

# **A New Framework: The Sociotechnical Approach to Nation Branding**

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A thesis submitted in partial fulfilment of the  
requirements of Liverpool John Moores University  
for the degree of Doctor of Philosophy

May 2013

## Acknowledgements

First and foremost, I would like to thank my supervisor, Dr. Michel Leseure. It has been nothing short of an honour learning with you. Not only have you made my PhD experience productive and stimulating, but have also (inadvertently) improved my French. Your constant encouragement, belief in me, and kindness will never be forgotten. For this, in addition to a multitude of other reasons, I would like to thank you for being my mentor, but moreover, for being my friend.

Secondly, my deepest gratitude goes to Kate, who as a truly valued friend and confidante, has always been a great source of motivation, laughter, inspiration and support. Your confidence in me has been a tremendous source of strength- for this I will forever be grateful. I would also like to thank Dr Yvonne Moogan, Dr Gloria Miller, Chris and Joan Robertshaw for their invaluable advice, for always leaving their doors open for me and providing me with new opportunities.

Finally, I would like to thank James for never failing to provide me with much needed distraction and for always making me smile. To my wonderful parents, who in addition to actively encouraging me to realise my potential throughout my life, have never faltered in their moral (and financial) support.

*Sapere aude!*

December 2012.

## Dedication

*If roses grow in heaven,  
Lord please pick a bunch for me,  
Place them in my Mother's arms  
and tell her they're from me.*

*Tell her I love her and miss her,  
and when she turns to smile,  
place a kiss upon her cheek  
and hold her for awhile.*

*Because remembering her is easy,  
I do it every day,  
but there's an ache within my heart  
that will never go away.*

Anonymous

## Abstract

This research applies the principles of alignment and collaboration of technical and social systems to assess if the principles of Sociotechnical Systems Theory advance the theory and practice of nation branding. Following a mixed-method and mixed-model approach, using interviews, questionnaire and documentary evidence the aim of this work is to empirically investigate if the Isle of Man's nation brand is affected by sociotechnical alignment in its creation, implementation and outcomes.

The findings evidence how deficiency in branding know-how, the usage of incorrect tools in the production of the nation brand and the neglect of the brand's social system leads misalignment in both technical and social systems; ultimately affecting the outcomes of the nation brand. Through these findings, this research has important implications for the field of nation branding by confirming that the principles of sociotechnical theory can advance both the theory and practice of nation branding. This is achieved through facilitating transparency, democracy and expediting coherence, synergy and civic engagement with the nation brand.

In terms of originality and contribution to knowledge, this work represents the first application of sociotechnical theory to nation branding and demonstrates that a nation brand is a sociotechnical system where distinct forms of technical and socio misalignment exist. It also uncovers the relationship between forms of nation branding sociotechnical misalignment and how as a consequence of these links, variants of misalignment combine to create other forms of misalignment within the nation brand's sociotechnical system.

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## Chapter 1: Introduction

### Introduction to Chapter

Branding is a growing industry, applied not only to commodities but also to charities, cities, the worlds of sport, entertainment, and even government initiatives. Such is the ubiquity and power of branding that it is increasingly taken as a sign of the commoditisation of everyday life and the rapacity of corporate power (Moor, 2007). Traditionally associated with raising the expectations of consumers through product-focused advertising (de Chernatony and Segal-Horn, 2003, p. 4); branding evolved from being predominantly concerned with the communication of easily copied functional or tangible features of products (Kotler and Gertner, 2002), to its contemporary usage as a mechanism for creating differentiation by appealing to the consumer emotionally or behaviourally. Brands grew from being thought of as a combination of a name, term, sign, symbol, or design used to identify goods or services (American Marketing Association). To a representation of values, behaviour and lifestyle (Trueman *et al.*, 2004). Thus, branding became more varied, complex and increasingly applied outside of the domain of business and enterprise (Gobe, 2009). In particular, place branding, the practice of conveying the intangible, soft or emotional values or benefits of the brand in combination with other marketing techniques to the economic, social, political and cultural development of cities, regions and nations became commonplace (Szondi, 2010).

### 1.2 Research Context

Nation branding stands apart from other variants of place marketing (Figure 1.1) in the way that it involves more than the promotion of the place and its attractions. It involves not only the development and promotion of the nation for purposes other than tourism, but in essence, is concerned with ascertaining, evaluating and conveying the intangible aspects of a country that, in combination with other elements, depict the national zeitgeist or personality. These intangible or

'soft' aspects of the nation's character are then presented to the rest of the world in an attempt to promote what the country is really about or what it stands for. This is to say that out of the necessity for nations to survive they are promoting a differentiated, sustainable, attractive and high quality way of life, in the hope of enhancing the life of its citizens at the same time as gaining a higher share of not only the world's tourists, but trade and talent.

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Figure 1.1 Taxonomy of Place Branding

Adapted from Kavaratzis (2005)

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In this way, because of the utilisation of the nation's culture and identity in the nation brand, it is required to be truthful (Gilmore, 2002), resonate, as well as representative of the general population (Simonin, 2008), and based upon current reality (Olins, 2002). As such, the key distinction between nation and other forms of place marketing is not only the importance of conveying the reality of the country to be able to deliver the brand, but also in the pairing of economic and social objectives to achieve public good. Yet, in spite of a postulated requirement for the brand identity to embody the nation's identity, and for nation brand's not to be dedicated to image management or change alone (Anholt, 2007), there remains a tendency for both academics and practitioners to focus on the

procedural, marketing and technical advancement of the subject, leading to matters associated with the societal elements of the brand such as the role of the general population and use of their culture and national identity in the nation brand, are largely ignored and critically underdeveloped.

Importantly, the fact that the major criticisms of the subject, such as its anti-democratic and unaccountable procedures, primarily relate to the social aspects of nation branding indicates that, until these social elements are recognised, evaluated and given due credence in the design, development and implementation of nation brands, these criticisms will continue to afflict the subject. Thus, it will continue to be conceptual and therefore, fail to advance. A lack of theoretical work, empirical evidence and publication of data evinces that, in order for the nation brand to make provisions for its social components, there is a necessity for research to step outside of the conventional marketing perimeters and investigate how theories from other areas of study may foster the progression of the subject and the objective evaluation of its procedures. Otherwise, should nation branding procedures continue to overlook social aspects and be devoid of theory, it will remain underdeveloped as an academic discipline and continue to be seen as a mechanism not dissimilar to propaganda, and thus raise issues on ethical grounds as a discipline associated with the promotion of doctrines, stereotypes, and dogmas. To deal with these issues and contribute to nation branding by filling this gap in knowledge, research sought to reconsider nation branding (particularly the branding activities of the Isle of Man) from the perspectives of sociotechnical systems. This research asks:

**Can the principles of Sociotechnical Systems Theory advance the theory and practice of nation branding?**

## 1.3 Theoretical Context

In order to foster greater consideration for the social aspects of nation branding, research borrows from sociotechnical theory, which promotes the principles of alignment and collaboration between a technical system and a social counterpart.

