

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/302218030>

A country as a brand: Israel's evolving branding strategy

Article · January 2014

CITATIONS
7

READS
7,899

3 authors:



Ron Berger

Bar Ilan University

96 PUBLICATIONS 1,096 CITATIONS

SEE PROFILE



Ram Herstein

College of Law & Business

74 PUBLICATIONS 1,964 CITATIONS

SEE PROFILE



Eugene Jaffe

Ruppin Academic Center

33 PUBLICATIONS 357 CITATIONS

SEE PROFILE

Research paper

A country as a brand: Israel's evolving branding strategy

Received (in revised form): 11th April, 2013



Ram Herstein

RAM HERSTEIN

is Head of MBA Program and Associate Professor of Marketing, Jerusalem Academic Center — The Lander Institute. His research area is branding and corporate identity and his papers have been published in leading marketing and business academic journals such as *European Journal of Marketing*, *Managing Service Quality*, *Journal of Consumer Marketing* and others.

RON BERGER

is the Head of Marketing at Jerusalem Academic Center — Lander Institute, Jerusalem, Israel. His research areas are international marketing, cultural industries and knowledge management. His work has been published in *The Journal of Business Ethics*, *Service Journal of Business and Industrial Marketing*, and *International Journal of Technology Management*.



Ron Berger

Abstract

Countries often need to rebrand themselves every few years — even though the process requires a huge investment of money. Capricious external forces such as economics, politics and social issues influence the way potential visitors perceive a country, and a country's image can become irrelevant seemingly overnight. This paper presents an analysis of the state of Israel's continual rebranding process over the course of its more than 60 years of independence. In contrast to many papers that portray a single successful rebranding process, an evolutionary process is described, which demonstrates how external forces have made Israel reinvent its image over and over again in order to appeal to the global tourist market's ever-changing desires. The conclusions this paper draws from this analysis offer analysts, marketers and planners, working at the national level, practical tools to help them establish the appropriate branding strategy for their countries that will attract tourists from around the globe.

Keywords

country branding, tourism, marketing strategies, Israel

A COUNTRY AS A BRAND: ISRAEL'S EVOLVING BRANDING STRATEGY

The question 'can a place be a brand?' is no longer as enigmatic as it was in past decades, as today most branding researchers and practitioners tend to market countries, cities and regions as if they were products'.¹

Place branding

In the last two decades, branding places has become important for national, as well as regional and municipal officials,

planners and decision makers. As a result, countries, regions and cities have begun racing to differentiate themselves from other competitors and become powerful brands as perceived by their target audiences. These audiences vary: they can be tourists, citizens, investors, governments and the media.² The concept of branding places comes from the 'country-of-origin' effect, which is also known as the 'made in' effect.³ One classical study on this subject found that in 1967, both US and Japanese consumers perceived products 'made in Japan' as cheap,⁴

Ram Herstein,
Jerusalem Academic Center —
The Lander Institute,
Department of Business
Management,
3 Am Violamo St., Givaat Shaul,
Jerusalem,
Israel

E-mail: ram@lander.ac.il

Ron Berger,
Jerusalem Academic Center —
The Lander Institute,
Department of Business
Management,
3 Am Violamo St., Givaat Shaul,
Jerusalem,
Israel

E-mail: ron@sigma-pcm.co.il

whereas today consumers all over the world associate products made in Japan with being modern, sophisticated and innovative;³ this effect can be attributed to country branding.

Because nations sought to create positive attitudes towards their brands, marketers began marketing and branding countries, subsequently moving to marketing regions and cities. Practically speaking, it appears that people perceive countries, regions and cities in different ways.⁵ Country branding by its very nature should be based on non-tangible (representational) aspects, whereas regions and cities should be based on tangible aspects. This requirement makes the process of region and city branding much more involved than country branding, as the former two cannot build their identity based on human assets, with which audiences tend to identify more powerfully than physical assets.⁶ Nonetheless, unlike with countries, building a new brand for a certain region or city takes less time and demands fewer financial resources, as regions and cities are more focused on specific target markets — in most cases, residents and tourists. In general, the success of the place branding process can be determined by tourists' demands to visit the place again and again, and their ability to recommend to their membership groups that they also visit the place. In terms of residents, the most common criterion is loyalty to the place (place attachment). The concept of place attachment stresses the emotional bond between inhabitants and places⁷ and refers to the residents' decision to the continue living in one place over others.⁸

