

**UNIVERSITY OF NAIROBI**  
**INSTITUTE OF DIPLOMACY AND INTERNATIONAL STUDIES**

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**// PUBLIC DIPLOMACY AND NATION BRANDING: A CASE STUDY OF KENYA //**

BY  
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R51/80742/2012

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## DECLARATION

I declare that this research project is my original work and has not been presented for any award of a degree in any other university.

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This research project has been submitted for examination with my authority as the University supervisor.

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## **ACKNOWLEDGEMENT**

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Finally, I extend my appreciation to all my colleagues and classmates for their support throughout my research period.

## **DEDICATION**

I dedicate this study to my husband Sammy and two sons Ryan and Jeremy. Thank you for your unrelenting support.

## **ABSTRACT**

Kenya had been a peaceful country and a tourist hub until August 1998 when the United States of America embassy was hit by terrorist killing about two hundred and fifty (250) people and the subsequent terror attacks on both Kenyan citizens and foreigners. Kenya now faces an uphill task as it grapples with terrorism within her borders and war against corruption, organized gangs such as Mombasa Republican Council (MRC) in Mombasa, clan wars in North Eastern region, Turkana and Pokot ,Tana River region and the 2007/2008 post elections violence which marked the country as insecure leading to several countries USA included to issues numerous travel alerts and advisories to their citizens against visiting Kenya. The tainted international image of Kenya caused by these factors, a new era of public diplomacy and nation branding initiated in 1998 to redeem the bad image. Nation branding is a relatively new concept that many countries are adopting to improve their image internationally while focusing on their national interest. The study based its arguments on the neoliberalism theory authored by Joseph Nye and which refers to soft power. It is for this reason that this study attempts to extensively examine the branding activities through strategies and tools that Kenya has undertaken through the Brand Kenya Board as well as other institutions. Following a review of the relevant publications and materials, the following were the study findings. Kenya adopted varied strategies to build its image as a brand. First, was the establishment of key institutions targeted at enhancing nation branding such as BKB, KTB and EPC. With varied specific roles, these institutions have employed a number of tools ranging from running marketing campaigns through exhibitions, road-shows, participation of global or international expositions, vibrant internet advertisements. In addition, there was the adoption of International Cultural Relations policies that promoted public participation in public diplomacy. However, there were a number challenges that hampered the branding initiatives including, funding constraints, fast technological developments; lack of adequate skilled personnel and lack of comprehensive branding policies as well as a coordinated branding framework. The tourism sector's vulnerability to global economic and local political developments was also noted as a major challenge to the achievement of a strong brand Kenya. The study recommends that Kenya should consider developing a clear branding policy for the country that ensures adequate allocation, timely disbursement and efficient use of resources in public diplomacy and nation branding. Furthermore, there is need to invest in proper capacity building for staff in the tourism sector to ensure that they effectively serve the ever-changing needs of the tourists.

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## **LIST OF ABBREVIATIONS / ACRONYMS**

<b>KDF</b>	-	<b>Kenya Defense Forces</b>
<b>MRC</b>	-	<b>Mombasa Republican Congress</b>
<b>AU</b>	-	<b>African Union</b>
<b>IR</b>	-	<b>International Relations</b>
<b>EU</b>	-	<b>European Union</b>
<b>BKB</b>	-	<b>Brand Kenya Board</b>
<b>KTB</b>	-	<b>Kenya Tourism Board</b>
<b>EPC</b>	-	<b>Export Promotions Council</b>
<b>KNBS</b>	-	<b>Kenya National Bureau of Statistics</b>
<b>KBS</b>	-	<b>Kenya Bureau of Standards</b>

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## **CHAPTER ONE**

### **1.0 Background of the Study**

The 21<sup>st</sup> century has been characterized by a lot of development in technological revolution of communication which has greatly enhanced globalization. The improved communication technology has also enabled people to be constantly aware of what is happening around the world. As a result of this, many government authorities are increasingly becoming sensitive of their image in the international scene and consequently investing heavily to promote their national image in the world opinion.

This has been necessitated by the fact that a nation's image has a more direct impact on its power of influence in international competition, its ability to sell ideas as well as her ideologies and the capacity to improve economy and the welfare of its people. For example, the need to manage national image became imminent to United States of America (USA) after the September 11, 2001 terrorism attack and her subsequent declaration of war on terrorism. USA's decision to invade Iraq in 2003 to flush out the Al-Qaeda-backed Taliban regime also did a lot of damage to her image. For this reason, the US is very concerned about her image in the Muslim world and how this image is impeding her global war on terror.

In Kenya, the need for image improvement increased after the 1998 bombing and subsequent terrorism attacks, kidnappings of tourists and foreigners by the suspected Al-Shaabab militia. As a result, Kenya launched a war on the militia by sending the Kenya Defense Forces (KDF) to Somalia, which is their stronghold.

The big question however being posed by critics is how the business of managing a country's image should be conducted and which tools should be used? There are those who are of the opinion that a government should manage its country's image with the same tools used by business entities.<sup>1</sup>Rita Clifton *et al.* (Brands and Branding, 2009) recognizes that the element of branding pushes the market value of a brand to around one- third of the total and therefore confirms branding as the most important single corporate asset.<sup>2</sup>

Nation branding therefore, would mean the branding of a country and which could have both negative and positive impacts to tourists depending on how it is done. In this case, destination branding would refer to the marketing of a tourist destination with its main objective being selling the destination's attributes. While on the other hand, nation branding is wholesome as it seeks to enhance competitive advantage against competitors hence improving the country's economy. It is also worth noting that, nation branding is important in bridging the perception gap between the brand identity and brand images.

Branding in itself is a management tool that is often used by businesses to manage networks of connections both in their international and external environment. It goes beyond a name, a logo and slogan where a complex, well-structured process aimed at manipulating the characteristics of a business's image is employed. For example, when a large corporate entity is put up for sale, its pricing is not only based on its actual assets, the brand value is also greatly considered. For instance, the sale of Gillette to proctor and Gamble in 2005 is a good example where Gillette had

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<sup>1</sup>Rommey Hassan (2008), Policy Paper "*The Israel Brand Nation Marketing Under Constant Conflict*,"TelAyyiy University Press, Israel.

<sup>2</sup> Rita Clifton et al (2009). '*Brands and Branding*' Bloomberg Press (pp 3 – 4).

created a solid brand value and sold for a total sum of 57 billion. <sup>3</sup>In business, branding aims at selling the product, increasing loyalty and broadening consumer market.

It is apparent therefore, that because of technological revolution which has resulted in telecommunication revolution, there are no more secrets. What counts in today's world is what you see, hear and read, thus creating a need for an in-depth discussion of public diplomacy and nation branding.

One of the key interests to this research project is to find out the role of national prestige as one of the foreign policies in nation-branding. Hans Morgenthau (*Politics Among Nations*, 1991) argues that national prestige is an end in itself where through policy of prestige, the status quo and imperialism try to achieve their ends.<sup>4</sup> He notes that the main purpose of policy of national prestige is to impress other nations with the power one's own nation actually possesses, or with the power it believes, or wants the other nations to believe it possesses. For instance, he identifies two specific instrumentalities that serve the purpose of policy of national prestige: diplomatic ceremonial and display of military force.

## **1.2 Statement of the Problem**

Kenya has been a peaceful Country where foreign tourists would retreat to have fun and relax. This was so until 7<sup>th</sup> August 1998 when Kenya was hit hardest by terrorists in Nairobi capital city killing about two hundred and fifty (250) people among them Twelve (12) USA citizens.

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<sup>3</sup> <http://www.pginvestorswith/phoenix.zhtml?c=104574&P=in/-nesArtisemain&ID=667876> & highlight.

<sup>4</sup>Hars J. Morgenthau, *Politics among Nations, The Struggle of Power and Peace*, Kalyani Publishers New Delhi (1991) pp 86 – 87.

The attack on Westgate shopping mall on 21<sup>st</sup> September 2013 saw the government involve the military as it fought to redeem national prestige of a peaceful country. A total of about sixty seven (67) people of different nationalities died in the siege that targeted foreigners who frequented the high-end shopping mall in Westlands, Nairobi.

Kenya is host to a number of key international organizations including the United Nations Environment Programme (UNEP) whose headquarters is in Nairobi. This therefore makes Kenya a favorable target by the Al-Qaeda backed Al-Shaabab militia to launch terror attacks against the foreigners working for these institutions. Kenya is now faced with an uphill task as it grapples with terrorism attacks within her borders and war against terrorism, corruption, organized gangs such as Mombasa Republican Council (MRC) in Mombasa and Mungiki in Central and Nairobi provinces.

Kenya now finds herself in the same league with states such as USA in the war against terrorism. Due to several attacks in the country and a number of kidnappings of foreign tourists and non-governmental employees, Kenya has severally been slammed with travel bans which have continually impacted negatively on the tourism sector and the economy at large.

Kenya's image internationally has been tainted and the once peaceful place has now severally been renamed a dangerous place to visit. Internal conflicts in Kenya, also played a major role in the issuance of travel bans mostly by the European countries. For example the 1992 tribal clashes which took place in most parts of the Rift Valley and the Coastal Regions and the worst of all,

the 2007/2008 post-election violence that saw about one thousand three hundred (1,300) people killed and over eight hundred(800) thousand displaced.

The 2007/2008 post-election violence mapped out Kenya as an insecure country and many foreign countries issued travel bans and advisories to their citizens against visiting Kenya. This period marked a start of a new era in public diplomacy in Kenya with the objective of redeeming the lost glory and improving her image in the international arena.

In March 2008, Brand Kenya Commission was established and charged with the mandate of marketing Kenya as the best tourist destination in the world. Therefore, this study examines, what tools and strategies have Brand Kenya employed to discharge its duties? And what benefits accrue in fostering a policy of national prestige in International Relations?

### **1.3 Objectives of the Research**

The objectives of the study are:-

- a) To determine the strategies and tools of public diplomacy employed by Kenya in her nation branding.
- b) To analyze institutions and tools they have employed in branding Kenya and how it has fostered the policy of national prestige.
- c) To identify the gaps in Kenya Nation branding strategy.

#### **1.4 Justification of the Study**

Kenya is geographically well placed in Africa, rich with natural resources such as wildlife, titanium, oil, beautiful terrain like the Rift Valley gauge, natural lakes, Mt. Kenya, different cultures from diverse communities and beautiful beaches at the coast not to forget the beautiful climate.

Politically, it is well connected with the super-powers of the world. In sports, Kenya carries the glory of long distance runners. It is also the regional trading hub and a gateway to other East African countries. Economically, Kenya is considered a super-power within the East African Community and provides a lot of business opportunities to foreign investors.<sup>5</sup> However, the tainted image brought about by terrorist activities, political instability, criminal gangs such as Mungiki and MRC, and massive corruption is seriously threatening to strip off Kenya her glorious image in the global arena.

Her efforts to regain and polish her image locally and internationally through well-structured strategies and tools have not been studied in a comprehensive study. The study will therefore add knowledge on the effective strategies and tools of public diplomacy of national branding employed by Kenya and how best they have been used to foster the policy of national prestige.

This study, from the findings and recommendations will provide valuable insights to the government and policy analysts concerning the success of strategies and tools of public diplomacy employed during nation branding. The study is also expected to help the government

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<sup>5</sup><http://www.au.int/en/recs/eac-East African Community> Accessed on 8 – May 2014.



identify gaps in her branding strategy and come up with ways on how to bridge those gaps so as to achieve its goals in the nation branding campaign.

The study is expected to generate new information in the academia of public diplomacy, particularly in the case of nation branding which is now being embraced in the wake of competition among countries and increased insecurity cases. This study will therefore be important in future studies and continuation of public diplomacy and nation branding.

### **1.5 Literature Review on Nation Branding**

A country's image is a key element in international affairs and nations strive to cultivate and maximize their image and reputational capital on the world stage.<sup>6</sup>

The founder of neoliberal school of thought, Joseph Nye argues that the need of exercising soft power, which could refer to nation branding, has more than ever increased and is becoming a global phenomenon. He describes soft power as the ability to attract which often leads to acquiescence.<sup>7</sup>

Han argues that image and reputation have become very essential elements in a country and has equated them to commercial brands where matters of trust and customer satisfaction must be built.<sup>8</sup> Similar to this is Nye's soft power resources, where a country's brand is determined by its culture, political ideologies and policies. Branding as it were helps a country to create, establish valuable relationship between an individual and sustainable development.

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<sup>6</sup> Wang and Sun; *Experiencing National Brands; A Comprehensive Analysis of Eight National Pillions at Expo Shanghai*, 2010, (2012) Figueraa Press. Los Angeles.

<sup>7</sup>Quoted by Wang and Sun in their Paper '*A Comparative Analysis of Eight National Paullions at Expo Shanghai*2010, Figueroa Press. Los Angeles.

<sup>8</sup>Peteruan Ham: *Place Branding: The State of the Art*.

Miller notes that even though Anti-globalization proponents claim that globalization threatens local diversity, evidence has shown that in order to compete against the backdrop of global cultural homogeneity, nations often have to strive to promote local distinctiveness as a competitive advantages,<sup>9</sup> thus the need to brand nations.

Nation branding is a relatively new and developing field of study in which scholars continue their search for a unified theoretical framework. Many countries appear to be practicing nation branding with examples such as USA, Canada, France, South Africa, Japan, China, Israel and many more thus providing scholars with essential information for their studies on the subject matter.

Nations brand with an aim of improving their country's standing as the image and reputation of a nation can effectively influence its success in attracting tourism receipts and investment capital and influence the world through its culture and politics. Countries yearn to optimize their assets and at the same time gain power in international relations through the force of attraction. They want to be admired and measured by the number of tourists they receive in a year, economic stability and the global demands for the country's export.