### 1.3.1 Sociotechnical Theory

While originally the sociotechnical approach was developed for manufacturing cases where the needs of technology confronted those of local communities (Whitworth, 2009), its contemporary application has evolved to concern the identification and analysis of psychological and social factors that potentially cause conflicts and thus influence organisational performance (Gregoriades and Sutcliffe, 2008).

Trist and Bamforth's (1951) sociotechnical system (STS) was originally developed to assist in dealing with cases where the needs of technology confronted those of local communities (specifically in coal mines) where the technical system referred to material technology (i.e. devices, tools and techniques needed to transform inputs into outputs), and the social system the employees and their knowledge, skills, attitudes, values and needs (Akbari & Land, 2005). Today, the technical system is increasingly thought of with reference to knowledge and competence (Geels, 2004), as opposed to tangible apparatus, and the social system as a, "general form of human interaction that persists despite changes in individuals, communications or architecture." (Whitworth, 2009, p. 400) As such, while the original STS approach stressed the reciprocal interrelationship between these systems (Ropohl, 1999) and considered organisations, as open systems, to be sociotechnical if they contained both a social system and a technical system, the contemporary understanding of STS is bound by the principles that interaction between the technical and social systems creates conditions for successful performance where subsequently, primarily focusing on one system creates condition for un-designed relationships that foster unpredictable behaviours and therefore impinge performance (Pavard et al., 2005). Thus, the goal is to achieve joint optimisation by integrating the social

requirements of people with the technical requirements needed to keep the processes viable in relation to their environments.

As such, by considering the behaviours of both systems in evaluating the organisation's dynamics, analysis permits the identification of the psychological and social factors that may cause conflicts within the system and influence performance (Gregoriades and Sutcliffe, 2008), allowing for the creation of balanced and synergistic relations between these systems and improved performance (Griffin and Dougherty, 2002). Furthermore, identifying gaps, lack of fit or dissonance between the objectives, roles and outcomes of the sociotechnical system concerns analysis of the integration and interaction of not only multiple activities, but also relationships within the systems, because the Sociotechnical System is comprised of multiple elements: people (social system) using tools, technology and knowledge (technical system) to produce goods or services for consumers (external system), and for these goods and services to be of value, understanding the interplay between these systems and their composition is essential (*ibid*). A comprehensive analysis of sociotechnical systems theory can be found in 2.4

### **1.3.2 Nation Branding as a Sociotechnical System**

In the context of the nation branding, the nation brand is considered a conceptual open system, encompassing a technical system (knowledge, branding know-how, competence) which is interrelated with a social system (culture, identity, society), that interacts with the external environment (targeted markets, internal audiences). Taking this into account, nation branding is an abstract, conceptual, open Sociotechnical System and as such, the approaches described are drawn on to assist in the development and advancement of nation branding by achieving joint optimization, alignment or collaboration between the brand (technical system) and its social counterpart (the social system).

### **1.3.2.1 Technical System**

Based on this, the technical system of the nation brand concerns the systematic, business or marketing techniques as well as technocratic tools used to produce the outputs and achieve the objectives of the nation branding strategy. For example, the check-lists or methodologies put forward by various authors (Anholt, 2006a, 2007; Fan, 2005; Gilmore, 2002) that deal in the core activities relating to the development, implementation and management of the nation branding process; such as the analysis and development of the country's external image (Baker and Cameron 2008; Skinner and Kubacki 2007), the positioning of the nation-brand (Gilmore 2002) and the brand design itself (Balakrishnan 2009) are constructed in the technical system because of their exogenous emphasis on technical or marketing-oriented facets of the nation brand.

### **1.3.2.2 Social System**

Conversely, the social system comprises the multi-faceted internal aspects of nation branding that relate (directly or otherwise) to the general population and as such, is the conceptual umbrella term for any of these social concerns. For example, references to the need for nation branding to be of common good (Anholt, 2003), representative of (Balakrishnan, 2009) what the country stands for (Aaker and Joachimsthaler, 2002), accounting for cultural idiosyncrasies (Simonin, 2008) and rooted in fundamental truths about the nation (Gilmore, 2002) as well as: the impact of external perceptions on the collective identity, the correlation between the brand values and nation's personality and, in the requirement for the steering committee to be representative and accountable; belong to the social system of the nation brand because they relate to the populous and exist in the public space.

Thus, through the theoretical value attached to the concepts of integration, alignment and the remonstrance of the necessity for interrelationship between actors or systems, in addition to being bound by the notion of normative rules that influence and guide both collective and individual behaviours (Durkheim, 1895), the construct of sociotechnical systems theory is relevant to this

research- both theoretically and practically. Practically, these tools have applications or functions in the 'real world' which means they can be used for carrying out the analyses described below at the same time as providing a theoretical framework in which to conduct this research. Thus, sociotechnical systems theory is legitimately drawn on to assist in the development and advancement of nation branding strategies that achieve alignment or collaboration between the brand (technical system) and its social counterpart (the social system).

## 1.4 The Isle of Man's Nation Brand

Born out of the desire to promote the Island in a consistent and attractive manner to encourage social cohesion and economic growth, the Isle of Man government delivered its first holistic island branding strategy in April 2006. The Manx branding strategy, *The Branding Project Report (2006)*<sup>1</sup>, is the focus of this research. 'Officially' developed as a result of changes in the social and economic mosaic of the Island, the purpose of the nation brand is to, "help the Isle of Man enhance its unique identity and social cohesion, and generate continued strong economic growth." By developing a strong, managed brand proposition for the Isle of Man (*The Branding Project Report, 2006, p. 6*). Thus, following a "large amount of work" (*Ibid, p. 3*) it was decided that the values and advantages of the Island would be expressed as independent thinking, resilience, resourcefulness, community loyalty (helping others to flourish). Or, as: "*a land of possibility where people and business will find the right environment in which to reach their full potential, whatever they feel that might be.*"

As the purpose of nation branding is to increase competitive advantage by promoting the place in a consistent manner, the development of a domain brand that markets the nation in a holistic manner serves to not only to increase revenue and generate better value from existing spending. However, may also strengthen culture and develop a clearer sense of national identity (Isle of Man Government, *The Branding Project Report, 2006, p. 5*). In relation to Island economies, because

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<sup>1</sup> Isle of Man Government (2006) Economic and Social Development through the Enhancement of the National Identity of the Isle of Man. [*The Branding Project Report*]

Islands are considered to possess unique characteristics and experience distinctive circumstances (Zhang, 2010). The creation of a synthesised vision for the place is not conceptualized as a marketing activity, but rather the initiation of a social, political, and psychological exercise. This has the potential to manage and protect the image and identity of the country in the spheres of political, social, cultural, and economic policy (Isle of Man Government, The Branding Project Report, 2006, p. 5, Leseure, 2010).