Country branding

Governments around the world concur that in order to increase their global eco-

nomical and political status, they need a rebranding strategy.² Economic status refers both to making a country's products more valuable in terms of country-of-origin (COO) in comparison with competitive products from other countries, and to attracting more tourists from any place in the world to visit the country and enjoy its uniqueness. Political status refers to the level of influence that a country has on other countries in a certain geographic region and also on the whole world. In general, analysis of national rebranding strategies undertaken in the last two decades reveals that most approaches targeted the tourist market.⁹ The most well-known examples of such processes are Thailand,¹⁰ Costa Rica, Moldova,¹¹ Ireland,^{12,13} Turkey,¹⁴ Spain,¹⁵ Britain,¹⁶ Yugoslavia,¹⁷ Australia¹⁸ and New Zealand.¹⁹

Generally, marketers choose from among four different country positioning strategies when rebranding a country.² These four country positioning strategies are derived from two dimensions: the geography of the country (sea, deserts, mountains, forests, lakes and different climates) and the range of ethnic groups or nationalities subsumed under the country's national flag (varieties of culture).

The first positioning strategy is the *heterogeneous-geography-multinationality culture*. Countries to have adopted this branding strategy include Spain and the USA. The strategy focuses on a number of attractive regions and cities from all over the respective country, which differ from each other in terms of topography and offer visitors a chance to meet a range of cultures. The idea behind this branding strategy is that the country brand (Spain) is larger than the city brand (Madrid, Barcelona) plus the region brand (Andalusia) taken together.

The second positioning strategy is the *heterogeneous-geography-uniform-nationality*

culture. Australia and Japan are two countries that have based their country branding strategy on a 'full-range one-package country deal'. The idea behind this branding strategy is that the country brand is equal to the city or cities brand. Thus, Japan is branded as a country that one should visit and that one can know by travelling to only a few cities, each with its own uniqueness, instead of to many cities or regions throughout the country.

The third positioning strategy is the *homogeneous-geography-multinationality culture*. Ethiopia and Nigeria are two countries that have based their country branding strategy on a few select regions that reflect each country's different cultures, and they market them as their main selling point. The idea behind this branding strategy is to create a region brand that is more powerful than the country brand. Thus, the Mina region (near Nigeria's capital Abuja) attracts many visitors who wish to experience the lifestyle, tradition and culture of the many varied African tribes who live side-by-side in this region.

The fourth positioning strategy is the *homogeneous-geography-uniform culture*. Denmark and the Czech Republic are two countries that have based their country branding strategy on their well-known capital cities rather than on the country itself. Most tourists who visit the Czech Republic go to Prague and for them this city reflects the real beauty of the country.

Despite the vast efforts of researchers to describe these rebranding strategies and their implementation, most studies have been unable to determine whether these processes were successful and lasted a reasonable period of time, or whether after only a few years these countries had to replace and/or update their image to ensure that it continued to meet its original objectives. Experience suggests that the pursuit of relevance is ceaseless and that the rebranding a state or a coun-

try is not a one-off process. The process is evolutionary, incrementally developing over a long time, sometimes taking giant steps and sometimes just requiring small adjustments to the overall process. This paper traces Israel's extended rebranding strategy over the course of its more than 60 years of independence, and describes the differences between the images it has used and thereafter discarded. The paper considers the various images used to attract tourists from all over the globe and discusses the challenges these presented to strategists.

ISRAEL AS A NATIONAL BRAND: CASE STUDY

Any attempt to compare what Israel has to offer with other states underscores just how complicated a 'product' Israel is to sell. On the one hand, this very little country has a varied landscape — from snow in the north to desert in the south — and it is bounded by an unbroken Mediterranean coastline all along its western border. On the other hand, from the moment it declared itself a state, Israel has had to fight for its life and is surrounded by four Arab countries (Syria and Lebanon in the north, Jordan in the east and Egypt in the south), which make a visit to Israel — from time to time — a possibly unpleasant experience in potential visitors' minds. In practice, tourists who have visited the country, even when Islamic fundamentalist organisations tried to disrupt the country's and the region's tranquility, said that they felt safe and did not feel at risk at any moment during their stay.²⁰ The strategic challenge with which the Israeli government has had to grapple from its very first days has been how to convince tourists to visit the country and not feel that they are in any imminent danger. This challenge has led the

Israeli government to rebrand the country's image periodically and to be very creative in communicating with diverse target groups (Table 1). The Israeli Ministry of Tourism has overseen almost all these processes, excluding the one in 2010, which was run by the Ministry of Foreign Affairs.