Anholt (2004) observes that in today's intensely competitive world where access to capital, talent, ideas and consumers get ever easier, countries ability to compete against each other for share of mind, share of income, share of talent and voice, is significantly determined by the

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<sup>9</sup>True, Jacqui (2006) "*Globalization and Identity*," In Raymond Miller. *Globalization and Identity* South Melbourne: Oxford Universities Press, pp 73 – 74.

power of their brand image. Therefore unless a country 'stands for' something special and unique, there is minimal chance that this country will be able to compete successfully for any of the precious attention.<sup>10</sup> He further states that nation branding is not a measure of quick fix for a nation's problems where you simply pump money into a marketing campaign; the 'brand' has to be lived by the citizens of that country.

African countries have not been able for a long time to effectively make use of their natural resources to project a positive nation brand. Societal problems facing most of these countries go beyond what a simple nation branding campaign can fix yet the absence of this nation branding is one of the reasons why these countries fail to establish a strong national identity like the developed countries.

The contribution of nation branding may not be felt or seen directly to a country's increased revenue but as witnessed in the market, a product bearing a label 'manufactured in Germany' will have a higher sale value and will be more attractive than that from a developing country. The less developed countries must therefore target their nation branding inwards in order to boost morale and enhance nation building by encouraging unity, pride towards the country's products and development.

According to Kalamova and Konrad (2010), there are three dimensions that a country's nation branding can capitalize on:<sup>11</sup>

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<sup>10</sup>Anholt, S. (2004). *Branding Places and Nations*, In: Clifton, R., Simmons, J. & Ahmads. (eds), *Brands and Branding*, Princeton, NJ: Bloomberg Press, London, 213- 226.

<sup>11</sup>Kalamoya, Margarita M., and Kai A. Konrad. "Nations Brands and Foreign Direct Investment." <[http://www.bibliothek.wzb.eu/pdf/2010/iii\\_10=06pdf](http://www.bibliothek.wzb.eu/pdf/2010/iii_10=06pdf).

- *Tourism*: Which implies a country's natural and man-made resources
- *Governance*: The governing style and its role in nation building
- *Capital and Labor flows*: This is the general perceived economic conditions and the willingness to invest in that country's economy
- *Culture and people*: This represents the attractiveness of a country's media, history, language and society.

Rita Clifton *et al* (Brands and Branding) notes brands – whether products, services, retail or corporate, consumer or business-to-business are demonstrably the most important and sustainable asset any organization has.<sup>12</sup> In hard times, a brand is the key to protection and growth as Warren Buffet (Brands and Branding) argues.

### **1.5.1 Literature on National Interest**

At the Centre stage of any country's foreign policy formulation is the national interests which consists of the basic common; survival for itself and its populations, maintaining the territorial integrity of the state and finally enhancing its status and position in terms of relationship with other states.

National interest can be described as an interest that is common and accepted across the nation as a priority for the country and whose implementation is a fundamental task of the state and its foreign policy. Whereas as foreign policy can briefly be defined as “the sum of official external conducted by an independent actor, usually a state in international relations.”<sup>13</sup>

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<sup>12</sup>Rita Clifton et al. *Brands and Branding*. Bloomberg Press, 2009, New York (3-6).

<sup>13</sup> Christopher Hill, *the Changing Politics of foreign Policy* (London: Palgrave Macmillan, 78 – 98, 2003).

There are conceptions that national interests provide a powerful dynamic that is essential in mobilizing the domestic society around specific political projects and issues. National interests remain to be a constant feature of domestic politics across political systems as each system strives to be seen as the one that offers the best safeguard for maintaining national interests.

National interests have been argued to be ambiguous in nature but Shearman contests that argument by saying that national interest is for the common good of a society a nation- state which means that, although there are conflicting interests between groups in a domestic society, there exist general and common benefits that all members of the society share irrespective of individual or group preferences on other issues.<sup>14</sup>

National interest is key in nation branding as it is linked to perception of identity where images of a nation and its place in the world can be drawn upon to mobilize national identity dynamic, according to Bloom. He adds that government and opposition groups draw upon, create and manipulates these images for their own good in a struggle for political power. Political elites are therefore seen as manipulating a social –psychological dynamic relating to a conception of national identity which is in itself determined by the external environment.”<sup>15</sup> That is to mean that conception of the national self is linked to perceptions of the external other. Foreign policy therefore plays an important role as it is viewed as the means to ensure the objective of defending national interest hence strengthening of the national identity.

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<sup>14</sup> Peter Shearman, *defining the National Interest: Russia Policy and Domestic Politics*, 70-85, 1997 Macmillan UK Press Ltd.

<sup>15</sup> Philip G. Gerny, *Foreign Policy Leadership and National Integration*, 92 -98, 1979, British Journal of International Studies, Vol 5.

National interests are ideally universal interest shared by all members of the society, regardless of their ethnicity religion, culture, or class foreign policy therefore is an emotional issue that affects their members of the society even though foreign policy is far more remote in terms of its impact on individual members. As a result of the emotiveness, the national public will always react favorably to policies which seem to enhance the national interest and on the other hand negatively to policies which are seen as undermining it.

### **1.5.2 Literature on National Prestige**

In the international arena, states are much more concerned with upholding and enhancing a sense of self-esteem and national dignity as they are charged with responsibility of preserving their territorial sovereignty from physical threats of violence. In this respect, it is suggested that branding strategies are also to some extent illustrative of the extent to which logics of globalization entail very different ways of relating identity to otherness in comparison to more traditional geopolitical and territorialized ways of locating the self in global politics.<sup>16</sup>

Christopher's (2010) paper further argues that the motivation behind internationalist policies is also often linked to the needs of domestic audiences, as perceived by national leaders, and of the desire to project ideas of national values into international diplomatic marketplace. Internationalism is therefore, intimately connected to questions of national identity and the importance of establishing good grounds for national-esteem and recognition of the national self as a particular type of actor, both domestically as well as within the international community.

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<sup>16</sup> Paper by Christopher S. Browning (2010) '*National Self-Esteem and Internationalism: Branding and Identity in International Relations*': Presented on 35<sup>th</sup> British International Studies Association Annual Conference.

In the same paper, Mitzen (2006b) notes that while traditional security studies has been preoccupied with threats of physical violence and the use of force, ontological security draws attention to the need of actors to secure and stabilize a sense of subjectivity and identity, a focus on which, she suggests can produce alternative explanations of key phenomena like security dilemmas, traditionally central to realist conceptions of security.<sup>17</sup> She further argues that states may become locked in problematic relationships with other states which manifestly seem to undermine their physical security for reason that such actions, and the reticular identity production of a confliction relationship itself; might actually serve to uphold a particular identity or sense of selfhood. At the same time Steele puts it that:

*While physical security is (obviously) important to states, ontological security is more because its fulfillment affirms a state's self-identity. Nations-states seek ontological security because they want to maintain consistent self-concept, and the 'Self' of state is constituted and maintained through a narrative which gives life to routinized foreign policy actions.<sup>18</sup>*

In the quest for securing recognition, the sense of self-esteem and national dignity therefore remain to be fundamental questions. Lindemann (2010) notes that this recognition can be important for two reasons. The first for this case is the need for recognition which is sometimes tied to attempts to secure material, social or political resources which may flow from establishing a positive image for the nation.<sup>19</sup> The second one is that there is a wide spread acknowledgement that recognition of states is fundamental to securing a healthy sense of subjectivity which without actors in the state would begin to feel shame, humiliated and loss of self. In this respect it is therefore argued that it is only possible for individuals to develop a sense of self in dialogical

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<sup>17</sup>Mitzen, Jennifer (2006b) *Ontological Security in World Politics: State Identity and the Security Dilemma*; European Journal of International Relations 12(3) pp. 234 in Ibid.

<sup>18</sup> Steele, Brent (2008) *Ontological Security in International Relations: Self-Identity and IR State* (London : Routledge) pp 2-3 as quoted in Christopher S. Browning paper *'National Self-Esteem and Internationalism: Branding and Identity in International Relations'* pp4

<sup>19</sup>Lindemann, Thomas (2010) *Causes of War: The struggle for Recognition* (ECPR Press) pp 10-11.

relations with external others.<sup>20</sup> This key issues point to the policy of national prestige of a state and why they are keen to implement it.

National Prestige is therefore, a concept or a factor that receives relatively little sustained attention in the specialist academic work on nations, national identity and nationalism. Evidence so far in literature, perspective and insights, suggests that prestige is a vital element in the constitution of nations which emerge from diverse range of sources.

Prestige is where a state demonstrates the power it has or thinks it has (Hans)<sup>21</sup>, diplomacy is seen as an instrument of the policy of prestige through its diplomats who are treated differently depending on which state they represent and what power that is perceived to have. Prestige is also seen through exhibition of military force as seen the world over in the military parades where artillery and military maneuvers are displayed. For example, when Kenya was promulgating her new constitution in August 2011, there was a show off of her military artillery before the invited guests and her citizens. While state is keen not to expose its latest technologies as it may render the state vulnerable to attack, it displays what it thinks will be relevant to show off without compromising its security. The same has been observed among countries which perceive their neighboring states to be a threat to their national security, as a way of sending a message that if the need arises, they are ready to go to war, for example North Korea and South Korea.

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<sup>20</sup> Ibid

<sup>21</sup> Hans J. Morgenthau, *'Politics Among Nations, Struggle of Power and Peace,'* Kalyani Publishers New Delhi (1991) p 36



National prestige can also be pursued by a state by using the media to spread propaganda. The media is essential in branding as a state uses it to propagate its agenda and foreign policies. While the international system condemned the American war in Iraq, the then president, George W. Bush was able to use the media to help put this venture in good light. They enumerated their reasons as justifiable and showed the Iraqis as having benefited from the USA intervention in Iraq.

The need to put across the correct image of a country, its people and life-style, gathering the support of foreign media and public become major preoccupations to create confidence in a country and its products <sup>22</sup>, and the media is instrumental in this. State media especially in powerful states like Britain with the BBC, portray the government and its policies in a specific way and therefore control the perception of foreign states and its citizens towards Britain.

There is also the establishment of cultural centers by governments to spread their culture and foster friendship among the host countries. Being a superpower is not only about having a strong economy and the ability to influence policies and decisions, but it is also the capability to spread its culture the world over. Locally, we have the Alliance Francoise, Goethe Institute and Confucius Institute established by French, Germany and Chinese governments respectively as centers where their culture and languages can be taught.

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<sup>22</sup> Barton, Frank (1979),. The Press in Africa, London: McMillan Press Ltd.p 21

### 1.5.3 Literature on Public Diplomacy

Paul Sharp describes public diplomacy as ‘the process by which direct relations with people in a country are pursued to advance the interests and extend the values of those being represented.’<sup>23</sup>

It has been argued, however, that official communication aimed at foreign publics is not a new phenomenon in international relations. In the ancient times, Melissen notes that prestige – conscious princes and their representatives never completely ignored the potential and pitfalls of public opinion in foreign lands.<sup>24</sup> At the end of the First World War, it was almost inevitable to ignore soft power which is the postmodern variant of power over opinion and which is important in the global information age.

The term soft power was introduced by Joseph Nye who says that in the current environment with multiple transnational linkages the loss of soft power can be costly for hard power.<sup>25</sup> He further argues that countries that are perceived to be attractive in the postmodern international affairs are those that help shape issues and whose culture match with the prevailing international norms and whose credibility abroad is reinforced by their values and policies.

Public diplomacy is one of the soft powers key instruments and was majorly used during the cold war by countries such as United States and the former Soviet Union. Conventional diplomatic activity and public diplomacy was by then being pursued on parallel tracks but as time went on,

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<sup>23</sup> Jan Mellisen, *The New Public Diplomacy: Soft Power in International Relations*, 3-13, 2007, Palgrave Macmillan P.106.

<sup>24</sup>Ibid.

<sup>25</sup> Joseph S. Nye. *Soft Power: The Means to Success in World Politics*, 31 – 32, (New York, 2004).

it became increasingly hard to see how diplomatic activity would be effective without public diplomacy.<sup>26</sup>

After the September 11, 2001 (commonly referred to as 9/11), there was a whole new global debate on public diplomacy that became an issue in foreign ministries. Ministries of foreign affairs of different countries began developing public diplomacy policy in the new conduct of international relations. This was seen by scholars as the rise of soft power and a changing fabric in international relations which attracted a lot of interest in public diplomacy.

Melissen however stresses against the notion that the '9/11' events triggered the interest of most countries in public diplomacy. He argues that many foreign motives for prioritizing public diplomacy had very little to do with US policy on 'war on terror' or the relationship with the Islamic World.

The public diplomacy focuses on the interests of a state whereas USA is preoccupied with 'winning foreign hearts and mind' through public diplomacy, European Union candidate members motives is to integrate into the European and transatlantic world in order to benefit from social stability, security and economic prosperity. The 2002 Bali bombing, Indonesia engaged in extensive public diplomacy to clear with the crisis in her tourism sector.

Non-Governmental Organizations (NGOs) have also in the recent past demonstrated that their activities influence foreign public and have won the admiration of foreign ministries. Examples of these NGOs would be Greenpeace and Amnesty International.

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<sup>26</sup> Jan Melissen, *'The New Public Diplomacy: Soft Power in International Relations*, 4 – 13, 2007, Palgrave.