## 1.5 Research Aims and Objectives

In taking the principles of sociotechnical systems theory and the current branding activities of the Isle of Man and into account, the core aim of this research is to fill the gap in knowledge pertaining to the internal or social elements of nation branding by asking:

**Can the principles of Sociotechnical Systems Theory advance the theory and practice of nation branding?**

Because nation branding is concerned with understanding, enhancing and promoting the identity of the nation, its people, and their personality, it holds social obligations to be representative of the population being branded at the same time as fulfilling its technical objectives by achieving a competitive advantage for the nation to prosper. For this to be the case, both the technical and social systems of the nation brand must be analysed and taken into consideration when developing these strategies.

### 1.5.1 Research Objectives

To aid in considering these issues the research problem has been split into three research objectives, which are:

1. To empirically investigate if the Isle of Man's nation branding strategy attains Sociotechnical alignment

2. To evaluate the degree of alignment affecting the implementation of the nation brand as well as how misalignment is created in the branding process
3. To evaluate the impact of alignment on the outcomes of a nation branding initiative

The results of Objective 1 are utilised along with qualitative data to assist in addressing Objective 2 insofar as providing primary empirical data to evaluate to what extent the degree of alignment identified prior, effects the implementation of the nation brand as well as how misalignment is created in the branding process itself. In a similar vein, objective 3 consolidates the previous research findings in ascertaining what impact the degree of alignment between the technical and social systems has on the outcomes of the nation brand.

## 1.6 Justification for Research

This research makes major contributions to knowledge in addition to addressing two significant gaps in the body of knowledge. Firstly, sociotechnical systems theory has until date, never been applied to the field of nation branding. Secondly, although there are a number of noteworthy authors who deal in the subject of nation branding (Anholt, 2006b; Gilmore, 2002; Lodge, 2002; Olins, 2002;) the lack of advancement in the field means that there has been no work carried out dealing with the specifics of socially conscious nation branding strategies. However, although it is evident that the social layer exists, these elements are rarely referred to, demonstrating a major shortcoming in previous research. Lastly, the literature is predominantly conceptual, meaning that, until now, there has been an acute lack of empirical evidence produced to support any of the claims made by authors to date. As a rule, there are no validated frameworks, procedures, or models that indicate how to go about nation branding as each country tends to develop nation brands on an *ad hoc* basis combining elements of various conceptual theories or at the advice of marketing consultants. Aside from a small number of flowcharts or checklists, there are no empirically based models, theories or frameworks that countries can follow when developing, implementing or managing nation brands.

This research aims to fill these gaps in knowledge, through an in-depth analysis of the Isle of Man's branding strategy in combination with STS Theory.

## **Chapter 2: Literature Review**

### **2.1 Introduction to Chapter**

The purpose of this section is to review the literature pertaining to nation branding from the theoretical perspective of sociotechnical systems. It has been approached from a systematic stance, initially using key search terms (nation branding, country branding) in conducting a preliminary review to code the body of knowledge. The preliminary systematic review (Hart, *et al.*, 2009) indicated that, despite the continuous growth of the field, its associated procedures were unknown. Further, due to the paucity of work focusing on the social aspects of the subject, the scope of the literature review was expanded to topics (e.g. sociotechnical systems, public relations) outside the field of nation branding.

The structure of the following pages follows the systematic approach by evaluating the content of work dealing with the conceptualisations of nation branding (2.2), the tenets of nation branding (2.3), as well as the tenets of sociotechnical theory (2.4) before exploring the concept of a sociotechnical nation brand (2.5) the technical system of nation branding (2.6). Then, providing analyses of the social system (2.7) and the application of the sociotechnical approach to nation branding (2.8).

### **2.2 Conceptual Perspectives on the Nation brand**

Throughout the literature, the terms country branding and nation branding are used interchangeably. For instance Brymer, (2003) and Kotler and Gertner (2002) use 'country branding', yet Anholt (1998) and Olins (2002) prefer the term 'nation branding'. Analysis of the literature

suggests there appears to be no particular reason why authors opt for either term, as they are taken to mean the same thing. In this work, a country is defined geographically as a body of land with borders that are related to the nation. A nation is conceptualised as an imagined community with people connected through elements such as culture, values and ethnicity (Anderson, 1991), whereas a national brand is a brand, be it a product or service, which is available nationally as opposed to regionally or locally.

There are also two distinctive conceptual perspectives of nation branding: the first and more popular conceptualisation of the subject views nation branding as a system where, using branding techniques, the nation itself is marketed as one cohesive unit in order to improve the holistic image of the country. This conceptualization argues that the historical, political and cultural composition of countries (in addition to its associations with product categories) formulate country reputation. Therefore, piecing together these various elements to create a coherent message structure that communicates all the positive values of the nation, serves to alter people's overall perceptions of the country in general, and thus improve its holistic image. In this respect, the aim is to deliver consistent and synergetic positive messages about the country as a package in order to generate development in all areas of economic interest (Anholt, 2007a)

On the other hand, others (Gudjonsson, 2005) may accept the conceptualisation of brands as a system due to the theoretical benefits of using branding tools to improve the country image. They argue that because the composition of countries is inherently complex; selecting, combining, conveying and controlling the various values of the nation in a single unique domain brand is an unrealistic task (O'Shaughnessy and O'Shaughnessy, 2000). Instead, nation brands are conceptualised as intangible and more manageable assets from which a positive country image is used to build its reputation around certain product categories rather than across all areas of national interest. Thus, because a nation's image can be exploited through its reputation in particular product markets, nation branding should attempt to increase prosperity by adding to the value of its brands

(Gudjonsson, 2005). According to O'Shaughnessy and O'Shaughnessy, (2000, p. 64), utilising branding techniques adds value to the country's industry and consequently, the brands that the country represents. Therefore, "a nation cannot be treated simply as a brand writ large...If a marketer is to exploit the image of a nation, it should ideally be the nation's high reputational capital in respect to product categories." By suggesting that nation brands focus on product markets, the remit of this school of thought is somewhat limited, particularly in comparison to the wider approach, which encompasses this product focus, taken in the former. Furthermore, it also fails to consider the social or even political elements of nation branding that are the focus of this research. Thus, this research subscribes to the notion of nation brands as a system, because its scope is wide ranging, inclusive of social elements and commonly adhered to within the field. Additionally, considering the nation brand as a system allows for the legitimisation of the Sociotechnical systems approach used in this research due to its roots in system theory.