First approach: The Land of the Bible

In the first years following the establishment of the state of Israel, the Ministry of Tourism was responsible for marketing the country. The country at that point had two main disadvantages in terms of image and tourism infrastructure: a poor economy, and being perpetually on the eve of war. The Minister of Tourism realised that the only strategy that should be implemented in order to market the country was to focus on the Bible and Israel's link to it. The idea was to attract older tourists who felt connected to the Bible, mainly Jews and Christians, and showcase the holiest sites for each of the two target groups. Consequently, the Ministry of Tourism developed two separate tourist programmes and also trained tourist guides for these programmes. The advertising strategy was mainly based on US newspaper advertisements. This strategy worked reasonably well for the first two decades of the young country's life but as the country's industry and infrastructure became better established, and lots of unique tourist sites were developed aside from the places linked to the Bible, the strategy also had to change. A new plan for coping with the new challenges of the tourism market had to be designed.

Second approach: Unique places

In the 1970s, the Ministry of Tourism realised that its current branding strategy

was too limited and replaced it with one that focused on the unique sites of interest within the country but without directly referencing the Bible. The idea was to take advantage of Israel's geographic assets and market them to target markets wishing to discover a beautiful small country. The advertising strategy, accordingly, was based on billboard advertising as well as newspaper ads. These ads presented five main unique places (Tel Aviv, Jerusalem, the Dead Sea, the Galilee and Eilat) that should interest tourists wanting to travel and explore new sites. These five places were situated all over the country and any traveller could visit them in the course of a one-week stay.

Third approach: Beyond unique places

In the 1980s, the Ministry of Tourism realised that the unique places strategy was no longer sufficient, as travellers could always find more beautiful places without having to make the long trip to Israel. Therefore, the existing strategy was replaced with the idea of going beyond unique places. The concept here was to show older and younger travellers that a visit to Israel was not like visiting any other place in the Mediterranean region and in Europe, as each site in Israel has so much more to offer than the place itself. This concept was translated into an advertising campaign, and ads presented Israel's unique places with the slogans 'Anywhere else this would just be an old city' when marketing Jerusalem or 'Anywhere else this would just be a seaside resort' for Tel Aviv. This strategy was considered very advanced compared with the earlier ones, as the emphasis was on the atmosphere of these places and not focused on topographical aspects.

Table 1 Israel's branding approaches over sixty years

Branding approach theme	Period	Target market	Marketing idea	Example of slogan
The Land of the Bible	1950s	Older tourists with a link to the Bible	To visit the holy places of all three religions	'Israel — The land of the Bible'
Unique places	1970s	Mainly middle-aged tourists who like to travel	To visit the unique places the country has to offer	'Masada — symbols of the ancient kingdom of Israel'
Beyond unique places	1980s	Adults and young tourists	To visit the country's unique places for experience and the atmosphere	'Anywhere else this would just be an old city' (Jerusalem)
Rational link between places and people	1990–1996	Adult and young tourists wishing to explore specific areas of interest to them	To visit and explore specific places in order to enrich one's knowledge	'Israel — No one belongs here more than you'
Emotional link between places and people	1997–2000	Older and young tourists wishing to explore specific areas of interest to them	To visit and explore specific places in order to enrich one's knowledge and revel in the country's peacefulness and tranquility	'You'll love Israel from the first "shalom"'
The Israeli feminine beauty	2001–2007	Young tourists	To visit a beautiful country with a beautiful personality	'The beauty of Israel'
Link between places and experience	2008–2010	Older and young tourists wishing to experience the visit	To visit certain places in order to have an unforgettable experience	'Experience Israel'
A modern European country	2011–present	Young tourists	To have the most enjoyable holiday available	'Israel — It's like magic'

Fourth approach: Rational link between places and people

In the early 1990s, the branding approach was again changed. It was replaced by a new one based on linking locations in Israel to the characteristics of potential travellers. The idea was to appeal both to older and younger tourists who are interested in ballet, food, gardening, music and archaeology, and convince them that a visit to Israel and to specific sites associated with each of these interests would enhance their knowledge and experience. Therefore, for each location selected, a spokesperson was chosen to speak for and represent the site. For example, if the subject was food, a chef would be the best spokesperson. This approach was mainly targeted at travel agencies that were supposed to advise their clients where to travel based on their specific interests. Over the years, this approach was not very successful as tourists generally wish to get much more out of a trip to a distant destination than new knowledge on one subject of interest.