The global migration from the use of “hard power” to that of the humane and diplomatic “soft power” coincides with the 1948 Universal Declaration of Human Rights; states are now prompted into finding more civil ways to pursue their own interests.<sup>27</sup>

In the mid, 1960s, the term ‘public diplomacy’ acquired a new meaning when Edmund Gullion; former US Ambassador and dean at Tufts University who was seeking a positive attitude on the general concept of “propaganda” coined public diplomacy to describe the influence of public attitudes on the formation and execution of foreign policies.<sup>28</sup> He describes public diplomacy as “the influence of public attitudes on the formation and execution of foreign policies. It encompasses dimensions of international relations beyond traditional diplomacy which includes the cultivation by governments of public opinion in other countries; the interaction of private groups and interests in one country with those of another and the transnational flow of information and ideas.”<sup>29</sup>

He points out that public diplomacy goes beyond traditional diplomacy which is believed to limit itself to interactions between governments only thus leaving out a vast majority of the country’s population. Public diplomacy therefore bridges the gap between the government and the population by allowing other actors to come in such as the non-government entities.

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<sup>27</sup>United Nations Universal Declaration of Human Rights, 1948.<<http://www.ohchr.org/en.../introduction.aspx>.

<sup>28</sup>Szondi, (2008), *Public Diplomacy and Nation Branding: Conceptual Similarities and Differences*, Palgrave Macmillan Ltd, p. 2.

<sup>29</sup>Crane, Melinda, “*Public Diplomacy: Training the Transatlantic Waves*,” *American Behavioural Scientist* 52.5 (2009) 787-90. Sage Publications. Tuesday 13 May, 2014.<<http://abs.sagepub.com/content/52/5/787>>

However some have argued that there is no distinction that can clearly be made between governments serving as primary actors. Szondi (2008) further argues that public diplomacy is rooted in conflicts and related to different levels of tensions between states and other actors. Nation branding on the other hand can be defined as application of branding strategies and tools for nation states.<sup>30</sup> It is concerned with image promotion majorly initiated by the government. It uses the tools of branding to change behavior, influence opinions, attitudes, identity and the image of a nation positively.

In this post-war era, as used to refer to the period of time after the World War II, public diplomacy has become increasingly relevant as it signifies a shift in methods used in the international relations. The shift is characterized by significant change from the hostile, aggressive use of military and economic coercion to a less intrusive method of power acquisition by attraction, through the spread of cultural and cooperation ideas.<sup>31</sup>

**Table 1: Comparison of Hard and Soft Power**

<b>Hard Power</b>	<b>Soft Power</b>
Ability to change other's positions through force or inducement	Ability to shape the preference of others by attraction
Military and economic	Cultural power
Coercion, force	Co-option, influence
Absolute <i>(easy to measure via economic growth and geographical acquisition)</i>	Relative, context-based <i>(a nation's soft power can be measured only in comparison to other countries)</i>
	Intangible, hard to measure, unpredictable

<sup>30</sup>Szondi, (2008), *Public Diplomacy and Nation Branding: Conceptual Similarities and Differences*, Palgrave Macmillan Ltd, p. 2.

<sup>31</sup> Quoted from a Thesis Paper by Cocomma Bassey, "*Understanding Nation Branding: A "New Nationalism" In Germany*, Brandeis University, 2012, pp 10 – 11.

Owner-specified	Unspecified, multiple actors
Controlled by state or organization	Mostly non-state actors, multiple sources
Direct, immediate effect with possibility for short-term results	Indirect, delayed effect with long-term results
Manifested in foreign politics	Visibly communicated through nation branding

Source: Fan<sup>32</sup>

Ross (2002) argues that diplomatic practice has always been centered on official bilateral or multilateral channels of communication between states and has usually been shrouded in secrecy. While this tradition of diplomacy will continue to be essential for states to conduct their foreign relations, there is need to embrace openness. She notes that several governments have begun to realize that it is necessary not only to target foreign governments in their effort to reach foreign policy goals but also selected segments of foreign publics. The practitioners of public diplomacy will utilize several tools in their efforts to clarify the policies of their government to avoid misunderstandings based on propaganda or lack of information in the hope of eventually winning the *hearts and minds* of foreign publics<sup>33</sup>.

New public diplomacy is based on a number of principles which distinguishes it clearly from other exercises. These principles can help a basis overview of the concept and as follows:

1. *Dialogue, not monologue. To awaken understanding and wanting to understand*
2. *Integration in the other diplomacy from the beginning*
3. *Cooperation with non-state partners*

<sup>32</sup> Fan, Ying, "Soft Power: Power of Attraction or Confusion?" *Place Branding and Public Diplomacy* 4.2 (2008):147-58, web. 15 May 2014. <<http://bora.brunel.ac.uk/bitstream/2438/1594/3/fulltext.pdf>.

<sup>33</sup> Ross. C. (2002) Public Diplomacy Comes of Age, *The Washington Quarterly*, spring 2002, 25:2,pp.75-83

*4. Work after the network method, not the hierarchical method*

*5. Coherence between the public diplomacy work at home and abroad*

*6. Tailored solutions for assignments: 'There is no common definition or common behavior which fits everyone.'*

*7. Honest and reliable information, propaganda*

*8. Observer role i.e. registration of other countries' behavior in the area with later reporting back to the home country.' (Andreasen 2007)*

#### **1.5.4 Goals of public diplomacy**

Public diplomacy can make impacts on several levels depending on how successful the public diplomacy initiatives are conducted, for how long they run and how many resources are invested in them. The possible achievements for public diplomacy are listed below in a hierarchical order:

*(I) 'Increasing people's familiarity with one's country where they are made to think about it, updating their images, turning around unfavorable opinions)*

*(II) Increasing people's appreciation of one's country by creating positive perceptions, getting others to see issues of global importance from the same perspective)*

*(III) Engaging people with one's country by strengthening ties through interactive programmes such as education and scientific co-operation.*

*(IV) Influencing people to back our position and companies to invest '' (Leonard 2002) 34*

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<sup>34</sup>Leonard, M. (2002) *Public Diplomacy*, Foreign Policy Centre: London.

Therefore, the goals of public diplomacy can span a vast area from basically introducing the country to targeted audiences or dispelling any misperceptions they might have about it to actively engaging people with the country by attracting people there for sightseeing, studies or making investments or political deals. A country's expectations of public diplomacy initiatives depends on how the existing relations with other countries are and in which areas mainly does it seek to strengthen –be it economic, political or cultural relations.

### **1.6 Theoretical Framework**

In the analysis of the problem, one theory which is conventional within the international relations discipline will be used. The theory of neoliberalism which is the main concept was authored by Joseph Nye and it refers to soft power. Neoliberalism was created in response to the dominance of Neorealism in the late 1970's. Nye's soft power theory stresses and acknowledges the existence and importance of other powers other than the hard power.<sup>35</sup>

Hard power which is referred to as power of attractiveness which includes military and economic power will help to justify the existence of soft power. This includes public diplomacy, nation branding and other communication strategies being used to conduct foreign affairs.

Liberals argue that democratic states are more peaceful with other states and never go to war against other democracies. The main reason for this is that states' leaders are accountable and they fear that they may not be re-elected if they go to war. It identifies one main problem in the international politics; that is war. It then proposes three solutions to this problem. One is democracy, the second is economic interdependence. Liberals believe that international trade

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<sup>35</sup> Nye, J. S. 'Soft Power: The Means to Success in World Politics, Public Affairs, 2004, New York.



binds states together, as interests of a state become those of the other states therefore making war to appear to be too costly and they choose to cooperate. The third solution is that of international institutions. The theory implies that institutions enhance cooperative between states and therefore make war less likely.

Neoliberalism on the other hand, according to Keohane and Nye (1998)'s core assumption sees institutions as a means to tone down the effects of anarchy. They assert that these institutions promote cooperation through common rules and norms which once established will be difficult to either eradicate or drastically rearrange therefore helping to foster peaceful relations.<sup>36</sup>

Further Nye (2005) affirms that "institutions can enhance a country's soft power which is likely to promote a country's values, ideas, policies, both with other members and countries outside the institution. Therefore, if a country can shape international rules that are consistent with its interest and values, its actions will more likely appear legitimate in the eyes of others".<sup>37</sup>

The neoliberal theory argues that absolute gains are more important for states than relative gains. That even with soft power, a positive-sum interaction can be implemented thus proving that it need not be a zero-sum game. Soft power can therefore benefit each side and out rightly contradicts the Realists assumptions that states only seek security.

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<sup>36</sup>Keohane, R., and Nye, J., 1998. ' *Power and Interdependence in the Information Age*', *Foreign Affairs*, 77 (5), pp81-94. Accessed on < <http://www.e-ir.info/2013/03/08/Joseph-nye-on-soft-power>.

<sup>37</sup> Nye, j., 2005, ' *On The Rise and Fall of American Soft Power*', *New Perspectives Quarterly*, 22 (3), pp. 75-77 on <<http://www.e-ir.info/2013/03/08/Joseph-nye-on-soft-power>.

## **1.7 Hypotheses**

1. Kenya's national image and prestige has suffered negatively due to the insecurity facing the country.
2. A well-combined strategies and tools of public diplomacy and nation branding can work the clock round to establish and maintain a good world opinion and image of Kenya.
3. The public diplomacy and nation branding tools and how well they are employed will determine the impact of the policy of national prestige in Kenya's Foreign Policy.

## **1.8 Methodology**

Kothari (2004) defines research as an organized and systematic search for pertinent answers to questions in a particular field of study<sup>38</sup>. He further defines research methodology as the process employed to collect data and other types of information for the use of making decisions. These methodologies include gathering information from publications, interviews, surveys and observation.

### **1.8.1 Study Site**

The study was conducted in Nairobi because most of the institutions that carry out branding of Kenya are based in Nairobi. Limiting the study to Nairobi also helped to minimize cost of collecting information from institutions or agencies that may be outside study site.

### **1.8.2 Target Population**

The choice for Kenya as a case study was guided by the fact that Kenya's image and stability is important to East African region as the regional business hub, the 'west' who include her colonial masters and now 'The East' owing to her geographical position and growing business

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<sup>38</sup> Kothari, C. R. *Research Methodology, Methods & Techniques*, New Delhi: New Age International (P) Limited Publishers (2004).

opportunities. Kenya's image, fight against terrorism and post-conflict resolution is also appropriate to the country's branding policy since it coincides with a shift in global power relations of international peace and stability.

In this regard, the population of government institutions that undertake branding of Kenya mainly include the Kenya Tourism Board (KTB), Brand Kenya Board (BKB), Exports Promotions Council (EPC), Ministry of Foreign Affairs and Ministry of Youth Sports and Culture.

### **1.8.3 Sampling frame**

Due to limitations and costs involved in studying all the institutions that undertake branding activities, the study selected three main institutions namely; Brand Kenya Board, KTB, and Export Promotions Council. Justification for the choice of the three institutions is based on the scope of their activities which range from participating in international exhibitions to designing promotional advertisements for international consumers geared at marketing and promoting Kenya. In addition, these institutions are charged directly, as outlined in their service charters, with the mandate of marketing Kenya as a destination of choice for tourists, traders and investors. Availability of reports and the professionalism that these institutions display in the execution of their mandates also justifies their choice for the study.

### **1.8.4 Data Collection methods**

The project employs secondary data due to time constraints. The paper utilizes a case study approach. The secondary data is obtained from scholarly books, scholarly journals, and annual

reports and media reports. Also documented literature on case studies of nation branding of other states in the world, institution documents; as well as papers on expert's opinions were reviewed. More information is also sourced from the internet, through commentaries and opinions. The data is qualitatively analyzed and put in academic perspective to mirror the proposed topic.

Publications from Brand Kenya, EPC and KTB have been widely consulted during this study as the main institutions of focus to support the findings. The information gathered was then subjected to qualitative analysis and interpretation. This therefore facilitated the researcher to draw inferences that would meaningfully contribute to the body of knowledge in the field of public diplomacy and nation branding.

### **1.8.5 Research Design**

Kothari observes that research design is a blue print which facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible, therefore producing maximum information with minimum expenditure of effort, time and money.<sup>39</sup>The research design deals with the decision taken by the researcher in regard to techniques of collecting data, what kind of sampling strategies and tools to be used and finally how time and cost constraints shall be dealt with.

The research design adopted for this study to answer its research objectives was a descriptive survey. This design determines the frequency with which something occurs and investigates the relationship between two or more variables.<sup>40</sup>The study framework was chosen since it matched

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<sup>39</sup>Kothari, C.R. *Research Methodology: Methods and techniques*. Op cit.

<sup>40</sup>D. Cooper and Schinder, P. S, *Business Research Methods*. 8<sup>th</sup> eds. Tata McGraw-Hill. Publishing company. India (2003)

the objective of the study. The study will utilize secondary data due to time constraints. Qualitative data shall be obtained from text books, scholarly journals, newspaper articles, internet materials and expert's opinions. These sources of information will be accessed at the University of Nairobi and the National Libraries.

#### **1.8.6 Reliability and Validity of data collection instruments**

The study provides links to reports as references since data/information collection is based on own researcher's desk reviews of publications and reports.

#### **1.8.7 Ethical Considerations**

The research was conducted following approval of the research proposal by the Institute of Diplomacy and International Studies of the University of Nairobi. The study employed secondary data obtained from publications and reports from the sampled institutions. In this regard, the researcher endeavoured to ensure minimal plagiarism and quotations are duly cited with clear references provided. The information reported in this research work concerning the activities undertaken by the sampled institutions reflects what is captured in their publications and not the researcher's own views and opinion. To the best of the researcher's knowledge, there are no falsifications and misreporting of the activities of the institutions that would jeopardise the images of these institutions. In this regard, references are provided for users of this report.

#### **1.8.8 Scope and limitations of the research study**

While nation branding is being practiced in most parts of the world today, the study focused on Kenya as a case study. The choice of Kenya is motivated by the fact that this is the country in which the researcher resides in and that the current security challenges from terrorism that the

country is undergoing make it a candidate for branding and ideal for the study. This study can only be exploratory and descriptive in nature and relies on secondary data (literature review) obtained from publications of the sampled institutions.