In sum, while nation brands may be thought of as a system where the holistic image of the country is improved to facilitate overall competitive advantage. Or, on the other hand, as an intangible asset used to generate economic development by improving the country's image in certain markets; the fact is, these conceptualizations are not mutually exclusive or opposing ideals. However, in essence, debates relating to the feasibility and scope of nation branding where the eventual outputs are the same: for countries to achieve public good at the same time as developing strong and positive reputations for economic gain.

## **2.3 Tenets of Nation Branding**

There exists a set of tenets of nation branding that concern the process of managing the nation's identity, image and reputation to facilitate recognition and competitiveness. Collating various approaches put forward in the literature (Fan, 2005; Milhailovich, 2006), these practices are combined and categorised as broadly focusing on five core phases: 1) primary audit, 2) objective

generation, 3) inputs, 4) processes, and 5), outputs and are designed with two deliverables in mind: improved brand equity and the triggering of a virtuous cycle of competitive identity (Anholt, 2007a). Collating the literature has also shown that the field is built from work published by both academics and gurus or consultants alike.

### **2.3.1 Phase 1: The Primary Audit**

The primary audit concerns analysis where initiators of the strategy, recruit a working group<sup>2</sup> to oversee a general evaluation of the country's competitiveness. Following the establishment of a working group (Domeisen, 2003), the purpose of this primary audit phase is threefold: 1) to ascertain current competitive position of the country, 2) to ascertain evaluate potential opportunities and, 3) to determine its core competencies. The primary audit tends to evolve over five stages: establishing the steering committee, ascertaining the nation's current competitive position by evaluating its perceptions and competitive advantage before assessing readiness (Figure 2.1). While there is a wealth of information relating to each of these six broad stages of the primary audit; there are a number of gaps in the knowledge-base. These relate to a failure to apply or even consider known frameworks or theories associated with these stages.

In relation to establishing the steering committee, although authors remonstrate the complexity in managing the nation brand's stakeholders, through failure to recognise capital in all its forms (Pellissery and Bergh, 2007), the literature takes a simplistic view of both stakeholder (Donaldson and Preston, 1995) and participation theory (Maclure, 2000). The concepts of stakeholder legitimisation, collaboration (Bramwell and Sharman, 1999), the intricate nature of power relations (McGee, 2004), the difficulties in dealing with cross-sector relationships (Sautter and Leisen, 1999), issues related to establishing a trust culture, resourcing, member engagement and inter-learning (Morrison *et al.*, 2004), frequently referred to in destination branding (Morrison *et al.*, 2004), are rarely examined in the context of nation branding.

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<sup>2</sup> Or steering committee

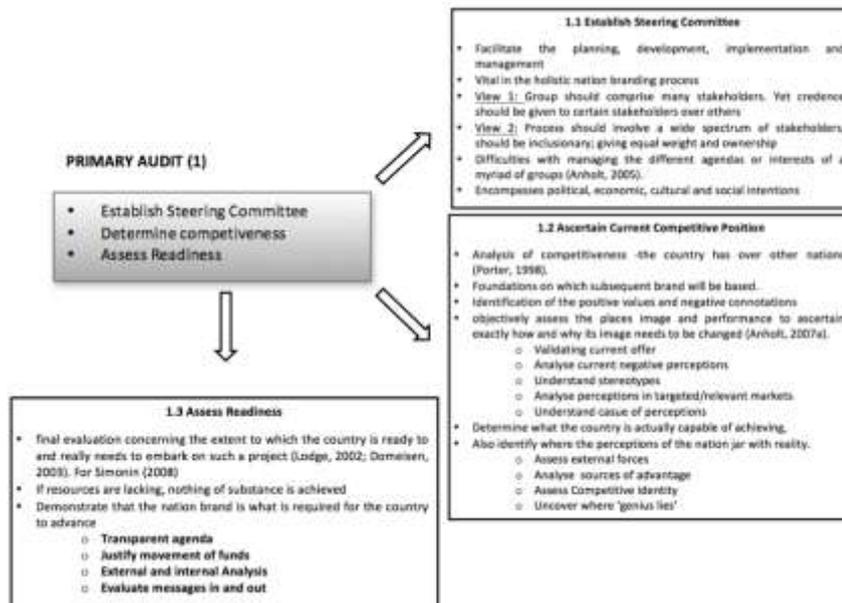


Figure 2.1 Phase 1: The Primary Audit

Further, as well as the exact mechanisms for analysing current competitiveness being unclear, this stage of the primary audit also fails to deal in the principles of perception theory (Grice, 1961) and stereotypes (Wilson and Rosenfeld, 1990)- despite this stage of the branding process being subject to perceptual errors. Moreover, while the importance of determining the nation's capabilities is crucial in order for the brand to be capable of achieving its objectives and gaining a clear, believable and positive idea of what the country really is, what it stands for and where it's going (Anholt, 2007a, p. 26). There exist no uniform method for conducting such analyses. Furthermore, as well as being subject to perceptual nuances, no consideration is paid to the importance of building consensus; particularly in determining who ultimately decides what the country's 'unique abilities' are.

### 2.3.2 Phase 2: Objective Development

The next stage is to develop the strategic objectives, where the overarching objective is usually to improve socio-economic conditions. This involves developing, promoting and managing a differentiated, appealing, positive and consistent image of the entire country, strategies tend to comprise of a number of sub-objectives that are relevant to specific markets. While each sub-objective is used to enhance the competitive position of the country in the specific markets, there remains a necessity for them to be interrelated and coordinated under the auspices of the nation brand. This is because objectives for one purpose may not necessarily complement those suitable for other purposes. Thus, a fluid approach in developing the objectives (Figure 2.2) from both individual and joint considerations of the objectives is required (Kerr, 2006, p. 280).

As with the primary audit, within this phase of the nation branding process, there are examples of deficiency in applying related theories or frameworks. For instance, through an underlying assumption that the image problems of the country are known and can be resolved in the same way, the literature takes somewhat of an overall or generic perspective of objective development.