Fifth approach: Emotional link between places and people

In the late 1990s, the branding theme of linking places and people was revised to base it on an emotional perspective. This tweaking was done by using the word 'Shalom' — which means both peace and hello in Hebrew. The brochures distributed to travel agencies all over the world showed the same people as appeared in earlier ads, but this time near each of them the slogan 'you'll love Israel from the first "Shalom"' appeared. The idea of this branding approach was to present the country as friendly and inviting by connecting the places to the Israeli people, and portraying the

country as more civil and kind than they may have heard or been led to believe. Despite this sophisticated approach, surveys found that most potential travellers did not perceive this approach as intriguing enough in comparison with other countries' campaigns that had already branded themselves in more emotional ways.

Sixth approach: The Israeli feminine beauty

In the early 2000s, it was decided to appeal to the young tourist market, which had become a very dominant one all over the world. Despite the global financial crisis, young people, working and earning money, were continuing to travel and enjoy life, making them a strategic target market. In addition, in the same period, politically, Israel was getting bad publicity all over the world. Accordingly, to attract young travellers and battle the negativity against Israel, another branding campaign that also played on emotion was adopted. This approach leveraged the beauty of Israel's top models in an attempt to reach young tourists through the message of 'beautiful country and beautiful personality'. The campaign was used in every promotional venue outside and inside Israel. Many experts in the field of tourism warned that this approach using sex appeal would damage Israel's image in the world as a country that has a lot to offer and contribute in terms of high-tech industry for example. Nonetheless, this branding campaign was covered all over the world, and Israel succeeded in attracting the interest of young people everywhere by showing that it was both a Western and cosmopolitan country.

Seventh approach: Link between places and experience

In 2008, the branding approach was replaced by a new one that lasted until 2010. What this paper calls the sixth branding approach appeared to be too limited in its appeal — older people were not a factor in it at all. Moreover, Israel's political image had improved, which led the Ministry of Tourism to look for a broader branding approach. The idea was to attract older and younger tourists wanting to experience much more than a simple visit. As a result, the campaign designed to link places and experiences was born. The slogan 'experience Israel' was chosen and ads were presented in metro (underground train) stations all over Europe. These ads presented the Red Sea in Eilat and Israel's Mediterranean coastline, and the varied maritime activities that enable an unforgettable experience. In addition, another slogan 'Imagine what you can experience in 4 days' appeared in many newspapers in order to attract young travellers to the beautiful shores of the Mediterranean Sea.

Eighth approach: A modern European country

In 2011, the Israeli government decided to take advantage of Israel's strong positive political image. The responsibility for promoting the national image moved from the Ministry of Tourism to the Ministry of Foreign Affairs. To the Ministry of Foreign Affairs, 2011 was very crucial and its planners started designing a new process for promoting Israel to potential travellers. Completely different from the way earlier images were created, this time the Ministry initiated a very fundamental process that included eight phases and was based on Olins²¹ corporate identity model.

First phase: Establishing a steering team

In order to leverage the unparalleled advantage that Israel enjoys from its positive political image and in order to promote the country professionally, a steering team comprising the people best qualified to lead the new rebranding process was recruited. The steering team included members from the Ministry of Foreign Affairs and the Ministry of Tourism, former ambassadors and attachés, academic scholars and advertisers. The committee was chaired by the Ministry of Foreign Affairs' spokesperson.

Second phase: Focusing on the potential target markets and identifying the country's current image

In this stage, the team identified target markets with the most potential and examined these markets' perception of Israel. As the global economy was not very strong in 2011, and as young travellers (ages 25–40) seemed to be hurt less by the economic instability, it was decided to focus on this target market, which was continuing to travel all over the world.

