a place as composed of 'relational brand networks' in which the place brand is represented by a core brand and four categories of brand relationships (consumer relationships, primary service relationships, brand infrastructure relationships, and media relationships) that enhance the brand reality and the brand experience.

These relationships are dynamic and the stakeholders may change over time as the brand develops and repositions itself. Hankinson’s framework echoes Cai’s (2002) concept of ‘cooperative destination branding’, which refers to “...the formation of a brand name bringing together two or more adjoining communities of similar natural and cultural compositions of attractions” (Cai, 2002:734).

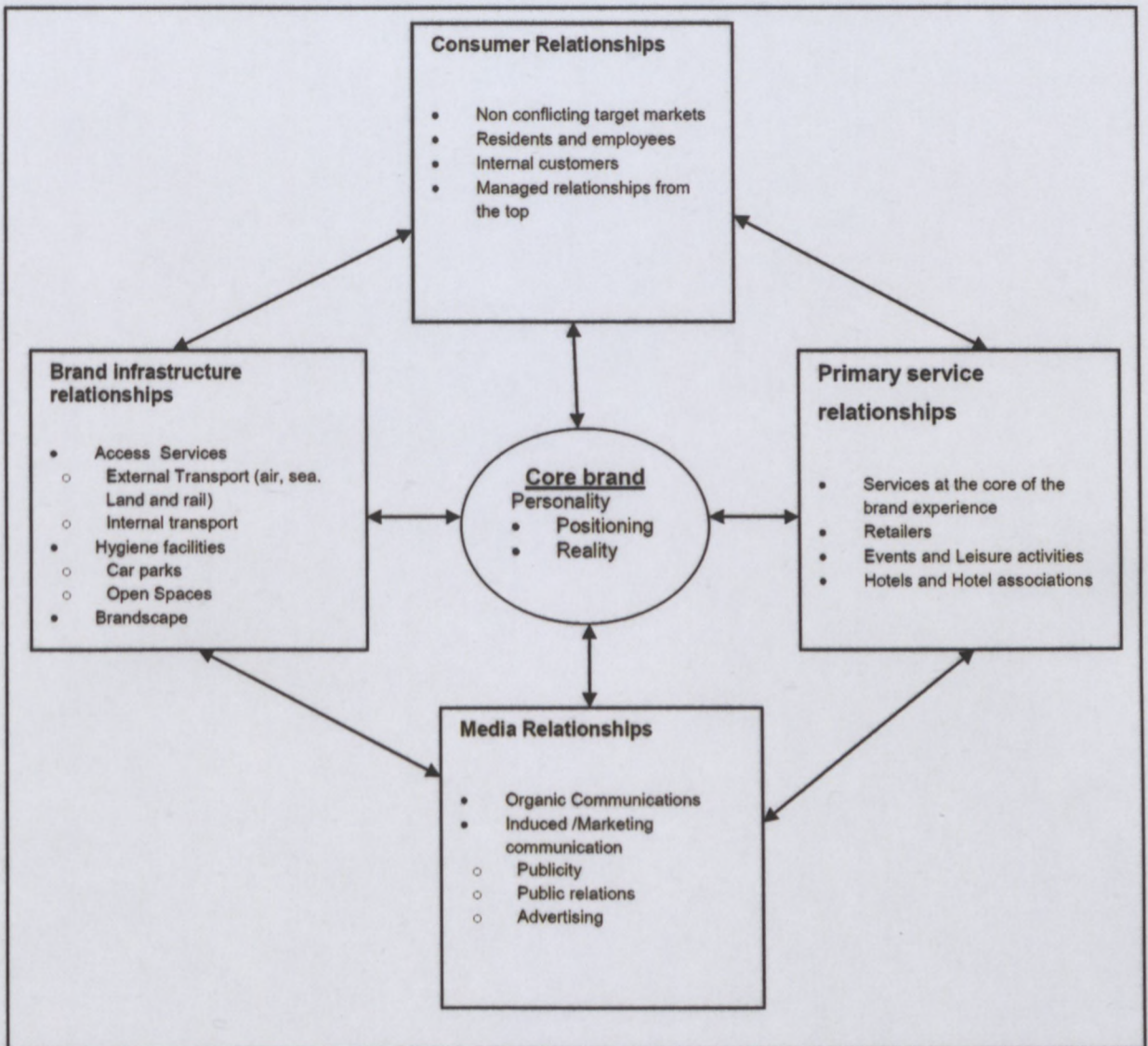


Figure 3. 12: Relational network brand model

(Adapted from Hankinson, 2004)

The synergies inherent in cooperative destination branding manifest themselves in the possibility and benefits of cooperative branding across multiple communities, effective use of “brand element mix (including name)” and an efficient use of resources in building a stronger destination identity and image than an individual community.

According to Hankinson (2004:116), “...the success of a destination brand relies on its extension of the core brand through strong relationships with stakeholders, each of which extends and reinforces the core brand through consistent communication and delivery of services”. Successful branding, therefore, requires a network of stakeholder relationships with a shared vision of the core brand. This view also concurs with Dinnie’s (2008) fully inclusive stakeholder (FIST) approach.

3.11.5 Gilmore’s country branding framework

Borrowing heavily from corporate branding literature, Gilmore (2002:285) proposes a framework for country branding (see Figure 3.13 below). In the corporate world, the brand must be placed at the heart of the organisation because it represents the core values and ideology of the organisation. The brand thus acts as a guide to the strategic decision-making process of management and also acts as a motivating and driving force behind the efforts of all its employees (Gilmore, 2002:285).

Applying this corporate brand context to the country context, Gilmore posits that the country brand must also be placed at the heart of the country. Gilmore (2002:285-286) further laments that “...the core of a country’s brand must capture the spirit of the people of that nation and their shared purpose. The spirit of the people and the spirit of the place are deeply connected. Part of this spirit consists of values and these are values that endure no matter what the times because they represent what the nation’s citizens believe in and believe about themselves”.

Gilmore (2002) underscores that the spirit of the people and their shared purpose are at the core of successful nation branding.

The spirit of the people and their values is affected and shaped by such factors as the environment, culture, history, economy, resources and the peoples’ experiences. Thus, the spirit of the people is unique to each country and encompasses all aspects that mould the country brand. This, therefore, enables the country to differentiate themselves against their competitors. Figure 3.13 below highlights Gilmore’s country branding framework.

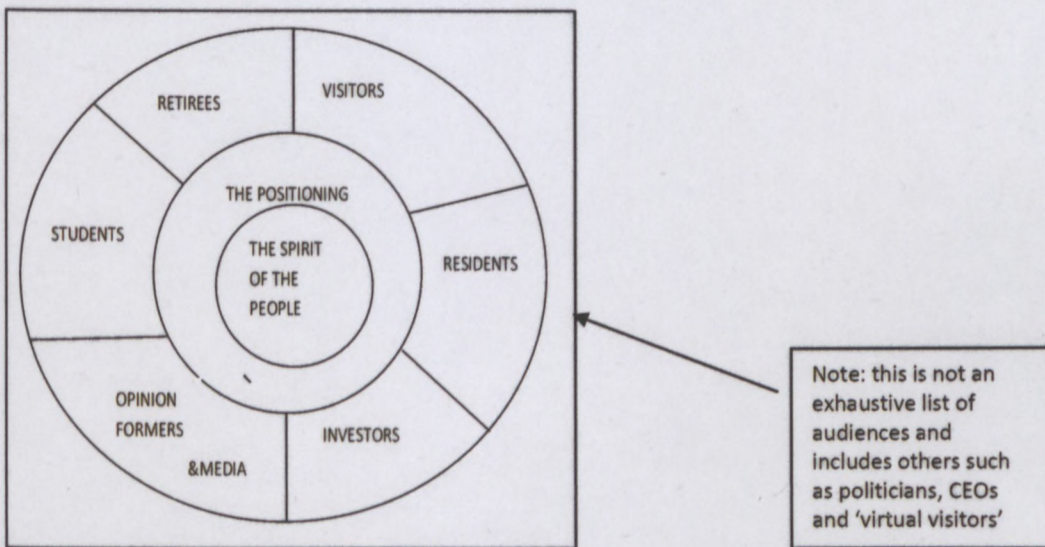


Figure 3. 13: The brand at the heart of the country

(Adapted from Gilmore, 2002)

According to Gilmore (2002:286), the second layer in Figure 3.13 refers to “...the positioning that the country will derive from its core values and spirit”. She further points out that deriving this positioning is the most difficult part of the branding exercise because the positioning should be aspirational, inspirational, challenging and differentiated. The positioning must also be translatable to different audiences.

The last layer consists of the country’s stakeholders who are the target audiences in any nation branding initiative. These stakeholders include, but are not limited to visitors, residents, retirees, students, the media, opinion formers, investors, and the country’s citizens. The positioning of the country must be sufficiently rich and deep to have relevance and meaning for each relevant stakeholder, and yet retain its integrity by staying true to its spirit and core values. Gilmore (2002:287) also notes that the great difficulties of country branding are inherent in the complexity and diversity of its various audiences.

3.11.6 Conceptual model of nation-brand identity and image

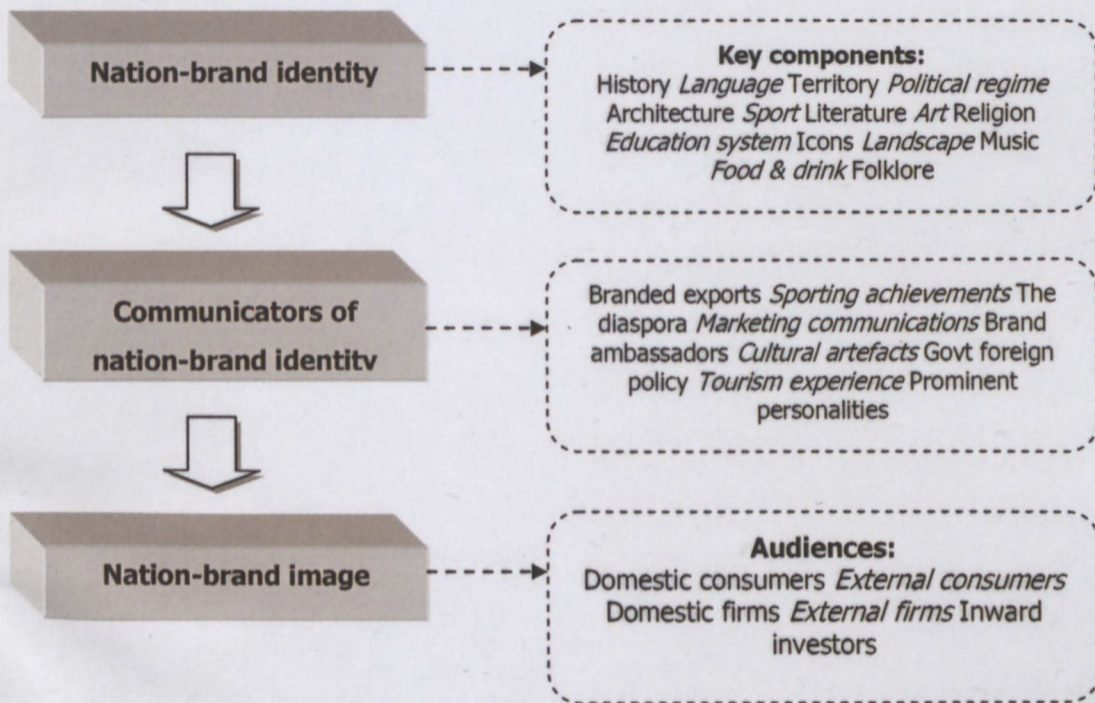


Figure 3.14: Conceptual model of nation brand identity and image

(Source: Dinnie, 2008)

Dinnie (2008:49) proposes a conceptual model of nation-brand identity and image (see Figure 3.14 above), which “...displays the multidimensional nature of the identity and image constructs in a nation-brand context”. He further points out that in the construction of their nation-brands,

different nations will selectively focus on those components and communicators of identity that are most appropriate for attaining their specific nation-brand objectives (Dinnie, 2008:49).

According to Dinnie (2008:49-50), "...key components of nation-brand identity such as history, territory, sport, icons, folklore and so on, represent the enduring essence of the nation". Dinnie's assertion is consistent with Gilmore's (2002) view that the spirit of the people and the spirit of the place should be at the heart of the nation brand. Dinnie (2008:50) further underscores that from these enduring characteristics of the nation are derived the communicators of the nation-brand identity. Depending on its differentiation strategy, a country's identity may be communicated via its exports, sporting achievements, diaspora, marketing communications, cultural artifacts and marketing communications.

This conceptual model also illustrates the diverse range of audiences that the nation-brand must address and this view point echoes Gilmore's (2002:287) viewpoint that "...one of the great difficulties of country branding lies in the complexity and diversity of its various audiences".

Dinnie (2008:50) sums it up when he asserts that "...the nation-brand may aspire to a certain image but the uncontrollability of external agents limits the precision with which the nation-brand image can be managed".

3.11.7 Category flow model of nation branding

Dinnie (2008:141) also proposes the category flow model of nation branding (see Figure 3.15 below) based on "...a network of relationships amongst nation-branding antecedents, properties and consequences".

Dinnie (2008:141-142) groups the numerous possible antecedents of the nation-branding construct into the category of 'anticipation'; the properties of the nation-branding construct include the categories of 'complexity', 'encapsulation' and 'cultural expressiveness'; whilst the consequences of the construct are presented in the category of 'engagement'.

The first category of anticipation, constituted by stereotypes and personal experience, represents the existing perceptions before any attempts to consciously create a nation-brand have been taken.

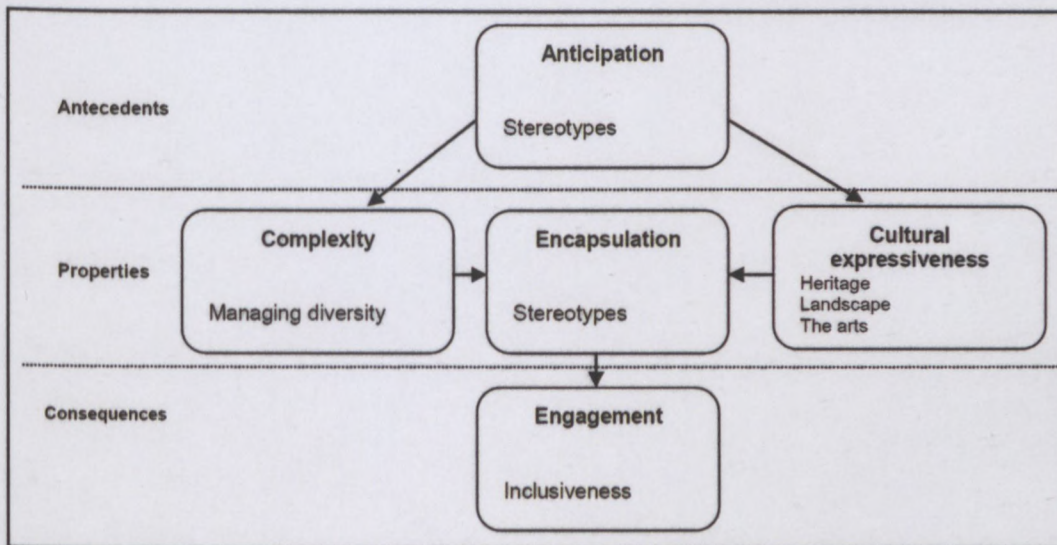


Figure 3. 15: Category flow model of nation branding

(Adapted from Dinnie, 2008:142)

Dinnie (2008:142) postulates that these existing consumer perceptions of the nation brand “... must be analysed and understood as an initial step in the nation-branding process in order to gain an awareness of the stereotypes and personal experiences that individuals draw on forming their perceptions of the nation”. He further opines that these antecedents of anticipation may be based on superficial stereotyping, misinformation or isolated personal experiences that may not truly represent or reflect the essence of the nation-brand.

Dinnie (2008:142) conceptualises two further categorises of complexity and cultural expressiveness to further highlight the multi-faceted nature of nation branding. The category of complexity acknowledges the uncontrollability of many of the factors that impact upon the

nation-brand such as political events, war, natural disasters, the behaviour of prominent citizens, the performance of national sports teams and so on (Dinnie 2008:143).

The category of cultural expressiveness encompasses cultural elements such as the arts, language and history, as well as landscape, which can play a significant role in the formation of national identity. Dinnie (2008:143) highlights the significance of these cultural elements when he posits that “...a nation-brand that did not acknowledge and incorporate these cultural elements would be a shallow, overtly commercially driven artifice, unlikely to secure engagement from its stakeholders”.

The categories of complexity and cultural expressiveness thus recognise and encompass the rich, complex and multi-faceted nature of the nation-brand (Dinnie, 2008:143). These two categories flow into, and are assimilated by the category of encapsulation and it is within this category of encapsulation that explicit branding techniques emerge. Emphasising the significance of this category, Dinnie (2008:143) explains that “...by acknowledging the complexity of the process involved in the nation-brand construct, and by integrating into the nation-brand, a high degree of cultural expressiveness, marketers can then seek to encapsulate the essence of the nation in a multi-faceted yet coherent nation-brand. Such encapsulation entails redefinition of the nation-brand values in harmony with the prevailing zeitgeis”.

Dinnie (2008:143) further notes that once encapsulation has been achieved, the process should flow into the final category of engagement. “...without engagement from a wide range of stakeholders, little success can be expected for the nation-brand...” (Dinnie, 2008:143). Outlining the relationship between encapsulation and engagement, Dinnie asserts that “...the relationship between encapsulation and engagement suggests a linkage between the effectiveness with which the nation-brand redefines itself in the context of the prevailing zeitgeist, and the subsequent level of engagement that may be achieved in support of the nation-brand. Manifestations of such engagement may be perceived in terms of the degree of stakeholder inclusiveness achieved by the nation-brand, the existence of motivating exemplars, and a reasonable level of transparency in the development and management of the nation brand”.

Exemplars, in the form of examples of best practices or other types of success stories, are crucial to secure engagement for the nation-brand in the face of apathy, cynicism or hostility (Dinnie: 2008:153). This is especially true considering that many nation branding efforts are funded by public money. The nation-brand's credentials can also be bolstered by providing examples of success and testimonials from relevant sources.

3.11.8 Citizens migration model

Gilmore (2002:290) proposes a model of how a country can attract and retain the loyalty of its citizens. "...with such free movement of people, it is vital today that a country is able to retain the loyalty of its citizens and in fact attract more human talent to its shores" (Gilmore (2002:290). She further notes that there is competition for limited human resources and skilled labour that is ongoing among all 185 countries of this world (Gilmore, 2002:290-291).

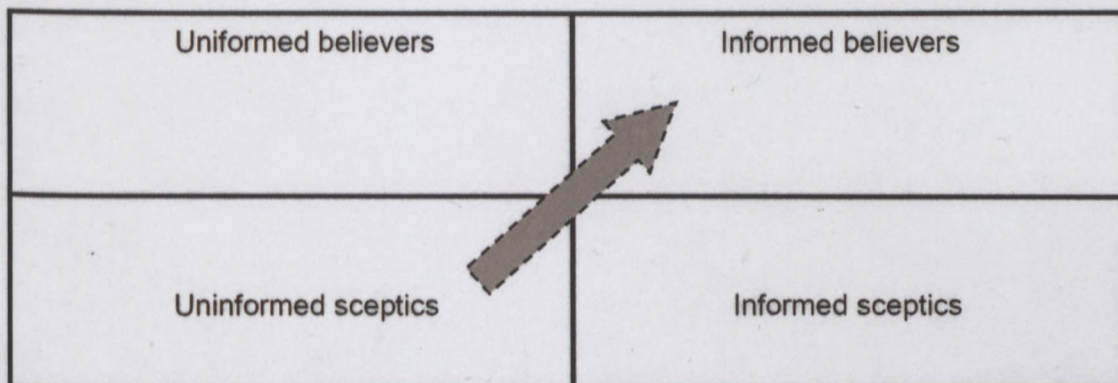


Figure 3.16: Citizens' migration model

(Adapted from Gilmore, 2002)

According to Gilmore (2002:291), building citizen loyalty can be seen as a migration of hearts and minds (see Figure 3.16 above), where the major objective is to move citizens who are 'uninformed sceptics' to become 'informed believers'. Within the segments of the population, there could be sceptics and believers. Gilmore (2002:291-292) posits that "...sceptics are those

who are becoming disillusioned with the country's institutions, policies, culture and activities. If left alone, sceptics with their absence of pride in and commitment to the country and their active doubting of its potential, will damage and undermine the country's brand, and they might even migrate to greener pastures. In order to stem the 'brain drain', and also to encourage these individuals to contribute to nation building efforts, they need to be converted to 'believers' through country branding".

Although some countries may be blessed with rich natural resources, without the necessary workforce there will be no hands or minds to sow and reap. A country's brand must, therefore, be used to build loyalty with its people who in turn become 'the living embodiment' of the brand, while their actions within the country and abroad will also have an impact on the country's brand (Gilmore, 2002:291)

3.11.9 Asset-based nation brand equity model

Dinnie (2008:67) proposes the asset based model of nation brand equity (NBEQ) (see Figure 3.17 below) which identifies sources "... that potentially form the basis for developing strategic nation-branding campaigns". In the NBEQ model, the internal and external assets which comprise NBEQ are conceptualised in terms of innate, nurtured, vicarious and disseminated assets.

NBEQ is defined as "...the tangible and intangible, internal and external assets (or liabilities) of the nation" and these assets represent sources of NBEQ (Dinnie: 2008:67). Internal assets are conceptualised as innate (iconography, landscape and culture) or nurtured (internal buy-in, support for the arts, loyalty levels) and external assets are conceptualised as vicarious (country perceptions, external portrayal in popular culture) or disseminated (brand ambassadors, the diaspora, branded assets)" (Dinnie, 2008:67).

According to Dinnie (2008:68), "...innate assets are enduring elements of national identity, those aspects of the essence of the nation that can be viewed as assets in attempts to build nation-brand equity. Such assets include a nation's iconography, landscape and culture. Nurtured assets, on the

other hand, derive from conscious contemporary efforts to create a healthy environment for nation-brand equity development. Internal buy-in and support for the arts represent such nurtured assets”.

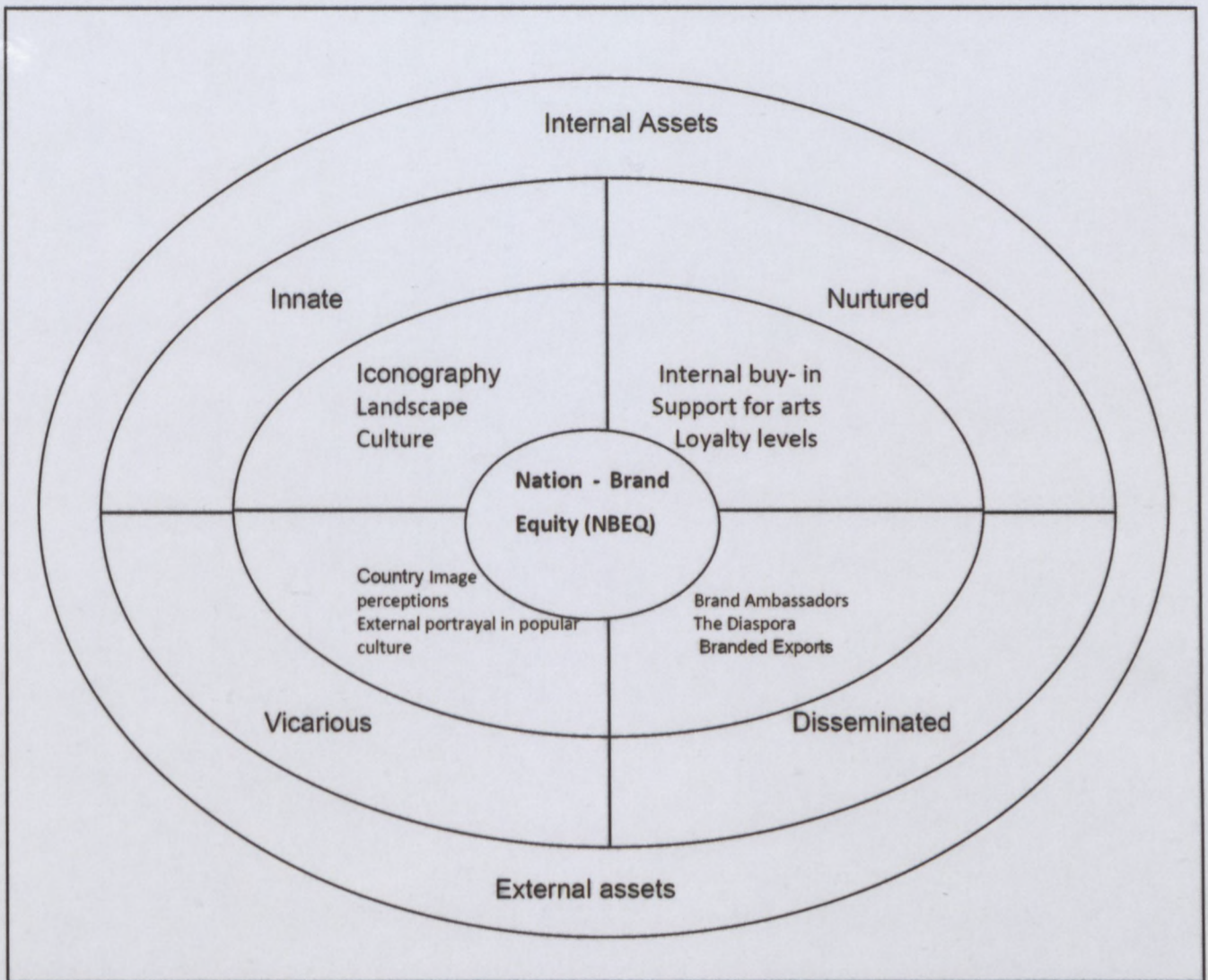


Figure 3. 17: Assest-based brand equity model

(Adapted from Dinnie, 2008)

These assets provide the nation with distinguishing features, which “... provide a powerful and authentic means of differentiation for the nation-brand”, and these assets are not contrived

artificialities devised by marketers; on the contrary, they are authentic manifestations of what the nation truly is” (Dinnie: 2008:68). Acknowledging the importance of domestic stakeholders in nation branding, Dinnie (2008:70) opines that there should be internal buy-in to the nation-brand by both the public sector and the private sector. “It may, therefore, be argued that rather than expecting the population of a country to ‘live the brand’; the nation should be reflective of the people and their culture” (Dinnie, 2008:70).

3.11.10 Nation branding influential map

Gudjonsson (2005:289) proposes the nation branding influential map (see Figure 3.18 below) as a model of understanding a nation’s significant dynamics and communication channels that can be used to build an efficient and successful communication strategy for the nation to support and protect its brands.

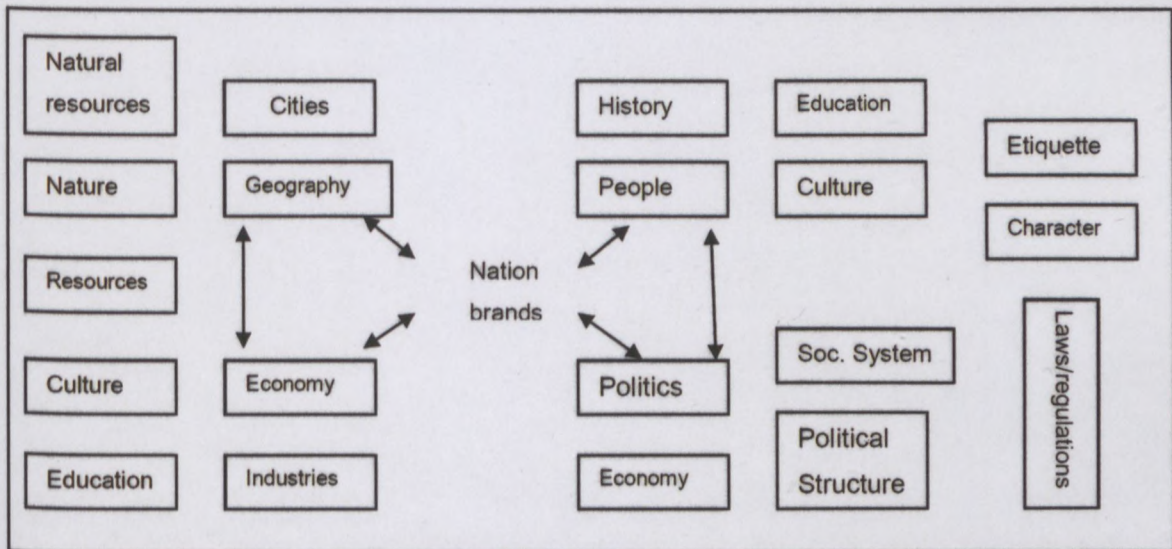


Figure 3.18: Nation branding influential map

(Adapted from Gudjonsson, 2005)

Gudjonsson’s proposed model has four major components or categories: the people and their culture; government and policies; the economy, industries, companies and brands; and

geography. All these categories play a significant role in influencing and building the perceptions that other nations have of a nation and facilitate the creation of a nation's image that can influence the performance of that nation's brands.

The people and their culture are the first and most important part of a nation's brand. The uniqueness of each country's culture becomes a driver for the positioning and differentiation of the nation brand. This view is in sync with Gilmore's (2002) spirit of the people concept.

The second most important part of the nation brand is the economy, which includes the infrastructure, the various industries and their brands. These brands can be consumed by local or foreign markets. This view also concurs with Kotler, Haider and Rein's (1993) "strategic place marketing framework", which acknowledges the importance of infrastructure and the general macro-economic environment in the process of developing and sustaining a nation brand.

The political system of a country also plays a significant role in nation branding. The category of politics include the type of government and its policies, the judiciary and the general socio-economic environment in the nation, which all play a role in the image that the nation portrays to internal and external audiences.

The last category is geography, which represents the importance of nature and the nation's physical environment. Nature and climate are decisive parts of a nation's attributes and the way it is perceived and can also be used to position and differentiate the nation.

3.11.11 Model of the relationship between a country brand and its tourism destination brand

Gnoth (2002:275) proposes a framework (see Figure 3.19 below) that explains how a country brand and its other national brands can leverage from a tourism destination brand. He regards tourism as a strategic industry in the development of a nation brand. Building a destination brand to develop and enhance the country as a brand involves giving particularly expressive and affective meaning to an otherwise mere geographic or political entity (Gnoth, 2002:265).

Gnoth (2002:265) further argues that tourism services play a crucial role in the development and sustenance of a country brand. For a country to develop a strong and successful nation brand there must be a shared vision, which is guided by the type of attractions that the country offers and wishes to develop for its targeted audiences. The success of the branding process is also dependent on the efficient management of the process. Tourists' experience of a destination brand occurs at three levels: the functional, experiential and symbolic and "...it is, therefore, of importance when branding a tourism destination with a country as a brand in mind that the consistency of brand attributes and brand values is developed within and across the three dimensions" (Gnoth:2002:274).

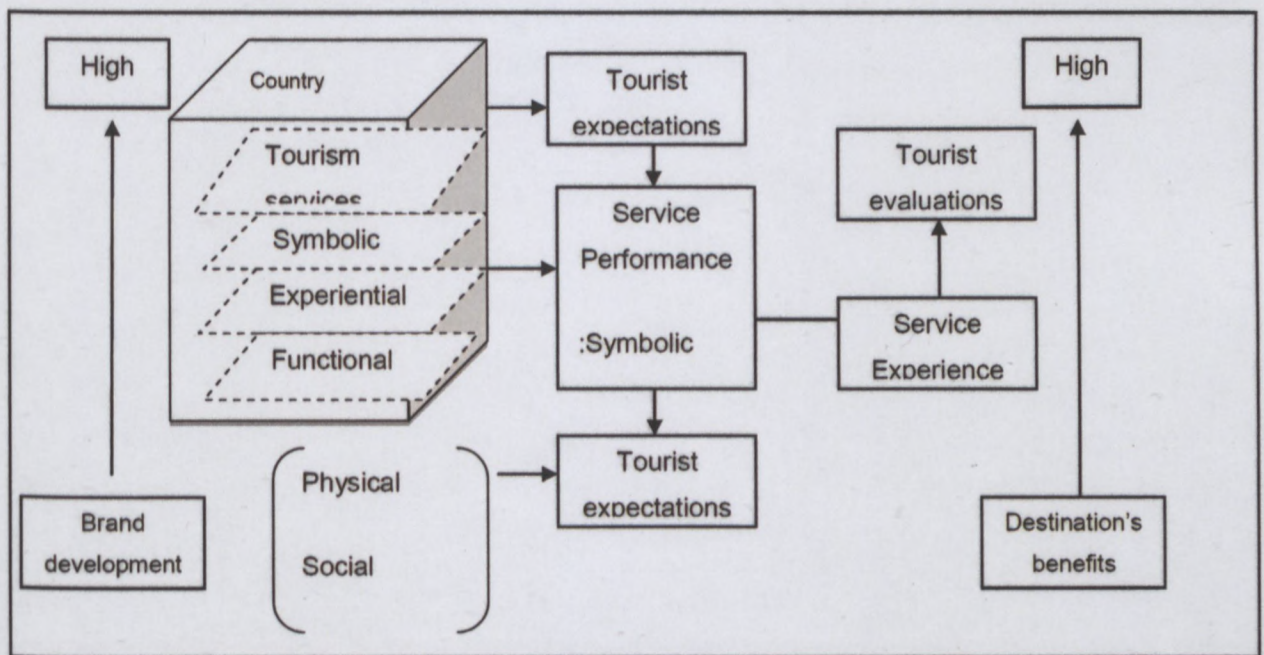


Figure 3.19: Model of the relationship between a country brand its tourism destination brand

(Adapted from Gnoth, 2002)

Gnoth (2002:275) argues that “...once a tourism industry manages to establish brand attribute consistency across a destination, so that a tourist encounters these throughout a country, the country emerges as a brand”.

3.11.12 Export flagships model

Florek and Conejo (2007) propose a framework that highlights the significance of “export flagships” in promoting a country’s brand (see Figure 3.20 below).

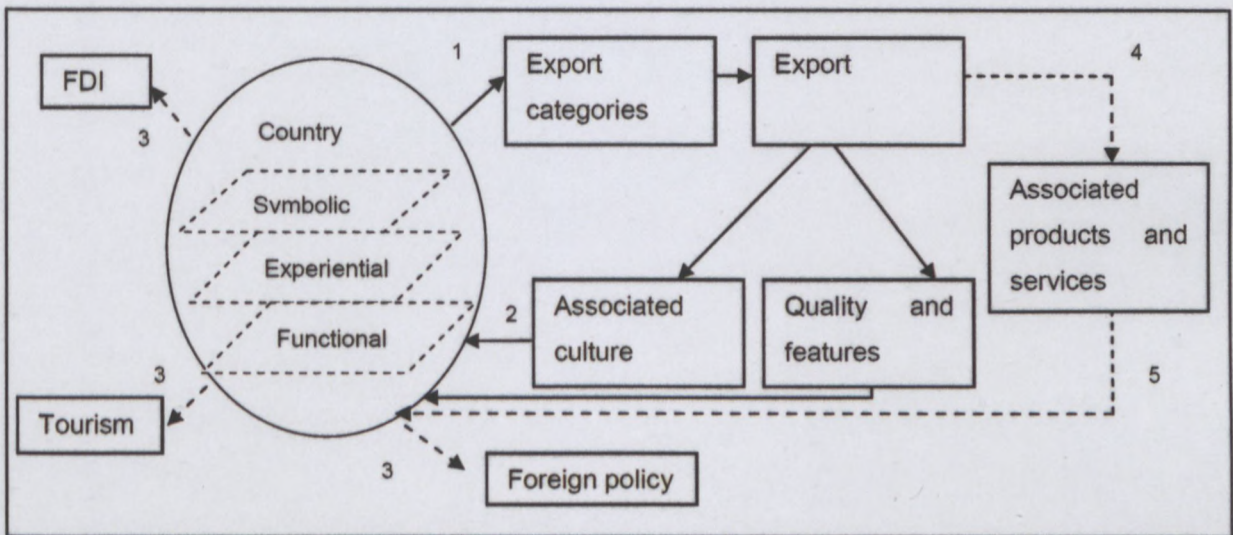


Figure 3. 20: Export flagships model

(Adapted from Florek & Conejo, 2007)

Unlike developed and larger developing countries, smaller developing nations face additional challenges in their endeavour to build, manage and sustain their nation brand. This is to a larger extent due to their smaller asset base, limited industrialisation and lower international attention. Hence, these smaller nations must find creative and cost-efficient ways to create, position and communicate themselves on the global market (Florek and Conejo, 2007: np).

Florek and Conejo (2007: np) further underscore that “one of the best and most effective ways for smaller countries to enhance their country brands is by identifying and focussing on an export flagship product, which is a product that not only has commercial potential but, also symbolises the country”.

The aim of country branding is to promote a positive nation-image for the nation and its citizens; to establish a nation brand identity; to increase the export of products; and to attract tourists and FDI (Anholt, 2003; Dinnie, 2008; Florek and Conejo, 2006). According to Florek and Conejo (2007: np) in agreement with Gnoth (2002), the nation brand is considered at three levels, namely symbolic, experiential and functional levels, while it also takes four vectors, namely FDI, export brands, tourism and foreign policy.

‘Export flagships’ refers to a strategic selected product or service that represents the COO and the product or service is associated with that country beyond any reasonable doubt, for example, the association between the Coca Cola brand and the USA. Coca Cola is seen everywhere in the world as an American brand (Cai *et al.*, 2004). The export flagship, which may be a local food product, conveys the nation’s culture and provides it with an opportunity to build and manage not only the nation brand, but also other national brands.

The goodwill that accrues as a result of the flagship product is thus transferred upstream to the nation brand and other products and services that are produced in the country. Florek and Conejo (2007: np) further reveal that “...beyond immediate commercial benefits, export flagships transfer positive associations to the country and might serve as a basis for developing a country brand identity. Not only will the country brand be enhanced, but positive associations redirected towards further country branding activities resulting in overall improvement”.

Traditionally, Zimbabwe’s economy is agriculture-based. The country is a major exporter of tobacco in Africa. The country is also a major producer and exporter of gold and platinum and recently diamonds. Being a major exporter of certain products and services has reputational advantages. For instance, Japan is renowned for vehicle exports, France is well-known for its

perfumes and wines and Italian clothing and other fashion products have a positive global reputation. The Zimbabwe nation brand could therefore leverage on these “export flagships” in order to create a niche for itself on the global market, although there will be need for the country to add value to these “raw materials” if sustainable reputational capital is to be accrued.

However, for export flagships to achieve their objectives, they should be competitive on the global market, which is a challenge that they face. Much as famous brands bring sales advantages to their countries-of-origin, in other cases they may also bring some disadvantages (Macovei, 2009:1006).

3.11.13 Nation’s brand identity model

Skinner and Kubacki (2007:312) propose a model of the nation’s brand identity (see Figure 3.21 below), which facilitates better insights into the complex relationship between nationhood, national and cultural identity and place branding.

This model seeks to help to understand the complexity of a nation brand identity’s creation and communication; the wide range of elements that affect the nation brand; the effects of the nation brand has on both the people and places within the nation; and on the nation brand’s ability to affect the ‘hexagon’ of tourism, exports, foreign and domestic policy, investment and immigration, culture, heritage and people, as proposed by Anholt and Hildreth (2004: np) and Skinner and Kubacki (2007:312-313).

The model also highlights the “... the impact of a nation’s own political, cultural, economic, and legal systems on the sub-national places within the nation” (Skinner & Kubacki, 2007:313). This therefore reinforces Dinnie’s (2008) view that a nation can be viewed as a corporate or umbrella brand with other sub-brand within it.

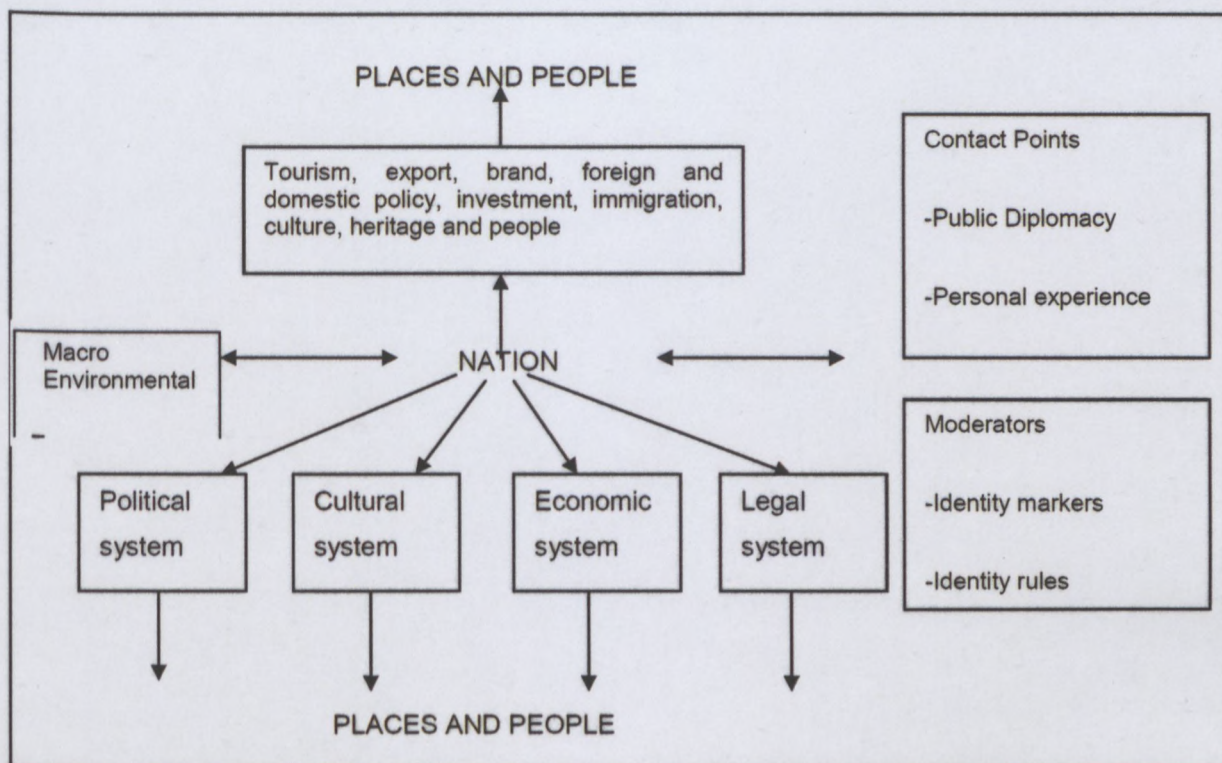


Figure 3.21: Nation's brand identity model

(Adapted from Skinner and Kubacki, 2007)

The model conceptualises how the nation brand identity is created and communicated, taking all factors of the nation into account and relying on a wide range of moderators and contact points. Skinner and Kubacki (2007:314) opine that "...identity creation, when applied to places is reliant on a wide range of indicators, or identity markers, with many identity rules also moderating which of these markers attain greatest importance in various cultures".

3.11.14 Nation branding process

Endzina and Luneva (2004: np) developed a framework of the nation branding process (see Figure 3.22 below) based on Erm and Arengu's (2003) national branding development model and Olins' (1999) seven step model.

The nation branding framework takes a brand management approach, which is based on a strategic planning approach and considers the importance of vision creation, internal and external research, implementation and evaluation. Endzina and Luneva (2004) identified the different steps that should be followed in order to develop and implement the nation brand as follows:

1. The nation must start the process with the establishment of a vision for the nation brand and the goals to be achieved;
2. A working group must be set up;
3. Internal and external research must be carried out;
4. The working group in collaboration with experts then formulates the central idea of the brand;
5. The brand is then visualised through the creation of a logo and slogan;
6. The developed message is pre-tested;
7. The execution plan must be prepared including activities to communicate the message;
8. The brand campaign is implemented and this includes adjusting, updating and coordinating the brand over time; and
9. Evaluation is carried out to assess the process and success of the nation branding initiative.

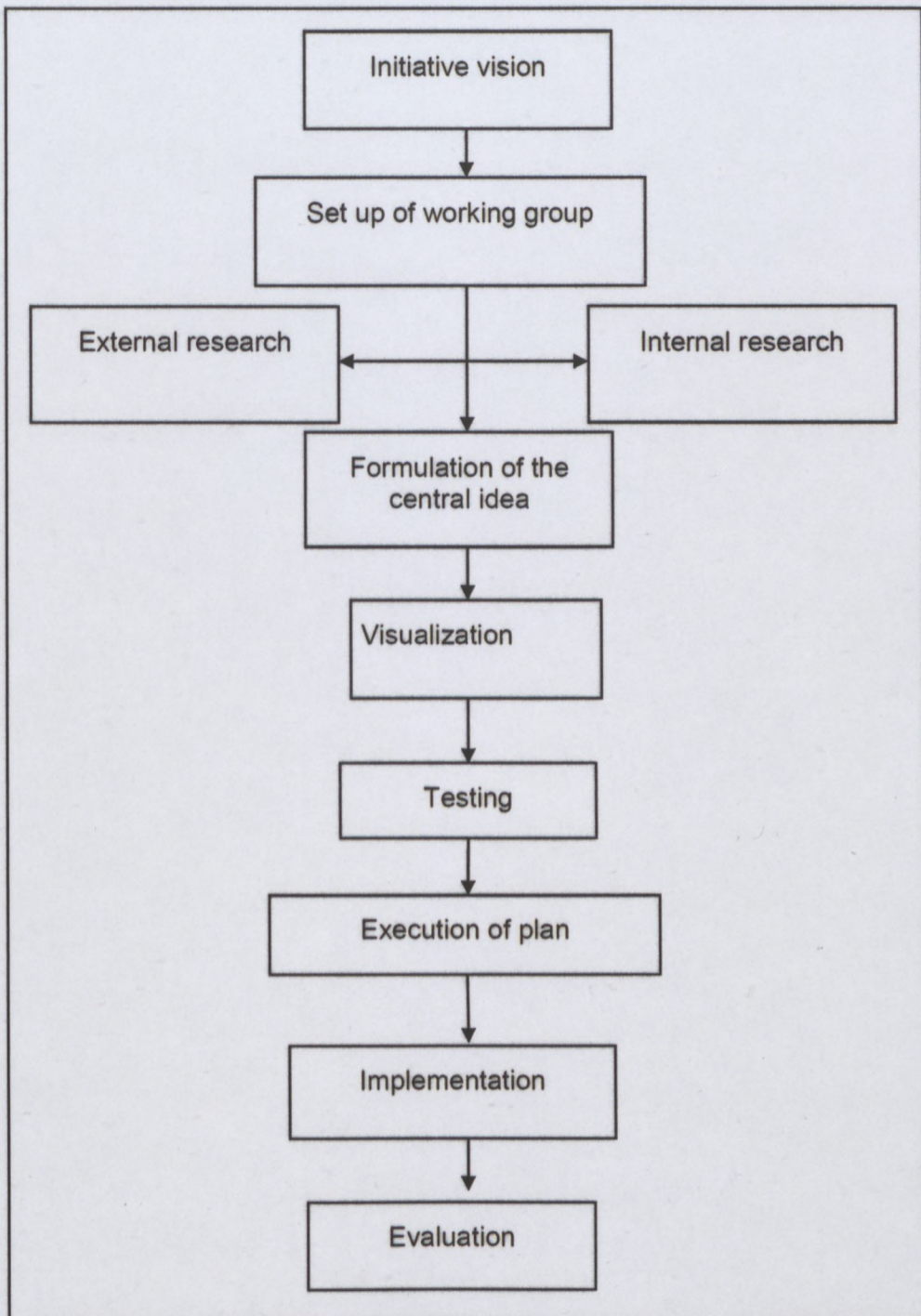


Figure 3.22: Nation branding process model

(Source: Endzina & Luneva, 2004)

2.11.15 Nation-brand architecture model

Dinnie (2008:197) proposes the nation-brand architecture (NBAR) model (see Figure 3.23 below), which shows “...one possible NBAR that could enable the nation to introduce some strategic coordination and direction to its host of sub-brands” (Dinnie, 2008:199).

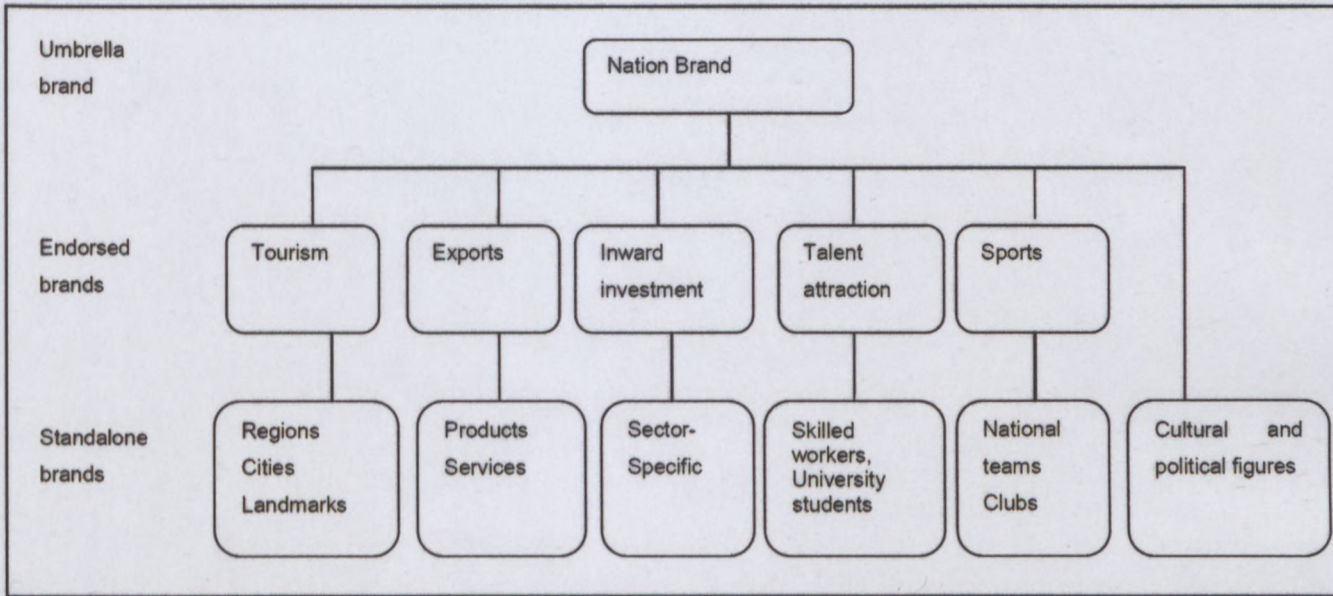


Figure 3.23: The nation-brand architecture model

(Adapted from Dinnie, 2008)

Dinnie (2008:197) opines that one of the pragmatic challenges in nation branding is the question of deciding upon suitable nation-brand architecture, which is a key concept in brand theory. The brand architecture refers to how the nation brand will be managed in relation to other sub-brands that comprise it. It defines the relationship between the nation brand and its sub-brands.

Aaker and Joachimsthaler (2000: np) assert that the brand architecture refers to “...an organising structure of the brand portfolio that specifies the brand roles and the relationship among brands and different product-market brand contexts”. According to Dinnie (2008:199), “...the NBAR

proposes a brand architecture that encompasses the umbrella, endorsed and branded structure. The model is intended to stimulate the creative development of synergistic linkages between different sub-brands, for example tourism and talent attraction, or between exports and sports”.

In nation-branding terms, the corporate or umbrella brand is evidently the nation as a whole. The nation’s ‘sub-brands’ include its cities, regions and landmarks; brands from all sectors; tourism, FDI and export promotion agencies; sporting teams, at both national and club level; cultural and political figures and so on (Dinnie, 2008:199).

Dinnie (2008:199) further postulates that “...the purpose of the brand architecture concept is to instill some order and structure on this otherwise sprawling and disjointed list of sub-brands, in order to achieve synergistic benefits and to advance the overarching nation-brand”.

In the NBAR, the nation-brand represents the ‘umbrella brand’; the next level represents ‘endorsed brands’ such as the nation’s tourism, exports, inward investments, talent attraction and sport; whilst the third level comprises a mix of ‘endorsed’ and ‘stand-alone’ brands’ (Dinnie, 2008:197). The second level of ‘endorsed brands’ is composed of most of the elements propagated by Anholt (2007:26) as being the six dimensions of competitive identity, which are tourism; exports; investments and immigration; people; culture and heritage and governance.

3.11.16 Positioning diamond framework

Gilmore (2002:287) proposes the positioning diamond framework which is composed of four essential factors that should be considered for each country, namely:

- Macro trends;
- Stakeholders/target audiences;
- Competitors; and
- Core competencies.

The positioning diamond (see Figure 3.24) seeks to simplify the task of developing a positioning for a country.

Macro trends which affect a country include socio-economic trends, political and legal status, population trends, cultural and lifestyle trends, emerging industry and so on. The study of these macro trends places the current situation of the country into proper context and helps to highlight issues that the country faces and could face in future (Gilmore, 2002:288).

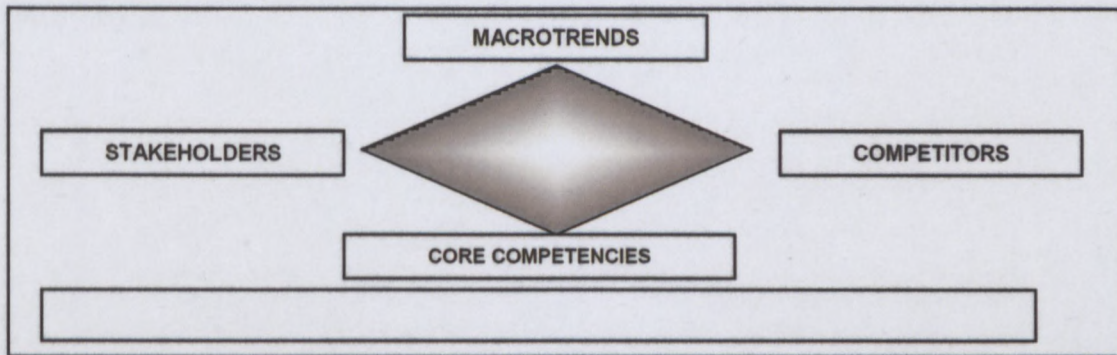


Figure 3.24: A positioning diamond macro-trends

(Adapted from Gilmore, 2002)

According to Gilmore (2002:288), possible questions that may arise from a macrotrend analysis include:

- Is the economy of the country dominated by traditional economic sectors and should it be diversified?
- Is there a labour shortage in the country and why?
- Are the people moving out of the country or state into neighbouring states, and what are they pursuing? Why are they leaving?

The second factor that should be considered in the positioning diamond is the target audiences/stakeholders. Gilmore (2002:288) notes that a country has many stakeholders which include present and future residents, skilled workers, students, retirees, tourists, media and opinion formers, travel companies, service industries foreign governments, foreign investment/foreign economic development bodies, expert purchasers and so on.

Gilmore (2002:288) further notes that it is important to develop a brand that has holistic potential and will not alienate one stakeholder group at the expense of another. “Focussing on target audiences also forces a definition of the scope of the branding project. Who is the country trying to attract and how do they view the marketplace? Depending on whom, what is the message that the country is trying to convey?” (Gilmore, 2002:289). The third element in the positioning diamond is competition. As part of the nation branding strategy formulation, a country must conduct an audit of its competitive landscape in order to establish competitor countries and regions. This will enable the country to map its brand against other competing country brands.

The last element in the positioning diamond refers to the country’s core competencies. Gilmore (2002:289) notes that owing to its unique geographic location, a country can accrue core competencies that are difficult for other countries to replicate, and will thus give the particular country specific advantages over its competitors. There are a number of different forms of core competencies and these include competencies that are based on human assets, physical assets and many more.

Countries with a unique core competency should bring it to the fore with a country brand because it is a differentiator, as well as a substantiator (Gilmore, 2002:289). Botswana’s natural endowment with diamonds and Switzerland’s expertise and long-standing tradition in successfully safeguarding and increasing private assets, or its deeply rooted and long history of clock and watch making, are examples of core competencies (Ibid).

Gilmore (2002:290) further asserts that “...these are unique points of superiority that no other country will be able to copy”. In terms of human assets, Gilmore (2002:290) elucidates that “...part of the branding exercise must involve searching out ‘exceptional individuals’, because these are the individuals who will have the potential to place their country on the world map irrespective of population size, economic wealth or political power. Exceptional individuals and their exceptional stories have the potential to bring a country’s brand alive and make it more real to audiences worldwide for the simple fact that people relate to people”.

Gilmore cites examples of Richard Branson’s contribution to the Virgin brand and the exceptional achievements of Kenya’s long-distance runners, gymnasts from Romania, musicians from Cuba or past explorers from Scotland as examples of how exceptional individuals can contribute to the country brand’s reputation. “...Not only a good source of values for the core brand, the life stories of exceptional individuals can form a store of real ‘myths and legends’ to be told, retold and remembered about a country” (Gilmore, 2002:290).

3.11.17 Framework for the management of place brands

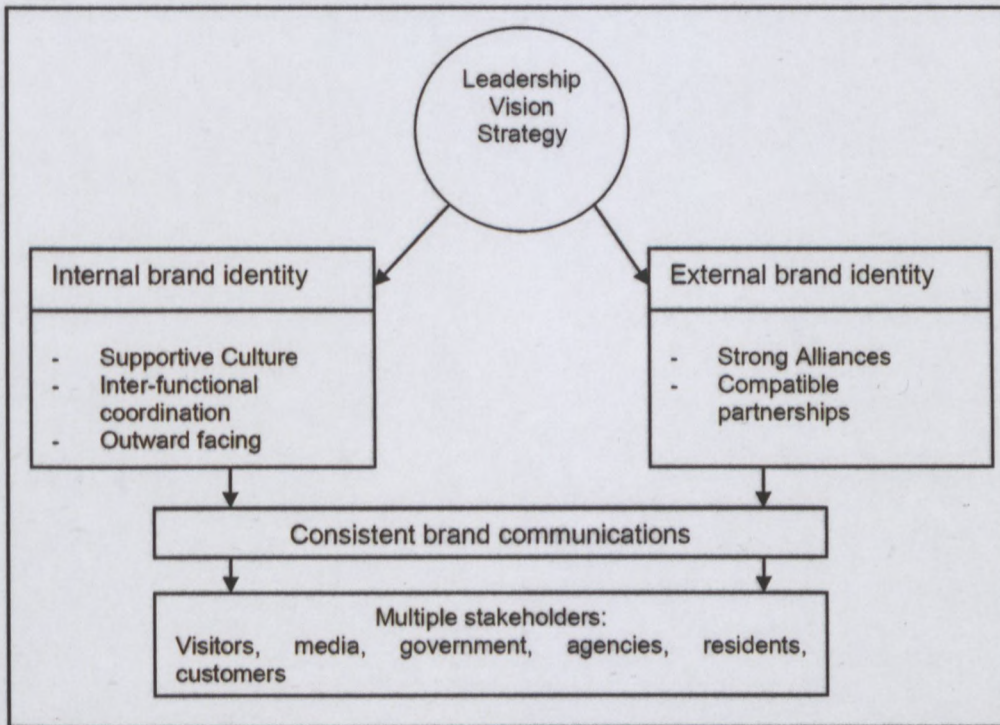


Figure 3.25: Framework for the management of place brands

(Adapted from: Hankinsom, 2007)

Hankinson (2007:247) proposes a framework for the management of place brands (see Figure 3.25 above). The model emphasises that destination management requires strong, visionary

leadership and organisation-wide commitment from the highest level downwards to achieve a set of brand values, which encapsulate the destination’s brand promise (Hankinson, 2007:251).

In order to support the framework, Hankinson (2007:246) proposes five guiding principles for the management of destination brands, as indicated in Table 3.8 below.

Table 3. 8: Guiding principles for the management of destination brands

No.	Guiding Principle	Focus
1	Strong and visionary leadership	There is need for effective leadership by the destination marketing organisation (DMO). This includes the establishment of a clear vision and strategy for the brand and its successful implementation
2	A brand-oriented culture	The brand must first be built internally from the top of the organisation and extended across partner organisations in order to inculcate the beliefs, values and behavioural norms associated with the destination brand.
3	Departmental co-ordination and process alignment	The DMO must align its internal processes and procedures in support of the brand experience and this should also be extended to partner organisations There is need to involve partner organisations early in the brand development process to ensure their support and buy-in.
4	Consistent communications across a wide range of stakeholders	Destination brands communicate with a wider audience which is composed of diverse stakeholders with different interests and needs. There is need for the segmentation of the audiences and the development of tailor-made communication messages. However, the communication must represent both the core brand values and the segment specific brand values together.
5	Strong, compatible partnership	There is need to develop, manage and sustain compatible partnerships with identified partners and these partnerships must be mutually beneficial. The DMO must also effectively manage the conflict that may arise among partners as a result of conflicting interests.

(Adapted from Hankinson, 2007:246)

Despite that there is no universal approach to destination branding owing to the fact that each destination is unique, Hankinson (2007:251) posits that the guiding principles and the framework he proposes provide a further step towards a more structured approach to the management of destination brands.

3.12 Developing a nation branding strategy

Johnson *et al.* (2005: np) define a strategy "...as the direction and scope of an organisation over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations". Dinnie (2008:220) notes that "...nations, like companies, must decide on their long-term direction and scope; for nations, this will involve strategic decisions regarding the configuration of resources and competences to achieve goals in the areas of FDI, export promotion, tourism, talent attraction and so on".

Florek (2005: np) laments that "... in order for a nation to achieve its goals in the economic area; it needs to have a nation brand strategy". However, Dinnie (2008:219) posits that "... there is no universal template for nation-branding strategy, as nations have only recently engaged in nation branding and are exploring different strategies for achieving their nation-brand goals".

O'Donovan (2004: np) refers to nation branding as the practice of applying a brand strategy to the economic, social, political and cultural development of a country, and argues that the approach results in a highly positive international reputation for the country and enables it to achieve successful nation branding. Dzenovska (2004: np) elucidates that proper application of appropriate nation branding strategies can raise a nation's self esteem and economic standing.

Nation brand strategy has been highlighted in terms of creating and managing a nation brand. It should integrate economic, social, political and cultural disciplines, and should deal with the overall planning of the national strategy (Lee, 2009:37). Anholt (2004:9) posits that the real value of nation brand strategy is to provide a government with a strategically robust set of criteria to select actions and behaviours that best suit the country's aims and visions. Nation brand strategy

is a means to integrate all messages that a country wishes to communicate to the world, and encompasses factors, that is, subject’s activities in that build and promote identity as a strategic framework for nation branding (Cho, 2004: np).

According to Papadopoulos and Heslop (2002:311), one of the main results of nation branding strategies is the impact on PCI. Papadopoulos and Heslop (2002:311) further assert that “...in the absence of an effective branding strategy, target markets are likely to continue inferring a country’s image from inappropriate or irrelevant associations often carried from childhood onwards, thus weakening its international position”.

3.12.1 Basic principles of a nation-branding strategy

Dinnie (2008:220) postulates that the basic principles of strategy centre upon three key questions for the nation. First, where are we now? Second, where do we want to go? Third, how do we get there? These three questions, as seen in Figure 3.26 below, provide a framework within which a nation branding strategy can be developed (Dinnie, 2008:220).

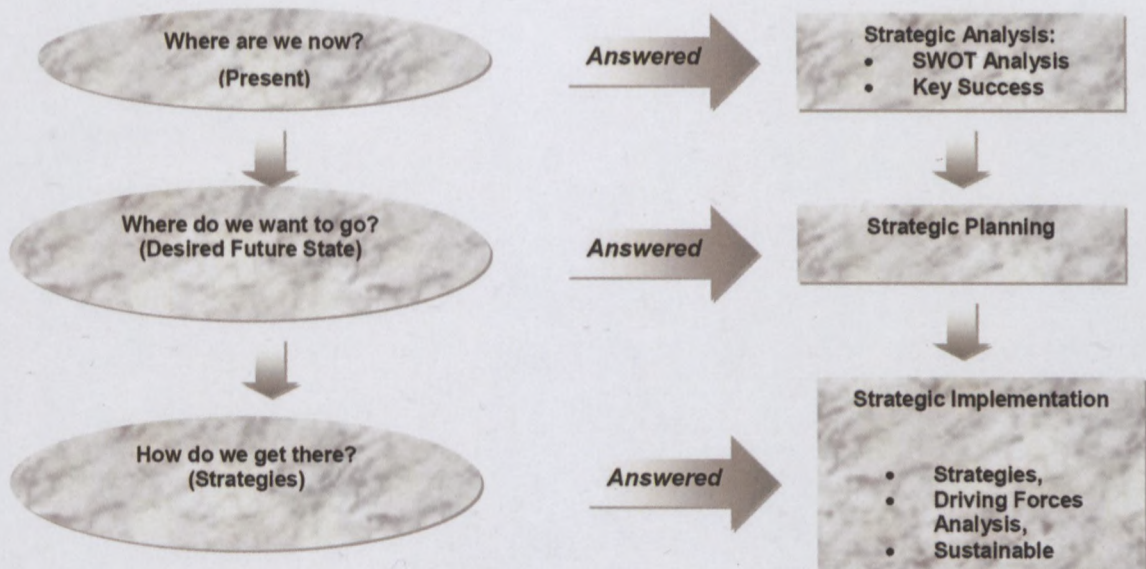


Figure 3.26: Basic principles of nation-branding strategy

(Adapted from: Dinnie, 2008 & Nimmanphatcharin, 2003)

3.12.2 Strategic analysis

According to Dinnie (2008:219), the first step in the process of developing a nation branding strategy is to conduct a strategic analysis in order to comprehensively establish the current situation for the nation brand. Strategic analysis involves analysis of the nation brand's internal and external environments. Dinnie (2008:220) elucidates that "...to assess the nation brand's current competitive position, it is necessary to conduct both internal and external analyses. The main thrust of internal analysis is to evaluate the nation brand's capabilities across a range of sector-specific indicators. External analysis, on the other hand, focuses on the nation brands competitors and also on the wider environmental forces that affect the nation brand's activities".

Internal analysis should be conducted on a sectoral basis in order to identify existing capabilities, evaluate these capabilities and then derive appropriate action points based on the nation-brand capability analysis. The main sectors that the nation brands compete in include tourism, FDI, export promotion and talent attraction (Dinnie, 220-221).

In his book, *The Marketing of Nations*, Philip Kotler (1997) postulates that each nation must assess its strengths, weaknesses, threats and opportunities periodically in the following five areas of capability:

- Government leadership;
- Factor endowments;
- Industrial organisation;
- Social cohesion; and
- Culture, attitudes and values.

Identification of the nation's strengths, weaknesses and opportunities enables the country to establish its competencies, capabilities and constraints, which will all become the inputs into the strategy development process. According to Mihalache and Vukman (2005:27), "...a nation's capability portfolio gives the measure of a nation's wealth. It is driven forward in the right direction through both internal marketing (for building more the internal teamwork) and external marketing (create wealth on the global marketplace)".

External analysis involves analysis of the nation brand's competitors and other broader environmental factors that may inhibit the ability of the country to achieve set nation branding goals and objectives. Competitor analysis seeks to identify the nation brand's competitors, their strengths and weaknesses, strategic objectives and thrust, strategies and response patterns (Jobber, 2004).

For Zimbabwe to be able to develop a successful nation brand, the country needs to first analyse and appreciate the current situation. The establishment of the current context enables the country to establish its strengths, weaknesses, opportunities and threats. This information is a critical input in the strategic planning phase.

3.12.3 Strategic planning

The second stage in the nation branding strategy development process involves strategic planning, which seeks to establish long-term direction for the nation in terms of where it wants to go and the goals and objectives that it seeks to achieve. Strategic planning involves setting specific, measurable goals and targets (Dinnie, 2008:224). Countries rarely pursue a single objective and in many if not all instances, the nation will pursue multiple objectives which should underpin strategy formulation (Dinnie, 2008:224).

3.12.4 Strategic implementation

Strategic implementation involves converting strategy into action. Dinnie (2008:224) underscores that "...it is perhaps in the area of implementation that nation branding faces its biggest challenge, given that the nation-brand stakeholders may not be easily structured and managed as the various units of a commercial organisation". Great strategies are worth nothing if they cannot be implemented (Okumus & Roper, 1999: np).

Nimmanphatcharin (2003:10) notes that implementation incorporates a number of aspects, some of which can be changed directly and some of which can only be changed indirectly. Major implementation themes concern organisation structure, strategies, planning system, policies,

control system, and environmental conditions. According to Nimmanphatcharin (2003:10), to be successful in strategy implementation, an organisation should meet the following criteria:

- Clear responsibility for the successful outcome of planned strategic change should be allocated;
- The number of strategies and availability being pursued at any time should be limited. The ability of the necessary resources to cope with the changes should be seen as a key determinant of strategy and should not be overlooked;
- Necessary action to implement strategies should be identified and planned and again responsibility should be allocated; and
- Strategy evaluation or performance measures should be established and appropriate monitoring and control mechanisms put in place.

Johnson *et al.* (2005) proclaim that the key challenges in strategy implementation include ensuring control, managing knowledge, coping with change, designing appropriate structures and processes and managing internal and external stakeholder relationships.

3.12.5 Strategic monitoring and evaluation

Strategic evaluation is the last phase in the nation branding strategic management process and involves a comprehensive appraisal of the whole nation branding programme in order to establish its effectiveness in terms of achieving set goals and objectives. Dinnie (2008:230) asserts that the effectiveness of a nation branding strategy should be assessed on an ongoing basis. Strategic evaluation identifies and consolidates successes and remedies weaknesses and failures.

Nimmanphatcharin (2003:10) states that strategy evaluation at a broader level seeks to answer the following questions:

- Are the current objectives of the nation branding initiative appropriate?
- Were strategies that were created previously, and which are currently being implemented to achieve these objectives still appropriate? and
- Do current results confirm or refute previous assumptions about the feasibility of achieving the objectives and ability of the chosen strategies to achieve the desired results?

One way to assess the performance of a nation's brand is to use a number of global indexes, which monitor the performance of countries in various sectors. One prominent survey in the field of nation branding is the Anholt-GfK Roper National Brands Index (NBI), which is produced by

a partnership between Anholt and global market research giant GfK's North American Public Affairs and Media division.

Based on an annual survey, it seeks to determine the image of 50 nations by examining them in terms of the six dimensions of national competence that comprise Anholt's nation brand hexagon. These dimensions are: exports, governance, culture, people, tourism, and immigration and investment. The panel countries represent the world's largest developed and emerging nations (Anholt, 2007: np). These nations are included either for their global economic and political importance, to ensure sufficient regional representation or diversity of political and economic systems, or to satisfy the interest of index's subscription members, (Anholt, 2007: np).

Advocating for the need for countries to establish systems to monitor and measure the performance of their nation brands, Anholt (2007:43) points out that "...given the growing importance of the field, it's no longer good enough to venture opinions about which nation's brand image is stronger than another, which is declining and which is on the rise; and, more importantly, it is not acceptable for governments to be spending taxpayers' and donor's money on an exercise which can't be measured, tracked, or made accountable".

Other indexes include the Environmental Sustainability Index, which measures the quality of nations' environmental stewardship and the World Economic Forum's Global Competitiveness Index, which assesses a nation's competitiveness in terms of its institutions, infrastructure, macro-economy, health, primary education, higher education and training, market efficiency, technological readiness, business sophistication and innovation (Dinnie, 2008:230).

However, some of the indexes are not designed specifically to measure the effectiveness of nation branding strategies but "... represent useful indicators of national performance that nations could use to enhance their country image perceptions on condition, of course, that the nation performs well in these indexes" (Dinnie, 2008:230). Dinnie (2008:230) sums it up when he notes that "...if a nation scores highly on these criteria, then it should highlight and communicate its positive

performance in order to achieve strategic objectives such as increasing FDI, talent attraction, and so on”.

3.12.6 Elements of a nation branding strategy

According to Dinnie (2009:5), “...a comprehensive nation branding strategy would also encompass initiatives and programmes to stimulate diaspora mobilisation, enhance the coordination of the nation’s key institutions and organisations, and ensure a reasonable degree of consistency in the country’s official communications and behaviours”.

A nation branding strategy may encompass elements such as nation brand advertising, customer and citizen relationship management, nation brand ambassadors, diaspora mobilization, nation days, and the naming of nation brands.

3.12.6.1 Nation brand advertising

Keller (1998:221) notes that “... advertising plays an important and often controversial role in contributing to brand equity”. According to Dinnie (2008:224), although advertising can be a powerful tool, it is only one of the elements of a nation brand’s overall strategies. Advertising in local and international media may be expensive and Dinnie (2008:224) advises that a nation with limited financial resources should consider other options “... such as activating its diaspora rather than placing its hope in an advertising campaign. However, if funds are available, then advertising should be used as part of an integrated strategy to achieve specific, clearly stated goals”.

Advertising provides multiple benefits to brands and the IPA Effective Awards (1998: np) point out that advertising can generate new markets for a brand; revitalize a declining brand; change consumers’ behaviour and generate rapid sales increase. Through advertising, nations can ‘embed’ the desired image in the perception of the consumer without the inclusion of negative aspects (Dzenovska, 2004: np).

Despite its advantages, advertising also has limitations. Some of the challenges of international advertising include the fact that "...target audiences differ from country to country in terms of how they perceive or interpret symbols or stimuli, respond to humor or emotional appeals, as well as in levels of literacy and languages spoken" (Douglas & Craig:nd)

Dinnie (2008:225) advises that those nation branding practitioners "... involved in procuring the advertising need to have at least a basic knowledge of the advertising industry and the way that advertising agencies work. Without a basic level of advertising literacy, precious resources could be wasted through failing to develop a mutually beneficial relationship with the advertising agency selected to produce the campaign".

Arguing against the overreliance on advertising by many nation branding practitioners and government, Mihailovich (2006:242) posits that "...a simple 30-second TV commercial on CNN (where all place brand advertisements tend to look the same as credit card, mobile phone and holiday resort advertisements) alone is unlikely to add much value to the 'place'. He further asserts that 'true ownership' of a brand's attributes is built on reality, not on a barrage of 30-second TV adverts. It is now widely recognised that in today's world buzz, marketing is more effective than advertising" (Mihailovich, 2006:242).

3.12.6.2 Customer and citizen relationship management

According to Butler (2004: np), customer relationship management (CRM) "...is the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high-quality customer data and enabled by information technology". CRM refers to all business activities that are directed towards initiating, establishing, maintaining, and developing successful long-term relational exchanges (Heide, 1994: np).

Bennett (1996: np) asserts that CRM seeks to establish long term, committed, trusting and cooperative relationships with customers, which are characterised by openness, genuine concern for the delivery of high quality services, responsiveness to customer suggestions, fair dealings

and willingness to sacrifice short term advantage for long term gains. Dinnie (2008:227) elucidates that CRM is a well-established practice in the business world and stands for customer relationship management. More recently, the term citizen relationship management has been used to apply the concept of CRM in the context of nation branding.

According to Dinnie (2008:227), "...the concept of citizen relationship management suggests that governments need to engage with and respond to their citizens in a similar way in which companies do with their customers. Understanding citizens' needs and communicating with citizens in an appropriate manner at an appropriate frequency represent CRM principles that nation branding strategy may usefully adopt".

Dinnie (2008:71) further asserts that one of the often overlooked issues in nation branding is the need to ensure "...buy-in to the nation-brand". He further posits that:

"...this presents a communication challenge for those organisations whose role is to promote the nation abroad. If the domestic population and other domestic stakeholders are not aware of the images and reputations that are being projected of their own country, they cannot be expected to live the brand. The result can be a gap between reality and the projected image, which will create dissonance when tourists, foreign investors and so on, when they discover that the nation's projected image is not rooted in reality. There needs to be an internal buy-in to the nation brand by both the public sector and also by private sector companies in their relationship with foreign companies".