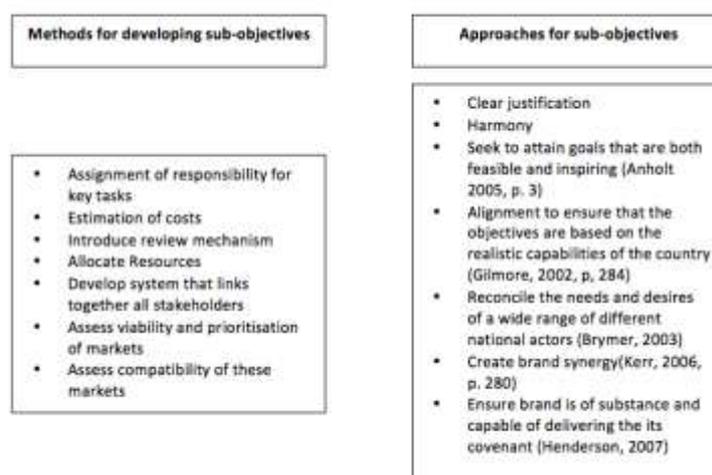


Figure 2.2 Methods and Approaches for developing sub-objectives

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Also, despite references to the brand's social intentions, the literature fails to detail the manner that objectives (other than those exogenous or economic) are created. Considering the degree of influence and agenda setting (Kosicki, 1993) fostered in the steering committee, the literature also neglects to deal with any form of agenda setting theory (Berger, 2001)- although acting on agendas of social issues can be considered as political participation (Garbrah-Aidoo, 1995). Next to this, the specific management structure in dealing with the brand's objectives as well as the impact of motivational constructs (Pintrich, 2000), the influence of personal and individual characteristics (Dweck and Leggett, 1988), individual goals (Locke and Latham, 1990), motivations (Ford, 1992) and the purpose or reason why particular individuals seek to attain particular goals (Pintrich and Schunk, 1996) are also not dealt with.

### **2.3.3 Phase 3: Determine Inputs**

The third phase concerns determining which of the country's capabilities or positive values will be inputted and combined in the branding process to tell a story about what the country is and what it stands for (Kerr 2006). Such inputs are considered the elements of the brand that that will serve to communicate the aspirations of the place (Anholt, 2004b), by inciting belief, evoking emotions and prompting behaviours (Kotler and Gertner, 2002). In a general sense, the inputs are the country's assets that represent the real, diverse nature of the people and landscapes, their history and heritage, their products and resources (Anholt, 2008) that make the country unique. In this respect, these assets are considered to be the tangible and intangible; physical and human strengths of the country that positively impact the its marketability (Kotler and Gertner, 2002). The process should include three crucial inputs: leadership, capital and commitment. This is because, without effective management, funds or commitment the strategy it is unlikely to be supported in its development and therefore fail in its application (Carmichael, 2008) (Figure 2.3).

Once more, while these inputs are thought to be vital in the improvement of the country's brand equity (Papodopoulos & Heslop, 2002), there remain a number gaps in the body of knowledge

where references to theories or frameworks associated with commitment, the political sciences or national identity are absent.

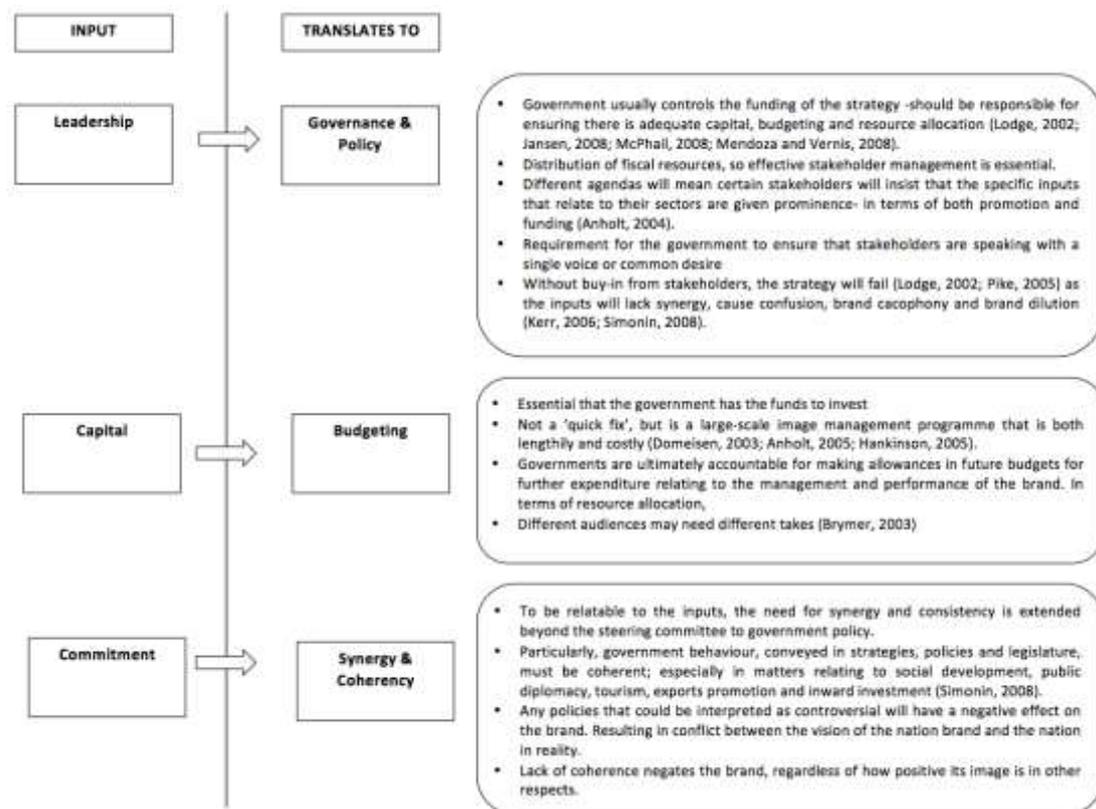


Figure 2.1 Translation of crucial inputs

The literature takes somewhat of a trusting view of governance and politics; where matters relating to democracy or accountability, the risks associated with under-commitment, unrealistic engagement or achieving equilibrium in commitment (Bassetto, 2005) political sciences, political theory or the instrument or processes of governance are scarce.

