

A World Top 200 university, Times Higher Education 2018

The background of the slide is a collage of two images. On the left, a young man is looking down at a complex, multi-layered geometric structure made of sticks and string. On the right, a young woman with glasses is sitting at a desk, looking at a laptop screen. The text is overlaid on a white rectangular area in the center.

School of Social Sciences University of Dundee

National Branding and its Necessity

Dr Keith Dinnie, Head of Management and Marketing, University of
Dundee School of Business (UDSB)

JTTRI International Symposium, 13 March 2019, Tokyo, Japan



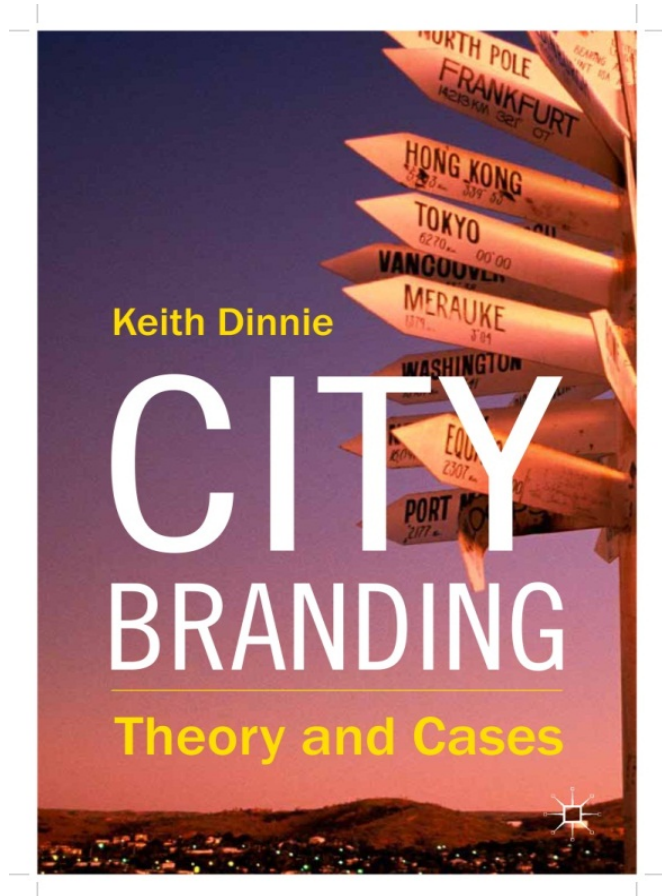
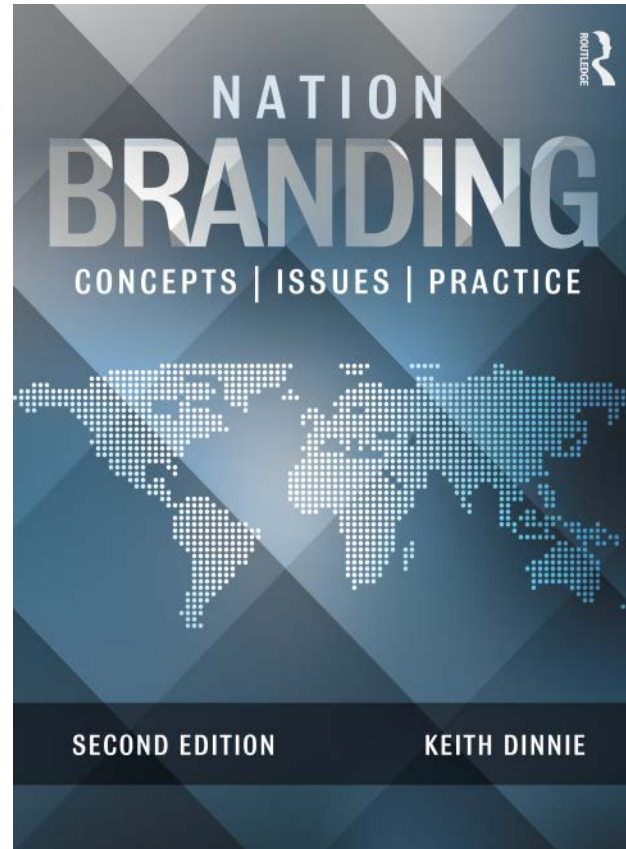
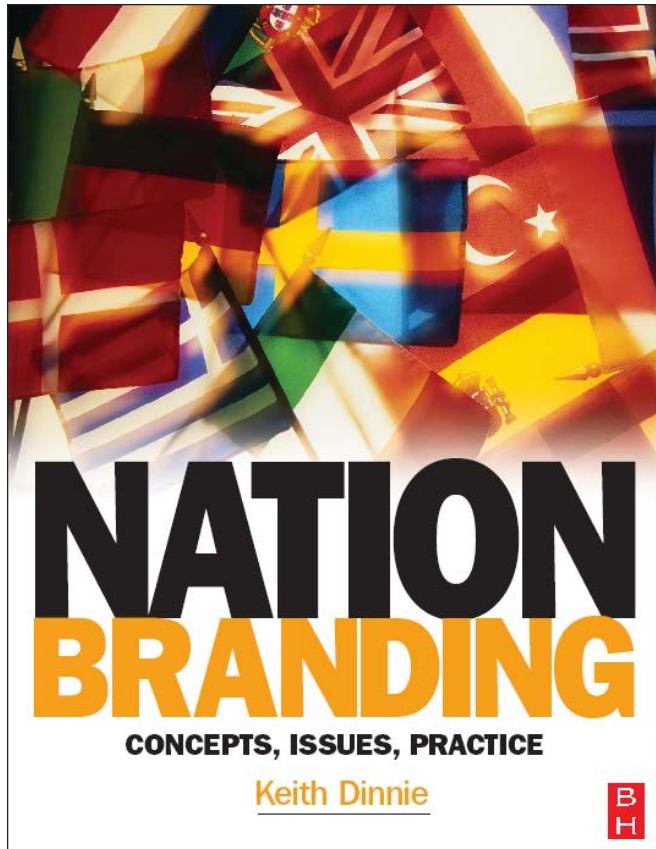