Dinnie's view on the importance of a country's citizens in the nation branding process corroborates Gilmore's (2002:285) standpoint that the core of the country's brand must capture the spirit of the people of that nation and their shared purpose. In this regard, the country's citizens are probably the most important stakeholders and are the *raison d'être* for the country's existence. The citizens are thus primary nation brand ambassadors.

3.12.6.3 Nation brand ambassadors

Brand ambassadors are organisations and individuals inside and outside the country who feel an emotional attachment to it and who are willing to 'spread the word' about the country. According to Dinnie (2008:227), "...companies in many sectors employ brand ambassadors in order to provide a human face to their activities". Brand ambassadors are highly enthusiastic individuals imbued with a deep knowledge of their company, and who also possess an ability to communicate the company's brand values effectively to targeted audiences (Dinnie, 2008:228).

These brand ambassadors can be citizens of the country or foreigners and they can also be locally-based or diasporans. Dinnie (2008:228) posits that nations "... traditionally employ ambassadors in a more discreet role, so discreet that a few people outside of diplomatic circles will know much, if anything, about them".

Brand ambassadors can be official or unofficial. Dinnie (2008:228) highlights that "...famous sporting or cultural figures may perform an unplanned, unscripted form of nation brand ambassador role, without any official endorsement from their nation or any agreement by the individual concerned that they are in fact a type of ambassador for their nation..." and "...likewise, the behaviour of individual citizens when in foreign countries can be interpreted as being representative of their home nation". This behavior can either tarnish the image of the country when it is bad, or it can reinforce the nation's image if it is positive (ibid).

However, Dinnie (2008:228) argues that "...it is clearly unrealistic to expect every citizen in a population of millions to act as a nation brand ambassador, yet it may be possible to identify certain individuals who are qualified and willing to play such a role".

3.12.6.4 Brand champions, brand advocates and brand guardians

Some notable nation brand ambassadors are brand champions, brand advocates and brand guardians. According to the HTDB (2010:102), "...brand champions are influential people who command widespread respect within a broad community and are prepared to passionately champion the cause of the brand at the highest level in public". A nation can have one or more

brand champions. Brand champions should be carefully selected for their reputation, their ability to influence at senior levels, their integrity, and their passion for promoting the brand. The major role of brand champions is to win the hearts and minds of stakeholders, persuade them of the value and purpose of the brand, and encourage them to use the brand in their own marketing communications (HTDB, 2010:102).

According to the HTDB (2010:102), "...brand advocates are people who champion the cause of the brand within their own organisations or spheres of influence. They operate at a less senior, less public level than brand champions". Brand advocates tend to be people who have executive authority for deciding whether or not to use the brand in their own organisation's marketing communications.

The HTDB (2010:102) underscores that a specific individual must be appointed to lead the branding process and this individual is referred to as the brand guardian/manager. A brand guardian or manager is an individual who has the overall responsibility for the brand and his or her main functions are to:

- Drive development of the brand;
- Maintain the brand's integrity and ensure that it is used correctly by the organisation leading the branding initiative and its stakeholders;
- Ensure that the brand is understood and regarded positively by stakeholders;
- Maximise the brand's usage through as many channels, and by as many suitable stakeholders, as possible;
- Manage the development, promotion, and licensing (if appropriate) of the brand in conjunction with the steering group;
- Monitor the brand's impact, identify the need for any changes to the brand and implement them (for example, brand refreshment/rebranding); and
- Act as the key contact point and font of all wisdom on all brand-related issues from internal staff, stakeholders, brand champions, brand advocates and the steering group (HTDB, 2010:100).

3.12.6.5 Diaspora mobilisation

A country's citizens that live abroad, the diaspora, is one of the nation brand's most influential and important stakeholder groups, however, this constituency is often overlooked. Diaspora

mobilisation and engagement should represent a key element of a country's nation brand strategy, since "...nations that fail to have a strategy for activating their diaspora network are squandering a unique and precious resource" (Dinnie, 2008:228).

The existence of diaspora networks that are spread across the globe represents a potentially immense asset for the nation, not only in terms of remittances sent by diaspora members, but also in terms of stimulating FDI through interventions by well-placed senior executives in international firms (Dinnie, 2008:228).

Dinnie (2008:228) further notes that "... the reputation-building capacity of diaspora networks represents another key opportunity to enhance the nation brand". Diasporans can make both tangible and intangible contributions to their origin country. Tangible contributions include remittances and investments, whilst intangible contributions include professional expertise, international networks, and cultural ambassadors.

Diasporan investors are unlike other investors in that they are often motivated by more than mere economic gain. For many diasporan investors, a sense of patriotism drives their desire to help their homeland's economy to prosper. Kuper and McHale (2005: np) underscore that financial flows through remittances by diasporans are not as important as their knowledge and institution-building capacity.

Kuznetsov (2006:1) highlights that "...members of expatriate communities have three resources that position them to make a unique contribution to the development of their home country: unusually high motivation to make the mark in spite of and against all odds, knowledge and expertise of both global opportunities and local particulars, and (not necessarily but frequently) financial resources to act on new opportunities".

Kuznetsov (2006:1) further points out that "diasporas can also help establish robust institutions, including key state institutions..." and "...in other countries diaspora networks have failed to

emerge as yet, despite the large number of high-skilled migrants; migrants from these countries do not even try to get involved with their home countries” (Ibid).

3.12.6.6 Nation days

According to Dinnie (2008:229), “...the celebration of nation days represents another potential element of nation brand strategy, both internally as a means of generating interest and pride domestically from the nation’s citizens and also externally as a focal point for events to promote the nation brand”. Nation days can be held in the home country in foreign locations where there is a large population of diasporans. Nation days present nation branding practitioners with a platform to communicate the nation brand ethos, facilitating the shaping and reshaping of national identity and developing a sense of national communion.

3.12.6.7 Naming of nation-brands

A name is probably the single most important identifier and differentiator of a nation brand and Dinnie (2008:229) notes that “...nations rarely tamper with their names and when they do so, it is often to signal a powerful symbolic event such as the birth of a nation gaining its freedom from a former colonial power”. For example, Rhodesia was renamed Zimbabwe when the country gained independence in 1980, and Zaire was renamed the Democratic Republic of Congo when the new government of Laurent Kabila took over in 1997. Even when a country does not consciously manage its name as a brand, people still have images of countries that can be activated by simply voicing the name.

3.12.7 How to build a nation brand (the nation branding process)

The task of branding nations is not easy. The process of developing a country-brand often takes 5 to 20 years (Moilanen & Seppo, 2009:13). According to Moilanen and Rainisto (2009:13), “...brand building is a long process that require besides good substance, determination and smartness. Brand building means the strategic building of business operations, and it includes many strategic solutions where the top management is involved and responsible. Successful brands are, above all, image products living in the minds of the target customers and must be led in a determined and consistent way”.

Keller (2001:5) points out that building a strong brand comprises of four steps, which involve accomplishing certain objectives both, existing and potential. These steps are outlined below.

- Firstly, to ensure identification of a brand with customers and an association of the brand in customers' minds with specific product class or customers need;
- The second step is to firmly establish the brand meaning in the minds of customers by strategically linking a host of tangible and intangible brand associations;
- The third step is to elicit proper customers' responses to this brand identity and brand meaning; and
- The fourth and final step is to convert brand response to create an intense, active and loyal relationship between customers and the brand.

Keller's brand building process entails that brand building is a complex and long process, which requires a lot of caution and determination to capture the minds of the targeted audiences. Questions which customers usually ask about a brand would dwell on brand identity, brand meaning, brand response and brand relationship (Keller, 2001:5).

The significance is that meaning cannot be established unless identity has been created; responses cannot occur unless the right meaning has been developed; and a relationship cannot be forged unless the proper responses have been elicited (Keller, 2001:5). This means that customers should consider those features that would finally influence them to choose a particular brand, however, these elements cannot be effectively implemented without adequate communication strategies.

Olins (1999) postulates that in an ever-growing commercial world, nations should be aware of how to compete for the attention of tourists, investors and potential export markets. According to Olins (1999:23-24), there are seven basic steps in the process of building an effective and successful nation brand and these steps are as follows:

- Step 1: Setting up a working group with representatives of government, industry, the arts, education and media;
- Step 2: Establishing how the nation is perceived both internally and externally by means of qualitative and quantitative research tools. This stage primarily concerns the research and analysis of the current brand identity and image, and what strengths and weaknesses it should address;

- Step 3: Develop a process of consultation with opinion leaders to look at national strengths and weaknesses, and compare them with the results of internal and external studies;
- Step 4: Creation of a central idea, powerful and simple, on which the strategy is based and, which captures the unique qualities of the nation. This central idea must be created with input from professional and expert advisers. This step also focuses on clarifying what the future identity, values, image and vision of the nation should be and there is need for input from all stakeholders;
- Step 5: Develop ways of articulating the central idea visually. Designers should not merely look at logos and tourist displays, but they should rather take a holistic approach and look at everything from the design of the airports where visitors first encounter the country, the embassies that represent the nation abroad, the general infrastructure and services available in the country. The central idea must be incorporated into a design plan, which involves more than just advertising, but dealing with all aspects, which are associated with a nation, including the environment, people, embassies, public transportation and so on;
- Step 6: Establish how messages required for tourism, inward investment and exports can be coordinated and modulated so that they are appropriate for each audience; and
- Step 7: Formation of a liaison system, within the working party, to implement the programme and encourage supportive actions from appropriate organisations in commerce, industry, arts, media and so on. This step focuses on branding as a tool for long-term commitment from the authorities in order for the project to reach its full potential and gain the most advantages from the branding of the nation. It does ideally also include the fact that a project of branding a nation requires full support from all stakeholders in order to supply a cohesive and consistent effort.

Olins' model is a simple, straightforward method to understand the process for successful nation branding. According to Olins (1999: 23), any nation can achieve nation branding success, but only if the above seven steps are implemented correctly. Each step clearly identifies what actions should be implemented in order to successfully brand a nation. Olins' seven-step nation branding process clearly highlights the fact that the national government is at the epicentre of the nation branding initiative. The government is responsible for ensuring that the plan is rolled out gradually and systematically and it is the state that must also lead the way in projecting the new brand identity and coordinating the new brand image. Anholt (2007: np) corroborates with Olins when he asserts the importance of government-led coordination and notes that it is imperative for a successful nation branding campaign.

Marino and Mainolfi (2011:7) suggest a five-step country branding process, which is almost similar to Olins' seven-step national branding process. They underscore that a strategic country branding process should have the following five constituent stages: evaluation, training, defining the country brand essence, defining the country brand identity and internal branding. Marino and Mainolfi (2011: 7-11) explain their five-stage country branding process as follows:

- Stage 1: Evaluation. This phase concerns the evaluating process in act to verify perceived country effect on the part of local and international stakeholders, for example, international organisations, investors, fund managers, banks, financial institutes, consumers, tourists, mass media, members of the diplomatic corps, associations and so on;
- Stage 2: Training. This phase envisages participative and collaborative activity in which stakeholders of the public and private sector provide competence, experience and resources to define and subsequently safeguard a profitable branding strategy. If the process of country reputation management embraces the different spheres of activity of a nation, from a political to that of a more social nature, branding activities as a result cannot be circumscribed to the sole prospect of governance or to the public sector;
- Stage 3: Defining the country brand essence. This phase identifies and develops brand essence, defined as the 'core idea' of the project. The identification of brand essence is perhaps the most critical phase of the entire process, the efficacy of which is subordinated to the ability of the governing body to identify the traditional components of brand essence for transference to the country brand.
- Stage 4: Defining the country brand identity. Thus, from the process of country branding, the subsequent phase is that of country brand identity emerging as a linking phase upon which the main responsibilities fall for the success of the visual country identity project. In contemplating the building of a brand image strategy, decision-making at an international level (political, economic, cultural, social context, and so on) is vital in the project of country branding. The decision in favour of a 'monolithic' identity in a country brand identity system is the result of a careful assessment of the psychic and cultural entity both within and outside the nation and potential repercussions on the success of national policies. In terms of both a physical and rhetorical dimension of country brand identity, the former can be identified with reference to brand name and brand graphics which constitute the visual presence of the brand, in other words, its tangible and graphical identity (logo, icon, colours); and
- Stage 5: Internal branding. The fifth and last phase of the strategic process is that of internal branding, which concerns the involvement of the residents or other stakeholders, interested to varying degrees, in the success of the brand. In the definition of efficacious and dynamic relations with the target beneficiaries of branding policies, it will not suffice to estimate the expressive potential of the brand outside, an extremely critical variable represented by internal branding, which describes the process of institutionalisation of the brand as an integral part of national culture.

To date, the most comprehensive model of the nation branding process was developed by Endzina and Luneva in 2004. The model of the nation branding process is based on the national branding development model by Erm and Arengu (2003: np), and the seven-step model which was proposed by Olins (1999).

In their case study of nation branding in Latvia, Endzina and Luneva (2004: np), Endzina and Luneva (2004: np) identified nine steps that should be followed in order to develop and implement the nation brand, and the steps are outlined below.

- Step 1: Initiate a vision. The nation must begin the process with the establishment of a vision for the nation brand and the goals to be achieved;
- Step 2: A working group must be set up;
- Step 3: Internal and external research must be carried out;
- Step 4: The formulation of the central idea by a working group in collaboration with experts then formulates the central idea of the brand;
- Step 5: The brand is then visualised through the creation of a logo and slogan;
- Step 6: The developed message is pre-tested;
- Step 7: The execution plan must be prepared, including activities to communicate the message;
- Step 8: The brand campaign is implemented and this includes adjusting, updating and coordinating the brand over time; and
- Step 9: Evaluation is carried out to assess the process and success of the nation branding initiative.

Analysing a nation branding strategy developing process from a Latvian perspective, Endzina and Luneva (2004: 148) concluded that there was an inherent absence of a clearly defined branding strategy and most of the steps in the nation branding framework were conducted but not in a systematic and purposeful manner. Endzina and Luneva (2004: 148) further identified the lack of coordination and collaboration among involved institutions, as some of the main problems in nation branding. Other disclosed problems included a lack of financial resources, lack of political will and inadequate involvement of experts.

From a more empirical perspective, Moilanen and Rainisto (2009: 148) developed a more comprehensive general operational plan to create and sustain a country brand. Molainen and

Rainisto (2009: np) developed this operational plan by using theoretical frameworks in corporate and place branding and by analysing place branding case studies in various countries and cities. Their plan consists of five consecutive stages: start-up and organization, research, forming brand identity (strategic work stage), making, executing and enforcing the plan and implementation and follow-up. This may be seen in Table 3.9 below.

Table 3. 9: Branding a nation

Stage	Stage details
1. Start up and organisation`	<ul style="list-style-type: none"> • Securing commitment of the highest management (political and business stakeholders) • Increasing commitment of all parties with international visibility to the process • Public relations • Compact inner circle of actors. "Steering group" • Making visibility and broad communications for the project in advance
2. Research stage	<ul style="list-style-type: none"> • Finding out with quantitative and qualitative methods: how the country is perceived in the home country, and in foreign target audiences it aims to influence • By extensive interest group discussions to establish what factors in the brand identity benefit different parties; and • Analysis and interpretation of the research results
3. Forming brand identity	<ul style="list-style-type: none"> • Drawing conclusions from the research results • Choosing the element for the brand identity • Consulting and testing. Fine adjustment • Devising a strategic plan. Brand's structure, positioning, organisation and distribution of work, financing
4. Making, executing, and enforcing the plan	<ul style="list-style-type: none"> • Making integrated operational plans. Steps, visual look, timetables, costs, responsibilities • Relative coordination between steps and actors • Arranging follow-up • Finishing the planning stage and reporting
5. Implementation and follow-up	<ul style="list-style-type: none"> • Consulting and testing. Fine adjustment • Development of service processes • Development of physical infrastructure

(Adapted from Moilanen and Rainisto, 2009)

According to Moilanen and Rainisto (2009:148), the first stage in a nation branding operational plan is the 'start-up and organisation' stage. This stage has three main parts, namely "... generating commitment within the top political and business managers, getting organized and creating visibility for the process which is about to begin" (Moilanen & Rainisto, 2009:148-152).

At this stage, different teams are appointed to execute the different tasks. The most prominent team is the 'action group', which is created to initiate the whole process and to organise it. The action group must also maintain and develop relationships with the media in order to keep a positive impression in stakeholder's minds about the project, and also to communicate with stakeholders throughout the process.

In the second stage, that is, the 'research stage', the goal is to collect as much information as possible to be able to create a good foundation for the decision making process.

Moilanen and Rainisto (2009:152-155) note that the second stage consists of five main parts:

- Discussion by and among the vast interest group discussions;
- What kind of factors in brand identity would benefit different parties?
- Research on how the country is perceived among foreign target audiences;
- Research on how the country is perceived internally, among its own citizens; and
- Analyzing and interpreting the results.

According to Moilanen and Rainisto (2009:156), the third stage, 'forming the brand identity', seeks to draw conclusions from the second stage's research and to formulate a strategic plan for the branding process. This stage is an iterative process, which is repeated again and again until the result is agreeable among all the stakeholders, and is also in line with the nation branding strategic objectives.

Moilanen and Rainisto (2009:155-157) note that the third stage in the operational plan involves the following issues:

- Choosing the elements of brand identity;
- Comprehensive discussions among the various interest groups about the nation brand concept;

- Strategic decision making about the brand structure, positioning, organisation, division of work and how the whole process will be financed; and
- Consultation and testing, including fine adjustments.

Moilanen and Rainisto (2009: 157) argue that in order to create a strong brand identity, the following factors must be considered:

- The brand identity should be something truthful so that the country's citizens generally accept it and would want to talk about it;
- The brand identity should use different interest groups (export industries, work-related immigration, public diplomacy, investments in the country and so on);
- The brand identity must be motivating, credible, acceptable, and relevant for foreigners, suggestive for local citizens, inspiring, and target-oriented worldwide; and
- The brand identity must have longevity and a lasting interest.

The fourth stage in the process of branding a nation involves the establishment, implementation and enforcement of the nation branding plan. The plan is based on the inputs and decisions made in all previous stages. This stage's activities include establishing an integrated implementation plan, ensuring coordination between operations and actors, arranging follow up, concluding the planning stage and reporting to the relevant authorities (Moilanen & Rainisto, 2009:157-159).

The fifth and final stage is the 'implementation and follow up' stage. This stage involves the actual development or building of the nation brand. Moilanen and Rainisto (2009: 160) assert that building a nation brand is an enormous, complex and challenging task that can take several years. They further elucidate that the whole nation branding operation plan from the beginning to the stage of anticipating the results, can take between 5 to 20 years.

From the above discussion of nation branding processes that have been postulated by various academics, it is more than apparent that the process of branding a nation is complex, challenging and long term in nature. Much as the various academics may have minor differences in terms of their conceptualizations of the nation branding process, they are all unanimous in terms of the following factors:

- The nation branding process should have buy-in from the country's citizens;
- The national branding process should be a public-private sector partnership;

- The process should be inclusive, that is, it must involve as many stakeholders as possible;
- The nation branding process must have support from political business and civil society leaders;
- The nation branding process is long-term in nature; and
- The process must be monitored and evaluated on an ongoing basis in order to ensure that the process is on track and that the nation branding strategic objectives are met.

3.12.8 Nation branding slogans and logos

One popular element of most branding initiatives is the design, development and communication of nation brand slogans and logos. Most, if not all countries that have implemented a new nation brand came up with a logo and/or a slogan as part of the nation branding process. Henderson (2007: np) elucidates that slogans and logos are fundamental for the communication and enhancement of the brand image and brand equity (Henderson, 2007: np).

They are two of the elements that help a brand to differentiate itself from competitors (in the case of nation branding, these competitors are other countries). A logo is a recognisable sign, which has several functions for a product, service or a company. It is an identifiable sign, which helps to categorise the background of the object to be purchased, while it also guides consumers to identify different products and services. (van den Bosch, de Jong & Elving, 2005: np).

According to Biricik (2006:35), branding is extremely important in today's marketplace and one effective way of creating, maintaining, and leveraging a brand is through the effective design and use of a brand logo. Reinforcing the importance of logos in branding, Peters (1999: np) asserts that "...humans think visually, a picture is really worth a million words and great brands have readily identifiable icons, just ask Nike or Apple or Shell; strong simple images that connect with customers".

Abdulaziz (2007:1) notes that "...a brand represents one of the most important assets to a company and it may be represented by its name, logo and slogan which characterise a means by which consumers recognise, remember and recall the brand".

Reinforcing the crucial role of logos in generating brand equity, Aaker (1991:197) postulates that “...when products and services are difficult to differentiate, a symbol can be the central element of brand equity, the key differentiating characteristic of a brand. If nation branding practitioners consistently apply the same logo, it can become a powerful marketing tool, because people would recognise it, associate it with the country and remember it and, consequently, the country”.

Communicating the brand message depends heavily on an effective brand logo. The logo is arguably the most important part of the brand, as it is the part of an organisation’s brand message that is most visible to consumers and, ideally, it comes to stand for the brand itself in their minds, (Biricik, 2006:35). Logos are important because they are the face of the brand and facilitate its identification. A logo should be attractive, clear, simple, and suitable for all media and consistently applied in all marketing communications.

According to Clow and Baack (2007: np), quality logos should meet the following requirements:

- The logo should be easily recognizable;
- The logo should be familiar;
- The logo should elicit a consensual meaning in the target market group; and
- The logo should evoke positive feelings.

The HTDB (2010:90) highlights that a logo should be:

- Attractive;
- Clear, with clean lines for impact and distinctiveness;
- Simple, with no more than three visual elements;
- Capable of rendition in colour and black and white;
- Legible in both small and large sizes;
- Suitable for all media, for example, electronic, print, outdoor; and
- Consistently applied in all marketing communications.

Henderson and Cote (1998:24) elucidate that logos are essential communicational assets, which organisations use to promote at large costs to generate identification, image and connotation. Organisations regularly modernise their logos in order to sustain a reputable image, which must represent an organisation’s objectives and traditions. Harmen van der Molen (2009:34), however,

notes that “...one of the most visible attributes that results from the brand identity and the brand personality is the positioning slogan, which is often combined with a symbol or logo. Some destinations only have a symbol, but many combine this logo with a positioning slogan”.

According to Keller (2003: np) a slogan is “... short phrase that communicates either descriptive or persuasive information about the brand”. The main purpose of a country slogan is to build brand image and brand awareness (Keller, 1993: np). De Azambuja (nd) agrees with Keller when she underscores that the purpose of slogans in country brand strategies is to communicate key descriptive factors of a nation in a persuasive way.

Cretu (2011:11) notes that “...there are two types of brand awareness: brand recall and brand recognition. Brand recognition refers to the consumers’ capacity to discriminate the brand as previously seen or heard. Brand recall refers to the consumer’s ability to retrieve the brand from memory when given the product category, the needs fulfilled, a purchase or a usage situation. To increase the brand awareness, the slogans need to be linked to the brand name and the meaning of the brand, so a country brand (its name) should be always associated with the slogan to increase its memorability”.

Brand awareness refers to how aware customers and potential customers are of business and its products. Ultimately, achieving successful brand awareness means that your brand is well known and is easily recognisable.

However, some academics argue that slogans do not play a crucial role in branding. They underscore that slogans are limited in what they can achieve, owing to the fact that they are merely one component of a wider nation branding strategy. According to HTDB (2009:89), “... the slogans are not essential; the most important visual element is the logo. If the logo is visually strong, the slogans can be changed for different consumer segments or marketing campaigns”.

The HTDB (2010:89) further argues that “...a logo can seldom represent the summation of a destination in all its complexity. If it tries, it is likely to be cluttered, unrecognisable and

unmemorable”. In this regard, slogans are optional and not essential. “Unfortunately, logos are too often decipherable to their designers. Expecting a logo to represent the essence of a country in one small image and still remain impactful is an unnecessary tall order. Too many countries try to cram too much information into a logo, in the form of different images. The result is lack of clarity and confusion, leading to a logo that is not distinctive. It is therefore unrecognisable, unmemorable and fails to act as a visual trigger for people to recognize what it represents” (HTDB, 2010:90).

Referring to country slogans and logos, Papp-Vary (2009:6) highlights that “...it is of crucial importance that both residents and foreigners like and can connect to these verbal and visual elements”. Pike (2004:5) posits that the challenge facing branding practitioners with regards to slogans is the fact that one positioning theme cannot capture the interests and aspirations of multiple stakeholders in a particular destination or country. The argument is that it is almost impossible to capture the essence of a complex and culturally diverse nation in a single slogan.

According to Pike (2004:5), the destination marketing organisation slogan should be able to address the following six questions from stakeholders concerning the slogan rationale:

- What is the slogan’s value proposition?
- Who will find the proposition meaningful?
- How does the slogan differentiate the destination from those in the competitive set?
- How is the message likely to be memorable?
- Has the proposition been designed for the long term? and
- Is the proposition promise deliverable by the destination community?

The other challenge concerning the design and development of nation branding slogans, is the need to differentiate the slogan from others. Much as there is clearly a great variety in positioning slogans, there are also a number of nation branding slogans that are similar.

Papp-Vary (2009:6) argues that many country brand slogans and logos are alike and “...there are only a few distinctive, really different slogans and logos”. Szondi (2007:11) postulates that some of the destination brand slogans “...usually have promised similar experiences and it is difficult

to identify the distinct features that would make the country unique in the minds of the potential holidaymakers”.

The HTDB (2010:92), points out that “... it is very difficult to come up with a slogan for a destination that clearly epitomises a destination’s brand position, in a way that is striking and capable of enduring for many years”. In this regard it may be more effective to use different slogans for different campaigns and to different segments in different countries, without destroying any brand values (HTDB, 2010:92).

According to the HTDB (2010:92), some of the challenges that countries face when establishing a slogan is the need to ensure that the slogan is impactful, memorable, and summarises the essence of the country, as well as the fact that the slogan should be capable of rendition in different languages.

Marazza (2007:2) argues that a country brand is more than just a logo or a slogan. He further advises country branding practitioners not to only concentrate on the logo, but to commit to a complete branding programme, which includes guidelines that are necessary to deploy it. Papp-Vary (2009:6) reinforces Marazza’s view when he asserts that “...even the most brilliant logo and slogan is powerless if it is not backed up by a comprehensive branding system”.

It is also imperative to note that country branding should be part of a broader economic, political and social transformation of the country. Cosmetic changes through alterations and modifications of logos and slogans will not bring any tangible benefits to the country. Fan (2005:9) reinforces this point when he figuratively points out that “...facial makeup will not help a cancer patient feel healthy”. The HTDB (2010:92) argues that “... unless they truly summarise a destination’s character, slogans risk being meaningless marketing clichés (for example, ‘the world’s best kept secret’). Many are also shared by other countries (for example, ‘land of contrasts’). In this case, these kinds of slogans do not necessarily lack relevance; but they are not unique descriptors of the country or destination.

Anholt (2008:23) asserts that "...if brand management is put into a silo of communications or 'public affairs', there is little it can do. But when it informs policymaking and becomes implicit in the way that the country is run, it can dramatically accelerate change". However, the author strongly argues that slogans and logos remain an integral part of any nation branding strategy which is evidenced by the fact that most, if not all, nation branding campaigns encompass the promotion of a particular 'catchy' slogan and logo as part of the nation branding strategy.

3.13 Critical success factors for nation branding

In order for a country to be able to attract inward investment, talented professionals and higher education students, and gain successful leverage on the global market, it should have a strong and effective nation brand. Building such a winning brand demands that nation branding practitioners should work in sync with all stakeholders and adopt a strategic management approach to design, develop, manage and sustain the nation brand.

During the past two decades, many countries, both developed and developing, have joined the nation branding bandwagon. Academics and practitioners alike have had a long fascination with the question of why some nation branding initiatives succeed whilst others fail; in this regard, the challenge is to answer the following questions: what led to the success? What will keep the brand(s) successful? And what prescriptive factors can be gleaned for other nations?

According to Rainisto (2003:8), critical success factors for nation branding include, *inter alia*, commitment of various players; wide level of participants; focusing on own resources; good formulation of the core-idea; different and unique positioning and identity; long-term financing; clear organisational structures and coordination; strong public-private partnerships; united and consistent messages; and avoiding political elements to be dominant.

In a presentation on the cornerstones of successful nation branding, Moilanen (2011:19) summarised the driving forces behind successful place brands. He asserts that the best brands meet the following criteria:

- Mobilise wide range of stakeholders;

- Define brand identity - clear, unique, value adding;
- Create clear co-operation models – forums for discussions and ways to coordinate;
- Are obsessed with internal communication – create efficient means of communication and understanding;
- Restructure processes- operational models of various stakeholders to support the brand, provide incentives, ensure quality systems and the development of products and services that are in line with the brand promise;
- Use the entire resource base of the network;
- Are able to make effective and efficient decisions;
- Fiercely guard consistency;
- Convey brand identity in external communication; and
- Have systems that track the brand's performance.

Considering branding from a destination perspective, the HTDB (2010:143 -144) identified the following critical success factors in developing a successful brand:

- A good understanding of the destination's core market segments;
- Qualitative consumer research to understand peoples' deep motivation for travel and their feelings and attitudes towards the destination, not merely their likes and dislikes;
- A clear understanding of the destination's competitive position, its relative strengths and weaknesses;
- Leadership and support for the brand from the top, for example, the prime minister, president and so on. This leadership and support must be both enthusiastic and highly visible;
- A robust brand management system that includes an energetic brand/manager/guardian, influential brand champions and committed brand advocates;
- An internal brand communications programme that inspires commitment to the brand amongst the staff of the organisation spearheading the branding initiative.
- The destination stakeholders' buy-in to the brand through their involvement in developing the brand from the outset;
- Ongoing communication with stakeholders as involved participants, not as external observers;
- Adoption of the brand by commercial and other destination stakeholders in their own marketing communications – thereby stretching the brand's impact;
- Constant monitoring of the brand's impact and relevance amongst key target segments;
- An understanding throughout the destination marketing organisation that everyone is responsible for applying the brand in marketing communications and behaviour, and not just the brand manager;
- Long-term commitment to enable sufficient brand equity to be built up for the brand and to gain traction in the marketplace;
- A mindset with the destination marketing organisation that positions the brand at the centre of all marketing communications;

- Living the brand: A brand is not merely about marketing communications; behaviour is critical by the destination marketing organisation and its staff, by stakeholders, and by residents (that is, everyone with whom the visitor comes into contact with, whether face-to-face or as a recipient of information, service or products provided by everyone in the destination; and
- The brand manager requires a particular set of skills and attitude in the destination marketing organisation. He or she should persistently seek opportunities to improve the destination's competitiveness; be aware of competitors' activity; clearly understand the role of a brand and the difference between branding and marketing; adopt an unwavering commitment to the branding project once it has begun; possess the skills to persuade stakeholders to get on board; understand the market environment; inspire staff and stakeholders; and ensure that the brand is projected in an impactful way through clever creative execution.

The author strongly argues that many nation branding programmes succeed because governments in those particular countries play a proactive, facilitating and supporting role in the process. Branding a nation is a complex, ubiquitous and expensive process and without national government support, the chances of success are minimal. Besides financing the nation branding process, the national government can also support and facilitate the process by creating an enabling environment through favourable and proactive policies. Policies that encourage public-private partnerships, an investor-friendly environment and general improvements in the socio-economic and political welfare of the country's citizens are a guarantee of nation branding success.

3.14 Challenges and limitations of nation branding

Much as nation branding as a concept and in practice is gaining popularity globally, there are a number of hurdles that both academics and practitioners alike confront. Branding a nation is a politically sensitive undertaking. It encompasses issues of national identity that can be controversial and difficult to manage.

Dinnie (2009:2) highlights that the demise of the UK government's attempt to re-brand the nation under what became known as the 'Cool Britannia' campaign serves as a warning to other governments of potentially hostile reactions that may greet any official attempt to manipulate a country's image. Kyung Mi (2009:3) expounds that nation branding is characterised by extremely

complex multidimensional facets and unpredictable tasks with multiple outputs, multiple stakeholders and multiple target nations. This complexity and multidimensional nature makes it challenging and difficult to design, implement and sustain. Brymer (2003: np) asserts that although the principles of branding apply equally to countries as they do to products and services, the methods may differ. He further notes that "...creating a branding programme for a country demands an integration policy that most countries do not possess the ability to act and speak in a coordinated and repetitive way about themes".

Some branding practitioners view nation branding as a silver bullet that delivers immediate or short term results. Valentine and Razvan (nd) dispute this notion and assert that the creation and promotion of brand image is a task that lasts for ten to twenty years (thus, it should occur regardless of political change and focus on significant aspects that differentiate and create the competitive advantage). Country brand building and management is not a finite process, but a perpetual one. This is probably the most important aspect that must be acknowledged by all those involved in spite of ubiquitous pressure for immediate results (Ibid).

Valentine and Razvan (nd) further point out that some of the challenges in branding a nation include controversies that can arise between the stakeholders and a lack of unity at the top management level, which can make any effort of building and promoting the country image useless. If public institutions that are involved do not define the main purpose for the country branding process, the nationwide adoption of the brand is almost impossible (Ibid).

Anholt (2008: np) argues that even if the nation could all get together to speak in one voice, it would only solve part of the problem. It is not sufficient to enhance the national image overall. The challenge is to have all the stakeholders (government, corporations, people, and so on) to become committed and dedicated to the development, and help build the nation's image.

Anholt (2008: np) further asserts that the government's nation branding initiative must be conducted with a real purpose or it would be mistaken as propaganda. This would waste taxpayer's money. Management of the country's reputation should be a nation's policy and not a

campaign for the tourism board, or a political activity and, therefore, the nation brand strategy must be incorporated into the nation's policymaking processes.

Analysing country branding from an Eastern and Central European perspective, Szondi (2007:17) identifies the following common challenges (and mistakes) in country branding.

- Lack of coordination among the elements of reputation management (destination and country branding, public and cultural diplomacy). There is no synergy and collaboration among these functions. Even if there is, a country can be more successful in one of the above dimensions, but rather poor at others. This viewpoint is consistent with Dinnie's (2009:3) argument that one of the pitfalls in nation branding is the lack of communication between government organisations and this can result in wasteful duplication of resources and failure to capitalise on potential synergies. In such cases, leadership should be exercised by senior government figures to ensure that these different functions are collaborating or, at a minimum, are exploring the possibility of future cooperation (Dinnie, 2009:4);
- Country promotion is politicised and it becomes the victim of domestic politics, especially when there is no agreement among different political parties about how or by whom the country's reputation should be managed abroad. Szondi (2007:17) notes that the Hungarian Country Image Centre ceased to exist once the new government was formed in 2002. Dinnie (2008:200) corroborates this assertion when he acknowledges that "...there is no getting away from the fact that nation branding is a highly politicised activity. Governments are assumed to represent the people of a nation and they must play a key role in nation-branding strategy";
- Politics and change of government can also lead to a lack of continuity and strategic approach. Szondi (2007:17) posits that in many Central European countries the newly elected governments have erased the efforts of the previous government, resulting in discontinuity of country promotion. Soon after, however, the new government also 'realises' that there is an 'image problem' abroad and tries to set up institutions and develop new strategies to deal with them;
- Country promotion or government promotion? : If there is no consensus among political parties about the need and implementation of country promotion, the opposition can easily discredit any governmental initiatives as propagandist. Government promotion should be avoided and be clearly distinguished from country promotion or branding. Szondi (2007:17) laments that the Eastern European experience demonstrates that politicians should not be involved or have a strategic function in country branding;
- No strategic co-ordination among the institutions and actors involved in country promotion: the number of organisations and institutions engaged in country promotion can hinder the process and coordination and strategic approaches are of crucial importance. In some cases, different organisations within the same country may communicate different and uncoordinated messages. This corroborates Valentine and Razvan's (nd) view that the controversies among the different stakeholders present one of the major challenges in nation branding;

- There is no clear distinction among different country brands. This occurs when the core ideas of the nation brand are similar to other country's ideas, leaving little space for a clear distinction. Countries usually promise similar experiences and it is difficult to identify the distinct features that would make one particular country unique in the minds of potential tourists, investors or buyers;
- Messages and slogans are outdated or too general;
- The domestic audience is not behind the brand because it has not been explained or they do not support it. The citizens, as brand ambassadors, should be informed about the context and relevance of the project well before launching any campaigns. The country must subscribe to its own brand before expecting others to do so. According to Szondi (2007:17), Estonia developed its brand with little initial consultation with the population. The brand was not explained clearly to the domestic audience and as a result the population was not supportive and the branding project came under criticism by the media as well. Getting the internal audience behind the branding project is a crucial task of public relations. Dinnie (2009:2) substantiates Szondi's viewpoint above when he elucidates that a key challenge for policymakers is to successfully manage the country's reputation through projecting an authentic and culturally grounded image of the nation in such a way that domestic audiences do not feel excluded;
- Branding is not dynamic; the brand is not maintained;
- Country branding is not the 'Holy Grail', as it does not provide a universal solution to all the country's problems. Branding is most successful when there is a tangible element in it such as a product, service or experience. Image is more important than reality and the brand or the messages are not credible. Reality and image should always correspond otherwise the promotion becomes perception management when the aim is to manipulate perceptions. Szondi (2007:17) elucidates that Albania commissioned a public relations agency in 2005 to promote a positive image of the country despite the evident everyday electricity cuts and lack of infrastructure. Albania's case is a typical example of perception management;
- Lack of financial and human resources, which is a common problem in many countries. To overcome this, country promotion should be more innovative and creative and use less expensive tools such as public relations. Augustine (2009:1) reinforces this view when she asserts that "... if nation branding is not managed properly, it can be an expensive and embarrassing waste of time and resources";
- Lack of transparency and lack of evaluation: country promotion budgets often come from the central budget, from taxpayers' money. Hence it should be clearly explained how the money is spent and the whole project should be transparent. Evaluation during and after any campaign is also of crucial importance; and
- Short-term effects and thinking rather than long term. Some elements of branding are more visible and easier to measure (such as the number of tourists visiting the country), but creating strong country brands can easily take decades and is a slow process. This view is in sync with Valentine and Razvan's (nd) assertion that nation branding is a perpetual process, and it may hence take decades to achieve meaningful results.

Even though nation branding has a variety of techniques, technologies and media at its disposal, Fan (2006: np) notes that it also faces a number of unique challenges such as the difficulty of defining national identity, the challenge of developing a core message about a country that can be used by different industry sectors, the time dimension of the nation brand and the need to respect and balance the needs and expectations of both internal and external stakeholders.

Dinnie (2009:2) agrees with Fan's (2006: np) assertion that "... national identity is notoriously difficult to define" and posits that "...distilling the vastness of national identity into something that is relevant and communicable to specific audiences" is one of the most challenging aspects of nation branding.

Morgan and Pritchard (2004: np) declare that there are four major challenges of nation branding, namely limited budget; little management control; political pressures with consideration to stakeholders and external environment factors such as economic downturn; and natural disasters and pandemics, which can affect the place brand drastically.

Quelch and Jocz (nd) underscore the fact that one of the challenges in branding a nation is the mismatch between reality and the projected image. They further note that, for example, when tourists visit a destination and find that the reality does not match the projected image from the pre-trip information gathered prior to trip, the gap will lead to disappointment and they will become brand terrorists. This may lead to low repeat visitation and damage the brand image indirectly.

According to Moilanen and Rainisto (2009:20), "... compared to other company networks, opportunities to choose the best possible strategic partners are limited". In order to ensure inclusiveness, nation branding practitioners are compelled to include all stakeholders in the country. Local stakeholders (organisations and individuals), by virtue of being citizens of the country, are entitled to participate in the nation branding process.

Van der Molen (2009:34) reinforces Moilanen and Rainisto's view above when he concedes that "...the people responsible for the branding can at the same time not exclude any party: they are condemned to each other by geographic location. Where a corporation can sell any bad performing brand or business unit, a destination can only leave a partner out of the planning group, but not exclude the partner from the destination".

Considering the challenges of nation branding from a financial perspective, Dinnie (2009:3) points out that "... many pitfalls await governments that are embarking on nation-branding campaigns, projects, and strategies. Chief among these is the allure of expensive, but ephemeral advertising campaigns". A comprehensive and coherent nation-branding strategy must go beyond advertising and address fundamental issues, including the coordination of different government departments and ministries, the establishment of productive public-sector-private-sector partnerships, and the allocation of sufficient resources to the often overlooked importance of diaspora mobilization (ibid).

In his analysis of the South Korea's nation branding campaign, Dinnie (2009:3) asserts that one of the pitfalls in nation branding initiatives is an obsession with slogans. Although such slogans have a role to play in nation branding, they are no substitute for the intelligent coordination of different stakeholders and substantive improvement of the nation's capabilities, whether in terms of being a good location for business, study, or visiting.

A further problem with slogans resides in their transitory nature: each time there is a change of government within any country, the incoming administration almost inevitably cancels the previous slogan or campaign and replaces it with a new and not necessarily better one. There is also little, if any, publicly available evidence of the effectiveness of nation-branding image campaigns based on advertising and slogans (Dinnie, 2009:3).

Another challenge in nation branding is the standardisation-versus-adaptation argument. The challenge in this regard is whether the country should project a single image to the diverse global audience or rather have multiple images. Dinnie (2009:4) elucidates that "...although 'country

image' is a commonly used term, it should in reality appear in the plural, as countries do not have one single image but rather a multitude of context-dependent images". Specific objectives should be developed for customized campaigns for specific target audiences. A lack of such adaptation of strategy in favour of a clumsy monolithic approach can backfire (ibid).

According to Dinnie (2009:4), nation branding practitioners should also grapple with the issue of measuring the effectiveness of their nation-branding strategy". He notes that "...this is an area in which most nations are weak and need to quickly learn lessons from the business sector. It is rare to find rigorous strategy evaluation systems in place for nation-branding projects".

3.15 Chapter summary

This chapter presented the theoretical foundation for this research study by providing a comprehensive review of the literature on nation branding. The literature on branding shows that branding itself is as old as human civilisation. It is also evident in this chapter that literature on branding has been extensively researched, whilst not much research has been conducted on nation branding. The theory of nation branding, arguments against the concept, its benefits, challenges and shortcomings, as well as techniques, steps and tools used to brand nations were considered in order to address some of the objectives of this study. According to the literature review, the concept of branding, as we know it today, evolved from the branding of products and services, while in contemporary times, people and places (towns, cities, regions and countries) are now also being branded.

The chapter has also highlighted that nation branding is a complex, expensive and long-term process that requires a carefully coordinated and supported national strategy. Furthermore, this chapter clearly showed that the development of a nation brand is not only about the creation of a logo and slogan and flighting a 'few' advertisements in the international media. Nation branding should be part of an overall national development strategy that endeavours to ensure that the country competes successfully on the global market. Successful and effective nation branding initiatives must, therefore, integrate the tenets of brand management into the every aspect of national policy and planning. Nation branding should be a strategic initiative, which is

underpinned by strong political support, effective policies and commitment by the country's citizens and other stakeholders.

Finally, this chapter also identified a number of challenges and shortcomings of branding nations. These include, *inter alia*, lack of political support, inadequate resources, lack of support and coordination with all stakeholders, failure to 'live the brand' and the absence of a universal nation branding model.

The next chapter revisits the research objectives and discusses the structure of the research methods that were employed in this study and considerations that were taken into account in order to adopt the research methodology that was used to obtain the requisite research data. The chapter also provides a detailed description of the population of the study, the samples, the data collection instrument and the main survey procedure. Furthermore, the chapter presents the statistical analysis techniques that were used in this research study, and concludes by highlighting the ethical considerations in the study and the challenges and limitations that the researcher encountered in the process.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

*“...a mixed methods design is useful to capture the best of both quantitative and qualitative approaches”.
To combine the benefits of both emphases is, of course, therefore attractive”
(David & Sutton, 2004:44).*

4.1 Introduction

The previous chapter comprised of a comprehensive review of the literature on nation branding with the major objective of establishing a theoretical foundation and understanding of the study. This chapter revisits the research objectives and describes the study's research methodology, while it demonstrates the appropriateness of the research design and procedures followed in conducting the study. The first part of this chapter contains a description of the research philosophy, strategy and approaches that were adopted. The second part discusses the population and the sampling techniques, which were used in the study. This is followed by an explanation of data collection procedures, a detailed discussion of the measuring instruments and methods that were used for the statistical analysis of the data. The chapter concludes with a discussion of the ethical considerations, challenges and limitations of the study.

4.2 The research objectives revisited

As stated previously in Chapter One, the main objective of this study was to establish how Zimbabwe could be re-branded in order for the country to overcome the socio-economic and political challenges that it is currently facing. The study sought to specifically determine and propose the process that should guide the re-branding of Zimbabwe in order to transform the country through the application of nation branding principles. This study also sought to fulfill the following sub-objectives:

- To analyse the current context of the brand Zimbabwe and its projection on the global map;
- To determine and recommend the process that should guide the re-branding of Zimbabwe;
- To determine how re-branding can be used as part of the process to overcome the challenges of transforming Zimbabwe?
- To establish the desired effect of nation branding in Zimbabwe.
- To identify the challenges of re-branding Zimbabwe?

In order to fulfill the above objectives, the researcher followed the research framework highlighted in the next section.

4.3 Research framework

The research process outlines the process that a research study follows logically in order to answer the research questions and fulfill the research objectives. There are many models of the research process and each of them explains how a research study can be conducted through a series of stages.

According to Johnson (1994:172), a research process refers to the "... stages of activity which must be worked through in carrying out and completing an investigation". He further posits that the research process includes the following activities:

1. Identifying the specific objectives of the study;
2. Selecting the research method;
3. Arranging research access;
4. Developing the research instrument;
5. Collecting data;
6. Pulling out of the investigative phase;
7. Ordering the data;
8. Analysing the data;
9. Writing up; and
10. Enabling dissemination.

Saunders *et al.* (2000:4) elucidate that the research process is multi-tiered, and follows the following stages:

1. Formulation and clarification of the research topic;
2. Conducting the literature review;
3. Adoption of the research strategy;
4. Data collection;
5. Data analysis; and
6. Compilation of the research report.

Saunders *et al.* (2000:85) further postulate that the research process is multi-layered, as illustrated in Figure 4.1 below:

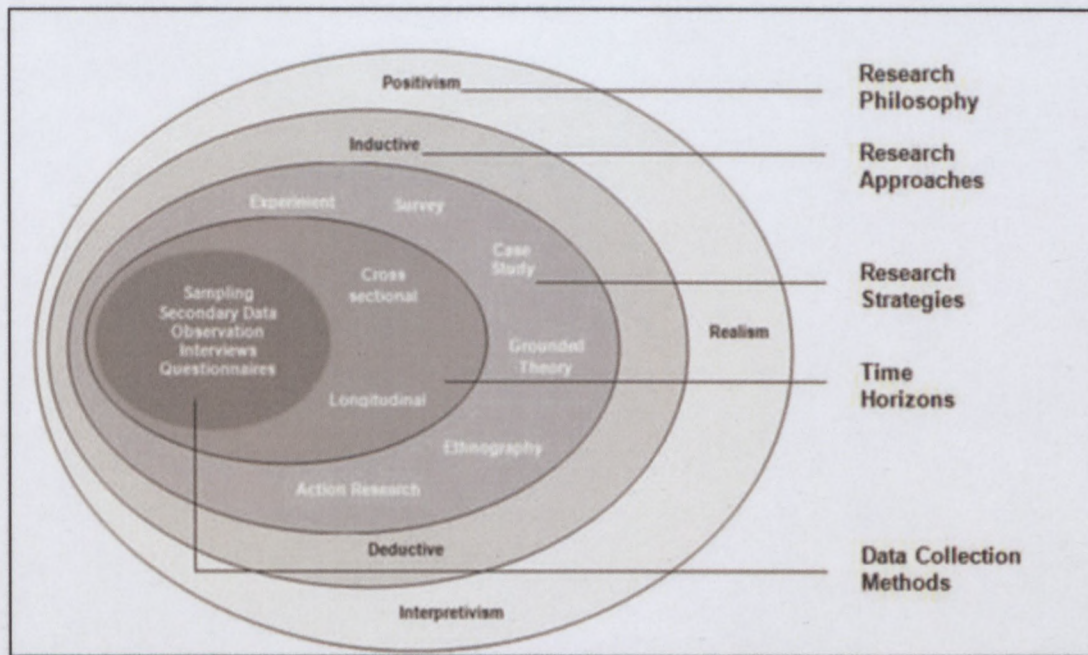


Figure 4. 1: The research process onion

(Source: Saunders *et al.*, 2000)

The researcher used the above framework as a decision-making tool for the following aspects:

1. Research philosophy;
2. Research approach;
3. Research strategy;
4. Time horizons; and
5. Data collection methods.

The first layer in Figure 4.1 above concerns determination of the research philosophy. The research philosophies can be broadly categorised into two types, namely positivism or phenomenology. According to the second layer, the researcher must decide on the research approach to employ in the study. The researcher has an option of employing a deductive and/or an inductive approach. The third layer considers the research strategy to be adopted and the strategies may include case study, survey, action research, ethnography, grounded theory, and experiment. In the fourth layer, the researcher must decide on the time horizon of the study, which could be cross-sectional or longitudinal. Finally, the last layer considers the

data collection methods and techniques, and these include sampling, secondary data, observation, interviews, and questionnaires.

In order to fulfil the objectives of this study and effectively answer all the research questions, the researcher adopted the research onion framework, which was designed by Saunders *et al.* (2000). Table 4.1 below highlights this study’s research design or framework. The rest of this chapter discusses each layer and how it was approached in this thesis.

Table 4. 1: The framework for this study

No.	Layer	Thesis Approach
1.	Research Philosophy	Triangulation (combination of positivism and interpretivism)
2.	Research Approach	Inductive and Deductive
3.	Research Strategy	Survey and Case Study
4.	Research Purpose	Exploratory and Descriptive
5.	Time Horizon	Cross-sectional
6.	Secondary Data collection Methods	Journals, electronic databases, textbooks, newspapers, government publications and websites
7.	Primary Data Collection Methods	Questionnaires and Semi-Structured Interviews

The above framework in Table 4.1 displays the format on which the study was based. The research philosophy is covered next.

4.4 Research philosophy

According to Creswell (1994: np), the design of a research investigation into a particular topic requires selection of a philosophical position or paradigm from which a research strategy or methodology can be derived. Paradigms evolve and advance assumptions about the world, as well as the nature and development of knowledge, and help us to understand phenomena by encompassing theories and methods.

Saunders *et al.* (2000: np) articulate that broadly there are two views on how knowledge is developed, namely the positivist view and the interpretivist (phenomenological) viewpoint. However, Saunders *et al.* (2000: np) also note that in spite of the fact that these two philosophical standpoints sit at extreme ends of knowledge development, they are not mutually exclusive. In between the two, there is the realism research philosophy. The positivist and interpretivist paradigms are at the two extremes of a continuum with, perhaps, realism in the centre (Saunders *et al.*, 2003: np).

4.4.1 Positivist philosophy (quantitative research)

According to the positivist approach, the world and reality exist externally to the researcher and its properties should be measured through objective measures, rather than inferred subjectively through sensation, reflection or intuition, (Kolb *et al.*, 1979: np). Positivism is an approach, which is based on facts and is scientific and objective and “...the assumption is that the researcher is independent of and neither affects or is affected by the subject of the research” (Saunders *et al.*, 2000:85).

The positivist view postulates that reality is external and objective and knowledge is only significant if it is based on observations of this external reality. This viewpoint is usually referred to as the quantitative research approach and it is based on a deductive process (Kolb *et al.*, 1979: np).

Struwig and Stead (2001:4) note that quantitative research is a form of conclusive research, which involves large representative samples and fairly structured data collection procedures. A primary role of quantitative research is to test hypotheses by establishing the relationship(s) between two or more variables.

According to Maree (2007:255), the quantitative researcher tests theories about reality and looks for cause and effect, and uses quantitative measures to gather data and to test hypotheses or questions. The researcher relates the variables to determine the magnitude and frequency of relationships. Thus, quantitative methods are either descriptive or experimental. A descriptive

study establishes only associations between variables, while an experiment establishes cause and effect relationships.

4.4.2 Interpretivist philosophy (qualitative research)

At the other end of the continuum lies the interpretivist approach, which postulates that the social world is richer and more complex than that of the natural sciences and, therefore, it is more open to diverse interpretations. Locke (2004:1) supports this view and declares that interpretivist research is "... fundamentally an act of interpretation".

Rossmann *et al.* (1998: np) posit that "...interpretative research typically tries to understand the world as it is from the perspective of the individual experience". They further postulate that a relationship always exists between the researcher and those that are researched, which affects the data that is collected. Understanding this relationship and the researcher's reflections are essential to understanding the practice of qualitative research.

In contrast to the quantitative research approach, Denscombe (2002:148) elucidates that the qualitative research approach is an enquiry process of understanding in which a researcher develops a complex, holistic picture, analyses words, reports detailed views of informants, and conducts the study in a natural setting. Corroborating with Denscombe, Creswell (2007:22) points out that the goal of qualitative research is to explore and understand a central phenomenon, which is the concept or process explored in a qualitative research study.

The research questions in a qualitative research study are general and broad, and seek to understand participants' experiences with the central phenomenon. The sample size is usually small and is purposefully selected from those individuals who have the most experience with the studied phenomenon (Patton, 2002:161).

According to Creswell (2007:26), the major qualitative designs or traditions of qualitative enquiry include case study, phenomenology, grounded theory, ethnography and narrative research.

Saunders *et al.* (2003: np) argue that interpretivism is a reaction to positivism beginning with the argument that business and management, from a social science viewpoint, are too complex

to be analysed in the same manner as the physical sciences. According to Saunders *et al.* (2003: np), business and management research situations are unique and complex. They are the function of particular circumstances and individuals, and are also subject to an ever increasing rate of change, and it is, therefore, the role of the interpretivist to study the subjective reality of individuals to understand their motives and actions.

Laurel (2003: np) supports this notion and elucidates that the perception of people towards a single phenomenon can change from time to time or from place to place and, therefore, the interpretivism research approach helps researchers to understand differences between humans as social actors. Advocating for the use of the interpretivist approach in business research, Saunders *et al.* (2003:84) underscore the fact that business management research is “...too complex to be theorised by definite laws the same way as physical sciences”.

4.4.3 Mixed-methods approach

After analysing the two opposing but not mutually exclusive approaches to knowledge acquisition and development, the researcher concluded that no one research philosophy is preferable to another. The research methods adopted for this study, therefore, benefit from ‘*both worlds*’ by employing more than one research method. This method is known as the mixed-methods approach or triangulation. This study adopted a combination of qualitative (interpretivist) and quantitative (positivist) research philosophies.

Maree (2007:255) points out that there are three recognised approaches or procedures to conduct research, which are the: quantitative, qualitative and mixed methods approach which, also known as triangulation. Quantitative and qualitative approaches to research are well established in business, social and behavioural sciences, and mixed methods approaches are growing in prominence.

The choice of an approach depends on the researcher’s philosophical orientation (positivist versus interpretivist), type of knowledge sought (objective, factual information versus subjective personal experiences, or both) and methods and strategies that are used to obtain this knowledge (surveys and experiments versus open-ended interviews and observations, or both). Each

approach has its own purposes, methods of conducting enquiry, strategies for collecting and analysing the data and criteria for judging quality.

According to Johnson and Onwuegbuzie (2004:17), mixed methods research is formally defined as “... the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study”. Mixed methods research is an attempt to legitimate the use of multiple approaches in answering research questions, rather than restricting or constraining researchers’ choices (that is, it rejects dogmatism). It is an expansive and creative form of research, and not a limiting form of research. It is inclusive, pluralistic, and complementary, and suggests that researchers take an eclectic approach to method selection and the thinking about and conduct of research (ibid).

Research projects may adopt a combination of methods to achieve specific ends, and this is called triangulation (David & Sutton, 2004:27). Most authors agree that in real life, human sciences use both qualitative and quantitative methodology; sometimes consciously, sometimes unconsciously (Fouche & Delport, 2002:81). Maree (2007:260) postulates that mixed methods research is relatively new and builds on both quantitative and qualitative approaches. In mixed methods research, the researcher constructs knowledge about real-world issues based on pragmatism, which places more emphasis on finding answers to research questions than on the method used (Patton, 2002:161).

Mixed methods research allows for contextual interpretations, the use of multiple methods and flexibility in choosing the best strategies to address the research questions. The mixed methods researcher combines quantitative and qualitative strategies within one study, collects both numeric (numbers) and data and text (word) data, concurrently, or in sequence, and chooses variables and units of analysis which are most appropriate to address the study’s purpose and to find answers to research questions (Tashakkori & Teddlie, 1998:59).

There are advantages to be accrued in both quantitative and qualitative approaches. Qualitative research allows for exploration and a greater insight into the lives of those studied, while

quantitative research, owing to tighter focus, allows for greater reliability and generalisability. Creswell (2003:22) notes that "...a mixed methods design is useful to capture the best of both quantitative and qualitative approaches". To combine the benefits of both emphases is, of course, therefore attractive, (David & Sutton, (2004:44). Hence, the inevitability and necessity of combining qualitative and quantitative research leaves room only to ask how much such a combination is best effected in particular circumstances, and in reference to particular questions (Wisker, 2001:124).

The study, therefore, deployed a mixed-methods approach by implementing both qualitative and quantitative research methods in order to answer the research questions and fulfil the research objectives. As nation branding is still a developing discipline in both theory and praxis, limited literature is available on the subject. In this regard, qualitative research was instrumental in exploring the subject area with the main objective of gaining a deeper understanding of the concepts and practices of nation branding. Quantitative research was hence implemented in order to make generalisations on how a failed state can be successfully re-branded. The next section discusses the research approach.

4.5 Research approach

According to Saunders *et al.* (1997: np), the research approach can be classified into two broad categories, namely the inductive approach and deductive approach. Kuma (2008: np) notes that the deductive approach is a "...top-to-bottom approach, which begins with a broad topic and narrows it down to a specific hypothesis". The purpose of the deductive approach is to identify relevant theory, develop hypotheses, make observations relevant to testing the hypotheses and compare the hypotheses and observations.

Conversely, the inductive approach is the opposite of the deductive approach, since it is a "...bottom-up approach, which gravitates from specific observations to broader generalisations" (Kuma, 2008: np). The inductive approach begins by making observations about a set of relevant data and then seeks to discover patterns that may point to more general theories.

Quantitative research follows the deductive approach, whilst qualitative research subscribes to the inductive approach. Table 4.2 below summarises major differences between the inductive and the deductive approaches.

Table 4. 2: Major differences between deductive and inductive approaches to research

Deductive approach	Inductive approach
Mainly for conclusive research	Mainly for exploratory research
Focuses on scientific principles	Focuses on gaining understanding of the meanings humans attach to events
Moves from theory to data	Moves from data to theory
There is need to explain the causal relationship between variables	There is need for a close understanding of the research context
Involves the collection of quantitative data	Involves the collection of qualitative data
There is application of controls to ensure the validity of the data	Permits a more flexible structure to allow changes of the research emphasis as the research progresses
There is operationalisation of concepts to ensure the clarity of definition	Maintains a very flexible and evolving structure
Takes a highly structured approach	The approach is very flexible
The researcher is independent of what is being researched	The researcher is part of the research process
Uses larger samples of sufficient sizes in order to generalise conclusions	There is less concern with the need to generalise conclusions
Takes a top-down approach to research	Takes a bottom-up approach to research
Is largely objective	Tends to be objective

(Source: Adapted from Saunders *et al.*, 2000)

This study used both the deductive and inductive approaches, and this strategy is supported by Saunders *et al.* (2003: np) who articulate that a balanced use of induction and deduction is advocated in the literature, because it leads to flexibility in the research and emergence of balanced perspectives. One of the aims of this study was to recommend strategies that can be implemented to re-brand Zimbabwe, and in order to achieve this objective, it was imperative to use a large sample (500) of respondents to allow for generalisation of the findings. This aim, therefore, necessitated adoption of the deductive approach.

The availability of a large amount of literature from which a theoretical framework for the re-branding of Zimbabwe was developed also reinforced the employment of the deductive approach. The deductive approach is assumed to be a low-risk and less time-consuming strategy (Saunders *et al.*, 2000: np). However, a major drawback of the deductive approach is that there are some aspects of human behaviour that cannot be measured scientifically, while they can also not be quantified.

Furthermore, as alluded to in Table 4.2 above, the deductive approach follows a highly structured design and involves the application of controls to ensure the validity of the data. However, since this research involved the analysis of human behaviour, including perceptions, feelings and opinions, it was also not possible for this study to follow the deductive approach exclusively because of its rigidity. Due to the fact that this study also sought to measure people's perceptions and beliefs, there was a need to use the inductive approach. Saunders *et al.* (2003:87) support this view when they posit that "... rigid methodology and does not permit alternative explanations for behaviour". An exclusively quantitative/deductive approach would not be flexible enough to enable the researcher to gain a deeper understanding of what respondents perceive and believe about the re-branding of Zimbabwe.

This decision was further reinforced by the fact that the subject of re-branding Zimbabwe is relatively novel and unexplored. In this regard, an inductive approach provided the flexibility that allowed the study to evolve as the research progressed. However, the inductive approach has its own weaknesses. Firstly, because of the large amount of data and different interpretations by different respondents, it may be challenging to establish clear themes, patterns and theories from the data. Furthermore, the process may be time-consuming and expensive. This leads to a discussion on the research strategy.

4.6 Research strategy

Every research study is underpinned by a particular research strategy or strategies. Punch (2002:53) postulates that "...the strategy is the internal logic or rationale, the reasoning or the set of ideas, by which the study intends to proceed in order to answer its research questions".

Saunders *et al.* (2000:92) elucidate that "...your research strategy will be a general plan of how you will go about answering the research question". The strategy explains the methods, techniques and procedures that the researcher will adopt in his or her endeavours to answer the research questions and to fulfill the research objectives. The various research strategies that may be adopted include, *inter alia*, experiment, survey, case study, grounded theory, ethnography and action research. This study used survey and case study strategies.

4.6.1 Survey strategy

Saunders *et al.* (2000:94) note that the survey strategy allows for effective and economical data collection of a large sample and this particular study's sample had 500 respondents. The survey was administered by using a semi-structured questionnaire.

A survey is a systematic method of collecting data from a population of interest. It tends to be quantitative in nature, and aims to collect information from a sample of the population so that the results are representative of the population within a certain degree of error. The purpose of a survey is to collect quantitative information, usually through the use of a structured and standardised questionnaire (The Health and Community Unit, 1999:1). Creswell (1994:118) also notes that the purpose of survey research is "... to generalise from a sample to a population so that inferences can be made about some characteristic, attitude, or behavior of this population".

Nesbary (2000:10) defines survey research as "...the process of collecting representative sample data from a larger population and using the sample to infer attributes of the population". A survey obtains information from a sample of people by means of self-report, that is, the people respond to a series of questions posed by the investigator (Polit & Hungler, 1993:148).

According to Neuman and Kreuger (2003: np), survey research is the most common research methodology that is used in social sciences and can be used to support either inductive or deductive research, as they allow for proving theories or hypotheses (deduction), or for observing of data and identification of patterns that lead to establishing a theory (induction).

A survey is a positivist methodology whereby a sample of subjects is drawn from a total population and studied to make inferences about the population. In a situation where the

population is relatively small, the researcher may collect data about each member of the population, which becomes a census. However, in many instances, it is not possible to collect data from everyone in the population of interest and the researcher thus uses a sample of the population.

The results of surveys are easily analysed and expressed as numbers, percentages, means, scales or other numeric presentations. Surveys may also include some questions that are open-ended. Table 4.3 below lists the strengths and weaknesses of the survey strategy.

The major survey research methods include: the questionnaire, the personal interview and the telephone survey. Each has its own advantages and disadvantages, which should be evaluated in order to suit the context in which each method is employed. For the quantitative part of the project, this study employed semi-structured questionnaires as the main instruments for data collection, while personal interviews were employed to collect qualitative data.

Table 4. 3: Strengths and weaknesses of survey research

Strengths	Weaknesses
Surveys provide precise, statistical answers to carefully defined questions.	Considerable resources are often needed – personnel, vehicles, fuel, computers, etc., making surveys expensive to carry out.
The accuracy of results can be verified by checking the methods and statistics that were used.	Surveys may take several weeks or even months to carry out.
The use of a random sample means that people or households will be contacted from several different locations.	Data collection can be intrusive and inconvenient to the people interviewed. Non-cooperation can be a problem and could lead to unreliable results.
Methods of analysis are clear and can be relatively quick, especially when carried out in the field using portable computers.	Surveys are often planned, and data analysed, far from the survey sites, with little or no involvement of the respondents.
The findings can give support to an argument or hypothesis by demonstrating the size and severity of a problem.	Working with structured questionnaires can hinder relaxed discussion.
It is quantifiable and generalisable to an entire population if the population is sampled appropriately.	More difficult to collect a comprehensive understanding of respondents' perspective (in-depth information) compared to in-depth interviews or focus groups.
Surveys allow comparisons to be made between different groups within the survey, or with other surveys which used similar methods (e.g. a baseline and follow-up study).	Surveys look at pre-defined variables and often allow a limited range of responses. If poorly designed, the survey may ignore important avenues of inquiry or unexpected answers that could be crucial to the findings of the study.
Can complete structured questions with many stakeholders within a relatively short time frame.	The analysis of large amounts of numerical data is time-consuming and requires expertise. There is a danger that much of the data gathered might not be analysed or used effectively.
The use of statistical software may make it easier to analyse large quantities of complex numerical data.	Requires some statistical knowledge, sampling and other specialized skills to process and interpret results.
Can be completed by telephone, mail, fax, or in-person.	When data collection and analysis tools are used incorrectly, the results may be invalid.
Standardized, structured questionnaire minimizes interviewer bias.	Surveys are designed to prove or disprove what the designers believe, so it is important to look at methods and conclusions critically.

(Adapted from: Save the Children Fund, 1995)

4.6.2 Case study strategy

Case studies are in-depth studies of specific 'units'. Units may be individuals, organisations, events, programmes or communities (David & Sutton, 2004:111). Yin (1994:1) opines that case

study research seeks to explain an individual, outcome, event or community situation; it may seek to explore or it may seek to describe. Welman and Kruger (2001:182) agree with the above authors and affirm that a case study pertains to the fact that a limited number of units of analysis (often only one) such as an individual, group, or institution are studied intensively and extensively.

A case study is the method of choice when the phenomenon under study is not readily distinguishable from its context (Yin, 2003:4). The purpose of such observation is to probe deeply and to analyse intensively the multifarious phenomena that constitute the lifecycle of the unit with a view to establishing generalisations about the wider population to which that unit belongs (Cohen *et al.*, 2000:185).

Mikkelsen (2005:92) emphasises that case studies, as the name indicates, concentrate on special cases and generalisations must be handled with care. To serve as a foundation for generalisations, case studies should be related to the theoretical framework, which in turn may be adjusted as case study results provide new evidence. The 'generalisability' of case studies can be increased by strategic selection. This particular study strategically selected two countries that have implemented successful nation branding initiatives (Spain and South Africa), and two countries that failed to re-brand successfully (Britain and Nigeria).

Many scholars have proposed different approaches to conducting case studies. However, the researcher found the model proposed by Stark (2005: np) to be more robust. Stark (2005: np) proposes the following six steps:

1. **Determine and define the research question.** The researcher should establish a research focus, which acts as a boundary and point of reference for the study. This study was guided by the research questions, as articulated in the introductory chapter;
2. **Select the case and determine data gathering and analysis techniques.** At this stage, the researcher must select either one or more cases for examination on a one-by-one basis. However, the findings and conclusions drawn from each case contribute to the whole study. This study conducted four case studies;
3. **Prepare to collect the data.** The researcher should design a logical framework that details what data will be collected and how it will be collected and analysed;

4. **Collect data in the field.** The researcher must collect relevant and appropriate data in line with the research questions and research objectives. The data must be collected and stored in a systematic and logical way and format;
5. **Evaluate and analyse the data.** At this stage the researcher evaluates and analyses the data in line with the research questions and research objectives in order to establish patterns, trends, and relationships in the phenomenon under study; and
6. **Prepare report.** The production of a report on the case study or studies is the last phase in the process. The report must be objective, logical and understandable and must be able to provide answers to the research questions and fulfill the objectives of conducting that case study. The findings and conclusion of the study must be supported by facts established in the case studies.

According to Creswell (2007: 75), there are three methods for conducting a case study analysis and these are: within-case, cross-case and holistic-case analyses. Creswell (2007:75) describes these three methods as follows:

1. **Within-case analysis.** This may be used in single or multi-case analysis. The idea is to establish themes in the case (s). In a multi-case analysis, the researcher may compare and contrast the within-case themes across the multiple cases in a cross-case analysis;
2. **Cross-case analysis.** This involves the analysis of more than one case and establishing common themes and trends that emerge from all cases; and
3. **Holistic-case analysis.** This is a comprehensive analysis of a single case in order to have an in-depth understanding of the case. In this case the researcher analyses the entire case and presents descriptions, themes and interpretations or assertions related to the whole case.

This study used the multi-case analysis approach in an effort to draw lessons on nation branding in practice in Spain, South Africa, Britain and Nigeria. Each case was analysed individually and common themes were then identified, and conclusions were made.

Case study research, just like any other research methodology has its own strengths and limitations. Hodkinson and Hodkinson (2001: np) summarised both strengths and limitations of case study research, as indicated in Table 4.4 below.

Table 4. 4: Strengths and limitations of case study research

Strengths	Limitations
Helps understanding of complex inter-relationships.	Easy to dismiss by those who do not like the messages that they contain.
Grounds data in 'lived reality'.	Cannot answer a large number of relevant and appropriate research questions and does not lend itself to numerical representation.
Facilitates the exploration of the unexpected and unusual.	The complexity examined is difficult to represent simply.
Enables research to focus on the significance of the idiosyncratic through the use multiple cases.	Not generalisable in the conventional sense.
Helps show the processes involved in causal relationships.	Strongest when researcher's expertise and intuition are maximised, but this raises doubts about 'objectivity'.
Facilitates rich conceptual/theoretical development.	There is too much data for easy analysis and work is expensive if attempted on a large scale.

(Source: Hodkinson and Hodkinson, 2001)

The strength of the case study design is that it is useful for learning about situations, which might be poorly understood or about which much is not known (Leedy & Ormrod, 2001:117). This is especially true with this study's objective of analysing nation branding as a strategy to transform Zimbabwe.

According to Wimmer and Dominick (2000:139), the case study design is advantageous to research, as it provides a large amount of information and detail about the research topic, and it allows the researcher to deal with a wide variety of raw data. It includes methods to collect both descriptive and explanatory data within a study. Lindegger (2002:84) adds yet another advantage, stating that this design gives way for original ideas to surface from vigilant and detailed observation.

There are, however, also limitations to the case study design. Firstly, cases might lack scientific rigour and cases may also not be generalisable. This is, however, often characteristic of interpretivist studies and should not necessarily be regarded as a limitation. Case studies may also be time-consuming and the research might generate large quantities of data that the researcher may find hard to analyse (Wimmer & Dominick, 2000:144).

Furthermore, Lindegger (2002:85) states that problems might emerge with regard to the validity of the information and that causal relationships are often hard to test. Once again, this often does not apply as a limitation to qualitative studies.

However, for this particular study, the researcher found the case study method to be an effective research strategy to gather theoretical data on how nation branding campaigns are designed, implemented and monitored in other countries. Using empirical evidence, the analysis of the country cases provided rich data that was valuable in the development of the models in the concluding chapter.

4.6.3 Research purpose

Another pertinent issue that must be addressed by the research strategy is the determination of the purpose of the research. The purpose of the research can be considered from three perspectives, namely the exploratory, explanatory and descriptive research perspectives.

4.6.3.1 Exploratory research

Robson (1993) highlights that the purpose of exploratory research is to establish “...what is happening; to seek new insights; to ask questions and to assess a new phenomenon in a new light”. Exploratory studies seek to ‘explore’ or understand a particular phenomenon. The initial phases of an exploratory research study may actually show that a particular research idea is not worth pursuing.

Exploratory research is appropriate when there are few or no earlier studies to which one can refer to for information about the research problem. The aim of this type of study is to look for patterns, ideas or hypotheses, rather than testing or confirming a hypothesis.

The most common techniques used in exploratory research include case studies, observation and historical analysis, which can provide both quantitative and qualitative data. Exploratory research can involve searching the literature, talking to subject experts and/or carrying out in-depth interviews and focus group discussions.

Exploratory research is usually fairly open and concentrates on gathering a wide range of data and impressions. However, exploratory research rarely provides conclusive answers to problems or issues, but gives guidance on what future research, if any, should be conducted.

4.6.3.2 Descriptive research

According to Robson (1993: np), descriptive research seeks to “...to portray an accurate picture of persons, events or situations”. A descriptive study may be executed prior to or as a continuation of an exploratory study.

Descriptive research is used to identify and obtain information about the characteristics of a particular problem or issue and it goes further to examine a problem more so than exploratory research, as it is undertaken to ascertain and describe the characteristics of the pertinent issues.

4.6.3.3 Explanatory research

Explanatory studies seek to establish and explain causal relationships between variables. Explanatory research employs quantitative methods for statistical analysis in order to establish and explain the relationship between two or more variables. In some literature explanatory research is referred to as analytical research and it is generally regarded as a continuation of descriptive research.

When conducting explanatory research, the researcher goes beyond merely describing the characteristics, to analysing and explaining why or how the phenomenon that is being studied is happening. Thus, analytical research aims to understand phenomena by discovering and measuring causal relations among them.

This study is an amalgam of exploratory and descriptive research. The interviews and case studies that were employed in this study sought to explore different strategies and techniques that can be used to re-brand Zimbabwe. The study also sought to establish the current image of Zimbabwe internationally and how this image can be improved.

Descriptive research was employed through the questionnaire survey that obtained data to describe the situation in Zimbabwe and suggestions on how the country can be re-branded successfully. The research horizons are now elaborated upon in the following section.

4.7 Research time horizons

When conducting a research study, it is imperative to consider the time horizon within which the study is done. Saunders *et al.* (2000:96) posit that time perspectives in research design are independent of the research design and are more relevant to the research questions. In terms of the time horizon, a study can either be a longitudinal or a cross-sectional study. Selection of the appropriate time horizon is dependent on factors such as the research questions and the availability of time and other resources.

3.7.1 Longitudinal studies

In a longitudinal study, research is conducted on a particular phenomenon over a long period of time. Its major strength lies in its ability to study change and development over time. Bouma and Atkinson (1995: np) posit that the main question in a longitudinal study is: "...Has there been any change over a period of time"? However, the main objective of this study was to establish a model of how Zimbabwe could be re-branded at this point in time and, therefore, a longitudinal study was not applicable.

4.7.2 Cross-sectional studies

A cross-sectional time horizon is the study of a particular phenomenon at a particular time. Creswell (1994:119) postulates that in a cross-sectional study, "... the survey information is collected at one point in time". A cross-sectional study researches a particular phenomenon at

a particular point in time and is not concerned with the analysis of change and development of that particular phenomenon over time.

The time horizon for this study was fixed to a specific time period because the research questions could be answered at that particular time. The questionnaires were administered during the period from June to November 2011, and interviews were also conducted during the same period. This study was, therefore, a snapshot or a cross-sectional view of the systemic reality and this method was best suited to the effective resolution of the research problem and the fulfilment of the research objectives.

The advantage of a cross-sectional design, as compared to a longitudinal design is that it is relatively less costly and more time-efficient. Due to the fact that longitudinal studies are executed over a long period of time, some respondents may lose interest and others may relocate which may ultimately affect the credibility of the study. However, the disadvantage of a cross-sectional study is that it is only a snapshot, as, it is conducted over a particular point in time and, therefore, changes over time are ignored. It is more than apparent that the environment is not constant and what is applicable at this point in time may not be applicable at another point in time. How the data was collected is the subject of the following section.

4.8 Data collection methods

Data refers to "...information obtained during the course of an investigation or study" (Polit & Hungler, 1999:267). In order to effectively answer the research questions and fulfil the research objectives, data was collected by using different methods of data collection.