As far as the selection of the unique assets that represent the real identity of the nation (Anholt, 2008), as well as a lack of details pertaining to on what grounds the nation's competencies are considered as 'core', the presence of dissonance or gaps between perceptions and the reality of

what the nation is 'good' at, is not identified<sup>3</sup>. Moreover, in assuming that these image assets will be readily identifiable and accurately represent the general population of the nation as well as its culture, history and heritage; the literature also takes a generic view of the concept of national identity (Olson 2002). Finally, although it is suggested that "representation of a country's culture provides the country's image with that all-important quality of dignity" (Anholt, 2002b, p.235), the internal functions of national identity, or the factors that combine to create the social bonds, common heritage and cultural kinship that strengthen the nation's identity (Smith, 1991), are other than in the work by Skinner and Kubacki (2007) which found that, "the place's brand identity is inextricably linked with the place's national and cultural identity" (p. 308), not specifically examined.

### 2.3.4 Phase 4: The Branding Process

The branding process evolves over four stages: establishing brand identity, determining the brand's personality, positioning, courting support, then launching and promoting the brand (Figure 2.4).

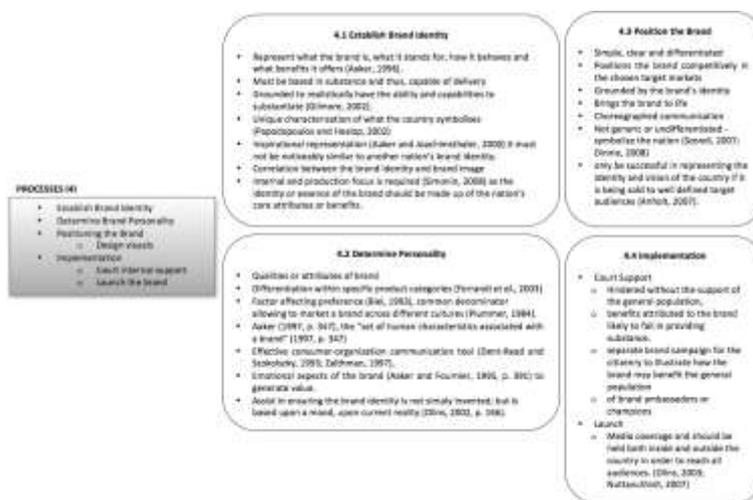


Figure 2.2 Phase 4: The Branding Process

<sup>3</sup> For a detailed examination of the creation of dissonance between perceptions and reality of corporate competencies, see Balmer, 2001, 2002, 2005.

Once more, while there is a wealth of literature examining these stages, particularly those ensuring the brand is credible (Anholt, 2007a), there is a blatant disregard for social theory. For example, Gilmore (2002) is one of a select few (Carmichael 2008) who refer to the *vox populi* or general population in the development of the brand identity. It is suggested that to ensure the brand's identity captures the values of the country, the identity of the brand should be based in "reality and in fundamental truths about the nation" (Gilmore, 2002, p.284) (so that the core values of the brand identity are representing the core values of the nation) leading to the brand personality amplifying the nation's personality. Yet, ensuring that the values, essence or 'spirit of the people' are at the foundation of a brand's identity is one of the most undeveloped concepts in what is already an acutely underdeveloped field. This is because, unlike the core activities described above, there is not one processes or check-lists put forward by any academics or practitioners that even begins to suggest how to go about ensuring the 'spirit of the people' is at the core of the brand's identity. Yet, while the body of work agrees that obtaining and maintaining internal support for the strategy is vital (Carmichael, 2008), Gilmore (2002, p. 291) makes a number of erroneous assumptions in this regard.

Firstly, while sceptics may doubt the nation brand because they don't consider it a priority, or it does not resonate or capture the 'spirit of the people' (*Ibid*), Gilmore borrows only from the reverse-halo effect (Min Han, 1989) in assuming that scepticism and doubt is created through disillusionment with the country's institutions, policies, culture and activities. Secondly, in stating that 'sceptics' have an absence of pride, lack of commitment to the country and actively doubt its potential, scepticism is wrongly equated with unpatriotic or anti-jingoistic tendencies. Also, if left alone, Gilmore (2002) believes these sceptics will either leave the country or potentially damage the brand. Yet, this damage or 'brain drain' can be forestalled simply by demonstrating that the strategy is value for money. Whilst it is evidently important that the steering committee demonstrate the nation brand is worth the tax payers money, by showing real evidence of the good it is going to do, as well as why it has been developed (Brymer, 2003). However, other than encouraging the citizenry

to 'buy local' (Papodopoulos and Heslop, 2002), at no stage do any of the authors or the literature in general, detail exactly how to go about involving the citizens, or courting support for the nation brand. This is to say, whilst it is clear that the general population must be included in the branding, it is not known how to encourage them to support, believe or even be part of it.

Notwithstanding the neglect of the role in the general population in endorsing the brand, one popular method for encouraging support from the business community is through the creation of brand ambassadors, a group of informed or exceptional citizens who will promote the country to whoever they meet, wherever they are (Gilmore, 2002; Olins, 2003). While there is no discernable selection criteria for selecting brand ambassadors or details pertaining to what activities they should pursue, they tend to be credible persons with international profiles who represent the brand and deliver its message to the general public. Conversely, brand ambassadors may also be known as brand champions (Simonin, 2008), although in this case, there is a clear distinction between the two insofar as brand champions are organisations as opposed to individuals who are recruited by the steering committee.

Next to this, as most nation's tend to outsource the development of the brand proposition and design to advertising or branding consultancies (Gilmore, 2003), there is a paucity of work dealing with how to systematically develop the nation brand's proposition. Presumably as a consequence of this, there are also no references design theory or brand design management (Borja de Mozota, 2003). Further, despite the nation brand positioning being remonstrated as crucial (Murphy et al. 2007), the field lacks distinction in terms of the uses of 'brand proposition' as the design of the brand or, as the perceptual positioning in the market. Moreover, there is also no explicit distinction made between the construction of positioning as independent from communications (Ghodeswar, 2008) or as the holistic communication of the brand's personality through colours, a symbol and typography (Dinnie, 2007).

### 2.3.5 Phase 5: Outputs

The outputs produced in the culmination of nation branding can be both predictable as well as unexpected. Common outputs of the nation brand relate to fulfilling the strategic objectives such as: increasing inward investment and attracting skilled labour, better investment promotion, attracting business and leisure tourists, as well as a healthier country of origin effect (Anholt, 2007a, p. 29). The primary outputs of the nation brand are improved brand equity and the production of a virtuous cycle.

#### 2.3.5.1 Brand Equity

In nation branding, the construct of brand identity is ambiguous because it can relate to both conceptualisations of nation branding (2.2). In the systems approach, it is associated with the perceived value attached to the country as a whole (Fan, 2005). Alternatively, in the intangible asset approach, the value a country possesses due to its positive or negative product-related associations (Iversen and Hem, 2008).