In general, researchers tend to use several common techniques to identify the current image of a country such as focus groups, interview surveys (expert interviews, deep interviews) and the brand personification technique.²² The steering team conducted short interview surveys with young travellers visiting Tel Aviv and Jerusalem (the country's two largest cities) who had come from countries all over Europe and the USA. Three main questions were asked in order to identify the overall image of the country. These questions were based on the country-image scale of Jaffe and Nebenzahl,²³ which encompasses the three facets of a

nation: its tangible assets (its most well-known places), its famous people, and its products and brands. The first question was what kind of places do you connect with Israel? The most common answers were Jerusalem, the Sea of Galilee, Tel Aviv, Haifa, the Dead Sea and Eilat. The second question was which famous people do you connect with Israel? The most common answers were Shimon Peres (the President of Israel), Benjamin Netanyahu (the Prime Minister of Israel), Bar Rafaeli (Israeli top model), Dana International (Israeli singer), Omri Caspi (an Israeli NBA basketball) and Gal Gadot (an Israeli actress working in Hollywood). The third question was which well-known products do you connect with Israel? Regarding this question, respondents could not point out a brand name associated with Israel but most of them tended to say that Israel has very powerful high-tech and military industries. Based on these findings, the steering team realised that it was imperative to connect the 'coolest' places in the country to the most well-known young Israeli celebrities.

Third phase: Identification of the strategic opportunities of the country

At this point the steering team had to find the strategic opportunities on which to base the country's new image, which they did via a strengths, weaknesses, opportunities and threats (SWOT) analysis (Table 2). This analysis was based on the steering team's combined experience and knowledge. They concluded that the new Israel image should be focused for the first time not on presenting Israel as another Mediterranean country (such as Greece and Croatia), but rather on presenting the country as part of Europe.

Fourth phase: Identification of the new position of the country

With the SWOT analysis findings (no longer a Mediterranean country but rather part of Europe) in hand, the steering team had to define the country's new image. The team members decided to define the new image of Israel based on eight dimensions (based on Anholt²⁴): tourism potential, economic power, foreign and domestic politics, sport achievements, export brands,

Table 2 SWOT analysis of Israel

Strength	Weakness	Opportunities	Threats
Stable political regime	Surrounded by inimical nations	To become a member of the EU	Become another typical Middle east country
Real democracy	Perceived as unsafe	Becoming a real immigrant country (mainly because of anti-semitism)	
Educated population	Not so courteous people	Becoming a very dominant Mediterranean country	
High-tech superpower			

citizens' behaviour, culture and heritage and history. Based on these eight country image dimensions, the steering team agreed that Israel's image is derived mostly from two dimensions: tourism potential (the country provides high-quality Western facilities for tourists) and heritage and history (the country's heritage and history can be very interesting for European tourists). In addition, Israel's image is derived partly from four dimensions: economic power (a very well-established country in terms of economics), foreign and domestic politics (Israeli politics tend to be affected by what is happening in Europe and the USA), citizens' behaviour (half of the population comes from Europe), and culture (a very rich culture that is strongly influenced by the West). Israel could use these dimensions in order to position itself in potential young European tourists' minds as being part of Europe.

Fifth phase: Interpretation of the positioning idea in a visual language

The purpose of this phase was to find a buzzword that would sum up the most relevant dimensions surrounding Israel's image. The steering team agreed that the most appropriate buzzword should be *pluralism*. This word best describes the most powerful dimensions of Israel's image and fits the idea of presenting Israel as part of Europe.

Sixth phase: Choosing a slogan

In this phase, two slogans were presented: 'Israel — It's like magic' and 'Israel — Feel the freedom'. After intensive discussions, the steering team decided to go with the first slogan because it felt more tangible than the second one.

Seventh phase: Implementation of the new slogan as part of a campaign

As the target market was young European visitors, it was decided to create a very focused campaign based on the internet and fashion channels. Six different clips were created, based on the idea that the young traveller's next holiday in Israel was going to be a one continual magic moment. In each clip, beautiful Israeli models were shown enjoying and relaxing in three different cities: Jerusalem (the capital of Israel), Tel Aviv-Jaffa (the business and entertainment capital city), Eilat (the most popular tourist destination in the country); and in three sites: the Carmel Mountain (a verdant area with a very relaxed atmosphere), Caesarea (one of the most beautiful beaches in the Mediterranean region), and the Dead Sea (the lowest place on Earth, which is considered to be one of the places most associated with Israel around the world). In all, these six beautiful short clips (around one minute each) made viewers see that it was possible to have a magical vacation in Israel at any time of the day (early morning, morning, noon, afternoon and night).