According to Hussey and Hussey (1997:140), there are four different data collection methods which are associated with quantitative research, namely diaries, observation, interviews and questionnaires. Oates (2008:37) highlights that using more than one data gathering method enables the researcher to consider the phenomenon of interest in different ways. This strategy also allows the findings to be corroborated or questioned by comparing them with data from another method.

Thus, in order to enhance validity, this study employed a multi-methods approach for data collection, and the following methods were employed:

1. Semi-structured questionnaires:
2. Semi-structured interviews; and
3. Selected and summarised case studies.

4.8.1 Primary data collection using the questionnaire

Primary data for this study was obtained by means of self-administered questionnaires and in-depth interviews. According to Hussey and Hussey (1997:161), a questionnaire is a “...list of carefully structured questions”, which has the objective of obtaining responses from a representative sample. Babie and Mouton (2001:246) note that a questionnaire is a document that contains “...questions and other type of items designed to solicit information appropriate to analysis”.

A questionnaire is a popular and robust method to collect large quantities of data efficiently and effectively. According to Brink and Wood (1998:293-298), questionnaires possess the following unique characteristics:

1. They allow each respondent to enter his or her responses on the questionnaire itself, thereby saving the researcher’s time unlike a personal interview, which requires the presence of the researcher and takes more time;
2. Questionnaires are relatively less expensive than personal interviews;
3. Due to the fact that respondents can complete the questionnaire in their privacy, the questionnaire provides a certain level of anonymity for respondents and allows them to fully express themselves without any fear of being identified;
4. Questionnaires allow researchers to collect large amounts of data within a relatively short period of time; and
5. Questionnaires are standardised for all respondents and there is no threat of interviewer bias or inconsistency.

Saunders *et al.* (2000: np) expound that there are two types of questionnaires, namely self-administered questionnaires and interviewer-administered questionnaires. A self-administered questionnaire is delivered by the researcher and completed by the respondent in his or her time. The questionnaire can be delivered personally, by fax, online, email or post. This

particular study used the drop and pick method (physical distribution and collection) and the email survey to administer the questionnaires.

Saunders *et al.* (2000: np) also note that in an interviewer-administered questionnaire, the data is captured by the researcher based on the data provided by the respondent. This can be done physically, through a structured interview or telephonically. Due to the involvement of the researcher in the data collection process, there is potential for interviewer bias. However, the benefit is that the interviewer completely removes interviewee errors, which are usually encountered during the completion of self-administered questionnaires.

This study used self-administered questionnaires via a multi- distribution methods approach. Some questionnaires were physically delivered and collected, whilst others were emailed to potential respondents. Email surveys are cost-efficient and allow the researcher to survey geographically dispersed respondents in a relatively short period of time and economy.

The drop and pick method also allowed the researcher to distribute the research instrument to respondents who did not have email addresses. However, this method was expensive in terms of travelling expenses and the time spent. Furthermore, the fact that respondents completed the questionnaires on their own meant that the researcher could not respond to requests for clarification or further information promptly. However, this risk was mitigated by the fact that the questions were simple and understandable and most of the questions were close-ended.

4.8.1.1 Composition of the questionnaires

Two questionnaires were developed for this study. The main one (Questionnaire A) was designed to collect data from respondents who are Zimbabwean citizens and live in the country or abroad. The second questionnaire (Questionnaire B) was designed for foreigners who live in Zimbabwe or in any other country.

The questionnaire for Zimbabweans had the following sections:

1. **Section A** - This section collected biographical data about respondents such as their age, gender, marital status, level of education, language, ethnicity, occupation and residence status;
2. **Section B** - This section solicited data about the respondents' perceptions and attitudes towards Zimbabwe; and
3. **Section C** - This section collected data on the re-branding of Zimbabwe.

Questionnaire A comprised 49 close-ended questions while 14 questions were open-ended.

Questionnaire B had the following sections:

1. **Section A** - This section collected biographical data about respondents such as their age, gender, marital status, level of education, occupation and country of origin and residence;
2. **Section B** – This section collected data about respondents' knowledge of Zimbabwe as a country; and
3. **Section C** - This section solicited data about respondents' perceptions and attitudes toward Zimbabwe.

Questionnaire B contained 26 close-ended questions, while 7 questions were open-ended.

The two questionnaires were designed in such a way that ensured that they obtained relevant data and that respondents were able to understand the questions and provide accurate responses.

4.8.1.2 Designing, developing and pilot-testing the questionnaire

The designing and development of the questionnaires formed part of the backbone of this research study. The research problem, questions and research objectives provided the framework for the development of the questionnaires. In order to ensure that the questionnaires were capable of collecting the relevant data, a three-stage approach was adopted for this process.

Firstly, the initial draft questionnaires were submitted to this study's supervisor for his suggestions and recommendations. His feedback was implemented and the revised questionnaires were then reviewed by two senior members of the academic staff at Cape Peninsula University of Technology (CPUT) and one senior academic from the University of

Cape Town (UCT). Amendments and adjustments were then made in line with their recommendations and suggestions. Finally, the revised questionnaires were then pilot-tested in Cape Town. The purpose of the pilot tests was to test the objectivity, validity and clarity of the instruments prior to actual field study. The questionnaire for foreigners was pilot-tested on ten respondents that were purposively selected by the researcher. The questionnaire for the Zimbabweans was administered on 20 respondents that were purposively selected by the researcher for the purpose of the pilot test.

All the questionnaires that were administered during the pilot tests were returned. The respondents made suggestions which the researcher took into cognisance by adjusting some sections of the questionnaires. The questionnaires used in the pilot study were not considered in the actual study.

However, most of the suggestions and recommendations were not major and involved issues such as giving more options and choices, simplifying the language and re-phrasing. All the respondents confirmed that the questionnaires were clear, objective and understandable. However, some of the Zimbabwean respondents pointed out that with 49 questions, the questionnaire was a bit long. The researcher noted that this feedback was from a few respondents and, therefore, decided to proceed with the questionnaire in its current form.

4.8.1.3 Administration and distribution of the questionnaires

The questionnaires were administered by the researcher who was supported by two research assistants. The research assistants were given a one-day training course prior to the commencement of the process. The questionnaires were administered from June to November 2011.

The drop and pick method was used to administer the questionnaire in Zimbabwe and South Africa. Some questionnaires were emailed to respondents in Zimbabwe and South Africa. In order to increase the response rate, follow-ups on outstanding questionnaires were done telephonically and via email.

A covering letter was attached to all the questionnaires in order to explain the purpose of the study and to assure respondents that their responses will be anonymous and that it will also be treated with the highest level of confidentiality. The letter also motivated respondents to participate in the study and provided contact details for feedback and any other requests that the respondents could have.

4.8.1.4 Data capturing and processing

In total, 500 questionnaires were distributed and 434 questionnaires were returned. The questionnaires were analysed and edited before being coded. The editing process was necessary to ensure that the questionnaires were complete and contained accurate information. During this process, 32 questionnaires were deemed to be unusable either because most sections were incomplete or the entire questionnaire was blank. Ultimately, 402 questionnaires passed the examination and were then coded.

The questionnaires contained both close-ended and open-ended questions. The close-ended questions were pre-coded before data capturing, whilst the open-ended questions were post-coded (coded after data capturing).

Post-coding was meant to ensure that the responses received are properly categorised into specific themes before analysis and interpretation. For the close-ended questions, after coding, the raw data was entered into an excel spreadsheet to facilitate statistical analysis.

4.8.1.5 Quantitative data analysis and interpretation

Data analysis involves reducing accumulated data to a manageable size, developing summary measures and looking for patterns (Cooper and Schindler, 2003:87). Mouton (2004:108) notes that all fieldwork culminates in the analysis and interpretation of some set of data, be it quantitative survey data, experimental recordings, historical and literary texts, qualitative transcripts or discursive data. According to Miles and Huberman (1994:10), data analysis consists of three components, namely data reduction, data display and conclusion drawing/verification. They explain each component as follows:

1. **Data reduction** is the process of selecting, focusing, simplifying, abstracting and transforming the data that appear in written-up field notes or transcriptions. They further state that data reduction actually begins before the gathering of the information when the researcher decides, which conceptual framework and research questions to use;
2. **Data display** is an organised, compressed assembly of information that permits conclusion drawing and action (Miles and Huberman, 1994:10). They further affirm that data display simplifies the decision of either analyzing the data further or taking action. This clearly reinforces the researcher's view that good data display is vital for a valid qualitative and quantitative analysis; and
- **Conclusion drawing and verification** is the stage when the researcher starts to see what the collected data means. The conclusions that begin to appear relatively early in the process should be held lightly until the data collection is complete (Miles and Huberman, 1994:10).

Quantitative data analysis was done by using a package called Statistical Analysis Software (SAS). The SAS system is a modular, integrated, and hardware-independent system of software. It is a particularly powerful tool for social scientists because it allows them to easily perform virtually any type of statistical analysis that may be required in the course of conducting social science research. The results of the data analysis and interpretation are presented in Chapter 6. Descriptive and inferential statistics were employed in the study and the information was analysed in the form of frequencies, percentages, means, standard deviations and correlation tests.

Relationships between variables were identified by using frequencies, Chi-square and measurement analysis of variance (ANOVA) tests. Cross tabulations were also carried out to establish whether or not there were statistically significant relationships between various variables. The cross-tabulation analysis helped to answer the research questions. In terms of presentation, the information is presented in tables and graphical formats such as pie charts and bar graphs.

4.8.2 Interviews

The interview is arguably the most common method of data gathering in qualitative research and King (2004:11) notes that the goal of any qualitative interview is to "... see the research topic from the perspective of the interviewee and to understand how and why they have come to this particular perspective".

The interview method involves questioning or discussing issues with people. It can be a useful technique for collecting data, which would likely not be accessible when using techniques such as observation or questionnaires (Loraine Blaxter, Christina Hughes & Malcolm Tight, 2006: 172).

An interview is a conversation that has a structure and a purpose determined by the interviewer and in which the researcher asks about, and listens to what people relate in their own words about their lived world (Kvale & Flick, 2007: np).

Qualitative data collection was thus implemented by means of semi-standardised individual interviews, which involve a combination of structured and unstructured interviews. Predetermined questions were posed to each participant in a systematic and consistent manner, but the participants were also given an opportunity to discuss issues beyond the questions' confines. This was in recognition of the fact that each interviewee had a unique experience and background.

According to Hitchcock and Hughes (1995: np), semi-structured interviews enable the interviewer to probe and expand on meaning once the respondent has answered initial basic questions. Face-to-face interviews can be conducted out in a variety of situations; in the home, at work, outdoors, on the move and can be used to question members of the general public, experts or leaders, specific segments of society, both singly and in groups (Walliman, 2006:284).

The use of face-to-face interviews is a flexible tool, which allows the researcher to establish a relationship with respondents and enables him or her to probe them further in order to obtain the required information. Establishing such relationships enables the researcher to gain more information and to generate more data than the data that would be collected during a questionnaire survey.

The researcher used an audio recorder during some of the interviews. Out of 50 interviewees, only 29 agreed to the audio recording of the interviews and therefore the researcher had to write down the responses of those who refused to be recorded orally. This led to the interviews taking longer than the anticipated 30 minutes. For those interviews that were recorded on audio, the researcher also wrote some notes to support the recordings. This assisted him with the transcriptions for analytical purposes. Observations were also noted during the interviews *vis-à-vis* non-verbal cues.

Interviews have some advantages over other data collection methods. Interviews may be followed up in a number of ways. A transcript could be sent to the subject for comment. Further questions might be subsequently sent to the subject in writing. A whole series of interviews could be held over a period of time, building upon each other or exploring changing views and experiences (Blaxter *et al.*, 2006:173).

The interview also allows the researcher to clarify questions, provide instant feedback and ask or probe the respondent further for more information or clarification. The advantages of face-to-face interviews should be balanced against the disadvantages. In a face-to-face interview, the issue of anonymity no longer applies, though the interviewer can make assurances of confidentiality.

There is also the potential of interviewer bias and interviewer effect. Yinn (1994: np) posits that interviews should always be considered as verbal reports only, since they are subject to issues of bias and poor recall. The age, social background and whether the interviewer is male or female are all interviewer effects that could influence the responses given by the interviewee. Interviewer bias can also occur through both oral comments and non-verbal cues made by the interviewer (David & Sutton, 2004:161).

However, the general awareness, prior experience and communication skills of the researcher at making the interviewees feel comfortable, willing to participate and talk honestly, were key factors in limiting potential interviewer effect in this study. Patterson (1997:1) corroborates this notion when he elucidates that "...no matter what research stance is being taken, the success of an interview is influenced by the inter-personal skills of the interviewer". Hitchcock and Hughes

(1995: np) underscore the need for rapport, empathy and understanding between the interviewee and interviewer.

A total of 50 semi-structured interviews were conducted out by the researcher during the period from June to November 2011. Of these 50 Interviews, 40 were conducted with Zimbabwean citizens and the remainder with for foreign citizens. The interview participants were purposefully selected by the researcher. The process of executing the interviews followed the following process, as espoused by King (2004:14):

1. Defining the research questions;
2. Creating the interview guide;
3. Recruiting participants; and
4. Carrying out the interviews.

All the interviews were in-depth and face-to-face. Although the researcher developed an interview guide, the interviews were semi-structured and largely dependent on the roles of the respondent. The audio recordings were then transcribed to ensure that all the data was manually captured and recorded.

4.8.2.1 Qualitative data analysis

According to Bryman and Burges (19994), in qualitative studies, data collection and analysis are simultaneous and continuous processes. The data that was collected from the interviews was analysed for themes and indexed into specific categories to enable the researcher to conduct a comprehensive and iterative analysis of the data.

The analytical categories were developed in line with the research questions and the research objectives. The researcher was involved in the interpretation of the data and the decision-making with regard to the placement of the data in certain categories owing to the fact that interviewees did not use common words and expressions in exactly the same way with the categories that had been established by the researcher.

In analysing the interviews' data, the study followed the qualitative data analysis process, which was proposed by Miles and Huberman (1994:9) and the general sequence of analysis was as follows:

1. Affixing codes to the data drawn from the interviews;
2. Noting reflections or other remarks in the margins;
3. Sorting and sifting through materials to identify similar phrases, relationships between variables, patterns, themes, distinct differences between subgroups and common sequences;
4. Isolating patterns and processes, commonalities and differences, and taking them out to the field in the next wave of data collection;
5. Gradually elaborating a small set of generalisations that cover the consistencies discerned in the data base; and
6. Confronting those generalisations with a formalised body of knowledge in the form of constructs or theories.

4.8.3 Researcher's diary and field notes

As part of data collection techniques, the researcher utilised field notes in conjunction with a reflective diary during the research process. David and Sutton (2004:109) elucidate that field notes are a written record of the researcher's observations. They further note that the regular writing-up of field notes offers researchers an opportunity to reflect on what they have found.

This reflection encourages elementary theorising, thinking about the connections and the interesting new issues that have arisen. From such reflection, researcher may derive new ideas about what is important in their research and about the phenomena that they are researching. They may begin to see what is really going on. This is where data collection links into deductive forms of theory building (David & Sutton, 2004:109).

The field notes contain descriptions of the researcher's reflections regarding conversations, interviews, moments of confusion, intuitions and the stimulation of new ideas during the study (Mayan, 2001:111).

In this study, field notes include observations noted during interviewing, notes written at workshops and seminars attended by the researcher, discussions with experts in the field, as well

as any additional information provided by participants during the execution of the interviews and the administration of the questionnaire survey.

According to Mayan (2001:112), the researcher is provided with an opportunity to gain a clear view of one's thoughts by making use of field notes. This can, therefore, be of assistance in planning the next step during the research process. Burns (2000:439) provides the following explanation of a reflective diary: "...the diaries used for research purposes include not usually those containing personal thought or shopping lists, but logs of professional activities which give clear information about work patterns".

Throughout the duration of the study, the researcher kept a diary and field notes, which contain ideas and thoughts, as well as reflections regarding his experiences. How the secondary data was collected, is the next subject for discussion.

4.9 Collection of secondary data

This study also made use of secondary data that was collected through an extensive literature and article search to obtain knowledge about the subject. Secondary data was collected from:

1. Books;
2. Academic and professional journal articles;
3. Government publications;
4. Electronic databases;
5. Internet;
6. Newspaper articles;
7. Trade publications;
8. Published and unpublished dissertations and theses; and
9. Conference publications and presentations.

The following section discusses the reliability and the validity of the data that was collected during the research study.

4.10 Reliability

Saunders *et al.* (2000: np) postulate that reliability is concerned with the ability of a research instrument to yield the same results on different occasions. For a study and its results to be regarded as reliable, the same results should be obtained if the study is replicated by other researchers who use the same research method.

According to Leedy *et al*, (2001:99), "...the reliability of a measuring instrument is the extent to which it yields consistent results when the characteristic being measured hasn't changed". White (2000: 25) points out that reliability is about achieving consistency in research.

McMillan and Schumacher (1989: 243) give a comprehensive definition of reliability and elucidate that "...reliability refers to the consistency of measurement, the extent to which the results are similar over different forms of the same instrument or occasions of data collecting. The goal of developing reliable measures is to minimize the influence of chance or other variables unrelated to the intent of the measure. If an instrument is unreliable, the information obtained is ambiguous, inconsistent, and useless. It is therefore important for researchers to select and develop data gathering procedures that will be highly reliable".

Saunders *et al*. (2000:307) highlight that reliability of the questionnaire can be ascertained from three approaches:

1. **Test re-test** – In this case the researcher administers the questionnaire twice to the same respondents in identical conditions in both cases in order to correlate the first and second sets of data;
2. **Internal consistency** – this refers to the process of correlating responses that are received for each question with those of other questions in the questionnaire; and
3. **Alternative question forms** – is whereby the researcher compares responses to different forms of the same question located elsewhere in the questionnaire, which serve as check questions.

In order to ensure reliability and validity of the research questionnaires, the following aspects were executed in this particular study:

1. The questionnaires were subjected to comprehensive review by the research supervisor and three other senior academics who have widespread experience in research design and methodology;
2. A pilot study involving 30 respondents was undertaken and their suggestions and recommendations regarding the data collection instruments were implemented; and
3. For both secondary and primary data, the researcher used highly respectable sources. The primary data participants were all eligible for the research and had experience and knowledge of Zimbabwe. For secondary data, the researcher used mainly high quality and relevant academic journals and books by reputable authors in order to ensure that the data that was used was reliable.

In order to test for reliability during the statistical analysis, the study also used the Cronbach's alpha, which was effected by the statistician. Sekaran (2000:308) posits that the Cronbach's alpha measures how well the items measuring a concept align with one another. The closer this coefficient of reliability is to 1.0, the higher the measure of internal consistency. Cronbach's alpha is the most commonly used measure of scale reliability.

There are four threats to reliability, namely subject or participant error, subject or participant bias, observer error and observer bias (Saunders *et al.*, 2003:101). The researcher minimized participant bias and error by ensuring that:

1. All the participants were eligible to participate in the study;
2. The respondents clearly understood the purpose of the study;
3. The respondents participated in the study voluntarily; and
4. Respondents were assured of anonymity and confidentiality in respect of their responses.

Furthermore, the researcher mitigated interviewer bias by:

1. Maintaining objectivity throughout the research process;
2. Giving all participants enough time to express themselves; and
3. Capturing interviewees' responses on audio and in writing in order to ensure that there were no errors of omission.

4.11 Validity

Saunders *et al.* (2003:101) highlight that validity is concerned about the question of whether the "... findings are really about what they appear to be about". Leedy *et al.* (2001:103) corroborates this notion and postulate that validity refers to the credibility of the overall study and should be considered from two phases, namely internal and external validity.

According to Burns and Grove (1999:191), external validity refers to "...the extent to which results can be generalised beyond the sample used in the study". External validity is, therefore, dependent on the degree to which the sample is representative of the wider population. In this study, external validity may have been compromised by the use of non-random sampling techniques. In this regard there was no guarantee that the respondents who participated in the study had similar beliefs, attitudes and knowledge to those who did not participate in the study.

However, by using purposive sampling techniques, the researcher sought to ensure that the representativeness of the sample was not questionable.

According to White (2000:25), validity is concerned with the idea that the research design fully addresses the research objectives of the study. The validity of the data received largely depends on the design of the questions and the structure of the questionnaire (Saunders *et al.*, 2000: np).

In order to ensure that the data collection instruments collected relevant data, all the questions were designed in such a way that they directly or indirectly answered the research questions and helped to fulfill the research objectives in the process. The questions were also designed to ensure that the respondents fully understood the questions, and answered and interpreted them correctly. Validity was also reinforced by the extensive literature review that was carried out as part of the study. The literature provided direction with regard to some issues that were supposed to be included in the data collection instruments.

During the interviews the researcher used his interpersonal skills and experience to create rapport with the interviewees so that they felt comfortable to express their views and opinions freely. This enhanced the validity of the interviews by ensuring that the process generated the information that it was supposed to generate. How the sample size was selected is the next subject discussed.

4.12 Sampling issues

Before determining the research sample and its size, it is imperative to first define the population. The target population refers to the population from which data is gathered. Sekaran (2000:266) notes that a population can be defined as "...the complete group of people, events or things of interest that the researcher wishes to investigate".

Welman and Kruger (2004:46) postulate that the population is the study object, which may be individuals, groups, organisations, human products and events, or the conditions to which they are exposed. In this study the population refers to all Zimbabweans inside and outside the country. The population also includes anyone in this world who knows something about the country. Because of cost and time constraints, it was not possible to survey and interview all the

individuals in the population of interest, hence the researcher had to draw some samples of the population.

According to Whisker (2001:138), a sample is “...selected and chosen group upon which you carry out your research”. Walliman (2006:438) points out that a sample is the small part of a whole (population) selected to show what the whole is like.

When collecting data for quantitative studies, it is impossible or impractical to consult all the people, that is, the population in a specific category, as indicated by the research project. Welman and Kruger (2004:46) corroborate this view and elucidate that the size of the population usually makes it impractical and uneconomical to involve all members of the population in a research project. In this instance, to select a sample is more appropriate (Struwig & Stead, 2001: 109). According to Sekaran (2000:267), the research sample is a portion of the population. Hussey and Hussey (1997:144) posit that for a sample to be representative, it must be chosen randomly, unbiased and must be of sufficient size to satisfy the requirements of the research.

4.12.1 Sampling techniques

When conducting a research study, the researcher has an option of employing probability or non-probability sampling techniques. In probability sampling, all the elements in the population of interest have a known chance of being selected from the population. Conversely, when using non-probability sampling techniques, the elements of the population of interest have an unknown chance of being selected from the population (Sekaran, 2000:271). Table 4.5 highlights different types of samples.

This study employed non-probability sampling. The specific types of non-probability sampling employed were purposive sampling, quota and snowball sampling techniques.

Non-probability sampling techniques were adopted for the following reasons:

1. All members of the population could not be reached and ascertained;
2. There was no sampling frame from which a sample could be drawn randomly to ensure that every participant had an equal chance of being included in the sample;
3. It was not possible to ascertain the probability of reaching each potential participant;

4. The researcher’s judgment was used to select participants who met the eligibility criteria; and
5. Non-probability sampling is economical, convenient and less complicated.

Table 4. 5: Types of samples

Non-probability Sampling	Probability Sampling
Convenience – select anyone who is convenient	Simple – select people based on a true random procedure
Quota – select anyone in predetermined groups	Systematic – select every <i>n</i> th (quasi random)
Purposive – select anyone in a hard-to-get target group	Stratified – select people in predetermined groups
Snowball – selected people connected to one another	Cluster – take random samples in each of several

(Source: Neuman, 1997:205)

Purposeful sampling was used in order to select respondents who have experience and knowledge of the subject matter. Purposive sampling is appropriate when the information required to conduct a study is limited to a particular number or category of people in the population of interest.

Sekaran (2000:278) argues that this is the “... only viable sampling method for obtaining the type of information that is required from very specific pockets of people who alone possess the needed facts” (Sekaran, 2000:278). Babbie (2006:189) reinforces this viewpoint when he notes that when using purposive sampling, the researcher selects the units or elements, which are most useful or representative to the research.

According to Blackwell (1999:86), purposeful sampling involves the researcher hand-picking participants based on exact characteristics in order to develop a sample that is large enough, yet possesses the required trait. The study included quota sampling in order to classify the population by pertinent properties for the sample to be sufficiently representative. Snowball sampling was also used to identify other respondents who were of interest to the study.

For in-depth personal interviews, the study had a sample of 50 respondents who were purposefully selected from leading academics, branding practitioners, religious leaders, and public and private sector officials. The researcher also used his judgment to select the four country cases that were analysed, and which are presented in the next chapter.

The quantitative part of the study administered a questionnaire to a sample of 500 respondents who were also selected by using purposive, quota, convenience and judgmental sampling techniques. The purpose of using these sampling techniques was to collect as much rich data from a diverse sample of Zimbabweans and foreigners. Quota sampling was used to ensure that the sample was representative of the population in terms of gender, age, occupation and industry. According to De Vos (1998:191), convenience sampling is the choice in cases where it is impossible to identify all the members of a population.

In survey research it is essential that the number of individuals participating in the survey be large enough to produce results that are reliable and valid and accurately represent the target population. Based on a population of 12 million Zimbabweans, a confidence level of 95%, a margin of error of 5% (confidence interval) a 50% response distribution, and a sample size of 385 respondents would have been sufficient to ensure representativeness. The researcher, therefore, strongly argues that a sample of 500 would be more than adequate in number to reflect the views, opinions and perceptions of the population as a whole.

4.13 Ethical considerations

Prior to commencement of this study, ethical clearance was sought and obtained from the Ethics Committee of CPUT. For a research study to be regarded as ethical, it must have a sound methodology and must meet the moral expectations of all the research participants.

Saunders *et al.* (2000:132) highlight that when conducting a research study, the following ethical issues should be considered:

1. Observing and maintaining the privacy and anonymity of individuals;
2. Ensuring that participation is by consent or voluntary;
3. Ensuring that respondents have a right to withdraw from the research process;

4. Maintaining an openness with respect to possibility of misleading the participants;
5. Protection of the confidentiality of the data provided;
6. Participants' reaction to the data collection methodology;
7. Participants' reactions to the use, analysis and presentation of data provided; and
8. Maintenance of objectivity of the researcher.

4.13.1 Confidentiality and anonymity of the respondents

This study maintained the anonymity and confidentiality of participants by not revealing their identities, place of employment or location. Leedy and Ormrod (2001:108) point out that the right of the individual to expect privacy in a research report is of paramount importance when considering ethics, unless expressly granted in writing by the incumbent.

Identities were protected by the use of numbers to identify the questionnaires. Leedy and Ormrod (2001:108) also advocate for the use of assigned codes for any written paperwork, rather than the use of participants' names.

The hard copies of the questionnaires and the recorded interview responses will be stored in a locked facility at the residence of the researcher. The researcher, research supervisor, and the statistician were the only individuals who had access to raw data from the study.

The researcher also assured respondents that the information that they provided would be used for the stated purpose of this specific study, and that the researcher would not discuss or share this information with third parties without their consent.

4.13.2 Voluntary participation and informed consent

The study allowed respondents to participate independently without any coercion or promise of a reward. Participants were also informed of their right not to participate in the study, their right not to disclose any information, and their right to seek further information and/or clarification.

Leedy and Ormrod (2001:107) point out that informed consent relates to the participation of the respondent in the research being undertaken; where the respondent's consent is freely given and this consent is based on full disclosure about participation rights and the use of the research data.

Written and informed consent was obtained prior to participation in the study and each participant voluntarily signed a consent form. Each survey questionnaire also had a covering letter, which explained that respondents were not forced to participate in the study and could also withdraw at any time without any prejudice or consequence. The letter also explained the purpose of the study and assured respondents of their anonymity and that their responses would be kept confidential. By fully explaining the purpose of the research study, the researcher maintained participants' right to full disclosure.

4.13.3 No provision of incentives to participate

In order to obtain voluntary responses, the consent letter also explained that participation in the study was voluntary and that no payment in cash or kind would be made to participants.

4.13.4 Provision of feedback

All participants were also assured that at the conclusion of the research study, a brief summary of the findings of the study will be posted on CPUT's website as part of feedback from the study.

4.13.5 Risk management

The researcher also assured participants that no risk would accrue to them as a result of their participation in the study and that the risk available could be considered equivalent to the risk they face in their day-to-day lives. According to Saunders *et al.* (2000:140), respondents should not be subjected to any form of physical or mental harm. This includes the stress or embarrassment that could arise from reporting data that can be linked to an individual respondent.

No physical or psychological harm accrued to respondents as a result of participating in the study. The telephone numbers and email address of the researcher, the research supervisor and the chairperson of the CPUT Ethics Committee were provided to respondents in case there was a need for further information, clarification or complaint regarding the study. The researcher also minimised psychological harm by assuring all participants that their answers would not be evaluated on the basis of whether they were right or wrong, and that their responses would not lead to judgments about them as individuals.

Finally, the researcher also assured participants that the results and findings of this study would not be linked to particular individuals or groups and, therefore, anonymity was guaranteed throughout the research process.

4.13.6 Plagiarism

Throughout this study the researcher acknowledged information that does not belong to him. Accordingly, all references have been properly listed and documented throughout this research report. The challenges and limitations of the study are now elaborated upon.

4.14 Challenges and limitations

The study, like any study of this nature, faced a number of challenges and limitations, and this section briefly discusses the challenges and limitations that the researcher experienced:

1. Resource constraints;
2. Subjectivity and fear;
3. Research methodology; and
4. Data collection.

4.14.1 Resource constraints

As a full-time member of the academic staff at CPUT, the researcher did not have sufficient time and financial resources to cover the whole of Zimbabwe, which may have affected the representativeness of the samples that were chosen.

For the case studies in Chapter 5, there was insufficient information available for comprehensive case analyses. Conducting a detailed case study requires highly expensive data collection and this was beyond the researcher's financial reach. This constraint could also have led the researcher to over-rely on secondary data sources as evidence in case studies. Secondary sources may be convenient and cost effective, but they may also not be objective and can be outdated. The research mitigated this limitation by using literature from diverse sources.

4.14.2 Subjectivity and fear

The researcher, being a Zimbabwean who has sought economic refuge in South Africa may also have been subjective in analysing and interpreting the data. However, the researcher was sensitive to this situation throughout the research process and adopted all possible measures to remain objective.

The political situation in Zimbabwe is highly polarised with two major opposing political camps (MDC and ZANU-PF). In this regard, some of the participants might have been biased in their responses because of their political affiliation. However, the researcher tried to minimise this potential subjectivity by assuring participants of their anonymity and also by explaining the purpose of the research study.

The Zimbabwean political landscape is characterised by a sense of fear with regard to criticising the government, especially the current president, Robert Mugabe. Laws such as the Access to Information and Protection of Privacy Act (AIPPA) and the Public Order and Security Act (POSA) make it an offence to denigrate the president or his office. In this regard, some of the respondents may not have openly expressed themselves because of this fear. However, as alluded to earlier, the researcher assured them that purpose of the study was academic, and that their identities would remain confidential.

4.14.3 Research methodology

The use of non-probability sampling techniques, especially in the survey, may have compromised the representativeness of the sample and ultimately its external validity and generalisability. Using purposive and quota sampling techniques, the researcher mitigated this limitation by trying to ensure that the samples that were chosen covered all the relevant stakeholders and were as representative of the population as possible.

4.14.4 Data collection

The collection of completed questionnaires was also another challenge that the researcher encountered. The researcher used the drop-and-pick and email methods to distribute the questionnaires. After delivering the questionnaires, the researcher had to call or visit some

respondents several times before the questionnaires were collected, which added to the costs of data collection. Some questionnaires that were distributed physically and via email were simply ignored and never responded to. The chapter concludes with a summary of this chapter's presentation.

4.15 Chapter summary

This chapter focused on the research design and methodology, which were adopted to accomplish the study's objectives. Firstly, the structure of the research methods employed in this study was discussed and the considerations that were taken into account to adopt the research methodology, were highlighted. Secondly, detailed descriptions of the population of the study, the samples, data collection instrument, and the main survey procedures were given. Thirdly, the chapter presented statistical analysis techniques that were used in the research study. Finally, the chapter concluded by highlighting ethical considerations in the study and the challenges and limitations that the researcher encountered. The following chapter outlines a précis of nation branding in practice. This précis is in the form of two successful and two unsuccessful nation branding initiatives. Chapter 5 also includes an analysis of the current efforts to re-brand Zimbabwe. The essence of the next chapter is, therefore, to identify lessons that nation branding practitioners in Zimbabwe and beyond can draw from these case studies. The information from the case studies was vital in the development of the proposed nation branding models for Zimbabwe which are presented in Chapter 7.

CHAPTER 5: NATION BRANDING IN PRACTICE: CASES OF SUCCESSFUL AND UNSUCCESSFUL NATION BRANDING PROGRAMMES

“Let’s face it. Think of Africa, and the first images that come to mind are of war, poverty, famine, and flies” (Gates 1999, cited in Youde, 2009).

5.1 Introduction

The previous chapter discussed the research methodology employed in this study. This chapter analyses nation branding in practice through case studies of four countries. Many countries have implemented successful nation branding campaigns, among them Spain and South Africa, and this chapter will use these two countries as examples of best practices in nation branding. The chapter also analyses two cases of “unsuccessful” nation branding initiatives in Britain and Nigeria. These two cases of unsuccessful nation branding also provide valuable lessons of what to do and what not to do when re-branding a country. The chapter also analyses current efforts to re-brand Zimbabwe. The cases analysed in this chapter offer genuine insight into how different countries with diverging (and often overlapping) histories attempt to break-through age-old perceptions and open themselves up to new ‘markets’ through the practice of nation branding in order to come up with new images, both abroad and at home. These cases also provide lessons and guidelines on how Zimbabwe can be successfully re-branded. Finally, the case studies, together with outputs from the literature review and the empirical study, provide the cornerstone for the development of the framework or model for the re-branding of Zimbabwe in Chapter 7.

5.2 The re-branding of Spain

The emergence of Spain as one of the developed countries in the world is considered to be one of the “success stories” or best practices in nation branding. Under the dictatorship of General Francisco Franco, Spain was generally regarded as an undemocratic, poor and backward country with high levels of poverty and underdevelopment. In terms of infrastructure and standards of living, Spain lagged behind its northern European neighbours such as France, Italy, Germany and Britain. Gilmore (2002: np) points out that “...nearly three decades ago, Spain was dealing with

the after-effects of the Franco regime. It was remote, backward and associated with little beyond the Spanish Civil War, Franco's fascist dictatorship and Don Quixote".

The demise of the Franco dictatorship in 1975 ushered in a new era and dispensation. Spain became a constitutional democracy although the monarchy remained, albeit, with ceremonial powers. Spain is a member of the European Union (EU) and has been part of this organisation since 1986. The country adopted the Euro as its currency in 1999. The economic placement of Spain in the EU opened up a number of opportunities for government subsidies for national programmes, infrastructure development and refurbishment, as well as economic stability. These subsidies contributed immensely to the rapid development of Spain.

Since the late 1970s, Spain has embarked on massive infrastructure development projects in telecommunication, construction, transport, human settlements and so on. Besides infrastructure development projects, Spain also embarked on colossal programmes which were aimed at democratising and decentralising the management of the country's institutions. The major objectives of these programmes were to raise citizens' standards of living, create new ties to the rest of Europe and the world following the downfall of the Franco regime and to position Spain as one of the developed countries in the world.

The major milestones in the development of Spain included revolutions in the following areas:

- Culture - construction of the Bilbao Guggenheim museum, the production of the films of Almodovár;
- Architecture – construction of the Santiago Calatrava's Telefónica communications tower and Sondica Airport;
- Infrastructure development - the revitalization of cities through increased spending by the public and private sectors on infrastructure and institutional and tourist advertising;
- Privatisation and trans-nationalisation of Spanish multinational companies such as telecommunications group Telefónica, and Unión Fenosa; and

- Hosting of mega-events such as the 1982 Soccer World Cup, the 1991 Madrid Peace Conference, the 1992 Barcelona Summer Olympics and the 1992 Seville International Expo.

All these changes were undertaken under the theme of “Re-positioning Spain” and the major objective was to actively re-brand and reposition Spain’s image in the international arena after years of isolation and backwardness.

In the early 1990s, as part of a national marketing campaign, Spain introduced the colourful “Joan Miro’s Sun Symbol” (see Figure 5.1 below) as a nation brand logo. This logo appeared on all major national attractions, exports and national promotional materials.



Figure 5. 1: Joan Miro’s colourful and vibrant logo represented Spain’s new direction and presented the image of a lively and rising nation

(Source: Gilmore, 2002)

Arguably, the major turning point in Spain’s transformation campaign was the country’s successful bid and subsequent hosting of the 1992 Summer Olympics in Barcelona. This global sporting extravaganza offered Spain a real platform to both unveil the new Miro logo and the new image of Spain.

The successful hosting of the 1992 Barcelona Summer Olympics transformed the image of Spain overnight and by the end of 1993 Spain became a leading travel and tourism destination in the world and its new reputation was well-cemented.

Gilmore (2002: np) notes that the logo and the impact that it came to have on the national imagination is widely considered to have been instrumental in the 'repositioning' of the country. Once an impoverished nation emerging from dictatorship, the country now put forward an image of a cultural and cosmopolitan destination. Indeed, the logo symbolised Spain's entry into modernity.

As a result of massive economic developments, coupled with aggressive marketing and branding, in 2003 Spain became the second-best world destination in terms of its number of visitors while tourism accounted for almost 12% of the country's gross domestic product during this period (Branding Success, 2004). According to Gilmore (2002: np), Spain's GDP grew by 23.3% during the period of 1991 to 2000. This growth was more than 5% ahead of France and 4% more than the Euro-zone average.

Tourism played a vital role in the re-branding of Spain. The government of Spain, working in partnership with private organizations such as TourSpain, managed to transform the image of Spain within a decade of the Franco regime and Spain became a major global tourism destination. The major objective of the tourism campaign was to change the perception of Spain from one of poverty and dictatorships to one of a modern and attractive tourist destination full of the traditional 'sun and sand'.

The broader aim of the tourism campaign, together with the overall re-branding initiative, was to invent a new idea of Spanish culture to create a vibrant identity for the country. The William Davidson Institute (WDI) (2009:6) notes that "...today, Spain is seen as a hub of entertainment, art, food, and culture. From its Miro-inspired sunburst logo to its cultural, gastronomic, and historical strengths, Spain is recognized as a desirable Mediterranean destination".

The re-branding and repositioning of Spain also had positive spin-offs on its private sector. From the 1990s Spain's recently privatised multinational companies such as Repsol, Telefonica, and Union Fenosa used this positive brand equity as a pedestal to expand into Latin America and the rest of the world.

5.3 Critical success factors in the re-branding of Spain

The emergence of Spain as one of the sought-after destinations for tourism and investment was underpinned by several key factors, *inter alia*, the presence of political will, the changing global landscape, public support and national resolve.

The government, working in symbiotic partnerships with the private sector, media and the country's population were all united with the resolve to make the country attractive for tourists and investors. They all acknowledged that they needed the product, that is, the country had to be attractive first, hence the huge investments in infrastructure development. The campaign to reposition Spain also emphasised the notion that the country was not merely a destination for cheap holidays at sandy beaches, but also a place where one could live and conduct business. The slogan "Everything under the sun" captured this imagination, which was ultimately turned into reality with the emergence of a 'new Spain'. This slogan was in sync with the nation brand logo that also depicted the sun and evoked an image of a rising nation.

The government's commitment to the re-branding of Spain is also evidenced by the huge resource commitment to infrastructural development and the actual campaign to promote the nation brand on the global map. For example, Spain's Ministry of Tourism (TURESPAÑA) was charged with promoting Spain abroad and has been well-funded and promoted over the years. TURESPAÑA employed contemporary marketing approaches (such as market research, branding campaigns, online marketing, and so on.) to design and promote the country's brand image.

During the past two decades, adverts featuring the nation brand logo were flighted in various international television channels, travel and investment magazines. Rockower (nd) substantiates this point when he asserts that "...during the 1990's, Spain carried out an aggressive branding campaign that highlighted the nation as a progressive, fun and modern location. The campaign deftly combined culture and arts, sports, business and tourism to revitalize Spain's image. It managed to bring together public, private stakeholders with celebrity actors, directors and fashion designers in a concerted effort to showcase Spain's new image".

Spain's diplomatic missions abroad also played a part in promoting the country through public diplomacy activities such as holding workshops, media briefings and facilitating trade and

cultural exchanges programmes. Spaniards were encouraged to travel abroad and market the country during their travels. Conversely, the country encouraged the global family to visit Spain and experience 'everything under the sun'.

Besides playing the coordinating role, the government of Spain also allowed other stakeholders to actively participate in the rebranding and re-positioning initiative. Various stakeholders such as business, the media, cultural institutions and civil society also contributed immensely to the rejuvenation of Spain. This case also underscores the fact that country branding should be a well-planned and well-coordinated process, which is part of a government's national economic development policy and supported by the private sector and the general population.

The promotion of Spanish culture and its cultural values has been one of the cornerstones of the re-branding of the country. Various cultural institutions such as the Carolina Foundation, the Valencian Community, the State Society for Cultural Action, the Catalan Consortium of External Promotion of Culture, the Institute of Creative Industries, the State Corporation for International Exhibitions, the State Society for Cultural Commemorations and the Corporation for Spanish Cultural Action Abroad and many others played a major role in promoting Spanish culture, both at home and abroad. For example, the State Society for Cultural Action centrally manages the promotion of Spanish culture abroad and organises international exhibitions, while the Carolina Foundation promotes cultural relations through grants, research and visitor programmes.

Reputable cultural icons such as Adolfo Dominguez (clothes designer), Pedro Almodóvar (filmmaker), and Santiago Calatrava (architect), with their immense artistic talent also collaborated and contributed to re-branding efforts through their artistic work.

From a nation branding perspective, Spain's success story demonstrates the importance of "living the brand". The rejuvenation of Spain was not merely driven by marketing and branding 'rhetoric', but was purely imbued in reality. The re-branding of Spain was based on existing structures that acted as a springboard to the new vision and highlighted a reality that truly existed. The WDI (2009:6) reinforces this view when it asserts that "...some have attributed Spain's success to its ability to capitalise on existing strengths and build a coherent, multi-faceted brand.

Spain has leveraged its historically passionate culture to portray a national image of adventure and passion. The Spanish bullfighter, the Spanish explorer, the flamenco dancer, and even the futbol (soccer) player, personify the country's image”.

Gilmore (2002:284) corroborates the WDI's point of view when she argues that “...the important thing to realise about branding a country is that it must be an amplification of what is already there not a fabrication. A country or region's positioning can never be achieved by artificial creation, imposed from the outside. Taking a proactive approach to repositioning a country does not therefore mean whitewashing the canvas, painting the desired picture of it and expecting that picture to sell. The country's brand should be rooted in reality and in fundamental truths about the destination, and it needs to connect people”.

For any country's nation branding effort to be successful and sustainable, it must be rooted in reality. The country and its citizens must be able to substantiate what the nation brand proclaims by living the reality of the brand. If the target audience experiences the reality of the brand promise and is satisfied, then positive brand equity starts to build up and long-term brand success is guaranteed through a positive reputation, repeat business, referrals and word of mouth communication.

The case of Spain also highlights the fact that in order to achieve success in nation branding, it is necessary to implement fundamental changes in the country. The transformation of Spain was holistic, since it encompassed fundamental changes in the country's political, economic and social systems over almost two decades.

This case also underlines the important role that the government should play in country branding. Successful nation branding demands the presence of a competent government, formulation and implementation of sound policies and effective socio-economic development projects. These points also clearly highlight the fact that nation branding is a transformative exercise that takes time to realise tangible results and must not be regarded as short-term panacea to a country's woes.

According to Rockower (nd), one of the most important lessons that other nations can draw from in Spain's case is the fact that if a nation has truly undergone a transformation, and can

successfully coordinate multiple domains of civil society and culture, it can indeed revitalise its nation brand.

Another important lesson to be drawn from country branding in Spain is the fact that nation branding must be a continuous process. As we speak today, Spain continues to take a perpetual and proactive approach towards managing and maintaining its nation brand. Finally, Spain's case provides evidence of the fact that negative perceptions of a country can be overturned within a relatively short period of time. Within two decades, Spain managed to transform from being an isolated, undemocratic, backward, and poverty-stricken nation to become a developed, democratic and progressive part of the community of Europe and the global village.

5.2.2 Arguments against Spain's re-branding success

Despite empirical evidence of the success and benefits of the transformation of Spain during the past four decades, there are some academics and practitioners who argue that this milestone cannot be attributed to nation branding alone. This argument centres on the question of the determination of the factors that are responsible for the successful transformation of Spain.

Fan (2005: 11) argues that "...the change in the national image of Spain is the result of fundamental changes in its political, economic and social systems which have taken place over the past 20 years or so, not the result of some wishful campaigns in nation branding. Branding might have played a role in the transformation, but its importance should not be exaggerated".

Other scholars also argue that the re-branding of Spain was largely tourism-driven and other sectors of the economy still lag behind. They further argue that in spite of the political and economic successes recorded over the past four decades, democracy in Spain is not yet fully entrenched and the country does not yet have fully developed institutions that foster long-term socio-economic stability and coherence.

A major socio-political challenge that Spain still faces is the threat of regionalism, especially in the Catalan region. The Catalans have for decades been demanding independence from Spain, which poses a major threat to peace and stability in the country.

Supporting the notion that Spain is not yet a fully developed democracy and its promotional messages may mask the realities on the ground, the Economist (2004: np) asserted that "...though the necessarily forward-looking message of its external image may attract investment and tourism dollars, its internal realities may compromise this investment over the short- and long-term".

However, if one considers the Spain of the 1970s and compares and contrasts it to the Spain of today, there is no denying the fact that the country has undergone a major metamorphosis. The Spanish government and its citizenry have played a major role in the transformation, modernisation and promotion of Spain as a brand and their sole objective was to make the country attractive to tourists, residents, investors, export buyers and visitors, which is the essence of nation branding.

Corroborating this view, Cromwell (2004:1) asserts that "...it would be hard to find someone who would argue that Spain's branding efforts were not the key to its modern transformation. Yes, it had a long and rich history and fabulous tourist destinations, but without 'collecting' them under a unifying and heavily promoted brand, the development of the tourism industry, and with it the nation as a whole, could not have been achieved".

It is, therefore, plausible to conclude that nation branding has played a vital role in the successful transformation of Spain. Although a host of other social, political and economic transformational processes occurred in Spain, nation branding provided an overall framework and guidance to ensure the effective conception and implementation of all the policies that ensured the emergence of the "new Spain". Nation branding, therefore, is an effective strategy if it forms part of the country's national development policies and strategies.

5.3 Re-branding of South Africa

Like Spain, South Africa is also heralded as one of the success stories of nation branding and represents best practice of nation branding in Africa. Spain's successful re-branding was largely underpinned by tourism. However, South Africa's nation branding efforts encompassed tourism, trade and inward investment. As a result of the success of South Africa's country branding

initiatives, a number of African countries are using the country as a case study and benchmark in the development of their own nation branding programmes. These countries include Kenya, Botswana, Ghana, Rwanda, among others.

5.3.1 History of South Africa

The arrival of Dutch explorer, Jan Van Riebeeck, in the Cape on 6 April 1652 signalled the beginning of colonialism in South Africa. Since then, the country was under colonial rule until April 1994, a period spanning over three centuries. During this trajectory, the country was ruled by the British and the Dutch at different epochs. The most ruthless regime took power in 1948. This was the Afrikaner National Party (NP) government that triumphed over the British-led government in an election in which only Whites were allowed to vote, although the Black population constituted the majority.

From 1948 successive NP administrations formalised and extended the existing system of colonialism into the legal system of “apartheid” (separate development) or racial discrimination and denial of human rights and this system lasted until 1991.

Under apartheid, the majority Black population was denied of its right to participate in the socio-economic and political development of the country. This period witnessed increased resistance to colonialism, which was mainly spearheaded by the African National Congress (ANC), the Pan Africanist Congress (PAC), the South African Communist Party (SACP) and several other nationalist groupings. However, these parties and several others were outlawed in the 1960s, when resistance to apartheid intensified.

The repressive apartheid regime, through oppressive governance, torture, imprisonment without trial and brutal political killings, attracted international attention and condemnation from the 1970s, and subsequently the country was placed under international isolation and economic sanctions.

In the early 1980s, the international isolation and sanctions, coupled with persistent internal unrest and civil disobedience, compelled the apartheid government to capitulate to the demands

of the majority. After more than a decade of perpetual negotiations and resistance from some sections of the Afrikaner community, Nelson Mandela was finally released from prison in February 1990 and real transformation began. Universal elections were held in April 1994, and a new government under the leadership of Mandela and the ANC was inaugurated. Mandela thus became the first Black president of South Africa.

5.3.2.2 Nation branding in South Africa

The advent of democracy in South Africa brought to the fore the need for political, economic and social transformation in the country. As a result of colonialism, the majority Black population was severely marginalised; levels of poverty were high; almost half of the population was unemployed; and the education and health delivery systems in Black communities were almost non-existent. The country also needed to recover from decades of economic, political and social isolation from the rest of the world.

This situation provided a fertile ground for the need to re-brand the country in order to uncover the country's culture and limitless economic and industrial potential. Van der Westhuizen (2000:5) reinforces this view when he posits that "in branding terms, the contrast between the apartheid state and the new SA could not have been greater. Whereas Pretoria had been the polecat of the world, isolated, treated as a pariah if not a 'rogue' state, the new SA enjoyed a degree of symbolic power that was unprecedented,"

In August 2000, the South African government established the International Marketing Council of South Africa (IMC) (now called Brand South Africa) with the major objective of improving the country's image internationally. Brand SA was conceived as a major collaboration between the South African government and the country's private sector to create and promote a unified and positive image of the country.

According to the former Chief Executive Officer (CEO) of the IMC, Yvonne Johnston, the goal of the organisation is to "...create a positive, united image for South Africa in order to give the country a strategic advantage in an increasingly competitive marketplace particularly in the areas of tourism, trade and investment". Brand South Africa is the organisation that is responsible for

“creating a positive and compelling brand image for South Africa” through marketing SA at home and abroad.

Brand SA was created amid discord at home and abroad as to what the country really stood for. On elaborating further on the objective behind the establishment of Brand SA, Johnson (2008: np) noted that:

“...there was a gap between the perception of the country and the reality of the country in the global marketplace. To exacerbate matters, there were many messages entering the international arena, and these messages were as varied as the sources and did very little to change the perceptions. They added to the confusion. For a democracy as young as ours, whose history was rooted in social injustice, there needed to be something that accelerated the world’s correct understanding of South Africa that is so important for the much needed attraction of Trade, Tourism, and Investment” (cited in Dinnie, 2008:5).

Brand SA, therefore, sought to build the country’s brand in order to attract tourism and investment through coordinated marketing campaigns, which involved as many stakeholders in and outside the country as possible.

Much as Brand SA is funded by the SA government, its board also includes representatives from the government (cabinet ministers), the private sector (through representation from directors of leading corporate), business professionals, academia and civil society. Presently, Brand SA is still constituted this way and is a typical example of a successful and sustainable public-private sector partnership (PPP).

The primary objective of Brand SA is to develop and implement a pro-active marketing and communication strategy for South Africa. The organisation also seeks to:

- Attract international investors through promotions in broadcast, print and online media, and other traditional marketing techniques;
- Undertake investment missions targeting countries where there are potential investors;
- Engage local and international media with Brand South Africa messaging in order to promote tourism and investment;

- Undertake export missions promote South Africa's export industries in line with Trade and Industry South Africa's (TISA) export strategy;
- Mobilise the SA Diaspora network for the purpose of investment recruitment, skills identification, mentoring, skills transfer, study exchange and work experience initiatives; and
- Mobilise local citizens in order to build and sustain national pride and patriotism.

The mobilization of South Africans at home and abroad is part of Brand SA's strategy to *sell South Africa to South Africans*.

Spearheaded by Brand SA, the initial phase of developing a nation brand for the country demanded a need to establish the perception of SA among internal and external stakeholders first. A comprehensive longitudinal survey, which targeted key stakeholders such as political parties, trade unions, various industry sectors and bodies, investors, fund managers, local and international media, academia, members of the diplomatic corps, expatriates and the general populace, was implemented. Over 25 000 respondents were interviewed in SA and around the world as part of this huge research project. Consultations and focus group discussions were also held with specific local and international stakeholders to get their buy-in and input.

The purpose of this survey was to establish a starting point for the development of the SA nation brand. The research study revealed that globally, SA is largely associated with mining diamonds and gold. The study also revealed that as much as many people indicated their desire to visit SA, only about 6% actually did so (Dinnie, 2008: np).

The outcome of the survey, coupled with a series of national stakeholder meetings and consultations, was the conceivment of the Brand South Africa logo and the hugely successful '*South Africa – Alive with Possibilit'y*' campaign (see Figure 5.2 below).

Through the research study and subsequent consultations with stakeholders, Brand SA came up with the following values:

- Ubuntu ("I am because we are");
- Respect for others;
- Hospitality ;
- Warmth;

- Welcoming;
- A sense of perpetual optimism with a fervent belief in a better tomorrow;
- Open minded and positive;
- Honesty;
- Transparency;
- Approachable; and
- Real.



Figure 5.2: The Brand SA logo

(Source: Brand South Africa, 2009)

Considering the country's dark past, the challenging and dynamic present and the unpredictable and unknown future, Brand SA sought to come up with a nation brand that was as inclusive as possible and a brand that would be sustainable in the long-term. The slogan, '*Alive with possibility*' captured this imagination and reality by acknowledging that as much as the country had a chequered history; it still possessed huge potential and possibilities for everyone. This was also in sync with the ubiquitous reference of the country as the '*the New South Africa*' and '*the Rainbow Nation*', which is composed of different races and ethnic groups, all united in their diversity and subscribing to brand South Africa.

Brand SA was aggressively promoted through the organisation's external branding efforts, including advertising campaigns in broadcast, online and print media such as Cable News

Network (CNN), British Broadcasting Corporation (BBC), Newsweek and the *Economist*, as well as networking through its offices in London and Washington DC.

The development of the new brand followed the trajectory, which is outlined in Table 5.1 below.

Table 5. 1: South Africa’s nation branding process

Phase	Activities
<p>Phase 1: Developing a compelling brand proposition for SA (mother-brand).</p>	<ul style="list-style-type: none"> • Research, through interviews, focus group discussions and consultations involving communities, targeted groups of stakeholders across the social, political, economic, media and business spectra. • A number of positioning statements were tasted and the end result was the development of the “<i>South Africa, Alive with Possibility</i>” brand. • All sectors were then engaged to live up to the brand promise.
<p>Phase 2: Defining a Brand Architecture that defines the relationship between the mother-brand and the various sub-brands (Tourism and Business).</p>	<ul style="list-style-type: none"> • Understanding of the mother-brand and how it was arrived at. • Understanding what the sub-brand’s mandate is. • Understanding what the sub-brand could borrow from the mother-brand • Understanding how the sub-brand could support the mother-brand
<p>Phase 3: Defining the Strategy that the Brand SA will follow in realizing its objectives</p>	<ul style="list-style-type: none"> • Develop campaigns and activities aimed at changing perceptions in the international arena (niche advertising, public relations, outbound missions, e-marketing, support material, surveys and documentaries and a web portal). • Develop campaigns ensuring that South Africans live up to the brand (advertising, public relations and brand ambassadors).
<p>Phase 4: Monitoring and Reviewing progress</p>	<ul style="list-style-type: none"> • National perception audit • International brand equity study

(Source: Dinnie, 2008)

5.3.3 The 2010 FIFA World Cup™

After experiencing a thorough and rigorous competitive bidding process, SA won the right to host the 2010 FIFA World Cup™. This mega sporting event is arguably the biggest sporting event in the world and is held after every four years. Table 5.2 below shows the countries that have hosted the World Cup in the past:

Table 5. 2: Previous 2010 FIFA World Cup™ host nations

No.	Country	Year
1.	Uruguay	1930
2.	Italy	1934
3.	France	1938
4.	Brazil	1950
5.	Switzerland	1954
6.	Sweden	1958
7.	Chile	1962
8.	England	1966
9.	Mexico	1970
10.	Germany	1974
11.	Argentina	1978
12.	Spain	1982
13.	Mexico	1986
14.	Italy	1990
15.	USA	1994
16.	France	1998
17.	Japan and South Korea	2002
18.	German	2006
19.	South Africa	2010

Immediately after end of the 2006 FIFA World Cup™ in Germany, Sepp Blatter, the FIFA President declared that the next edition of the global soccer showcase in 2010 will be hosted by an African country. After the failure of its bid to host the 2006 World Cup, Blatter’s statement presented a good opportunity for SA. Although there was intense competition from countries such as Egypt, Libya, Morocco and Nigeria, SA prevailed and was awarded host status on 15 May 2004. The country had more than five years to plan and prepare for the tournament.

SA managed to deliver a successful FIFA World Cup™ at the cost of about R16 billion. Five new stadiums were constructed and five others underwent major refurbishments. There were massive improvements in the road networks, airports and other infrastructure, which all enabled SA to deliver what Blatter referred to as "...the best World Cup ever".

Despite initial hesitancy by the global audience, especially the international media, SA managed to host a successful World Cup. When SA won the bid to host the 2010 FIFA World Cup™, initial pessimism centred on perceived high levels of crime, the unavailability of resources to establish the required infrastructure and the lack of experience in planning and hosting such a mega event. The SA government managed to provide the required financial resources and all the required infrastructure was ready a few months before the World Cup.

Speaking after the awarding of SA the right to host the 2010 FIFA World Cup™, Danny Jordan, CEO of the Local Organizing Committee (LOC) asserted that "...it's not about football – it's about nation building (branding). South Africa has been chosen to not only stage the World Cup in 2010 but also to carry the hopes, dreams and aspirations of Africa and especially African football. This provides a golden opportunity to change perceptions about Africa and to influence public opinion around the globe".

Acknowledging the publicity that would accrue to SA as a result of the 2010 FIFA World Cup™, Irvine Khoza, the 2010 (LOC) Chairman said that: "...think of the tournament as a 30 day commercial for South Africa; a thirty day television commercial to be watched by a cumulative audience of billions around the globe; this is the scale of our opportunity for South Africans to present this country effectively and proactively".

From a nation branding perspective, Brand SA (2010) noted that "...the 2010 FIFA World Cup™ will seek to strengthen the South African and African image, promote new partnerships with the world as we stage a unique and memorable event. Our vision will inspire us and drive our collective determination to be significant global players in all fields of human endeavour".

Brand SA also managed to leverage on the 2010 FIFA World Cup™. The organisation was part of the LOC and ensured that optimum promotion and publicity of Brand SA was achieved at all functions before, during and after the event.

The successful hosting of the 2010 FIFA World Cup™ was a huge stamp of approval for SA as a competitive global brand. The entire event went well without major hitches and the initial pessimism was proved otherwise. By being the first country to host the World Cup in Africa, Brand SA received a global stamp of approval as a destination for tourism and investment.

The 2010 FIFA World Cup™ provided SA in general, and Brand SA, in particular, with a unique opportunity to market and publicise the country to a global audience. Most importantly, SA marketed the event not as its own, but as *'Africa's World Cup'* and this positioning enabled the country to harness support from the rest of the continent. The goal of hosting the 2010 FIFA World Cup™ was to present an Africa that can competently execute a significant international event rather than an Africa begging for foreign aid, an Africa that is a subject and no longer an object in global economic and political relations.

Matches for 2010 FIFA World Cup™ were broadcast across the world and more than 1.2 billion viewers watched the matches across more than 400 television stations. Coverage of the matches was provided by a contingent of more than 15000 print and electronic media journalists from across the globe.

SA received more than 300 000 visitors specifically for the 2010 FIFA World Cup™, which was held from 11 June until 11 July 2010. It has also been argued that this period is arguably the longest period of continuous media coverage that post-apartheid South Africa has ever received. Besides the publicity that it provided to SA, this global sporting event also had other economic benefits in the form of employment creation before, during and after the World Cup.

The tourism industry also received a major boost with increased tourist arrivals, while business is anticipated to increase in future as a result of referrals and repeat visits. The 2010 FIFA World Cup™ also became a unifying force for the country's citizens, as they came together to deliver the first World Cup in Africa.

Speaking at the end of the 2010 FIFA World Cup™, President Jacob Zuma (2010) said that:

“...we have been able to show the world that we have what it takes to compete with the best, united in our diversity. It truly is an emotional moment for a nation that had doomsayers warning football fans to avoid coming to South Africa. The world had been told to expect high levels of crime, unfinished stadiums and other infrastructure as well as lack of accommodation. They came and discovered that we are a winning nation of very humble, hospitable people. They learned too that we are very efficient organisers and planners”, (cited in Knott, 2011).

Speaking at a post-World Cup event for South African business leaders, Miller Matola, the CEO of Brand SA asserted that “...internationally, the World Cup has re-branded South Africa and disaggregated different African countries. During the post-event, there will be a significant improvement in the way we are perceived abroad” (Brand SA, 2010).

The 2010 FIFA World Cup™ was unique for a number of reasons. Firstly, it was the biggest sport mega-event that South Africa has hosted to date. Secondly, it was also unique because it was the first time that an event of this magnitude has been hosted on the African continent. Lastly, the 2010 FIFA World Cup™ was the first mega-event where the sport is largely followed by the Black majority.

To many observers across the world, the 2010 FIFA World Cup's™ relatively smooth progression demonstrated that, in spite of great international scepticism, SA is a modern, capable and important player on the world stage. It is more than apparent that the successful hosting of the 2010 FIFA World Cup™ by SA, to a larger extent improved the image of the country and managed to disprove the perception that SA is a violent country. For Brand SA, the 2010 FIFA World Cup™ was what the 1992 Barcelona Olympic Games were to Spain, that is, a catalyst for image transformation.

5.3.4 South Africa's tourism brand

Like Spain, SA has also managed to align its tourism promotion initiatives to its nation branding programmes. Tourism is one of the largest industries in the world and plays a vital role in

reinforcing a nation brand. Tourism is arguably the most visible and most publicised component of a country's nation brand. SA Tourism is the organisation that is responsible for marketing SA as a leading tourist destination in the world.

The overall objective of SA Tourism is to promote South Africa's scenic beauty, diverse wildlife, eco-tourism and kaleidoscope of cultures and heritage, while also striving to realise the country's potential in terms of sport, adventure, business tourism and at the same time engender a new travel and tourism culture amongst South Africans.

In 2009 SA Tourism unveiled a new logo, which was designed to replace the 70 or so logos that have been used internationally to represent SA by different organisations in the country. The logo design reflects the South African flag, with 'South Africa' contained in it and it is also aligned to the nation brand (see Figure 5.3) below:



Figure 5. 3: The SA Tourism logo

(Source: SA Tourism, 2009)

Commenting on the new logo, then government spokesperson, Themba Maseko (2009: np) postulated that "...the approval of the new logo marks the beginning of a new era in nation branding as South African entities will now go out to the world under a single, colourful, dynamic logo and positioning" (cited in Biz Community, 2009: np).

"The new logo is the result of an 18-month South Africa Alignment project led by South African Tourism and the International Marketing Council, to align 'Brand SA' and ensure that national,

provincial and local government co-operate to ensure that the “look and feel” of South Africa is the same overseas (SA Tourism, 2009).

This new logo (‘South Africa, its Possible’) tourism campaign won Africa’s Leading Marketing Campaign 2009 and was unveiled just before the 2010 FIFA World Cup™ in order to capitalise on the World Cup fever and publicity. The introduction of this logo, aligned to the Brand SA logo, was underpinned by a need for the alignment of all sub-sector brands to the nation brand in order to deliver “a coherent, consistent and compelling” message about the nation. Internal alignment of all sub-sector brands to the mother-brand is one of the strategies employed by Brand SA and this is not optional in effective nation branding.

5.3.5 Critical success factors in the re-branding of South Africa

The success of nation branding in SA was driven by a number of factors such as the government’s commitment and political will, support from other countries, availability of resources, effective coordination and support from internal and external stakeholders and the mainstreaming of national branding in the broader nation socio-economic and political development policy framework.

The development of Brand SA was a genuine collaboration between the public and private sectors in the country. The composition of Brand SA’s board alluded to earlier on, is evidence of this symbiotic partnership. Another example of this strategic partnership is the use of private sector branding experts in the development of the brand. Branding specialists from multinational firms such as Unilever and Added Value provided guidance to Brand SA during the development of the new brand. Another key factor in the development of the new brand was the inclusive nature of the process. The process involved consultations across the whole country with stakeholders as diverse as trade unions, the private sector, governments departments, public institutions, academia, political parties, captains of industry, the media, traditional leaders and the general public.

Availability of resources was also another key success factor for Brand SA. The whole process was well-funded by the national treasury. The private sector also contributed financial and human resources to the initiative.

One of the challenges faced by many countries that engage in nation branding, as highlighted in Chapter 3, is the unavailability of resources to implement and manage the process successfully. Cases of the failure of country branding initiatives in Kenya and Tanzania are typical examples of the vital need for adequate resource capacity for nation branding to be successful. The case of Spain, highlighted earlier, is another testimony of a well-funded, well-resourced nation branding campaign.

By funding the national branding initiative and seconding cabinet ministers to the board of Brand SA, the SA government demonstrated the political will and support required for nation branding to be successful. The literature review in Chapter 3 also highlighted that the lack of political will, political support and political commitment is one of the challenges faced by nation branding practitioners, especially in Africa and the developing world.

Brand SA also received 'sympathy' and support from various countries, international institutions (such as the UN, IMF, AU and the WB), international media and various global opinion leaders and personalities. These institutions and individuals were to a larger extent determined to see a developing and successful SA, especially considering the country's history and the delicate political and economic situation in the country. It has been argued by some scholars that Brand SA was promoted to an international audience that was ready and willing to hear its message.

Nation branding in SA was also not merely a 'logo and slogan' campaign. The government deliberately designed policies to attract FDI and tourists. This was also supported by massive infrastructure development projects in the transport, telecommunications, tourism, health and education sectors. Major economic reforms contributed to the creation of a conducive business environment and its impact was clearly visible in increased trade and investment in the country.

For example, in 1996, the government of SA demonstrated its commitment to open markets, privatisation and a favourable investment climate with its introduction of the Growth,

Employment and Redistribution (GEAR) strategy. Introduced by then Finance Minister, Trevor Manuel, in June 1996, the policy set government the goals of achieving sustained annual real GDP growth of 6% or more by the year 2000, while creating 400,000 new jobs each year (Department of Finance, 2006). The policy was meant to increase investment, especially FDI in the country, to help achieve these goals.

Being the biggest and most developed economy in Africa also provided a launch pad for Brand SA. SA is regarded as a strategically important country in Africa and, therefore, enjoys a strong positioning as 'the gateway to Africa'. This positive positioning and brand equity has thus been a key driver of increased investment and tourism in the country. Besides this, SA is a leading member of the KENS countries (other economies are Kenya, Egypt and Nigeria), which are regarded as the largest and most advanced economies of Africa. This factor also contributes to attracting foreign investors and tourism in the country.

In the new millennium, Brand SA has also been reinforced by the country's active participation in various international institutions and activities. SA maintains healthy relations with the USA and other leading economies in Europe and Asia. The country is a member of the UN, IMF, AU, WB, SADC, IBSA (India, Brazil and South Africa), and recently the country became a member of BRICS (Brazil, Russia, India, China and South Africa). Membership to these international organizations enables the country to create relationships and linkages that facilitate tourism, trade and investment into the country.

These international linkages and partnerships have placed SA on the pedestal to be the first and foremost preferred partner in Africa, and this has provided the required strength and support to Brand SA. SA has also emerged as a regional hub of industrial and commercial development in sub-Saharan Africa, which provides an opportunity of its integration with other parts of Africa.

Over the years, Brand SA has also managed to leverage on the country's ability to host major events and conferences. SA's Cape Town International Conference Centre (CTICC), the Sandton Convention Centre and the Durban International Conference Centre (DICC) are among the best conference destinations on the continent. Besides the 2010 FIFA World Cup™ alluded to earlier,

, SA has managed to successfully host the 1999 All Africa Games, the 1996 Africa Cup of Nations, the 2001 UN Conference on Racism Racial Discrimination, Xenophobia and Related Intolerance, and most recently the 2011 UN Climate Change Conference.

During the past two decades, SA also hosted the Rugby World Cup (RWC) in 1995 and Cricket World Cup (CWC) in 2003. Besides being smaller events relative to the soccer World Cup, these mega-sports events managed to draw the world's attention to the country, which generated positive nation brand equity. These events have also provided an opportunity for the country to showcase its infrastructure, facilities and most importantly, the diversity and unity of its people to the rest of the world.

Generally, '*people relate with people*' and Brand SA has managed to leverage on the iconic standing of legendary leaders such as Nelson Mandela and Archbishop Desmond Tutu. The unifying force of these two leaders has been instrumental in uniting internal and external stakeholders and also in propagating the progressive nature of the 'Rainbow Nation'. For example, the appearance of Mandela lifting the 1995 Rugby World Cup in the global media reinforced Brand SA as a rising nation especially considering the fact that rugby was considered by the majority Black population as a racists' sport, while the national rugby team was predominantly composed of White players. During that time Mandela was also regarded as the second most popular brand after Coca-Cola, and the so-called "*Mandelomania*" craze that flowed from the peaceful transition from apartheid to democracy gave muscle and leverage to Brand SA.

Tutu is credited as the creator of the phrase '*Rainbow Nation*' in reference to SA. He has also been vocal in promoting the concept of "ubuntu" (a humanitarian spirit), which he describes as "...the essence of being human. It means that as a human being one cannot exist in isolation. It speaks about our interconnectedness". The global appeal of these South African leaders, among others, has had a positive impact on the image of SA internally and externally.

The concept of '*ubuntu*' has been a major rallying point in terms of fostering unity and cohesion in SA. Internal stakeholder alignment and unity of purpose are vital components of any

successful nation branding campaign. The concept also forms one of the foundations of Brand SA, as espoused in the brand values.

Finally, another lesson that other countries can draw from nation branding in SA is the need to create an institutional framework for the conception, design, implementation, monitoring and sustenance of the nation branding initiative. Through Brand SA, the SA government created an institutional framework, which was required for nation branding. Being a PPP, Brand SA, therefore, managed to play an effective coordinating role by harnessing the expertise and support from the private and public sectors in order to build a successful nation brand for the country.

5.3.6 Refreshing and sustaining Brand South Africa

Brand SA reinforces its mandate when it points out that "...Africa's most valuable nation brand, South Africa, continues to search its soul and look towards enhancing its international reputation and increasing its brand equity as it aims to stay relevant and strong in the current competitive economic environment, where only nations with a strong dose of credibility and competitiveness can survive". Through a number of new programmes and initiatives, Brand SA has sought ways to remain a competitive global brand.

Towards the end of 2010, Brand SA initiated and completed a programme to refresh the brand in light of the changing internal and external environment. The rebranding exercise mainly centred on changing the slogan and some brand values. The slogan '*Alive with Possibility*' was supposed to be replaced by the slogan '*More Than You Imagine*'. According to Brand SA, this new slogan was an output of a rigorous and research process.

Commenting on the new slogan, Brand SA (2010) reported that "...this is a culmination of a comprehensive process of consultation among provinces, cities and national departments to align around one brand positioning and a single identity on the international stage".

The new SA Brand logo seeks to avoid brand dilution by creating a dynamic, distinctive and energetic logo that stands out within its competitive environments. Brand dilution occurs when different organisations in the country market themselves abroad by using different logos. The

intention of the new logo is to combine the country's various marketing efforts in order to enhance South Africa's global competitiveness with regard to tourism, sports, arts and culture, trade and investment.

However, there have been reports that the slogan is not original and is already being used by the US state of Maryland, a Scottish county, and a US advertising agency campaign. Refuting this claim, Jimmy Manyi, the SA government spokesperson declared that the integrity of South Africa's marketing campaign remained of the utmost importance. He further asserted that the "...government is aware there has been limited use of the *'More Than You Imagine'* slogan in some promotions and presentations, but to date no country or nation has used or registered this as a global country brand positioning line in a global campaign" (cited in Brand SA, 2010)

However, the mere fact that the slogan is being used somewhere means that the slogan is not original and this may negatively affect the image of Brand SA. Amid this controversy, the launch of this new brand was placed on hold.

5.3.6.1 Stakeholders' summits and other initiatives

In 2011 Brand SA embarked on a programme to hold stakeholders' summits in all of the country's nine provinces. The purpose of the summits was to increase provincial participation in the nation-branding effort and encourage active citizenship – which, in turn, will help to position the country as a top investment and tourism destination.

The organisation has also introduced the *'Fly the Flag Friday'* initiative (now called *'Magnificent Friday'*). This campaign is meant to maintain the spirit of solidarity and national pride that ensued during the 2010 FIFA World Cup™.

South Africans are encouraged to wear the colours of their flag, to keep flying the flag on their vehicles and at their homes and offices, and to embrace the spirit that was created during the 2010 FIFA World Cup™.

According to Brand SA (2009: np), citizens may participate in the campaign by:

- Wearing the colours of the national flag every Friday. Citizens may alternatively wear the shirt of one of the country's national teams – Bafana Bafana, the Springboks, the Proteas and so on;
- Fly the flag at their homes and offices;
- Buy South African goods to help create jobs and to grow the economy; and
- Once a month, give an hour (or more) towards helping other people.

However, in spite of being launched by President Jacob Zuma, this campaign has not been popular with the public. All the same, the launching of such initiatives reflects Brand SA's determination to create a sustainable nation brand through fostering a spirit of a common vision and purpose, as well as national pride.

Brand SA also launched the *'Play Your part Initiative'*, which seeks to encourage the country's citizens to play an active role in national events and also to encourage them to be responsible citizens. The campaign points out that each and every citizen has a role to play in national economic development. The campaign, which is publicised on the organisation's website, on social networking sites and in the mainstream media, seeks to conscientise citizens on issues such as HIV/AIDS, road safety, crime, gender violence and many other social ills which affect the country. However, the popularity and effectiveness of this latest campaign has not yet been assessed.

5.3.7 Challenges facing Brand South Africa

Despite its phenomenal successes and achievements, Brand SA still faces a number of challenges. Principally, Brand SA faces two major challenges. Firstly, the country must construct a unified national identity out of great heterogeneity and a history of division and continuing inequalities. Secondly, Brand SA must make the country competitive on the global market.

Other challenges include, among other, high crime levels, racial disharmony, corruption in the public sector, and socio-economic disparities. The following section discusses these challenges in more detail.

5.3.7.1 Crime in South Africa

One of challenges, which face SA Africa today, is how to overcome the perception that the country is violent. This perception is substantiated by rising crime levels and the media (both local and international) has been vocal in reporting surging cases of rape, armed robbery, murder, vehicle theft, fraud and other crimes in SA. For example, SA has the highest murder rate per capita in the world. The United Nations Office of Drugs and Crime (UNODC) (2010:92) has reported that 16 834 people were murdered in SA in 2009.

It has also been argued that these unsustainable crime levels are as a result of high unemployment levels (currently standing at about 35%), the increasing gap between the rich and poor (SA is regarded as the most unequal society in the world) and a poor education system. Many people in the country also argue that the country's socio-economic problems are a result of centuries of colonialism, which eroded people's values, pride and sense of belonging.

It is more than apparent that the perception that SA is a violent country is a major drawback for the country's nation branding efforts and may affect tourism and investments. A significant number of the country's skilled professionals (especially from the White community) have emigrated mainly to Australia, New Zealand, Canada, UK and USA citing rising crime levels, corruption and the government's empowerment laws as causes for their relocation.

5.3.7.2 Economic disparities

Although SA has been promoted as a rainbow nation, economic disparities still persist. The majority Black population is still largely poor and marginalised, whilst the minority White population is generally regarded as rich and still benefits from centuries of colonialism. The coloured and Indian population is caught in-between.

Bornman (2006:387) supports this argument when he elucidates that "...most analysts are unanimous of the opinion that South Africa can be regarded as a complex, divided and heterogeneous society characterised by deep-seated racial, ethnic, cultural language and religious differences overlapping with large-scale socio-economic disparities".