Both variants of country/brand equity are affected by the messages received about the country and are invariably associated with brand image (Papodopoulos and Heslop, 2002). By considering equity to be the residual beliefs existing in people's minds, which they believed they have adduced for themselves (Lodge, 2002, p. 372), these associated impressions are likely to influence consumer purchasing, investing, and travelling decisions (Viosca, *et al.*, 2004). On the other hand, as the emotional value resulting from a consumer's association of a product with a country, (Kavaratzis, 2005) brand equity is linked to the country of origin effect (and Gertner, 2002) and seeks to influence the nation's image through impacting the perceived value, or equity of the country's brands- as well as the country itself (Jaffe and Nebenzhal, 2002).

Nation branding may benefit both variants of equity as strategies have the ability to increase international commerce by transmitting positive messages about taxation, labour skills, safety, the environment, and political stability (Viosca, *et al.*, 2004) Thus, through the betterment of

perceptions of the country, the nation brand positively impacts country equity, subsequently improving the reputational capital of the products it makes (O'Shaughnessy & O'Shaughnessy, 2000) and contributing to economic development.

### 2.3.5.2 The Virtuous Cycle

The nation branding process is potentially cyclic (Anholt, 2007a; Simonin, 2008). The focus of the strategy is to improving country reputation through branding measures, these measures also positively affect both the citizenry and government's international standing, thus improving the country's reputation further still by triggering a virtuous cycle. The cycle (Figure 2.5) suggests that the benefits of nation branding go well beyond the outcomes and deliverables themselves (Simonin, 2008) as "the process becomes circular and self-perpetuating" as the improved image begins to reinforce the reputation as so inspires greater national pride and further innovation (Anholt, 2007a, p. 35). Thus, the nation brand is expected to become self-perpetuating and organic.



Figure 2.3 Virtuous Circle of Competitive Identity

(Adapted from: Anholt, 2007a, p. 35)

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However, the capacity for the nation brand to become self-perpetuating hinges on the ability of the steering committee and as well as their authorities, to create a continuous climate of consistency and synergy throughout the branding processes.

## 2.4 The Sociotechnical Approach and tenets of Sociotechnical Theory

### 2.4.1 Sociotechnical Approach

The sociotechnical system refers to interlinking systems of people, technology and environment engaged in goal directed behaviour (Ropohl, 1999). Organisations, comprising people using tools, techniques and knowledge to produce goods or services for their external environment (Griffin and Dougherty, 2002) are considered as sociotechnical. The social system is thought to be “the psychology and the sociology of the people” as an essential part of the system rather than a “nuisance, un-measurable or uncontrollable bit of the technical system” (Hutton, 1969, p.30). The technical system has evolved from being contextualised as tangible technology or machinery (Preece, et al., 1994; Akbari and Land, 2005), to combining intangible technology<sup>4</sup>, knowledge and competence (Geels, 2004). The sociotechnical approach recognises the existence of linear and non-linear interaction between these systems (Marion, 1999), considers single actors, as well as how to structure and manage relationships between the systems’ units and actors (Sutcliffe, 2000).

Various approaches<sup>5</sup> have been developed to facilitate understanding of the sociotechnical approach and development of sociotechnical systems (Carell, *et al.*, 2005). Broadly, these approaches relate to four overlapping levels: physical, informational, personal and group and development usually involves reasoning about the relationships between these levels (actors, tasks and goals) through comparing potential scenarios with requirements, as well as developing specifications and models focusing on events and information flows (Sutcliffe, 2000, p.214).

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<sup>4</sup> i.e. Information technology

<sup>5</sup> i.e. Visioning, scenario design, transition management

## 2.4.2 Sociotechnical Theory

Sociotechnical theory, distinct from a sociotechnical system, provides theoretically critical insights for understanding the relationship between people, technology and outcomes (Griffin and Dougherty, 2002). This is to say, it is concerned with ways that organisations, as sociotechnical systems, can achieve joint optimisation. Through facilitating and achieving integration or fit between the technical system and its social counterpart (Cartelli, 2007), joint optimisation advances the performance of the system. Therefore, while the principles of sociotechnical theory can be considered as abstract (Majchrzak and Borys, 2001, p. 220), it is grounded by two tenets: 1) that integration between these systems creates conditions for success and, 2) the optimisation or prioritisation one system alone, creates unpredictable relationships that impede performance (Gough and MacIntosh, 2003).

Whilst it is known that the design of the systems (social, technical, demands of the external environment) largely determines how successful the organisation will be (Rogers, 1995), the maximisation of performance is dependent on the explicit recognition of interdependency of the systems (Cartelli, 2007, p.2). Thus, systems cannot be designed in isolation because only through creating balanced and synergistic relationships (Griffin, *et al.*, 1998, p.12) will fit between these aspects, the resulting sociotechnical structure, and the human characteristics of those who enter it be attained (Katz and Kahn, 1978).

To attain joint optimisation, fill the sociotechnical gap and facilitate the optimal function of the sociotechnical system the importance of integrated communications and knowledge must be accepted (Ackerman, 2000; Pasmore, *et al.*, 1982). At the same time, understanding that altering of one element of the system alters the others (Curtis and Krasner, 1998, p.472), how the system and the people within it function is uncovered through detailed analysis determining how the system's variances (where deviation from the norm occurs) will be controlled and facilitated (Majchrzak and Borys, 2001). For Curtis and Krasner (1998, p.472) due to it facilitating psychological investment,

commitment and confidence, joint optimisation is fostered through participation in the analysis and design of the system. On the other hand, to implement joint optimisation within organisational departments, Emery (1967) suggests undertaking a seven-stage evaluation (Table 2.1) of the human and organisational objectives, roles, and outcomes to assess the social and technological systems as an interactive whole.

Step	Description	Method	Purpose
1	General scanning	Conduct analysis of the organisations objectives, its work and its organisational structure, as well as geographical layout	To provide general introduction to the outputs, inputs and transformation processes
2	Defining the objectives of the system	Consider major outputs to identify all inputs (including those used to maintain or develop assets). Follow the process they go through to become outputs then test outputs to determine whether they are objectives and whether outputs are really required	To provide a rational datum against which to judge activities by determining the resources within the boundaries of the organisation to produce clarity of objectives in order to hypothesise the responsibilities, authorities, information/communication links with others and key methods and procedures that are appropriate and to match them against those that already exist
3	Analysing the roles in the system	Analyse each role within the system taking a top-down approach	To arrive at the role objectives and relate them to the overall objectives
4	Grouping roles	Group the roles (3) to identify role-interaction links	To lead to hypotheses about the clustering of these roles in respect to their geographical and temporal distribution and status dimensions
5	Measuring roles against psychological requirements	Use individual interviews to ascertain perceptions of roles	To measure the perceptions of roles and how much each role meets individual psychological needs
6	Developing change proposals	In the scope of the overall environment, use the hypotheses identified in preceding steps to develop proposals for the redesign of jobs/structure	To develop proposals for change in relation to the grouping of roles and reformulation of objectives
7	Management objectives	Consider the objective analysis (2) with the role analysis (4) as a composite and measure role output and performance targets	To develop performance measures, setting targets and creating feedback loops.