Among the expected key limitations to the study is the fact that the general area of study has not been researched on extensively by scholars both locally and internationally and therefore not enough literature materials are available for review. There is also limited official documentation of nation branding on Kenya. However, on identifying the gaps in strategies for nation branding, this study reviewed case studies on nation branding around the world that have similar history and challenges as Kenya.

### **1.9 Chapter Outline**

Chapter one covers the introduction, problem statement, research questions, study objectives, justification of the study, a review of relevant literature, theoretical framework, hypothesis and the study methodology. Chapter two outlines the conceptual similarities and differences in strategies and tools employed by countries during nation Branding campaigns. Chapter three focuses on institutions and the specific tools that they employ in branding Kenya and how it has fostered the policy of national prestige. Chapter four concludes the study and provides some recommendations in regard to Public diplomacy and Nation branding for Kenya, as well as identify areas of further research.

## **CHAPTER TWO**

### **2.0 CONCEPTUAL FRAMEWORK OF THE STRATEGIES AND TOOLS FOR PUBLIC DIPLOMACY AND NATION BRANDING**

#### **2.1 Introduction**

Diplomacy is as old as civilization itself, with the first diplomatic activity taking place as long as the fourth millennium BC in the near and middle east. In that period, diplomatic activity was sporadic as communication over long distances by traders and messengers was very slow, tedious and unpredictable. With time, diplomatic practice began to evolve both in frequency and in mutually accepted norms-such as diplomatic immunity. Over the years diplomacy has evolved to what is now called New Public Diplomacy that countries have invested in to foster Nation Branding. The two concepts are aided by a number of tools and strategies that vary from one country to another influenced by the need for nation branding (Berridge 2005).<sup>41</sup>

This chapter will critically analyze conceptual similarities and difference between the two concepts.

#### **2.2. Conceptual similarities and differences**

Public diplomacy and nation branding are increasingly being used in the same context in both academic and in practice yet the relations between the two remains anecdotal and ambiguous. Both terms have been defined differently which makes them open to a wide range of interpretations. Each category i.e. politicians and scholars may attach different meanings to the concept that best suits their interest or the actual situation. Much of the ambiguity that surrounds their relationship is as a result of poor conceptualization as well as from mutual misunderstanding between international relations scholars. It is however important to note that

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<sup>41</sup>Berridge, G.R. (2005) *Diplomacy-Theory and Practice*, Palgrave Macmillan: New York

both nation branding and public diplomacy emerging fields of study with evolving bodies of knowledge, where there is a thin line between the two concepts in terms of theoretical as well as practical positions.

Nation branding can be conceptualized as a special area of place branding. The following definition by Fan (2006:6) demonstrates nation branding often refers to the mere application of branding strategies and tools for nation/ states. He says 'Nation branding concerns applying branding and marketing communications techniques to promote a nation's image'<sup>42</sup>. This definition highlights that nation branding is concerned with image promotion which is also similar to many place branding where image promotion is singly the ultimate goal. In other definitions by practitioners, government is seen as the initiator of branding though its participation and involvement is described as indirect.

According to Gudjonsson (2005), 'Nation branding occurs when a government or a private company uses its power to persuade whoever has the ability to change a nation's image'. He points out that nation branding uses the tools of branding to alter or change the behavior, attitude, identity or image of a nation in a positive way. He dismisses the popular idea that nation branding is a process to brand a nation, arguing that nations or their governments cannot be branded *per se*; however, governments and other government institutions can use the techniques of branding.

According to Anholt (2003), the success of nation branding is dependent on citizens who he considers to be both the mouthpiece and recipient of the message. He is of the opinion that '

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<sup>42</sup>Fan, Y. (2006). 'Nation branding: What is being branded?' *Journal of Vocation Marketing*, 12(1): 5-14



Countries branding occurs when public speaks to public; when a substantial proportion of the population of the country- not just civil servants and paid figureheads- gets behind the strategy and lives it out in their everyday dealings with the outside world.<sup>43</sup> This statement demonstrates that nation branding, state branding and country branding are used interchangeably while nation branding remains the most popular one.

The distinction between nations-as-state and nation-as-people is vague and it is known exactly what is branded in the course of nation branding as Widler (2007) notes<sup>44</sup>. Hill (2003) describes nation as a group of people with a common identity, history and destiny which seeks statehood but can also exist independently while state is 'the set of institutions, dispositions and territory which makes it possible for government to exist- and to change'<sup>45</sup>. Here the state is fully recognized by the international system.

Country on the other hand refers to a geographic territory and to locations or places where a specific culture is produced and for this reason 'country branding' is referred to as place branding. While nation refers to people with identities and culture and therefore nation branding is used to describe the process of branding people.

Public diplomacy has several dimensions and can be contextualized in the following contexts: that is domestic and foreign, the degree of tension between states, direction of communication which is one- way versus two-way communication referred to as dialogue. Public diplomacy has

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<sup>43</sup>Anholt, S. (2003). *Brands New Justice: The upside of global branding*. Oxford: Butterworth-Heinemann.

<sup>44</sup>Widler, J. (2007) 'National branding: With pride against prejudice', *Place Branding and Public Diplomacy* 3 (2) : 213-228

<sup>45</sup>Hill, C. (2003) *The Changing Politics of Foreign Policy* Basingstoke: Palgrave Macmillan.

been described by Szondi (2008) as government communication aimed at foreign audiences to achieve changes in the 'hearts or minds' of the people. He opens up to the fact that public diplomacy could also refer to domestic public(s) in two important ways: one is either as the domestic input from citizens for foreign policy formulation (engaging approach), or explaining foreign policy goals and diplomacy to domestic public (explaining approach)<sup>46</sup>.

Melissen (2005) refers to the domestic socialization of diplomacy as public affairs used to justify or sell foreign policy decisions domestically, after the formulation and acceptance of policies. Of importance to this study is the fact that public diplomacy content describes activities, directed abroad in the fields of information, education, and culture, whose objective is to influence a foreign government, by influencing its citizens (Malone, 1985).<sup>47</sup> This particular definition also demonstrates that for many American writers, cultural diplomacy forms a part of public diplomacy.

Traditionally, public diplomacy was linked to conflicts and general tensions between countries as Frederick (1993) positions it as the lowest intensity conflict management. He went ahead and developed a spectrum of communication to visualize the role of communication in global affairs. His approach portrays public diplomacy as a strategy only practiced in certain degree of conflict in order to 'convey positive American Values to foreigners in order to create a climate of opinion in which American policies can be successfully formulated, executed and accepted'<sup>48</sup>. His model

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<sup>46</sup>Szondi, G. (2008). *Public Diplomacy and Nation Branding: Conceptual Similarities and Differences*. Pp5-8, Palgrave Macmillan Ltd

<sup>47</sup>Malone, G. (1985). *Managing Public Diplomacy*. *Washington Quarterly* 8(3): 199-210

<sup>48</sup>Frederick, H. (1993). *Global Communication and International Relations*. Belmont, CA: Wadsworth Publishing.

helps to demonstrate the complexity of war and peace which are not static and both have enormous variations in meaning.

Beer (2001) in his book explores the usage and development of meaning of war and peace and advocates the view that the configurations of the two terms fluctuates. He further argues that International Relations are not only a struggle for power but for meaning as well, without which, power-soft, hard or smart may be meaningless.<sup>49</sup> Beer came up with three different dimensions to help conceptualize public relations.

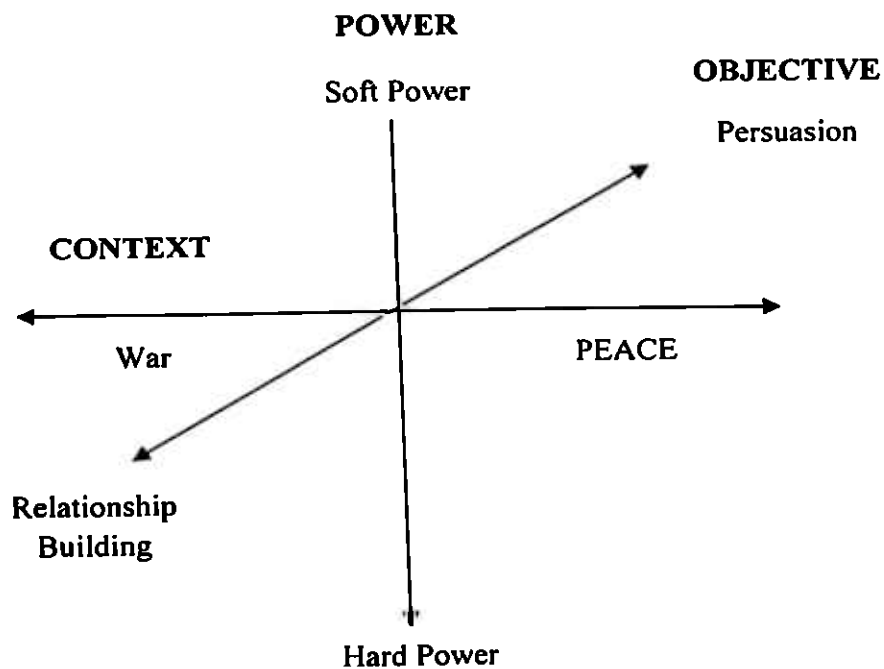
The first dimension is the condition in which communication occurs which focuses on the relationship (tension) between communicating and the target country while the second dimension involves the levels of the objectives of communication from one way (persuasive) to two way (relationship building). At this point he introduces the emerging public diplomacy which he describes as symmetrical public diplomacy which is aimed at creating dialogue and mutual understanding. The third dimension is power which Nye (2004:4) describes as the ability to effect the outcome one wants<sup>50</sup>. In his concept of soft power versus hard power, he refers to different types of resources and capabilities that a nation has at her disposal in order to achieve her purposes by affecting the behavior of others. Nye further uses nation branding to refer to soft power since both are about attraction. The fourth dimension could be time which relates to short term, medium term and long term effects.

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<sup>49</sup>Beer, F. (2001) *Meaning of War and Peace*, Texas A&M University Press, College Station.

<sup>50</sup>Nye, J. Jr. (2004). *Soft Power. The means to success in World Politics*. New York: Public Affairs

**Figure 1. The dimension of public diplomacy**



*Source: Beer (2001)*

In figure 2 it compares traditional public diplomacy and 21<sup>st</sup> century public diplomacy, however it is important to note that many countries' public diplomacy still follows the traditional model. In this case, the study examines the EU's emerging public diplomacy as an example of the 21<sup>st</sup> century public diplomacy.

**Table 2: Comparison between the Traditional and the 21<sup>st</sup> century public diplomacy**

	<b>Traditional public diplomacy</b>	<b>21<sup>st</sup> century public diplomacy</b>
Conditions	Conflict, tensions between state	Peace
Goals	To achieve political change in target countries by changing behaviour	Political and economic interest promotion to create receptive environment and positive reputation of the country abroad
Strategies	Persuasion Managing publics	Building and maintaining relationships , engaging with publics
Direction of communication	One- way communication (monologue)	Two-way communication (dialogue)
Research	Very little, if any	PD based on scientific research where feedback is also important.
Message context	Ideologies, Interests, Information	Ideas, Values, Collaboration
Target audiences (publics)	' General' public of the target nation; Sender and receivers of messages	Segmented, well-defined publics + domestic publics; Participants
Channels	Traditional mass media	Old and new media; often personalized
Budget	Sponsored by government	Public and private partnership

*Source: Szondi (2009)*

### **2.3 Conception Convergence**

Branding and marketing have penetrated the sphere of international relations and public diplomacy and have been applied in the public sector of many countries across the world. These principles of branding have been used as instruments to better communicate and engage citizens

and foreign publics as public diplomacy is considered as international governmental communication.

The terminology of branding has borrowed from international relations and diplomacy where audiences need to be 'targeted', trade wars or war of ideas are common metaphors, and employees of a company are identified as brand 'ambassadors'.

Peter Van Ham's (2001) in his seminal work on the rise of the 'brand state' identifies a shift in political paradigm where modern world of geopolitics and power is rapidly being replaced by postmodern world images and influences.<sup>51</sup> He further argued that traditional diplomacy is diminishing and identity politics is gaining more attention from politicians and states.