Background

- Founding member of the International Place Branding Association (IBPA)
- On the Editorial Board of the journal *Place Branding and Public Diplomacy*
- Have advised the Korean Presidential Council on Nation Branding, the UK Government's Department for Environment, Food and Rural Affairs (DEFRA), and Brand Scotland
- Published in journals such as International Marketing Review, European Journal of Marketing, Marketing Theory, Tourism Management, Place Branding and Public Diplomacy
- Member of Dundee City Council Brand Group
- Non-Executive Director on Board of Visit Dundee Ltd.



Place branding at city, region and country level



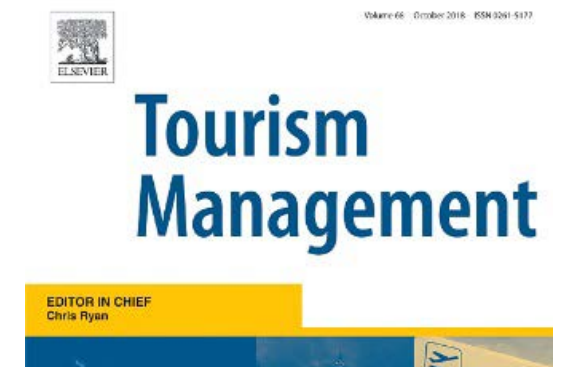
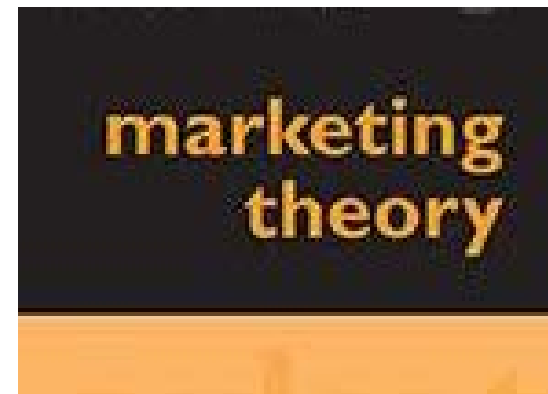
Recent publications

- ‘Contingent self-definition and amorphous regions: A dynamic approach to place branding architecture’.