Mbembe (2008:6) corroborates Bornman when he posits that "...while Black South Africans occupy positions of leadership and influence in government and business, racial inequalities and tensions continue to exist," and the gap between the rich and the poor continues to grow.

This economic disparity has thus been a source of racial tension and presents a ticking time bomb for the country, which is of course not good for Brand SA in the long-term. Much as the government has introduced a number of policies (for example, Broad-based Black Economic Empowerment - BBBEE) in order to arrest the situation, the policy has not been too effective and is assumed to benefit the Black elite instead of ordinary working class people.

5.3.7.3 Corruption

Government corruption is also another challenge that may derail Brand SA in the longer term. A number of senior government officials have been embroiled in corruption scandals during the past decade. High profile cases include the arms deal (which reportedly involved the current president), the imprisonment of the former commissioner of police and the dismissal of his successor.

The above cases are a mere drop in the ocean, and many other cases have been reported in the public transport, health, education, and security sectors of the country. SA is, therefore, generally regarded as a corrupt country. In the global list of the least corrupt countries in the world, Transparency International (TI) (2011) ranked SA as number 64 out of 182 countries. Corruption is, therefore, another challenge that threatens the gains achieved by Brand SA so far and it is important for the government to establish mechanisms to combat this scourge, if Brand SA is to achieve its long term objectives.

5.3.7.4 Negative image of Africa

Brand SA also 'suffers from the *'liabilities of origin'* to some extent as a result of the negative image of Africa in some countries across the world. Generally, Africa is regarded as a 'dark continent', and it is the least developed continent on earth. Commenting on the general global perception of the African continent, Gates (1999: np) asserted that "...let's face it. Think of

Africa, and the first images that come to mind are of war, poverty, famine, and flies” (cited in Youde, 2009).

This negative image of Africa has also been perpetuated by perennial problems such as the following:

- Civil wars in countries such as Somali, Nigeria, Mozambique, Angola, Sudan, Mauritania and Ivory Coast;
- Corruption in Nigeria, the Democratic Republic of Congo (DRC), Uganda, and Zambia;
- Dictatorships in Zimbabwe, Equatorial Guinea, Libya, Malawi, Congo and Uganda, Guinea Bissau;
- Famine in Somalia, Ethiopia, Somalia and Eritrea and
- Genocide in Rwanda, Uganda, Zimbabwe and Burundi.

These negative factors, much as they may be isolated to some specific African countries, have led to the tainting of the whole of Africa with the same brush, including Brand SA. A negative image, as a result of stereotyping may be an antithesis to efforts to attract tourism, special skills and investments in Africa. Africa is regarded as a dark continent in spite of the fact that countries such as SA, Ghana, Botswana and lately Mozambique are on a developmental path and have broken away from the ‘African curse’.

5.4 The re-branding of Britain

The nation of Great Britain emerged in 1707 following the union of England and Scotland. Wales and Northern Island later joined the union to form the United Kingdom of Great Britain and Northern Island (UK).

The re-branding of Britain in the 1990s arguably represents the best classical example of a failed nation branding initiative. A 1997 report by the renowned think tank Demos reported that Britain’s identity was in a fix and its image abroad was that of a country stuck in old traditions. The report was released during the time when there was an ongoing debate about the loss of the identity of ‘Britishness’. This debate was also driven by the devolution of political power to the

Scottish parliament and the Welsh national assembly. This devolution of some political and economic power was seen by some observers as a sign that the concept of Britishness was breaking up and had lost value and meaning.

During the same period, the business community in the country also argued that Britain was viewed as backward-looking and detached and this rendered them uncompetitive on the global market. The business community also protested that they could not openly market their products and services as 'British' for fear of negative perceptions, which were associated with the country, which could also damage their own reputation.

Agitating for the need for Britain to re-brand itself, Mark Leonard of Demos, in the book *Britain*™ (1997: np), noted that: "...the main reason why this needs to be done is that a gulf has opened up between the reality of Britain as a highly creative and diverse society and the perception around the world that Britain remains a backward-looking island immersed in its heritage".

Other observers foretold the demise of Britain or its irrelevance in the 21st century and, therefore, agitated for the re-branding, renewal, re-imaging or the redesigning of the country in order to resuscitate a sense of Britishness and remain a dominant player on the global market. The smoldering debate about immigration and multiculturalism further exacerbated the need for re-branding.

5.4.1 New Labour government

After 17 years of uninterrupted Conservative Party rule, the Labour Party, under reformist Tony Blair, rose to power in 1997. Prior to its election victory, the party had undergone a major leadership overhaul and was re-branded to become 'the New Labour Party'. The party managed to win the election based on their promise to modernise Britain after years of Conservative Party hegemony.

5.4.2 The Cool Britannia campaign

The New Labour government, buoyed by its own successful re-branding, initiated the notoriously famous 'Cool Britain' media campaign in 1997. The campaign was sarcastically dubbed 'Cool

Britannia’ by the media. The purpose of this initiative was to present Britain and its capital city London as cool, young, sophisticated and diverse. By presenting this new identity, the campaign sought to change the perception of Britain as ‘backward-looking and stuck in the past’. The new government saw this as an opportunity to introduce a ‘New Britain’ under a ‘New Labour Party’.

The initiative also sought to portray Britain as a multicultural society, which offers a better life for all and the protection of essential human rights such as freedom of religion and association.

Cool Britannia is a media term that was popular in the country in the 1990s. The term described the contemporary culture of the UK during the time, and was a jibe derived from the patriotic British song ‘Rule, Britannia’. Britannia is the Latin name of Britain.

Cool Britannia was largely associated with the popular and fashionable culture in London during mid-1990s. This culture centred on rock and pop music, fashion, sports and the arts. The term *Cool Britannia* was also popularised by the successful ice-cream brand of the same name that was marketed by the company Ben and Jerry from 1996. McGuire (1996: np) notes that during the same year, global magazine, Newsweek, also declared London the coolest city in the world. With this background, the term ‘*Cool Britannia*’ became popular and fashionable.

The Blair government was convinced that Britain could be promoted as a vibrant, culturally diverse, sophisticated, and progressive country. The strategy behind this vision was to ensure the survival of Britain in an increasingly complex and competitive global market. To show its determination, the Labour Government established Panel 2000 to spearhead the re-branding of Britain. According to Cook (1998: np), the objective of the Panel 2000 was to “... replace a myth of an old Britain, [of a country in decline, consisting of castles and villages] with the reality of the modern Britain”. Panel 2000 was also mandated to develop a communications and promotion plan that would project a New Britain to the global audience. They sought to project an image of a sophisticated, multicultural, dynamic, open, innovative and creative Britain.

The *Cool Britannia* campaign was fully funded and supported by the government. The campaign was mainly in the form of advertisements on international television and radio stations, popular magazines, press conferences, workshops, cultural and business exchange programmes.

However, from its inception, the *Cool Britannia* campaign received widespread and hostile criticism, especially from the media and the general public. As a result of incessant criticism, hostility and failure to achieve any realistic results, the British government dropped the *Cool Britannia* campaign in 2001, almost four years after its inception.

Announcing the disbandment of the *Cool Britannia* campaign in 2001, Tessa Jowell, then Minister for Culture, Media and Sport declared that "...this country is just too complex and too varied. Cool Britannia was at least a well meaning attempt to codify what makes the country special. But it was, I'm sorry to say, doomed to inadequacy because it tried to codify a culture. And if you codify, you ossify" (cited in Jury, 2001). Jowell's statement above clearly admits that the *Cool Britannia* programme had noble intentions, but its fate was sealed by its failure to recognize the diverse and dynamic nature of Britain.

Besides failing to obtain support internally (from the British public), the *Cool Britannia* campaign did not do as well, internationally. According to a British Council (1999: np) research study titled '*Through Other Eyes: How the World sees the United Kingdom*', international audiences still perceived "... the United Kingdom more of a traditional than a modern society".

However, it is imperative to note that the *Cool Britannia* campaign, in spite of sustained media resistance since its inception and its subsequent failure, also recorded some successes during its early days. During the few months after its launch, analysts report that the campaign was well-received by some sections of the British population, especially those that had become disenchanted by almost two decades of uninterrupted Tory rule and hoped for reform. It was also popular with the youth mainly because of the association of the term with the contemporary culture that was prevailing in the country, especially in London during that time.

In this regard, it is also argued that *Cool Britannia* brought a feeling of freshness, a sense of British pride and national unity. However, the researcher argues that these initial successes were illusory and the campaign collapsed, as it failed to fulfill its objectives and rather became a source of mockery and internecine political conflicts and bickering.

5.4.3 Reasons for the failure of the *Cool Britannia* campaign

The failure of the *Cool Britannia* campaign cannot be attributed to one single factor and this section discusses the factors that contributed to the failure of this noble campaign to re-brand Britain in the 1990s.

5.4.3.1 Hostile media coverage

From the onset of the *Cool Britannia* campaign, the media was against this initiative. Commenting on the media's reaction to the campaign to re-brand Britain, Werther (2011:3) postulates that the media's "...reaction was almost hysterically hostile", which meant that "the campaign died before it could gain any momentum" (Dinnie, 2008:30). The media fiercely argued that it was impossible to brand something as complex as a nation and its national identity. They further asserted that Britain had a heritage, identity and culture, which spanned over many centuries and that such a media campaign was futile.

Without a supportive media platform, it was almost impossible for the *Cool Britannia* campaign to achieve its intended objectives. This was further compounded by the fact that the message that reached the audience about the campaign was largely hostile and negative, which proved to be disastrous for the campaign.

5.4.3.2 Lack of strategic focus and ineffective messaging

The re-branding exercise sought to market Britain as 'cool', which meant that it was a young, vibrant and modern society. This new identity narrowly focused on industries such as fashion, art and music, and ignored other important industries such as technology and manufacturing. The opponents of the campaign, for instance, the Conservative Party argued that the *Cool Britannia* campaign strategy to market Britain as 'cool, young and creative' ignored the aspirations of Britain's senior citizens. They further argued that the campaign was not inclusive of other age groups that were, to a larger extent, the majority of the population.

It was, therefore, deemed suicidal to ignore senior citizens in the campaign, especially considering the fact that this section of the population are the people who have actually brought Britain to where it is now. Fan (2006:10) agrees with this notion when he postulates that "...*Cool*

Britannia failed exactly because it abandoned all those traditional images associated with the country in favour of hippy and trendy images”.

Some critics also argue that the British government’s objective in launching the *Cool Britannia* campaign was driven largely by populist motives rather than by real national strategic goals. This is evidenced by the government’s decision to relate a supposedly significant nation branding campaign to the popular cultural phenomenon of *Cool Britannia*, which was, to a larger extent, a passing phase.

As alluded to earlier on in this chapter and also in Chapter 3, nation branding is a long-term phenomenon and cannot be implemented as a communication or promotional campaign only but should also be a vital part of a country’s national economic development policies and programmes. However, this was not the case in Britain, judging by the short-life span of the *Cool Britannia* campaign and the resistance that it faced from different quarters of the British society. Writing in the *New Statesman* under the title ‘Cool Britannia’s big Chill’, Hugh Aldersey-William (1998: np) summed it up when he elucidated that “...the government’s repackaging of the national image continues apace. But it’s driven by an obsession with populism, not innovation”. Bayley (1998: np) concluded that by trying to package something as complex as British identity as a consumer product, the British government prioritised ‘style over substance’.

It is more than apparent from the above viewpoints that *Cool Britannia* was more of a marketing campaign that lacked any engagement and association with concrete national principles and values. The campaign was also not backed by significant transformational changes to reinforce the notion of a New Britain.

5.4.3.3 Politics

Politics also contributed to the failure of the *Cool Britannia* campaign. The Conservative Party and a significant part of the British population argued that by promoting multiculturalism, the New Labour Party was driving the country in the wrong direction. This argument was reinforced by growing nationalist feelings in the country and increasing support for the far-right British National Party (BNP).

The growth of the far-right movement during this period demonstrated that immigration, multiculturalism and collective identity for Britain were hotly contested issues and thus social cohesion in the country was still distant. All these issues thus became topical in smoldering national debates and this negatively affected the appeal of *Cool Britannia*.

5.4.3.4 Lack of identity

One other reason that contributed to the demise of the *Cool Britannia* campaign was the lack of agreement as to what really constituted 'a sense of Britishness'. As alluded to before in this chapter, Britain is a highly multicultural society with millions of British citizens having originated from Asia (mainly India, China and Pakistan), Africa, Latin America, the Caribbean and Eastern Europe. Britain is also host to almost all of the world's religions and London is regarded as probably the most culturally diverse city in the world.

Furthermore, Britain is an amalgam of England, Wales and Scotland, but the *Cool Britannia* campaign was largely associated with England and its capital city, London. For the nation branding campaign to be successful, there was a need for the cultivation of a sense of collective identity, a sense of Britishness that would act as a glue to keep the country's diverse and multicultural society together.

Without a sense of collective identity that incorporates all the different cultural groups in the country, it was difficult for the campaign to gain stakeholder support that was required to achieve internal alignment and cohesion. SA, which is also probably as diverse as Britain, managed to establish a sense of collective identity with the concept of the '*Rainbow Nation*' during the process of re-branding the country, as alluded to earlier. However, the issue of collective identity and racial cohesion remains topical in SA as much as it is in the UK and is one of the challenges, which face the two countries at present.

5.3.1.5 Lack of stakeholders' support

Due to a lack of identity highlighted above, the *Cool Britannia* campaign ultimately failed to garner support from stakeholders such as industry, the media, political parties (such as the

Conservatives and the BNP) and the public. There is also no evidence of adequate and effective public consultations before and during implementation of the campaign.

Furthermore, by propagating for a New Britain, the campaign alienated itself from its key stakeholders, that is, the British public. The *Cool Britannia* campaign was perceived to be an initiative to abandon the traditional core values of the British society in favour of modernity and thus a large section of the populace that values the old order was not supportive of the campaign. Without support from this constituency, *Cool Britannia* was destined for failure. Dinnie (2005:30) corroborates this viewpoint and argues that "... insufficient integration of all stakeholders in the nation brand was the major cause of the failure of the *Cool Britannia* campaign".

Other observers also note that the *Cool Britannia* campaign was not inclusive enough and thus it was not stakeholder-driven. They further point out that the campaign was largely a top-down approach that was imposed by the New Labour Government on the British populace. Werther (2011:4) supports the argument that the *Cool Britain* campaign did not garner enough stakeholder support when she underscores that "...there was too much emphasis on a trendy, modern and cutting-edge image of Britain for it to resonate with the internal or domestic audience of the campaign, the British general public. For most of them, *Cool Britannia* smacked too much of a narrow and essentially London-based Britain that felt remote and completely unrelated to their lives. It apparently was unable to capture a different diversity in Britain".

Werther (2011:13) concludes that the *Cool Britannia* campaign failed "... to resonate with the internal audience who did not see the representation of the national image and identity as based in their reality and self-perception. In other words, Britishness was not successfully re-imagined nor was the British population re-presented to them".

It is more than apparent that for any national branding to be successful, it must have buy-in and support from all stakeholders and this has been exemplified by the successes of nation branding campaigns in Spain and South Africa, which were discussed earlier in this chapter.

5.4.3.6 Negative situational factors

The prevailing socio-economic and political situation at the beginning of the 21st century in Britain did not support *Cool Britannia* either. Besides the raging debates about multiculturalism and immigration, Britain was also plagued by rising inflation, failing public services, reports of widespread racism, soccer hooliganism, the foot-and-mouth cattle epidemic, and rising levels of intolerance, generally, among the populace.

Whilst the government was trying hard to promote a Cool Britain, the situation on the ground was uncool. Analyzing the *Cool Britannia* campaign, *The Economist*, as early as 1998, reported that many "...people are already sick of the phrase" and by the turn of the century the phrase was being used in a mocking or ironic way to describe an unhealthy, unfriendly and unacceptable situation, which prevailed in the country.

5.3.1.7 Failure to 'live the brand'

Successful nation branding campaigns, for example, in Spain and South Africa, were underpinned by fundamental changes in the countries' political, economic and social systems. However, the re-branding of Britain was to a larger extent a 'mere' media or promotional campaign that was not grounded in any reality. Anholt (2002:230) elucidates that "...any attempt to manage a nation's image needs to be grounded in reality and resonate with the identity and self-perception of the nation, one reason being the intriguing question of how to get the populace behind it and make them live the brand".

Britain largely remained rooted in its old traditions and nothing significant changed. Quelch and Jocz (2004: np) substantiate this view when they postulate that unlike Spain, which broke clear with the past, Britain was however, associated with things traditional: the museum and the monarchy, which attracted a number of tourists. However, Dinnie (2005: np) notes that it would not be easy to abandon long held traditions, memories and beliefs that were constitutive and evocative of the imagined community of Britain.

From this viewpoint, the *Cool Britannia* campaign should have designed a strategy to embrace the nation's traditional values and hence use them as a starting point for reformation as part of a

long-term nation branding initiative. Taking a short-term reform strategy based on promotion and communication only proved to be a concoction for disaster and the Cool Britannia campaign was of the 'best examples' of failed nation branding campaigns.

5.5 Re-branding of Nigeria

The Federation of Nigeria was granted full independence from Britain on 1 October 1960. The country became a parliamentary democracy with a federal system of government. Currently, Nigeria is divided into 36 states and each state is headed by a governor. With a population of about 130 million inhabitants, Nigeria is the most populous country in Africa and the seventh most populous country in the world. The country is also the largest exporter of crude oil in Africa and the sixth largest oil producer in the world.

Nigeria has more than 200 ethnic languages and its three most influential ethnic groups are the Hausa, Igbo and Yoruba. The two largest religions are Christianity (predominant in the south) and Islam (predominant in the north). This religious divide has been the source of the many conflicts and civil wars in Nigeria in the past century and continues to haunt the country up to this day.

Since becoming independent in 1960, Nigeria has been under military rule (through military coups) for more than 30 years. Prominent military rulers that have presided over oppressive military regimes include General Yakubu Gowon, General Murtala Ramat Muhammed, General Muhammadu Buhari, General Olesugun Obasanjo, General Ibrahim Babangida and General Sani Abacha.

The years of military rule were associated with oppression, torture and murder of political opponents, massive corruption and looting of oil revenues and overall economic stagnation. Nworah (2006: np) agrees with this viewpoint and declares that: "...long periods of military dictatorship which saw the country's national treasures pillaged, and citizens' rights abused have also contributed to the negative international image that Nigeria has".

Democracy was re-achieved in Nigeria in 1999, following the re-election of Obasanjo (former military ruler) as a civilian head of state. Previously, economic development in Nigeria had been

hindered by years of military rule, corruption, and mismanagement. The restoration of democracy and the subsequent economic reforms have placed Nigeria back on track towards achieving its full economic potential. It is now the second largest economy in Africa (following South Africa), and the largest economy in the West Africa region. Measures implemented by Obasanjo to combat corruption appear to be bearing fruit, but much still needs to be done.

However, in spite of these positive developments, Nigeria continues to be haunted by scourges of corruption, economic mismanagement, cybercrime, election rigging, money-laundering, biting poverty, perpetual religious conflicts between the Christian south and the Moslem north and socio-political and economic instability in the Niger-Delta region.

In 2002 and 2003, the Transparency International Corruption Perceptions Index reported that Nigeria was the most corrupt country in the world in a survey of 146 countries. Many countries also perceive Nigerians to be major players in the global drug trade, cybercrime (for example, the 419 system (named after the section in Nigeria's constitution, which deals with advance fee fraud) and illegal immigration. This has been reinforced by the continuous arrest and imprisonment of some of the country's citizens for these offences in different countries across the world.

Discussing the country's myriad of challenges, Nworah (2005: np) highlights that:

“Nigeria's other problems and brand eroders have also been identified as bribery and corruption, unemployment, poor infrastructural development, over dependence in the oil sector for federal income and revenue, poor work ethics, increasing citizens dissatisfaction and disaffection with the government, political structures and politicians, corporate and large scale organisational irresponsibility, inadequate funding of the educational, health and other key sectors, neglect of the agricultural and other non-oil productive/manufacturing sectors, continued manufacture of poor quality, fake and substandard goods and services, over dependence on imported goods, poorly regulated capital and financial market, tribal, ethnic and religious squabbles, homelessness, poverty and hunger, poor maintenance culture, poor planning, lack of security and disregard for human life and property, armed and pen robbery, and others”.

In view of the myriad of challenges, which face the country, the government of Nigeria decided to embark on a project to re-brand the country.

5.5.1 Nigeria Image Project

The government of Nigeria launched the Nigeria Image Project in July 2004 with an initial government funding of 600 million Naira (about \$3 million). It was envisaged that sustainable long-term funding will be provided by the private sector, as part of its social responsibility contribution to the country. As alluded to above, the government realised that the country had a negative image abroad and this was impacting on its ability to attract tourists and inward investment. The negative perception of the country also manifested itself in the continued mistreatment and, in some cases, outright persecution of some Nigerians at some ports of entry abroad.

Table 5. 3: Efforts to re-brand Nigeria since independence

Programme	Objective
<p>The Reconciliation, Rehabilitation and Reconstruction (RRR) Project – this project was largely successful as it coincided with the beginning of the oil boom era in the country.</p>	<ul style="list-style-type: none"> • Implemented by the government of General Yakubu Gowon to rebuild the country after the end of the 30-month internecine civil war. • Aimed at uniting the country (the president declared that there was no victor or vanquished at the end of the war). • Construction of infrastructure such as bridges, roads, estates was a major priority.
<p>War Against Indiscipline (WAI) – the project achieved mixed fortunes but was short-lived because of a change of government after a military coup.</p>	<ul style="list-style-type: none"> • Launched by the government of General Muhammadu Buhari in 1983 with the aim rooting out corruption in both the public and private sectors of the economy.
<p>The Mass Movement for Self Reliance Social Justice and Economic Recovery (MAMSER) – it was probably the most expensive and longest re-branding effort in Nigeria. This project was a major failure as a result of corruption and lack of transparency and sincerity.</p>	<ul style="list-style-type: none"> • Introduced by the government of General Ibrahim Babangida to give Nigeria a new beginning. • Aimed at building national pride and unity among Nigerians.

It is imperative to highlight that the Nigeria Image Project was not the first initiative to re-brand the country. Since independence, a number of programmes had been implemented to transform Nigeria, although they were not packaged as ‘re-branding’ exercises. They aimed at improving the socio-economic and political fortunes of Nigeria both locally and externally. Table 5.3 above highlights some of these programmes.

The Nigeria Image Project also sought to highlight world-class achievements and contributions by some Nigerian citizens in the areas of health, finance, culture, scholarship and information communication technology (ICT). The advocates of the project proclaimed that all these achievements were, however, overshadowed by the activities of a ‘few Nigerians’, which ultimately soiled the image of the whole country. Unfortunately, ‘negative news sells’ and the global audience, therefore, preferred to believe the negative traits by these few unpatriotic Nigerians instead of the positive contributions by a majority of Nigerians.

The Nigeria Image Project was launched during the second reign of President Obasanjo. Unlike previous efforts to re-brand Nigeria, which focused on changing internal systems, this project was external in nature and was mainly focused on marketing Nigeria on the international scene. As the nation brand ambassador, Obasanjo travelled across the world in an endeavour to market Nigeria.

In 2005 Frank Nweke was appointed as the new Minister of Information and National Orientation. With the support of Obasanjo, he renamed the Nigeria Image Project ‘the Heart of Africa’ (HOA) project. Figure 5.4 below shows the HOA brand logo:



Figure 5. 4 The Heart of Africa project logo

(Source: Nworah, 2006)

This new initiative was a continuation of the government's external branding initiative and Obasanjo and his team continued to travel abroad to market the country, while not much efforts were made at internal branding. The primary focus of the campaign was on foreign trips, advertisements in the international media, engagements with Nigerians in the Diaspora, workshops, nation brand launches and interactive sessions and discussion panels in foreign countries.

Because of its focus on changing perceptions of global audiences about Nigeria, the HOA project largely ignored the local Nigerian population, who were vital ambassadors for the success of the campaign. Nothing on the domestic scene showed evidence of a country implementing a national re-branding campaign, and this proved to be a panacea for disaster.

In order to guide implementation of the HOA project, the team responsible for implementation of the project designed an implementation framework (see Figure 5.5 below) for the project.

Much as the implementation framework provided a synopsis of what needed to be done, Nworah (2006:15) argues that "...the HOA project implementation framework summarising the key focus of the campaign failed to indicate the periods when the various activities listed would be taking place, this may therefore have led to the confusion and the haphazard approach adopted by the project team who seem to favour a strategy of simultaneous implementation".

Nworah (2006:15) further postulates that: "...such a strategy may have worked under different circumstances where there is some form of national consensus on issues, and where there is a reasonable amount of trust and goodwill on the parts of the government, its officials and the citizens". However, this was not the case and the HOA failed to achieve its intended objectives.

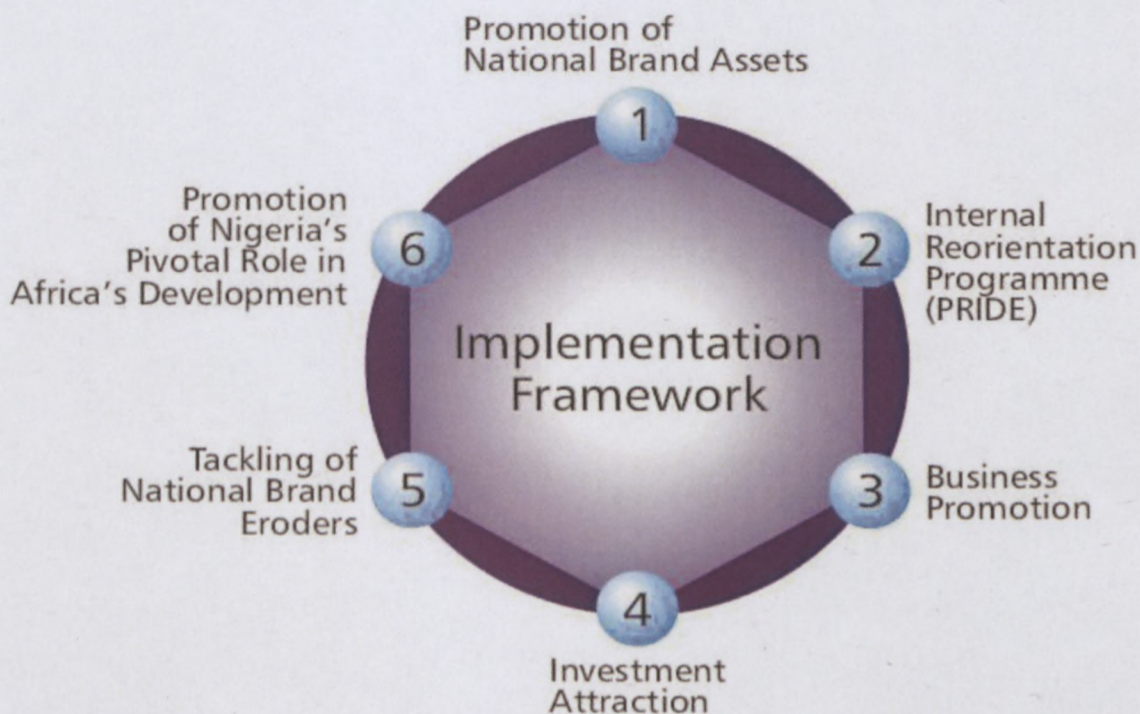


Figure 5. 5: The Heart of Africa project implementation framework

(Source: Nworah, 2006)

The framework also did not provide a comprehensive guideline of how these activities would be implemented and who would be responsible for each activity. This vacuum, by not demarcating responsibilities and accountabilities, became one of the major drawbacks for the project. Like many nation branding initiatives, the HOA project also sought to increase the country's exports, attract tourism and inward investment. This new project was initially welcomed by corporate Nigeria and other stakeholders.

True to the age old adage that '*charity begins at home*', Kayode (2011:4) notes that for the re-branding exercise to succeed, it was imperative for all Nigerians as individuals, groups and professional associations to do their best. Advising Nigerians to live the brand, Kayode (2011:4) asserts that " ... if you are a teacher, teach well; as a commissioner, commission well; as an accountant, account well; as a governor, govern well; as a learner, learn well; and as a leader, lead well, and whatever it is that you do, just do it well to the best of your ability. Why? This is because we will all benefit when we do things right, but it begins with you".

5.5.2 PRIDE initiative

After realising that a large section of the country's citizens were not providing the required support to the programme, the HOA project came up with the PRIDE initiative. PRIDE is an acronym for Patriotism, Resourcefulness, Integrity, Distinction and Enterprise. The philosophy behind the PRIDE project was to '*sell Nigeria to Nigerians*' first before selling it to external audiences.

The project sought to build a sense of national pride and unity of purpose so that the country's citizens became the number one brand promoters of the Brand Nigeria. However, the PRIDE project, like its mother project, the HOA, was not promoted effectively, and a relatively small percentage of the population was aware of it. The PRIDE project instead of being the one of the initial phases in the rebranding exercise, was implemented well-after the HOA project had been launched, and therefore, the project came a little too late.

During its implementation phase, the HOA was also affected by negative developments on a global scale. For example, the controversial *District 9* movie, which revealed the actual situation in the underground world in Nigeria, was highly embarrassing for the country. To combat this negative portrayal of the country, the Nigeria government later banned the film and was, however, accused by some sections of the population of censorship and undermining freedom of choice.

The attempted Christmas Day blowing up of an American Delta Airlines flight from Amsterdam to Detroit in the US by a Nigerian youth, Faruq Abdulmutallab in 2009, placed

Nigeria on the global microscope for the wrong reasons. The US responded by placing Nigeria on the unenviable list of terrorist nations, which must be closely monitored and placed under perpetual surveillance. This development further damaged the country's reputation and its efforts to create a favourable image on the global market, increase its exports and attract tourists and inward investment. The situation was further compounded by the absence of an official response from the government of Nigeria as a result of the hospitalisation of then President, the late Umaru Musa Yar'adua, in Saudi Arabia.

Much as the country continues with its efforts to re-brand, unanticipated developments and the evolving situation on the ground have proved to be major stumbling blocks. Besides the District 9 debacle and the failed terrorist attack, Nigeria continues to grapple with challenges of corruption, increasing poverty, rising crime levels, and most severely, the threat of civil war from Niger-Delta insurgents and the Boko Haram Moslem militia in the north. With this list of seemingly insurmountable challenges, the hope for a 'New Nigeria' remains a distant dream, at least for now.

On 17 December 2008, Professor Dora Akunyili was appointed as the new Minister of Information and Communications by President Yar'adua. Within a few months of her appointment, Akunyili, began to work on a new project to re-brand Nigeria, thereby effectively sealing the fate of the HOA. The new initiative was called the 'Re-branding Nigeria' campaign and is still being implemented at present.

According to Akunyili (2009: np), the need to re-brand Nigeria had become important because of the unfair way that Nigerians have been perceived both locally and internationally and "... every black person involved in criminal activity is first of all tagged as a Nigerian, even before their identity is confirmed" (cited in *This Day*, 2009).

Akunyili (2009: np) argues that Nigeria's image problems emanated from within and not from outside, hence it was imperative to correct the problems internally before the global audience could be expected to change its perception of Nigeria and its citizens. The starting point for the new project was thus to restore national dignity, pride, and a good value system.

Akunyili also reiterated the fact that the old HOA project and the new re-branding campaign are differentiated by the fact that the former was mainly overseas-oriented and less cost effective when compared to what the new 'Re-branding Nigeria' campaign is destined for. She also acknowledged that the HOA project failed to achieve its intended objectives.

Reports also indicated that the HOA had become unsustainable. The media reported that the government was spending about \$5 million a year to manage the HOA programme. The new programme was thus envisaged to cost less because of its internal focus and less foreign trips, coupled with the use of local experts, to develop promotional materials. The new campaign was premised on the idea of using the local media as the main source of information dissemination.

Justifying the need for a new re-branding initiative in Nigeria, Akunyili (2009) asserted that:

“On the issue of why we are discontinuing the Heart of Africa project, we all know that the project has not made the impact we need for the kinds of challenges Nigerians are facing inside and outside the country. Heart of Africa could not fly for many reasons, but the two most important reasons are: one, the name is contentious; Malawi was first to use the Heart of Africa slogan, and many other African countries have laid claims to being the heart of Africa. Two, Heart of Africa was first launched overseas, and that automatically disconnected the ordinary Nigerian from this project, making it elitist. We therefore, decided to embark on a new branding project that will be home-grown, and planned in such a way that Nigerians will have ownership of the project. We are, however, not going to throw away the baby with the bath water. We will incorporate all the positive aspects of the Heart of Africa project and other past government initiatives”, (cited in This Day, 2009).

With such an authoritative declaration from the current chief implementer of the project, the HOA project came to an abrupt end, and was thus condemned to the annals of history as one of the failed re-branding exercises in the tumultuous five decade history of Nigeria.

5.5.3 Reasons for the failure of re-branding programmes in Nigeria

Projects that sought to re-brand Nigeria did not have any major impact, in spite of some massive promotions on international media channels such as BBC and CNN. Other observers argue that the HOA was just a pipeline and cover up of a broader and sinister objective to siphon funds from the treasury into private hands. This allegation was later confirmed by the surfacing of reports of

corruption regarding the awarding of contracts to produce promotional materials for the HOA campaign.

The following section discusses some of the factors that contributed to the failure of programmes to re-brand Nigeria.

5.5.3.1 Poor strategies

Projects to re-brand Nigeria were not underpinned by clearly designed long-term national goals and strategies with specific targets and timelines. For example, the HOA project failed because it was more of a reactive strategy to a barrage of international criticism and negative perceptions of the country.

Rather, the project should have strategically focused on countering the negative criticism of the country with positive stories about Nigeria, whilst encouraging Nigerians at home and abroad to live the brand promise. This could have been achieved by taking a long-term strategy to overhaul the political, economic and social systems in the country, which created the situation in the first place. Just like the *Cool Britannia* scenario, in Nigeria, the situation on the ground remained the same for the duration of the campaign and some citizens at home and abroad continued to be prosecuted for drugs, corruption and money-laundering as before.

The HOA project also took a blanket approach to promote the country abroad. The same messages were broadcast in different countries without proper analysis of the information requirements of the audience and their perceptions of Nigeria. For the campaign to have an impact, it was vital to carry out a comprehensive analysis and segmentation of the audience first, and then deliver appropriate and tailor-made messages. A one-size-fits-all promotional campaign proved to be a recipe for disaster.

It can also be argued that the slogan HOA slogan was not unique to Nigeria, as it was also being used by Malawi and Zambia in their national tourism promotional campaigns. In this regard, the use of this slogan by the three countries may have created some discord in terms of differentiation in the minds of the target audience. Although there is no evidence of the negative impact of the replication of the slogan HOA on the nation branding project, from a branding

perspective, the slogan was not unique, and this may have made it difficult for the target market to differentiate the brand from others who used the same strap line or slogan.

Finally, the HOA project was perceived to have been conceived by experts and imposed on the country without much input from the general population. In this regard the HOA project followed a top-down approach, as many stakeholders were not consulted. Without adequate stakeholder participation and involvement, the project was disconnected from its strongest source of brand strength and support.

5.5.3.2 Lack of stakeholders' support

Just like the Cool Britannia campaign, the HOA campaign was severely crippled by its failure to garner the required support from stakeholders such as parts of the federal government, state governments, the media, the private sector, traditional leaders and the cultural industry. Failure to achieve internal alignment and cohesion was further exacerbated by the diversity of the country in terms of religion, politics and ethnicity.

Due to decades of institutionalised corruption and economic mismanagement, the Nigerian public had lost trust in the political system and viewed any government initiative, however noble it may have been, with a high degree of scepticism and mistrust. This environment of mistrust was, therefore, instrumental in inhibiting public support of the rebranding initiative.

5.5.3.3 Failure to appraise the situation

In order to initiate any effective nation branding campaign or any strategy for that matter, the natural starting point should be an initial understanding and appreciation of the prevailing situation and its origin. In the case of Nigeria, there was no clear audit done to establish the image and perception of the country locally and abroad.

Most of the decisions were based on information already circulating in the local and foreign public domain and media. This information, to some extent, may be exaggerated or stereotyped and may not be reliable enough to form the basis of an informed national branding strategy.

As highlighted earlier in this chapter, before developing its nation brand, SA conducted interviews with more than 25 000 citizens and foreign audiences to establish their perception of the country. Consultations and stakeholders were also held in order to provide more information for initial decision-making. However, in Nigeria, only lip service was provided to this vital stage of the nation branding process.

5.5.3.4 Excessive focus on advertising and promotion

Just like the *Cool Britannia* campaign, the Nigeria Image Project and the HOA project were to a larger extent, merely sustained advertisement and promotional campaigns. A series of advertisements were flighted on CNN and BBC, for example, the ‘*Welcome to Nigeria*’ advertisements that featured President Olesgun Obasanjo playing a testimonial role (Nworah, 2006:18). Other promotions featured popular Nigerian personalities in local and international media.

However, these advertisements did not produce any tangible results and in fact, the ‘*Welcome to Nigeria*’ advert was ultimately withdrawn after a barrage of criticism of its quality and content. Many Nigerians felt that the advertisement was embarrassing and demeaning to the country and the office of the president.

There was also widespread criticism of the way that contracts for the production of the advertisements were awarded. All these developments were not good for a country that was trying to achieve internal alignment in order to build and sustain a credible and consistent image.

One of the topical issues that emerged in Chapter 3 is the fact that nation branding should be policy-based and not promotion-based. Advertisements through logos and slogans will not achieve anything tangible if they are not reinforced by credible changes on the ground. Nigeria placed the ‘cart before the horse’ by promoting a new image, whilst the situation on the ground remained the same and this was the same fate that befell the *Cool Britannia* campaign in Britain.

Nworah (2006:20) reinforces this view when he postulates that “...although the Nigerian government has carried out some political and economic reforms, a lot still needs to be done to

restore the confidence and faith of both its citizens, potential investors and the rest of the international community, as the facts on the ground still leave much to be desired”.

5.5.3.5 Lack of coordination

Nworah (2006:19) also notes that one of the challenges that confronted the HOA project was ineffective coordination. Despite having a project team, which comprised officials from different government ministries, agencies, the private sector and branding experts, this structure became cumbersome and slowed decision making. Ineffective coordination and bureaucracy thus hampered progress. Coordination can only be achieved if all the parties share a common purpose and determination.

Lastly, obtaining buy-in from the business sector was also a major challenge to the project. The business sector, because of general mistrust between the public and private sector, did not provide the anticipated funding and expert support.

5.6 Re-branding of Zimbabwe

The history of Zimbabwe since independence in 1980 was comprehensively covered in Chapter 2. This section considers current efforts to establish an effective nation brand for the country. This campaign is being spearheaded by Professor Arthur Mutambara, the Deputy Prime Minister (DPM) in the GNU. As alluded to in Chapter 2, Zimbabwe's GNU was established after the signing of the global political agreement (GPA) by the three parties with parliamentary representation on 11 February 2009.

Robert Mugabe represented ZANU (PF), Morgan Tsvangirai represented MDC (T) and Arthur Mutambara represented MDC (M). According to Article III of the GPA, the parties agreed to give priority to “...the restoration of economic stability and growth” in Zimbabwe”.

One of the strategies to achieve this broad objective is the designing and implementation of a re-branding exercise for the country. Mutambara, in his capacity as DPM, was mandated by the new government to spearhead the rebranding process.

Delivering his maiden speech titled '*Understanding and Embracing the New Dispensation in Zimbabwe*' in the Zimbabwean parliament, Mutambara (2009: np), declared that:

"We need to work on the image of our nation and be known for different things. We must seek to be known for the following; effective unity and inclusiveness, political stability, a hardworking population, outstanding human capital, adherence to laws, observance of the rule of law, respect for property rights, business confidence, a safe destination for investment, high technology hub, a transportation and services hub, a broad industrial base, and a strong exploitable resource base. We must also make sure that our personal and corporate brands are aligned with the aspired national image. This country branding initiative is a twenty year journey that should start today",

This speech marked the genesis of the process to re-brand Zimbabwe. Tsvangirai has also been supportive of efforts to re-brand the country. Speaking to an audience of business executives in Harare, Tsvangirai (2009: np) asserted that "...we have to re-brand the country. We have been seriously damaged. We want to see people coming rather than being evacuated from Zimbabwe" (cited in Hungwe, 2009: np).

Mutambara (2009: np) notes that it would take about 20 years for Zimbabwe to repair its battered image and be able to attract tourists and investors. Ever since the genesis of the GNU, Mutambara has used all platforms available to him to propagate the need for the country to re-brand.

Speaking at a conference on re-branding Zimbabwe held in Victoria Falls in 2009, Mutambara said "...it is the duty of every Zimbabwean to look at Zimbabwe as a new brand and say or do things that promote the image of this brand for this generation and future generations. Consistency, consistency, consistency. Delivery, delivery, delivery. This should be our motto" (Mutambara, 2009: np).

In July 2009, Mutambara addressed the Global 2009 Dialogue in Uganda. In a controversial paper titled '*Re-branding Zimbabwe*', he postulates that "...what is Mugabe's brand, what is Museveni's brand, what is Kikwete's brand? If a brand is to succeed it should be endorsed by the outsiders. Africa cannot endorse her own brand, Mugabe cannot endorse his own brand, Museveni cannot endorse his own brand, Kikwete cannot endorse his own brand. We need BBC,

you need CNN, you need Sky News to do it” (cited in Maravi, 2009:1). Mutambara’s presentation received much criticism by many participants at the conference who felt that he was driven by a colonial mindset and needed to be “re-branded himself”.

Speaking as guest of honour at the Super-brand Awards ceremony hosted by the Marketers Association of Zimbabwe in 2011, Mutambara called upon Zimbabwean companies to take steps to aid the government's national re-branding efforts as successful brands are created through perception of management by stakeholders. He further told business people that in spite of individual efforts, their brands will never be respected internationally until Zimbabwe is respected as a country (Bulawayo News 24, 2011: 1).

5.6.1 Why current efforts to re-brand Zimbabwe are futile

Although Mutambara has been vocal with regards to the re-branding of Zimbabwe, the researcher strongly argues that the current efforts to re-brand the country are nothing but political rhetoric, and that this initiative will be not be successfull. This argument is reinforced by factors such as the lack of a comprehensive strategy to guide the re-branding exercise, the lack of political support, inadequate funding, international sanctions, the lack of stakeholder support, the transitional nature of the GNU and the lack of national unity. The section below discusses these issues in brief.

5.6.1.1 Lack of a comprehensive strategy

It is more than apparent that Mutambara has been vocal about the need to re-brand the country. He has attended quite a lot of local and international conferences and workshop where he has been able to articulate the need to re-brand Zimbabwe.

However, it is also apparent that he is the only individual driving this agenda (aside from a few statements issued by Tsvangirai and other politicians) to re-brand Zimbabwe and there is nothing much on the ground to suggest that the country has effectively embarked on the process. The initiative is not guided by any comprehensive national strategy and institutional framework. Most importantly, the initiative is not mainstreamed with any specific nation development policies and objectives, except the new tourism brand that is discussed later in this chapter.

As discussed in this chapter and also in Chapter 3, nation branding requires a comprehensive long-term strategy, which is supported by all stakeholders. It must also be driven by specific, measurable, attainable and time-framed objectives. The current project to re-brand Zimbabwe is nowhere close to that approach because it is to a larger extent a '*one-man show*' that is doomed to fail.

Mutambara has managed to effectively drive the point that Zimbabwe should be re-branded, but this has not been supported by any policy or development framework to support the initiative on the ground. In the absence of that action plan, the researcher strongly argues that this re-branding initiative, in its current form, is a waste of resources and is bound to fail.

5.6.1.2 Political uncertainty

Political events on the ground also seem to have driven the final blow to the initiative to re-brand Zimbabwe. Mutambara became a DPM as a result of his leadership of the MDC (M) political party. In 2010, the party held a leadership conference and Mutambara was ousted as leader and Welshman Ncube was elected party president. Other party members who were aligned to Mutambara protested that the conference was unconstitutional. They went on to hold their own conference and 'retained' Mutambara as President.

This situation, therefore, led to the emergence of two factions (MDC – M and MDC- N) from the faction that split from the original MDC. This development further complicated the operations of the GNU, especially after the demand by the Ncube faction for Mutambara to vacate the DPM position. So far, Mutambara has flatly refused to entertain these demands.

The Ncube faction appealed to the High Court against Mutambara's so-called presidency of the MDC (M) party and won the case. Mutambara was barred from masquerading as the hitherto president of the party. However, as the author writes, Mutambara has appealed to the Supreme Court and the matter is pending. This unfolding political drama and legal wrangle means that Mutambara's position in the GNU is not guaranteed and is highly uncertain. Mutambara's continued fight for political survival has also led to his relegation of the project to re-brand Zimbabwe. As alluded to earlier, nation branding is a long-term initiative and it is almost

impossible for the programme to even be rolled out effectively in the absence of the main driver or leader.

The programme to re-brand Zimbabwe has been intricately linked to Mutambara as a result of his political appointment. This means that any changes to the political landscape may ultimately affect the project as the situation on the ground demonstrates. To save his political career, New Zimbabwe (2011:1) reports that Mutambara requested the other principals in the GNU to allow him to remain as the DPM to see through two of his initiatives: re-branding Zimbabwe and the PPP development project. Whether this wish will be granted remains unknown; meanwhile, the project to re-brand Zimbabwe is in limbo.

5.6.1.3 Lack of stakeholders' participation and involvement

There is no evidence of meaningful stakeholders' participation and involvement in the current process to re-brand Zimbabwe. So far, only a few conferences and workshops have been held to sell the re-branding idea, while nothing significant has come out of it. The general public has also not been consulted with regard to the kind of nation brand that they want.

Without participation from the general populace, civil society, political parties, trade union, academia, professional associations, traditional leaders and other stakeholders, it is difficult to develop a nation brand that will resonate with a majority of the country's citizens. The process to re-brand the country should be as inclusive as possible and must be implemented as a bottom-up approach, as opposed to the current elitist top-down approach.

5.6.1.4 Lack of unity within the GNU

The GNU is a political compromise among the parties represented in parliament. However, since its inception, there have been incessant conflicts and squabbling among the political parties over key issues such as the writing of a new constitution, appointments to key government positions, media regulation, security sector reforms, the election roadmap and the issue of targeted sanctions.

These conflicts mirror on ideological differences that are inherent among the political parties. As a result of this situation, party interests are prerogative to national interests. For instance, the key

driver of the re-branding exercise is from the MDC and there has not been any form of support or acknowledgement of the importance of the programme from the ZANU (PF) side of government.

Despite being a national programme, the re-branding initiative is largely viewed with suspicion by the former ruling party. In Zimbabwe, ZANU (PF) and its supporters associate any talk of words such as re-branding, changing and transformation, with people who are against their party and its leader Mugabe.

However, for a nation branding campaign to be successful, it must be supported by the major stakeholders in the country and in Zimbabwe, owing to ingrained ideological differences, this is going to be a major challenge.

5.6.1.5 Inadequate resources

After experiencing decades of dictatorship and economic mismanagement, the Zimbabwe economy is starting to emerge from the doldrums but however, the country is in huge debt and the treasury is heavily constrained.

Re-branding a country requires huge resources for infrastructure development, programme implementation and promotional campaigns. Considering the current financial position of the country, there are no adequate resources to ensure the implementation of an effective and sustainable nation branding project in Zimbabwe. Furthermore, the country faces more pressing needs in areas such as education, health, national healing, transport and social sectors. Some commentators argue that setting aside huge resources for re-branding Zimbabwe is definitely a skewed prioritisation of public resources.

5.6.1.6 Targeted sanctions against Zimbabwe

A few years ago, the USA, EU, Australia, New Zealand, Canada and other Western countries imposed targeted sanctions against Zimbabwe, citing economic mismanagement, abuse of human rights, torture and murder of political opponents, and the rigging of elections by the former ZANU (PF) government. These sanctions are regarded as 'targeted', which means that they have been imposed on specific individuals and not on the country.

Through the sanctions, these countries prohibit individuals on the sanctions list from entering their countries or doing business with companies from their countries. Some observers, however, argue that the targeted sanctions ultimately affect ordinary Zimbabweans, considering that the individuals concerned cannot conduct government business with companies and agencies from the countries that enacted the sanctions.

Being under sanctions also attaches negative perceptions to a nation brand. Considering that the countries that imposed the sanctions on Zimbabwe are major players on the global market, the chances of survival of a Zimbabwean brand under this current scenario is minimal.

5.6.1.7 The transitional nature of the GNU

When the GNU was conceived, it was envisaged to be a 24-month transitional arrangement to pave the way for free and fair elections. This arrangement means that the current set-up is temporary and, therefore, the parties concerned may not be willing to commit themselves to a long-term project, especially in an environment of uncertainty that Zimbabwe has become.

Furthermore, there is no guarantee that any new government that will emerge in Zimbabwe will be committed to current re-branding efforts. Evidence from elsewhere in Africa points to the fact that new governments in many instances distance themselves from the policies and programmes of ousted regimes and would prefer to chart their own direction.

5.6.2 Zimbabwe's tourism brand

In 2010 the Ministry of Tourism and Hospitality and its implementing agent, the Zimbabwe Tourism Authority (ZTA), launched a new tourism brand with the slogan: "*Zimbabwe: A World of Wonders*". The brand was officially launched by Walter Mzembi, the Minister of Tourism and Hospitality, during the Sanganai/Hlanganani World Travel and Tourism Africa Fair, which was held in Harare from October 14 to October 16.

The new brand replaced the '*Zimbabwe, Africa's Paradise*', brand which the country used to sell tourism products since 1980. According to ZTA's Marketing Director Tesa Chikaponya (2010: np), "...over the past decade, European tourists have shunned Zimbabwe as they followed instructions of their home government who have imposed economic embargos on the country as

retribution for agrarian reforms that it had implemented. The formation of Zimbabwe's inclusive government in February last year saw Europe and the West relaxing their stance on the country and scrapping travel warnings” (cited in Bernama, 2010).

The key objective of the new tourism brand is to improve the reputation of the country internationally, attract tourists to visit the country and improve the country's competitiveness in the global tourism industry. Achievement of this key object is envisaged to lead to increased foreign currency inflows in the country, thereby boosting the economy.

Speaking at the official launch, Mzembi (2010: np) noted that “...our objectives are socio-economic (in scope). We need to generate foreign revenue and create employment opportunities, thereby increasing the contribution of the GDP (Gross Domestic Product) from 5.6 percent in 2009 to 15 percent in 2015” (Cited in ZTA, 2010: np). Mzembi also noted that the tourism brand launch would serve as a platform to tell the true and well detailed Zimbabwean story.

Figure 5.6 below shows the logo for the new Zimbabwe tourism brand.

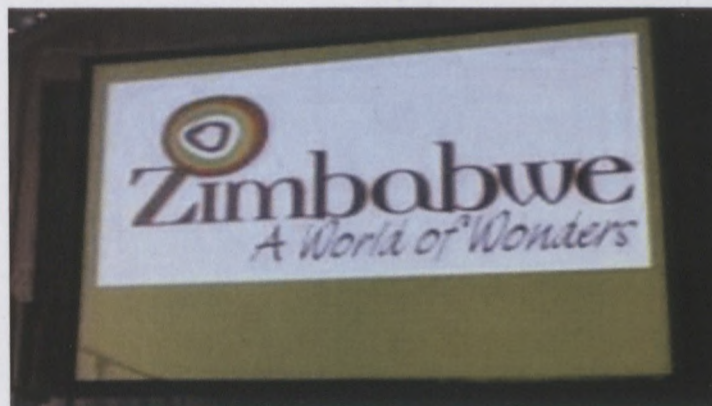


Figure 5. 6: The new Zimbabwe tourism brand logo

(Source: Zimbabwe Tourism Authority, 2010)

Mzembi (2011: np) posits that “...the tourism brand is premised on the seven wonders of the world and Zimbabwe came up with seven wonders of its own world, which are: wonderful people and culture, rich history and heritage, The majestic Victoria Falls, the Great Zimbabwe, pristine

wildlife and nature, The mystique of the Eastern Highlands, mythical Kariba and the mighty Zambezi” (cited in Mano, 2011: np).

Speaking at the launch ceremony, Mutambara (2010) said that the launch of “...the brand was the beginning of a long journey for the country to position itself as a tourist destination of choice both in Africa and abroad” (cited in *The Zimbabwean*, 2010: 1). Corroborating Mutambara, African Sun Chief Executive Shingi Munyeza (2010) warned that “...the nation should make sure the branding is value addition, rather than just another event. The brand should maintain among other things, vision and shared values, relevance, consistency, credibility, dependability, confidence and prosperity” (cited in *The Zimbabwean*, 2010: 1).

Besides launching the destination brand in Harare, the brand was also launched in South Africa, London, China, Germany, New York, Brasilia, Sao Paulo and Rio de Janeiro. The objective behind launching the brand across the world is to generate as much exposure of the brand as possible in the country’s tourism target markets. The launches were also planned in such a way that they coincided with prominent events on the global tourism calendar. For example, the launch in the UK was held on the sidelines of the World Travel Market.

5.6.2.1 Opportunities and challenges facing the new Zimbabwe tourism brand

The new tourism brand has been hugely successful, as evidenced by the increased number of tourists coming into the country. The team behind the launch of the new brand has also managed to promote the brand in the country’s major tourist markets. The tourism branding initiatives also provide evidence that there are some Zimbabweans who genuinely want to see transformation in the country and are not deterred by perpetual squabbles that characterise the political and socio-political environment in the country. The initiative has also done some groundwork for the nation brand by publicising positive aspects of the country abroad.

Unlike the nation branding initiative, which has largely been mere rhetoric, the tourism brand has been well supported by local and international campaigns, exhibitions and travel and tourism expositions. The campaign has also embraced the concept of brand ambassadors, for instance, prominent musician, Oliver Mtukudzi, is one of the tourism ambassadors. The use of local brand

ambassadors will certainly draw the attention of the public, thereby further providing publicity and support for the brand.

Mzembi and the CEO of the ZTA have also been able to provide effective leadership and support and their efforts, to a larger extent, have contributed to the success of the tourism brand.

In recognition of his sterling work and dedication to resuscitating and promoting tourism in Zimbabwe, in particular, and Africa in general, Mzembi was crowned the 2010 African Tourism Minister of the Year at the Africa Investor Tourism Investment Awards in South Africa in February 2011. This award further reinforced the new tourism brand because Mzembi is the leading brand champion.

Accepting the award, Mzembi (2011) said:

"The award that we have received today, that of African Minister of Tourism of the Year, is a fitting tribute to my President Robert Mugabe for his wisdom in creating a separate ministry of tourism and hospitality industry and positioning it as one of the four pillars anchoring economic recovery in Zimbabwe in successive economic blueprints since 2009. "His Solomonic wisdom in doing so has been vindicated by this prestigious award that we have received today. "This award is also a befitting endorsement of the Zimbabwe brand, aptly captured in our brand pay-off line 'Zimbabwe - a World of Wonders" The award is a welcome addition to the various accolades and recognitions that the country continues to receive".

The success of the tourism branding initiative may also contribute to the creation of positive perceptions of the country in light of the problems that the country has been facing during the past three decades.

The process of developing the new brand also involved all major stakeholders in the tourism and hospitality industry, leading to widespread support and acceptance of the new brand. Other sectors of the economy are also expected to support the tourism sector to make the brand a reality and credible.

ZTA's challenge is now to align Zimbabweans with the brand; ensure that everyone understands and embraces it; create ambassadors; and teach people how to translate the brand promise into a sustainable reality.

During the 19th session of the 186 member United Nations World Tourism Organisation (UNWTO) General Assembly, which was held in South Korea from October 8 - 14 2011, Zambia and Zimbabwe won the bid to co-host the 20th session of the UNWTO General Assembly in 2013. Delegates unanimously agreed that Zambia and Zimbabwe should co-host this important global event in 2013 in Livingstone (Zambia) and Victoria Falls (Zimbabwe).

Winning the right to host this prestigious global event is a major milestone for Zimbabwe's tourism brand, in particular, and the country, in general. Besides exposing the country as a world class destination for conferences, the event will also spur infrastructural development and improvement in the country.

However, some observers argue that the tourism brand is bound to fail in the long-run, because the socio-economic and political situation on the ground does not reflect the aspirations of the brand. The country should execute a major overhaul of its social, political, and economic systems for the brand's aspirations to become a reality. For example, there is an urgent need to rehabilitate dilapidated roads, transport and other infrastructure. For any destination to be attractive for tourists, it must have the facilities, infrastructure and environment to support tourism. In this regard, Zimbabwe may be found wanting if there are no fundamental changes in the socio-economic systems in the country.

Finally, for a sub-brand, for instance, the '*Zimbabwe: A World of Wonder*'s brand to thrive, it must be backed equally by an attractive nation brand. The natural flow should, therefore, have been to develop a nation brand (the mother-brand) first, and then develop sub-brands to feed off the equity generated by the nation brand instead of the opposite.

In Zimbabwe, a sector brand was developed before the country brand. This also points to a lack of coordination and strategic thinking. This situation is compounded by the fact that the people spearheading the tourism brand generally come from the ZANU (PF) side (although Mzembe is

generally regarded as a moderate and pro-reform government minister). The nation branding is being driven by Mutambara, who is from the MDC part of the government. Without cooperation and collaboration driven by a common purpose, it will be a huge challenge for nation branding to be successful in Zimbabwe.

The image of a nation is shaped by a number of factors and tourism is but one of them. A country may have excellent tourism facilities, natural beauty and world-class infrastructure, but if the country is a haven of corruption, economic mismanagement, and violence, few tourists will be willing to visit that country. Recurrent political bickering, violence and economic mismanagement may ultimately prove to be the powder keg of the successful tourism branding initiative.

5.7 Different approaches to re-branding countries

The above case studies illustrated the fact that different countries use different approaches to implement their nation branding campaigns. However, it is more than apparent that the approaches can be narrowed down to two, namely, the media-based approach and the empirical (action-oriented) approach.

The media approach assumes that the country can be re-branded by changing peoples' perceptions of the country through the use of media in the form of advertisements, workshops, testimonial public relations, publicity and other promotional tools. This was the approach that was adopted by the *Cool Britannia* campaign in the UK, and the Nigeria Image Project and Heart of Africa campaign in Nigeria. The media or promotional approach is of a short-term nature and is not too expensive to implement in the short-run.

The empirical approach acknowledges that branding a country is a long-term initiative and peoples' perceptions of a country cannot be changed by the media alone; the country must '*walk the talk*' or '*live the brand*'. In line with the age old adage that '*action speaks louder than words*', this approach predicates that nation branding must be driven by a genuine desire to transform the country.

This is highlighted and reinforced by the development and implementation of new socio-economic policies and programmes, deliberate investments in infrastructure development and a desire to achieve sustainable economic development. The end result of this deliberate long-term strategy will be a competitive nation brand. The cases of Spain and South Africa epitomise this approach.

The next challenge then is the question of which approach should countries follow; the media perception management approach or the empirical action-oriented approach? Should nation branding be short-term or long-term? The researcher strongly argues that the two approaches are not mutually exclusive and can be implemented in tandem. For example, a country that has embarked on a long-term nation branding initiative using the empirical approach may actually use the media approach to inform and persuade its targeted audience to support its national endeavour.

It is also imperative to note that the need to continuously inform internal and external audiences is ubiquitous throughout all stages of the nation branding process. Just as the country is implementing a long-term re-branding exercise, it is vital to promote the programme's objectives and milestones, hence the two approaches should be implemented in tandem in order to re-brand a country efficiently and effectively.

5.8 Chapter summary

This chapter analysed cases of successful and unsuccessful nation branding initiatives in different parts of the world. Nation branding has been successfully implemented in many countries, including Spain and South Africa. Much as the concept has been successful in other countries, it has been a failure in countries such as Nigeria, Britain, Tanzania, Kenya and many others.

Nation branding is currently a work-in-progress in Zimbabwe, but indications on the ground point out to the fact that, the process, like the *Cool Britannia* campaign and the Heart of Africa Project in Nigeria, is bound to fail. The chapter also revealed that Zimbabwe has managed to successfully develop and launch a national tourism brand. This was done before the development of the nation brand instead of the opposite, and not much ground has been covered to re-brand

Zimbabwe, except political rhetoric emanating from the office of the DPM. It is, therefore, a major objective of this study to develop a framework of how the re-branding of Zimbabwe can be undertaken.

A number of important issues emerged from these case studies. Firstly, the cases clearly reveal that the need for nations to re-brand themselves has become more urgent than ever before as a result of globalisation and accelerated competition between nations for resources, export markets, tourists, special skills and inward investment.

This chapter also reveals that although there were some similarities in the four nation branding cases that were analysed, there is no universal model for branding a country and each country followed a unique process in order to achieve its nation branding objectives.

The cases of Spain and SA also revealed that if nation branding is implemented as part of overall national economic development plans of the country and is buttressed by effective policies, it has the potential to transform countries and lead to economic development, changes in the quality of life of the country's citizens and the establishment of a national pride and a sense of national unity.

It is, therefore, evident that nation branding should be grounded in reality, effectively supported by the national government and its citizens and implemented as a long-term strategy to achieve defined national objectives.

The cases of unsuccessful nation branding initiatives in Britain and Nigeria underscore the fact that *'old habits die hard'* and it is difficult to change established images and perceptions of a country in the short term. These cases also highlight the notion that promotional campaigns and advertisements on their own cannot be the only instruments to re-brand a country. The failure of these campaigns can be attributed to a lack of effective stakeholder consultations and buy-in; a lack of national consensus on issues of national identity; and the absence of political will, especially in Nigeria.

The following chapter presents the research findings from the questionnaire surveys and in-depth interviews, which were conducted during the research study. The chapter also includes a discussion and interpretation of the findings in line with the research questions and research objectives, which were promulgated in the introductory chapter.

CHAPTER 6: PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

“The first step in dealing with a mass of data is, somehow, to organize it”

(Shavelson, 1996:43).

6.1 Introduction

The previous chapter analysed five cases of nation branding in practice. Cases of successful and unsuccessful nation branding initiatives were analysed in order to establish best practices in nation branding. This chapter comprises analysis, presentation and interpretation of the findings resulting from this study. Data analysis is “...the process of bringing order, structure and meaning to the mass of collected data” (de Vos, 2002:339). The analysis and interpretation of data is carried out in two phases. The first part, which is based on the results of the questionnaire, deals with a quantitative analysis of data. The second, which is based on the results of the interviews, is a qualitative interpretation. For this study to be successfully completed, it was imperative to analyse the data that was collected in order to answer the research questions and fulfill the research objectives. Prior to initiation of data collection, the significance, rationale and purpose of the study were explained to respondents. Furthermore, respondents were also given assurance that all the data that they provided would be used for purposes of the research and that identities of respondents would be confidential. A statistician analysed the data by using SAS software. Descriptive and inferential statistics such as frequencies, tables, percentages, and correlation tests were used in the data analysis and summaries. Relationships between variables were identified using frequencies, Chi-square and measurement analysis of variance (ANOVA) tests. The aim of this study was to establish how Zimbabwe could be re-branded in order to transform the country from being a failed state to an economically, politically and socially stable country through the application of nation brand management strategies.

6.2 Objectives of the study re-visited

As outlined in the introductory chapter, the objectives of this study were:

- To analyse the current context of the brand Zimbabwe and its projection on the global map;

- To determine and recommend the process that should guide the re-branding of Zimbabwe;
- To determine how re-branding can be used as part of the process to overcome the challenges of transforming Zimbabwe?
- To establish the desired effect of nation branding in Zimbabwe; and
- To identify the challenges of re-branding Zimbabwe

This leads to Section A, which provides an overview of the quantitative data analysis.

6.3 Section A: Quantitative data analysis

6.3.1 Response rate

This study initially administered 500 questionnaires to eligible respondents and 434 questionnaires were returned by the respondents. Of these returned surveys, 32 were not considered as usable. These unusable questionnaires were either blank or only partially completed with major portions of the survey left blank. Hussey and Hussey (1997:164) posit that questionnaire non-response bias can be categorised into two; questionnaire non-response and item non-response. Questionnaire non-response is when the questionnaires are not returned at all, and item non-response refers to a situation where some of the questions in the questionnaire have not been answered. Hussey and Hussey (1997:164) further elucidate that the consideration of response rates is vital in a research study because non-response could skew the results of the survey, rendering the sample non-representative of the population. With 402 returned and useable surveys of the 500, this study's response rate was 80.4%. According to Gillham (2000: 48), if the response rate in a questionnaire survey is less than 30 percent, the value and validity of the method and results of the study are questionable. However, this study achieved a response rate of 80.4%, which was highly satisfactory.

6.4 Method of analysis

6.4.1 Validation of survey results

A descriptive analysis of the survey results that were returned by the research questionnaire respondents are reflected below. Responses to the questions that were obtained through the questionnaires are indicated in table format for ease of reference. Quality research data forms the core of quality research. Thus, data validation was performed on the questionnaires in this survey. Data validation is the process of ensuring that a programme operates on clean, correct and useful

data. Construct validation, however, can only be taken to the point where the questionnaire measures what it is supposed to measure. Construct validation should be addressed in the planning phases of the survey and when the questionnaire is developed. The survey questionnaire sought to establish how Zimbabwe could be re-branded.

6.4.2 Data format

The data was received in questionnaire format, which were coded and captured on a database, developed in Microsoft Access for this purpose. These questionnaires were captured twice and then the two datasets were compared to minimise capturing mistakes. Once the database had been developed, use was made of rules with respect to the questionnaire that set boundaries for the different variables (questions). The Likert scale was designed as follows:

‘Strongly disagree’ is coded as 1;

‘Disagree’ is coded as 2;

‘Neither agree nor disagree’ is coded as 3;

‘Agree’ is coded as 4;

‘Strongly agree’ is coded as 5; and

‘Don’t know’ is coded as 6

A boundary was set in Microsoft Access as less than seven (7), which means that if the number 7 or more than 7 is captured, an error will show until a number less than 7 is captured. The data set was then imported into SAS-format through the SAS ACCESS module. This information, which had been double checked for correctness, was then analysed by the researcher.

6.4.3 Preliminary analysis

A uni-variate descriptive analysis was conducted on all the original closed variables; displaying frequencies, percentages, cumulative frequencies and cumulative percentages. Open-ended questions were analysed separately as it is a qualitative analysis. For the measuring instrument (statements) the means and standard deviations were also displayed. The scales used in the

questionnaire were either nominal (questions with yes or no answers) or ordinal (strongly disagree; disagree; neither agree nor disagree; agree; and strongly agree).

6.4.4 Inferential statistics used

The following inferential statistics were performed on the data:

- Chi-square tests for nominal data. The Chi-square (two-sample) tests are probably the most widely used nonparametric test of significance; which is useful for tests involving nominal data, but it can be used for higher scales as well, such cases where persons, events or objects are grouped in two or more nominal categories such as 'yes-no' or cases of A, B, C or D. The technique is used to test for significant differences between the observed distribution of data among categories and the expected distribution based on the null hypothesis. It should be calculated with actual counts rather than percentages (Cooper & Schindler, 2001:499).
- ANOVA is a general technique that can be used to test the hypothesis that the means among two or more groups are equal, under the assumption that the sampled populations are normally distributed.
- The SAS software computes a P-value (probability value) that measures statistical significance when comparing variables with each other, determining relationships between variables or determining associations between variables. Results will be regarded as significant if the P-values are smaller than 0.05, because this value presents an acceptable level on a 95% confidence interval ($p \leq 0.05$). The P-value is the probability of observing a sample value as extreme as, or more extreme than the value that is actually observed, given that the null hypothesis is true. This area represents the probability of a Type 1 error that must be assumed if the null hypothesis is rejected (Cooper & Schindler, 2001:509).
- The P-value is compared to the significance level (α) and on this basis the null hypothesis is either rejected or not rejected. If the P-value is less than the significance level, the null hypothesis is rejected (if $P\text{-value} < \alpha$, reject null). If the P-value is greater than or equal to the significance level, the null hypothesis is not rejected (if $P\text{-value} \geq \alpha$, do not reject

null). Thus with $\alpha = 0.05$, if the P-value is less than 0.05, the null hypothesis will be rejected. The P-value is determined by using the standard normal distribution. The small P-value represents the risk of rejecting the null hypothesis.

- A difference has statistical significance if there is good reason to believe that the difference does not represent random sampling fluctuations only. Results will be regarded as significant if the P-values are smaller than 0.05, because this value is used as a cut-off point in most behavioural science research.

6.4.5 Assistance to the researcher

A statistician provided assistance to the researcher in designing the statistical tools and analysis of the data. The conclusions made by the researcher were validated by the statistical report. The final report written by the researcher was also validated and checked by the statistician to exclude any misleading interpretations.

6.4.6 Sample

The target population of the study included Zimbabwean citizens in and outside Zimbabwe and the general foreign public (everyone who is not Zimbabwean, but knows something about the country). As alluded to in Chapter 4, non-probability sampling methods, namely purposive, judgemental and quota sampling based on the ratio of 3:1 with regard to Zimbabwean respondents and foreign respondents were used to draw the sample. Snowball sampling was also used to gain access to other respondents through referrals to eligible respondents by respondents who would have participated in the study.

6.4.7 Analysis

In total, 500 respondents ranging from the general public, to politicians, academics, professionals, students, religious and business leaders were drawn from the target population. In the end 302 Zimbabweans and 100 foreigners successfully completed the survey and information on these 402 questionnaires was utilised in the inferential statistics.

6.4.8 Reliability testing

A reliability test (Cronbach's Alpha Coefficient) was conducted on all the statements, which represents the measuring instrument of this survey. Cronbach's Alpha is an index of reliability, which is associated with the variation accounted for by the true score of the 'underlying construct'. The construct refers to the hypothetical variables (statements) that are measured (Cooper & Schindler, 2001:216-217). Another way to put it would be that Cronbach's Alpha measures how well a set of items (or variables) measures a single uni-dimensional latent construct. When data has a multi-dimensional structure, Cronbach's Alpha will usually be low.

6.5 Univariate graphs for the foreigners' survey

6.5.1 Demographic profile/general information

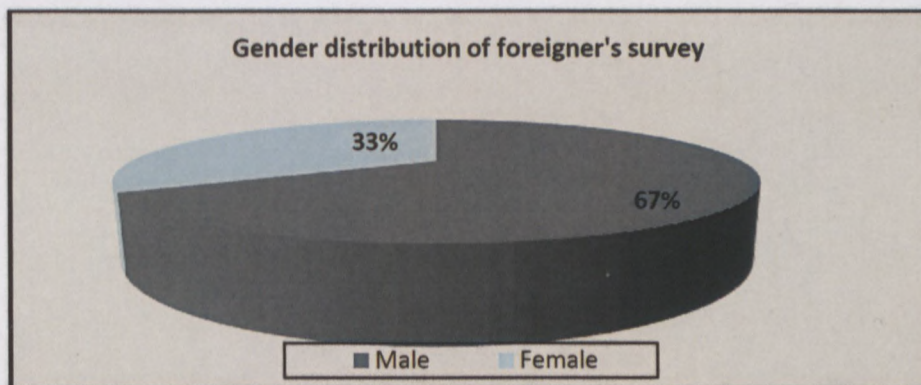


Figure 6.1: Gender distribution of foreigners' survey

According to Figure 6.1, 67% of the respondents are male and 33 % are female. The ratio of male to female is 2:1.

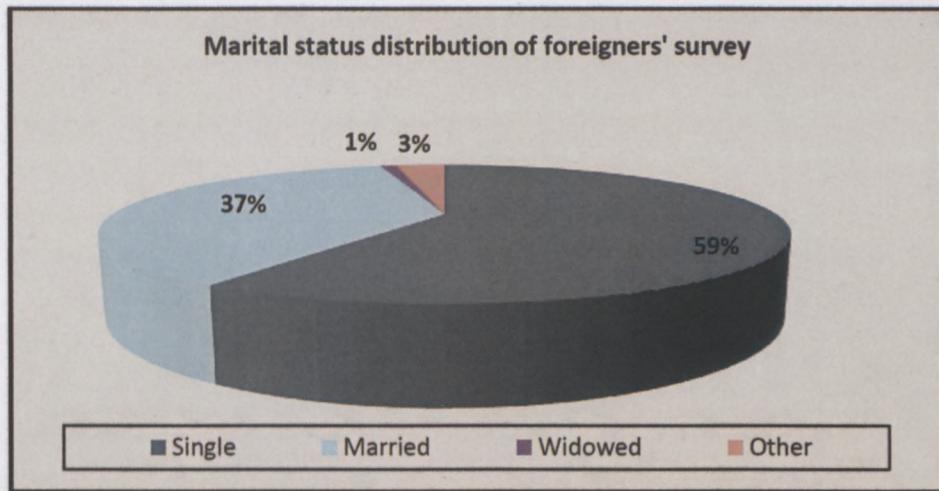


Figure 6.2: Marital status distribution of foreigners' survey

According to Figure 6.2, 59% of respondents were single; 37% were married and 1% widowed. The remaining 3 percent indicated 'other'.

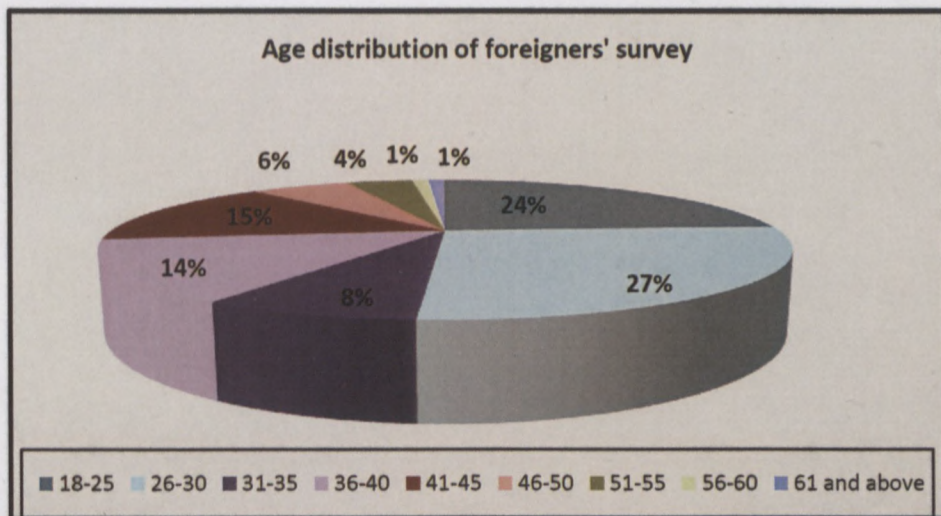


Figure 6.3: Age distribution of foreigners' survey

According to Figure 6.3, 51% of respondents were younger than 31 years of age, and the 49% were equal to 31 or older.

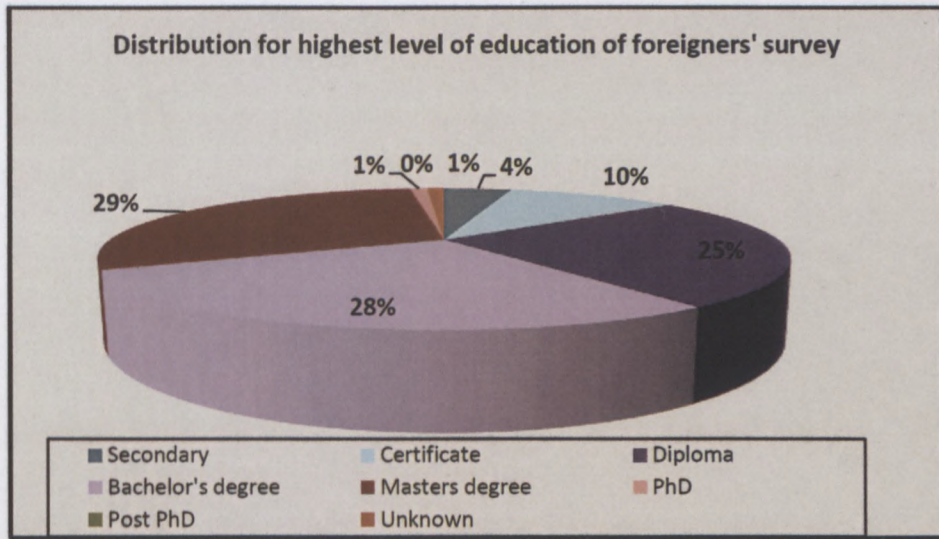


Figure 6.4: Distribution for highest level of education of foreigners' survey

According to Figure 6.4, most respondents have a diploma (25%), Bachelor's degree (28%) or a Masters degree (29%).