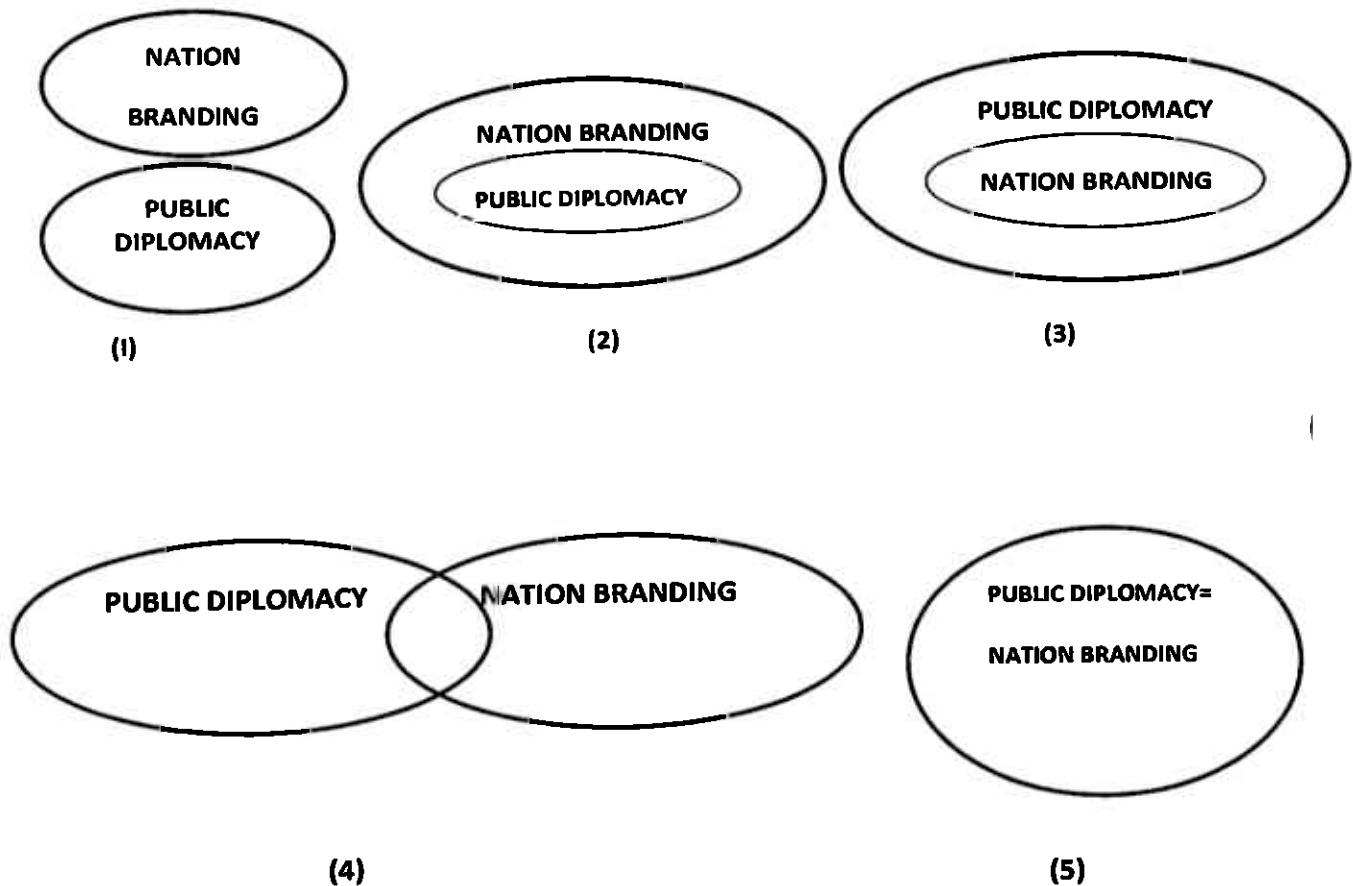
Szondi (2007b) identifies five different views on relationship as far as nation branding and public diplomacy are concerned. First is that these concepts are unrelated and do not have any thing in common. The second view however shows that these concepts are related and it is possible to identify different degrees of integration between public diplomacy and nation branding. The final view indicates that the concepts are exactly the same and are synonyms for the same concept.

The possible relationships between nation branding and public diplomacy are visualized in figure 2.

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<sup>51</sup>Ham, P. Van (2001) 'The Rise of the Brand State- The Postmodern Politics of Image and Reputation' *Foreign Affairs*, September/October 2001, Vol.80. No.5.p.3-6

**Figure 2: Relationship between nation branding and public diplomacy**



*Source: Szondi 2007*

#### **2.4 Public diplomacy and nation branding as complete spheres**

This argument advocates that nation branding and public diplomacy has different goals, strategies tools and actors. Following the end of the cold war, public diplomacy was at the time undergoing an 'identity crisis' while on the other hand nation branding was in its nascent form. At the time, emerging democracies of central and Eastern Europe were getting rid of their Communist pasts, images and iconographies, while NATO and European Union (EU) memberships were defined as primary foreign policy goal. In order to be efficient, many

countries in the region engaged in both public diplomacy and nation branding but with minimal interplay between the two disciplines. Branding comes in handy when choices have to be made by 'customers' and their choice can be influenced by both strong brand name and its value. For instance, when one is choosing a holiday destination or where to invest, the foreign policy of a country plays a major role in packaging the brand nation. The FP has certain policy goals that do not compete with each other for the attention of foreign publics. Branding is therefore more image-driven with the ultimate goal of creating a positive country's' image. It is largely one-way communication where the communicator in this case a country has control over the message, which tends to be simple concise and leaves little space for dialogue and interactions.

Public diplomacy however, relies on two -way communication, where country A's public diplomacy efforts in country B are as important as country B's public diplomacy in country A. It is this very symmetrical approach enables dialogue to take place and can result in co-operation and mutual understanding rather than competition.

There is a general agreement among the nation branding scholars and the practitioners in the field that countries should engage in nation branding in order to differentiate their countries from others so as to gain competitive advantage. Whereas the core idea of nation branding is to identify the 'uniqueness' of the country, its people, culture or landscape so as to distinguish 'us' from 'them', public diplomacy tries to identify the elements of history, culture or people that aims at uniting rather than separating 'us'. Nation branding relies more on visuals and symbols which enables a target audience to detect that they are exposed to another country's branding



campaign unlike public diplomacy which relies more on behavior than symbolism therefore making nation branding more transparent and accountable.

**Table 3. Comparison between nation branding and public diplomacy**

	<b>Public diplomacy</b>	<b>Nation branding</b>
<i>Goal</i>	Promoting political interest	Promoting (mostly) economic
<i>Context</i>	Politicized, focus and priorities may change with change of government	De-politicized, general agreement among actors and political parties (but in some cases it is politicized)
	Identity driven	Image driven
	Driven by international relations and culture	Driven by marketing and consumerism
<i>Target at</i>	Public/stakeholders who are active	Mass/consumers who are passive
	Citizens	Consumers(of images,products,places)
	Target at key geopolitical countries	Applicable to any countries, more universal
<i>Direction</i>	Foreign publics	Both foreign and domestic audiences. Without the consent of domestic audiences it is doomed to fail
<i>Role of government</i>	Initiator as well as sender of message where government has more control over the message	Government could be the initiator but rarely the sender(danger of propaganda)-less or no government control
<i>Actors</i>	State and non-state actors Government, governmental organizations, embassies, Ministry of Culture; Ministry of Foreign Affairs, Cultural Institutions, NGOs, diasporas	National tourist boards, travel agencies; investment promotion and export agencies; trade boards, chambers of commerce, multinational organization which are all multipliers

<i>Strategies</i>	Relationship building and maintaining	Image management
	Trust building	
	Emphasis on substance and content	Emphasis on visual and symbolic elements
	Decentralized approach, in different target countries different strategies and activities tailored towards local audiences.	Centralized approach, driven by the brand essence (one-size-fits all) tailored towards a global and homogenous audiences
	Focus on both positive and negative elements that can connect people and cultures	Focus exclusively on positive and 'marketable' elements of a country's culture and people.
<i>Tactics</i>	Exhibitors, international film festivals, exchange programmes, language learning promotions, networking, anniversaries, PMS, foreign affairs minister's and other politicians' articles in foreign daily newspapers, genuine events.	Logo and slogan; Country advertisements in leading international TV channels, sponsored pages in leading international magazines-marketing, web portals; press tours, brochures, pseudo-events
<i>Media</i>	Mass media are less significant, their main role is in presenting and interpreting information. Social media are getting more important	Relies heavily on mass media as the main channel. Media are passive, usually carrying paid advertisements.
<i>Budget</i>	Sponsored by government	Public and private partnership
<i>Time frame</i>	On-going, continuous	Ad-hoc, campaigns-driven
<i>Evaluation</i>	Short-, middle- and long term	Mostly long-term

Source: Szondi(2008)

## 2.5 The Resident Embassy

During the middle ages, the diplomatic system had entrenched itself into two main types of envoys that is the nuncios and the plenipotentiary where the latter was travelling as the direct representative of his liege usually of high nobility and full negotiation powers whereas the nuncios was limited to delivering a message.<sup>52</sup> Negotiation between states would take place with difficulty due to quarrels between negotiators on the precedence and ceremony.

The infamous political philosopher and career diplomat Niccolo Machiavelli believed in permanent diplomacy within all courts important to a country including those of friends and foes. He favored the new modern resident diplomacy but his ideas on the same were in many ways far from what would later become the widely accepted diplomatic norms. He was in strong frequent favor use of deception and bribery to achieve goals which in later diplomacy practice would be advised against as it in the long run would ruin the reputation and credibility of the embassy and in turn their home government. Also, he did not see the diplomat as part of the international system but rather serving selfish interests for the diplomat himself and for the state that he is serving in what he saw in his view as almost continuous war between state.<sup>53</sup>

Later on diplomatic thinker Cardinal Richelieu known for his concept 'continuous *negotiation*', which means that states must have diplomatic representations in all courts which shall not be limited to gathering information but must conduct negotiations at all times to reach intended objectives. His most important goal is that of reputation of the state and its sovereignty which this study is concerned with. His continuous negotiation is in many cases only secondarily

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<sup>52</sup>Berridge, G.R. (2005) *Diplomacy-Theory and Practice*, Palgrave Macmillan: New York. 108-109

<sup>53</sup>Berridge, G.R., Maurice Keens-Soper and T.G. Otte (2001) *Diplomatic Theory from Machiavelli to Kissinger*, Palgrave: New York 21-24

intended to achieve certain specific political or economic goals, but most importantly advocating the viewpoints of states and increase awareness.<sup>54</sup> Richelieu can therefore in this regard be seen as being much ahead of his time as much of his continuous negotiation concept can be seen to be a form of proto-nation branding or basically public diplomacy way before the concept was coined.

## **2.6 The Ministry of Foreign Affairs**

The Ministry of Foreign Affairs is a fairly new invention in the field of diplomatic practice. In as much as Cardinal created the first ministry of Foreign Affairs in France, it didn't spread so much by end of eighteenth century, when the ministries were opened in countries such as United Kingdom and the then newly independent U.S.A. It was not until the nineteenth century that real important was put on the ministry.

The Ministry of Foreign Affairs was created primarily to standardize diplomatic procedures, create consistency in policies and provide analysis of reports received from the diplomatic representations. Many countries have demonstrated a sharp distinction between the work of the ministry at home and that of the representation abroad. However, smaller countries tend to have these areas mixed.<sup>55</sup>

In summary, Ministry of Foreign Affairs are the entity organizing and planning strategies of public diplomacy but may include several other organizations, institutions and other groupings which will work towards achieving the intended goal of a state which is nation branding and public diplomacy. In Kenya and the world over, Ministers in charge of this docket negotiates and

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<sup>54</sup>ibid 71-82

<sup>55</sup>Berridge, G.R. (2005) *Diplomacy-Theory and Practice*, Palgrave Macmillan: New York. 5-8

signs deals including promotional deals on behalf of the government. They implement the foreign policy and advocate for programmes that aim at enhancing national prestige and national interest.

## CHAPTER THREE

### 3.0 INSTITUTIONS AND SPECIFIC TOOLS EMPLOYED IN BRANDING KENYA

#### 3.1 Introduction

In seeking greater success and more recognition, Morgan and Pritchard (2002) notes that many countries have started to plan how to manage and market themselves so as to find a unique position on the world map<sup>56</sup>. At the beginning, the whole process regarding country presentation related primarily to promotion or, even better, the advertising of the country was not a priority to many countries. However, country branding is becoming more and more important, since powerful country brands add additional value to country equity. Countries with strong brands are more recognisable, have a better image and reputation, higher loyalty of their consumers, attract more investments and tourists, export more domestic products and have a higher standard of living according to Moilanen & Rainisto (2009)<sup>57</sup>. Due to these positive effects, countries have to manage their brand systematically and strategically.

It was only a few years ago that systematic and strategic country branding was introduced to academics and practitioners (Cai, 2002; Hankinson, 2005 and 2007; Konecnik & Gartner, 2007; Konecnik & Go, 2008; Morgan, Pritchard & Piggot, 2002)<sup>58</sup>. Some countries, which are perceived as pioneers in this area (i.e. Australia), already have reported positive results regarding

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<sup>56</sup> Morgan and Pritchard (2002). Contextualizing destination branding. In *Destination brands: Managing place reputation*. Oxford: Butterworth-Heinemann

<sup>57</sup> Moilanen and Rainisto (2009). *How to brand Nations, Cities and Destinations: A Planning Book for Place Branding*. Basingstoke: Palgrave Macmillan.

<sup>58</sup> Cai, (2002). *Cooperative branding for rural destinations*. *Annals of Tourism Research* 29 (July): 720–742.  
Hankinson (2005). *Destination brand image: A business tourism perspective*. *Journal of Service Marketing* 19 (1): 441–456.

Hankinson (2007). *The management of destination brands: Five guiding principles based on recent developments in corporate branding theory*. *Journal of Brand Management* 14 (February): 240–254.

their equity. Therefore, it is not surprising that a number of other countries, Kenya included, have slowly started to adopt the country branding principles that have been developed recently. Governments from all over the world are aware more than ever before that country branding is highly significant for their respective countries' future development. According to the United Nations World Tourism Organization (UNWTO), most country promotion budgets are funded by governments, and the amounts of money spent on campaigns are enormous and still growing. UNWTO reports show that small countries, too, such as Kenya strongly believe in country branding, and spend vast amounts of money on promotional campaigns through various institutions put in place as noted by Mossberg & Kleppe, (2005)<sup>59</sup>. Nevertheless, governments have started to realize that the discussion on country campaigns does not only concern the budget and resources spent mostly on advertising, but also the systematic development of the country brand and its long-term marketing, which should strive to go beyond advertising.

The brand Kenya initiative was established in Kenya in 2008 focusing on a number of areas, namely: economy, tourism, culture, science, sports, state and the civic sphere. In order to capture the main perspectives on its development, all influential stakeholders were invited to participate in the project. The so-called three-step approach to identity building was employed, and the following three target groups were invited to take an active part in the brand development: opinion leaders from key areas, representatives of key institutions, and finally, the largest stakeholder group - the residents of Kenya.

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<sup>59</sup>Mossberg and Kleppe (2005). *Country and Destination Image – Different or Similar Concepts?* The Service Industries Journal 25 (June): 493-503.