Keith Dinnie (2018). *Marketing Theory*, Vol 18, No 1, pp. 31-53

- ‘Cultural intermediaries in place branding: Who are they and how do they construct legitimacy for their work and for themselves?’

Giannina Warren and Keith Dinnie (2018). *Tourism Management*, Vol 66, pp. 302-314





Increasing interest in the field of nation branding

With every passing year, there is increasing interest in the theory and practice of nation branding.

Rising numbers of journal papers are now being published on topics related to nation branding, and student dissertations and theses on nation branding are also becoming more numerous.

In this context of continuing development in the field of nation branding, the JTTRI International Symposium on 'Current Worldwide Trends in National Branding and its Necessity for Japan' is a very welcome and important event.

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The ICON model of nation branding

Based on many years of involvement in the field of nation branding, I have developed the ICON model of place branding (Dinnie, 2016) as a means to encourage countries of all sizes to adopt approaches that are integrated, contextualized, organic, and new.

I will describe the different elements of the ICON model before illustrating the model with examples at city level (**Dundee**), region level (**Scotland's Tay Country**), and country level (**United Kingdom**).

I will then go on to discuss the necessity of nation branding for Japan, in particular for tourism and the Olympic legacy in the post-2020 era





The ICON model...

- provides a framework for the development and implementation of place brand strategy
- is applicable at the level of nations, regions, cities and other localities
- can be applied at any stage of place brand strategy
- is not a judgemental audit; rather, the model is future-facing and designed to open new horizons
- acknowledges that each place should develop its own unique approach to the specific challenges it faces



Key elements of the ICON model

Integrated

Contextualized

Organic

New



Integrated

An **integrated** approach to nation branding involves high levels of inter-agency collaboration, as well as collaborative public-private sector programmes.

At country level, a natural setting for the encouragement of inter-agency collaboration lies in a country's network of embassies in foreign countries. An embassy can bring its country's representatives (in trade and investment, tourism, culture, security, and so on) together and initiate nation branding activities through its close contacts with relevant audiences in the host country.



Contextualized

Nation branding must be **contextualized** rather than conducted according to an off-the-shelf template.

Nation brand strategy should respond both to stakeholder needs and capabilities and should also match the values of target audiences.

This implies granting a reasonable degree of empowerment to professionals on the ground in foreign countries, such as diplomats and trade and investment officials, so that the nation brand is customized appropriately to the values of local populations and target audiences.



Organic

There is an **organic** dimension to nation branding that should be welcomed by nation brand strategists.

In our digital era, a nation brand evolves not according to a tightly controlled master plan, but subject to a plethora of activities and incidents that may be planned or unplanned.



New

To be noteworthy and interesting for domestic and international audiences, a nation brand should deliver something that is **new**.

This could take the form of innovative products, services and experiences or at a more abstract level the creation of new place-related narratives.



City level: Dundee

Dundee is a city on the east coast of Scotland.

After being somewhat overlooked for several years, the city has begun attracting attention for its thriving cultural scene and large-scale redevelopment, particularly of its waterfront area.

The opening of the new V&A Dundee museum in September 2018 has provided further momentum to the city's rapid rise.

The city's brand is being constructed largely on the **new** element of the ICON model. The narrative of a once industrial city reinventing itself through creative design and infrastructure development has been recognised and amplified by positive media coverage in outlets such as Lonely Planet, Wall Street Journal, GQ magazine, and CNN.

Dundee – A city getting worldwide recognition..