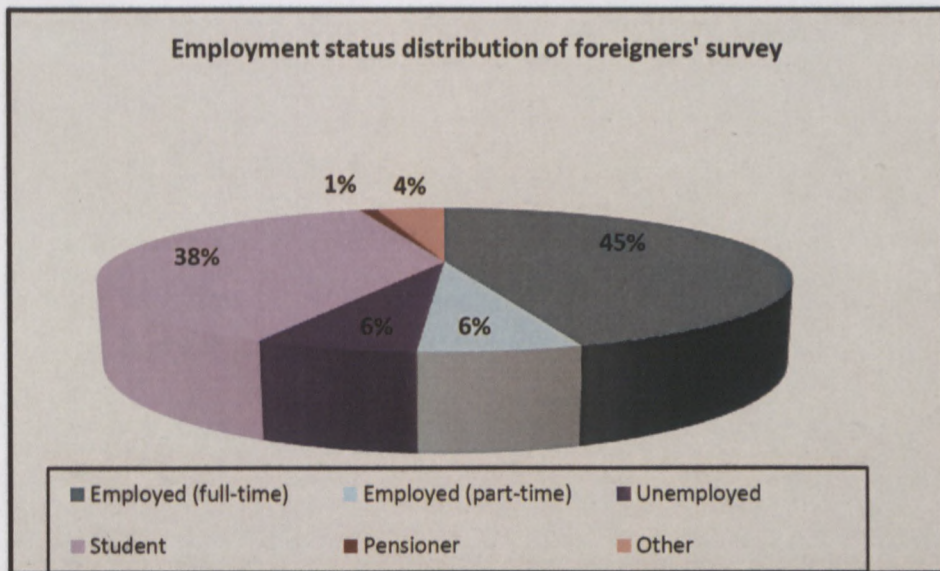


Figure 6.5: Gender distribution of foreigners' survey

A majority of the foreign respondents were employed on a full-time basis (45%) or are students (38%).

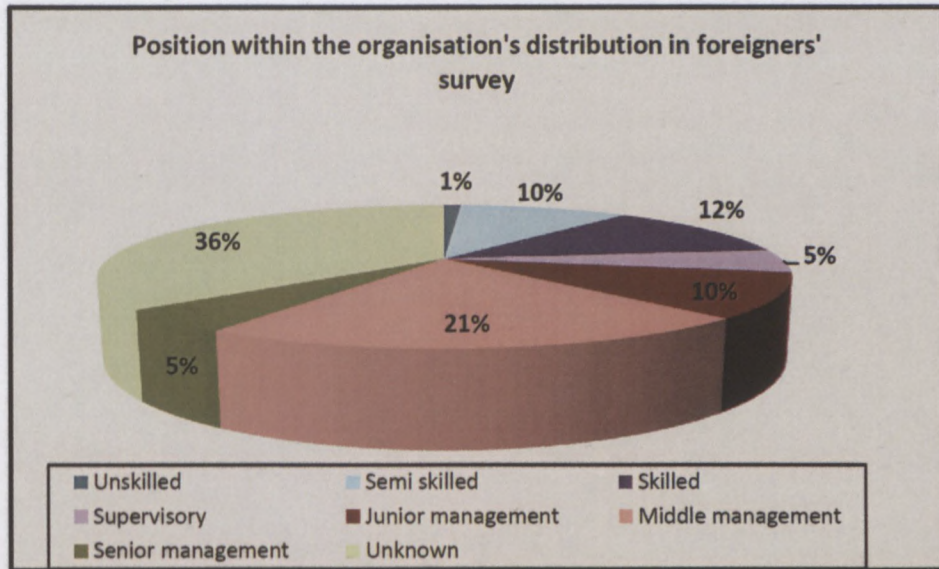


Figure 6.6: Position within the organisation's distribution in foreigners' survey

More than a third of the respondents did not indicate what their position is within the organisation, while more than a fifth of the respondents were in the position of middle management in the organisations that they work for.

6.5.2 Zimbabwe as a country as per the foreigners' survey

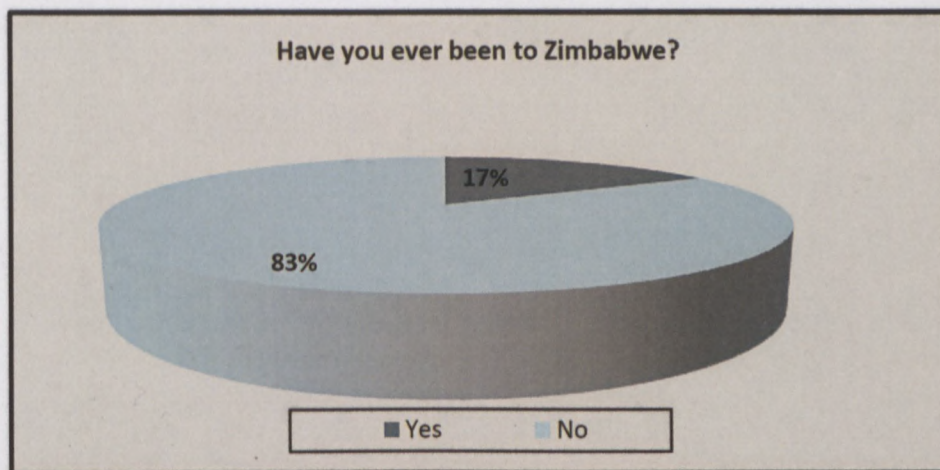


Figure 6.7: Have you ever been to Zimbabwe?

Less than a fifth of the respondents in the foreigners' survey have been to Zimbabwe.

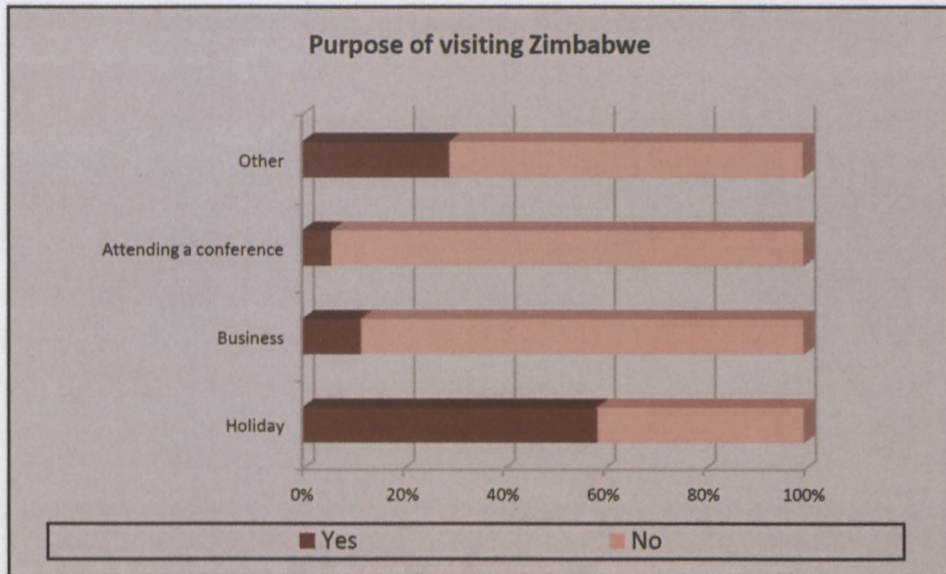


Figure 6.8: Purpose of visiting Zimbabwe

Out of the total sample, 17 of the respondents have been to Zimbabwe. Of these 17 respondents, 58.8% went there for a holiday; 11.8% went there on business; 6.9% went there to attend a conference; and 29.4% went there for other reasons.

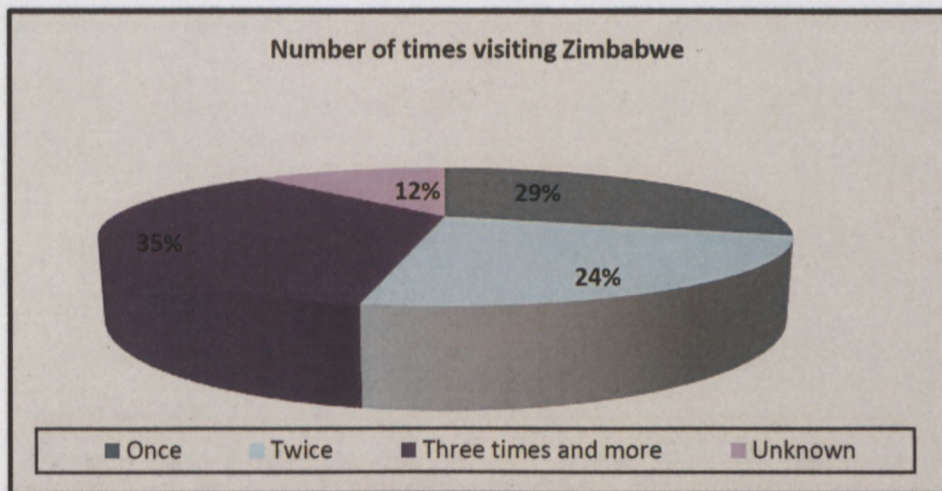


Figure 6.9: Number of times that you have visited Zimbabwe

Out of the total sample of 17 respondents that have been to Zimbabwe; 29% visited Zimbabwe once; 24% visited Zimbabwe twice, and 35% visited Zimbabwe three and more times. A total of 12% of the respondents did not indicate how many times they have visited Zimbabwe.

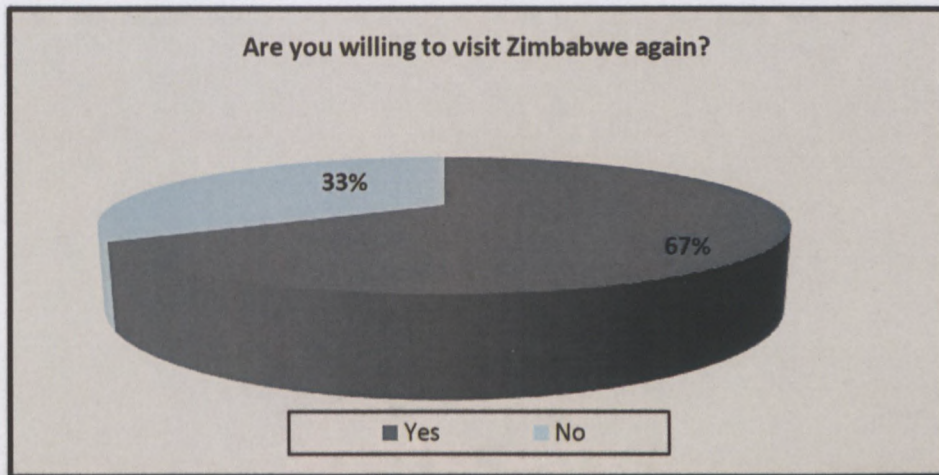


Figure 6.10: Are you willing to visit Zimbabwe again?

Out of the total sample of 17 respondents that have been to Zimbabwe; 67% are willing to visit Zimbabwe again.

6.5.3: Perceptions and attitudes towards Zimbabwe

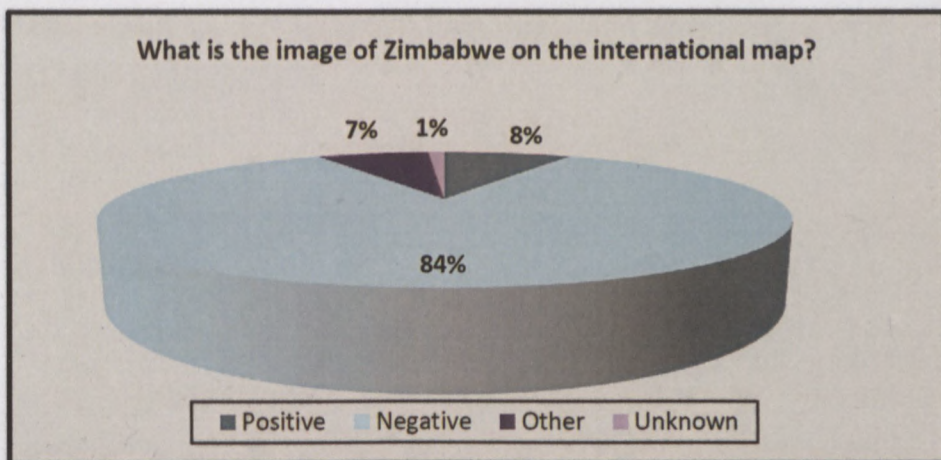


Figure 6.11: What is the image of Zimbabwe on the international map?

A total of 84% of the respondents indicated that the image of Zimbabwe on the international map is negative.

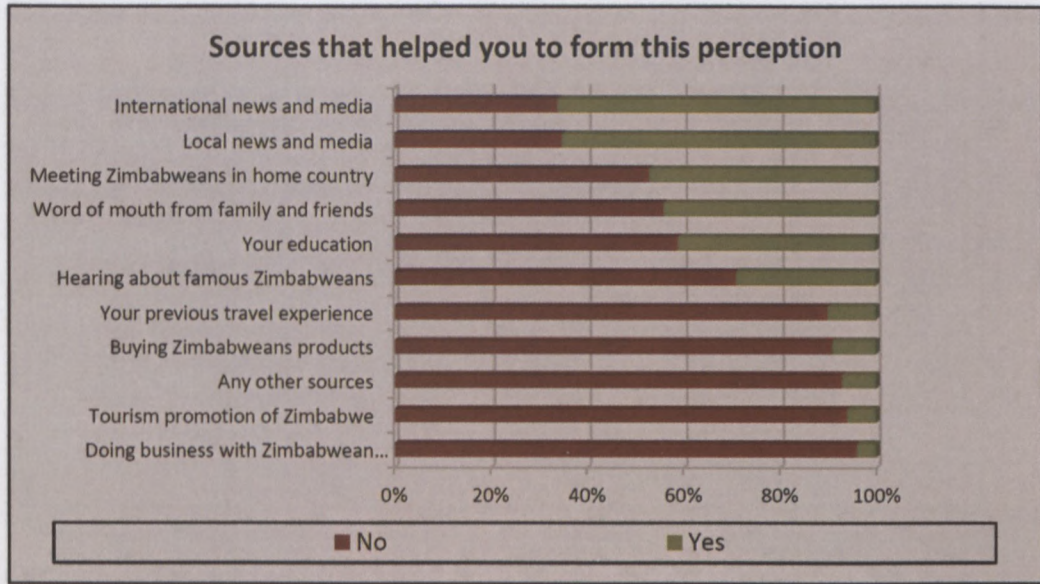


Figure 6.12: Sources that shaped your perceptions

It seems that international news and media (66%) and local news and media (65%) are sources that mostly helped to form foreigners' perceptions of Zimbabwe

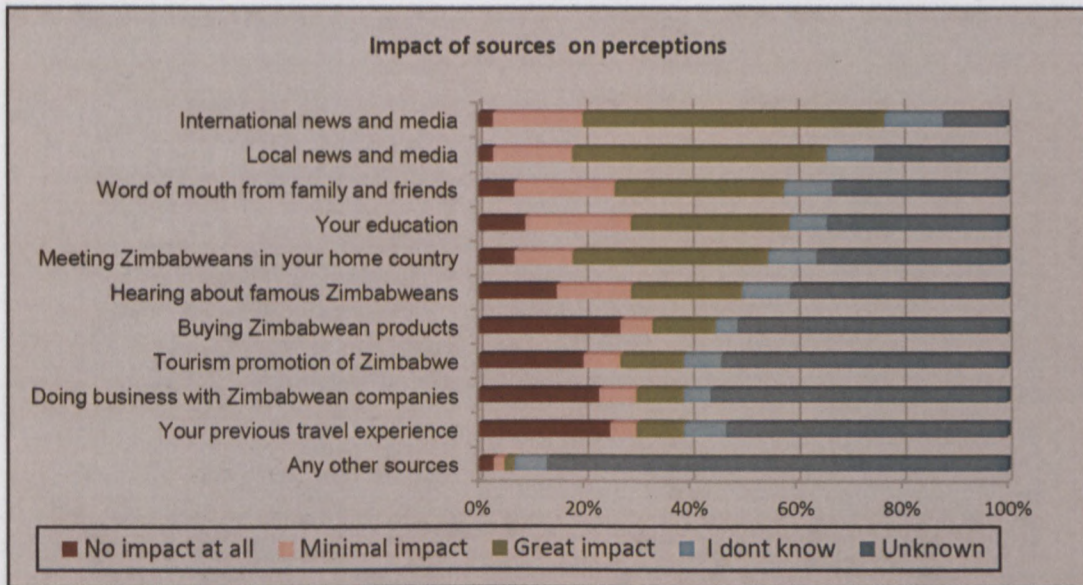


Figure 6.13: Impact of sources on perceptions of Zimbabwe

It seems that international news and media (57%) and local news and media (48%) are the major sources that impacted on shaping foreigners' perceptions of Zimbabwe.

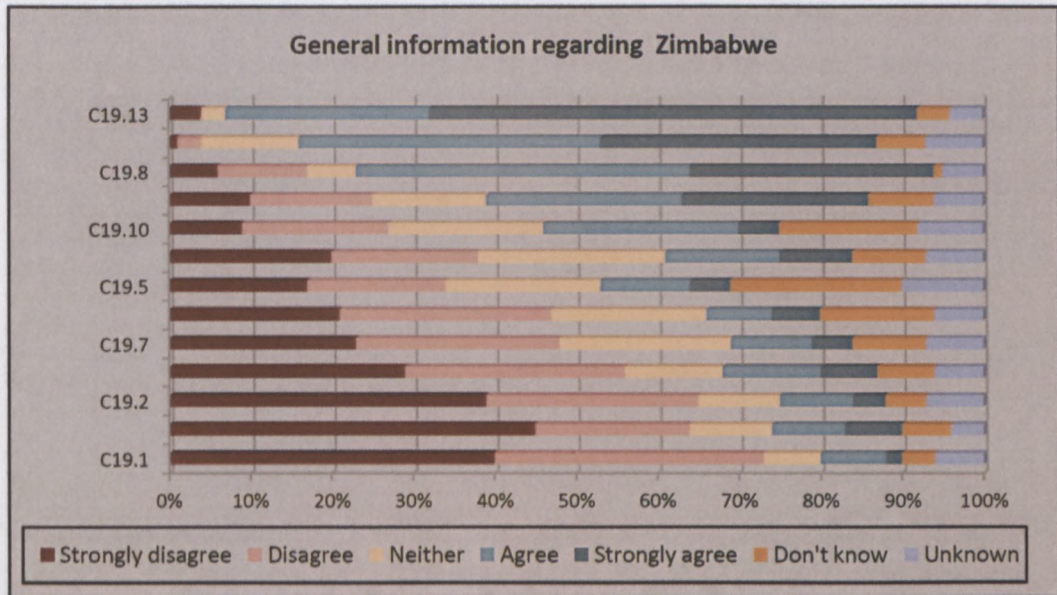


Figure 6.14: General information regarding Zimbabwe

A majority of foreigners agreed with the following statements:

- Zimbabwe's image abroad should be improved (85% agree to strongly agree);
- Zimbabweans are friendly people (71% agree to strongly agree); and
- Given an opportunity, I am willing to visit Zimbabwe (71% agree to strongly agree).

A majority of foreigners disagreed with the following statements:

- Zimbabwe has a good image on the global map (73% disagree to strongly disagree);
- Zimbabwe is a democratic state (65% disagree to strongly disagree);
- Zimbabwe has good political leaders (64% disagree to strongly disagree); and
- Zimbabwe is a good example of successful African independence (56% disagree to strongly disagree).

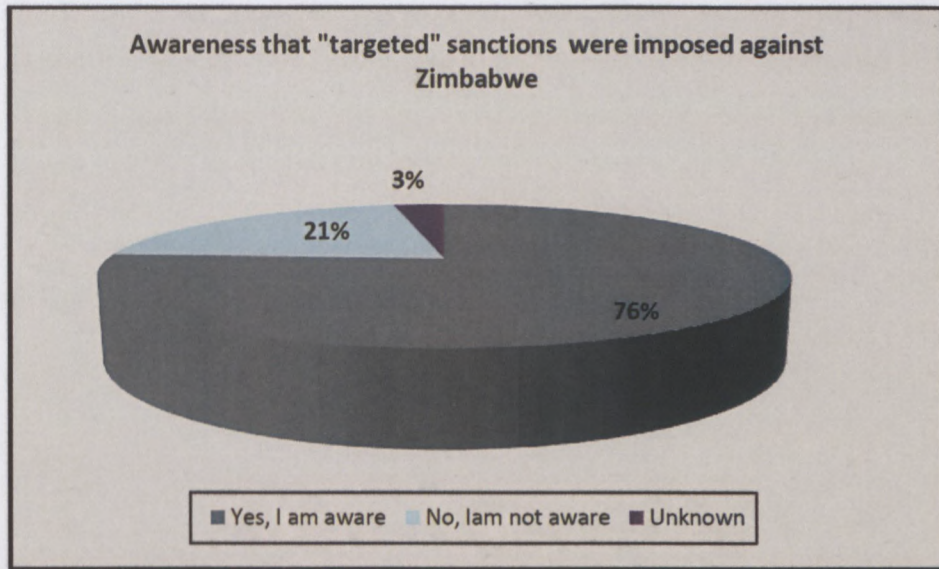


Figure 6.15: Awareness of targeted sanctions imposed against Zimbabwe

Three quarters of the respondents were aware that ‘targeted’ sanctions were imposed against Zimbabwe.

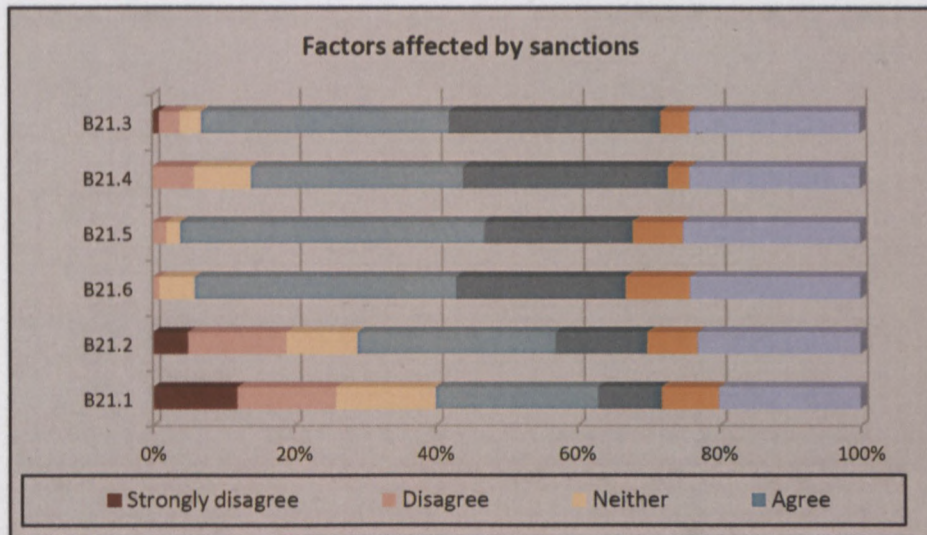


Figure 6.16: Factors affected by sanctions

Sanctions have affected the following:

- Zimbabwe's economy (65% agree to strongly agree);
- Zimbabwe's image abroad (59% agree to strongly agree);
- Zimbabwe's ability to export goods and services (64% agree to strongly agree); and
- Zimbabwe's ability to import goods and services (61% agree to strongly agree).

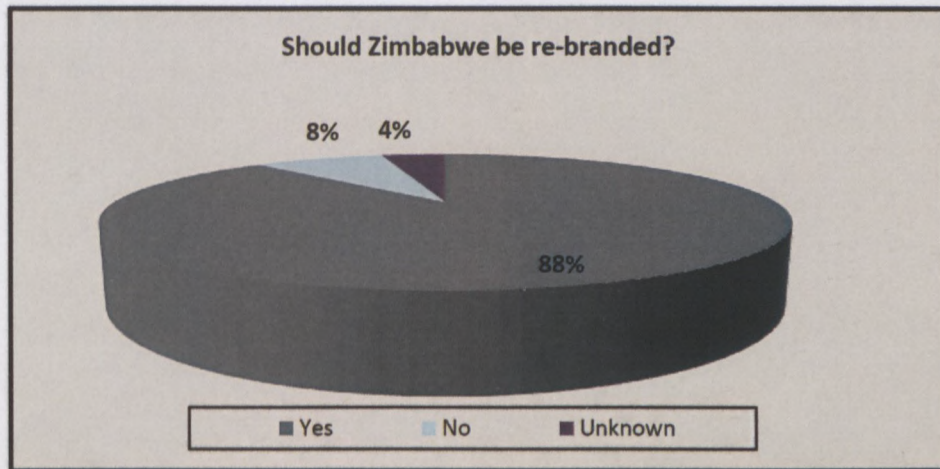


Figure 6.17: Should Zimbabwe be re-branded

Most of the respondents (88%) believe that Zimbabwe should to be re-branded.

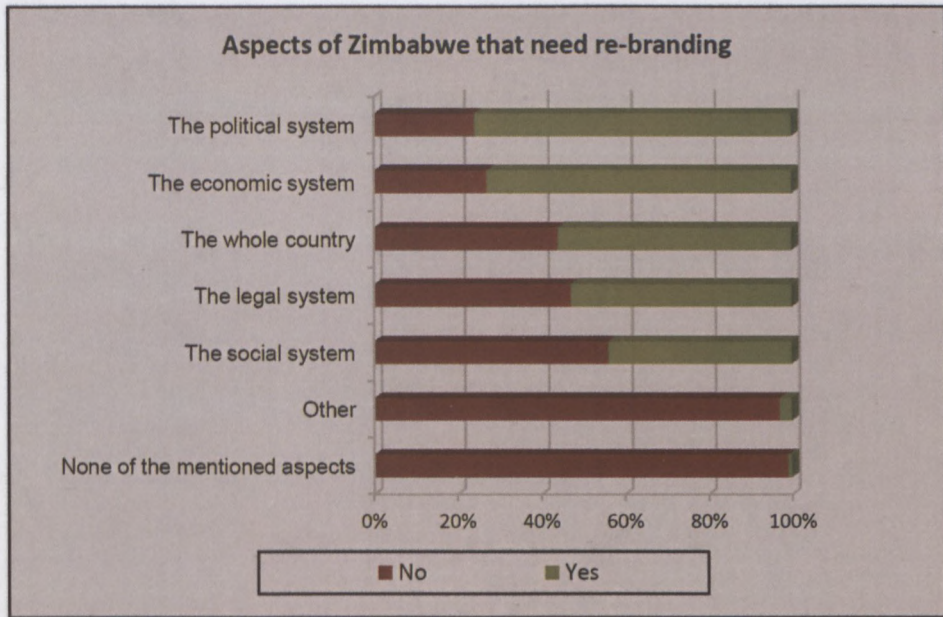


Figure 6.18: Aspects of Zimbabwe that need re-branding

The following aspects of Zimbabwe need re-branding:

- The political system (76% agreed);
- The economic system (73% agreed); and
- The whole country (56% agreed).

6.6 Uni-variate graphs for the Zimbabweans' survey

6.6.1 Demographic profile/general information

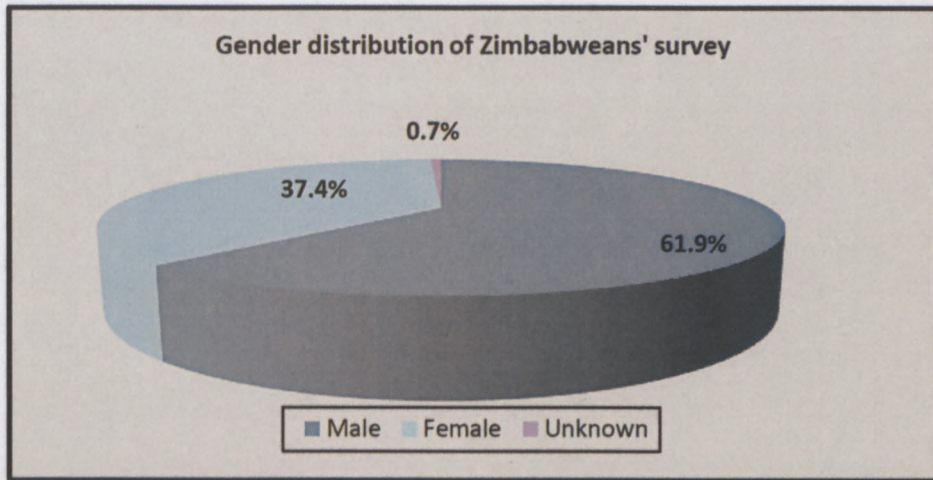


Figure 6.19: Gender distribution of Zimbabweans' survey

According to Figure 6.19, 62% of respondents are male and 37 % are female.

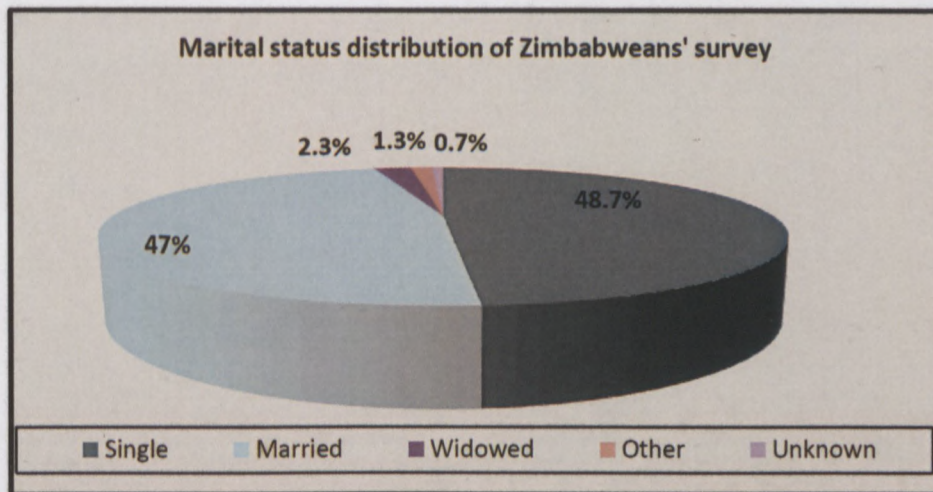


Figure 6.20: Marital status distribution of Zimbabweans' survey

According to Figure 6.20, 49% of respondents were single; 47% were married and 2% widowed. The remaining 2% indicated "other", or did not indicate anything at all.

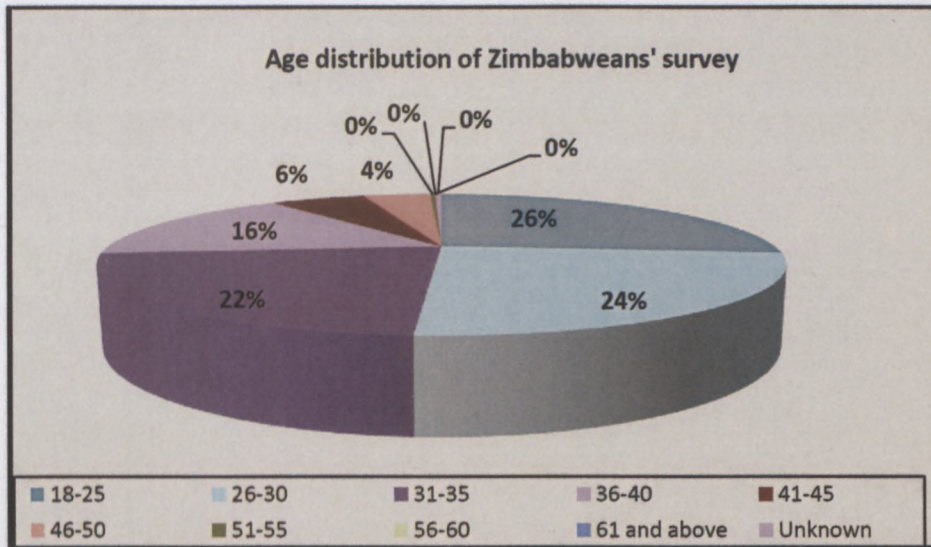


Figure 6.21: Age distribution of Zimbabweans' survey

According to Figure 6.21, 50% of respondents were younger than 31 years of age, and the 50% were equal to 31 or older.

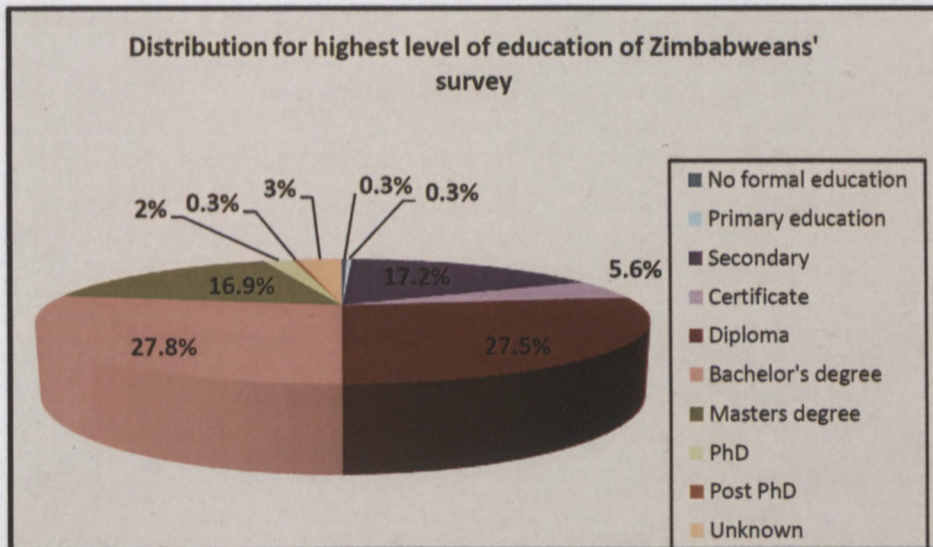


Figure 6.22: Distribution for highest level of education of Zimbabweans' survey

According to Figure 6.22, most of the respondents have a diploma (27%), Bachelor’s degree (28%) or a Master’s degree (17%).

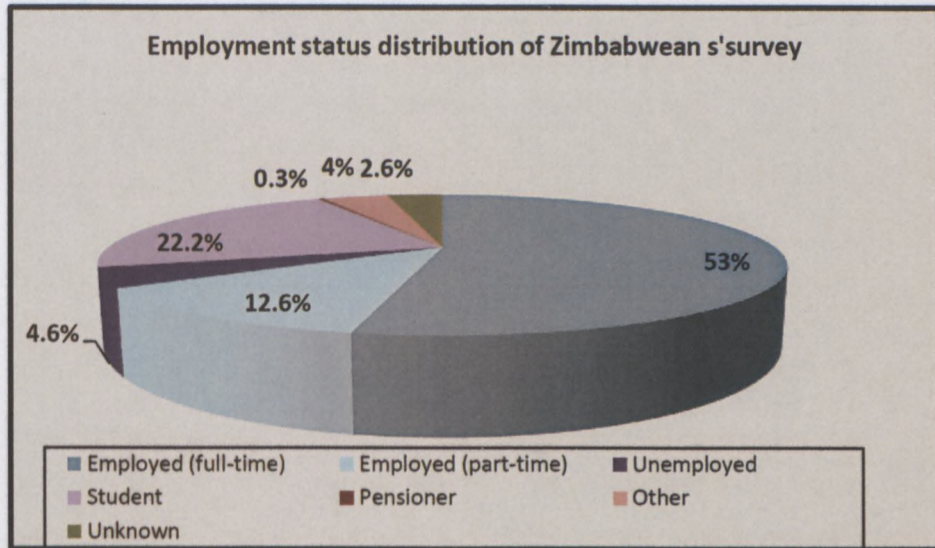


Figure 6.23: Employment status distribution in Zimbabweans’ survey

A majority of the respondents that were surveyed are either employed on a full-time basis (53%) or are students (22%).

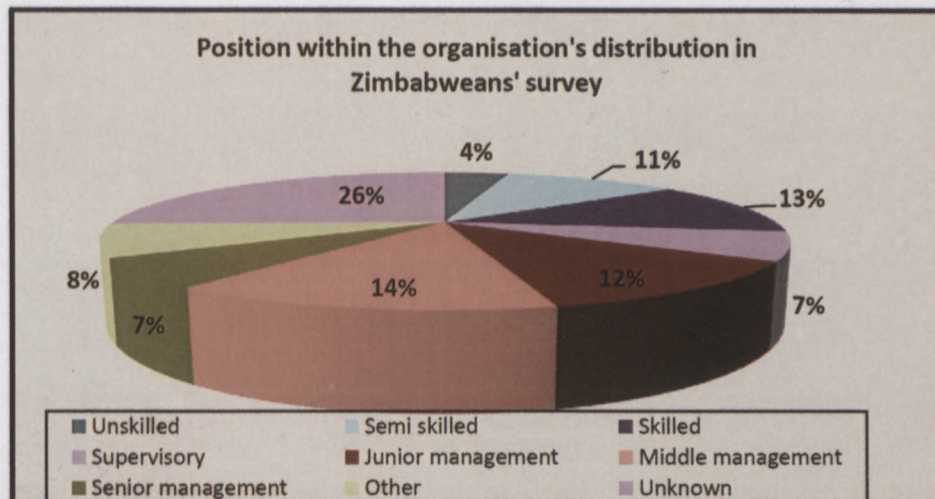


Figure 6.24: Position within the organisation’s distribution in Zimbabweans’ survey

More than a quarter of the respondents did not indicate what their position is within the organisation and a third of the respondents were in the position of either junior, middle and senior management within the organisation that they work for.

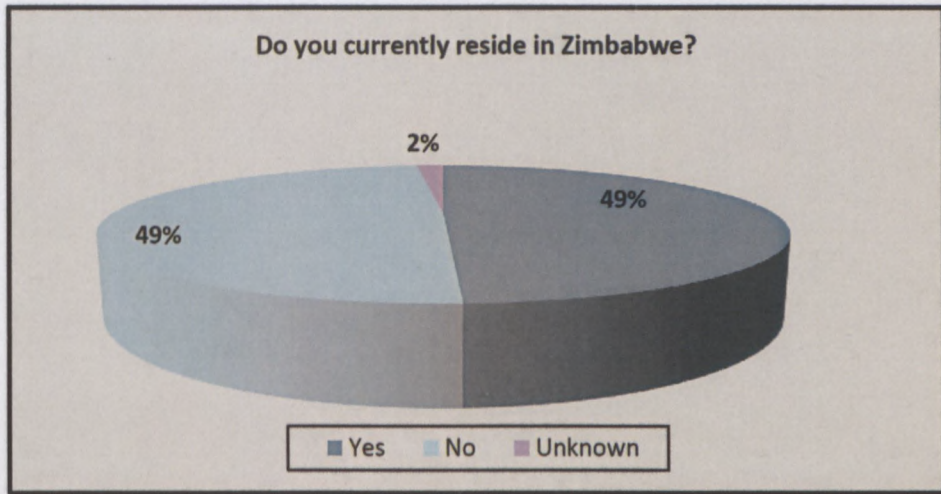


Figure 6.25: Do you currently reside in Zimbabwe?

An equal number of respondents currently reside in Zimbabwe and do not reside in Zimbabwe.

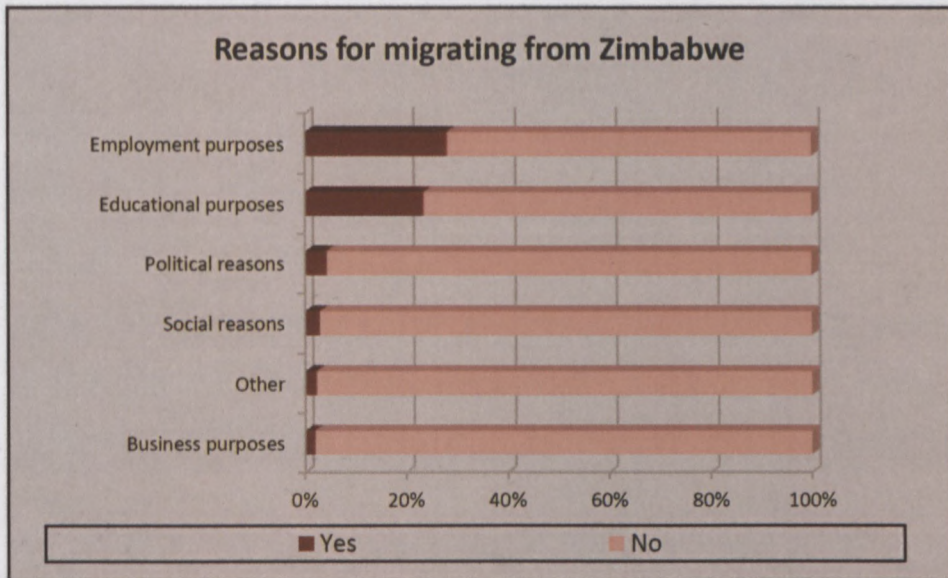


Figure 6.26: Migrating reasons

Employment purposes were cited as a reason for 28.2% of the respondents; and educational purposes were cited as reason for 23.5% of the respondents to migrate from Zimbabwe. A few of the respondents indicated other reasons.

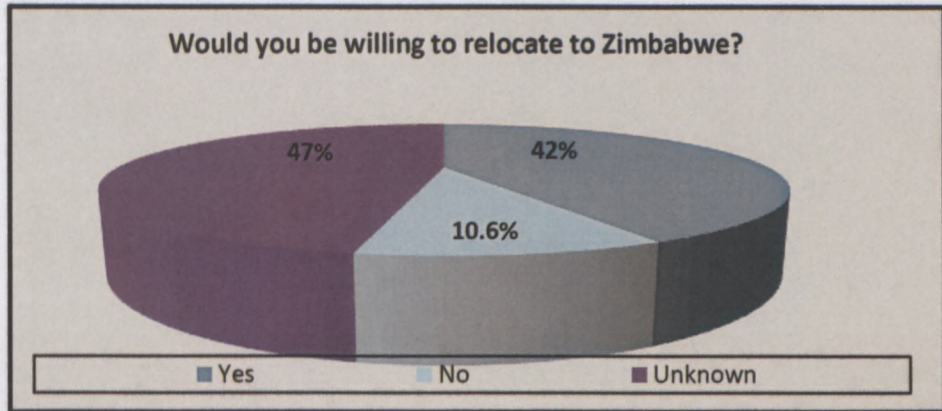


Figure 6: 27: Willingness to relocate to Zimbabwe

Nearly half of the respondents did not indicate any answer and 42% of the respondents indicated that they will be willing to relocate to Zimbabwe.

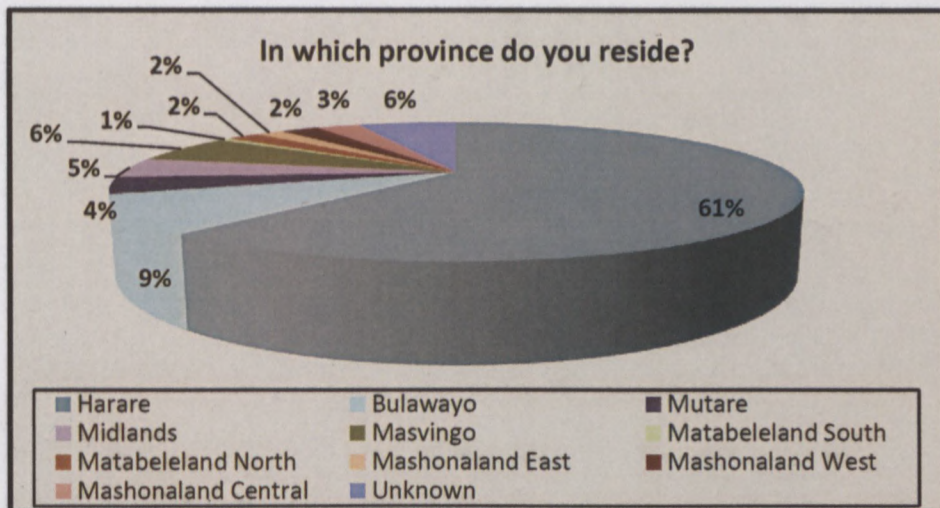


Figure 6.28: In which province do you reside?

Most respondents reside in Harare (61.3%).

6.6.2: Perceptions and attitudes towards Zimbabwe

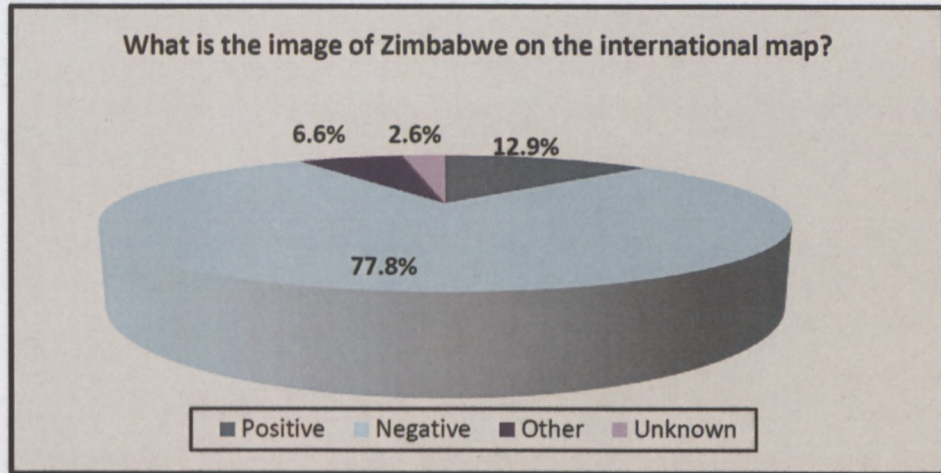


Figure 6.29: What is the image of Zimbabwe on the international map?

Most respondents perceive that Zimbabwe’s image on the international map is negative (77.8%).

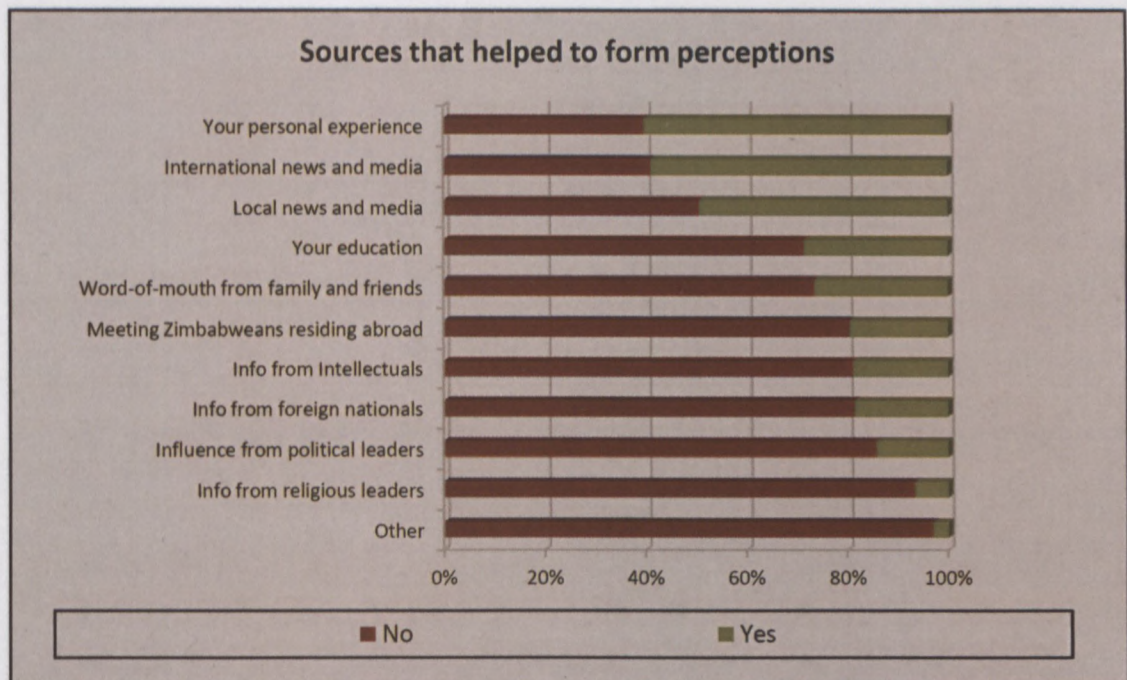


Figure 6.30: Sources that helped to form perceptions

It seems that the respondents' personal experience (60.3%) and international news and media (58.9%) are sources that mostly shaped or influenced perceptions of the Zimbabwean respondents.

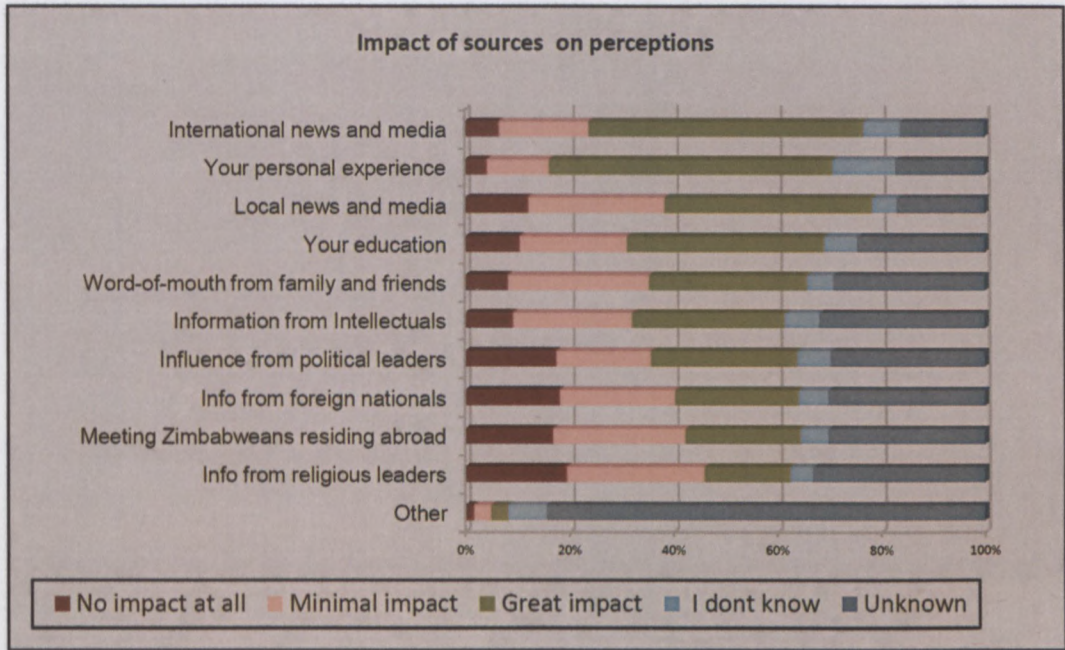


Figure 6.31: Impact of sources on perceptions of Zimbabwe

It seems that the international news and media (53%) and the respondents' personal experience (54.6%) are sources that had a great impact on shaping their perceptions of Zimbabwe.

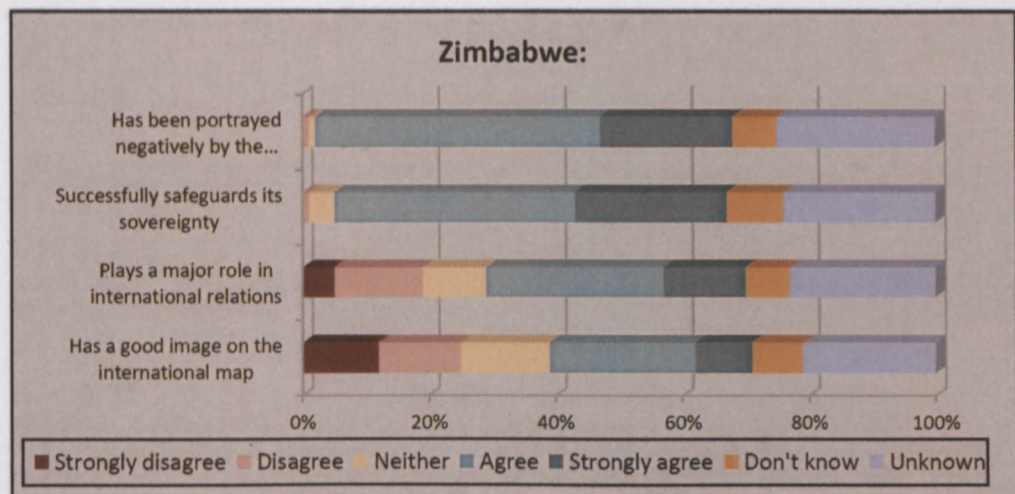


Figure 6.32: Zimbabwe

Zimbabwe has been portrayed negatively by the international media (59.6% agree to strongly agree and 17.6% disagree to strongly disagree with the statement); and Zimbabwe successfully safeguards its sovereignty (42.7% agree to strongly agree and 24.1% disagree to strongly disagree with this statement).

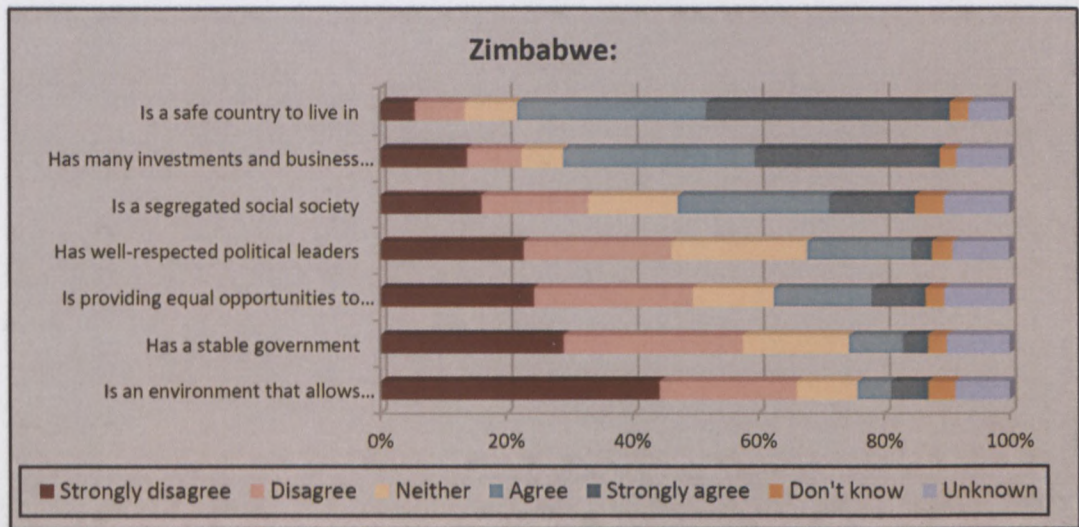


Figure 6.33: Zimbabwe

Zimbabwe is a safe country in which to live (68.8% agree to strongly agree and 13.6% disagree to strongly disagree with the statement); and Zimbabwe has many investments and business opportunities (60.0% agree to strongly agree and 22.5% disagree to strongly disagree with this statement).

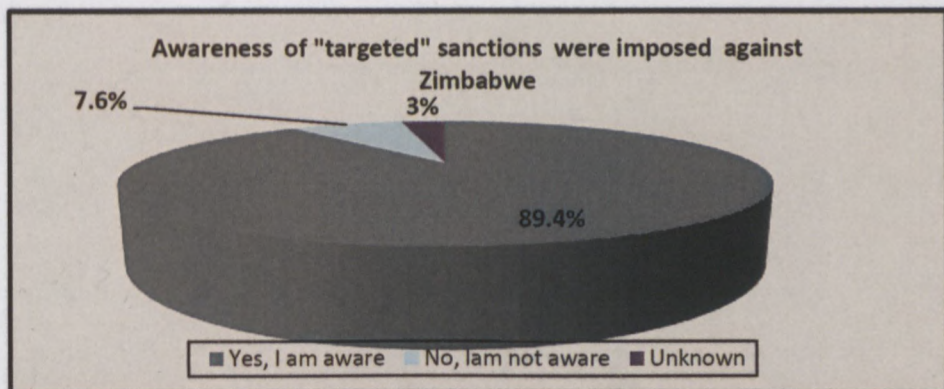


Figure 6.34: Awareness of targeted sanctions imposed against Zimbabwe

Most of respondents (89.4%) were aware of the ‘targeted’ sanctions that have been imposed on Zimbabwe.

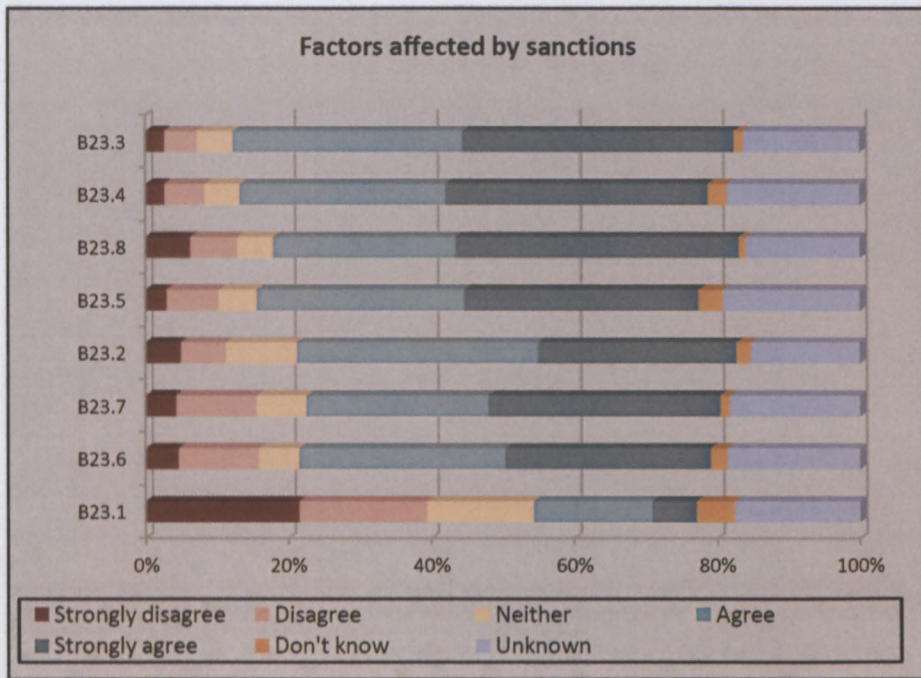


Figure 6.35: Factors affected by sanctions

Sanctions have affected the following:

- Zimbabwe’s economy (70.2% agree to strongly agree);
- Zimbabwe’s image abroad (65.6% agree to strongly agree);
- Ordinary people (65.2% agree to strongly agree);
- Zimbabwe’s ability to export goods and services (61.9% agree to strongly agree);
- Sanctions should be removed (61.6% agree to strongly agree);
- Sanctions have affected tourist arrivals (57.9% agree to strongly agree); and
- Zimbabwe’s ability to import goods and services (57.6% agree to strongly agree).

6.6.3: Re-branding Zimbabwe

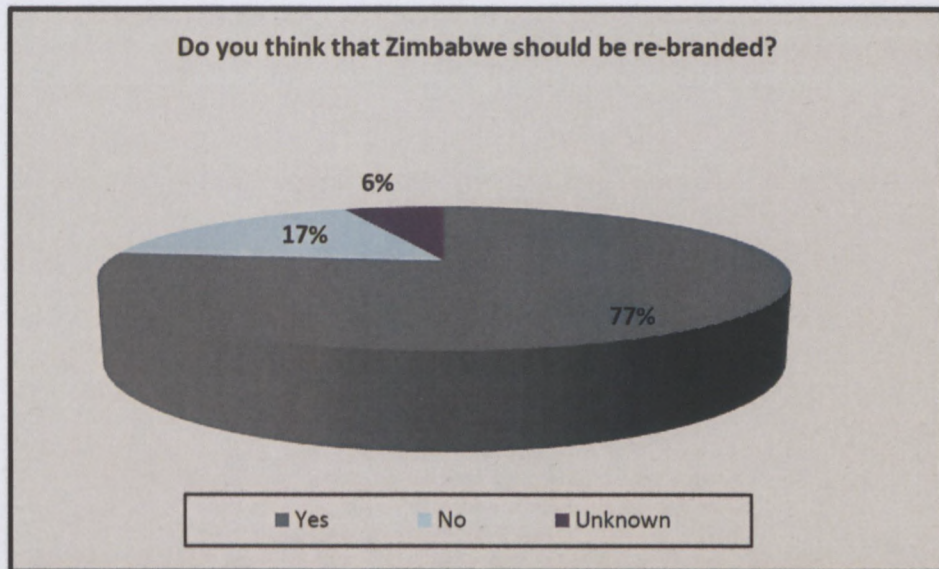


Figure 6.36: Should Zimbabwe be re-branded?

Most of respondents (77%) believe that Zimbabwe should be re-branded.

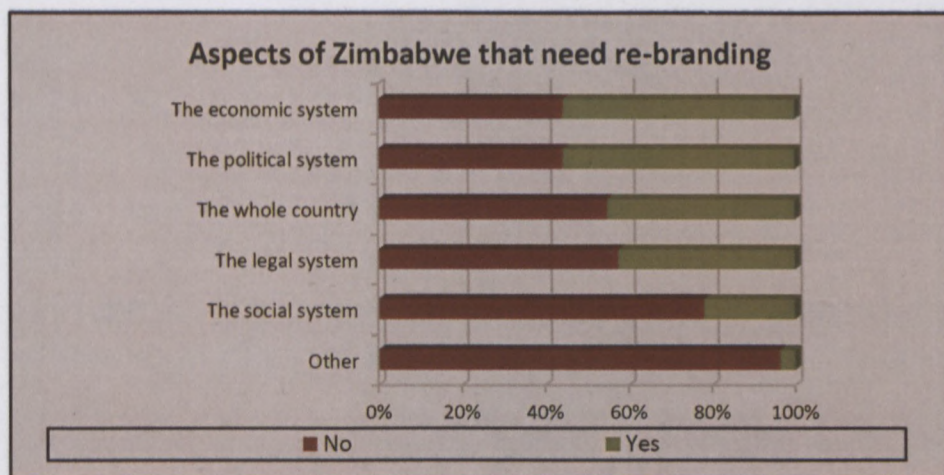


Figure 6.37: Aspects of Zimbabwe that need re-branding

The following aspects of Zimbabwe need re-branding:

- The economic system (56% agreed);

- The political system (56% agreed); and
- The whole country (55% agreed).



Figure 6.38: Ambassadors of brand Zimbabwe

The person whom the respondents indicated as their choice of brand ambassador for Zimbabwe is Strive Masiyiwa (26.8% of respondents indicated yes), while a majority would prefer someone else (38.1% indicated other).

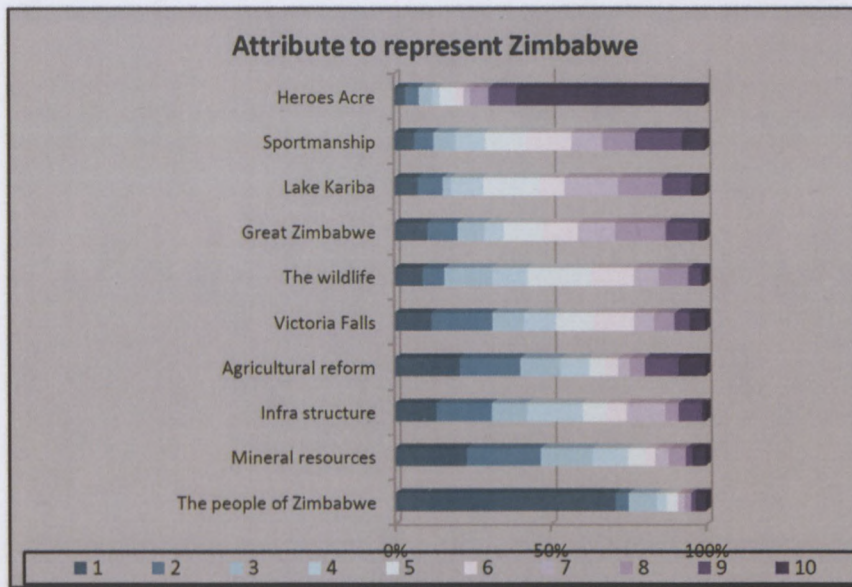


Figure 6.39: Attribute to represent Zimbabwe

The people of Zimbabwe are the most favourable attribute to represent brand Zimbabwe as the total score for this category was the lowest. The lower score means that more respondents indicated that the attribute is more important and the higher score means that more respondents indicated that the attribute is less important.

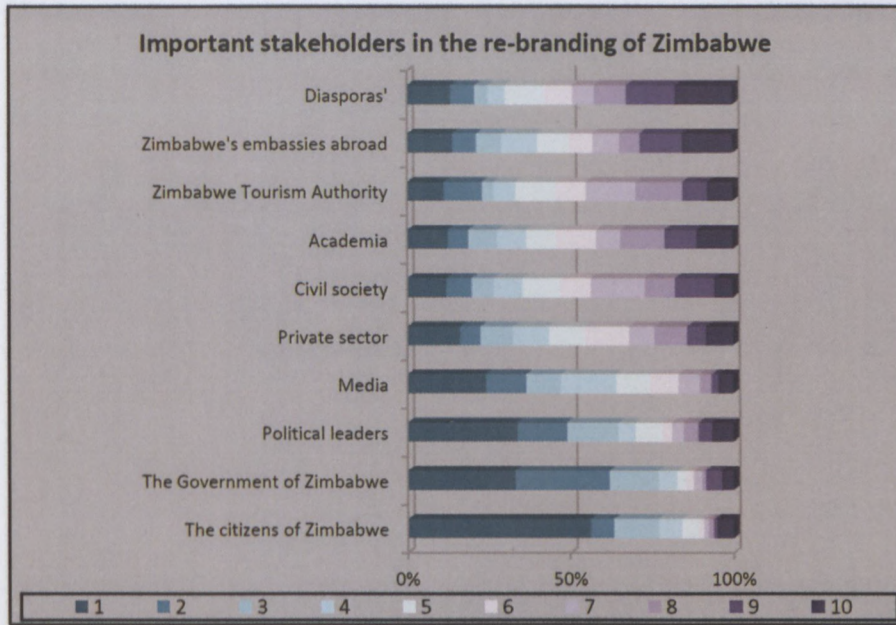


Figure 6.40: Important stakeholders in the re-branding of Zimbabwe

The people of Zimbabwe seem to be the stakeholders that are the most important in the process of re-branding Zimbabwe.



Figure 6.41: Institutions to spearhead re-branding of Zimbabwe

It seems that most Zimbabweans mostly want the government (57.6% indicated yes) to spearhead the process of re-branding Zimbabwe.

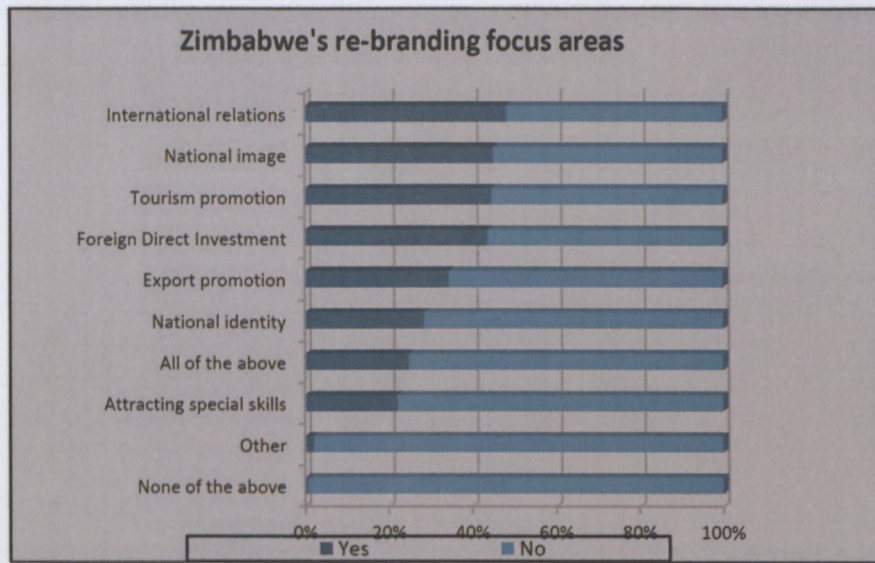


Figure 6.42: Zimbabwe's re-branding focus areas

The re-branding area to focus on seems to be international relations (48.3% indicated yes); national image (45% indicated yes); tourism promotion (44.7% indicated yes); and foreign direct investment (43.7% indicated yes).

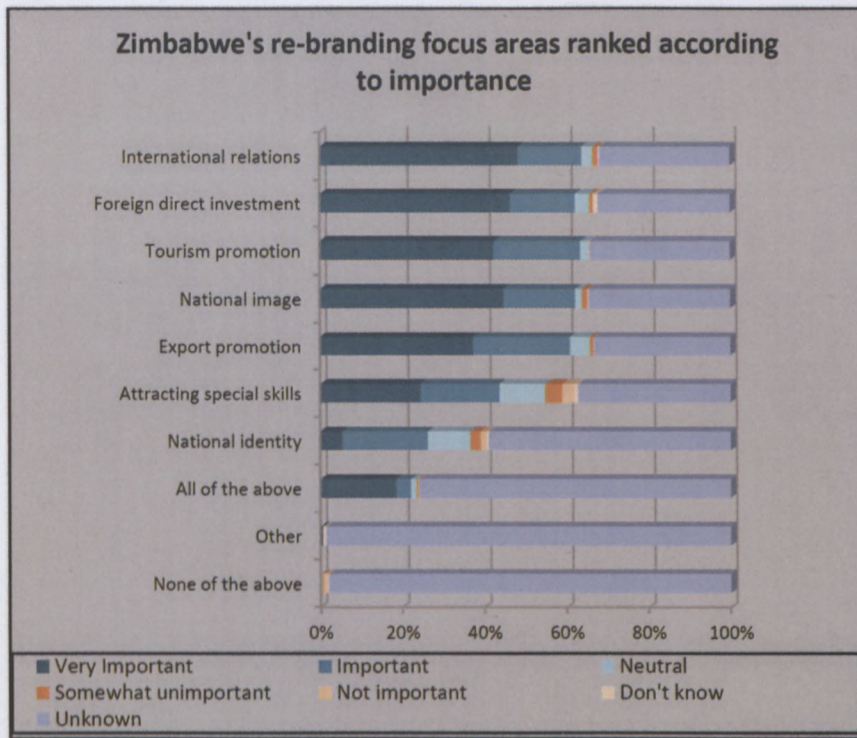


Figure 6.43: Zimbabwe's re-branding focus areas rated according to importance

International relations (63.9% indicated important to very important); foreign direct investment (62.3% indicated important to very important); tourism promotions (63.6% indicated important to very important); national image (62.3% indicated important to very important); and export promotion (60.9% indicated important to very important) seem to be the most important re-branding focus areas.

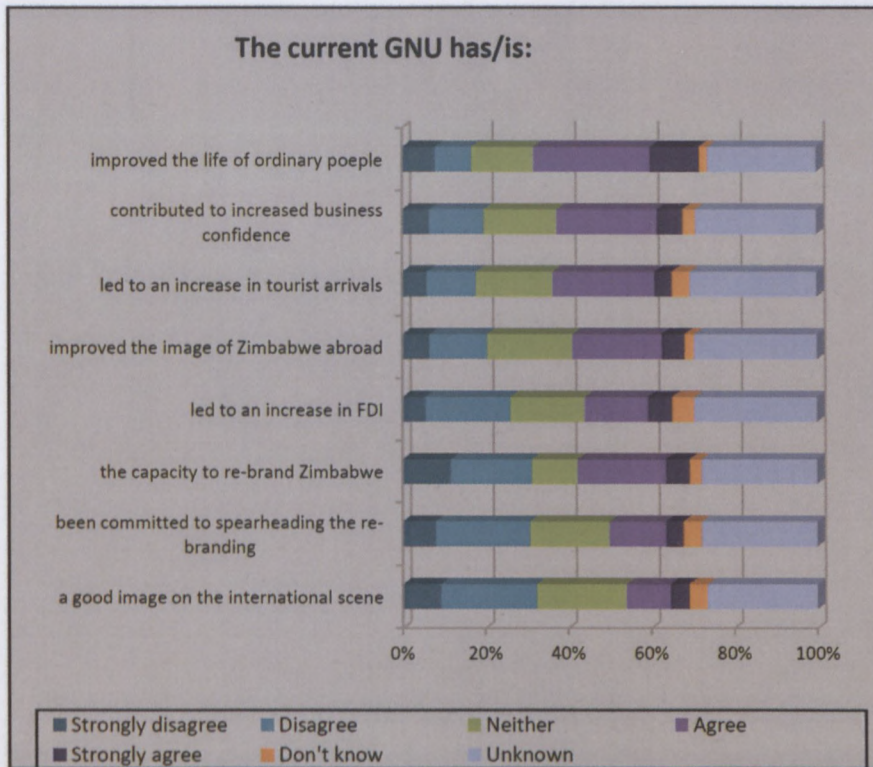


Figure 6.44: The current GNU has/is?

The government of national unity seems to have improved the lives of ordinary people (40.1% agree to strongly agree). The researcher notes that more than a quarter of the respondents did not provide any answer to this question.

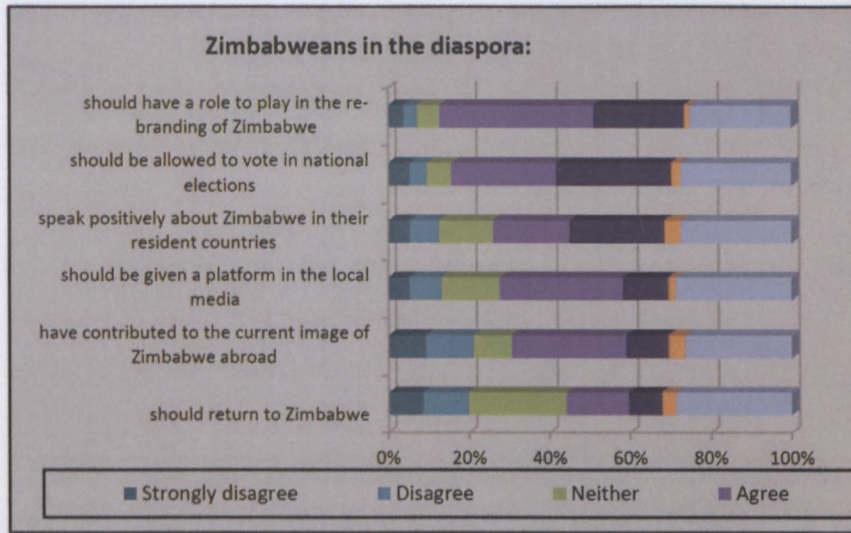


Figure 6.45: Zimbabweans in the diaspora

Zimbabweans in the diaspora should have a role to play in the re-branding of the country (60.9% agree to strongly agree); should be allowed to vote in national elections (54.7% agree to strongly agree); should speak positively about Zimbabwe in their resident countries (42.7% agree to strongly agree); and should be given a platform in the local media (42.1% agree to strongly agree).