In the last few years, the Kenyan government has recognised the paramount importance of building a strong country brand. The Government has also become more aware that building a country brand does not only require finding a new slogan or logo and launching short-term advertising campaigns, but, more significantly, requires defining the essence of the country brand by developing the elements of Kenyan identity. The Kenyan identity can serve as a basis for further development of a fresh and unique story, which will help position Kenya on the world map as a unique country.

With the purpose of positioning Kenya on the world map as a unique country and consequently increasing its equity, the new brand Kenya was developed and implemented at the end of 2008. In contrast to previous marketing activities of country brand Kenya, at least the following two facts should be emphasised: firstly, the brand was developed from an identity perspective with an emphasis on its long-term survival and; secondly, all relevant stakeholder groups of the country were involved in the brand development and implementation, which is particularly important for its long-term survival and success.

In an effort to foster International Cultural Relations (ICR), Kenya being a modern state has for the last decade adopted ICR policies, which have been collectively termed as 'public diplomacy'. As discussed in the earlier chapters of this study, public diplomacy differs sharply from traditional diplomatic practices in that interactions are no longer strictly limited to take place between governments and political nation state representatives. It is for this reason that public organizations, corporations and even key individuals have become actors in international relations by way of participating in global media and market, hence directly influencing government policies. Nation branding which is the main focus of this study and closely



associated with public diplomacy is aimed at building, manage and improve Kenya's image. This is done through tourism campaigns and placing symbolic value on export products and services in order to encourage foreign direct investments, trade, tourism and political alliances.

This chapter samples and discusses a number of the strategies employed by Kenya in her Nation Branding.

### **3.2 Establishment of Brand Kenya Board**

Brand Kenya Board (BKB) is a State Corporation which was established in 2008 through a Legal Notice called Brand Kenya Board Order, No. 38 of 2008. Its establishment underpins the government's commitment to put in place an integrated coordinating mechanism for building and enhancing the country's image, national identity and managing its international reputation.

The board was set up when Kenya was experiencing some challenges ranging from increasing global competition to development challenges which includes rising unemployment rates, reduced direct investments, rising poverty levels, poor infrastructure and basic services which collectively were threatening the successful achievement of the objectives spelt out in *Vision 2030* blueprint<sup>60</sup>. The achievements of the goals spelt out in Kenya Vision 2030 require the participation of all citizens; self-discipline and determination. For this to happen, it is critical that citizens be provided with a focal point for rallying them behind the vision and enhancing their patriotism and nationhood.<sup>61</sup> Also at the time of its formation, Kenya was experiencing a dented image caused by political crisis in early 2008 following the disputed outcome of the general elections which threatened the economic growth momentum that had been achieved in the period

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<sup>60</sup> The Vision 2030 is Kenya's national development blue print for accelerating the transformation of the country into a more a rapidly industrialized middle income nation by the year 2030

<sup>61</sup> See Brand Kenya Board 2009-2012 Strategic Plan

between 2003 and 2007. These challenges necessitated the need to conduct a rigorous branding campaign Programme to expand the county's economic and social possibilities.<sup>62</sup> In this regard, annual expenditures by BKB on marketing and advertisement have grown overtime from Ksh. 20 billion in the year of its inception to Ksh. 65.4 billion by 2011.

Before the formation of BKB other institutions had attempted to brand Kenya. In 1999, the Marketing Society of Kenya started the initiative when it developed a country branding proposal based on local and international perception which was prevailing at the time. At the same time National Economic and Social Council (NESC) also recognized the need for formation of a Board to brand the country.<sup>63</sup>

The formation of BKB placed branding where it rightfully belongs, that is within the government. The need to have government itself drive the process of country branding is crucial and indeed, this has been demonstrated by the success in branding carried out by countries whose governments have taken the lead and provided all the necessary resources and support for country branding such as Australia and Germany. BKB seeks to build a compelling national image, based on her competencies and values, create awareness among Kenyans to enable them to internalize and believe in the country's image and communicate effectively to the world. This is from the reasoning that it is easier to market a country when its citizens have taken ownership and fully support the brand. This school of thought was supported by Alfred Mutua; the then government spokesperson through his campaign dubbed '*Najivunia kuwa Mkenya*' after the

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<sup>62</sup> Ibid

<sup>63</sup> Ibid

2007/2008 post elections violence. The campaign was meant to unite and encourage positivity among Kenyans after 2007 general elections that had polarized the country along ethnic lines.

It is the cognizance of the need to remain globally competitive in these circumstances that the government formed the BKB, with the mandate of building a strong country brand that fosters national pride and patriotism, and earns global recognition and preference. The board also in collaboration with Export Promotion Council (EPC) has been working with a view to identify and distinguish Kenyan products, services and concepts which are put on platform in various forums to market Kenya. BKB branding campaigns initiatives also seeks to differentiate Kenya from the rest of Africa and improve the international attention and goodwill towards Kenya.

A country that has a well-conceived and communicated brand, builds a reputation as the preferred choice which would then require the country to: - Identify and communicate its strengths, major attractions and continuing developments. A country should then communicate these in a credible, creative and effective manner; and stimulate, restore and enhance national, regional and international confidence. BKB has recognized and continues to appreciate these challenges because they provide the vision and direction for national branding. Out of this thinking, the country brand strategic plan was born through the participation of key stakeholders discussions and consultations.

Through the board's vision '*The lead agency in transforming Kenya into a competitive global brand*' and its mission '*To build a strong country brand that fosters national pride and patriotism and earns global recognition and preference*' has endeavored to establish a conscious

and deliberate branding programme to inculcate in our national leaders and citizens a set of core values that define a national character, fosters harmony and social cohesion.<sup>64</sup>

### **3.3 BKB identified strategic issues**

#### **3.3.1 National Identity and National Values**

BKB noted that the country lacks a well-defined and a generally accepted national identity. Though Kenyans have demonstrated admirable values such as hospitality, hard work and entrepreneurial spirit, there is need to develop and foster values that promote social harmony and cohesion in order to reduce negative ethnicity and tribal stereotypes.

#### **3.3.2 Brand Value Proposition for Kenyan Products**

Kenya boasts of some of the highest Quality export products such as tea, coffee, horticulture, and tourism yet these products are rarely identified with Kenyans due to lack of local marketing .

#### **3.3.3 Attractiveness of Towns, cities and places/ sites**

Kenya has three main cities namely Nairobi, Mombasa, Kisumu and many towns with unique competitive advantages and great potential yet most of them lack well defined identities and images. There is need for KBK to help harness their unique competence to become regional centers of excellence.

#### **3.3.4 Country's Image and Perception**

In the recent past, Kenya's international image has been dented and there is need to restore Kenya's positioning as a haven of peace and regional commercial hub.

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<sup>64</sup> See Brand Kenya Board 2009-2012 Strategic Plan, pg 7-8

### **3.3.5 Stakeholders Integration**

The country has numerous institutions involved in one way or another in promoting Kenya hence the needs for an integrated and coordinated approach in their activities aimed at the promotion campaigns.

### **3.3.6 Resources Mobilization**

Country branding is a long term initiative that involves enormous resources which therefore require resource mobilization beyond the national budget.

### **3.3.7 Institutional Framework**

KBK requires institutional strengthening in both managerial and capacities so as to deliver on its mandate in marketing and promoting brand Kenya.

### **3.3.8 Policy and Legislative Intervention**

To build a strong country brand, certain legislative interventions may be required in areas such as investment incentives, infrastructure, provision of basic services, security and ethnic relations among others.

## **3.4 Functions of BKB in branding Kenya**

BKB has several functions which are stipulated in the BKB legal notice as; establish a brand for Kenya which positions the country optimally in terms of investment, creditworthiness, tourism and international relations. It also strives to unite Kenyans and make information concerning Kenya available to them in order to enhance patriotism and national pride. Formulate an integrated approach for both government and private sector towards international marketing of Kenya. It is charged with the task of building national support for the brand within Kenya and the cooperation of the government, non-governmental organizations and private sector. The other

function is to promote local products and services to economic transformation as well as to encourage commitment to quality and innovation among businesses and people. Lastly is to assist different towns and cities in the country to improve their image and to undertake measures aimed at improving the international image of Kenya.

BKB also plays the following roles as stipulated in their mandate and functions;

- i. *A coordinating entity for country branding initiative*
- ii. *An advisory entity for the management of the country's image and reputation as well as the marketing initiatives.*
- iii. *Spearheading creation of concept and policy guidelines on the country branding and communicating to the stakeholders*
- iv. *Monitoring performance of the country brand*
- v. *Monitoring sub-brands for consistency with the national brand; and*
- vi. *Enhancing, supporting and supplementing the initiatives carried out by various sub-brands.*

### **3.5 Challenges faced by institutions during branding**

Kotler and Gertner (2002) suggest that country names help consumers to evaluate products and are responsible for diverse associations<sup>65</sup>. They either attract or divert their purchase decisions. The authors underline that even when countries do not manage their names as brand names, the latter still tend to trigger a certain image of the country. The biggest problem with these images lies in their longevity, since they are difficult to change. Perhaps even more alarmingly, most images are stereotypes and severe simplifications of reality and are generally not consistent with the real situation in the country.

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<sup>65</sup> Kotler & David (2002). *Country as brand, product and beyond: A place marketing and brand management perspective*. Journal of Brand Management 9 (April): 249- 261.

Mossberg and Kleppe (2005) compare a country image to a pool of associations, which is not connected to any particular context; a country image is thus comprised of all associations linked with the country<sup>66</sup>. Country branding is consequently an essential activity when attempting to change the false associations to country images.

The other challenge would be underfunding. These institutions are not adequately funded to carry out activities geared towards marketing the country. Marketing is an expensive activity that requires the best technology in packaging the goods and services on offer so as to beat competition. Therefore without proper tools, channels and expertise to carry out the campaign, the results will not be as pleasing. The numbers of personnel in this sector are also wanting as it is considered not as the core function of the government and therefore only a handful of them engage in the business. This usually affects the output of these institutions which is a disadvantage to the branding campaign which should remain a continuous process.

Time is also another critical factor that needs to be managed for a successful implementation of the strategic plan of these institutions. Many strategic planning managers have resorted into unrealistic and unattainable strategic plan schedules. It is important for managers to ask themselves, what is continually deliverable that will be produced out of any anticipation. Buckout et al., (1999), points out that having a realistic and attainable strategic plan schedule

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<sup>66</sup> Mossberg and Kleppe (2005). *Country and Destination Image – Different or Similar Concepts?* The Service Industries Journal 25 (June)

guarantees successful delivery of any strategic plan<sup>67</sup>. Lack of a proper strategic planning schedule is one of the surest causes of strategic plan failures.

### **3.6 Building a strong brand**

Kotler and Gertner (2002) define the necessary steps and tools for building a successful country brand<sup>68</sup> as:

- i. Formation of attractive, authentic and unique brand image;*
- ii. Defining characteristics that form a basis of a strong brand;*
- iii. Developing an umbrella concept to cover different kinds of branding activities;*
- iv. Appealing slogan;*
- v. Appealing visual images and symbols;*
- vi. Organisation of special events.*

Cai (2002) defines destination or country branding 'as a process of selecting a consistent element mix to identify and distinguish a destination through positive building of a destination image'<sup>69</sup>. The destination brand consists of different elements, such as name, term, logo, sign, design, symbol, slogan, package, etc. The name has a leading role, as it is relatively fixed and cannot be changed. Cai also emphasises that destination image formation does not equal destination branding. The key element of destination branding is brand identity formation. Within Cai's (2002) contribution, it is clearly stressed that although the image is very important in the destination branding context, it is not the only dimension or perspective which should be highlighted in relation to the country branding concept.

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<sup>67</sup> Buckout et al., (1999). Making Projects Succeed: Turning fear into promise: IEEE Engineering Management Review: 116-23

<sup>68</sup> Kotler & David (2002). *Country as brand, product and beyond: A place marketing and brand management perspective*. Journal of Brand Management 9 (April): 249- 261.

<sup>69</sup> Cai,( 2002). *Cooperative branding for rural destinations*. Annals of Tourism Research 29 (July): 720–742.



The emphasis here lies in the identity concept. For the case of Kenya, for instance, the perceptions of the country's internal stakeholders such as BKB, KTB and the Ministry of Foreign Affairs are important. These stakeholder groups play a highly significant role in the process of country branding, since they are the active players sending the signals about the situation in the country and in long term contributing to formation of the country's image in the eyes of external stakeholder groups.

Systematic and strategic country branding should therefore include and combine both (internal and external) perspectives on country branding according to Konecnik & Ruzzier, 2008<sup>70</sup>. Morgan, Pritchard & Piggot, (2002) further argue that, active participation of relevant internal stakeholders is essential for building a strong country brand, a brand that has high equity in the eyes of its external stakeholders<sup>71</sup>.

Moilanen and Rainisto (2009) point to various benefits of strong country brands<sup>72</sup>. The most important ones are export support because of the strong country of origin effect, promotion of tourism, attention of highly educated workforce, investors and decision-makers focus, country promotion via public diplomacy and high increase in feelings of national affiliation and self-esteem. Strong country brands thus help everyone from local inhabitants, companies and other organisations to the country and its diplomatic partners.

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<sup>70</sup> Konecnik and Gartner. (2007). Customer-based brand equity for a destination. *Annals of Tourism Research* 34 (September): 400-421., Konecnik and Go. (2008). *Tourism destination brand identity: The case of Slovenia*. *Journal of Brand Management* 15 (January): 177-189

<sup>71</sup> Morgan, Pritchard, and Piggot. (2002). New Zealand, 100% pure. The creation of a powerful niche destination brand. *Journal of Brand Management* 9 (April): 335-354

<sup>72</sup> Moilanen and Rainisto. (2009). *How to brand Nations, Cities and Destinations: A Planning Book for Place Branding*. Basingstoke: Palgrave Macmillan

### **3.7 The Brand Kenya**

After declaring independence in 1963, Kenya immediately started taking partial steps to build its country brand. The rebranding of the country had an aim to disassociate the country from the notion of “poor country at the mercies of her colonizers” and promote itself as the most attractive country in Africa and indeed in the world.