- *“A new cultural capital for a new Scotland..”* -**Condé Nast Traveller**
- *“There’s never been a better time to visit the Scottish coastal city”* -**National Geographic**
- *“Dundee – A little pot of gold at the end of the A92”* -**The Guardian**
- *“The coolest little city in the UK”* -**GQ Magazine**
- *Hailed the ‘cultural comeback kid’ and named as one of the seven most ‘design-savvy’ cities in the world* -**CNN**
- *One of the top ten ‘hot destinations’ for world travellers in 2018* -**Wall Street Journal**
- *“An up-and-coming cultural hub..”* -**Bloomberg Pursuits**
- *The UK’s first UNESCO City of Design* -**UNESCO Creative Cities Network**





Region level: Scotland's Tay Country

'Scotland's Tay Country' is a new region brand that was launched in May 2018.

The new brand illustrates the **integrated** element of the ICON model, aiming as it does to provide a cohesive identity for the many tourist attractions to be found in a region which crosses administrative borders of four separate areas: Fife, Angus, Perth and Kinross, and the city of Dundee.

The integrated approach is designed to encourage visitors to stay longer in the region and to enjoy experiences both urban and rural.

The new brand is an interesting example of how amorphous regions can redefine themselves in a way that is relevant to target audiences rather than being limited by inflexible administrative boundaries (Dinnie, 2018).

[illegible]

A stylized, geometric illustration of a mountain range. The mountains are composed of various shades of gray and blue. A prominent peak in the center-right is colored a solid blue. The overall style is modern and minimalist, using flat colors and sharp angles to represent the rugged terrain.

“..access to 90% of Scotland's population in a 90 minute drive time..”



Country level: United Kingdom

The United Kingdom's 'GREAT' campaign exemplifies the use of an **integrated** approach to nation branding in which multiple stakeholders collaborate to maximise the campaign's impact.

Stevens (2016) has described how, reliant simply on the 'Great' element of the United Kingdom's full name of 'Great Britain and Northern Ireland', the GREAT campaign was rolled out in 2011 and sought to underscore the United Kingdom's assets and achievements in the arts, sports, heritage, retail and technology (e.g., 'Countryside is GREAT').

The Department for Culture, Media and Sport (DCMS) was responsible for developing the campaign on behalf of the Prime Minister, alongside the FCO and Department for Business, Innovation and Skills (BIS), as well as key bodies the British Council, UK Trade and Investment (UKTI) and Visit Britain (as well as London government through promotional agency London and Partners).









Current trends in nation branding

Varied emphasis on:

- traditional marketing communications
- citizen engagement
- digital and social media

A trend towards user-generated content

The rise of city brands as powerful – if not more powerful – than nation brands



The necessity of nation branding for Japan

- Maximise the opportunities provided by hosting 2020 Summer Olympics (and 2019 Rugby World Cup)
- Shape the post-2020 legacy
- Move beyond 'Cool Japan'
- Manage the relationship between the Tokyo city brand and the Japan nation brand

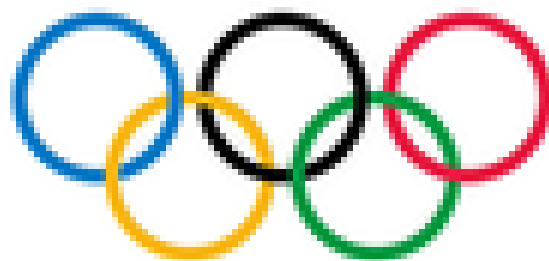


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Applying the ICON model to Japan's nation branding