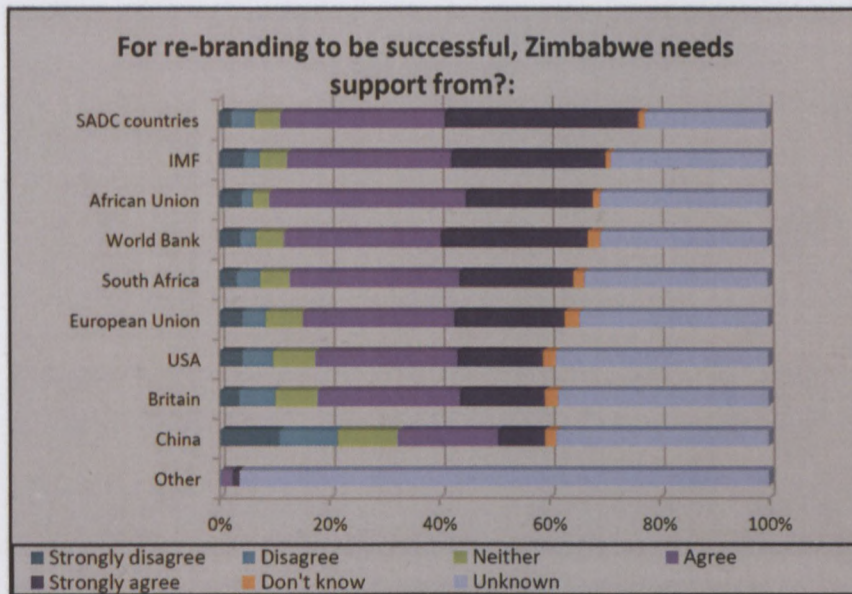


Figure 5.46: Zimbabwe needs support from?

For the re-branding of Zimbabwe to be successful, Zimbabwe needs the support of SADC countries (67.2% agree to strongly agree); IMF (58.0% agree to strongly agree), African Union (59.0% agree to strongly agree); World Bank (55.3% agree to strongly agree); and South Africa (51.7% agree to strongly agree).

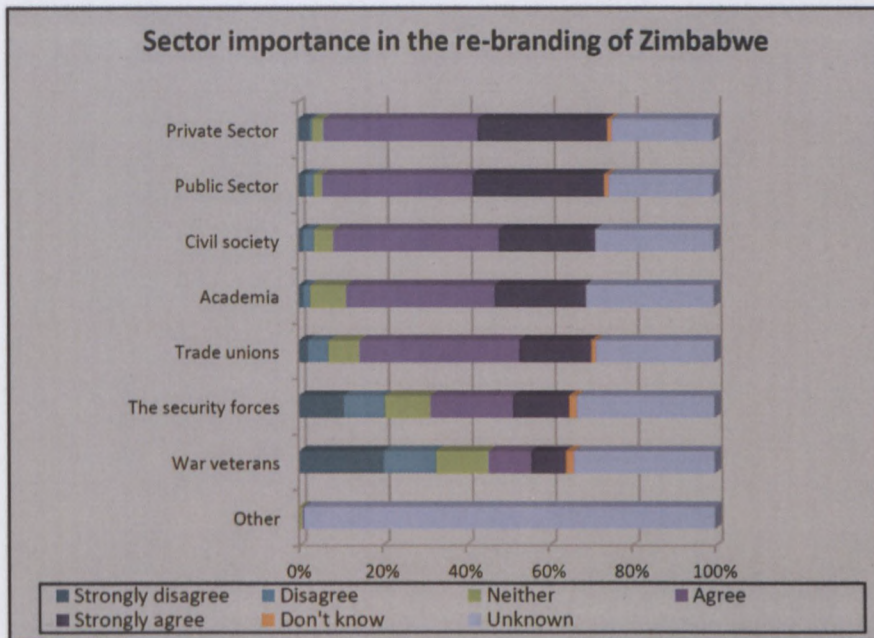


Figure 6.47: Sector importance in the re-branding of Zimbabwe

Sectors that are the most important for the re-branding of Zimbabwe are the private sector (68.2% agree to strongly agree); the public sector (67.9% agree to strongly agree); civil society (62.9% agree to strongly agree); academia (57.6% agree to strongly agree); and trade unions (55.3% agree to strongly agree).

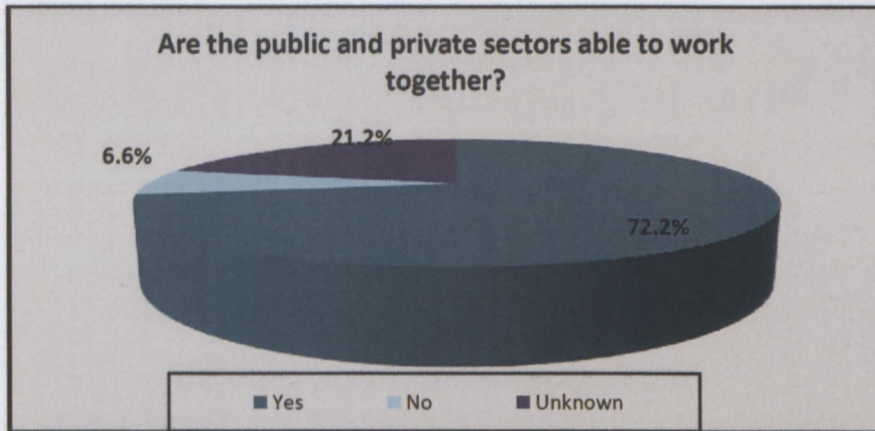


Figure 6.48: Ability of private and public sectors to work together

More than 70% of respondents indicated that the public and the private sectors are able to work together.

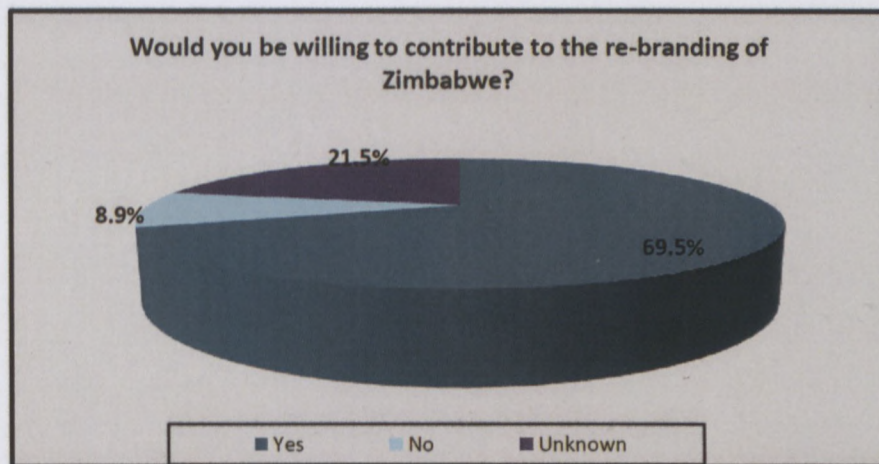


Figure 6.49: Willingness to contribute to the re-branding of Zimbabwe

A little less than 70% of respondents indicated their willingness to contribute to the re-branding of Zimbabwe.

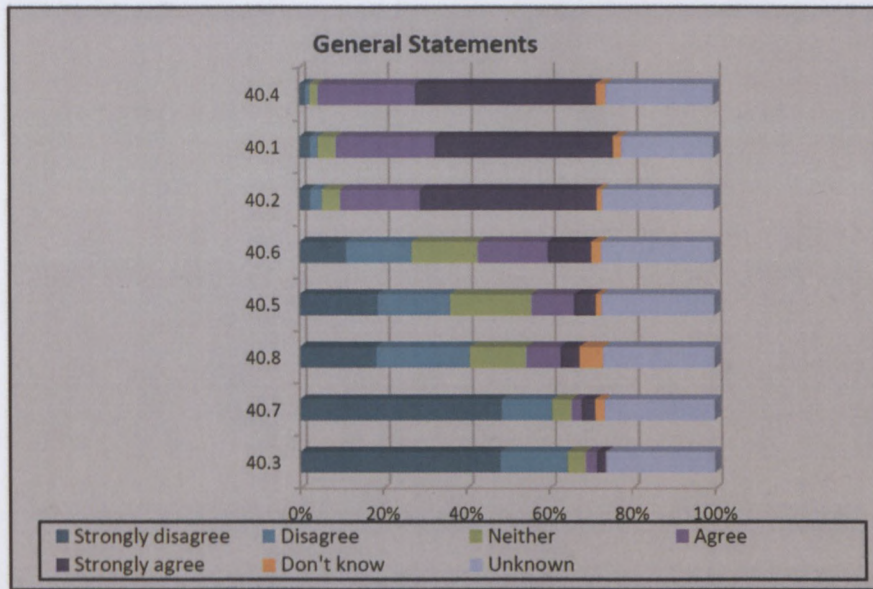


Figure 6.50: General statements

Respondents mostly agree to strongly agree with the following statements:

- Zimbabwe has both physical and human assets to make it one of the best countries in the world (67.3% agree to strongly agree);
- Zimbabwe can become “The bread basket of Africa” again (66.8% agree to strongly agree); and
- Zimbabweans are proud of their nationality (61.9% agree to strongly agree).

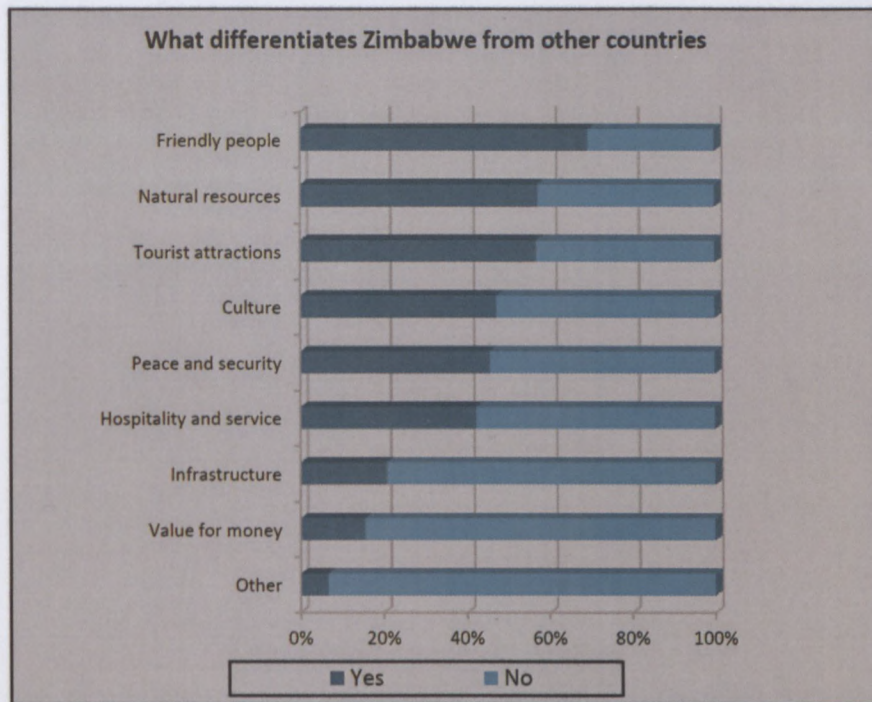


Figure 6.51: What differentiates Zimbabwe from other countries?

Respondents indicated that Zimbabwe can be differentiated on the basis of its:

- Friendly people (69.5% indicated yes); the country's natural resources (57.3% indicated yes); and the country's tourist attractions (57.0% indicated yes).

6.7 Discussion and Conclusions

The results that were obtained from this survey, with respect to the survey done on foreigners who know something about Zimbabwe, are as follows:

- Most of the foreigners have not been to Zimbabwe. Of those that have been to Zimbabwe, they did so mainly for a holiday and they were mostly married and of the of age 31 or older;
- The perception of foreigners with respect to the image of Zimbabwe on the international map is mainly negative. More foreigners who were 18 to 30 years perceived that Zimbabwe is negatively portrayed in the media;
- International and local news and media are the main sources that helped the foreigners to form their perceptions of Zimbabwe and are also the sources with the greatest impact on their perceptions of Zimbabwe. The respondents who indicated that international news

and media is a source that helped them to form perceptions of Zimbabwe were of age 31 and above, and they had a degree as their highest qualification;

- The foreigners perceived that Zimbabwe's image abroad should be improved;
- They are also of the perception that Zimbabweans are friendly people;
- Given the opportunity, the foreigners would be willing to visit Zimbabwe;
- There is also a perception that Zimbabwe does not have a good image on the global map; Zimbabwe is not a democratic state; Zimbabwe does not have good political leaders; and Zimbabwe is not a good example of successful African independence;
- Most of the foreigners are aware that 'targeted' sanctions were imposed against Zimbabwe by the US, Britain, the EU and other of the western countries. Most respondents who contributed to this indication have a degree level of education; were in a managing position in their organisation; and were aged 31 or older;
- Foreigners have a perception that sanctions have affected Zimbabwe's economy; Zimbabwe's image abroad; and Zimbabwe's ability to export and import goods and services; and
- The respondents also believe that Zimbabwe should to be re-branded with respect to specific aspects such as the political and economic systems. Most respondents who contributed this indication were those who have a degree level of education.

The results obtained from the survey of Zimbabweans respondents are as follows:

- Of Zimbabweans who were interviewed, half of the reside in Zimbabwe and another half reside in other countries, mostly South Africa;
- The main reasons for migrating from Zimbabwe are for employment and educational purposes;
- The Zimbabweans who answered the question on whether they would be willing to relocate to Zimbabwe seem to be willing to do so, but there are a large number of respondents who did not answer this question;
- Most of the Zimbabweans who participated in the study reside in Harare;
- Most Zimbabweans believe that the image of Zimbabwe on the international map is negative. Most respondents who have a degree level of education believe that the image of Zimbabwe on the international map is negative;
- The sources that influenced respondents to form this perception are their personal experience, international news and media as well as local news and media. The international news and media and their personal experience have a greater impact on their perceptions of Zimbabwe's international image than local news and media;

- More respondents who have a degree level of education and who are married indicated that personal experience influenced the formation of their perceptions of Zimbabwe than the other groups;
- More respondents who have a degree level of education and who are working in a management position in an organisation indicated that international news and media helped to form their perceptions of Zimbabwe than the other groups;
- More respondents who have a degree level of education indicated that local news and media helped to form their perceptions of Zimbabwe than the respondents without a degree;
- More respondents who were 31 and older indicated that personal experience has a great impact on their perceptions of Zimbabwe's international image;
- Most Zimbabweans also perceived that the country has been negatively portrayed by the international media and that Zimbabwe successfully safeguards its sovereignty;
- They also perceived that Zimbabwe is a safe country in which to live (more respondents who are single believed this); and that Zimbabwe has many investment or business opportunities (mostly respondents who are full-time employed, male and who reside in Zimbabwe believed this);
- Zimbabweans are aware of the "targeted" sanctions imposed against Zimbabwe by the US, Britain, the EU and some other western countries. More respondents who were employed on a full-time basis and who have a degree level of education were aware of the 'targeted' sanctions imposed against Zimbabwe;
- The sanctions have affected Zimbabwe's economy, its image abroad, tourist arrivals, ordinary people and Zimbabwe's ability to export and import goods and services. More females than males believe that sanctions have affected Zimbabwe's image abroad, whilst more males than females believe that sanctions have affected Zimbabwe's tourist arrivals;
- More respondents who were employed on a full-time basis and who do not reside in Zimbabwe believe that sanctions have affected Zimbabwe's economy than the other groups;
- More respondents who were employed on a full-time basis believed that sanctions have affected Zimbabwe's image abroad than the unemployed, part-time employed and pensioner groups;
- More respondents who do not reside in Zimbabwe perceived that sanctions have affected tourist arrivals in Zimbabwe than the respondents who reside in Zimbabwe;
- More respondents who have a degree level of education perceived that sanctions have affected ordinary people than the respondents who do not have a degree;
- More respondents who do not reside in Zimbabwe perceived that sanctions have affected Zimbabwe's ability to export or import goods and services than the respondents who reside in Zimbabwe;

- They also perceived that Zimbabwe should be re-branded, specifically the economic system, the political system and the whole country;
- More respondents who have a degree level of education than those who do not, perceived that Zimbabwe should be re-branded;
- More respondents who are 31 and older, who have a degree level of education and who employed on a full-time basis than the other groups believe that the political system is a specific area that should be re-branded;
- Of the list that was given to the respondents, the person that many respondents indicated as the most appropriate to be Zimbabwe's brand ambassador is Strive Masiyiwa. However, most respondents mostly indicated the 'other' category; Respondents who are married and who reside in Zimbabwe indicated the 'other' category than the other groups; Of those that indicated Strive Masiyiwa as their preferred brand ambassador, more were male, married, 31 years of age and older, have a degree level of education, are employed on a full-time basis, work in a management position and reside in Zimbabwe;
- The people of Zimbabwe seem to be the attribute that should anchor or represent brand Zimbabwe. More married people indicated that people of Zimbabwe should be the main identity that represents brand Zimbabwe;
- The citizens of Zimbabwe seem to be the stakeholders that are the most important in the re-branding of the country;
- More respondents from the groups who are married, who are part-time employed/unemployed/pensioner indicated that citizens of Zimbabwe are the most important stakeholder in the rebranding of Zimbabwe;
- Most Zimbabweans want the government to spearhead the re-branding of the country;
- More respondents who reside in Zimbabwe indicated that they want the government to spearhead the re-branding of Zimbabwe;
- The re-branding areas to focus on seem to be international relations, national image, tourism promotion and foreign direct investment;
- Full-time employed respondents indicated that international relations is the area to focus on, more so than students or part-time employed or unemployed respondents;
- Respondents who reside in Zimbabwe indicated that national image and tourism promotion are the areas to focus on, more so than respondents who do not reside in Zimbabwe;
- Respondents who are male, 31 years of age and older and who reside in Zimbabwe indicated that foreign direct investment is the area to focus on, more so than the other groups;
- Areas that the re-branding exercise should focus on are firstly international relations, foreign direct investment, tourism promotions and then national image;
- The GNU seems to have improved the lives of ordinary people;

- Respondents who are male, 31 years of age and above and who were workers (unskilled-to-supervisor) in their organisations agreed that the GNU improved the lives of ordinary people, more so than the other groups;
- Zimbabweans in the diaspora should have a role to play in the re-branding of Zimbabwe; they should be allowed to vote in national elections; they should speak positively about Zimbabwe in their resident countries and should be given a platform in the local media;
- Respondents who are male and who are in management positions in their organisations agreed that diasporas should be given a platform in the local media, more so than the other groups;
- For the re-branding of Zimbabwe to be successful, Zimbabwe needs the support of SADC countries, IMF, the African Union, World Bank and South Africa;
- Sectors that are the most important in the re-branding of Zimbabwe are the private sector, public sector, civil society, academia and trade unions;
- Zimbabweans mostly believe that the public and the private sectors are able to work together in the process of rebranding the country;
- Zimbabwe has both physical and human assets to make it one of the best countries in the world;
- Zimbabwe can become 'The bread basket of Africa' again;
- Zimbabweans are proud of their identity;
- Friendly people, Zimbabwe's natural resources and Zimbabwe's tourist attractions are attributes that differentiate Zimbabwe from other countries;
- Respondents who are male, married, 31 years of age and older years of age, are employed on a full-time basis and who reside in Zimbabwe indicated that friendly people differentiate Zimbabwe from other countries than from the other groups;
- Respondents who are in management positions in their organisations and who reside in Zimbabwe indicated that natural resources differentiate Zimbabwe from other countries, more so than the other groups;
- Respondents who are 31 years of age and older, who have a degree level of education and who reside in Zimbabwe indicated that tourist attractions differentiate Zimbabwe from other countries, more so than the other groups; and
- Most Zimbabweans are willing to contribute to the re-branding of the country.

6.8 Qualitative data analysis

6.8.1 Introduction

This study used both quantitative and qualitative research methodologies and this section comprises the analysis of qualitative data. The qualitative research approach was used in order to complement the results and to fill the gaps left in the questionnaire survey. This mixed-methods approach, to a larger extent, gives more substance and reveals more detailed information. The focus of the qualitative approach is on establishing a clearer understanding of the phenomenon under study in a more comprehensive way than in a generalised way, which is normally the outcome of survey questionnaires. The qualitative research methodology seeks to acquire information about how people think, feel and act and what they know. This section of the research was conducted in two ways, namely through individual interviews and open-ended questions in the questionnaires. The information that was collected was presented in a narrative form that includes the description and analysis of the data. The analysis was focused on considering how individuals responded to each question. The data is organised by question to consider all respondents and their answers in order to identify consistencies and differences. The information is categorised or coded in order to bring meaning to the narratives (answers). Coding of the information (narratives) enables ease of:

- identifying themes or patterns (ideas, concepts, behaviours, interactions, incidents, terminology or phrases used); and
- organising the narratives into coherent categories.

The narratives were not categorised based on the preconceived themes of the study but, categories or codes were rather identified through reading through the text and identifying recurring themes or issues. This approach allowed the categories or codes to emerge from the data itself. While the intent was to create mutually exclusive and exhaustive categories, some sections of data could fit into two or more categories.

The codes were then defined by summarising the narratives, without eliminating any data that is associated with each code. This then allowed the researcher to have a summarised perspective without eliminating any data (views, ideas, suggestions, recommendations, and so on). Since two

separate groups were approached (foreigners & Zimbabweans) with two separate interviews and questionnaires, two separate analyses were conducted for each group.

6.8.2 Zimbabweans' interviews and questionnaire analysis

6.8.2.1 What are your reasons for wanting to relocate to Zimbabwe?

In terms of Zimbabwe as a country, in general, respondents want to relocate to Zimbabwe for the following reasons:

- To contribute to the development of Zimbabwe, especially in terms of the Zimbabwean economy and Zimbabwe's image;
- To use the knowledge and skills that they have acquired during their studies abroad to the benefit of the Zimbabwean people and country;
- Only when the economy improves/develops/stabilises/significantly changes;
- Only when there have been significant changes in the country's image;
- Because Zimbabwe has the potential to become one of the world's best emerging economies, competing with other developing countries, and one of the breadbaskets of the world if good political governance prevails;
- Because Zimbabwe is currently experiencing peace and development, which is a conducive environment for opportunities for the youth;
- The government encourages the indigenisation of companies and empowerment of youths;
- Only when there has been significant changes in the political landscape; and
- Because the social aspect in Zimbabwe is the best.

In terms of Zimbabwean identity, respondents want to relocate to Zimbabwe for the following reasons:

- To be near family and friends where they are offered support and where they can offer support;
- It is their country of birth, where their roots and heritage lie;
- It is their motherland and the land of their fathers;
- It is their home and they can never feel at home in a foreign country;
- They belong in Zimbabwe, where they have a natural bonding with the country;
- They are proudly Zimbabwean and patriotic;

- They want to see the country and its people reuniting and become one family;
- It is one of the most beautiful countries; and
- It is an Afro-centric country.

In terms of Zimbabwe's future, respondents want to relocate to Zimbabwe for the following reasons:

- There is hope of a good and brighter future for Zimbabwe;
- Their generation are future leaders; and
- It is a country with immense potential.

In terms of possibilities that Zimbabwe has to offer, respondents want to relocate to Zimbabwe for the following reasons:

- They have property and assets in Zimbabwe;
- They either have investments in Zimbabwe or they want to make investments there;
- There are better working conditions in Zimbabwe;
- Zimbabwe recognises merit in the workplace;
- They are able to conduct business with less or no restrictions; therefore, there are more and better business growth opportunities in their own country;
- They either have running businesses in Zimbabwe or they want to start a career or build their own business in Zimbabwe;
- Only if suitable employment is available;
- Zimbabwean culture and behaviour, which is better understood in Zimbabwe;
- The friendly and welcoming people;
- The norms, values and beliefs of Zimbabweans;
- They are treated with respect in Zimbabwe;
- In Zimbabwe there is a spirit of freedom where one can enjoy fundamental freedoms;
- Zimbabwe has a low crime rate and is peaceful when compared with South Africa; and
- One can strive for personal growth and development with confidence and certainty, which is easier than in a foreign country.

Some respondents did not specify why they want to relocate to Zimbabwe, but they gave reasons why they are in a foreign country at present. These reasons include:

- They are visiting the foreign country;
- They are there for employment and educational purposes; and
- They want to share their experiences and difficulties of living abroad.

Lastly, some respondents specified disadvantages of living in a foreign country and, therefore, they would like to relocate to Zimbabwe. The disadvantages include:

- Foreigners are generally limited in every aspect of citizen rights;
- Their specific industry market is not thriving in the foreign country; and
- It is not safe and they live in fear in the foreign country.

6.8.2.2 What are your reasons for not wanting to relocate to Zimbabwe?

Some respondents do not want to relocate to Zimbabwe for the following reasons:

- Underdevelopment, poverty and hunger;
- Political, economic, and social instability;
- Perennial water and electricity problems;
- Collapse of local government departments/city and town councils; and
- General infrastructural decay.

Some respondents specified reasons why they want to live in a foreign country rather than in Zimbabwe. The reasons are stated as follows:

- Require international education and experience;
- Would rather want to complete studies before relocating;
- Marriage purposes;
- Can achieve more where they are now;
- South Africa is a larger economy than Zimbabwe and will always present better opportunities, prospects for success, and more in terms of buying power;
- Less employment opportunities in Zimbabwe owing to the bad state of the economy;

- Economic and political instability is not conducive for business and for attracting investments;
- Economic and political instability is not conducive to professional and independent think tank policy-orientated research and training work;
- Jobs in Zimbabwe only allow one to make ends meet, for example, one can only afford basics such as food and rent in Zimbabwe; and
- Either there are no opportunities or opportunities are not aligned with qualification and experience.

6.8.2.3 What comes to your mind first when you hear the name 'Zimbabwe'?

In terms of the conditions in Zimbabwe, the respondents on one hand wholly agreed on certain conditions, but conversely, differed fundamentally on other conditions. Responses regarding what comes to mind when hearing the name 'Zimbabwe', in terms of the conditions in Zimbabwe, are highlighted in Table 6.1 below.

Table 6.1: What comes to your first mind when you hear the name 'Zimbabwe'?

Political issues	Economic issues	Social issues	General
- Violence	- Corruption and greed	- Moral decay	- Controversy
- Lack of peace	- Mismanagement	- Suffering and poverty	- Lost glory
- No freedom of speech	- A rich country with the potential to be a hub of activities for the African continent and emerge as one of the SADC region's economic powerhouse	- Sadness	- Emancipation
- Human rights abuses	- Difficult business environment	- Unity and hope	- One of Africa's most sovereign states
- Country under siege	- Hyper-inflation	- Empowerment	- A safe country
- Oppression		- Self actualisation	- Warmth
- Independence		- Hunger and starvation	- A beautiful country with beautiful scenery
- A great country loaded with potential to build a better life for its citizens, if properly managed		- Homelessness	- An interesting country
- War veterans		- Dysfunctional public serviceshealth system	- A blessed country
- ZANU (PF) and MDC		- Water, electricity and food shortages	-
- Mugabe and his dictatorship.		- High unemployment	
		- Jobless but educated people.	

In terms of the country in general, the respondents either wholly agreed or fundamentally disagreed on certain aspects of the country. Responses regarding what comes to mind when hearing the name 'Zimbabwe', in terms of the country, in general, are as follows:

- A less developed/developing country with great opportunities for development and growth;
- A nation with resources, but without the means to produce finished goods because of the low level of technology;
- The unprecedented economic, social and political crises that engulfed the country at the beginning of 2000 that puzzled political analysts, as well as policy makers;
- Great economic potential, but has experienced economic challenges /turmoil /instability /hardship /disorders /decline /failure /meltdown /decay, during the past few decades, owing to political instability;
- A country that is struggling to recover and stabilise the economy;
- A country reeling under sanctions;
- A recovering economy, which is gradually making progress;
- A good investment destination;
- Highest literacy rate in Africa;
- A country liberated through struggle;
- The peak of African supremacy and Black African struggle;
- The genesis of economic, social, and political independence;
- Land redistribution /reform /invasion ('Hondo yeminda');
- Policy structures collapsing, while relevant authorities look on;
- Policies that are unfriendly to investors;
- In the midst of political challenges /turmoil /unrest /instability /strife /disorder /fighting /grievances /self-destruction /conflict /injustice that is affecting the economy and prolonging its recovery;
- Exploitation and destruction by power hungry politicians;
- Robert Mugabe and his dictatorship;
- Requires a change of government;
- Democratic, where we all have our own rights;
- A country that has one of the strongest leaders in Africa;

- Vast fertile land, rich in biodiversity and a plethora of natural resources, but underutilised (breadbasket of Southern Africa/Africa);
- A country rich in mineral resources, for example, gold and diamonds; and
- There is social peace in the midst of political and leadership conflict that is affecting our economy.

In terms of Zimbabwean identity, responses regarding what comes to mind when hearing the name 'Zimbabwe' includes:

- Home and the memories of life back home; home is best;
- Country of origin and identity;
- A feeling of belonging;
- A place where they grew up;
- A place they are proud of; and
- Zimbabwean people are peace-loving, caring, friendly, hospitable, sociable, happy, peace-loving, strong and resolute, hard working, well-mannered, civilised, opportunistic and enterprising, educated and highly skilled, culturally reserved.

In terms of the international community and their perceptions, responses regarding what comes to mind when hearing the name 'Zimbabwe', includes:

- A country badly affected by international pressures and perceptions; and
- A country that is subject to intense international debate regarding political, social and economic issues.

Some respondents provided general comments regarding what comes to mind when they hear the name 'Zimbabwe'. These comments include:

- Concerned to hear if it is good news;
- Ashamed that they are not there at the moment;
- Wish for the good old days again and a restored dignity;
- Do not know whether Zimbabwe will ever be the same again;
- Where to now?
- I dislike being known as a Zimbabwean.

**6.8.2.4 What do you think is the image of Zimbabwe on the international market?
(Positive) what are your reasons for this view?**

Regarding general conditions in Zimbabwe, some respondents thought that Zimbabwe's image is positive on the international market, and gave the following reasons for their view:

- People live in a safe environment and there is less crime compared to other countries;
- Everything moves at a slow pace, even the people; and
- The people and the scenery contribute to the country's beauty.

Regarding the country in general, respondents thought that Zimbabwe's image is positive on the international market, and gave the following reasons for their view:

- Availability of numerous natural resources, such as high quality agricultural produce and minerals such as gold and diamonds;
- There have been mineral resource reserve improvements since dollarisation;
- Without sanctions the Zimbabwean economy will attract more investments;
- The Zimbabwean economy has been improving ever since the GNU was established;
- Zimbabwe has made great strides in economic development;
- Zimbabwe has been and still leads in the international market and its attitude towards the international market is really positive and can improve on trade links if friendship ties are established with other international market players;
- Zimbabwe has a strong political background and many member states of Southern Africa are trying to emulate the Zimbabwean government, for example, continued calls for nationalisation of mines and farms in South Africa;
- Zimbabwean employees and students outside of Zimbabwe always reflect a positive image in foreign countries, therefore, a positive image exists on the international market in terms of human resources;
- Skilled people and the best education that can be found in Africa; and
- Because of the many tourist attractions in Zimbabwe, for example, Victoria Falls, Kariba, Hwange National Park and the Great Zimbabwe Ruins.

With regards to the international community and their perceptions, some respondents thought that Zimbabwe's image is positive on the international market, and gave the following reasons for their view:

- A majority of the people in the international community still hold Zimbabwe in high esteem;
- Investors constantly make investment proposals, for example, the Germans through investment meetings and conferences;
- Because of our relations with one of the world's biggest economies, China; and
- A lot of things that we see in the media are an exaggeration of the exact situation in Zimbabwe and people have learned to look beyond what they hear and perceive, especially investors who realise that there are many opportunities in the country.

6.8.2.5 What do you think is the image of Zimbabwe on the international market?

(Negative) What are your reasons for this view?

With regards to general conditions in Zimbabwe, respondents thought that Zimbabwe's image is negative on the international market, and gave the following reasons for their view:

- Human rights abuses, anarchy, fear for safety and absence of the rule of law;
- No freedom of speech;
- Poverty and suffering;
- No property rights / no security of land tenure;
- Collateral value of land;
- Unequal distribution of resources;
- HIV/AIDS pandemic;
- Greed, corruption, theft and fraud;
- High debt and GDP;
- Unemployment or lack of opportunities;
- Zimbabweans are leaving the country in search of better opportunities in foreign countries; and
- Zimbabweans are seeking education outside Zimbabwe.

With regards to the country, in general, respondents thought that Zimbabwe's image is negative on the international market, and gave the following reasons for their view:

- Due to political instability/uncertainty/challenges/crisis/unrest that has prevailed since 2000;

- Due to unrest amongst political opponents, persecution of political opponents, partisan politics/government, political in-fighting, politically motivated violence, and poor representative politics;
- Due to an unlevelled election process, the questionability of the 2008 election results, politically motivated violence and intimidation prior and during elections, and the rule of law being compromised during or immediately after elections;
- Democracy does not exist in Zimbabwe or is restricted and should be implemented fully;
- Because of a president who is a well-known dictator who refuses to step down; a ruling party that abuses power and has been in power for too long; bad governance/reputation of the government, especially before the GNU; the leadership does not fear God; the country is slowly sliding into a policed/military state; poor political leadership; and lack of seriousness in government to ensure that the potential of the country is harnessed;
- The failure to consummate the terms of agreement of the GPA, as it is not being successfully implemented. The country is being shunned by regional and international partners as a result of political instability, which however, has been amplified by the mainstream international media outlets;
- Freedom fighters who think that they own the country;
- The political environment has not been conducive for economic growth, investment, and promotion;
- The current economic climate is not favourable, deteriorating day-by-day, and terms that are generally used include economic instability, economic hardships, economic crisis, a collapsed economy, economic meltdown, economically stagnant, and poor economic development;
- The imposition of sanctions, which has been referred to as illegal and sabotage, has greatly impacted Zimbabwe's deterioration within the international market and it is affecting the national economy;
- Since we no longer have a currency of our own, we cannot be recognised on the international market;
- Zimbabwean industries are struggling and so we import at every turn;
- Zimbabwe exports unprocessed products mostly, which any other country is capable of producing, and these products fetch very low prices on the international market, hence Zimbabwe is unable to charge premium prices for its exports, especially in the mining industry.
- Zimbabwe has little to offer to international market in terms of trade since most of our industries are shut down;
- The economy only survives on donor funds;
- Hyper inflation;

- Economic and government policies have for the most part been retrogressive and frowned upon by the international community;
- Inconsistent government policies have made Zimbabweans desperate to relocate elsewhere; policies such as the chaotic land reform and its violent repercussions; the proposed indigenisation policies; and ownership policies, have contributed to the collapse of the economy. For example, many investors are shying away from the country because of the requirement that they must cede 51% ownership of their companies to Black Zimbabweans. The government has introduced and is still planning to introduce more policies that are not attractive to potential investors;
- Nationalisation is posing a threat to the business community;
- The legal system is biased towards certain individuals, hence people are getting away with corruption, murder, crime, rape, and so on, because of their political affiliation;
- Black empowerment still has milestones to be achieved because we have no resources in terms of capital;
- Zimbabwe has been losing tourists because of the negative image; and
- There has been a collapse of all systems in the country, for example, infrastructure and education owing to the situation and a lack of funding.

Regarding the international community and their perceptions, respondents thought Zimbabwe's image is negative on the international market, and gave the following reasons for their view:

- Zimbabwe is currently isolated from the international scene socially, economically and politically; with poor or frosty international relationships;
- People, internationally, are uncertain regarding Zimbabwe's future;
- The international community has worsened the situation by means of propaganda in the form of expulsion from the Commonwealth, illegal sanctions, and so on;
- A lack of funding and support from foreign monetary institutions such as the IMF and the World Bank;
- Zimbabwe has failed to market itself in order to mitigate the negative publicity;
- Due to the experience of political intolerance and murderous infernos exerted by the Zimbabwean regime; Zimbabweans have also portrayed a negative image of Zimbabwe;
- Zimbabweans in foreign countries are experiencing negativity (scorn and suspicion, restrictions when going to other countries) in social and employment settings because of Zimbabwe's negative publicity;
- Opinions of friends and relatives;

- There is a lack of transparency on certain national issues, resulting in people making their own conclusions on particular issues;
- Many people think that there is a lot of suffering in Zimbabwe because of the inflation rate;
- High migration rate, which gives people the message that there is not much to stay for in Zimbabwe;
- There has been negative, biased, and mostly false publication regarding the conditions in Zimbabwe by well-known international media; in this way the media (local and international) has largely contributed to Zimbabwe's negative image; and
- The media has been vocal about Zimbabwe pursuing bad economic policies, which is a biased point- of-view.

6.8.2.6 What do you think is the image of Zimbabwe on the international market? (Other)

What are your reasons for this view?

This section explored reasons given by respondents concerning why they think that Zimbabwe's image is neither positive nor negative on the international market. These reasons are summarised below.

- Controversial;
- Mixed;
- Varies with individual;
- Neither positive nor negative;
- Both positive and negative;
- Changes from negative to positive;
- Indifferent; and
- In the middle.

Narratives pertaining to these definitions of the Zimbabwe's image on the international market were analysed by identifying and assigning one code per individual response. The codes that were identified include mixed, individual perception, changing, and misunderstood. The codes were then defined by summarising the narratives, which pertain to specific codes, and hence identified central themes present in the responses.

Regarding Zimbabwe's image on the international market being mixed between positive and negative, respondents gave the following reasons for their view:

- Zimbabwe is split between capitalism and socialism;
- For Black Africans, land and the natural resources are our birth right. We deserve to share them equally. However, for most non-Africans and White people, the land reform in Zimbabwe was clear punishment to the White minority, probably for the sins of their forefathers. It is totally against what they call democracy. So Zimbabwe became a no-go area;
- There are both negative and positive perceptions depending on the view, for example, politically it is negative, but when it comes to tourism, there are positive views;
- The main factor is the political stability of the nation, which most markets perceive to be unstable, while other markets, for example China, Russia and some western countries, find Zimbabwe ideal for investment. A negative aspect is the policy framework, which is a bit radical and unfriendly to investors; and
- Positive because of its learned and hardworking people. Negative because of its dictatorial tendencies and lack of respect for property rights by the political leadership.

Regarding Zimbabwe's image on the international market being dependent on individual perceptions, respondents gave the following reasons for their view:

- Too much negative publicity from outside media will cause individual perceptions to differ and everything will depend on what one hears and decides to believe;
- For someone who has never been to Zimbabwe, the image will be negative but for those who have been here it will be positive;
- Dependent on value systems, some people view it positively, while others have negative views; and
- Some people still have a positive image based on their past experiences in the country. but the situation has now changed.

Regarding changing Zimbabwe's image on the international market, respondents gave the following reasons for their view:

- Our international image is changing from bad to better, but we have not met the grade yet; and
- International artists are coming to Zimbabwe to perform, which is a sure sign that Zimbabwe is turning into a safe tourist destination.

Regarding Zimbabwe being misunderstood by the international market, respondents gave the following reasons for their view:

- Because of the different interpretations given by different sources of media, which tend to paint an unclear picture to the international people. For this reason, Zimbabwe cannot be truly understood.

6.8.2.7 What reasons justify the need for Zimbabwe to be re-branded?

This section explored the reasons given by respondents to justify the need for Zimbabwe to be re-branded. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include conditions, employment, tourism, economy, people, development, policies, politics, investment, image, international, and no change. The codes were then defined by summarising the narratives, which pertain to the specific codes, and the central themes present in the responses were then identified. These codes were further assigned to larger categories, which include conditions, country, international, and no change.

In terms of the general conditions in Zimbabwe, respondents justified the need for Zimbabwe to be re-branded with the following reasons:

- To eliminate hunger, poverty, unemployment, violence, no safety and the culture of corruption;
- To eliminate associations of bad fortune, poverty, desperation, anarchy, persecutions, lawlessness, torture, corruption, policy inconsistencies, and a lack of tolerance;
- To improve standards of living;
- Ethical decay should be addressed; although ethical decay is a bit more subtle than economic decay; it is one issue being overlooked and is a determinant of economic performance;
- To ensure that the rule of law is respected;
- To ensure that peoples' rights and general freedoms are upheld - such as freedom of speech/expression and space to criticise their leaders when they feel that they are straying wayward (public opinion); equal opportunities economically, socially, and legally; freedom of association regardless of political affiliation; human rights; and property rights - and to ensure that reforms in this regard are implemented;

- To create employment opportunities;
- Skilled and educated personnel should be rewarded in a justified manner; and
- To create opportunities for the next generations.

In terms of the country, in general, respondents justified the need for Zimbabwe to be re-branded with the following reasons:

- Industries such as tourism depend on a positive image of the country, so by having a positive international image, the country will be repositioned as a safe tourist destination and tourist arrivals may improve;
- In order to better promote and develop the tourism sector owing to an increase in tourism-related business;
- To remove sanctions and encourage free trade (freedom to export and import);
- To rejuvenate the ailing product, open our industries and find new markets abroad;
- To minimise imports and allow opportunities for Zimbabwean manufactured products to compete in the export markets;
- A positive international image bodes well for the country in terms of the economy and general socio-economic development;
- To stabilise and revive the economy because all sectors of the economy have deteriorated as a result of bad policies and economic mismanagement - as there is a need for a vibrant economy;
- To remove bad economic policies;
- Increase the GDP of the country;
- Zimbabwe should rely on its own currency rather than foreign currency;
- To encourage Zimbabweans who live in foreign countries, to come back to the country and contribute to positive development and thereby reduce the demographic imbalance; Zimbabweans are suffering abroad and are treated like second class citizens when they can be first in their own country;
- For the sake of development and transformation;
- To harness the value that Zimbabwe has in the educated and hardworking people and in its natural resources;
- Because it has been placed in a bad light owing to its controversial land reform programme;
- To no longer live in fear of one party, Zanu-PF;
- Zimbabwe needs developmental politics;

- By re-branding the political system and stabilising it, the economic system will automatically follow suit, as will any other system; in addition, for sanctions to be lifted, there must be a change in government;
- To change the corrupt policies of the current government by forming a new 'revamped' government with fresh ideas concerned with development and welfare of the people;
- Because there is a lack of belief in the arms of government to deliver;
- To ensure that politicians in the re-branded Zimbabwe are accountable, transparent and capable;
- For democratic change;
- To create an environment in which investors and potential investors feel that their investments are safe; and
- Zimbabwe has a lack of capital because of the negative image, which has refrained investors from investing. Zimbabwe, therefore, should attract more foreign direct investment, aid and grants from organisations such as the IMF, World Bank, PTA Bank, and many others.

In terms of Zimbabwe's image in the international community, respondents justified the need for Zimbabwe to be re-branded with the following reasons:

- The negative publicity and image in the international community and media justify the need to change this perception by re-branding the nation in order to portray the true image and status within the country;
- Re-branding will focus on the truth and positive aspects that have been ignored by the media and all negative reports about the nation; since some of the negative reports were based on extensive propaganda and have been formed by countries that want to dethrone the government and be able to appoint people that they can manipulate and benefit from the wealth of Zimbabwe, especially the US and Britain;
- In order to deal with the media and its contribution to the negative image;
- Because there is more to Zimbabwe than Mugabe and Zanu-PF and Zimbabwe's poor political image should be changed;
- Like any other product or brand that goes through a life cycle, Zimbabwe needs to re-brand and rejuvenate itself again; if Zimbabwe was a brand, it is obviously in a declining stage, and there is still hope by re-branding and showing the world the new improved country as we want them to know it;
- Because the current brand simply does not sell;
- We need to make the Zimbabwe product good first and then communicate it to the world;

- The country has great potential; if we re-brand our nation, we can open new doors and opportunities, hence improve and develop all aspects of the country, for example, economic, social and political structures;
- So that Zimbabwe can regain its original status;
- To reclaim our dignity;
- It has been demonised because of the political situation; in reality, Zimbabwe is a beautiful country rich in tourist attractions, good climate, rich in natural resources, and a it is also a country with friendly, hardworking and innovative people;
- So that those that are not well informed of the situation in Zimbabwe can see the improvements, and also see that it is a safe country to be in or invest in; that the crime rate is actually lower in Zimbabwe than most African countries, which are favoured by the West;
- We need to sell Zimbabwe as one of the warmest places on earth;
- To portray the image that Zimbabwe can adhere to international standards of living;
- Global co-operation;
- Because Zimbabwe's foreign relations with the international community are poor and it should reclaim its broken relationships and friendships; a new better looking image should be created internationally to regain the trust that we once had abroad;
- Since the image of Zimbabwe on the international market has been tarnished for different reasons, it is necessary to re-brand Zimbabwe so that it does not continue to be isolated and becomes part of the international community in order to reposition it on the global market; for the sake of international integration; and regaining its position in the international space;
- To remove the negative thoughts and perceptions of Zimbabwe in many countries and to create a new image that will sell the country abroad;
- To remove the negative perception of the country by other trading partners and increase uptake of exports, e.g. agricultural exports;
- To re-establish itself as a bread basket of Southern Africa;
- Foreign investors are no longer willing to engage with Zimbabwe; and
- Enhancing its global competitiveness in doing business with other development partners

Finally, some respondents believe that no change is required and that Zimbabwe only needs to move on, as the current situation is part of a normal cycle of life.

6.8.2.8 Do you think the public and private sectors are able to work together in order to re-brand Zimbabwe? (Yes)

This section pertains to respondents who think that the public and the private sectors are able to work together in order to rebrand Zimbabwe. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include attitude, conditionality, common goal, complement, consolidate, no choice, and general. The codes were then defined by summarising the narratives, which pertain to the specific codes, and the central themes present in the responses were then identified. These codes were further assigned to larger categories, which include conditionality and reasons for co-operation.

Respondents thought that the public and private sectors are able to work together, but that this was based on certain conditions. The conditions that the respondents mentioned are given below.

- If the sectors are prepared to adopt the proper attitude, have the correct objectives and motives, and are prepared to share skills and finance;
- Private and public sector cooperation requires that the presence of a commitment to work together and at the moment everyone is looking out for themselves;
- Government should show willingness to partner with the private sector to improve conditions in the country;
- If fair competition is promoted and there is a reduction of monopolistic companies in the public sector, a sustainable relationship is possible;
- If the political landscape is reformed and a conducive environment is created;
- If the process is facilitated professionally and intelligently, the public sector and private sector ought to function properly together to rebrand Zimbabwe;
- If the government opens up free lines of communication and practices of corruption and laziness are brought to a halt;
- If trust is built between the two parties, then they will be able to work together; and
- Provided that the public sector is accountable and transparent, then they can work with the private sector, which promotes those ideals

Some respondents thought that the public and private sectors are able to work together based on specific reasons that would justify co-operation. The respondents gave the following reasons:

- They need each other for success; for the outside stakeholders to gain confidence in the whole Zimbabwean system they should be convinced that all is well by consultation and co-operation they make with the two sectors;
- Both sectors will work for the goal of successfully developing Zimbabwe, as it is in the best interest of both, therefore, they have a unity of purpose and will create an environment conducive to co-operation;
- There will be sharing of ideas and combining them for a common national purpose in order to change Zimbabwe's negative image;
- Both sectors' goals, at large, benefit the people, although the public sector is more driven towards public concern, unlike the private sector whose main concern is making profit;
- As Zimbabweans, both sectors are affected and should want to work together to create a Zimbabwe with a positive image, because both sectors will be able to grow and benefit if the re-branding exercise is successful;
- All institutions in Zimbabwe should place the country first before their own differences as they both contribute to the economic growth and the common good of Zimbabwe. We are all Zimbabweans, the private sector is there to introduce new business ideas for the nation, whereas the public sector, as state-owned, is there to cater for the needs of the people: to employ; to educate; provide healthcare: peace and security; and also to provide support to marginalised and underprivileged citizens.
- Both the public and the private sector want to make Zimbabwe a better place and so they would be able to work together in order to re-brand Zimbabwe;
- The public sector complements the private sector and facilitates the smooth flow of private sector activities;
- The sectors can advise each other on issues relating to how to do business, provide each other with funds, equipment and other resources where necessary, and in this way complement each other's efforts and productivity;
- Government needs the private sector for its survival because the sector provides goods and services to the country, as well as tax which enables for public facilities and institutions to function efficiently. Working together the public and private sectors serve as capacitors that enhance productivity and development in the country;
- Policy implementation is done by the public sector; the private sector, like everybody else, has to abide by these policies; the private sector also pays taxes that support the public sector; the two cannot avoid each other, as they have to work together in a symbiotic relationship in order to reap mutual benefits;
- Any process of re-branding should take advantage of the competitive urge of business and its expertise to leverage on for a successful re-branding process; business has the capital while the government, representing the masses has the authority and power to create an enabling environment; the relationship is symbiotically complementary;

- The public sector enables the private business to operate efficiently through provision of services, for example, education, peace, security and so on.
- The private and public sector support each other in the economy, thus there is an interlink between the two;
- It brings harmony in the country and there is no confusion within the country and greed is kept at a minimum;
- So that potential investors and other stakeholders will have confidence in the governance of the country and will be willing to work with it;
- Because for the country to prosper, the different sectors who are the key holders of the economy, must join together to form a formidable force of consolidated efforts and division of resources to tackle different sections of the economy and thereby re-branding Zimbabwe, for example, the private sector helps by creating employment opportunities, whereas the public sector also promotes economic and non-economic development;
- Only a multi-sector approach will be sustainable;
- Because if they work together, a multiplier effect will be achieved in the whole spectrum of the economy;
- They are the two sides of the same coin, since the private sector is monitored and controlled by the state to a certain extent, there should be harmony of these two in order to give a good picture to the international community, and hence attract investments;
- With the Millennium Development Goals (MDG's) being implemented, both parties should play their critical roles to successfully re-brand the country;
- Neither of them can independently lead in the re-branding of Zimbabwe successfully so they would have to work together;
- To encourage different views and opinions, and thereby contribute in different ways;
- The development of the economy of the country lies at the heart of these two and their working together will change everything the industry, productivity, image and the economic development of the nation;
- Co-operation is vital to resuscitate Zimbabwe's agriculture;
- We do not have an option as Zimbabwe needs to be re-branded; and any conflict between the two makes it impossible for rebranding to succeed;
- Their differences are minor and hence they are able to work together;
- In business a framework for cooperation to exist, there must be mutual benefits. For example, the public-private partnership (PPP) in the Green Fuel project is a joint venture between ARDA and a private player;
- Because some of the private sector players are already sharing the ownership of certain enterprises through indigenisation;

- They have been working together in the tripartite negotiating forum so they will be able to work together to re-brand the country; and
- They are already working together, otherwise the country would not have been progressing if they were not working together.

6.8.2.9 Do you think that the public and the private sectors are able to work together in order to re-brand Zimbabwe? (No)

This section pertains to respondents who think that the public sector and the private sector are not able to work together in order to re-brand Zimbabwe. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include environment, attitude, and differences. The codes were then defined by summarising the narratives, which pertain to the specific codes, and the central themes present in the responses were then identified.

Some respondents thought that the public and private sector are not able to work together because of the current environment. The respondents stated the following factors regarding the environment:

- The current environment is highly polarised and does not promote a platform that is conducive for cooperation; and
- Due to political influences.

Some respondents thought that the public and private sectors are not able to work together because of the negativity between the two sectors. The respondents stated the following:

- Currently the private sector, does not have much confidence in the public sector;
- There is no trust between the two parties; corruption is rife and it requires quick eradication; and
- As long as the current government does not support foreign investment and empower its people, there will always be tension.

Some respondents thought that the public and private sectors are not able to work together because of their divergent goals and objectives. The respondents stated the following:

- There is no commonality of purpose;
- The two do not intrinsically share the same values with regard to the interests of the masses; the private sector in Zimbabwe is historically not nationalistic in form and in deed; the private sector's view of government is a manifestation of its ownership, which is historically European, capitalist and anti-poor; the interests of the two are, therefore, mutually exclusive;
- Because the two sectors have different goals and targets; this makes in-house squabbles inevitable; and
- The private sector has enjoyed super profits so they may be irrelevant in this exercise; the public sector is being led by the partisan leaders and, therefore, will remain biased.

6.8.2.10 Given an opportunity, would you be willing to contribute to the re-branding of Zimbabwe? (Yes)

This section pertains to respondents who would be willing to contribute to the re-branding of Zimbabwe. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include change, development, economy, future, general, country, patriotism, responsibility, personal, skill, and voice. The codes were then defined by summarising the narratives, which pertain to the specific codes, and central themes present in the responses were then identified. These codes were further assigned to larger categories, which include future, patriotism, personal, and general.

Respondents indicated that they would be willing to contribute to the re-branding of Zimbabwe for the sake of Zimbabwe's future. The respondents gave the following reasons for their responses:

Because we have also been affected by the current situation and would be happy to see changes happening;

- As citizens of Zimbabwe, we are part and parcel of its development;
- Passionate about the country and its development and would, therefore, feel proud to contribute in its development; would also urge business to support this noble idea;
- The present situation has greatly affected the country's ability to change, therefore, the country would require people like me (young and new ideas) to assist in its development;
- To speed up development;

- Zimbabwe is a successful and rich country and it is important to enlighten the populace of the growth opportunities in this country;
- So that ordinary Zimbabweans can gain economic independence;
- There is a need to give direction to the country in terms of performance on the economic front, and thereby assist Zimbabwe to regain its past reputation (1996-1997 economic peak levels) and grow economically; we as stakeholders will all benefit when the country has a growing economy and, therefore, we all have a key role to play in its economic transformation; economic development and recovery will lead to creation of wealth for the next generations;
- To contribute towards placing our country on the global market so that we can regain our self-confidence economically and stabilise the socio-economic and political environment of Zimbabwe;
- To contribute towards the positive image of the country, which will translate in the development of the economy;
- To establish good ties with the external world since the world is now termed as a global village, and thereby revive and improve the economy;
- Future of this country is in our hands;
- Contributing to nation building and re-branding; a better Zimbabwe is a treasure to future generations; and
- Equip future generations with tools to further change, improve, and build Zimbabwe so that it may become a breadbasket of Africa once more.

Respondents indicated that they would be willing to contribute to the rebranding of Zimbabwe for reasons related to patriotism. The respondents gave the following reasons for their responses:

- Because Zimbabweans in and out of the country deserve better than what we see right now;
- For the sake of foreign direct investment, export promotion, tourism promotion, better international relations, and our national identity;
- For Zimbabwe to regain its respect again and be a good place to in which to live like any other country;
- It is a beautiful country with a lot of potential and we have the capacity to make a change and build our nation; we need to use all the valuable resources (human capital, mineral resources, land and solar energy) to assist; Zimbabwe needs all of us to be what it used to be;
- For the sake of national pride and allegiance to the country;

- Any uncompromised Zimbabwean would find no reason not to be willing to play a role in improving our country;
- Re-branding Zimbabwe is every Zimbabwean's responsibility, civil duty, and obligation, so all Zimbabweans must be involved in the process; and
- The greatest damage to a nation's brand comes from how its people portray their country of origin, as such, each person should be an ambassador of the brand Zimbabwe, depending on how individuals conduct themselves; a nation's citizens can make or break a country, depending on how they want to be within the context of their dreams of that nation.

Respondents indicated that they would be willing to contribute to the re-branding of Zimbabwe for reasons related to them personally. Respondents gave the following reasons for their responses:

- I have family and investments in Zimbabwe, so it is my best interest;
- I have the necessary intellect, skills, professional experience, economic focus, social focus, and political focus;
- I can assist via my area of specialisation;
- I have seen and learned the good and the bad things about being a leader; I am a business leader;
- I am creative and having the ability to introduce more new skills in planning;
- I have to take part because I already know where to stand in the game; as a Zimbabwean I have hands-on experience of the country;
- As a marketer, I am willing to market and sell ideas to my people, educate them and help to empower them; I have knowledge on branding and so would be able to contribute meaningfully to the process of re-branding;
- Gained great experience from living in other countries;
- Have learnt much about image-management in the diaspora, which can be used back home;
- Being away for a long time we have learned the bad and the good methods that other countries have compared to ours;
- I have the capabilities to analyse and interpret economic variables, thereby contributing to meaningful decision making, however, the elite citizens, like myself, are not consulted by the policy makers and it depends on your political affiliation;
- As a citizen I should contribute by making my views and opinions heard and by ensuring that my ideas are incorporated; and

- Given the chance, I would make an effort to have my views heard and also to let people know what kind of a country we live in through a good brand.

Respondents indicated that they would be willing to contribute to the re-branding of Zimbabwe for various reasons that were categorised as general. These reasons were as follows:

- As long as it does not end up political, I will contribute;
- Because I feel the country has been treated unfairly on the international stage; because it pains me to see a country with so much potential being relegated to the lowest divisions of the world league, when I for one, among the millions, know what is wrong;
- By contributing to re-branding, we are able to create a society with minimum poverty levels and hence avert hunger and famine;
- I deserve to be given an opportunity to contribute to my country's development; and
- I think that we have the opportunity to re-brand Zimbabwe by the way that we talk about it.

6.8.2.11 Given an opportunity, would you be willing to contribute to the re-branding of Zimbabwe? (No)

This section pertains to respondents that would not be willing to contribute to the rebranding of Zimbabwe. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes identified include fear, futile, no skill, supervisory, uninterested, and unnecessary. The codes were then defined by summarising the narratives, which pertain to the specific codes, and the central themes present in the responses were then identified.

Respondents indicated that they would not be willing to contribute to the re-branding of Zimbabwe out of fear. This can be elaborated as follows:

- Scared of the political structures; there is no freedom of speech in Zimbabwe and if we make suggestions, we might be persecuted.

Some respondents indicated that they would not be willing to contribute to the re-branding of Zimbabwe since it would be a futile exercise. This can be elaborated as follows:

- Politics contributed to what Zimbabwe has become at the moment;

- Not until there is a popular constitution in Zimbabwe;
- Not until there is a people-driven government for the people by the people;
- Because it is a national responsibility, which requires every citizen of Zimbabwe to support the initiative, which is most probably not possible, therefore, I will not contribute;
- My voice would not be heard, since I am just an ordinary person; and
- The current situation in Zimbabwe does not allow room for my contribution.

Some respondents indicated that they would not be willing to contribute to the rebranding of Zimbabwe because they are not skilled in the discipline of rebranding. This can be elaborated as follows:

- Because I do not know anything about the rebranding of a country; and
- I am not a politician.

Some respondents indicated that they would not be willing to contribute to the rebranding of Zimbabwe because they were not interested. This can be elaborated as follows:

- Not interested and uncommitted;
- Not keen on participating in national affairs; and
- I identify myself as a global citizen first before identifying myself as a Zimbabwean so I no longer feel that sense of attachment to Zimbabwe, except that I was born in Zimbabwe.

Some respondents indicated that they would not be willing to contribute to the rebranding of Zimbabwe because they thought rebranding to be unnecessary.

6.8.2.12 What identifies you as a Zimbabwean?

This section pertains to how respondents identified themselves as Zimbabwean. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include documents, citizen, culture, family, appearance, resilient, personality, communication, values, work, education, skills. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories which include citizenship, personal, and professional.

Respondents identified themselves as Zimbabwean based on their citizenship. This can be further elaborated as follows:

- Legal documentation (birth and registration documents - ID, Passport);
- Citizenship and nationality;
- I am proudly Zimbabwean;
- My upbringing;
- I am patriotic;
- Place of birth;
- Sense of belonging;
- Country and its untapped potential;
- History;
- Living in a naturally beautiful country;
- Love for my country;
- Culture - cultural background and tradition; and
- My heritage and ethnicity.

Respondents identified themselves as Zimbabwean based on their personal traits and history. This can be further elaborated as follows:

- Parental origin - born into a family of native Zimbabweans;
- Appearance is typically Zimbabwean;
- Immunisation injection on my shoulder;
- Do not easily give up;
- Inherent quality that makes us soldier on in spite of adversity;
- Loyal to my country and I did not decide to leave the country because of the risk during the economic hardship era;
- Resilience - ability to cope in any tough situation and adapt in any environment, for example, during the economic meltdown (2008-09);
- Versatility;
- Charm;
- Ability to accommodate people of any colour, race or language;

- Ability to listen to others' views;
- Attitude;
- Caring;
- Character;
- Civilised;
- Determined to create an indigenous bourgeoisie class;
- Do not seek charity but parity;
- Empathy for those who suffer / humanity;
- Fighting spirit;
- Friendly and kind;
- Good behaviour;
- Honesty
- Hospitable nature of the people (Ubuntu);
- How I do things;
- How I present myself to the public;
- How I relate to other people;
- How I walk;
- Humility;
- Inner being;
- Leadership qualities;
- Love;
- My dignity;
- My identity;
- Open-mindedness;
- Patience;
- Peaceful / peace-loving;
- Perseverance;
- Personality;
- Politeness;
- Rational;

- Respectful;
- Self confidence;
- Self-motivation;
- Self-respect;
- Sociability - ability to socialise with people from different ethnicities and cultures with ease;
- Strong;
- Tolerant and accommodative of other nationalities;
- Trustworthy;
- Understanding;
- Unique;
- Warm;
- Way I carry myself;
- Welcoming;
- Well-mannered;
- Willingness to forgive;
- Language - native languages, for example, Shona and Ndebele;
- Good communication skills;
- Tone of voice;
- English accent;
- Good command of English;
- Articulate;
- Eloquent;
- Beliefs;
- Norms;
- Principles;
- Strong personal, moral, socio-cultural, and family values; and
- Zimbabweans do not just '*go with the flow*'; they keep their values and know who they are and where they come from.

Respondents identified themselves as Zimbabwean based on their professional traits. This can be further elaborated as follows:

- Ability to identify real issues affecting our economy and economically orientated;
- Ambitious;
- Commitment and dedication to working hard;
- Competence;
- Complacency with remuneration;
- Cope well under stressful situations;
- Delivery of service;
- Disciplined;
- Entrepreneurial;
- Excellence;
- Focussed;
- Future-orientated;
- Highly motivated;
- Industrious;
- Innovative;
- Integrity;
- Love of farming;
- Persistent goal-getters;
- Productive;
- Strong work ethic;
- Academic excellence;
- Have a desire to learn;
- High level and quality of education;
- Highly literate;
- Intelligent;
- Zimbabweans are more focused than other people in terms of schooling and have competitive education;
- Expertise;

- Reasoning ability in situations that need diplomacy; and
- Technical skills.

6.8.2.13 What makes you proud to be a Zimbabwean?

This section reflects respondents' responses regarding what makes them proud to be Zimbabweans. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include education, positive conditions, general, history, infrastructure, patriotism, resources, tourism, nothing, policies, politics, business, culture, family, people, and values. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories, which include conditions, country, nothing, politics, and society.

Respondents stated that the general conditions in Zimbabwe are the main why reasons they are proud to be Zimbabwean. This can be further elaborated as follows:

- Above average level and quality of education, and the fact that Zimbabwe has the highest literacy rate in Africa; Zimbabwe has good schools and universities;
- The opportunities that the education system has given me is priceless;
- Free education;
- The education system that I received in Zimbabwe before coming to South Africa enabled me to manage my studies at a tertiary level, successfully;
- The above average level of education allows most Zimbabweans to work in any industry and at any level;
- We value acquiring education as a first priority in life, therefore, we are focused on education;
- A country of peace, tranquillity, and security where the people are peace-loving and God-fearing;
- Cleanliness and order of the cities;
- We do not have squatter camps;
- The crime rate is low as compared to other countries;
- I can do anything I want within the limits of our Zimbabwean culture;

- I have my own land;
- I will never have freedom of speech in any country nor the right to resource ownership like I have in my own country; and
- Although we do not have complete freedom of speech, at least there is no fear of theft and killings.

Respondents stated that the country, in general, is the reason why they are proud to be Zimbabwean. This can be further elaborated as follows:

- Zimbabwe is a nation where you learn how to achieve greatness in life;
- Beautiful country;
- We have our own land and a history and sovereignty to safeguard;
- Landlocked country with no climactic disasters such cyclones, hurricanes, earthquakes, and tsunamis;
- Everything about the country and the people in it. The way we see the world and the power of will to adapt to whatever circumstance;
- Spirit of oneness;
- The potential of the country;
- The fact that we are a sovereign state where Black people have equal opportunities;
- The knowledge that we have come through the worst economic period ever and that Zimbabwe will be on track in no time; the challenges in the country are transient and things are going to be alright; Zimbabwe has the potential to become world-class again; this was just a passing phase;
- Its a small country that has achieved a lot in most fields and also has the potential to grow in every field; capacity to match any other country on the planet;
- I am proud to be a Zimbabwean because of its history; once a breadbasket of Africa;
- Good infrastructure;
- My country of origin and regardless of the hardships that the country and its citizens are facing, it still remains my home and that makes me proud of it;
- The only true nationality I can connect with emotionally;
- Great people died for us to be free and for it to be called Zimbabwe;
- It is my mother country;

- The inherent nature of any human being is to be proud of who they are and where they come from; if I cannot be proud to be Zimbabwean, what else under the sun can I be proud of;
- I grew up in Zimbabwe and travelled to other countries, but it was or still is not the same as being in Zimbabwe, which makes me smile to just think about Zimbabwe because I feel at home and a sense of belonging when I am there;
- We are a proud, sovereign nation and I am a proud, sovereign person too;
- The mere fact that I am a citizen makes me proud and I have no intention of changing my citizenship;
- Zimbabwe is my identity and my identity is an inexorable part of me; my nationality cannot be stripped by whatever events that happen around me;
- Zimbabwe is endowed with a vast wealth of minerals (diamonds, charcoal, platinum, gold), agricultural (tobacco), and human resources;
- We are endowed with vast stretches of land that can be cultivated;
- The farm that I have with all the progress I am making every year;
- Good tourist attractions, such as the Victoria Falls, Great Zimbabwe Ruins, springs with water that is pure, mountains, and so on; and
- Zimbabwe is has vast human and natural resources.

Respondents stated that Zimbabwean society, in general, is the reason why they are proud to be Zimbabwean. This can be further elaborated as follows:

- You can start your own business when you need to;
- Languages, for example Shona, Ndebele, and so on;
- Good cultural values and cultural diversity;
- Zimbabweans are still abiding to their culture and have respect for their culture and do not adopt western culture;
- That is the land of my ancestors and my roots; everything I am is because of my roots;
- Rich culture and heritage;
- Traditions and culture of respecting elders;
- Our culture is to be humble and reserved, unlike, for example, South African culture;
- Civilised and educated people;
- Friendly and approachable people;
- Good hearted, caring people;

- Hardworking people and their ability and willingness to work;
- Innovative people;
- Intelligent people;
- Warm people;
- Rational people;
- Natural people;
- Disciplined people;
- People admire Zimbabweans for their patience and strength;
- Peace-loving people; Zimbabweans are not interested in conflict and believe that there are solutions to every problem and people can sit down and decide about their destiny;
- Resourceful and highly skilled people;
- Well-cultured people;
- Unique people;
- People are eager to learn;
- People are not aggressive;
- People have respect for one another; they treat each other equally regardless of race, colour, or nation;
- All the attributes that make up a Zimbabwean; Zimbabweans are people of great calibre;
- General attitudes of the people;
- Good communicating skills; ability to converse and engage in a balanced informed discussion with anyone; fluency in English;
- Resilience; we can adapt and stand up in any situation;
- We have an identity and we stand for what we believe in;
- Our children are still growing up under a homely environment with good values being instilled in them; and
- Community ethics; individual ethics; respect for individual ethics.

Some respondents could not identify any reason why they are proud to be Zimbabwean. This can be further elaborated as follows:

- Nothing; and

- Being Zimbabwean has nothing to offer except to expose one to scorn and abuse by other people of other nationalities.

6.8.2.14 What are your suggestions and recommendations regarding the re-branding of Zimbabwe?

This section explored respondents' suggestions and recommendations regarding the re-branding of Zimbabwe. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include conditions, development, economy, people, policies, social, tourism, unity, international, media, re-branding, general, futile, and unnecessary. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories which include conditions, country, international, re-branding, general, futile, and not necessary.

In relation to the general conditions of Zimbabwe, respondents gave the following suggestions and recommendations:

- Ensure a peaceful, tranquil, safe environment;
- Ensure human rights are respected and upheld;
- Ensure media freedom;
- Ensure property rights;
- Ensure that rule of law is upheld;
- Ensure zero tolerance for corruption;
- Establish a legal and judiciary system which is not partisan;
- Good planning;
- Legislation in place for businesses;
- Military has to reform; de-politicise the law enforcement agents and the military;
- Provide equal opportunities in the private and public sector; and
- Transparency.

In relation to the country, in general, involving development, the economy, the people, policies, society, tourism, and unity, respondents gave the following suggestions and recommendations:

- Improving the infrastructure, especially roads;
- Economic empowerment;
- Firstly, the economy needs massive transformation and revitalisation, as it affects all the other aspects of the country; try and rebuild and strengthen the economy from all different angles and sectors of the country, namely tourism, marketing, industries and the relationship with the other countries;
- Empowering of local people with resources and land, even if foreign investors are brought into the economy; too much of our resources are leaving the country;
- More focus should be placed on economic issues without political interference;
- Stable economic environment to invest in; sound economic policies;
- The removal of sanctions is the starting point and everything else will fall in place with time;
- We need to have our own currency in order to function well; how can we have US dollars or SA rands operating in our country?; the Reserve Bank should function and control the economy in this regard; finding ways of coming up with a currency, which will be stable in value;
- A truth and reconciliation commission type of arrangement should be lined up so that we can forgive although we can never forget;
- All should start with the Zimbabweans themselves and they should have a positive approach in all things that they do to the extent that other countries will gain respect for the country;
- Engage Zimbabweans in the diaspora and encourage them to come back and invest in Zimbabwe and its rebranding; Zimbabweans should stop drifting away from our country because we do not really have to wait for miracles;
- Instead of criticising what is happening in front of foreigners, we do it in our special way so that foreigners do not get involved in our situation;
- Let the ordinary person in the street decide their own fate; no help from outside; people should work hard and stop blaming each other;
- People's mind-sets should change so that they may have confidence in the country and believe in its future again, because every citizen will be a brand ambassador for the country and that will help to rebuild the country;
- Implement policies that contribute more to the marginalised citizens, to change the negative perceptions from the international countries like the UK, US, and so on;
- Improve on general policy formulation and implementation; come up with more sound policies;
- Rebranding will involve a national vision of policies to back up that which should be adhered to without fear or favour;

- Revisiting the land reform programme; farming should be monitored and land should be shared equally; and get rid of multiple farm ownership by a single person; farm audits should be conducted frequently to know who actually needs land for farming; Have democratic, violence-free, fair and internationally recognised elections; and a democratic government;
- Total political overhaul; political reform;
- Mugabe and Zanu-PF should go; the current leadership in politics and national institutions must step down and allow "new management" to reopen the country;
- If possible, removal of all leaders; leaders should be people who are living an honest life such as people who are workg hard in the diaspora; the likes of Nigel Chanakira and Strive Masiyiwa and so on;
- Let the younger generations move into power and take away the moribund crew to retirement and far from influential positions please; the constitution should speak of age when it comes to leadership;
- Target the youth and train them to be leaders of the future;
- Leaders should be responsible and be held accountable;
- Leaders should have the best interest of the country at heart; leaders who love the nation; you can only market something that you yourself are confident about; they should have respect for their people;
- Need to change the mind-set of politicians and organisation leaders, so that they can easily grab the vision of the country and work towards it without greed;
- Do not let uninformed youths and war veterans discuss pressing issues; no war veterans in important decision making issues; no guerrilla leaders in the re-branding process;
- All political leaders to set aside their individual differences;
- Remove politically motivated violence;
- Political tolerance;
- Transparent government;
- Improvement of separation of powers in governance;
- Ensure the successful completion of the constitution-making process;
- The re-branding of Zimbabwe can only be undertaken successfully after a change in the political system and once the political system has stabilised;
- Re-branding can only be possible if the parties in the GNU work together; top government officials should speak with one voice and focus on national prosperity rather than individual gains;
- Government should appreciate the re-branding campaign and spearhead it; this will allow all agents of the rebranding process to operate freely; Politicians should be genuinely

committed to the exercise and give citizens an opportunity to participate in the re-branding exercise without fear or favour;

- Do not politicise the re-branding process; politics should not be the determining factor for the development of the nation, and should only contribute on a small scale;
- Get the politics right and everything else comes naturally;
- Government should be serious about genuine change to the nasty image that Zimbabwe has earned in the past;
- One ruling party; first there should be one united government and all will be solved; abolish the GNU;
- Less political interference in the business sector;
- Political system should be stable in order to attract investors and instil confidence;
- A complete change in socio-political environment; provide health care and social reforms; a happy society is the best brand ambassador - if the people are happy and have basic services and access to opportunities, this translates into a natural re-branding; the people are the best brand ambassadors;
- Promoting tourism and exchange programmes;
- Setting up foreign based tourism bases to market the country and its offers to tourists might help;
- The tourism sector should be boosted and should encourage people to come to Zimbabwe;
- All stakeholders and key sectors of the country should be involved in the re-branding of Zimbabwe, namely industry, government, African countries, all Zimbabwean citizens, and Diasporas for it to work and be effective; incorporate the views of every Zimbabwean be they Black, White, poor or rich; and
- Collective effort to remove the false stereotypes and to reinforce the positive stereotypes associated with our country.

In relation to the international community, its perceptions regarding Zimbabwe, and its relationships with Zimbabwe, respondents gave the following suggestions and recommendations:

- A national audit to establish investment opportunities and these should be publicised;
- Calling on the world to invest in Zimbabwe;
- Collaborate strongly with South Africa and other interested parties outside Zimbabwe, for the purpose of ideas and suggestions about structures;
- Engage the international community and improve international relations by re-establishing strong mutual ties with all foreign countries agencies and organisations;

- Foreign countries do not need to be involved in Zimbabwean issues; assistance from other developed countries on issues such as business, but other countries should not try to dictate how we as Zimbabweans are supposed to run our country;
- Incentives to be given to investors such as tax holidays;
- Increase foreign investors' ownership of business;
- Increase investor confidence by stopping violent actions and ensuring investor security and protection;
- International bodies and other nations should contribute financially rather than pump funds into war projects such as Libya and Sudan;
- Promote foreign direct investments by amending legislation regarding foreign direct investments;
- The international and local, both private and public media must try their best to market the country on the international stage;
- Zimbabwe's image problem is more of a manifestation of the hegemony of western nations, that dominate global opinion; they have branded us in the manner that they wish for their own interests; the problem is not unique to Zimbabwe, but it typifies the whole continent of Africa; the solution, therefore, lies in the vision of Kwame Nkrumah, that of a politically and economically united Africa; that will enable us to be a significant global player that is also able to define and dictate the terms of global engagement; given the present reality, the efforts of re-branding will not change anything until the powerful nations of the West decide so;
- Adverts on mainstream media to promote the country and its true image;
- Engage media houses;
- Fair coverage by the media; tell the Zimbabwean story as it is; we make no apologies for reclaiming our heritage;
- Free the Zimbabwean media;
- The media will be a primary tool in projecting this re-branded image, however, caution must be taken in the personalities used in the media; I suggest that instead of the image of Zimbabwe being projected by politicians, ordinary people should be used; and
- The support of the AU, IMF, WB, USA, Britain and all the nations of the world will be critical.

In relation to the general re-branding of Zimbabwe, respondents gave the following suggestions and recommendations:

- A number of strategies can be used to re-brand, for example, short films capturing the lifestyles and aspirations of locals, an advertising campaign aimed at promoting the country as a safe tourist and investment destination, publishing of a magazine that can be distributed on aeroplanes flying routes between Africa, Europe, Asia and USA;
- Marketing strategies should be put in place that will help to restore the country's image;
- There is great need to re-brand our country Zimbabwe and bring back our image as a good country, bread basket and peaceful nation;
- Re-branding should cover all spheres (political, social, and economic);
- Re-branding is needed and should be the first priority and be treated as an urgent matter; avoid politicising the process; rebranding should be pursued and followed with full implementation; rebranding will promote the common vision about the country and enhance a patriot culture;
- The Zimbabwe that brand we need is the one we had between 1985 and 1998; that was the land of milk and honey, of green fields, of running factories, of rosy dreams and happy families;
- Zimbabwe needs strong rebranding and the brand ambassadors can contribute much in the rebranding of Zimbabwe;
- We should first have stability, then re-brand;
- Must be implemented after the new constitution; must be implemented after new elections in 2013; the programme must be launched in Zimbabwe not abroad; and
- There may be no need to re-brand Zimbabwe as it is going through the natural cycle of life, however, there may be need to re-brand external views of Zimbabwe

The following suggestions and recommendations were categorised as general:

- Zimbabwe should never be a colony again; let Africa be for Africans; there is always a way to solve African problems in an African way; West should be for westerners; and
- Everything needs to be changed.