Nonetheless, the first country branding campaign was launched in 2008 following violence that erupted after the general elections. The tension and insecurity in the country prompted many European countries and the USA to travel advisories to Kenya whose immediate negative effects were evident in the tourism sector and economy at large. “*Nitakuwepo*” was the first campaign to be run by BKB and was immediately accepted by local inhabitants. One of its goals was to raise national awareness and self-esteem of locals. The slogan “Tourism are people” encouraged inhabitants to market Kenya to foreigners, and in this way fostered involvement in the branding process. In the same period, the slogan “*Najivunia kuwa Mkenya*” was launched to promote patriotism among Kenyans and to portray Kenyans as a friendly people. The entire campaign was accompanied with a red shield logo followed by Kenya that represented a symbol of Kenyan identity. The campaign (including slogans and logo) has been in use to date and has been well perceived by locals and foreigners.

The citizens need to understand, appreciate and realise that Kenya is just like any other country in the world with natural resources, wildlife, buildings etc. The brand strategy and all its elements would mean nothing without their involvement. They need to own the strategy and

everything it represents and strive to achieve its objectives. Hence the ownership statement: *“I am Kenya. I am making a difference.”*

This phase builds ownership objectives, which include leadership at all levels of society, a change in behaviour and encourages action by the individual. “We are Kenya. We are the difference”. The citizens do not have to change the world, but to stand up in their communities, business environment and political arena and to make a difference; ultimately to contribute to the overall objectives of the Kenya Brand.

In this phase, the Kenya Brand can be experienced, and be part of the positive changes and successes in line with the stated objectives. The citizens can now say: *“Our Kenya. Is Bursting with Generosity”*.

In October 2011 the board launched the *“Nitakuwepo”* or *“I will be there”* campaign whose aim was to get Kenyan citizens to understand their individual role in building the Kenyan Brand. *Nitakuwepo’s* rallying call emanates from a singular, conscious and personal decision to rise up and be counted as an individual first. Therefore *“Mimi ni Kenya na Kenya ni Mimi”* or *I am Kenya and Kenya is me’*.

BKB in 2012, in addition to a variety of slogans and attempts to build the brand of Kenya, several additional marketing activities were prepared for specific purposes only and aimed at specific media. These campaigns were designed in line with brand directions. One of such was the advertisement about Kenya on all local mainstream media.

Looking through the Kenyan history and its brand development, we can conclude that the majority of mistakes in country branding in Central and Eastern Europe, stressed by Szondi (2007), can also be observed in branding Kenya. These include: lack of strategy and continuous development evident in short-term thinking; too general slogans that do not differentiate Kenya from its competitors; the emphasis being only based on advertising, while other marketing tools are not used widely and lack of knowledge about effective country branding. As a consequence, local people have not fully identified with the brand, nor have they fully supported it despite BKB having been operational over the last 7 years.

### **3.8 Export Promotion Council**

The Export Promotion Council (EPC) was established on 19th August, 1992 through a Gazette Notice No. 4342 with the mandate of promoting exports through assistance to producers of exportable goods and services in overcoming bottlenecks, to enable them achieve a higher level of export performance. This was a platform through which Kenya would increase her foreign exchange earnings resulting in enhanced economic growth. EPC's primary objective is to increase the foreign exchange earnings of Kenya through the introduction of legislation and associated measures in the various exchange earning sectors.

The need to establish the EPC was informed by a number of factors one of them being the decision by Government vide Sessional Paper No. 1 of 1986 on Economic Management for Renewed Growth, to transform the country from an inward looking economy under the Import Substitution strategy to an outward looking export oriented economy. The second factor was as a

result of the findings of the study on the “*Master Plan for Trade Promotion in the Republic of Kenya*” by Japan International Cooperation Agency (JICA) in October 1991.<sup>73</sup>

### **3.8.1 The Role of Export Promotion Council in Economic Development**

The Government of Kenya has given export development and promotion a priority due to its contribution to achievement of economic development goals as cited in various government policy documents. It is projected that sustained export development and promotion efforts will help boost foreign exchange earnings needed to cover the cost of imports, solve in-balance of payments problems, help reduce the problem of growing foreign indebtedness and create new employment opportunities for people thereby alleviating poverty. Kenya’s exports mainly consist of primary commodities such as horticulture, tea, coffee, tobacco and tobacco products, and soda ash. Other products include apparels, cement, essential oils and iron and steel products.

Kenya’s exports require distinct identities of a high value that can only be achieved through improved designs, packaging and targeted marketing in order to develop brand qualities that are distinctive, appealing and desirable to make the country exports attractive to all. Studies have shown that countries that have developed strong export brands are able to reap the benefits in terms of increased trade and foreign earnings. To enjoy these benefits, Kenya has begun a journey to position her exports distinctively to fully impact the international market. For Kenya to achieve and maintain higher levels of growth and development, it is necessary to spur the export supply base by working through the devolved structures of government, while at the same time, exploring new export products with greater potential for value addition and high growth.

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<sup>73</sup> The Export Promotion Council Strategic Plan 2012-17.1-2

### **3.8.2 EPC goals to spur exports**

The Council has undertaken key initiatives that have helped in facilitating promotion of exports that include:-

- i. Repositioning export trade at the top of the hierarchy of Public and Private Sectors priorities
- ii. Conducting focused export market research to inform market development programmes;
- iii. Enhancing utilization of ICT in export trade
- iv. Catalysing value addition in agro-based products and agro-processing
- v. Focused product diversification strategy on the regional markets
- vi. Enhancing stakeholder co-operation/smart networks in championing export matters
- vii. Enhancing collaboration with development partners to support export programmes
- viii. Promotion of niche products such as film, medical services and sports, which are areas that have not been previously explored and exploited.

Export Promotion Council faces a number of challenges within the export sector which necessitated the need for the council to develop a strategic plan. The strategic plan was developed to chart the way forward for export development in order to spur growth by supporting a virtuous circle of investment, innovation and poverty reduction. The Strategic Plan development was through a participatory approach that involved participation by key stakeholders. The views and suggestions of the stakeholders were then incorporated in the development of the Council's vision, mission and core values as;

**The Vision:** *“To excel in positioning Kenya's goods and services as products of choice in the regional and international markets”*,

**The Mission:** *“To claim, expand and sustain the market share of Kenya’s exports through product identification, development and marketing”*.<sup>74</sup>.

### **3.9 Kenya Tourist Board**

The Kenya Tourist Board is a government board working in cooperation with tourist agencies in Kenya and the Kenyan government to help market and bring as many international tourists to Kenya as possible as well as helping promote domestic tourism. The board is mandated with projecting Kenya’s image abroad and maintaining Kenya’s standing as a major tourist destination in Africa. The board is responsible for marketing Kenya particularly as an attractive tourist destination, giving tourists as much information about Kenya as possible, establishing an organisational structure for Kenyan tourism, coordinating and supervising tourism activities in Kenya, licensing tourist operators in Kenya. Kenya Tourist Board is the chief policy makers in Kenyan tourism activities and has representatives in all Kenyan missions abroad<sup>75</sup>.

According to Kenya’s Ministry of East Africa, Trade and Tourism, tourism has been Kenya’s second foreign exchange earner and the top revenue earner over the last 5 years. Majority of these tourists coming from United States and Europe, the number of tourists has been increasing steadily at a rate of 10% per year since the year 2003. However, this growth rate was adversely affected by recession affecting Europe and United States and necessitated the exploration of other markets such as the Chinese market to recover the decreasing numbers and maintain the steady growth (*www.tourism.go.ke 2009*)<sup>76</sup>. Tourism growth was also affected by the numerous travel advisories to Kenya by the countries such as USA, Britain, Canada, Germany to mention

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<sup>74</sup> The Export Promotion Council Strategic Plan 2012-17.3-4

<sup>75</sup> *www.magicalkenya.com 2009*

<sup>76</sup> See *www.tourism.go.ke 2009*. Accessed on 31<sup>st</sup> July 2015

but a few and competition also from southern African countries led to pressure on the Kenya tourism board to explore other options and make sure they out rival the emerging markets. One of the options that Kenya has capitalized on is tapping into the Chinese market that has seen increased number of Chinese tourist visiting the country and investors investing in the construction industry.

In Kenya tourism is organised by the Kenya Tourist Board (KTB) which is entrusted with, Strategic Planning to align its programs towards the achievement of tourism goals and to coordinate tourist activities in the country. There are several tourism companies in the country owned both by locals and foreigners which act as tourist agencies and help the Kenya Tourist Board in its local and foreign activities. However, the board is encountering major obstacles in the achievement of its objectives mainly because other countries are also targeting China hence there is need for a competitive and viable marketing plan.

One of the key advantages that KTB enjoys is that Kenya is a naturally gifted country especially in wildlife, beautiful coastal beaches, mountains and beautiful plain lands that are recognized internationally. However, this is not enough in the current international market due to competition. KTB must convince potential target customers they are offering something different from the competition. This can be achieved by offering a different price, offering better service, or offering a different type of service for the customer.

A marketing strategy is a major contributor in the performance of a company and it helps the establishment to do business in accordance with its objectives and targets. When a company does



not have a clear strategy it becomes hard for them to reorganise operations in case the company encounters unexpected problems or the industry becomes more competitive. With a marketing strategy there is always a point of reference, in case of challenges. The Kenya Tourist Board doesn't have a clear strategic marketing plan for new markets such as China whose needs may be different from the ones of the other existing markets. Lack of a clear strategy hampers the board from maximising its potential and does not help them exploit all the opportunities they may be having, thus giving competitors an unnecessary competitive advantage.

Kenya Tourist Board worldwide marketing is done via the internet through its official website- Magical Kenya (*www.magicalkenya.com 2009*). Many countries are focusing on the Chinese middle class boom so there is increase in competition for tourists from China. And if Kenya Tourist Board continues operating without a marketing plan for this new market, it risks being unable to tap fully the market.

The board attempted to market the country's tourist services to China in mid 2005 (*www.eastandard.net 2009*) and discussed the benefits to be derived from visiting Kenya and why Kenya in particular<sup>77</sup>. Kenya Tourist Board has discussed Kenya's unique sceneries, wildlife and the vast coastline. The case company has also participated in trade fares and exhibitions where they sell Kenya's unique tourist heritage to markets for which they have marketing plans such as Europe, United States of America and a few other tourist targets. Chinese tourists visiting Kenya have been steadily growing, hence the need for a plan.

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<sup>77</sup> *www.eastandard.net 2009. Accessed on 31<sup>st</sup> July 2015*

### **3.9.1 Competition**

With more and more countries realising how profitable the tourism industry is, the Kenya Tourist Board needs to restructure its operations so that it can appeal to more people. Traditionally, the well-off tourist from all over the world and more especially Chinese have been touring the United States and Europe so it is important for the board to realise that it is entering a market that other countries have invested in heavily and it will encounter a strong challenge from competitors who have greater resources and hence they also have to invest more to prosper in capture a good proportion of the market share that is viable and lucrative (The Kenya Tourism Report 2009)<sup>78</sup>. To achieve this, the board has pursued a differentiation policy because it can't be competing with some of the bigger economies in Europe and United States differentiation policy which gives them an advantage over other destinations in the world.

In August 2015, Rand Merchants in a survey conducted on African countries, ranked Kenya in eleventh (11) position as an investment destination in Africa after Rwanda and Tanzania, despite the country being the largest economy in the region. This raises questions on the effectiveness of the marketing tools that the country has been using overtime.

### **3.9.2 Safeguarding competition**

The previous discussion has highlighted how branding activities may give rise to competition concerns. These concerns revolve around the influence of strong brand names and high market entry barriers – due to branding activities – on competition and price. Competition authorities generally condone the existence of strong brand name and reputation. These are investments that firms have cultivated over time in order to build consumers' trust and goodwill as part of the

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<sup>78</sup> See The Kenya Tourism Report 2009

normal functioning of competitive markets. There is *a priori* no reason why these firms cannot profit from consumers' goodwill, which may manifest itself in the form of strong consumer loyalty and less sensitivity to price changes.<sup>79</sup> In addition, competition authorities see trademark protection as complementary to and supportive of innovation and competition, as it prevents rivals from confusing consumers or from free-riding on the goodwill developed by countries. It is for this reason that BKB, EPC and KTB in collaboration with Kenya Bureau of Statistic (KBS) developed a quality mark for all Kenyan export goods. This initiative meant to uniquely distinguish Kenyan products and services a broad for easy identification in the wake of stiff competition from other countries.

### **3.9.3 Market growth**

The tourism market has been on an upward trend from 2003-2007 but slowed down due to chaos after the disputed election in 2008/2009 which led to some western countries declaring travel to Kenya unsafe. However, there was minimal damage in the short term, but there was significant adverse effect in the long run following the subsequent terror attacks in the country. Table 2 show developments in the number of tourists visiting the country between 1995-2009.