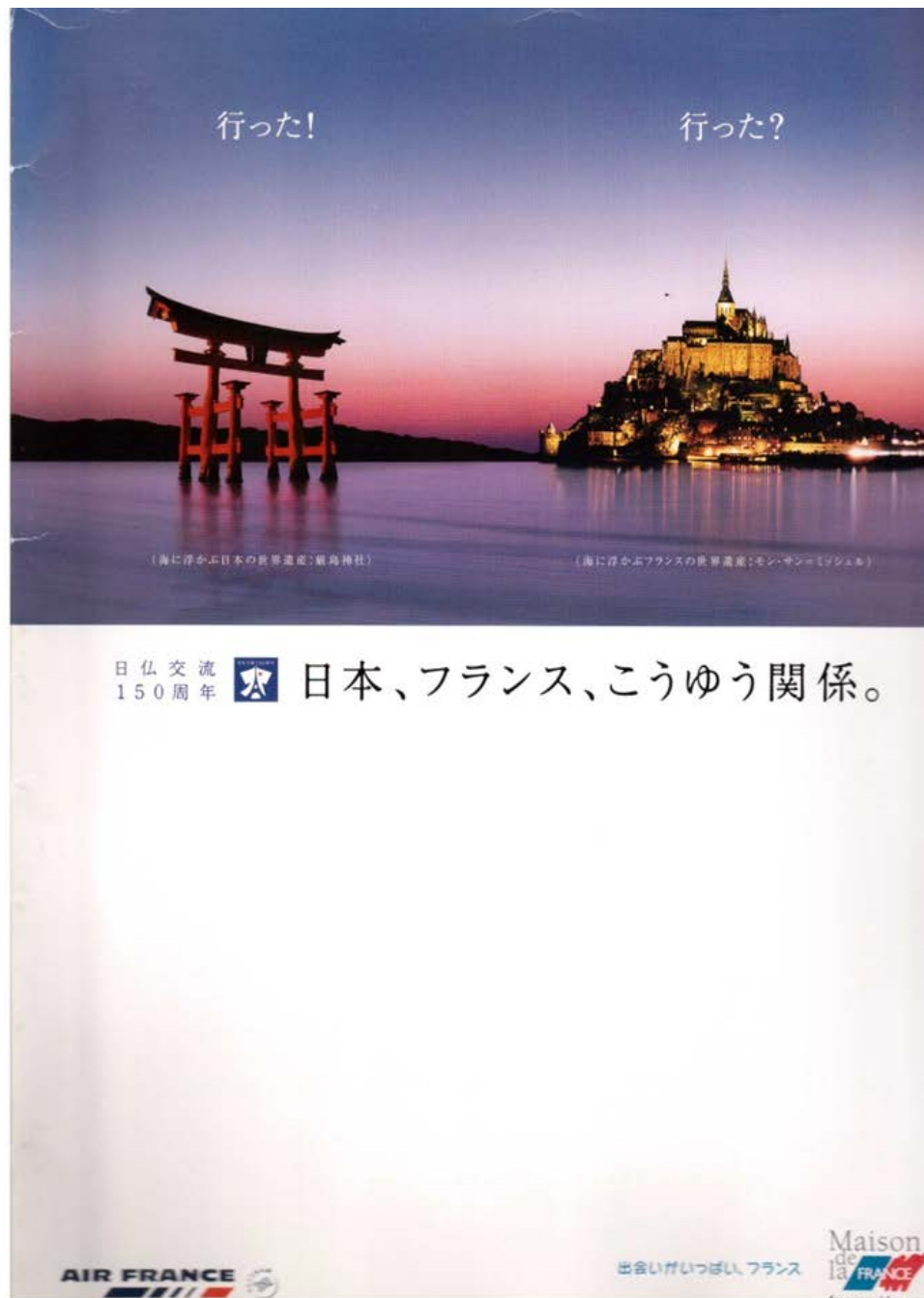
How strongly is Japan's nation branding:

Integrated?

Contextualised?

Organic?

New?



Been there!

Been here?





References

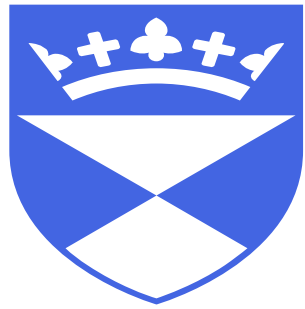
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