STUDY

Qualitative data collection

In order to determine the impact of these six video clips on potential travellers, a qualitative study was conducted in five universities/colleges (London, Paris, Berlin, Copenhagen and Vilnius) during an MBA international marketing seminar. In general, 376 students participated in this study (London 88 students; Paris 81 students; Berlin 72 students; Copenhagen 92 students and Vilnius 43 students). This study had four phases. In the first phase, students (aged 25–42) were asked to describe their image of Israel. In the

second phase, they were asked to watch six clips about Israel, and at the end of these clips to express their associations based on what they had watched. In the third phase, they were asked to describe the new image of Israel they now had after watching these clips; and in the fourth phase, they were asked to describe their willingness to visit Israel on their next vacation/trip based on their new image of Israel.

Analysis and results

Regarding the first question *'Describe in your own words how you perceive Israel (your current image of Israel)?'*, the students from the London college perceived Israel as a more 'Middle-Eastern country' and a 'complicated country'. The students from the college in Paris perceived Israel as a 'poorer country'. The students from the Berlin university perceived Israel as a more 'Mediterranean country, but less attractive than Greece'. The students from the university in Copenhagen perceived Israel as a 'warmer but unfriendly place' whereas the students from the university in Vilnius perceived Israel as 'an old country and a bit boring'.

Regarding the second question *'What are the associations which come to mind after watching these clips?'*, the students from the London college associated Israel with a 'beautiful landscape', 'warm place' and 'friendly people'. The students from the college in Paris associated Israel with 'beautiful people', 'culture' and 'fun'. The students from the Berlin University associated Israel with 'beautiful shores', 'trendiness', 'modernity', and 'multi-culturalism'. The students from the university in Copenhagen associated Israel with 'diversity', a 'warm place', 'exoticness' and 'endless seas'. The students from

the university in Vilnius associated Israel with 'beautiful women', 'historical places', 'modernity', 'deserts' and 'seas'.

Regarding the third question *'Describe in your own words how you perceive Israel after watching these clips (your new image of Israel based on the six clips)?'*, the students from London college now saw Israel as a 'European country that has everything'. The students from the college in Paris now saw Israel as a 'beautiful and elegant country'. Students from the university in Berlin now saw Israel as a 'Western country with tempo'. The students from the university in Copenhagen now saw Israel as a 'modern and exotic country', and the students from the university in Vilnius now saw Israel as a 'Western country offering *la dolce vita*'.

Regarding the fourth question *'Would you be willing to consider Israel as a place to visit on your next vacation?'*, about 25 per cent of the respondents claimed that after watching these clips, Israel could be a very realistic place to visit on their next vacation.

Based on these results, it can be seen that the image of Israel the students that participated in the study had before watching the clips was negative, and after watching the clips, these students tended to perceive Israel more positively and revealed positive associations with aspects previously unknown to them. The fact that 25 per cent of the respondents stated that they now see Israel as a realistic option to visit on their next vacation can show that Israel's latest rebranding campaign was targeted directly at young travellers, and that even a country that for years was identified as a more traditional one (a country relating to the Bible) and did not appeal to young population segments, can be rebranded differently. Nevertheless, at the same time it is essen-

tial to note that it is very difficult to determine at the current time whether this new image is a success, as a country's image should be analysed after a certain amount of time has passed once a new branding approach is launched. Data show that there has been an increase of almost 5 per cent in young tourists from Europe in comparison to before (from 35 per cent to 40 per cent).

CONCLUSIONS

The case study presented here covers the rebranding strategy of a country spanning over 60 years. What is clear is that despite the necessity of sticking to a certain image, in practice marketers should refer to a country's dynamic environmental, economic, political and social changing forces and reflect these in the evolving rebranding strategy. This case shows how important it is for marketers and decision-makers branding a country to be attentive to all kinds of environmental forces and to be able to change the country's image from time to time.