Some respondents thought that re-branding is a futile exercise, and elaborated as follows:

- Re-branding will not help, but we all need to work towards changing what is there to a good situation in order to make things better;
- Re-branding Zimbabwe in the present situation would be a waste of time and resources; and

- Unless the international community is convinced that certain reforms have been undertaken it is time wasting to think that there will be any re-branding to talk of.

Some respondents thought re-branding to be unnecessary, and elaborated as follows:

- No need because it is a waste of time and money.

6.8.2.15 What measures should the Zimbabwean government establish to attract more tourists?

This section elaborates on respondents' views regarding what measures the Zimbabwean government should establish to attract more tourists. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include conditions, development, economy, policies, politics, tourism, international, media, perception, fund, promote, and general. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories, which include conditions, country, international, re-branding, and general.

With regard to general conditions in Zimbabwe, respondents indicated that the following measures should be established:

- Acknowledge and respect civil liberties, making people a priority;
- Address the country's health issues;
- Allow freedom of speech; ensure freedom of expression; allow individuals to elect and support political parties freely; ensure freedom of association; establish media freedom;
- Be committed to the transformation of the legal and judiciary system into a non-partisan system that applies and governs both internal and external stakeholders; a rule of law, which applies to everyone and, which everyone must abide by; jealously safeguard the rule of law;
- Decriminalise homosexuality, pornography, and prostitution;
- Ensure peace and stability;
- Have zero tolerance for corruption and remove it from all spheres of society;

- Improved security measures to be taken for both locals and foreigners regardless of their political affiliation in order to create a secure and safe environment; increased security could also assist in keeping all wildlife safe for and thereby support wildlife tourism;
- Reduce crime to create a sense of a safe environment;
- Promote and respect human rights;
- Respect all citizens;
- Respect foreigners who currently reside in Zimbabwe, for example, property owners and investors;
- Respect property rights and stop farm invasions;
- Stop intolerance and violent actions; and
- Stop the culture of hate speech in the public and private media.

With regard to the country in general, involving development, economy, policies, politics, and tourism, respondents indicated that the following measures should be established:

- Building more state-of-the-art hotels and other accommodations such as lodges;
- Improve (repair and refurbish) the Zimbabwean infrastructure prior to the rebranding campaign; upgrade roads and ensure an efficient road system; improve the transport system network; ensure the uninterrupted supply of purified water;
- Invest and rehabilitate the national airline (Air Zimbabwe); open skies to other airlines, for example, Air Lufthansa, KLM and so on; allow private airlines to operate in Zimbabwe;
- Invest in up-to-date technology for the sake of development and avoid lagging behind;
- Keep towns and roads clean as they used to be in past years;
- Protect the natural resources;
- Renovate tourist attractions such as the Great Zimbabwe and Victoria Falls;
- Strive to get the sanctions lifted otherwise the Zimbabwean government cannot do much on their own;
- Have sound economic policies and introduce Zimbabwe's own currency;
- More effort should be made in dealing with political differences and there should be a focus on the interests of the Zimbabwean citizens; which will help in lifting the sanctions and eventually we will have our own currency;
- Rebuild the economy, thereby ensuring a stable economic environment and financial security;

- Bring sanity in business by introducing workable business policies;
- Make policies that allow all visitors to be free;
- Improve drastically on co-operative and state governance;
- Show greater political tolerance by getting rid of draconian laws and replacing them with those that match international standards;
- Stop in-house fighting and political clashes;
- Fully implement the GPA measures;
- Ensure that tourists are guaranteed safety from politically motivated violence, as this creates a terrorist-like atmosphere;
- Current president and government to step down;
- Open the way for a new era of good governance and equality through democratic rule, with violence free, fair and internationally recognised elections; this will resuscitate the economy and bring in tourists;
- GNU should be eliminated; elections should be held and then a new democratically elected government should play the role; a government that will support free and fair elections; a government that will not allow intimidation from the military and war veterans;
- A new set of positive and tolerant political players will result in spontaneous re-branding; new leadership to spearhead the re-branding programme;
- Ensure a safe tourist environment and communicate this to the world;
- The ZTA should hold exhibitions abroad and assure tourists of a safe stay and peaceful environment in Zimbabwe;
- Hospitality and good services for tourists who visit the country so that so they spread good word-of-mouth in their nations;
- Resort areas to be attractive; renovate tourist resort areas to match international standards; upgrade tourism facilities; keep the country clean; develop cities/towns around tourist resorts;
- More places to be seen too; build more attractions;
- Advertise tourist areas for people to visit the country; market the country more;
- Avoid overpricing for tourists; price holiday fees competitively; Zimbabwe must be an affordable destination; tourists should be charged the same prices as Zimbabwean citizens for the same facilities; the tourism authority should revisit their pricing structure and reduce their exorbitant prices;
- Introduce special packages to popular areas; have packages that cater for locals; offer promotions to big spenders; lower government levies on tourist packages; offer attractive holiday resort packages;

- Improve service delivery in the tourism sector and other interlinked sectors;
- Financial sector reforms to enable one debit card holder to make payment without having to move around cash, since some hotels do not accept debit cards from certain countries; revive credit card systems (Visa, MasterCard, and so on);
- Regulate travel agents in and around the country; deal with bogus agents outside Zimbabwe that market some of the country's resorts as their own;
- Government must work hand-in-hand with the hospitality industry to try and lure tourists;
- Privatisation of the tourism industry, though it must be regulated;
- Introduce tourism ambassadors;
- Ensure adequate amount of food and amenities;
- Less visa restrictions; allow free movement of tourists;
- Relax foreign currency control regulations; and
- Ban poor girls near tourists because they will turn to prostitution.

With regard to the international community, their perceptions regarding Zimbabwe, and their relationship with Zimbabwe, respondents indicated that the following measures should be established:

- Doing away with the hatred of the western countries and mend international relationships; create more international relationships;
- Create a lucrative environment for foreign investors such as incentives; make room for more and allow investment, especially from foreign investors, since they know how best to market Zimbabwe to their own countries, especially if they have an investment to protect;
- Create investor confidence, but not at our expense;
- It has to correct its image first, especially the image of the country in western countries;
- Protect investor property;
- We need help from the WB to restore our country; we need to be able to export, especially our tobacco, asbestos, platinum, coal, copper, gold, and the Marange diamonds;
- Advertise Zimbabwe by using the media in order to attract people to Zimbabwe; publish articles in widely read magazines and periodicals such as National Geographic;
- End negative media publicity;
- Engage media to desist destructive reportage;
- Give local and international media the space to report on positive Zimbabwean stories;

- Host international and regional conferences, which will have media coverage opportunities and allow people to see for themselves what Zimbabwe is like;
- Protect and support local media;
- Change the attitude that people have about the country;
- First clean the name Zimbabwe so that tourists will not be afraid to visit;
- General perception management;
- It all starts with changing the perception of the country and rebuilding the country's image; and
- There is also a need to deal with negative market perceptions.

With regard to re-branding in general, respondents indicated that the following measures should be established:

- Encourage investment in the tourism sector;
- Support destination marketing efforts of the ZTA through financial support;
- The government should fund the tourism sector; fund improvement of tourist attractions; fund the refurbishment of hotels in tourist resort areas; fund the media, and market our culture abroad; fund promotional efforts;
- Tourism sector (ZTA, Ministry of Tourism) to start an aggressive advertising/marketing campaign, with an advertising/marketing strategy, to market Zimbabwe's as a tourist destination abroad, especially countries with a negative perception; advertise/market the tourist attractions;
- Government to work closely with tourism promotion organisations in the country;
- Convince people of their safety in Zimbabwe; start an awareness campaign locally, regionally, and internationally showing that the country is a safe destination;
- Convince people that they will get value for their money when visiting Zimbabwe;
- Establish monitoring standards for the tourism industry;
- Have a strategy, which uses tourists to attract more tourists to Zimbabwe (such as media personnel);
- Hold expositions abroad; exhibitions of Zimbabwean products and more advertising in international media;
- Host celebrities and presidents of other countries; increase the volume of respected international celebrities such as the visit by Brazilian national soccer team, Sepp Blatter, Akon, because politics, music and sport have influence on people in general;

- Host international events such as the Africa Cup of Nations, World Leaders Conference, African Leaders Conference, and so on;
- Invitation of key groups in the once chief markets like the British and Americans to the country to get first-hand experience; visits to such prospective and already existing markets to encourage people do come to Zimbabwe; opening and marketing new tourist attractions to add to the already known like Victoria Falls and Nyanga; and
- The government must encourage Zimbabwean embassies abroad to speak positively about Zimbabwe and market local tourist destinations in the process; they should also establish good relations with other governments or countries.

The following responses regarding measures to be established were categorised as general:

- Creating the right business environment in which people feel free to visit and spend;
- Being friendly is first;
- General stability of the country;
- Genuinely re-brand taking into account all facets of re-branding, that is, the key issues that should be focused on;
- Support young entrepreneurs; and
- Truth and reconciliation process.

6.8.2.16 What measures should the Zimbabwean government establish to attract foreign investors?

This section elaborates on respondents' views regarding what measures the Zimbabwean government should establish in order to attract more foreign investors. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include conditions, policies, tax, business, development, economy, education, politics, tourism, general, international, investment, media, promote, nothing, and re-branding. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories, which include conditions, country, international, and general.

With regards to the general conditions in Zimbabwe, the respondents indicated that the following measures should be established:

- Ensure a peaceful, tranquil, stable, safe, and financially secure environment, providing assurance and security regarding business, in which to invest; foreign investors need be rest assured of the security of their investments; generally reduce and eliminate any factors that may be perceived as risk to potential investors;
- Have zero tolerance policy regarding corruption;
- Improve general hospitality and services;
- Media freedom;
- Offer clear and fair ownership rights and respect those rights; allow foreigners, who want to invest in agriculture, to have property rights;
- Respect companies protected by Bilateral Investment Promotion and Protection Agreements (BIPPAs);
- Respect human rights and the rule of law should be upheld and jealously safeguarded by law enforcement agencies;
- The environment of the country (political, economic, social, and so on) and rules and regulations should be formulated in a way that attract investors and offer the right incentives and conditions to the right target investors; and
- Transparency concerning allocation of tenders and government contracts; transparency of laws and regulations, especially those affecting business and investment; the government has to re-insert trust mechanisms as that is the only thing that will attract investors.

With regard to the country in general, involving policies, tax, business, development, economy, education, politics, tourism, and general, respondents indicated that the following measures should be established:

- Repeal controversial laws that impede foreign investment, and replace them with those that meet international standards and in this way introducing attractive investment policies and laws that promote investment and make investors confident that their investments are secure in Zimbabwe and that they would make a reasonable profit; put in place policies which safeguard investors' funds; government to guarantee security on investors by promising them that their return on investments is safe from being confiscated by the state; offer attractive terms on investment, whilst avoiding excessive repatriation of funds; ensure that legislation is favourable to investors and protects them; good sound percentage share of equity between outside investors and investors from Zimbabwe;

- Relax certain laws passed; have less red tape; remove the protective and restrictive measures; relax procedures required for approving investments;
- Stop takeovers of foreign-owned companies, as this pushes foreign investors away; avoid confrontation and seek co-operation;
- Remove indigenisation proposals and enshrine smooth policies within the new constitution; company ownership of government or indigenous people 51% and 49% to foreign investors has to be reversed as is scaring investors; give equal shares between local and international investors; it is generally better to offer free repatriation of profits and dividends; investors need return on investments, and therefore, clearly defined policies, which will state that the investment is secure and can in no way be taken over by overzealous people;
- The indigenisation programme should strive to achieve economic rather than political mileage; intimidating clauses in the indigenisation act should be avoided; the indigenisation act/policy is good because foreign investors repatriate profits back to their country, which is not good, but it should be executed in a manner that is investor friendly and should be rationalised and outlined properly; offer incentives that reduce the indigenization percentage ratio;
- The government should coordinate its voice on indigenisation policies; the policy is good, as it seeks to create an indigenous bourgeoisie class, however, there are discordant voices particularly among politicians; many countries in the world have such policies that reserve 51% to local people, however, Zimbabwe finds itself at the crossroads of a commercial and corporate conspiracy and its attempt to empower its people is being victimized;
- Relax black empowerment act and policies for them to be attractive to foreign investors; avoid intimidating clauses in the empowerment act;
- Remove the empowerment act/policy; offer business ownership by merit not by right;
- Support fairness in distribution of resources without considering which political party the citizen is affiliated with;
- Establish internationally binding property rights and investment protection laws;
- Revisit the land reform programme; the land reform programme is good, but it should be executed in a manner that is investor friendly and should be rationalised and outlined properly;
- Bring back the farmers;
- Zimbabwe's policies are generally viewed to be anti-business which is informed by what transpired in the land reform process; there is a perception and a fear of grabbing without injecting liquidity into the company, however, the thrust of government in my view is a smooth buying of shares in the transfer of ownership so people can have meaningful participation in their economy; in this way dubious business people who can withdraw

their capital arbitrarily as and when they feel uncomfortable with the political process of Zimbabwe cannot hold a country at ransom;

- Remove the nationalisation policies (farms, companies), which make foreign investors nervous to come to Zimbabwe;
- The industrialisation policy should be clear;
- Monitoring and supporting structures should be ethical, that is, they should be non-partisan attitude;
- Remove unnecessary bureaucracy;
- Ensure that partnerships are done above board;
- General policies (government, economic, investment, business) should be consistent at stages of policy formulation and implementation; these policies should be sound and have a predictable policy direction since uncertainty would not attract investors; investors want to plan in the long term, which is impossible in an environment of inconsistent policies; have clear policies for investors and locals clarify the government's role in the running and ownership of these;
- Business permits for foreigners who want to be involved in the manufacturing industry should be attractive and not complicated; investors should, however, be allowed to make a turn-over of about half a million or more in a year, otherwise they should not be able to get a permit; investment in manufacturing should be encouraged as we are tired of investors who come to open clothing shops instead of manufacturing, hospital equipment, clothes, cars, metal, and so on and we would like to not be dependent on imports for this; in addition government should offer loans to those already in the manufacturing industry so that they can produce quality goods;
- Allow dual citizenship for investors;
- Improve on labour and business legislations;
- Government should come up with incentives that promote investment such as tax concessions on import and exports and foreign currency retention;
- Incentives such as tax holidays ensure that economic policies with regards to trade with other countries are feasible;
- Waiving tax remissions to aid foreign investors;
- Put in place attractive tax reliefs for certain investments projects with long life spans;
- Put in place a conducive tax regime;
- Improve the ownership of businesses and provide financial support to current businesses so that they become profitable then investors can invest;
- Ensure security for every business activity that foreign investors might venture into; guarantee security on investments by providing business opportunities in all sectors of the economy;

- Create a friendly business environment where foreign investors are guaranteed that their interests are safe;
- Ease of starting a business should be prioritised;
- Foreign currency regulations should be revised;
- Develop and promote growth in the local industries;
- Ease of doing business indicators, for example, time to open account/business/protocol and so on should be in line with global standards and licensing procedures for all business should be clear;
- Less government interference in the private sector; government should play a policing role and not be involved in business and allow the private sector run business;
- Ensure adequacy of infrastructure, namely. roads, rail, telecoms, electricity, water supply, etc., prior to the re-branding campaign;
- The government should put development first;
- Privatised certain infrastructural aspects such as rail and road;
- Creating a conducive environment for a free market trade and opportunities for economic growth with minimal government intervention;
- Deregulate the economic systems;
- Launch economic reform programmes that will help to create investor confidence;
- Offer tenders to foreign investors who are interested in building our economy;
- The government should produce our own currency; stabilise currency; improve the Zimbabwean currency;
- Work to create a stable economic environment with low risk to investors; no one wants to invest in an uncertain economy;
- Work to get sanctions lifted;
- Educate the mass population, thus creating a more literate workforce;
- A new set of positive and tolerant political players will translate into natural re-branding; change the current government, as re-branding cannot be implemented with the current government;
- Create a stable political environment; set up a committee to lead in the stabilization of the nation politically, whereby investors will have confidence in securing their business continuity; in any given country, if the political situation is volatile for one reason or the other, no matter what measures government put in place no foreign investors will be attracted;

- Have a democratic government; GNU must not be there, elections and then a new democratically elected government plays the role; a government that supports free and fair elections with no intimidation from generals, war veterans and so on;
- Improve political environment and political rhetoric on the part of political leadership should improve; and
- Promote a friendly environment to everyone who visits the nation.

With regard to the international community, its perception regarding Zimbabwe, and its relationships with Zimbabwe, respondents indicated that the following measures should be established:

- Have confidence in investors;
- Be neutral towards Britain, the European Union and USA;
- Stop animosity towards foreign leaders and make peace with them in order make Zimbabwe attractive to foreign investors;
- Create good international relations and meaningful partnerships with different first world countries and other developing countries; partnerships, which are not deliberately skewed with no explanations offered;
- Restore strained international relations with the international community and run away from China, as they are sucking us dry;
- Initiate trade partnerships with trade organisations in other countries to facilitate imports and exports and the establishment of Zimbabwean businesses outside Zimbabwe;
- Welcome and have an open door policy for those who have the capital to start running the companies; everyone from everywhere that are willing to abide to the policies and terms that are fair and favourable to everyone;
- Welcome everyone to the country and tell the world that White and Black are one;
- Open up more investment centres (ZIC);
- Create a lucrative and conducive environment for foreign investors and their investments;
- Provide investment incentives;
- Disband the 'Look East' policy regarding investment and consider all foreign investors to be the same;
- Invite potential foreign investors to places of interest;
- Open new areas of investment besides the old ones such as agriculture and mining; government should increase investment opportunities; have more investors' conferences;
- Show the reasonable outputs that Zimbabwe has to offer such as ideas or projects worth being invested in;

- Counter the negative media publicity via extensive communication, inform the international community about Zimbabwe's actual situation;
- Create a friendship or be in a good relationship with the international media;
- Encourage an objective media network;
- The government should also lobby local media organisations to ensure that they project the proper image of the indigenisation policy and as a start, state-owned media should be encouraged to be more objective and less propagandist and private media should be encouraged to stop playing to the tune of its foreign investors or shareholders;
- Use the media to attract tourists and put the country on the business map;
- A marketing strategy for the country; market local experts; and
- Tell the world what Zimbabwe's aim is on political and economic issues and inform investors about what the future holds for the country.

6.8.2.17 What measures should the Zimbabwean government establish to make the country's exports more competitive on the global market?

This section elaborates on respondents' views regarding what measures the Zimbabwean government should establish in order to make the country's exports to become more competitive on the global market. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include economy, infrastructure, politics, initiatives, policies, tax, general, capacity utilization, funding, incentives, production, quality, resources, technology, value add, competitive, international, investment, promote, labour, local, people, and do not know. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying central themes present in the responses. These codes were further assigned to larger categories, which include country, trade, industry, international, local, and do not know.

With regards to the country in general, involving economy, infrastructure, and politics, respondents indicated that the following measures should be established:

- The imposed sanctions against the Zimbabwean government makes it difficult to put any kind of measures to make Zimbabwe's exports become more competitive on the global market; exports are already competitive, but sanctions are limiting us; sanctions should be removed and can only happen once Mugabe is removed; or should solve issues leading to Zimbabwe being sanctioned;

- Establish, stabilise, and strengthen the Zimbabwean currency, which will enhance all business activities at a national level thereby allowing Zimbabwe to compete;
- Keep US\$ currency (USD);
- Zimbabwean goods and services should be placed in the market using the SA rand as opposed to the US dollar or the British pound;
- Improve the economic situation;
- Maintain a floating exchange rate; stabilise the exchange rate;
- Support the economic sectors;
- Improve and invest in Zimbabwe's infrastructure, especially the road network, telecommunications, and public transport (easy transportation system); this should take place prior to the re-branding process;
- Change government and introduce a new set of positive and tolerant political players and this will result in spontaneous re-branding; new leadership to spearhead the re-branding programme;
- GNU should be eliminated; elections should be held and then a new democratically elected government should play the role; a government that will support free and fair elections; a government that will not allow intimidation from the military and war veterans;
- Improve the political environment;
- Politicians should refrain from political rhetoric that damages the country's image abroad;
- Our situation is totally political, so until then the situation will not improve; the best way is to pray for an early death of the man behind our country's downfall; and
- Let businesses compete without political interference except to monitor for fair business practices

With regard to the trade involving initiatives, policies, tax, and general, respondents indicated the following measures should be established:

- Encourage private initiatives in the export market;
- Review laws regarding importation and exportation;
- Be strict on imports in order to protect local companies from foreign competition;
- Promote import substitution;
- Focus on exporting finished products not just raw materials;
- Invest in machinery that processes and not only raw materials;

- Differentiate products and accept that we cannot compete on certain products, especially the basic products;
- Put policies in place with countries we trade with to ensure that our produce is priced fairly;
- Have a predictable policy direction, uncertainty does not help anyone; investors want to plan for the long term, which is impossible in an environment of policy inconsistency;
- Create a new bill for monetary policies;
- Improve exporters' access to international 'markets' information to help inform their business and corporate strategy and ultimately assist their competitiveness;
- Allow White people to own companies and farms; the higher the producers, the higher the global market can be; because White people supply a lot and employ a large number of people at farms and companies, unlike Black farmers; although the land is ours, we need help;
- Mine minerals legally so that the country and the people will benefit from it;
- Remove tax on raw material imports;
- Review laws with regard to lowering taxes to allow re-equipping of our antiquated industrial machines and technology transfers to enable production of high quality goods and services;
- Create an environment that is conducive to exporting entities, for example, provide tax cuts on imports and exports;
- Desist from imposing unreasonable export taxes or duty;
- Ensure that taxes levied on exports are kept at a minimum so that the goods that are exported will go on the global market with a competitive price;
- Renewing tax systems to make sure that products or services are not overpriced;
- Identify the country's strengths and develop these; and
- Improve export knowledge; Invest in expert knowledge.

With regard to the Zimbabwean industry involving capacity utilization, funding, incentives, production, quality, resources, technology, value addition, and competitiveness, respondents indicated that the following measures should be established:

- Improve industry capacity utilisation;
- Increase capacity utilisation and service the local market first and compete with imports before exporting;
- With the current level of politics, capacity utilisation is about 65%;

- Fund agriculture and mining sector;
- Give loans to those in the export processing zones; give loans to local industry;
- Help industry financially by subsidising local industries so that they can compete on the global market in terms of price and be competitive; Subsidies for industry when buying raw material and support them when they enter into the global market;
- Subsidise exporting companies; help keep salaries as low as possible by reducing income tax, sales tax and subsidies on food and basic commodities as a way of reducing the salary cost input in the exporting price;
- Subsidise small business that produce export products;
- Subsidising on some products to reduce the cost, which is going to be incurred by the company thereby making the price competitive;
- Offer incentives for manufacturers and exporters;
- Ensure that the production process is affordable so that our products are not too expensive when compared to those from other countries; help to lower the cost of production, for example, increase power supply to reduce idle time; and subsidise vital of industries;
- Zimbabwean exports should be competitive in foreign markets and so the cost of production should be minimal;
- Improvement of our manufacturing industry for better packaged and branded products;
- Open all the manufacturing industries that are closed;
- Encourage importation of capital such as plant and equipment in every sector of the economy; since the increase in capital indicates the current investment and the subsequent increase in national output in the future;
- Replacement of obsolete machinery in order to reduce loss of production;
- Increase production outputs, as companies are currently working at less than 40% of maximum operating capacity; improved production efficiencies;
- More research is needed on products that are exported so that they meet required standards and match competition of those from other countries;
- Research and development will play a big role in making Zimbabwe competitive on the global market;
- Produce goods and service (exports) of global standards and quality that comply with international standards;
- Consider total quality management and compete on the basis of quality rather than price; quality control based on international standards;
- Train companies on international standards in order to improve the quality of exports, hence become more competitive;

- Encourage manufacturers to produce ISO-certified goods and services;
- Restructuring of Standards Association of Zimbabwe (SAZ);
- Improve quality by incorporating foreign expertise in the production industry;
- Use resources within the country; thereby lowering the production costs; good utilisation of resources, for example, human and natural resources;
- Resources should be available for value addition, rather than for exporting raw materials, such as timber, minerals and so on;
- Zimbabwe's natural resources are being processed in first world countries, and first world countries are profiting from that; Zimbabwe should try and avoid exporting raw materials and rather use them for its own production purposes;
- Rebuild the agricultural sector by taking farming seriously, and starting from there; and we should also look at our mining sector, as this was and can still be a major contributor to the export sector;
- Advocate technology-based production methods; encourage latest technology that is cost effective; support technology innovation and research so that the products that we produce are benchmarked with global trends in terms of product development and quality;
- Establish more technical schools;
- Infrastructure development, especially in the area of technology; update and improve technology;
- Industry should invest in and utilise the latest technology (equipment, automation research) to help to reach global markets and promote produced goods that are more competitive; promote investment in technology; latest technology will assist in lowering production costs;
- Adopt emerging technologies, which are energy efficient;
- Add value to all locally manufactured goods; add value to exporting raw materials; value addition is critical to ensure that the country gets the best value of its resources; value addition is necessary as opposed to primary industry promotion;
- Create the right conditions for value addition in industries;
- Encourage the exportation of value added goods;
- Government should support the acquisition of value addition machinery (customisation) by stakeholders that is agriculture, mining, manufacturing and other players in the export market;
- Increase production so as to have mass production, which will make the exports competitive in the global market;
- Competitive pricing; maintain a balance between cost, selling price and profit expectations;

- Zimbabwean products should be processed to the final stage in Zimbabwe to become competitive on the global market;
- Prices should be in line within the regional range; and
- Have joint ventures with international partners.

With regard to the international community, their perceptions regarding Zimbabwe, their relationships with Zimbabwe and investments in Zimbabwe, respondents indicated that the following measures should be established:

- Export to the global market to have a local internationally recognised brand that is competitive;
- Create a positive relationship with the media and international community to aid in creating a good international public image and reduce negative thoughts; showcase local products internationally;
- Encourage mergers and joint ventures between local and international companies;
- Form ventures with the right international partners and companies;
- Create relationships or partnerships with many countries;
- Enter into global partnerships and be a member of leading international investment and export agencies;
- Good excellent relations within the local, regional, and international countries and companies; good ties with the external world will reduce some restrictive measures and costs that complement the cost of exports;
- Promote business with a global outlook (east and west), without political interference;
- Create good trade relations with countries; increase bilateral trade relations; engage in reciprocal trading; create proper trade routes and partner with other countries in the international market; engage more member states for a free trade economy;
- Emphasis should be on FDI to ensure that cheaper methods of extraction and production are used especially, in the mining sector;
- Attract investors who have the capacity to produce finished products for exports;
- Need for huge investment on the manufacturing side to reduce costs of production and to improve on quality;
- At the moment production is non-existent in the country, hence investors should first unlock the economy;
- Investment in both onshore and offshore trade promotion;

- Comprehensive public relations and marketing strategy for export goods so that such goods are more competitive; engage in more export promotions and have representatives in the global market to clarify issues or lies about Zimbabwe; increase the impact of marketing strategies;
- Have trade fares and invite specialists to conduct seminars; exhibit products to prove that they are best for competing in global markets;
- Re-branding; develop a country brand which confirms a quality product; and
- Promote local industry so it may operate at full capacity.

With regard to the local community, involving its labour, its industry, and its people, respondents indicated that the following measures should be established:

- Reduce labour costs; allow labour intensive operations to make use of prison labour to lower costs, with an obligation to develop communities;
- Use skilled labour and improve productivity of workforce;
- Encourage the production of products by local people and companies;
- Protect the local industry from cheap inferior goods from outside, including textiles from China, food products from SA, and so on;
- Support the local industry so that we produce competitive products at a reasonable cost;
- Concentrate on regional trade; and
- Qualified people with different expertise have to make the Zimbabwean situation work; they should be empowered by the government to practice what they have learnt from different countries.

6.8.2.18 Where do you see Zimbabwe in the next five years?

This section indicates where the respondents see Zimbabwe in the next five years. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include general, politics, economy, social, international, resources, and people. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories, which include unchanged, changed, determining factors, and unpredictable factors.

Some respondents indicated that Zimbabwe will not have changed in the next five years. The responses are as follows:

- Not that much change from current status quo, as things are on a standstill, there is no national vision and it is simply survival of the fittest; Zimbabwe will still be struggling to sort out the mess;
- Same position it is in at the moment or even worse;
- With the current situation it would have changed for the worse and will be falling apart;
- The political issues will not end soon, so it will be where it is now; and
- Poverty will have increased and most people will be living a life of peasant farmers.

Some respondents indicated that Zimbabwe will have changed in the next five years. The responses are as follows:

- The Zimbabwean dollar would have regained its value and stability, leading to the reintroduction of our own currency;
- Low inflation;
- Food will be available, but not in abundance, we will be living from hand to mouth;
- Still rebranding economically; half way through the troubling times that we are in economically; but a more developed country than it is currently;
- One of the leading economies on the continent; one of Africa's richest and fastest growing economies; leading outhern African economy; a top fast growing economy in Africa; as one of the greatest and most prosperous countries in the region or continent; second fastest growing economy in southern Africa; become competitive global economy; one of the most developing economies in Africa; one of the African countries that support the African economy; one of the economic powerhouses in Africa most likely better than SA; best performing economy in the continent;
- The country will be back on the competitive market with vast production of goods and services comparing favourably with other emerging market like Tanzania, Botswana, Mozambique and so on;
- Will be economically active; economic emancipation; having great prosperity and economically rich; of course corruption will still be there but the country will experience a breakthrough with regards to a world of riches; a high growth rate of the economy; well economically developed; better and rich country; booming economy; progressive economic growth; a significant improvement in the economy; regaining its economic status; to be a developed country and being able to adapt to new technology; to be a

billion-dollar country; as a strong economic future, stable but expensive for an outsider; economically stable; highly developed; self-sustainable country; economy picking up;

- Back to 1996-7 economic GDP levels of a \$9-10billion economy; there would be an independent railway company; all monopolised industries will be broken; Zimbabwe would be back to its rightful position of being the bread basket of Africa; biggest exporter of tobacco in the world; with the current average growth of 7.5% per year in five years, we should be able to see about 30% of economic investment basing/comparing with the 1990 economy with major growth coming from agriculture and mining;
- Infrastructures restored; refurbished roads and schools; improvement of industry (manufacturing and mining); improvement in health services and education; a dynamic service sector; improved health, education, infrastructural, agricultural and transport sectors; development in the manufacturing industry and farming industry; development of infrastructure;
- The majority of the population will be employed;
- We will still be in transitional mode and our politicians may be a bit more human depending on which side the winds blow; still rebranding politically; the political environment will have changed; half way through the troubling times that we are in politically; political crises resolved; commendable political stability; politically stable; significant improvement in the politics of the country;
- New government and new leadership; Zanu-PF will be dead and buried; Mugabe dead and buried; better leadership that does not make partisan decisions that are harmful for business; new president, same government;
- Re-established prime position in world politics;
- No corruption;
- Still re-branding, socially;
- Attracting foreign investors; Zimbabwe should be the jewel of Africa in terms of foreign investments;
- Effective re-branding and repositioning of Zimbabwe internationally; a new Zimbabwe that is the envy of many nations; Zimbabwe taking its position in the world; right at the top in southern Africa, competing as one of the best African countries and competing with SA; regional powerhouse; starting to claim its position as the third or fourth economic powerhouse in Africa after SA/Egypt/Nigeria/Tunisia; No 1 in Africa; among the top 10 fast developing countries; I see Zimbabwe as a second world country; I see it as a country that is being slowly accepted in the international community and things are getting better;
- On the road to recovery, ready to regain its role as the bread basket of Africa; exporting food to countries in need of food hand-outs;
- In a position of self-sustainability without massive reliance on other countries;
- Vast wealth of mineral resources such as diamonds, gold and so on;

- Five years is too little for significant change, but shaping the outlook for a new change;
- Things will have definitely improved;
- Things will have normalised;
- An improved life of all citizens / houses provided to people; and
- A more advanced country in terms of education.

Some respondents indicated that change can only take place in Zimbabwe when certain determining factors come into play. The responses are as follows:

- Should any re-branding start now, the country can get back to being the bread basket of Africa;
- If the current growth is maintained, there will be growth in the agriculture, mining and construction sectors, leading to an improved GDP;
- If genuine political, economic, and social reforms can take place that can be embraced by the international community then the economy can grow and start ushering a new bright future and become competitive on the global market;
- As long as the current perception and behaviour of leadership (politicians) is corrupted with the tag of violence, political intolerance, poor human rights record, gagging of media and so on, the economic situation can only get worse; but assuming all Zimbabweans led by government and other leaders genuinely take steps to change for the benefit of the country at large by fighting the above mentioned scourges, the economy can be anticipated to grow in the next five years and become competitive on the global market;
- If elections are held and out of the way, Zimbabwe will be on a huge road to recovery economically, socially, people coming back, business booming; if no elections are held, then we will be in the same situation that we have been in for the past twenty years;
- If the political situation remains, a slight economic growth will be achieved and Zimbabwe will be on the path to recovery;
- No change if political players will not change; Mugabe should relinquish his power;
- If no measures are taken, I see it in a total mess, more poverty and political violence;
- If the political leadership is not improved then more political chaos will follow;
- If policies and the politics do not change, then the country will be much the same as it is now;
- All depends on whether the next election is free or not; we could have either a new legitimate government or another implosion;

- It is hard to say and difficult to project; it could drastically change for the better or just continue to get worse, depending on the political scene;
- It would depend on who and what the person ruling the country is interested in;
- Depends on the government in power and what policies are implemented;
- There could be slight positive changes but if politics remain as it is now, it will be negative;
- If Zimbabwe is re-branded successfully and they start to rebuild the country, there is a possibility of a slight economic change and but, however, recovery will be subject to the political damage;
- With sanctions removed, the country can make significant progress in development as it has the resources to become the fastest growing economy in Africa;
- If the issue of the prevailing challenges are eradicated, the economy will boom in a short space of time; maximum production capacity will be reached, while more people will live above the poverty datum line owing to high levels of employment;
- Given the prevailing conditions, Zimbabwe will be one of the best countries in Africa with the fastest growing economy;
- If the political leadership is not changes, then more economic chaos will follow;
- In the event of the establishment of a strong post-GNU government, Zimbabwe should emerge as a strong economy within the region;
- It is hard to say and difficult to project; it could drastically change for the better or just continue to get worse depending on the economic scene;
- If it can continue to be peaceful as it is currently, I think it will make a better place for people to live and will grow economically;
- With Zimbabwean contributions, if consideration is taken, Zimbabwe could become the best country in the world because it has everything it needs; intelligent people who can run the country and natural resources;
- If Zimbabweans have the same spirit and a sense of unity, I see Zimbabwe more developed than it is today and a shining example for all nations;
- With unity I see a great Zimbabwe in five years time and even richer, yet without unity it will be like a desert with no trees, water, or grass, but just dry instead, which means that we will suffer more than any other country, with no money, food, work, and so on;
- Zimbabweans will not need to go out of the country to seek economic refuge and we will emerge as a strong source of intellectual resources for the rest of the world;
- If re-branding starts now, we should be right on track in five years; if all the concerns are addressed and reforms are made, Zimbabwe will be better than what it is today; if it is re-branded, it will have good relationships with almost 75% of the world;

- With less interference in the country's affairs and honesty from all, the future is bright;
- It could be a better place or worse place to live in; it all depends on the people and their desire to see a better nation, and the changes that each person must make at an individual level in ways of thinking and doing so as to ensure a better tomorrow;
- People must get back their freedom and it will be beautiful like it used to be;
- If and when foreign loans are made available to Zimbabwe, progress will take centre stage;
- Most of the companies and investors would have established themselves in Zimbabwe because since the GNU government was established, many investors began to come to Zimbabwe;
- If there is a change in government during the period, there are higher chances that funding will come the country's way and all will work out. All nations, including the richest ones rely on foreign loans for survival, so if and when these are made available to Zimbabwe, progress will take centre stage;
- Many investors coming in; development of infrastructure; development in the manufacturing industry and farming industry;
- Should the politics be corrected and the economy is revived, then many diasporas and investors will start flocking to Zimbabwe for opportunities; and
- Successful and thriving; or dead and in a chaotic situation, if foreign investment is not allowed.

Some respondents stated that determining where Zimbabwe will be in the next five years is a difficult prediction. The responses are as follows:

- It is difficult to predict because the post-GNU era is not clear;
- A stable economic base, but the political aspect is difficult to foresee;
- There is much uncertainty;
- The situation in Zimbabwe is volatile both politically and economically, and for this reason it is not easy to predict even for political analysts;
- After the elections, maybe the answer will be clear;
- Unpredictable given the situation; and
- Change requires commitment and discipline from all stakeholders and a strong champion to push and maintain the agenda on the forefront; right now, I do not see any.

6.8.3 Foreigners' interviews and questionnaire analysis

6.8.3.1 What is the reason(s) for your willingness to visit Zimbabwe again?

This section pertains to respondents who would be willing to visit Zimbabwe again. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include business, country, development, people, tourism, willing, no choice, and transit. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to one category, which is the country in general.

In terms of Zimbabwe as a country in general, respondents would be willing to visit the country again for the following reasons:

- For business purposes;
- Love the scenery;
- Economically, I feel that the country has improved quite a lot;
- To see the image of the country;
- Zimbabwe is a beautiful country;
- Zimbabwe has great potential, which can complete the development of the SADC region if leadership change takes place;
- Pay tribute to brothers/sisters;
- To visit family;
- Passing through enroute to other countries;
- Zimbabweans are friendly people;
- Tourist attractions, such as the Great Zimbabwe Ruins and Victoria Falls; and
- Buy African crafts (handmade crafts).

6.8.3.2 What is the reason(s) for your unwillingness to visit Zimbabwe again?

This section pertains to respondents who would not be willing to visit Zimbabwe again. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include restrictions, safety, economy, politics, tourism, general, and perception. The codes were then defined by

summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories, which include conditions, country, general, and international.

In terms of the general conditions in Zimbabwe, respondents would not be willing to visit Zimbabwe again for the following reasons:

- Zimbabwe also has a lot of rules regarding foreigners visiting the country; and
- Zimbabwe is not a safe country.

In terms of Zimbabwe as a country, in general, respondents would not be willing to visit Zimbabwe again for the following reasons:

- Visiting the country means supporting the present Zimbabwean government;
- Concerns about running out of essentials such as food, fuel and so on;
- Violent activities directly from the president himself and the soldiers of the country;
- The events during the last elections when Tsvangirai was attacked by the police on instruction from Mugabe. Mugabe proclaimed publicly that he is the Black Hitler;
- Political infighting in that country; and
- Zimbabwe is no longer an attractive holiday destination.
- Zimbabwe is an expensive destination.

Some respondents stated that they would not be willing to visit Zimbabwe for reasons not specifically pertaining to Zimbabwe:

- No reason; and
- Not enough time to travel.

In terms of the international community and their perceptions regarding Zimbabwe, respondents would not be willing to visit Zimbabwe again for the following reasons:

- The negative image of Zimbabwe covered by the media, newspapers and magazines; and
- There are just too many negative stories about Zimbabwe that one feels that it may not be worth the visit.

6.8.3.3 What comes to your mind first when you hear the name 'Zimbabwe'?

This section reflects on the general themes identified by respondents when they were asked what first came to their minds when hearing the name 'Zimbabwe'. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include negative conditions, politics, policies, economy, tourism, history, people, general education, foreigners, and investment. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories, which include conditions, country, and international.

In terms of the conditions in Zimbabwe, the respondents stated that when hearing the name 'Zimbabwe' the following comes to mind:

- Real politics;
- Poverty, food insecurity and hunger;
- Most Zimbabweans are in the diaspora and are running away from their country because of their poverty;
- Feeling of pity because of their suffering, unemployment and poverty;
- A country where White people are nothing;
- A country where Black people feel that they own the land;
- No freedom of expression for fear of the ruling government;
- Corruption and chaos;
- Gross human rights violations and abuses;
- War, crime and violence;
- High cost of living; and
- Long-standing strife.

In terms of the country in general, respondents stated that when hearing the name 'Zimbabwe' the following comes to their minds:

- President Robert Mugabe, the dictator;
- President Robert Mugabe and his long stay in power;

- Good leaders become tyrants when they stay in power for too long;
- President Robert Mugabe, a dedicated leader who loves his people and country;
- President Robert Mugabe, the most intelligent president in Africa;
- The president of Zimbabwe is selfish;
- Morgan Tsvangirai;
- Zanu-PF;
- Dictatorship and oppression;
- Poor leadership and corruption;
- Politicians have failed Zimbabwe and its people;
- A country deprived of transformational leadership;
- Fear for people who do not agree with the government;
- A country ruined by greed;
- Political instability and struggle;
- Fraudulent elections;
- Politically motivated violence;
- No democracy or democratically mismanaged;
- Political disturbances due to superpowers (West) wanting to destabilise Zimbabwe;
- Pan-African ideology;
- How White farmers were forced from their land and the nationalisation of farms;
- Poor land reform policy;
- Economic difficulties/economic collapse /economic meltdown /weak economy / poor economy /economic instability /hard economic times /economic crisis / broken economy;
- Commodities are expensive for common people;
- The sanctions that have been imposed on the country are good, they are however affecting and hurting the wrong people and the masses suffer the most in the end;
- A country that is underdeveloped;
- Victoria Falls;
- Rebellion towards imperialism and the West and its authorities in Zimbabwe;
- Previously Zimbabwe was a progressive nation;

- The destruction of a once good country, seen as better than South Africa or previously better at least, but now a country that needs to be rebuilt from the ground or from eight feet under;
- Valuable human resources that are wasted owing to Zimbabweans in the diaspora;
- An abundance of intellectual people;
- Well educated and informed people;
- People who are friendly and hospitable;
- People with a unique culture of their own;
- A country with natural beauty; beautiful landscapes;
- A country with agricultural and mineral potential; and
- African country, close to South Africa.

In terms of the international community's perceptions regarding Zimbabwe, respondents stated that when hearing the name 'Zimbabwe' the following comes to mind:

- Zimbabweans are overcrowding SA's Home Affairs Department for permits;
- Illegal immigrants; and
- Zimbabwe does not have investors.

6.8.3.4 What do you think is the image of Zimbabwe on the international market? Why do you say Zimbabwe has the image that you indicated? (Positive)

This section explored reasons given by the respondents as to why they think that Zimbabwe's image is positive on the international map. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include economy, education, people, and politics. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying central themes present in the responses. These codes were further assigned to one larger category, namely, country.

Pertaining to the country, in general, some respondents thought Zimbabwe's image was positive on the international map, and gave the following reasons for their view:

- Because of economic freedom;

- Zimbabwe is known to have one of the best education systems;
- Intelligent people that have good ideas;
- Because of committed and wise leadership; and
- How the president has positioned his views on the international front.

6.8.3.5 What do you think is the image of Zimbabwe on the international market? Why do you say that Zimbabwe has the image that you indicated? (Negative)

This section explored reasons given by respondents as to why they think that Zimbabwe's image is negative on the international map. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include politics, negative conditions, economy, policies, general, people, history, media, and international. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying central themes present in the responses. These codes were further assigned to larger categories, which include country and international.

Pertaining to the country, in general, respondents thought Zimbabwe's image was negative on the international map and gave the following reasons for their view:

- Mugabe and his corrupt government;
- Mugabe is recognised as a man who cannot relinquish power, even though the electorate is fed up with him;
- Mugabe is perceived to be an undemocratic dictator who is prepared to destroy the country and its economy just to remain in power;
- Mugabe has run the country to the ground;
- Mugabe's hold on to power even after Morgan Tsvangirai legitimately won the election;
- Political opposition and activists are subject to politically motivated violence or are even killed;
- Police brutality regarding opposition leaders and protesters;
- Rivalry between Mugabe's and Tsvangirai's parties;
- Zimbabwe has an oppressive regime, which will go to any length to suppress opposing views;

- The ruling government's attitude of arrogance and lack of respect for its people;
- The government's mismanagement of the country;
- The government's policies and the general corruption of government officials;
- Zimbabwe is led by tyrants and has a weak democratic system;
- Unresolved political issues /political challenges /political turmoil /political instability /political unrest;
- Because almost all the people think that the regime does not allow political space for the opposition;
- Because of political differences that place the innocent people of Zimbabwe at a disadvantage;
- Because of its mismanaged governance system;
- Undemocratic, as no true democracy really exists in Zimbabwe;
- Most Zimbabweans are educated, but they are unemployed, as there is a lack of opportunities;
- There is little or no respect for human rights and there is gross human rights violations;
- There is no freedom of speech/expression/media;
- Corruption;
- Zimbabweans are abused and victimised by the government and they have no say in how the country is governed;
- Zimbabweans live in fear and terror;
- Unequal distribution of wealth and a high level of poverty;
- Expensive living conditions;
- Hunger and suffering;
- Zimbabwe is not safe and there is no crime prevention;
- Government does not provide basic services to its people;
- Communist society, where the government controls education, media and resources;
- Poor leadership has led to economic problems /economic mismanagement /economic collapse /economic instability /economic crisis;
- High levels of inflation;
- The nationalisation of farmlands and the threat to nationalise private companies, which make Zimbabwe a difficult country to invest in;

- The approach of the land reform programme may have had good intentions, but was not implemented diplomatically and was not managed properly; in the face of the international community, this was seen as a dictatorship;
- Generally, the economic and political policies practised have been to the detriment of the country;
- Generally, in the last years its political, economic and social conditions have become negative;
- Zimbabweans are fleeing their country in big numbers because of the bad conditions;
- SA as their immediate neighbour is harbouring a lot of Zimbabwean refugees, which has placed pressure on SA public resources, as they are shared with Zimbabweans who are actually longing to live in their own country, but Zimbabwe cannot provide them with the resources to survive;
- Zimbabweans who are in SA for employment and educational purposes can be understood, but Zimbabweans who create businesses here are creating a bad image of their country;
- Interactions with Zimbabwean colleagues and Zimbabweans in the diaspora, in general, are contributing to the creation of the negative image; and
- Zimbabwe's past image is one of a well-developed African country with opportunities in several domains, which has been tarnished.

Pertaining to the international community's perceptions regarding Zimbabwe's image, respondents thought that Zimbabwe's image was negative on the international map, and gave the following reasons for their view:

- The negative publicity that is exhaustively projected by the popular media (TV, newspapers, radio) about conditions in Zimbabwe (economy, politics, dictatorship, violence, land reform);
- People are misled by the media, since media is vocal about the seizing of land, but remains silent on the antecedents of such government action;
- The media is assisting the former colonisers' agenda to recolonise Zimbabwe in a way;
- It has been portrayed by foreigners, especially Americans and British, in a negative light;
- Based on the sanctions that have been put in place, it is clear that the international community does not agree with the current situation in Zimbabwe;
- Internationally, people tend to make a distinction between Zimbabwe's government and governance on the one hand, and its people on the other; internationally, people perceive Mugabe and Zanu-PF negatively, and as oppressing the people of Zimbabwe and

therefore, have a negative association with the country; whereas there is no negative image of the Zimbabwean people within the international community;

- Some of the images are self-inflicted, while part of it may be propaganda from most developed countries who that wish for a change in leadership; and
- Internationally, there is a negative image owing to the governance system of the country; whereas in Africa there is a negative image due to the belief that many low-income earners are comfortably reaping the benefits of the land reform programme.

6.8.3.6 What do you think is the image of Zimbabwe on the international map? Why do you say that Zimbabwe has the image that you indicated? (Other)

This section explored reasons given by respondents concerning why they think that Zimbabwe's image is neither positive nor negative on the international map. The explanations by the respondents were summarised as follows:

- Mixed;
- Economic and political change;
- Dependent on where you come from;
- Unsure; and
- Potential country.

Narratives pertaining to these explanations of Zimbabwe's image on the international map were analysed by identifying and assigning one code per individual response. The codes that were identified include individual perception, potential, unsure, and general. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying central themes present in the responses.

With regard to Zimbabwe's image on the international map being dependent on individual perceptions, respondents gave the following reasons for their view:

- It can be both positive or negative or neither and would depend on which side of the fence you are standing; and
- It is only negative because of the image depicted by the media, but beyond that image, one must be able to identify all the manipulation, defamation and disinformation that is taking place.

With regard to Zimbabwe's image on the international map being dependent on its potential, respondents gave the following reasons for their view:

- Zimbabwe is fast becoming a booming economy with the diamond trade there;
- The political leaders are now also willing to share power unlike states such as Libya, Syria, for instance;
- There is certainly less violence in Zimbabwe and its citizens are willing to turn the situation around;
- Zimbabwe has enormous potential and, in particular, appreciate the government's response to the rich and poor divide where they have now institutionalised the new indigenous economic policy reform; and
- It has a central location in southern Africa and establishing good relationships with its neighbours could boost its economy.

6.8.3.7 What is your main perception of Zimbabwe as a country?

This section pertains to respondents' main perceptions of Zimbabwe. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include negative conditions, positive conditions, development, economy, education, general, history, people, politics, resources, potential, international, media, and perception. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying central themes present in the responses. These codes were further assigned to larger categories, which include conditions, country, future, and international.

In terms of the general conditions in Zimbabwe, respondents stated their main perceptions to be:

- Struggling African country; for Zimbabweans everyday life is a struggle;
- A country where the rule of law does not apply;
- A country full of corruption;
- Poverty; a country where the majority of citizens are poor;
- No freedom of expression and choice; and
- Violation of human rights.

In terms of the country, in general, respondents stated their main perceptions to be:

- A good country in Africa that should play a positive role in the development of smaller countries in Africa;
- Could get back on the map as a progressive nation if Mugabe's reign comes to an end;
- A country with positive growth;
- A Third World country struggling to move forward but not even doing that but stagnating and moving backwards;
- Underdeveloped;
- Economic collapse /economic crisis /economic instability /economically stagnant /economically crippled /weak economy /failing economy;
- A country where the economy has been grossly mismanaged by the government;
- Economy has been affected by sanctions imposed by western countries;
- A country with one of the most highly educated populations in Africa;
- A once flourishing country;
- A country with natural, unspoilt beauty;
- Rich in culture;
- Landlocked country situated in the southern part of the African continent;
- Was a British colony;
- Best country in Africa;
- It seems like a nice country to visit;
- Generally, an unstable country;
- Not too pleasant;
- A country trying to undo the evils of the past by the colonialists; a country that resisted neo-colonialism;
- A country in crisis with millions of residents living as refugees in other countries;
- Zimbabweans are hardworking people and most of them are well educated, which should be able to have a positive impact on the growth of the country and on shaping their futures;
- A country with beautiful and friendly people;
- Zimbabweans are in an unfair situation; but there are many Zimbabweans bravely resisting oppression and doing as much as they can to work towards change and against continued oppression;

- Well-informed and intelligent people with great potential;
- Selfish leadership that thinks of its own interests even to a stage of political violence and gross human rights violations; a country being held hostage by a selfish few who are in command of the country;
- Greedy leaders who are corrupted; a corrupt government;
- Political problems /political instability /political retrogression /political issues have tainted the country's once good image;
- A country that has suffered hard times, generally; first under colonialism; and now, under Mugabe; Zimbabweans are heavily oppressed by Mugabe and Zanu-PF;
- Dictatorship;
- It needs a stable political system that can accommodate every citizen and in this way convince the international community to support the country;
- A good, once prosperous country except brought to ruins by a dictator;
- One of the most organised and well developed countries in Africa but owing to the political crisis, it has changed to a country that has trouble after trouble;
- Elections are not always free and fair;
- A country not given a chance to be led by its people;
- Struggle for power;
- A country failed by politicians;
- A great leader;
- A country endowed with vast natural resources and a strong agricultural industry; and
- A country that is failing to manage its resources better for the benefit of the mass population.

In terms of Zimbabwe's future, respondents stated that their main perceptions are:

- A country that will bounce back to become a major economic force in Africa because the country already has the prerequisites to develop such as a good education system, a developed agricultural sector and good infrastructure;
- A country that still has a lot to offer not only to Africa, but to the rest of the world; so many opportunities are available if they can only ensure that it can become a democratic country where its people will be allowed to express themselves without fear of intimidation or imprisonment;
- A country with vast resources (agricultural and mineral) which, if ably governed, can be a shining example in the developing world and have a propensity to become an economic powerhouse;

- A lot of tourism potential;
- Zimbabwe could be one of Africa's success stories if a change in leadership takes place;
- Zimbabwe has great potential and could become a leading country in the continent, even leading SA and Nigeria; and
- Could be a prosperous country with the right policies and right people in place.

In terms of the international community's perceptions regarding Zimbabwe, respondents stated their main perceptions are:

- Foreigners should respect Zimbabwe's decisions and should not dictate what the country must do;
- A good country politically that can sustainably win economically if the international community (West) does not interfere;
- Zimbabwe has received unnecessary negative press from the international media, particularly from the British media; this negative press has not helped the country at all; and
- A country not understood by many. There exists a general misconception about Zimbabwe.

6.8.3.8 What should be in Zimbabwe in order to improve the country's image?

This section explored the respondents' views regarding what should be done in Zimbabwe in order to improve the country's image. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include conditions, development, economy, education, identity, people, policies, politics, social, tourism, international, media, perception, and promotion. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories, which include conditions, country, and international.

In relation to general conditions in Zimbabwe, respondents suggested certain necessary actions in order to improve the country's image. The following suggestions were made:

- Poverty should be alleviated;
- Peace should to be restored;

- The country should reposition its judicial system and should uphold the rule of law;
- Restore freedom of speech and association;
- Removal and prosecution of corrupt officials;
- Safety of people should be ensured; and
- Provide employment and encourage recognition of academic qualifications and technically-skilled persons

In relation to the country, in general, respondents suggested certain necessary actions in order to improve the country's image. The following suggestions were made:

- Businesses must also begin to be brought in and contribute to infrastructural development.
- Invest in technology;
- Restore and reposition an improved, revived, thriving, stable economic structure;
- The economic structure should be reformed in a way that the international community and Zimbabweans feel that their investment is safe in Zimbabwe;
- The government should implement aggressive economic policies, which will lead to job creation, an improved national budget, stable inflation, and ultimately growth;
- The international community should help to remove the sanctions and step in to help with the process by investing in the country and allowing Zimbabwe to export;
- More exports can also lead to growth of Zimbabwe's GDP;
- Promote Zimbabwean products abroad;
- Empower the young generation through collaboration with fellow African countries, to participate in economic activities so as to restore the collapsed economy;
- Keep and protect its quality education system;
- Highlight the evils and negative impact of years of White dominance on the socio-cultural identity of Black Zimbabweans and get them to redefine their own identity that will determine the country's true national identity; this should be followed by living and communicating this to the world;
- Focus on regaining the confidence of its people;
- Focus on reconciliation amongst Zimbabweans;
- Build a friendly environment for inhabitants and foreigners to live together and share the resources of the country;
- Hold policy seminars and high level meetings concerning Zimbabwe's state reconstruction;

- Improve the economic and political situation by setting up new policies;
- Review restrictive legislation, in particular its domestic and foreign policies;
- Revisit the land reform programme and how it can be implemented better;
- Mugabe and his government should step down and a change in leadership should take place in order to command international respect;
- A president should not have unlimited powers;
- Leadership style should be focused on; tolerance, objectiveness and a result-orientation. The leadership must listen to the people;
- Restore democracy in order to orchestrate positive publicity internationally; hold true democratic, free, fair, transparent elections without fear of intimidation, violence, or imprisonment; elect a government that will pursue fairness and rights for the people of the country, and strive for the progression of the country;
- New political regime and creation of political harmony;
- The country should not be led by threats and fear and should always place the interests of the people before the ideology;
- A change in political leadership will automatically change the thinking order in the country;
- Young and fresh leaders are urgently required to unite the citizens and to rebuild the country;
- Make constitutional amendments and strengthen the judicial system and all institutions of learning;
- Democratic African leaders (countries) should attempt to talk to Mugabe about democracy and teach him about democracy;
- Encourage an outreach to countries that Zimbabwe would like to stimulate tourism from; this could be done by the Ministry of Tourism and or by local businesses; and
- Zimbabwe should be re-branded as a safe, well-run tourist destination, where all people and races are welcome, as it was before.

In relation to the international community's perceptions regarding Zimbabwe, respondents suggested certain necessary actions in order to improve the country's image. The following suggestions were made:

- Zimbabweans are free to rule their country in the way they want, therefore foreign powers should leave Africans to resolve African problems; Zimbabwe should be viewed as a sovereign state;

- The country should allow foreigners to take over in some aspects, for example, allowing White people to engage in farming;
- Employ the required support from other African states in its quest to rebuild itself economically; western countries would not have Zimbabwean interests at heart;
- Improve international relationships;
- Reposition the country on the international market; to create attraction in areas of governance, trade/investment, tourism, people/culture, and sport;
- UN intervention in a supervisory role during elections;
- The WB and IMF should assist in economic recovery efforts;
- More positive media coverage about the country and its people (such as short films/documentaries/fiction) could be made within the country, and then efforts made to broadcast or disseminate the messages internationally; presumably this could be done without compromising the safety of those that produce such media;
- Western countries should stop their media war against Zimbabwe;
- Media reforms;
- Hearsay should not be how the country is reflected, and actual facts should be gathered to promulgate equilibrium in directly approaching problems within the country;
- Re-branding will not help if the country remains unchanged; one can re-brand a bad product, but such re-branding is a waste unless it is accompanied by real changes that reposition the product in a meaningful and valuable way;
- People should know that Zimbabwean people are successful, bright, and should not be discriminated against, and that Zimbabwe is a beautiful place;
- Improve Zimbabwe's public relations management and marketing; encouraging a conscious management of the country's image;
- Zimbabwe needs help from other African countries to improve its image;
- Convince the west that Zimbabwe is a reformed country;
- Embark on a branding program that will make Zimbabwe competitive on the global market; and
- Build and improve on what they have and sell this positive outlook to the international community.

6.8.3.9 Where do you see Zimbabwe in the next five years?

This section pertains to where the respondents see Zimbabwe in the next five years. Narratives pertaining to this question were analysed by identifying and assigning one or more than one code per individual response. The codes that were identified include economy, generally changed,

international, politics, unchanged generally, international, politics, and do not know. The codes were then defined by summarising the narratives, which pertain to the specific codes, and by identifying the central themes present in the responses. These codes were further assigned to larger categories, which include changed, unchanged, unnecessary, and unsure.

Some respondents stated that Zimbabwe will have changed in the next five years. The following is where they see Zimbabwe in the next five years:

- Zimbabwe will be fine; the economy is growing fast and the infrastructure is of top class;
- The country could slightly recover economically;
- A little improvement in terms of the country's exports;
- A strong, improved economy, with poverty that has been halved and automatically its HIV/AIDS pandemic level will also be reduced;
- Without sanctions and with proper elections, Zimbabwe will be one of the top five African states;
- Rebuilding the economy and providing stability for its citizens;
- A better country to live and invest in;
- Slowly progressing;
- A lot of positive economic, social and political change, and Zimbabwe will be on the road to recovery;
- If there could be unity and transparency, the country can do wonders and even compete with other countries in terms of economic development;
- In the process of picking up all the broken pieces;
- If the west does not continue with its destabilising propaganda, Zimbabwe will recover from the current situation;
- Attaining the Millennium development goals;
- Zimbabwe will still be struggling to regroup and will be working on its international relations; the damage created by the political turmoil is severe and will take time to be fixed;
- One of the highest developed countries;
- One of the developed countries as compared to other African countries, competing with SA, USA, and European countries;
- A new democratic government elected by the people for the people and liberty for all;

- The political situation appears to be taking a new dimension, which is a positive move towards the improvement of the country's image; should such a trend continue in the next five years, Zimbabwe will be on the right track in regaining its lost image and reclaiming its economic prosperity;
- In the case of a democratic government, Zimbabwe will show tremendous improvement and growth;
- If elections are free, fair and transparent, Zimbabwe will make vast strides ahead towards socio-economic progress and development in the next five years; and many of the diaspora will return home;
- If the political system improves and a better leader takes over, Zimbabwe will be better than what we see now;
- Likely to have economic change and recover from economic failure if there is a change of leadership;
- If a new proactive government comes to power and works hard to revive the economic situation, the situation will change; and
- If the political regime is changed, Zimbabwe will be a potential success story again within SADC and Africa at large.

Some respondents stated that Zimbabwe will not have changed in the next five years. The following is where they see Zimbabwe in the next five years:

- Collapsing day-by-day;
- Eighty to ninety percent of Zimbabwean people will be dying because of hunger;
- Most Zimbabweans will be all over the world;
- Still in the same position;
- If nothing improves, it will be one of the poorest countries in the world and in a deplorable state;
- Little improvements, and the people living in rural areas will still be in poverty;
- Worse than ever before, if nothing changes;
- Unless the AU and civilians act decisively, no significant changes will occur;
- Like Ethiopia, Somalia, or Libya;
- With the current government of President Mugabe, it will be at the same place; President Mugabe and his government need to give up leadership to others now in order to change the political system and its leadership;

- If elections are not free, fair and transparent, Zimbabwe will continue in the same way; with persisting poverty, inequality, and oppression; and
- If the ruling regime stays the same, Zimbabwe will stagnate and retrogress in growth and development in spite of its rich natural resources.

Some respondents stated that they were unsure of where Zimbabwe will be in the next five years.

The respondents elaborated as follows:

- Do not know;
- Not sure; and
- Too difficult to say because of the political conflict.

6.9 Findings of the overall results

The following observations were drawn from results of the questionnaires and interviews that were held with respondents:

- Both Zimbabweans and foreigners are unanimous that Zimbabwe has a negative image on the international map, and that this has impacted on the country's ability to attract FDI, tourists, export markets, skilled human resources and so on;
- The sanctions that were meant to be targeting senior government officials and are now impacting on the country and the general public;
- Zimbabwe should re-engage the international community and negotiate for the removal of sanctions as part of the re-branding process;
- Zimbabwe's image was tarnished largely by the country's political environment, which is characterised by dictatorship, economic mismanagement, corruption, political violence, and suppression of human rights, electoral fraud and other undemocratic malpractices;
- A majority of respondents noted that for Zimbabwe to be successfully re-branded, there must be a major overhaul of the country's social, economic and political systems and that this is beyond the ability, capacity and possibility of the current transitional government;
- Zimbabweans are generally regarded as friendly, peaceful and highly educated people who are proud of their country and are willing to be identified with the country in spite of the negative image that it carries.
- Many Zimbabweans in the diaspora are also willing to return home and to participate and support the re-branding exercise on condition that there is a transformation in the governance of the country. They are also confident that the country can be rejuvenated;
- With regard to individuals who qualify to be brand ambassadors for the country, Strive Masiyiwa is the most popular candidate, although the respondents were not unanimous on this issue. This can be explained by the highly polarised nature of the politics of the country; and

- Most participants in the study also acknowledged that Zimbabwe has abundant natural resources and developed infrastructure and that these can hence be used as a springboard to resuscitate the economy.

6.10 Chapter summary

This chapter has presented, analysed and interpreted data that was gathered during the research study. The findings and discussions in this chapter demonstrate that Zimbabwe is a country which is rich in natural resources, with friendly and educated people. A majority of the respondents (both Zimbabweans and foreigners) were unanimous that, currently Zimbabwe has a negative image globally and this situation is largely as a result of bad governance, economic mismanagement and oppression. However, in spite of these socio-economic and political constraints, analysis of the results of the study and subsequent discussions clearly point that there is a need for a major paradigm shift in the country. If the socio-political and economic situation on the ground improves, Zimbabwe has the potential to become an economically viable, stable and peaceful country. In this regard, the majority view is that it is possible to successfully re-brand Zimbabwe. In the next chapter, frameworks for the re-branding of Zimbabwe are proposed. Conclusions and recommendations are also drawn based on the results discussed in this chapter. Finally, the chapter concludes with the identification of potential areas for future research as the research questions are answered and the research objectives are fulfilled.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

The main purpose of this study was to establish how Zimbabwe could be re-branded by using the principles and practices of nation branding. Specifically, the study sought to propose a model for the re-branding of Zimbabwe, a country that is in a sustained socio-economic and political crisis. The purpose for re-branding Zimbabwe is to enable the country to get back to an economic development path, resuscitate its economy and improve the quality of life and well-being for all its citizens. This final chapter presents the study's conclusions, recommendations and direction for future research. Most importantly, the chapter highlights this particular study's contribution to knowledge development and proposes two models that may guide the re-branding of Zimbabwe. The last section of the chapter highlights the researcher's personal reflections on the study.

7.2 Research questions revisited

In order to fulfill the research objectives and achieve the purpose of the study, this particular research study sought to answer the following research questions:

- What is the current context of the brand Zimbabwe and its projection on the global map?
- What process should guide the re-branding of Zimbabwe?
- How can re-branding be used as part of the process to overcome the challenges of transforming Zimbabwe?
- What is the desired effect of nation branding in Zimbabwe?
- What are the challenges of re-branding a country?

The following section discusses the above research questions in the context of the results and findings, which were articulated in Chapter 6, and the literature review in Chapter 2 and the case study analysis in Chapter 5.

7.2.1 What is the current context of the brand Zimbabwe and its projection on the global map?

In order to be able to develop a framework for the re-branding of Zimbabwe, it was imperative for the researcher to establish current perceptions of Zimbabwe internally and externally. A majority of non-Zimbabwean respondents believe that Zimbabwe has a negative image on the

international map and most of them acknowledged that this perception has largely been shaped by information emanating from the international media. These findings highlight the fact that the international media plays a vital role in forming and shaping peoples' perceptions about various countries. This finding also indicates the fact that Zimbabwe has been generating negative publicity in the international media, which has contributed to the erosion of the country's brand equity.

Corroborating the foreign respondents, a majority of Zimbabweans also acknowledged that the country's image on the international map is negative. Most of them attributed this perception to their personal experience in the country, and also to information emanating from the media about developments in the country. Most respondents also agreed that Zimbabwe has been negatively portrayed in both local and international media and that this has damaged the country's reputation as a destination for tourists and inward investment. This finding agrees with Kotler & Gertner's (2002:251) assertion that the media is a heavy-weight when it comes to influencing people's image about certain places and countries.

From these findings about Zimbabwe's negative image on the international map, the researcher argues that the successful re-branding of the country should have the transformation of the country's international image as one of the key objectives of the process. For the media to report positively about the country there should be positive stories originating from the country and currently this is still a major challenge, especially for the government of Zimbabwe, which generally views the private media as a hostile stakeholder. It is, therefore, vital for the country to engage both local and international media in order to create a mutually beneficial relationship that is built on trust and common interests. However, for this milestone to be achieved there is a need for the situation on the ground to be transformed.

These findings about the negative perceptions of Zimbabwe on the international market also corroborate with the findings of the 2011 Country Brand Index (CBI) produced by Future Brand. In this index, Zimbabwe is ranked 112, which is the second last position on the index, while Pakistan occupies the last position. In Africa, the CBI ranked Zimbabwe at number 23 out of 52 countries. The CBI assesses the strength of a country brand in much the same way as any other

brand. It measures awareness, familiarity, preference, consideration, advocacy and active decisions to visit or interact with a country (Future Brand, 2011: np). Zimbabwe's position on the CBI index indicates that the country is viewed negatively by international audiences, and the country is classified in the same category with other "pariah and lawless" countries such as Pakistan, Iran and Afghanistan. With this ingrained negative perception, re-branding Zimbabwe is indeed a transformative and challenging process.

Most Zimbabweans agreed that the country should be re-branded and that they are also willing to participate in the process. Most of the respondents also affirmed that the country needs a complete overhaul of its socio-economic and political systems. This affirmation also corroborates the topic of this particular study: '*Rebranding Zimbabwe: A Transformative and Challenging Process*'. According to most respondents, for Zimbabwe to emerge as an attractive and successful brand, there is a need to transform the whole fibre of Zimbabwean society, that is, the political, legal, economic and social systems. The transformation of a whole country is a complex and challenging process, which will take time to execute and achieve the required results.

7.2.2 What process should guide the re-branding of Zimbabwe?

Having reviewed the literature on nation branding strategies and techniques, analysed cases of successful and unsuccessful nation branding, and considered the findings from the questionnaire survey and the interviews, the researcher proposes the transformational model below (Figure 7.1) for the re-branding of Zimbabwe in order for the country to overcome the challenges it is currently facing.

This model can also be applied to any other country that has been in a situation of prolonged socio-economic and political crises. This model provides answers to the following research questions, which were also propagated in the introductory chapter:

- How can Zimbabwe be re-branded?
- What is the desired impact of nation branding in Zimbabwe?

- How can re-branding be used as part of the process to overcome the challenges of transforming Zimbabwe?
- How can re-branding improve Zimbabwe’s image?

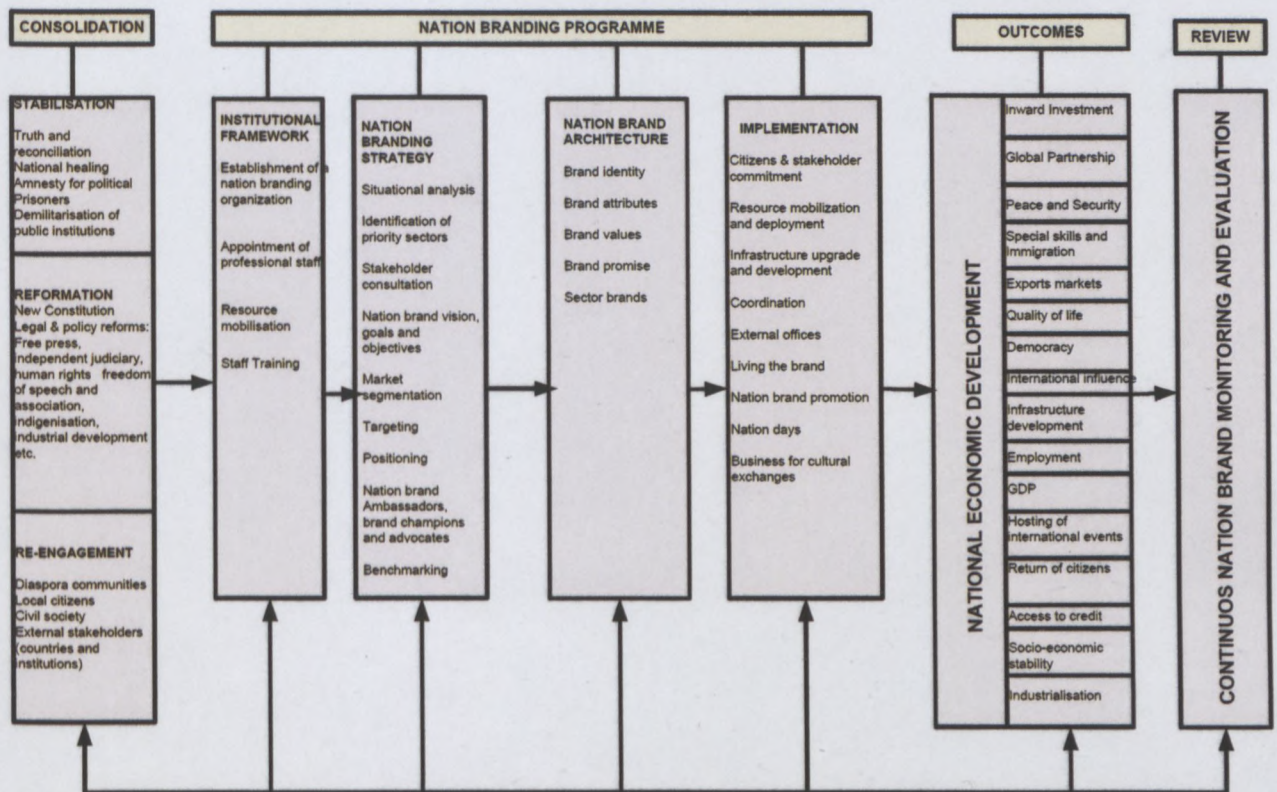


Figure 7.1: Proposed transformational model for the re-branding of Zimbabwe

7.2.2.1 Consolidation

The transformative process to re-brand Zimbabwe should start with consolidation. This involves initiatives to stabilise the macro and micro environments, execution of appropriate and adequate policy reforms and re-engagement with domestic and international stakeholders who had become disenchanted with the country. The majority of respondents in the study were unanimous that the macro and micro environment in Zimbabwe is not stable and that it needs transformation.

As part of stabilisation, there is a need for the country experience a process of reconciliation and national healing in order to create unity in the country, which is a prerequisite for successful

nation branding. Currently, many public institutions are being led by current and former members of the defence forces, which has led to the militarisation of public institutions. As part of the stabilisation process, there is also a need for the demilitarisation of state institutions by appointing professional civilian managers and leaders. The release of political prisoners will also go a long way towards building bridges among political opponents.

The majority of the respondents also indicated that there is need for major reforms in Zimbabwe if the country is to be transformed successfully and these reforms should cut across the socio-economic sphere including the following:

- A democratic constitution that provides citizens with adequate freedom to participate in national economic development;
- Free and fair elections;
- An open media environment that allows free speech and the free exchange of ideas;
- A judiciary that is independent of the executive and the legislature;
- Policies that allow citizens to participate in national economic development;
- Policies to create an open and free society; and
- Policies to curb corruption and abuse of public resources.

Zimbabwe should also re-engage with the international community as part of the re-branding initiative. A successful and effective nation branding is dependent on the establishment and management of healthy and mutually beneficial relationships with as many stakeholders as possible.

In this regard, the country needs to re-engage with countries such as US, UK, Australia, New Zealand, Canada and many others. The country should also re-engage with international institutions such as the IMF, WB, EU and the Commonwealth. These countries and institutions had lost confidence Zimbabwe and imposed “targeted” sanctions against the country’s political and business leaders. The imposition of sanctions has also had adverse negative effect on the economy and the image of the country on the global map, and this makes re-engagement with these stakeholders a vital undertaking.

7.2.2.2 Nation branding programme

This phase involves the actual designing of the nation brand strategy and its implementation. The starting point of the nation branding programme should be the formation of an organisation to spearhead and manage the re-branding exercise. The majority of the respondents in the questionnaire survey and the interviews supported the idea of the creation of an independent institution to spearhead the re-branding of Zimbabwe

The next step will involve the development of the actual nation branding strategy, which includes identification of internal and external stakeholders, development of the nation brand vision, goals and objectives. As part of the strategy development process, there is also a need to segment the markets, target specific niche markets and position the nation brand. This stage will also involve appointment of nation brand ambassadors, champions and advocates to be the faces of the nation brand, and to facilitate its marketing and promotion.

Eligible brand ambassador(s) for Zimbabwe's nation brand

One of the critical components of a nation branding strategy is the appointment of nation brand ambassador(s) for the country. The literature review noted that the nation brand ambassador(s) is/are the face(s) of the brand and must have a positive reputation and be able to positively impact on other stakeholders and audiences internally and externally. Dinnie (2008: 72) asserts that brand ambassadors could be a potentially cost effective way of promoting a nation. The study found out that, individually, Strive Masiyiwa is the most preferred ambassador for Zimbabwe, followed by Prime Minister Morgan Tsvangirai and Oliver Mutukudzi respectively.

The choice of Masiyiwa, a successful businessman in the telecommunications industry, as the preferred ambassador for the nation brand, to a larger extent, indicates the respondents' desire to have a new face to spearhead the country's re-branding initiative. This choice also highlights the respondents' belief that the process to re-brand Zimbabwe should not be politicised, hence the choice of a private citizen.

To a larger extent, the preference of Masiyiwa also indicates the desire of the respondents to see the private sector playing a leading role in national affairs. It is an indication of a preference for a

new beginning and a breakaway from the past. However, creating a new beginning in Zimbabwe is a challenging endeavour due to the fact that there are some significant sections of the Zimbabwean society that still believe in the old order and are prepared to defend it to the best of their abilities.

This grouping is comprised of the presidency, the security forces' leadership, ZANU (PF) party, and the government-controlled media. This viewpoint is also reinforced by a minority of respondents who indicated that all is well in Zimbabwe and that the country does not need to be re-branded.