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<sup>79</sup> Ibid

**Table 2 : Number of visitors who visited Kenya between 1995-2009**

<b>Year</b>	<b>Holiday Visitors</b>	<b>Business Visitors</b>	<b>Visitors in Transit</b>	<b>Other Visitors</b>	<b>Total</b>
1995	795.7	100.5	55.8	21.6	973.6
1996	820.8	103.7	56.2	22.3	1003.0
1997	804.8	101.7	72.3	21.8	1000.6
1998	686.9	86.8	101.9	18.7	894.3
1999	746.9	94.4	107.4	20.6	969.3
2000	778.2	98.3	138.5	21.5	1036.5
2001	728.8	92.1	152.6	20.1	993.6
2002	732.6	86.6	163.3	19.0	1001.5
2003	684.0	182.1	219.1	61.0	1146.2
2004	885.6	246.4	162.2	66.5	1360.7
2005	1063.2	206.1	79.8	129.9	1479.0
2006	1087.5	226.2	137.2	149.8	1600.7
2007	1278.5	242.2	130.9	165.2	1816.8
2008	936.1	109.4	62.0	95.8	1203.2
2009	1061.2	180.6	98.4		

*Source: Ministry of Tourism.*

### **3.9.4 Challenges faced by KTB**

#### **(i) International economic environment**

Kenya's tourism sector has continued to be affected by changing international economic environment. For instance, the impact of the global economic and financial crises of 2007/2008 that adversely affected many developed and industrialized countries was passed through to Kenya significantly. The 2008 political crises only aggravated the downturn in the economy through a poor performance of the tourism sector as tourists kept off the country due to

insecurity. The tourism sector's dependence on source markets of Europe and America has made the sector vulnerable to economic developments in these countries.

### **(ii) Technological changes**

Technological advances continue to play a key strategic role in the branding campaigns and more especially in the tourism sector. Travel and tour operations businesses, for example, are threatened by disintermediation occasioned by the increased role of the internet. In fact, Ikiara (2001) observed that there has not been sufficient effort by industry to embrace emerging technologies<sup>80</sup>. Such posture, as Buhalis (2003) has noted leaves the industry vulnerable and uncompetitive<sup>81</sup>. The strategic role of ICT in branding Kenya needs to be critically examined, a departure from the generalized views and approaches as has been the case.

### **(iii) Educational issues and challenges**

The tourism sector which depends a great deal on hospitality industry is labor intensive and relies heavily on the availability of highly skilled human resource for its success. Mayaka (2005a, 2005b) argue that issues of quality, quantity and relevance are very critical in this sector<sup>82</sup>. It may be worth noting that at the moment, although the industry employs about 400,000 people directly, only about 70% may have received formal training according to

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<sup>80</sup> Ikiara (2001). *Policy framework of Kenya's tourism sector since independence and emerging policy concerns*. KIPPRA Working Paper. Nairobi: Kenya Institute for Public Policy Research and Analysis (KIPPRA).

<sup>81</sup> Buhalis (2003). *eTourism: Information Technology for Strategic Tourism Management*.

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<sup>82</sup> Mayaka, M. (2005a,2005b). East Africa. In D. Airey, & J. Tribe (Eds.), *An International Handbook of Tourism Education* (pp. 161–171). Boston: Elsevier.

anecdotal evidence (Balala, 2011)<sup>83</sup>. In response many colleges and universities have increased their capacity to provide tourism and hospitality education and training amidst a serious lack of faculty and adequate infrastructure in certain specializations (World Bank, 2010)<sup>84</sup>.

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<sup>83</sup> Balala, (2011). '*Kenya's tourism in a crisis*' The Standard 25/01/11. Financial Journal, 5.

<sup>84</sup> World Bank (2010). Kenya's tourism: Polishing the jewel. : World Bank [www.cia.gov/library/publications/the-world-factbook/rankorde](http://www.cia.gov/library/publications/the-world-factbook/rankorde) (accessed 30/7/11). [www.icrossinternational.org](http://www.icrossinternational.org) (accessed 30/07/11)

## **CHAPTER FOUR**

### **4.0 SUMMARY OF KEY FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **4.1 Introduction**

This section provides a summary of the study findings, draws conclusions and makes some key recommendations on public diplomacy and nation branding while looking at Kenya as the case study.

#### **4.2 Summary of key findings**

This study pursued three objectives, namely: to determine the strategies and tools of public diplomacy employed by Kenya in her nation branding; to analyze institutions and tools they have employed in branding Kenya and how it has fostered the policy of national prestige, and to identify the gaps in Kenya Nation branding strategy. To achieve the objectives, the study analyzed Kenya's key strategies and tools for branding and their effectiveness. This was done through a thorough review of the official publications of the institutions charged with the responsibility of branding Kenya together with other relevant literature obtained from the internet and libraries.

The study finds numerous branding strategies employed by Kenya. First, the establishment of the Export Promotion Council (EPC) in 1992 with the mandate of promoting exports through assistance to producers of exportable goods and services in overcoming bottlenecks, to enable them achieve a higher level of export performance. Specific functions of EPC were:

repositioning export trade at the top of the hierarchy of Public and Private Sectors priorities; conducting focused export market research to inform market development programmes; enhancing utilization of ICT in export trade; catalyzing value addition in agro-based products and agro-processing; promoting focused product diversification strategy on the regional markets; enhancing stakeholder co-operation/smart networks in championing export matters; enhancing collaboration with development partners to support export programmes; and promotion of niche products such as film, medical services and sports, which are areas that have not been previously explored and exploited.

Secondly, there was the establishment of the Kenya Tourism Board (KTB). The Board helps the Kenyan government to help market Kenyan tourism both locally and internationally. In particular, the board is mandated with marketing Kenya particularly as an attractive tourist destination, giving tourists as much information about Kenya as possible, establishing an organisational structure for Kenyan tourism, coordinating and supervising tourism activities in Kenya and licensing tourist operators in Kenya. KTB is the chief policy advisor to the Kenyan Government on matters relating to tourism activities and has representative offices in all Kenyan missions abroad.

Thirdly, the establishment of a Government Institution i.e. the Brand Kenya Board in 2008 with a clear mandate of branding Kenya. This institution was created to develop a brand from an identity perspective with emphasis on its long-term survival. The key function of BKB was to coordinate the activities of all relevant stakeholder groups. In particular, BKB seeks to build a compelling national image based on the country's competencies and values, foster national pride



and patriotism, and earn global recognition and preference. The institution also creates awareness among Kenyans to enable them internalize and believe in the country's image and communicate effectively to the world. Other functions of BKB include acting as a coordinating entity for all the country's branding initiatives, an advisor on the country's image and reputation as the marketing initiatives and spearheading creation of concept and policy guidelines on the country branding and communicating to the stakeholders. In addition, BKB monitors performance of the country brand as well as sub-brands for consistency with the national brand; and enhancing, supporting and supplementing the initiatives carried out by various sub-brands.

BKB has structured its strategic engagements along the following areas: (i) promotion of National Identity and National Values by fostering social harmony and cohesion order to reduce negative ethnicity and tribal stereotypes;(ii) develop brand value proposition of Kenya's leading exports; (iii) develop unique identities and competitive advantages by promoting attractiveness of major towns, cities and sites; (iv) promote the country's image and perceptions and position it as a haven of peace and regional commercial hub; (v) promote stakeholder integration through coordination of relevant promotional activities; (vi) explore avenues for increasing resource mobilization for enhanced service delivery; (vii) enhance institutional capacity to deliver on the mandate; and (viii) undertake policy and legislative interventions in areas such as provision of investment incentives, development of infrastructure, provision of basic services, security and promotion of ethnic relations.

Fourth, the adoption of the International Cultural Relations policies that would foster ties between Kenya and the rest of the World. The policies have promoted public diplomacy and are

a departure from traditional diplomatic practices where interactions were strictly limited to take place between governments and political/ state representatives. This departure has enabled public organizations, corporations and sometimes key individuals become major actors in international relations.

However, there were a number of challenges that the initiatives for branding Kenya faced. First, was the issue of low government funding for the activities. The line institutions which include BKB, EPC, and KTB are not adequately funded to carry out activities geared towards marketing the country. Marketing is an expensive activity that requires the best technology in packaging the goods and services on offer so as to beat competition. Therefore without proper tools, channels and expertise to carry out the campaign, the results will not be as pleasing. Secondly, there is improper strategic planning in the institutions charged with the responsibility of branding Kenya. Having a realistic and attainable strategic plan schedule guarantees successful delivery of any strategic plan.

Thirdly, Kenya's tourism sector has continued to be vulnerable to both economic developments globally, and political cycles locally. For instance, the global financial crises and the political unrests in Kenya in 2008 adversely affected the sector. This was reflected by a significant reduction in tourist arrivals especially in the first quarter of 2008 due recession in Europe and America which are the major sources of tourists. Fourth, despite the critical role played by technological advances in branding campaigns and marketing in the tourism sector, travel and tour operation businesses continue to be threatened by disintermediation occasioned by the

increased role of the internet. This remains a challenge especially with the slow adoption of new technologies in the sector and thus leaves the industry vulnerable and uncompetitive.

Finally, the tourism sector which depends a great deal on hospitality industry is labor intensive and relies heavily on the availability of highly skilled human resource for its success. The current proportion of skilled workforce in the sector stands at 70% which hampers effective service delivery and makes the sector relatively uncompetitive.

To build the brand Kenya, the country employed a number of tools of public diplomacy and nation branding in its strategies. For instance, BKB in collaboration with Export Promotion Council (EPC) has been working with a view to identify and distinguish Kenyan products, services and concepts which are put on platform in various forums to market Kenya. BKB branding campaigns initiatives also seeks to differentiate Kenya from the rest of Africa and improve the international attention and goodwill towards Kenya.

In addition, there were other initiatives towards this end which included campaigns by government agencies such as '*Najivunia kuwa Mkenya*' campaign spearheaded by the office of the Government spokesman in 2008. The campaign was meant to unite and encourage positivity among Kenyans after 2007 general elections that had led to civil unrests and polarized the country along ethnic lines. Other notable campaigns include "*Nitakuwepo*" or "*I will be there*" campaign whose aim was to get Kenyan citizens to understand their individual role in building the Kenyan Brand. This campaign rallied on the statement "*Mimi ni Kenya na Kenya ni Mimi*" or '*I am Kenya and Kenya is me*'. Other notable developments were KTB's worldwide marketing strategy via the internet through its official website- [www.magicalkenya.com](http://www.magicalkenya.com).

### **4.3 Conclusion**

This study aimed at determining the strategies and tools of public diplomacy employed by Kenya in her nation branding; their effectiveness and identifying the gaps for interventions. Following a review of the relevant publications and materials, the following were the study findings.

The study concludes that Kenya adopted varied strategies to build its image as a brand. First, was the establishment of key institutions targeted at enhancing nation branding such as BKB, KTB and EPC. With varied specific roles, these institutions have employed a number of tools ranging from running marketing campaigns through exhibitions, road-shows, participation of global or international expositions, vibrant internet advertisements. In addition, there was the adoption of International Cultural Relations policies that promoted public participation in public diplomacy. There were also other supporting agencies such as the office of the Government spokesman that ran specific campaigns such as the '*Najivunia Kuwa Mkenya*' or '*Am Proud to be a Kenyan*' .

However, there were a number challenges that hampered the branding initiatives including, funding constraints, fast technological developments; lack of adequate skilled personnel and lack of comprehensive branding policies as well as a coordinated branding framework. The tourism sector's vulnerability to global economic and local political developments was also noted as a major challenge to the achievement of a strong brand Kenya.

#### **4.4 Recommendations**

The existing gaps prompt a number of recommendations from the study. These include developing a clear branding policy for the country that ensures adequate allocation, timely disbursement and efficient use of resources in public diplomacy and nation branding. Furthermore, there is need to invest in proper capacity building for staff in the tourism sector to ensure that they effectively serve the ever-changing needs of the tourists.

In addition, the brands of export products and services in Kenya are uncompetitive due to relatively higher cost of production locally. There is need also to diversify from traditional products to new emerging ones as peoples' tastes and preferences shift globally. For instance, in culture, Kenya needs to focus not only on performance arts such as theatre and dance but also embrace visual arts.

With countless investment options, and increasing volumes of international trade and tourist travels, nations Kenya included, seek ways to leverage their areas of expertise in order to carve out a niche market and improve international relations. Looking deeper into these concepts, it is clear that the objectives of a nation branding campaign vary from country to country. A less developed country is likely to strive to shed itself of its reputation for economic and / or political weakness so as to become a viable candidate for foreign investments and regional leadership. A developing country, on the other hand, uses these campaigns to break into new grounds.

It is not easy to build a strong country brand in a saturated market place, as they are even more complex than other types of brands. The brand manager of a country brand must therefore take into account a variety of influential stakeholder groups that constitute and live the brand.

Influential stakeholders should be invited to take an active part in brand formation or development, as well as in its further implementation. The brand guardian, many times the government or national tourist board, needs to take care that the most important country characteristics, as perceived by influential stakeholders, are integrated in the brand's identity and story. The relevant institutions also need to ensure that the new brand can truly offer the promised characteristics and experiences.

The role of local inhabitants or residents is extremely significant in the process of country branding. Many studies stress that the success of the country brand highly depends upon the active participation and identification with the brand of local people, who could be treated primarily as an internal, but also as an external interest group.

A number of observations arise from this examination of Kenya's approach to public diplomacy. First, it is often said that public diplomacy is the soft side diplomacy. Kenya needs to adopt a more strategic and coherent approach to its public diplomacy. BKB must anticipate controversial issues, develop clear policies that are in line with its interest, and promote these to the relevant segments of its foreign audiences.

There is need to consider content-driven connectivity where both traditional forms of public diplomacy and new dedicated web sites are key for credibility. This will enable Kenya build electronic communities around their national foreign policy interest to achieve national prestige.

Lastly, country branding may be a new concept in Kenya and to the employees in BKB and other institutions involved in branding. In this regard, there is need for capacity building courses for

them to match up with the task of branding Kenya effectively by formulating laws and key policies to market Kenya.

#### **4.5 Recommendations for Further Research**

The focus of this study was to identify the strategies and tools employed by Kenya in public diplomacy and branding. Further research could delve into quantifying the costs incurred versus benefits accrued to the country by institutions in employing strategies and tools in enhancing the Brand Kenya.

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