References

- (1) Kotler, P. and Gertner, D. (2002) 'Country as brand, product, and beyond: A place marketing and brand management perspective', *Journal of Brand Management*, Vol. 9, No. 4-5, pp. 249-261.
- (2) Herstein, R. (2012) 'The thin line between country, city and region branding', *Journal of Vacation Marketing*, Vol. 18, No. 2, pp. 147-155.
- (3) Jaffe, E. D. and Nebenzahl, I. D. (2006) 'National Image & Competitive Advantage: The Theory and Practice of Place Branding', 2nd edn, Copenhagen Business School Press, Copenhagen.
- (4) Nagashima, A. (1970) 'A comparison of Japanese and US attitudes toward foreign products', *The Journal of Marketing*, Vol. 34, No. 1, pp. 68-74.
- (5) Caldwell, N. and Freire, J. R. (2004) 'The differences between branding a country, a region and a city: Applying the brand box model', *Journal of Brand Management*, Vol. 12, No. 1, pp. 50-61.
- (6) Hankinson, G. (2001) 'Location branding: A study of the branding practices of 12 English cities', *Journal of Brand Management*, Vol. 9, No. 2, pp. 127-142.
- (7) Budruk, M. (2010) 'Cross-language measurement equivalence of the place attachment scale: a multigroup confirmatory factor analysis approach', *Journal of Leisure Research*, Vol. 42, No. 2, pp. 25-42.
- (8) Gilboa, S. and Herstein, R. (2012) 'Place status, place loyalty and well being: an exploratory investigation of Israeli residents', *Journal of Place Management and Development*, Vol. 5, No. 2, pp. 141-157.
- (9) Fan, Y. (2006) 'Branding the nations: what is being branded?', *Journal of Vacation Marketing*, Vol. 12, No. 1, pp. 5-14.
- (10) Nuttavuthisit, K. (2007) 'Branding Thailand: Correcting the negative image of sex tourism', *Place Branding and Public Diplomacy*, Vol. 3, No. 1, pp. 21-30.
- (11) Florek, M. and Conejo, F. (2007) 'Export flagships in branding small developing countries: The cases of Costa Rica and Moldova', *Place Branding and Public Diplomacy*, Vol. 3, No. 1, pp. 53-72.
- (12) O'Leary, S. and Deegan, J. (2003) 'People, pace, place: Qualitative and quantitative images of Ireland as a tourism destination in France', *Journal of Vacation Marketing*, Vol. 9, No. 3, pp. 213-226.
- (13) Gould, M. and Skinner, H. (2007) 'Branding on ambiguity? Place branding without a national identity: Marketing Northern Ireland as a post-conflict society in the USA', *Place Branding and Public Diplomacy*, Vol. 3, No. 1, pp. 100-113.
- (14) Kemming, J. D. and Sandikci, O. (2007) 'Turkey's EU accession as a question of nation brand image', *Place Branding and Public Diplomacy*, Vol. 3, No. 1, pp. 31-41.
- (15) Gilmore, F. (2001) 'A country — Can it be repositioned? Spain — The success story of country branding', *Journal of Brand Management*, Vol. 9, No. 4, pp. 281-293.
- (16) Hall, J. (2004) 'Branding Britain', *Journal of Vacation Marketing*, Vol. 10, No. 2, pp. 171-185.
- (17) Hall, D. (2002) 'Brand development, tourism and national identity: The re-imagining of former Yugoslavia', *Journal of Brand Management*, Vol. 9, No. 4-5, pp. 323-334.
- (18) Morgan, N. and Pritchard, A. (1999) 'Building destination brands: The case of Wales and Australia', *Journal of Brand Management*, Vol. 7, No. 2, pp. 103-118.
- (19) Morgan, N., Pritchard, A. and Piggott, R. (2003) 'Destination branding and the role of the stakeholders: The case of New Zealand', *Journal of Vacation Marketing*, Vol. 9, No. 3, pp. 285-299.

- (20) Avraham, E. (2009) 'Marketing and managing nation branding during prolonged crisis: the case of Israel', *Place Branding and Public Diplomacy*, Vol. 5, No. 3, pp. 202–214.
- (21) Olins, W. (1995), 'The New Guide to Identity', Gower Publishing, Aldershot.
- (22) Pike, S. (2002) 'Destination image analysis – A review of 142 papers from 1973 to 2000', *Tourism Management*, Vol. 23, No. 5, pp. 541–549.
- (23) Jaffè, E. D and Nebenzahl, I. D. (1984) 'Alternative questionnaire formats for country image studies', *Journal of Marketing Research*, Vol. 21, No. 4, pp. 463–471.
- (24) Anholt, S. (2002) 'Foreword to the special issue on place branding', *Journal of Brand Management*, Vol. 9, No. 4–5, pp. 229–239.