Developing a coherent and effective nation brand requires the whole country to be able to present a united front, and to speak with one voice. However, this remains a major challenge in the case of Zimbabwe because the political environment is highly polarised and the nation is divided along political, religious and ethnic dimensions. The literature review also identified politics and conflict of interest as one of the challenges of branding a nation and this is indeed one of the challenges that the people tasked with the re-branding of Zimbabwe will need to tackle.

However, with regard to the choice of the nation brand ambassador(s), it is imperative to point out that a majority of respondents did not prefer the identified potential brand ambassadors. They chose the 'other' category and this arguably highlighted their preference for other citizens to be brand ambassadors. Hence, the researcher argues that respondents expect the process of re-branding to be led by other citizens instead of the current crop of leadership, and this may be interpreted as a vote of no confidence in the current political leadership.

The respondents clearly affirmed that any credible nation branding initiatives must be led by exemplary leaders. The researcher, therefore, strongly argues that the re-branding of Zimbabwe should be as inclusive as possible and must be underpinned by clearly defined national objectives and not by the objectives of a specific political party.

The process to re-brand Zimbabwe should also involve as many stakeholders as possible and these stakeholders should include the private sector, civil society, academia, labour unions, religious groups, representatives of international organizations, Zimbabwe's embassies and

foreign trade missions, diplomatic corps and many others, as part of diverse symbiotic partnership to design, build and sustain a successful nation brand for Zimbabwe.

7.2.2.3 Nation brand strategy implementation

Implementation involves the actual execution of the overall strategy and will encompass the following issues:

- Resource mobilisation and deployment;
- Participation and involvement of the country's citizens in various activities and programmes to promote the brand;
- Infrastructure upgrade and development;
- Creation and management of external offices;
- Citizens actually living the brand and fulfilling the brand promise to tourists, investors, skilled immigrants, exports markets and so on; and
- Promotion of the nation brand through advertising, public relations, publicity, cultural, political and economic diplomacy, sponsorships, exhibitions, organized tours and so on.

7.2.2.4 Nation branding programme outcomes

If successful, the implementation of the nation branding initiative should lead to national economic development through outcomes such as the following:

- Increased inward investment;
- Establishment of mutually beneficial partnerships with strategic foreign partners;
- Establishment and sustenance of lucrative export markets;
- Increased tourist arrivals and spend;
- Attraction of skilled human resources;
- Return of citizens who had emigrated;
- Improved standards of living and quality of life for the country's citizens;
- Better international image, recognition and influence;
- Rapid industrialisation and development of excellent and modern infrastructure;
- Reduction in unemployment;
- Increased GDP and stable economic environment;
- Hosting of international events; and
- Improved credit rating and access to cheaper finance.

7.2.2.5 Nation branding programme monitoring and review

The final stage in the transformative model is the review stage where the nation branding practitioners should continuously monitor the performance of the nation brand on the market with

a view to correcting underperformance and sustaining excellent performance. The information from the monitoring and evaluation process provides feedback to the nation branding practitioners, and this feedback may require adjustments to one or more components of system. Continuous review, therefore, reinforces the notion that nation branding should be an ongoing and iterative purpose that will always be relevant as long as the country exists.

7.2.3 The benefits of branding a country

Through the literature review, the case studies and the empirical study, a number of benefits and challenges encountered when branding a nation were revealed. This section, therefore, summarises these benefits and challenges of branding a country.

7.2.3.1 National unity

If the development and management of a nation brand is underpinned by clearly defined and agreed national objectives and interests, the nation brand may become a source of national unity, harmony, prestige and pride. In this regard, the nation brand can become a rallying point that unifies the country's citizens and evokes a sense of national pride, harmony, prestige and common purpose.

National unity can also be enhanced if the process to develop the nation brand adopts an inclusive approach in terms of the participation of all stakeholders in the nation branding process. An inclusive approach to stakeholder participation in nation branding also affords the country's citizens an opportunity to engage with each other, thereby sharing ideas and opinions. By buying into the process through their participation and involvement, the stakeholders assume ownership of the process and automatically become ambassadors, champions and advocates for the nation brand and its sub-brands.

7.2.3.2 Inward investment

A positive and successful nation brand is able to attract inward investment into the country. During the past two decades, Zimbabwe has lost significant foreign investments owing to the socio-economic and political developments in the country and the negative image that ensued.

Neighbouring countries such as SA, Zambia, Botswana and Mozambique benefited immensely from foreign investment, some of which was originally destined for Zimbabwe.

It is, therefore, important for Zimbabwe to develop a nation brand that is able to attract investment in order to ensure sustainable economic growth and employment creation in the country. A competitive nation brand is also able to attract a bigger share of inward investment than its competitors.

7.2.3.3 Tourism

A positive nation brand is able to attract a bigger tourism market than its competitors. Tourists prefer to visit countries that have positive reputations and where their peace and security is guaranteed. Many tourists shun countries that have high levels of political violence, corruption, human rights abuses, economic mismanagement, poor infrastructure and so on.

Although tourist arrivals in Zimbabwe show signs of improvement, the country's negative image during the past two decades significantly affected tourism revenue, as many people shunned the country as a result of the socio-economic and political turmoil that has been prevalent in the country. For instance, in 1996, there were about 45 international airlines that were servicing Zimbabwe and by 2011 there was only one international airline (South African Airlines) still servicing the country. However, in January 2012, Emirates Airlines resumed flights to Harare and more airlines have promised to do so, if the socio-economic and political situation in the country improves.

7.2.3.4 Exports

A positive nation brand provides leverage for the country's exports on the global market through favourable COO. Besides increasing its market share in export markets, the country may also be able to charge premium prices on its exports as a result of positive brand equity. Zimbabwe's manufacturing and agricultural industries have been significantly affected by socio-political and economic developments in the country. The country used to be a leading exporter of maize and tobacco in Africa, but the production of these commodities was negatively affected by the socio-

economic and political developments that ensued in the country, as articulated in the literature review in Chapter 2.

It is, therefore, imperative for Zimbabwe to build an attractive nation brand in order to provide positive brand equity to the country's exports on the global market.

7.2.3.5 Scarce skills

In order to achieve sustainable economic development, a country needs special skills in engineering, medicine, business education, manufacturing and many other fields. As a result of globalisation, countries are now competing against each other for skilled human resources. People with special skills emigrate to countries where they are guaranteed a better quality of life and standard of living. A positive and successful nation brand is, therefore, able to attract special talent. Currently, Zimbabwe should stop the brain-drain and achieve brain-gain through talent attraction.

During the past two decades, Zimbabwe has lost millions of skilled citizens as a result of migration. Most of these emigrants are in their prime and productive ages and their migration cost the country significantly in such areas as higher education, manufacturing, health and agriculture.

Most Zimbabwean respondents indicated that they migrated to other countries mainly for political and economic reasons. A majority of respondents also asserted their willingness to return home if the situation on the ground improves. It is, therefore, apparent that the re-branding of Zimbabwe, if successful, will lead to the reversal of brain drain and also the attraction of diasporans back to the country. The return of these citizens will go a long way towards curbing the shortages of skilled human resources that the country is currently experiencing. Furthermore, an attractive and successful brand Zimbabwe will also be able to attract skilled individuals from other countries to fill the skills gap, which will provide immense benefits to the country in the long-term.

7.2.3.6 Credit rating

Favourable and positive nation brand may facilitate the reversal of a negative international credit rating or sustain a positive international credit rating. For example, Zimbabwe has been unable to service its sovereign debt and this significantly affected its credit rating, leading to the country's failure to access additional credit facilities from international financial institutions.

7.2.3.7 Reputation management

Nation branding may be used to overcome or change negative perceptions about a country through the portrayal and promotion of positive activities that generate favourable publicity for the country.

One of the major objectives of the re-branding of Zimbabwe should be to create a positive reputation for the country. As alluded to earlier on, the country currently has a negative reputation. Nation branding is not only limited to the creation and management of a positive reputation, but can also be used as a strategy to correct negative perceptions about the country.

7.2.3.8 Umbrella brand

The nation brand, if successfully developed and implemented, may become a source of leverage and competitive advantage for other sector brands that emanate from the country. The nation brand thus plays an umbrella role by providing support, guidance and direction to the sub-brands.

A country with strong and favourable nation brand equity may pass on that equity to its sub-brands. For example, Germany has a strong nation brand equity largely emanating from its successful automobile industry. However, anything with a '*Made in Germany*' tag generally benefits from the positive brand equity that Germany possesses as a brand.

7.2.3.9 Country differentiation

A strong nation brand is a source of competitive differentiation for the country. Two or more countries may be in the same region and may also have similar offerings. In this regard, nation branding may thus be used as a competitive strategy for country differentiation in order to create a unique identity for the country, and thereby enhance its competitiveness. For example,

Zimbabwe and Zambia share the Zambezi River and the Victoria Falls, which are huge tourist attractions in the region. Tourists intending to visit these two tourist attractions will have to choose, which of the two countries will be their base and in such a competitive scenario, an attractive nation brand may thus become the differentiating factor.

As a result of the challenges that Zimbabwe has faced during the past two decades, Zambia and SA have immensely benefited from tourists visiting the Victoria Falls, as tourists have preferred to base in these countries instead of Zimbabwe. This is in spite the fact that Victoria Falls is a Zimbabwean town and the best view of the falls is from the Zimbabwean side.

7.2.3 The challenges of branding a country

The process of branding a country is a complex and challenging process. According to the literature review and responses from some of the respondents, the re-branding of Zimbabwe may face the following challenges as outlined in the section below.

7.2.3.1 Resources

Nation branding is a long-term and resource-intensive undertaking and the process to re-brand a country may fail because of inadequate resources, as was the case in Tanzania a few years ago. The programme to re-brand Tanzania was suspended as a result of the withdrawal of international donors and the inability of the Tanzanian government to continue to fund the re-branding exercise. Countries need financial, human, technical and infrastructural resources in order to design, build and sustain successful nation brands.

Due to the current socio-economic and political situation in Zimbabwe, the country may be constrained in terms of the resources that are needed to successfully manage the nation branding process.

7.2.3.2 Lack of internal cohesion and unity

For a country to develop a successful nation brand, it must be supported by most, if not all, stakeholders in the country. However, this is a hard-to-achieve undertaking owing to the diverse and complex nature of stakeholders in any one particular country, for instance, Zimbabwe. In

many instances, these stakeholders may have diverse and often conflicting interests, and this makes the attainment of a unity of purpose a difficult, complex and time consuming exercise. Papadopoulos (2004:43) elucidates that successful branding is contingent on consistency and clarity of brand promise and product delivery. A strong and successful nation brand is built in an environment where there is cohesion, consistency and congruency, and this is an enormous challenge for Zimbabwe to achieve owing to the uncertainty and polarisation that currently prevails in the country.

7.2.3.3 Politics

Developing a strong and successful nation brand may also be constrained by the politics of the particular country. It is almost impossible to develop an effective nation brand in a country that has poor governance systems, and where the political environment is characterised by volatility and uncertainty. This is the reason why the researcher strongly argues that it is futile to re-brand Zimbabwe under the current transitional government, and the socio-political and economic challenges that it currently faces.

The cases of Nigeria and Britain alluded to in Chapter 5 also reinforce the researcher's view that the political environment in a country can constrain and hinder successful nation branding.

7.2.3.4 Poor and ineffective socio-economic policies

The development of an effective nation brand can also be hindered by the absence of a supporting policy environment in the country. The government of any country has the responsibility of developing, implementing and sustaining policies that create a conducive environment for the attraction of tourists, visitors and investors. This environment also determines the quality of life that citizens of the country will experience and their ability to *'live the brand'* and the values that it espouses.

Successful and effective nation branding is executed in a conducive and enabling socio-economic and political environment. Nation branding objectives must, therefore, be mainstreamed with the overall policy objectives of the country and in this way nation branding becomes part of the overall national economic development strategy for the country.

It is difficult for a country to develop a positive nation brand if the country is economically stagnant; its policies do not promote enterprise; there is no independence for the media and the judiciary; and the general economic environment is not progressive. As part of a re-branding initiative, the government should establish a political environment that is democratic, stable and provides equal opportunities for all citizens in order for them to exercise their rights and obligations. Currently, this is a major challenge for Zimbabwe and that is why the researcher argues that, firstly, there must be transformation before efforts are undertaken to establish a new nation brand.

7.2.3.5 Living the brand

In order to sustain a successful nation brand, it is also imperative for the country and its citizens to behave in line with the nation brand promise. The nation brand must be grounded in reality and not on false promises. In order for the citizens to live the brand, they must be involved in the nation branding initiative and they must have a sense of ownership of the endeavour. The nation brand should be able to meet the expectations of tourists, visitors, investors, skilled immigrant workers and other stakeholders who come into contact with it, so that their expectations are fulfilled and they, in turn, are able to generate positive word-of-mouth communication and publicity for the country.

The new tourism brand for Zimbabwe is anchored by the slogan '*Zimbabwe: a World of Wonders*'. Millions of dollars have gone towards establishing and marketing this brand. However, as alluded to in Chapter 5, the issue in this case is that when people visit the country, what wonders are they going to experience in light of the frequent water and electricity shortages, damaged roads, non-existent domestic air transport, foreign currency shortages, political unrest, corruption, dictatorship and so many other ills and challenges? It is this realisation that reinforces the researcher's argument that the re-branding of Zimbabwe must be preceded by socio-economic and political transformation, because without that, it is an exercise in futility.

Finally, it is also important to reiterate that the process to re-brand a country is a long-term and complex endeavour, and may take decades to deliver the required results. It is, therefore, vital for nation branding practitioners and stakeholders not to expect immediate results from the nation

branding programme, but to remain consistent in meeting the brand promise and *'living the brand'*. By doing so, they will be building sustainable brand equity, which is the essence of any nation branding programme.

7.2.4 Re-branding Zimbabwe as a transformative learning process

The proposed model below reinforces the transformative model proposed in Figure 7.1 above. The literature review in Chapter 2 highlighted that re-branding is a transformative learning process. The researcher therefore argues that for Zimbabwe to be able to overcome the challenges that it is currently facing, the country should go through a transformative learning process in order to develop and integrate new values, beliefs and ways of living as part of the global community.

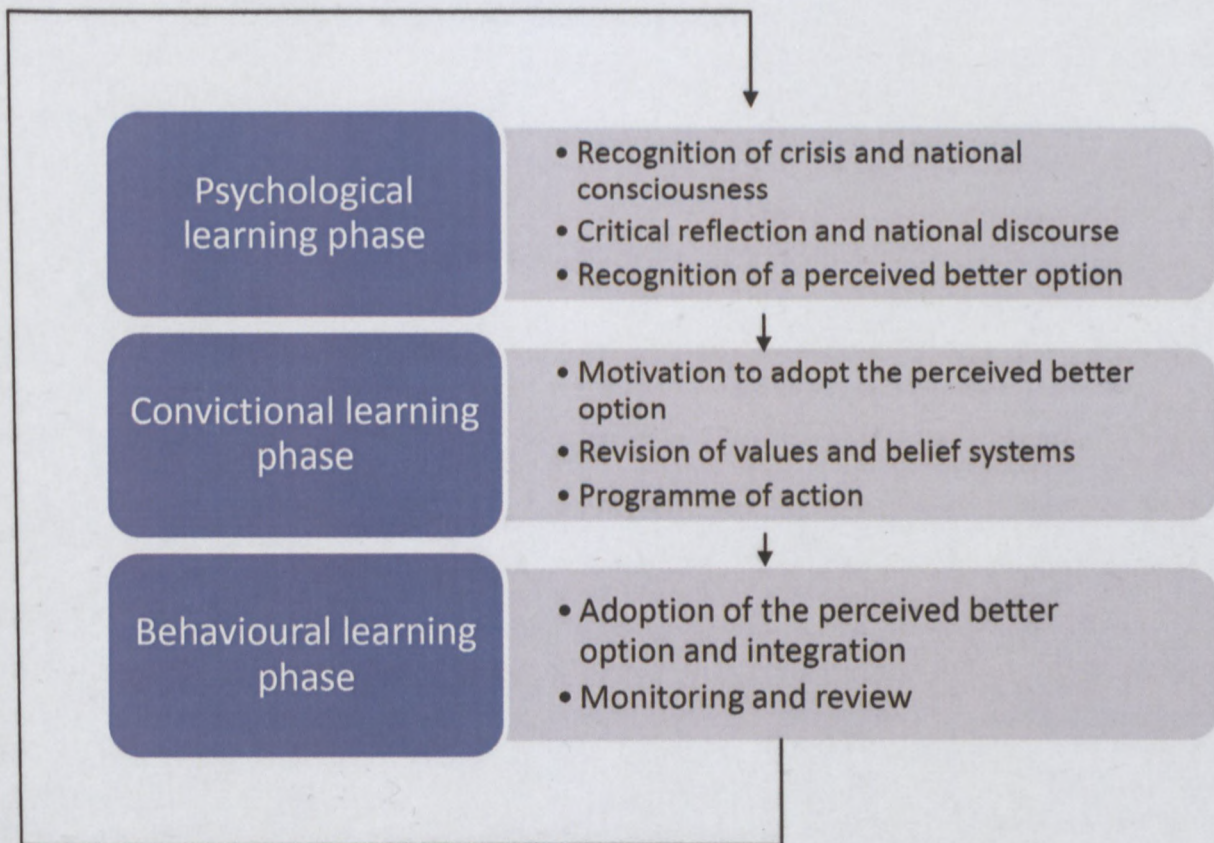


Figure 7.2: Re-branding as a transformative learning process model

The majority of respondents in both the questionnaire survey and the interviews were unanimous that there is need for a major transformation in Zimbabwe if the country is to overcome the challenges that it is currently facing. The transformation of Zimbabwe is therefore a learning process that should culminate in the adoption and integration of behaviours that project a positive image of the country and also that enables the country to overcome its socio-economic and political challenges. Figure 7.2 above highlights the proposed transformative learning process that can be adopted in order to re-brand Zimbabwe, improve the country's image and help the country overcome the challenges it is currently embroiled in.

The eight steps in the proposed re-branding as transformative learning process model in Figure 7.2 constitute the instrumental steps to transformational change through the process of re-branding.

7.2.4.1 The psychological learning phase

For successful transformation to occur there is need for the citizens of Zimbabwe to come to terms with the reality that the country is in a crisis and something needs to be done. The country needs to go through a process of psychological learning and this phase is composed of three steps namely:

- Recognition of crisis and national consciousness
- Critical reflection and national discourse
- Recognition of a perceived better option

Step 1: Recognition of crisis and national consciousness

For transformation to occur there is need for those affected by the crisis to recognise and appreciate the crisis. The majority of the respondents in the questionnaire survey and interviews acknowledged that Zimbabwe is in a crisis and that there was need for transformation to occur. The recognition of the crisis and its inherent consequences in this regard acts as the initial driving force for change. In order to build momentum and support for the change, there is also a need to raise awareness across the country. The creation of an effective and successful nation brand

requires the support of the majority, if not all, the country's citizens. The mobilisation and conscientisation of the citizens and other stakeholders can be spearheaded by the organisation tasked with spearheading the re-branding as proposed in the '*transformational model for the re-branding of Zimbabwe*' in Figure 7.1 above.

Step 2: Critical reflection and national discourse

Critical reflection forms the foundation of transformative learning and involves a critique of the presuppositions on which our beliefs have been built. For transformative learning to occur in Zimbabwe, it is imperative for the country's citizens to critically look at the trajectory of the country since independence, the values and beliefs that they have embraced and their consequences.

Critical reflection will enable the country to analyse the meaning of the country's past and present experience in relation to the world. Critical reflection will also enable the people of Zimbabwe to analyse and articulate accurately the problems or challenges that the country is facing. The majority of the respondents in the questionnaire survey indicated that they are willing to participate and contribute to the re-branding of the country.

Critical reflection can be carried out through conferences, seminars, group discussions, meetings, private conversations among peers and so on. This national discourse may be spearheaded by specific national institutions and should cascade down to local communities in order to raise the level of awareness across the entire country. The proposed '*transformational model for the re-branding of Zimbabwe*' in Figure 7.1 also highlights that effective stakeholder consultations should be part of the process of developing a nation branding strategy as it enables all the stakeholders to air their views and become part of the nation branding process.

Step 3: Recognition of a perceived better option

The need to re-brand Zimbabwe should be premised on the desire to improve the country's image and help the country to overcome the socio-economic challenges it is currently facing. The country's leadership and its citizens need to be aware of the fact that transformation has the

potential to improve the situation in the country. The authorities tasked with spearheading the re-branding of the country therefore need to articulate the reasons and benefits of re-branding the country in order for all the stakeholders to embrace the re-branding process.

The '*transformational model for the re-branding of Zimbabwe*' in Figure 7.1 above highlighted that effective nation re-branding has the potential of leading to economic development through, inter alia, increased FDI and tourism, access to markets and trade and the ability to attract skilled immigrants. The achievement of these objectives will thus go a long way in eradicating some of the major challenges that the country is facing.

7.2.4.2 The convictional learning phase

Once a critical reflection has been carried out and the perceived better option for the future has been articulated, there is need for the appraisal and revision of belief systems to occur. The convictional learning phase encompasses the following steps:

- Motivation to adopt the perceived better option
- Revision of values and belief systems
- Programme of action

Step 4: Motivation to adopt the perceived better option

The transformation of Zimbabwe should be predicated on the support of a motivated citizenry, that is, the country's citizens should be willing and able to participate in the re-branding process as part of the internal stakeholders. Most respondents in the surveys noted that the re-branding of the country has the potential to improve their quality of life and hence they were willing to participate in the process. The institution tasked with spearheading the re-branding of the country as proposed in the '*transformational model for the re-branding of Zimbabwe*' in Figure 7.1 above should also raise awareness and motivate all stakeholders to embrace the re-branding programme.

Step 5: Revision of values and belief systems

Effective transformation is underpinned by the revision of values and belief systems in line with the changing environment. It is imperative for all the stakeholders to accept that the current

values and belief systems have led to the country to the current crisis hence the need for transformation. The majority of the respondents in the questionnaire survey acknowledged that the country's needs a complete overhaul of its socio-economic and political systems if the re-branding programme is to be successful.

For a nation brand to be accepted by its internal and external stakeholders, it should be anchored on specific brand values that define the essence of the nation and its people. The brand must also resonate and align with its target audiences and their expectations. In order to identify nation brand values for the Zimbabwe's nation brand, respondents were asked to identify factors that they thought the nation brand should be anchored on. The respondents were also asked to indicate the factors that identify them as Zimbabweans.

A majority of respondents believe that the people of Zimbabwe should anchor the country's nation brand. This clearly highlights the notion that nation branding should be driven by the country's citizens who are the ultimate beneficiaries of a strong and successful nation brand. This finding corroborates Gilmore's (2002:286) assertion that the people should be at the epicentre of all nation branding activities.

In order for the country to meet its nation brand promise, it has to *'live the brand'*, and this can only be achieved through the behaviour of the country's citizens in terms of how they relate with tourists, investors, customers and the kind of products and services that they produce in order to meet the expectations of their target markets.

A majority of respondents pointed out that Zimbabwe can be differentiated from other countries on the basis of its hardworking, friendly and educated people. Others affirmed that the nation brand should be based on the country's unique natural resources such as Victoria Falls, Great Zimbabwe, Lake Kariba and wildlife. These values and attributes can, therefore, be used to capture the essence of the nation brand and to build a value proposition as a way of differentiating the country and giving it a sustainable competitive advantage over its competitors. These findings confirm the view that strong brands are built through identity-based brand management (Kapferer, 2007).

These findings also echo the view that powerful sources of differentiation for countries include iconography, landscape, culture and so on because these elements are distinctive to each country and cannot be copied (Dinnie, 2008:68-69).

Step 6: Programme of action

Once new values and beliefs have been inculcated, the next stage involves the actual development of programme of action to ensure effective transformation. The programme of action should highlight what needs to be done in order to ensure the successful transformation of Zimbabwe and the eradication of the challenges it is currently facing. As highlighted in '*transformational model for the re-branding of Zimbabwe*' in Figure 7.1 above, the actual programme of action for the transformation of Zimbabwe should include the following issues, among others:

1. The creation of an institutional framework for the re-branding of Zimbabwe. This will include:
 - The establishment of an organisation to spearhead the re-branding process
 - The appointment of professional staff and staff training
 - Resource mobilisation

2. The development of nation branding strategy. This will involve the following:
 - Carrying out a situational analysis
 - Identification of priority sectors
 - Stakeholder consultation
 - Nation brand vision, goals and objectives
 - Development of the nation brand architecture (brand identity, attributes, values, brand promise and determination of sector brands)
 - Market segmentation, targeting and positioning
 - Appointment of nation brand ambassadors, champions and advocates
 - Benchmarking against best practices

7.2.4.3 Behavioural learning phase

This phase is the action phase and refers to that stage of the transformative learning process when participants actually implement the changes in their everyday lives. According to the proposed '*re-branding as a transformative learning process model*' (Figure 7.2), the behavioural phase consists of the following two steps:

- Adoption of the perceived better option and integration
- Monitoring and review

Step 7: Adoption of the perceived better option and integration

This step encompasses the actual implementation of the programme of action discussed in step 6. According to the proposed '*transformational model for the re-branding of Zimbabwe*' in Figure 7.1 above, the implementation phase should involve the following activities, inter alia:

- Citizens and stakeholder commitment
- Resource mobilisation and deployment
- Infrastructure upgrade and development
- Coordination of all nation branding activities
- Establishment of liaison offices abroad
- Citizens actually living the brand
- Nation brand marketing and promotional activities

Integration occurs when the new values and beliefs are internalised and become the new way of living as the citizens *live the brand*' and the society is transformed.

Step 8: Monitoring and Review

The re-branding of a country through a transformative learning process is not a once-off activity and therefore there is need for continuous monitoring and review of the process to ensure that the nation branding goals and objectives are being met and that there is actual transformation on the ground. This point is also reinforced in the proposed '*transformational model for the re-branding of Zimbabwe*' in Figure 7.1 above. Continuous monitoring and review affords the authorities the opportunity to take remedial action were the desired outcomes have not been achieved.

7.3 Recommendations

In view of the results and findings articulated in Chapter 6, the study proposes the following recommendations.

7.3.1 Recommendation 1: Creation of a conducive and enabling environment

Zimbabwe should create a stable socio-economic, political and legal environment before embarking on any nation branding initiative. The current macro and micro environment in Zimbabwe is not conducive enough for the development and sustenance of a strong and successful nation brand. As highlighted in the proposed '*transformational model for the re-branding of Zimbabwe*' model above, there is a need for stabilisation, reformation and re-engagement before implementation of nation branding initiatives.

There is a need for major transformation of Zimbabwean society, which should transcend the social, political and economic environment. The purpose of this transformation is to create a conducive and enabling environment for national economic development, in general, and nation branding activities, in particular.

There is also a need to have an independent and diverse media that is allowed to report on developments in the country without fear or favour. The judiciary should also be allowed to exercise its constitutional obligations without political interference. The country should also develop and implement policies that attract investment and tourism in order to create employment and to facilitate economic development. For example, the current indigenisation policy, which seeks to give Zimbabweans a 51% stake in all foreign owned businesses, is scaring investors away from the country.

A strong and effective nation brand should also be underpinned by adequate and attractive infrastructure such as good road networks, transport systems, telecommunications systems, education, and health systems.

7.3.2 Recommendation 2: Re-engagement with the international community

Zimbabwe should re-engage the international community with the sole purpose of repairing damaged relationships in order to forge new partnerships. The country cannot afford to operate in isolation in the current environment of globalisation. Zimbabwe should re-engage with countries and institutions such as the USA, European Union, Commonwealth, IMF, WB, Australia, Japan and others in order to create positive relationships with them. In order to develop a competitive nation brand, the country must not be under any form of economic or political sanctions because being in such a situation creates a negative image for the country and ultimately damages its nation brand.

7.3.3 Recommendation 3: Citizens' participation in national affairs

The citizens of any particular country are its greatest asset. Zimbabwe should ensure that its citizens at home and abroad participate in the country's affairs irrespective of their political views. Currently, the country has legislation such as POSA and AIPPA, which limits the right of citizens to freedom of speech and association. Many citizens have been arrested and tortured for not complying with this legislation. However, there is a need to create an environment that allows citizens to freely participate and contribute to national discourse without fear of arrest by the authorities. This recommendation corroborates Anholt's (2007:29-30) view that creation of a common purpose in the country leads to establishment of a competitive identity for the nation brand.

Creation of such an environment will ultimately be a rallying point for the democratisation of the country and allow all citizens to participate in the socio-economic and political affairs of the country. Finally, when re-branding a nation, internal buy-in is a prerequisite for external buy-in.

7.3.4 Recommendation 4: Development of a nation brand before sector brands

There is a need to develop a nation brand first before developing sector or sub-brands. Currently, Zimbabwe has a tourism brand that preceded a nation brand instead of vice-versa. It is imperative to develop a nation brand first, and this brand will create the overall framework, direction and boundaries within which sub-brands such as tourism, telecommunication, education, transport and other sector brands can be established and managed.

7.3.5 Recommendation 5: Diaspora mobilisation and engagement

Zimbabwe has millions of citizens who live in countries as far afield as the US, UK, Australia, SA, Botswana, New Zealand, Germany and many other countries. These citizens are either economic and/or political refugees and most of them are skilled professionals who have much potential to contribute to the socio-economic development of the country.

Generally, the ZANU (PF) establishment regards the bulk of the diaspora community as opposition activists and views them with great suspicion. This scenario, has therefore, led to the marginalisation of this community in national affairs, including the denial of their right to vote in national elections.

However, this study found out that a majority of Zimbabwean diasporans are still committed to the country and are willing to contribute to the resuscitation of the economy. It is, therefore, vital for the Zimbabwean government to mobilise and engage with all its citizens abroad with the sole objective of encouraging them to participate in the country's economic development and nation branding initiatives. This recommendation affirms the view that nations can benefit from using their diaspora to promote the home country abroad (Dinnie, 2008: 72).

This can be done through the creation of diaspora networks in different host countries to support the re-branding of the country. Besides being brand ambassadors and brand advocates in their host countries, diasporans can also contribute to the country's development through investments at home, as well as by providing much needed, but scarce technical and managerial skills.

As a result of their exposure to the international environment, many diasporans possess essential experience and skills that are needed for the rejuvenation of Zimbabwe. The researcher, therefore, strongly argues that diasporans are probably one of nation branding's most influential and significant stakeholder groups.

7.3.6 Recommendation 6: Institutionalisation of nation branding activities

As alluded to earlier, branding a nation is a complex and resource consuming exercise that should be undertaken within a clearly institutionalised environment. The researcher recommends that

there is a need to create an institution that is specifically dedicated to the designing, development and management of a nation brand for Zimbabwe.

There is a need to establish an independent statutory body funded by the national treasury to spearhead and manage the process to re-brand Zimbabwe. This organisation should be apolitical and should be operated by qualified professionals drawn from different sectors of the economy. The board of directors of this institution should be constituted by high ranking representatives from both the public and private sector. For example, this institution could be built along the lines of Brand SA, which has four cabinet ministers and directors from leading corporations on its board.

The institution tasked with the re-branding of Zimbabwe must be given adequate independence to manage its operations, including the hiring of staff and engagement with internal and external stakeholders such as academics, nation branding consultants and other experts. As this institution should be a public-private sector partnership, the latter must be allowed to provide much needed technical expertise in the areas of branding and marketing, which may not be available in the public sector. The level of representation from the public sector will also demonstrate the level of political will and commitment to the process of re-branding Zimbabwe.

7.3.7 Recommendation 7: Nation brand ambassadors

As part of the nation branding strategy, the country should appoint credible, believable and reputable individuals as nation brand ambassadors, brand champions and brand advocates.

Current efforts to re-brand Zimbabwe are being spearheaded by Mutambara. Much as he is a highly qualified robotics professor, he lacks the credibility and national appeal to be a nation brand ambassador for Zimbabwe. Mutambara is also currently embroiled in a legal battle for control of the smaller MDC party and the case is yet to be adjudicated by the Supreme Court. Not only is this legal battle tarnishing his image, it may also signal the end of his political career in government, if judgment is delivered against him.

The country should have individuals of the highest level of integrity to champion and represent the nation brand. These individuals should be unsoiled, reputable and capable of uniting the

country towards a common agenda and purpose to build a strong and successful nation brand for Zimbabwe. The nation brand ambassadors should also be exemplary and be able to *'live the brand'*.

7.3.8 Recommendation 8: Establishment of offices in targeted countries

This study also recommends that as part of the nation branding strategy, it is vital for the country to establish foreign offices in targeted countries. These offices should be located in countries that are major source markets for tourists, investors, skilled human resources, exports and so on. In this regard, the researcher corroborates with Papadopoulos (2004:45) who points out that small and developing countries, given their limited assets, strengths and media exposure, should focus on niche markets instead of treating the market as global.

The foreign offices should also collaborate and coordinate with the country's embassies and trade missions in the respective countries in terms of marketing the country and providing information to the target market. The people who will staff these offices must be adequately trained on the nation brand's values and the general objectives of the country's nation branding exercise. These individuals must also be capacitated with enough knowledge of the country, its products and services in order for them to be able to provide credible and valuable first-hand information on request.

7.3.9 Recommendation 9: Benchmarking against best practices

This particular study acknowledges that across the world, there are cases of successful and unsuccessful nation branding. The case studies analysed in Chapter 5 are testimony to this fact. The study, therefore, recommends that before a country embarks on a re-branding exercise, it is advisable to carry out study tours of those countries that have gone through the same experience in order to draw some lessons from their experience instead of trying to *'reinvent the wheel'*.

The purpose of such visits is to learn from the nation branding best practices and to avoid repeating the same mistakes made by these countries when they re-branded. Benchmarking provides a platform for knowledge transfer and enables the country to *'hit the ground running'* instead of going through a learning curve, which can be a time-consuming and expensive

exercise. However, the researcher advises that benchmarking should be conducted with an analytical appreciation of the contextual and environmental differences between the various countries, because what worked in one country may not be possible in another.

7.4 Fundamental contribution of this research

7.4.1 Contribution to the practice of nation branding

The major contribution of this study to the practice of nation branding is through the development of the two models that should guide the re-branding of Zimbabwe in order for the country to improve its image and also overcome the challenges that it is currently facing. The first proposed model (*transformational model for the re-branding of Zimbabwe*) details the process that should guide the re-branding of Zimbabwe. This model is holistic in nature and covers all the socio-economic aspects of the country that may affect and may also be affected by nation branding activities. When re-branding a country, it is vital to ensure that the socio-political, economic and legal environment has been transformed in order to create a conducive and enabling environment for the practice of nation branding.

Nation branding is a long-term initiative that cannot be implemented on an ad hoc basis. There is, therefore, the need for a comprehensive and consolidated approach to the country's re-branding process. This study also realised that repairing a damaged country reputation is a mammoth task that takes time to accomplish.

The second proposed model (*re-branding as a transformative learning process model*) highlights that re-branding a country, because of its transformative nature, should be viewed as a learning process which therefore encompasses psychological, convictional and behavioural aspects. The model also highlights the eight steps that encompass the learning process as the country goes through the transformation.

The study also brought to the fore the notion that nation branding cannot be effectively implemented by a transitional government, especially in a country that is highly polarised and faces an uncertain future. Effective and successful nation branding demands the presence of a

stable government and an environment with a high level of certainty, and this brings confidence to tourists, visitors, immigrants with special skills and investors to do business with the country.

Using Zimbabwe as a case study, the study also discovered that poor governance, economic mismanagement, dictatorship and 'bad' politics in general can destroy a nation brand and create a negative image of the country across the world. It is therefore important for countries that seek to re-brand to first stabilise their macro environment and create unity and cohesion in the country before embarking on a re-branding exercise.

The study also identified a country's citizens in the diaspora as a significant stakeholder group that can support a country's re-branding efforts. Governments across the world should, therefore, treat their diasporans equally as local citizens, and afford them a platform on which to participate in the development of their countries of origin.

7.4.2 Contribution to knowledge and theory of nation branding

The '*transformative model for the re-branding of Zimbabwe*' contributes to the theory of nation branding, which is a field that is still growing and developing. This model comprehensively details all the steps that should be carried out when re-branding a failed state or a state that is in a sustained crisis situation. It is more than apparent from this model that nation branding should be regarded as a vital component of a country's national economic development strategy as it transcends the country's socio-economic, political and legal spheres. The model demonstrates that nation branding cannot be divorced from the country's development agenda.

The '*re-branding as a transformative learning process model*' contributes to the theory of nation branding by highlighting that re-branding a country should be viewed as a transformative learning experience. It also indicates that for transformation to occur, the country needs assimilate new values and beliefs in line with the changing environment.

According to Dinnie (2009:2), "...to date, no country has succeeded in creating a convincingly comprehensive and coherent nation branding strategy that could serve as a template for others to follow". However, the '*transformational model for the re-branding of Zimbabwe*', by

propagating for socio-economic and transformation before the development and implementation of any nation branding strategy, therefore, managed to narrow a gap in the current nation branding models.

Although these models can be applied globally in terms of providing a framework for re-branding a country, especially those in sustained crises, this model suits the current situation in Zimbabwe, and this echoes Dinnie's (2009:2) view that every country must develop its own original nation branding strategy based on its own unique attributes and circumstances.

The adoption of these models may lead to the creation of a strong and effective nation brand that will enable the country to generate and sustain a competitive advantage as it competes with other countries for tourists, inward investment, skilled human resources and so on. The *'model for re-branding of Zimbabwe'* also highlights the fact that the process to re-brand a country should be grounded on reality, hence the need for transformation and stabilisation to take place before the commencement of the nation branding process.

The model also highlights the fact that managing a country's nation brand, besides being a long-term exercise, is an ongoing and iterative process that seeks to build nation brand equity over time. It is therefore imperative for the organisation tasked with spearheading the re-branding of the country to engage in continuous monitoring and evaluation of the performance of the nation brand in order to ensure that everything goes according to the strategic plan and appropriate remedial action is taken where and when necessary.

This study suggests that for the re-branding of a country to be successfully implemented, there is a need to create an institution that spearheads and manages the process. This institution must be a PPP that is funded and supported by all the parties (private and public sectors). However, the institution must be independent of the establishment in order to avoid political influence. The institution must also play a major role in the development of domestic and foreign policies in order to ensure that the policies that are formulated and implemented by the government actually play a crucial role in reinforcing the nation brand and the achievement of the nation's strategic branding objectives.

The institution tasked with spearheading and managing the nation branding initiative should be supported by all the stakeholders in the country, and especially by the government. There is a need for the government to demonstrate its commitment to the re-branding exercise, as this will go a long way towards uniting the country and creating confidence in the economy.

Finally, the study discovered that successful nation branding is a result of a ubiquitous process that should cover the whole country and cannot be the preserve of a few individuals and organisations. The aim of any nation branding initiative is to develop and manage a successful brand for the whole country. It is therefore imperative to consult and involve all stakeholders from the initial phase of the process in order to garner their support and buy-in. Involving stakeholders later on during the implementation phase may lead to resentment and hostility towards the process. Ultimately, this hostility may lead to a discord in the message that the country and its citizens transmit to the target market and the way they *'live the brand'*.

7.5 Directions for future research

The conclusion of this research study both answers the study's questions and generates new ones. As with any study, the findings obtained in this thesis display some shortcomings and these limitations should be recognised when interpreting the findings of this thesis, while also recognising opportunities that they present for further research. This study was exploratory in nature and, therefore, provides the following promising avenues for future studies in the area of nation branding.

7.5.1 Role of the diaspora communities in nation branding

Diaspora communities are an essential and significant stakeholder in nation branding. However, no previous research has been conducted to establish the role and nature of their contribution to nation branding activities. It is therefore important for research to be conducted in future in order to establish how the diaspora contribution can be harnessed and integrated in nation branding strategy development, implementation and sustenance.

7.5.2 Impact of political leaders on the nation brand

One of the challenges of branding a nation is the need to overcome political differences within the country. However, no research has been conducted to establish the impact of political leadership on nation branding. The need for this kind of research has been necessitated by the realisation that politics can support or hinder nation branding activities and that the government is probably one of the most important stakeholder institutions in the nation branding process. Furthermore, many political leaders end up being synonymous with their countries, for instance, many respondents associate the brand Zimbabwe with Mugabe, the country's president and vice versa. It is therefore crucial for future research to focus on establishing the impact of national political leaders on nation brands.

7.5.3 How to integrate nation and sector brands

Nation brands have been equated to corporate brands, since they are umbrella brands that have other sub-brands beneath them. For example, a nation brand may have other sector brands such as tourism, export, manufacturing and transport sub-brands under its ambit. However, there is a research gap in terms of a model or framework that explains how a nation brand can be integrated with its sub-brands in order to build sustainable brand equity for the nation brand and its affiliate brands.

7.6 The researcher's personal reflections

This section consists of the researcher's personal reflection on this particular study which, sought to establish how Zimbabwe could be re-branded in order to return the country to an economic development path and improve the quality of life of its citizens. The researcher reflects on three key issues, namely the area of study, management of the research project and the spiral of fear and silence experienced in Zimbabwe.

7.6.1 Area of study

This particular study presented the researcher with an opportunity to interrogate the concept of nation branding, which has become a topical issue across the world as countries compete with each other for tourists, export markets, inward investment, special skills and international

influence. The study revealed that much as there are academics who argue that a nation cannot be branded or re-branded like a commercial product or service, the majority of academics and nation branding practitioners affirmed that branding principles and concepts can equally be applied to products, services, people as well as places.

The study also revealed that nation branding can no longer be regarded as a discipline still in its infant stage, but one that is presently growing and developing. However, the body of knowledge still needs to be expanded and this study contributed to this body of knowledge by developing models that can be used to re-brand failed nations or countries in situations of sustained socio-economic and political crises.

7.6.2 Management of the research study

Managing this particular study was a complex and challenging task. Besides frequent meetings and discussions with the study's supervisor, the researcher also had to consult with two research assistants, a statistician and a language editor. Initially, the researcher depended on scheduled weekly meetings with his supervisor, but later realised that it was almost impossible to maintain a scheduled diary as the research evolved. The researcher, therefore, decided to schedule meetings on an ad hoc basis, as and when it was necessary.

The survey questionnaire was also administered on respondents in different countries, especially Zimbabwe and SA and the researcher had to travel to Zimbabwe specifically for data collection. The involvement of many partners and the need for travel led to challenges in terms of time management and, therefore, the researcher could not complete some scheduled tasks on time. It is, therefore, important for researchers to provide a time allowance for unexpected occurrences when they schedule their research projects.

Balancing the demands of work, family life and the research study also provided a challenge to the researcher. However, with effective time management skills, working additional hours and good planning and prioritisation of activities, the researcher managed to complete the study on time.

7.6.3 Spiral of fear and silence

During the administration of the personal interviews, the researcher discovered that most of the Zimbabwean respondents were not willing to open up and express themselves fully with regard to the socio-economic and political issues in Zimbabwe. As alluded to earlier, almost half of the respondents refused to be recorded on audio tape. Reflecting on this development, the researcher concluded that, currently, there is a general spiral of fear and silence in Zimbabwe. Many citizens do not trust the establishment, live in fear and would prefer to remain silent, especially with regard to sensitive socio-economic and political issues.

This situation was also probably exacerbated by the enactment of legislation that curtails citizens' rights to free speech and association. However, the researcher used his interpersonal skills and experience to reassure all respondents that the purpose of the study was purely for academic purposes and that their anonymity and confidentiality would be maintained throughout.

From this experience, the researcher learnt that the prevailing political environment in a particular country may hinder or support a research study and it is, therefore, vital for the researcher to appraise and have a complete understanding of the environment first before designing and developing data collection instruments and engaging in actual data collection. It is also imperative to have adequate guarantees and assurances for respondents' confidentiality and anonymity in a research study, and these guarantees and assurances should be articulated prior to the commencement of the interviews, administration of the questionnaires or focus group discussions.

7.7 Concluding remarks

This study has clearly articulated that nation branding has become a vital strategy for national economic development, especially in this contemporary environment where countries are involved in aggressive competition with each other for markets, tourists, inward investment, skilled human resources, international influence and so on. It is more than apparent that in order to survive, countries, even if small and developing, should undertake efforts to create, manage, modify and enhance their nation brands. This is especially so for countries in prolonged or sustained social, economic and political crises. There is also no doubt that Zimbabwe is in a

pernicious state and the country should be re-branded. For the re-branding of Zimbabwe to be successful, it must be preceded by major transformation of the country's socio-economic, political and legal systems in order to create a conducive and enabling environment. Without this, re-branding the country is tantamount to "*applying make-up on a frog and hoping that it will look beautiful*". Re-branding a country is not a cosmetic undertaking to spruce up the country's image at home and abroad, but rather it should be a comprehensive national economic development strategy that seeks to create national competitive advantages, national brand equity and improved quality of life for the country's citizens through sustained economic growth. Zimbabweans are generally willing to participate and support the process of re-branding the country, hence the country should return to normalcy and everything will fall back into place. It is therefore the researcher's hope that this thesis will make a meaningful contribution towards the process to re-brand Zimbabwe in particular and the nation branding body of knowledge in general. *Ndatenda Hangu!*

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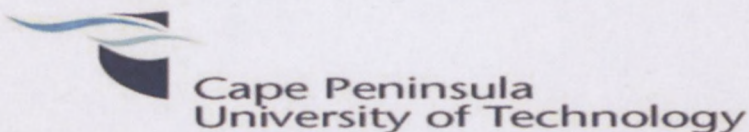
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APPENDICES

Appendix A: Questionnaire for Zimbabweans



02 July 2011

Dear survey participant

REQUEST FOR YOUR PARTICIPATION IN A QUESTIONNAIRE SURVEY

I am conducting academic research at a doctoral level in the Department of Marketing at the Cape Peninsula University of Technology, South Africa. My topic of research is *“The Rebranding of Zimbabwe: A Transformative and Challenging Process”*.

The main objective of the study is to investigate strategies and tactics that can be used to re-brand Zimbabwe in order to allow the country to compete successfully on the global market. I, therefore request you to complete the attached questionnaire on this subject.

As a Zimbabwean citizen, your valuable contribution will assist me to answer the research questions and achieve the research objectives. I appreciate your participation in this study. Completing the questionnaire will take approximately twenty (20) minutes of your time. Participation in this study is completely voluntary. If there are any other questions that you prefer not to answer, you have a right to do so.

All the information that you provide in this questionnaire will be kept confidential. Furthermore, you will not be identified in the thesis or in any report or publication based of this research. There are no known or anticipated risks to participation in this study. The data collected through this study will be kept for a period of ten years in a secure location.

If, after receiving this letter, you have any questions concerning this study, or would like additional information to assist you in reaching a decision about participating, please feel free to contact Dr. Myles Wakeham (research supervisor) at +27 21 460 3107 or myself (researcher) at mugobov@cput.ac.za.

Thank you for your cooperation with my research.

Yours faithfully

Virimai Victor Mugobo

RESEARCHER

E-mail: mugobov@cput.ac.za: virimai74@yahoo.com: vicsamaz@gmail.com

PROJECT LEADER: Dr. Myles Wakeham – wakehamm@cput.ac.za

QUESTIONNAIRE FOR ZIMBABWEANS

SECTION A – DEMOGRAPHIC PROFILE/GENERAL INFORMATION

No:.....

1	What is your gender? <i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
1.1	Male	
1.2	Female	

2	What is your marital status? <i>(Please place an X in the appropriate box, only one answer is possible).</i>	
2.1	Single	
2.2	Married	
2.3	Widowed	
2.4	Other: (please specify)	

3	In which age category do you belong? <i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
3.1	18 - 25	
3.2	26 - 30	
3.3	31 - 35	
3.4	36 - 40	
3.5	41 - 45	
3.6	46 - 50	

3.7	51 - 55	
3.8	56 - 60	
3.9	61 and above	

4	What is your highest level of education? (Please place an X in the appropriate box, since only one answer is possible).	
4.1	No formal education	
4.2	Primary education (Grade 1 – 7)	
4.3	Secondary education (Form 1 – 4)	
4.4	Secondary education (Form 5 – 6)	
4.5	Certificate	
4.6	Diploma	
4.7	Bachelor's degree	
4.8	Masters degree	
4.9	PhD	
4.10	Post PhD	

5	What is your employment/occupation status? (Please place an X in the appropriate box, since only one answer is possible).	
5.1	Employed (full-time)	
5.2	Employed (part-time)	
5.3	Unemployed (cannot find employment) (if you select this option, please go to question 8).	
5.4	Student (if you select this option, please go to question 8).	
5.5	Pensioner (if you select this option, please go to question 8).	
5.6	Other (please specify).	

6	Which of the following categories best describe your position within the organization that you work for? (Please place an X in the appropriate box, since only one answer is possible).	
6.1	Unskilled (general hand)	
6.2	Semi skilled	
6.3	Skilled (artisan)	
6.4	Supervisory	
6.5	Junior management	
6.6	Middle management	
6.7	Senior management (Executive)	
6.8	Other (please specify)	

7	In which industry are you employed?	
	<i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
7.1	Agriculture	
7.2	Manufacturing	
7.3	Education	
7.4	Telecommunications	
7.5	Clothing and Textile	
7.6	Financial Services	
7.7	Tourism and Hospitality	
7.8	Public Services (government)	
7.9	Transport	
7.10	Retail and Wholesale	
7.11	Health and Welfare	
7.12	Mining	

7.13	Other (please specify)	
------	------------------------	--

8	With which of the following ethnic identities do you associate yourself most? <i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
8.1	Ndebele	
8.2	Shona	
8.3	English	
8.4	Ndau	
8.5	Tonga	
8.6	Venda	
8.7	Manyika	
8.8	Other (please specify).	

9	Do you currently reside in Zimbabwe? <i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
9.1	Yes <i>(if you select this option, please go to question 14).</i>	
9.2	No	

10	If you do not reside in Zimbabwe, please state in which country you currently live in the space provided below.

11	Why did you migrate to this country?	
	<i>(Please place an X in the appropriate box, and more than one answer is possible).</i>	
11.1	For employment purposes	
11.2	For business purposes	
11.3	For educational purposes	
11.4	For political reasons	
11.5	For social reasons	
11.6	Other <i>(please specify)</i>	

12	Would you be willing to relocate to Zimbabwe?	
	<i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
12.1	Yes	
12.2	No	

13. What are your reasons for wanting or not wanting to relocate to Zimbabwe?

.....

14	In which province do you reside?	
	<i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
14.1	Harare	
14.2	Bulawayo	
14.3	Mutare	
14.4	Midlands	

14.5	Masvingo	
14.6	Matebeleland South	
14.7	Matebeleland North	
14.8	Mashonaland East	
14.9	Mashonaland West	
14.10	Mashonaland Central	

SECTION B: PERCEPTIONS AND ATTITUDES TOWARDS ZIMBABWE

4. What first comes to your mind when your hear the name 'Zimbabwe'?

.....

16	<p>What do you think is the image of Zimbabwe on the international market?</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>	
16.1	Positive	
16.2	Negative	
16.3	Other (please specify)	

17. What are your reasons for the above answer?

.....

18	Which of the following sources helped you form this perception?	
	<i>(Please place an X beside the answer of your choice, while more than one answer is possible).</i>	
18.1	Local news and media	
18.2	International news and media	
18.3	Your education (for example, school or university)	
18.4	Your personal experience	
18.5	Influence from political leaders	
18.6	Information from foreign nationals	
18.7	Meeting Zimbabweans who live abroad	
18.8	Word-of-mouth from family and friends	
18.9	Information from religious leaders	
18.10	Information from intellectuals	
18.11	Any other sources? (Please specify).	

19	Please indicate the impact that the following sources have had on your opinion of Zimbabwe's international image.				
	(The ratings are as follows: 1: No impact at all; 2: Minimal impact; 3: Great impact; 4: I don't know).				
	<i>(Please place an X beside the answer of your choice, while only one answer is possible)</i>				
		1	2	3	4
19.1	Local news and media				
19.2	International news and media				
19.3	Your education (for example school or university)				
19.4	Your personal experience				
19.5	Influence from political leaders				

19.6	Information from foreign nationals				
19.7	Meeting Zimbabweans who live abroad				
19.8	Word-of-mouth from family and friends				
19.9	Information from religious leaders				
19.10	Information from intellectuals				
19.11	Any other sources? (Please specify).				

20	<p>Please use the following scale to respond to the statements below:</p> <p>[1: Strongly disagree; 2: Disagree; 3: Neither agree nor disagree; 4: Agree; 5: Strongly agree; 6: Don't know].</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>					
Zimbabwe...	1	2	3	4	5	6
20.1	has a good image internationally					
20.2	has been portrayed negatively by the international media.					
20.3	plays a major role in international relations.					
20.4	successfully safeguards its sovereignty.					

21	<p>Please use the following scale to respond to the statements below:</p> <p>[1: Strongly disagree; 2: Disagree; 3: Neither agree nor disagree; 4: Agree; 5: Strongly agree; 6: Don't know]</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>					
Zimbabwe has/is...	1	2	3	4	5	6
21.1	a safe country in which to live.					

21.2	a stable government.						
21.3	well-respected political leaders.						
21.4	an environment that allows for freedom of speech.						
21.5	many investment or business opportunities.						
21.6	equal opportunities for all citizens.						
21.7	a segregated (divided) social society.						

22	Are you aware that ‘targeted’ sanctions have been imposed against Zimbabwe by the United States, Britain, the European Union and some other Western countries? <i>(Please place an X in the appropriate box, since only one answer is possible).</i>
22.1	Yes, I am aware.
22.2	No , I’m not aware <i>(if you select this option, please go to question 24).</i>

23.	<p>With regards to the ‘targeted’ sanctions imposed against Zimbabwe as indicated in the question above, please indicate to what extent you agree or disagree with the following statements.</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
23.1	Sanctions against Zimbabwe are justified.						
23.2	Sanctions should be removed.						
23.3	Sanctions have affected Zimbabwe's economy.						
23.4	Sanctions have affected Zimbabwe's image abroad.						
23.5	Sanctions have affected Zimbabwe's ability to export goods and services.						
23.6	Sanctions have affected Zimbabwe's ability to import goods and services.						
23.7	Sanctions have affected tourist arrivals						
23.8	Sanctions also affect ordinary people.						

SECTION C: RE-BRANDING ZIMBABWE

24	<p>Do you think that Zimbabwe should be re-branded?</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>	
24.1	Yes	
24.2	No <i>(if you choose this option, please go to question 41).</i>	

25. What reasons justify the need for Zimbabwe to be re-branded?

.....

26	Which specific aspects of the country should be re-branding?	
	<i>(Please place an X in the appropriate box, while more than one answer is possible).</i>	
26.1	The political system.	
26.2	The economic system.	
26.3	The legal system.	
26.4	The socio-cultural system.	
26.5	The whole country.	
26.6	Other (please specify).	

27	Re-branding a country requires a “Brand Ambassador”. Who do you think should be the ambassador (s) of Brand Zimbabwe?	
	<i>(Please place an X in the appropriate box, while more than one answer is possible).</i>	
27.1	President Robert Gabriel Mugabe.	
27.2	Vice President Joice Mujuru.	
27.3	Vice President John Nkomo.	
27.4	Prime Minister Morgan Tsvangirai.	
27.5	Deputy Prime Minister Arthur Mutambara.	
27.6	Industry Minister Welshman Ncube.	
27.7	Tourism Minister – Walter Mzembi	
27.8	Foreign Affairs Minister Simbarashe Mumbengegwi.	

27.9	Oliver Mtukudzi.	
27.10	Strive Masiyiwa.	
27.11	Kirsty Coventry.	
27.12	None of the above.	
27.13	Other (s) (please specify).	

28	Which attribute (s) should represent the Brand Zimbabwe? List, on a scale from 1 to 10, 1 being most important and 10 being least important.	
28.1	The people of Zimbabwe.	
28.2	Victoria Falls.	
28.3	Lake Kariba.	
28.4	Great Zimbabwe.	
28.5	The wildlife.	
28.6	Sportsmanship.	
28.7	Infrastructure.	
28.8	Heroes acre.	
28.9	Agricultural reform.	
28.10	Mineral resources.	

29	Rank the following internal stakeholders in terms of their importance in the process of re-branding Zimbabwe [1 being most important and 10 being least important] (Please place an X in the appropriate box).	
29.1	The citizens of Zimbabwe.	
29.2	Government of Zimbabwe.	
29.3	Political leaders.	
29.4	Media.	

27.9	Oliver Mtukudzi.	
27.10	Strive Masiyiwa.	
27.11	Kirsty Coventry.	
27.12	None of the above.	
27.13	Other (s) (please specify).	

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29.4	Media.	

27.9	Oliver Mtukudzi.	
27.10	Strive Masiyiwa.	
27.11	Kirsty Coventry.	
27.12	None of the above.	
27.13	Other (s) (please specify).	

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28.9	Agricultural reform.	
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29	Rank the following internal stakeholders in terms of their importance in the process of re-branding Zimbabwe [1 being most important and 10 being least important] (Please place an X in the appropriate box).	
29.1	The citizens of Zimbabwe.	
29.2	Government of Zimbabwe.	
29.3	Political leaders.	
29.4	Media.	

29.5	Private sector.	
29.6	Academia.	
29.7	Civil society.	
29.8	Zimbabwe Tourism Authority (ZTA).	
29.9	Diasporans (Zimbabwe who live abroad).	
29.10	Zimbabwe's embassies abroad.	

30	Which institution(s) should spearhead the re-branding of Zimbabwe?	
	<i>(Please place an X in the appropriate box, while more than one answer is possible).</i>	
30.1	Government of Zimbabwe.	
30.2	Ruling parties.	
30.3	Zimbabwe Tourism Authority (ZTA).	
30.4	Confederation of Zimbabwean Industries.	
30.5	Zimbabwe Investment Centre (ZIC).	
30.6	Affirmative Action Group (AAG).	
30.7	Zimbabwe National Chamber of Commerce (ZNCC).	
30.8	Buy Zimbabwe Campaign.	
30.9	A new institution should be formed.	
30.10	Other (s) (please specify).	

31	Which areas should the re-branding of Zimbabwe focus on?	
	<i>(Please place an X in the appropriate box, while more than one answer is possible)</i>	
31.1	Foreign direct investment (FDI).	
31.2	Export promotion.	
31.3	Tourism promotion.	

31.4	Attracting special skills.	
31.5	International relations.	
31.6	National image.	
31.7	National identity.	
31.8	All of the above.	
31.9	None of the above.	
31.10	Other (s) (please specify).	

32		Rank the areas listed below in terms of their importance in the re-branding of Zimbabwe. (Please place an X in the appropriate box)					
Level of Importance		Very important	Important	Neutral	Somewhat unimportant	Not important	Don't know
32.1	Foreign direct investment (FDI).						
32.2	Export promotion.						
32.3	Tourism promotion.						
32.4	Attracting special skills.						
32.5	International relations.						
32.6	National image.						
32.7	National identity.						

32.8	All of the above.						
32.9	None of the above.						
32.10	Other (specify).						

33	<p>Please use the following scale to respond to the statements below:</p> <p>[1: Strongly disagree; 2: Disagree; 3: Neither agree nor disagree; 4: Agree; 5: Strongly agree; 6: Don't know].</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>						
	The current government of national unity (GNU) has...	1	2	3	4	5	6
33.1	a good image internationally.						
33.2	been committed to spearheading the re-branding of the country.						
33.3	the capacity to re-brand Zimbabwe.						
33.4	improved the lives of ordinary people.						
33.5	improved the image of Zimbabwe abroad.						
33.6	led to an increase in foreign direct investment.						
33.7	led to an increase in tourist arrivals.						
33.8	contributed to increased business confidence in the country.						

34	<p>Please use the following scale to respond to the statements below:</p> <p>[1: Strongly disagree; 2: Disagree; 3: Neither agree nor disagree; 4: Agree; 5: Strongly agree; 6: Don't know]</p>						
----	---	--	--	--	--	--	--

		<i>(Please place an X in the appropriate box, since only one answer is possible).</i>					
Zimbabweans in the Diaspora...		1	2	3	4	5	6
34.1	have contributed to the current image of Zimbabwe abroad.						
34.2	should have a role to play in the re-branding of Zimbabwe.						
34.3	should relocate to Zimbabwe						
34.4	should be given a platform in the local media.						
34.5	should be allowed to vote in national elections.						
34.6	speak positively about Zimbabwe in their resident countries.						

35	<p>Please use the following scale to respond to the statements below:</p> <p>[1: Strongly disagree; 2: Disagree; 3: Neither agree nor disagree; 4: Agree; 5: Strongly agree; 6: Don't know]</p> <p><i>(Please place an X in the appropriate box, while more than one answer is possible).</i></p>						
For re-branding to be successful, Zimbabwe needs the support of the following external stakeholders...		1	2	3	4	5	6
35.1	SADC countries.						
35.2	South Africa.						
35.3	African Union.						
35.4	China.						
35.5	Britain.						
35.6	US.						
35.7	European Union.						
35.8	International Monetary Fund (IMF).						

35.9	World Bank (WB).						
35.10	Other (s) (please specify).						

36	<p>Please use the following scale to indicate your level of agreement or disagreement with regardsto the role of the stakeholders identified below:</p> <p>[1: Strongly disagree; 2: Disagree; 3: Neither agree nor disagree; 4: Agree; 5: Strongly agree; 6: Don't know]</p> <p><i>(Please place an X in the appropriate box, while more than one answer is possibl).</i></p>						
The following sectors have an important role to play in the re-branding of Zimbabwe.		1	2	3	4	5	6
36.1	Private Sector.						
36.2	Public sector.						
36.3	Civil society.						
36.4	Academia.						
36.5	War veterans.						
36.6	The security forces.						
36.7	Trade unions.						
36.8	Other (s) (specify).						

37	<p>Do you think that the public and the private sectors are able to work together in order to re-brand Zimbabwe?</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>	
37.1	Yes	
37.2	No	

38. What are the reasons for your answer in Question 37 above?

.....

39	<p>Given an opportunity, would you be willing to contribute to the re-branding of Zimbabwe?</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>					
39.1	Yes					
39.2	No					

38. What are the reasons for your answer in Question 39 above?

.....

40	<p>Please use the following scale to respond to the statements below:</p> <p>[1: Strongly disagree; 2: Disagree; 3: Neither agree nor disagree; 4: Agree; 5: Strongly agree; 6: Don't know]</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible.)</i></p>						
		1	2	3	4	5	6
40.1	Zimbabwe can become "the bread basket of Africa" again.						
40.2	If I travel abroad, I proudly introduce myself as a Zimbabwean.						
40.3	Zimbabwe's image on the global map has been permanently						

	tarnished and nothing can be done to reverse it.						
40.4	Zimbabwe has both the physical and human assets to make it one of the best countries in the world.						
40.5	Zimbabweans must look outside the country's borders for better opportunities.						
40.6	As a Zimbabwean citizen, I believe that people look down on me when I mention my nationality.						
40.7	Given an opportunity, I would change my citizenship to that of another country.						
40.8	The Zimbabwe government provides enough resources to market the country abroad.						

41	In your own view, what differentiates Zimbabwe from other countries? <i>(Please place an X in the appropriate box, while more than one answer is possible).</i>	
41.1	Tourist attractions.	
41.2	Friendly people.	
41.3	Culture.	
41.4	Hospitality and service.	
41.5	Peace and security.	
41.6	Value for money.	
41.7	Infrastructure.	
41.8	Natural resources.	
41.9	Other (s) (please specify).	

42. What identifies you as a Zimbabwean?

.....

43. What particular features make you proud to be a Zimbabwean?

.....

44. What are your suggestions and recommendations regarding the re-branding of Zimbabwe?

.....

45. What measures should the Zimbabwean government establish to attract more tourists?

.....

46. What measures should the Zimbabwean government establish to attract foreign investors?

.....

47. What measures should the Zimbabwean government establish to make

Zimbabwe's exports more competitive on the global market?

.....

48. Where do you see Zimbabwe in the next five years?

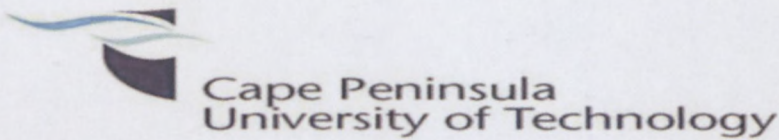
.....

49. Please feel free to make any further comments and/or suggestions below regarding this study.

.....

Thank you for taking the time to complete this questionnaire.

Appendix B: Questionnaire for foreigners



02 July 2011

Dear survey participant

REQUEST FOR YOUR PARTICIPATION IN A QUESTIONNAIRE SURVEY

I am conducting academic research at a doctoral level in the Department of Marketing at the Cape Peninsula University of Technology, South Africa. My topic of research is *"The Rebranding of Zimbabwe: A Transformative and Challenging Process"*.

The main objective of the study is to investigate strategies and tactics that can be used to re-brand Zimbabwe in order to allow the country to compete successfully on the global market. I, therefore request you to complete the attached questionnaire on this subject.

As an independent and external stakeholder, your valuable contribution will assist me to answer the research questions and achieve the research objectives. I, therefore, appreciate your participation in this study. Completing the questionnaire will take approximately twenty (20) minutes of your time. Participation in this study is completely voluntary. If there are any other questions that you prefer not to answer, you have a right to do so.

All the information that you provide in this questionnaire will be kept confidential. Furthermore, you will not be identified in the thesis or in any report or publication based of this research. There are no known or anticipated risks to participation in this study. The data collected through this study will be kept for a period of ten years in a secure location.

If, after receiving this letter, you have any questions concerning this study, or would like additional information to assist you in reaching a decision about participating, please feel free to contact Dr. Myles Wakeham (research supervisor) at +27 21 460 3107 or myself (researcher) at mugobov@cput.ac.za.

Thank you for your cooperation with my research.

Yours faithfully

Virimai Victor Mugobo

RESEARCHER

E-mail: mugobov@cput.ac.za: virimai74@yahoo.com: vicsamaz@gmail.com

PROJECT LEADER: Dr. Myles Wakeham – wakehamm@cput.ac.za

QUESTIONNAIRE FOR FOREIGN PUBLICS

No:.....

SECTION A: DEMOGRAPHIC PROFILE/GENERAL INFORMATION

1	Please indicate your residence status	
	<i>(Place your answer in the space provided below).</i>	
1.1	Nationality	
1.2	Country of current residence	

2	What is your gender?	
	<i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
2.1	Male	
2.2	Female	

3	What is your marital status?	
	<i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
3.1	Single	
3.2	Married	
3.3	Widowed	
3.4	Other <i>(please specify).</i>	

4	In which age category do you belong?	
	<i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
4.1	18 – 25	
4.2	26 - 30	

4.3	31 - 35	
4.4	36 - 40	
4.5	41 - 45	
4.6	46 - 50	
4.7	51 - 55	
4.8	56 - 60	
4.9	61 and above	

5	What is your highest level of education? (Please place an X in the appropriate box, since only one answer is possible).	
5.1	No formal education.	
5.2	Primary education.	
5.3	Secondary education.	
5.4	Certificate.	
5.5	Diploma.	
5.6	Bachelor's degree.	
5.7	Masters degree.	
5.8	PhD.	
5.9	Post PhD.	

6	What is your employment/occupation status? (Please place an X in the appropriate box, since only one answer is possible).	
6.1	Employed (full-time).	
6.2	Employed (part-time).	
6.3	Unemployed (cannot find employment).	
6.4	Student.	

6.5	Pensioner.	
6.6	Other (please specify).	

7	<p>Which of the following categories best describe your position within the organisation that you work for?</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>	
7.1	Unskilled (general hand).	
7.2	Semi skilled.	
7.3	Skilled (artisan).	
7.4	Supervisory.	
7.5	Junior management.	
7.6	Middle management.	
7.7	Senior management (Executive).	

SECTION B: ZIMBABWE AS A COUNTRY

8	<p>Have you ever been to Zimbabwe?</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>	
8.1	Yes	
8.2	No <i>(if you select this option, please go to Question 13)</i>	

9	<p>What was the purpose of your visit to Zimbabwe?</p> <p><i>(Please place an X in the appropriate box, while more than one answer is possible).</i></p>	
9.1	Holiday	
9.2	Business	
9.3	Attending a conference	
9.4	Other (please specify)	

10	How many times have you been to Zimbabwe?	
	<i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
10.1	Once	
10.2	Twice	
10.3	Three times or more	

11	Are you willing to visit Zimbabwe again?	
	<i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
11.1	Yes	
11.2	No	

12. What is your reason (s) for your willingness or unwillingness to visit Zimbabwe again?

.....

SECTION B: PERCEPTIONS AND ATTITUDES TOWARDS ZIMBABWE

13. What first comes to your mind when you hear the name ‘Zimbabwe’?

.....

14	What do you think is the image of Zimbabwe internationally?	
	<i>(Please place an X in the appropriate box, since only one answer is possible).</i>	
14.1	Positive	

14.2	Negative	
14.3	Other (<i>please specify</i>).	

15. Why do you think that Zimbabwe has the image that you indicated above?

.....

16. What is your main perception of Zimbabwe as a country?

.....

17	<p>Which of the following has sources helped you to form this perception?</p> <p><i>(Please place an X beside the answer of your choice and more than one answers are possible)</i></p>	
17.1	Local news and media.	
17.2	International news and media.	
17.3	Your education (for example, school or university).	
17.4	Your previous travel experience.	
17.5	Buying Zimbabwean products.	
17.6	Tourism promotion of Zimbabwe.	
17.7	Hearing about famous Zimbabweans.	
17.8	Doing business with Zimbabwean companies.	
17.9	Meeting Zimbabweans in your home country.	
17.10	Word-of-mouth from family and friends.	
17.11	Any other sources? (Please specify).	

18	<p>Please indicate the impact that the following sources have on your opinion of Zimbabwe's international image.</p> <p>(The ratings are as follows: 1: no impact at all; 2: minimal impact; 3: great impact; 4: I don't know).</p> <p><i>(Please place an X beside the answer of your choice and while only one answer is possible).</i></p>				
		1	2	3	4
18.1	Local news and media.				
18.2	International news and media.				
18.3	Your education (for example, school or university).				
18.4	Your previous travel experience.				
18.5	Buying Zimbabwean products.				
18.6	Tourism promotion of Zimbabwe.				
18.7	Hearing about famous Zimbabweans.				
18.8	Doing business with Zimbabwean companies.				
18.9	Meeting Zimbabweans in your home country.				
18.10	Word-of-mouth from family and friends.				
18.11	Any other sources? (Please specify).				

19.	Please indicate to what extent you agree or disagree with the following statements. <i>(Please place an X in the appropriate box, since only one answer is possible).</i>	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
19.1	Zimbabwe has a good image globally.						
19.2	Zimbabwe is a democratic state.						
19.3	Zimbabwe has good political leaders.						
19.4	Zimbabweans are friendly people						
19.5	Zimbabwe is a safe country in which to conduct business.						
19.6	Zimbabwe is a good example of successful African independence.						
19.7	Zimbabwe is a desirable country in which to.						
19.8	Given an opportunity, I am willing to visit Zimbabwe.						
19.9	Given an opportunity, I am willing to invest in Zimbabwe.						
19.10	Zimbabwe has a well-developed infrastructure.						
19.11	Zimbabwe has been negatively portrayed in the international media.						
19.12	The Zimbabwean government has done enough to market the country abroad.						
19.13	Zimbabwe's image abroad should be improved.						

20	Are you aware that 'targeted' sanctions have been imposed against Zimbabwe by the United States, Britain, the European Union and some other Western countries? <i>(Please place an X in the appropriate box, since only one answer is possible).</i>
20.1	Yes, I am aware.
20.2	No, I'm not aware <i>(if you select this option, please go to Question 22).</i>

21.	<p>With regard to the ‘targeted’ sanctions imposed against Zimbabwe, as indicated in the question above, please indicate to what extent you agree or disagree with the following statements.</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
21.1	Sanctions against Zimbabwe are justified.						
21.2	Sanctions should be removed.						
21.3	Sanctions have affected Zimbabwe's economy.						
21.4	Sanctions have affected Zimbabwe's image abroad.						
21.5	Sanctions have affected Zimbabwe's ability to export goods and services.						
21.6	Sanctions have affected Zimbabwe's ability to import goods and services.						

22	<p>Should Zimbabwe be re-branded?</p> <p><i>(Please place an X in the appropriate box, since only one answer is possible).</i></p>	
22.1	Yes	
22.2	No (if you select this option, please go to Question 24)	

23	Which specific areas should be re-branded? <i>(Please place an X in the appropriate box, while more than one answer is possible).</i>
23.1	The political leadership.
23.2	The economic systems.
23.3	The social system.
23.4	The legal system.
23.5	The whole country.
23.6	None of the above.
23.7	Other <i>(please specify)</i> .

24. What should be done in Zimbabwe in order to improve the country's image?

.....

25. Where do you see Zimbabwe in the next five years?

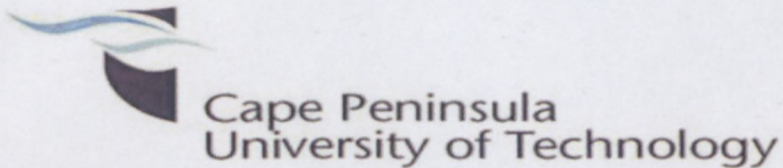
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26. Please feel free to make any further comments and/or suggestions regarding this study.

.....

Thank you for taking the time to complete this questionnaire.

Appendix C: Letter of introduction for interviews



15 June 2011

Dear Sir/Madam

THE RE-BRANDING OF ZIMBABWE: A TRANSFORMATIVE AND CHALLENGING PROCESS

This letter serves to confirm that Virimai Victor Mugobo is a final year doctoral student in the Department of Marketing at the Cape Peninsula University of Technology, South Africa, and he is conducting a research study under my supervision. The topic of the research study is *“The Re-branding of Zimbabwe: A Transformative and Challenging Process”*.

All the information that he requests from you is for research purposes and I would appreciate your assistance with this information, which may enable him to answer the research questions and achieve the research objectives.

If, after receiving this letter, you have any questions about this study, or would like additional information to assist you in reaching a decision about participating, please feel free to contact me via e-mail: wakeham@cput.ac.za.

Yours faithfully

Dr. Myles Wakeham
SUPERVISOR

Cape Peninsula University of Technology (CPUT)

Appendix D: Interview guide

Interview guide

1. Are you familiar with the concept of nation/country or state branding?
2. In your own opinion, what does the brand Zimbabwe represent?
3. What is your perception of Zimbabwe as a brand in relation to other countries on the global map?
4. Has your industry been affected by the current image of Zimbabwe on the global map? Why and how?
5. What are the current efforts to market Zimbabwe as a country? Have they been successful and why/why not?
6. Do you think Zimbabwe needs to be re-branded and why?
7. What are the attributes of a successful nation brand?
8. What attributes should anchor or differentiate the brand Zimbabwe?
9. What would make Zimbabwe appealing to skilled immigrants, investors and visitors?
10. What institutional framework should be created for the re-branding of Zimbabwe?
11. Which stakeholders should be involved in the re-branding of Zimbabwe and what would be their contribution?
12. Who should be the ambassador(s) of brand Zimbabwe?
13. What methods should we use to promote the brand Zimbabwe?
14. How can Zimbabwe be re-branded? What are the potential strategies and techniques?
15. What measures should the Zimbabwean government establish to attract tourists?
16. What measures should the Zimbabwean government establish to attract foreign direct investment (FDI)?
17. What measures should the Zimbabwean government establish to attract skilled immigrants?
18. What measures should the Zimbabwean government establish to attract Zimbabweans in the Diaspora return home?
19. Have the targeted sanctions affected the brand Zimbabwe? Why and how?

20. What has been the impact/effect of the government of national unity (GNU) on the brand Zimbabwe?
21. What are the potential benefits of a successful nation brand?
22. What are the potential shortcomings and challenges in the process of re-branding Zimbabwe?
23. Where do you see Zimbabwe in the next five years?
24. Do you have any additional comments that have not been covered by the previous questions?

Thank you for your time.

CAPE PENINSULA
UNIVERSITY
BIOLOGY