Table 2.1 Emery's Organisational Objectives and Role Analysis

Adapted from Emery, 1967

Similarly, Mumford (1985), also recommends a set of nine principles to achieve autonomous group working (Table 2.2). As with Emery's (1967) stages, these tend to focus on the analysis of the sociotechnical system to foster coordination (Preece, *et al.*, 1994).

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Step	Name	Description
1	Initial scanning	Describe the main characteristics of the system and its environment. Determine where problems lie and where the emphasis of analysis needs to be placed. Should cover: geographical layout, structure, inputs and outputs, transformations and variances, system objectives- technical and social.
2	Identification of unit operations	Identify main phases in process.
3	Identification of variances	Identify all variances and note key variances. A variance is considered key if it affects the quality or operating or social costs.
4	Analysis of the social system	Identify main characteristics of the social system through: review of structure, a tables of variance control, a note of ancillary activities unconnected with the control of variances, a description of the relationship between actors, a note on flexibility, pay relationships and psychological needs.
5	Perceptions of roles	Assessment of the extent to which actors believe their roles meet their psychological needs.
6	Maintenance system	Extend to which the maintenance system impacts on and affects the technical system.
7	Supply and user system	A description of the way in which these environmental systems impact the technical system.
8	Environment and development plans	Assessment of the extent to which the environment affects the technical system's ability to achieve its objectives.
9	Proposals for change	All the hypotheses and proposals considered during the processes of analysis must be gathered together, considered and turned into an action programme. Proposals for action must contribute to both the technical and social objectives of the system.

Table 2.2 Mumford's Principles for Achieving Joint Optimisation

Adapted from Mumford (1985); Preece, *et al.*, 1994

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On the other hand, Whitworth (2009, p.10) approach is boarder by asking whether the technical system has the properties that will allow optimisation to occur (Table 2.3).

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Step	Name	Description
1	Synergy	Community creation of extra benefits by social interaction, whether physical, informational or human outputs like enjoyment or understanding
2	Morale	Presence of community have goodwill, is it socially an enjoyable place to be, without social conflict, and do members help others?
3	Order	Support of the rules or norms of social interaction, giving social predictability?
4	Freedom	Are valid "rights" granted broadly, to allow bottom-up participation?
5	Privacy	Does the community respect the right not to communicate?
6	Openness	Does the community let new ideas in or out?
7	Transparency	Can people easily see what is going on?
8	Identity	How is the community identity maintained against ideological hijack, e.g. by online constitution, by membership rules, by community logo, slogans or symbols?

Table 2.3 Whitworth's Principles of STS Design

For Farla and Walraven (2011, p.5) seeking to attain joint optimisation, shared understanding and more specifically alignment in perspectives, can assist in the sociotechnical system evolving towards specific goals through the means of discussion and interaction. In this way, the sociotechnical system with a high level of alignment in perceptions, ambitions and goals (Molina, 1995) is likely to create a stronger network of collective ideas that subsequently foster coherence and consistency in achieving the systems goals (Molina, 1995). To measure alignment in perspectives, three assessments are put forward: 1) standard deviation, where a high standard deviation is less aligned than a low standard deviation, 2) the Kruskal-Wallis analysis of variance, which uncovers significant differences in actors' attitudes, and 3) assessing actors' moderate, neutral and no opinion attitudes (Farla and Walraven, 2011).

For each approach, the goal is to achieve joint optimisation and integrate the social requirements of people with the technical requirements (needed to keep the processes viable in relation to their environments). These requirements are considered interdependent, as arrangements that are optimal for one dimension may not be optimal for the other, or for the system as a whole (Mitchell and Nault, 2003). Thus, by considering the behaviours of both systems in evaluating the organisation's dynamics, analysis permits the identification of the psychological and social factors that may cause conflicts and influence performance (Gregoriades and Sutcliffe, 2008).

Therefore, creating joint optimisation, designing work so that the two systems yield positive outcomes (Appelbaum, 1997), involves the creation of balanced and synergistic relations between the systems (Griffin *et al.*, 1998; Griffin and Dougherty, 2002). This is achieved through analysis of the integration and interaction of multiple activities and relationships by identifying gaps, dissonance between the objectives, roles and outcomes of the sociotechnical system. This is because the sociotechnical system is comprised of multiple elements- people (social system) using tools, technology and knowledge (technical system) to produce goods or services for consumers (external

system), and for these goods and services to be of value, understanding the interplay between these systems and their composition is essential (*Ibid*).

## 2.5 The Nation Brand as a Sociotechnical System

Considering the conceptualisation and tenets of nation branding suggests that while traditional forms of place marketing have centred on the use of technical and subliminal marketing skills to appeal to certain markets, nation branding is much more complex due to it being comprised of two strands. 1: a traditional external marketing management focused element that is grounded in the procedural development and implementation of the brand and its related strategies, and 2: an internal societal based strand that pertains to how the country's national identity relates to, and is communicated in, its nation brand, subsequently contributing to the formulation of its brand image. The interrelationship between these strands indicates that in order for brand to be democratically developed, correctly applied and an effective and value-laden communicator of a true and honest national identity (Jansen, 2008) an alignment or fit between these elements is essential.

In the context of the sociotechnical theory, the nation brand is considered a conceptual open system, encompassing a technical system which is interrelated with a social system that interacts with the external environment. Thus, nation branding is an abstract, conceptual, open sociotechnical system. As such, the approaches described above may be drawn on to assist in the development and advancement of nation branding through achieving alignment or optimisation between the brand (technical system) and its social counterpart (the social system).

## 2.6 The Technical Systems Perspective

The technical layer of nation branding deals with the systematic, business or marketing techniques as well as the technocratic tools used to produce the outputs and achieve the objectives of the nation brand. The check-lists or methodologies described in 2.3, that deal with the core activities

relating to the development, implementation and management of the nation branding process are constructed in the technical system because of their exogenous emphasis on technical or marketing-oriented facets of the nation brand. The components of the technical layer of nation branding dominates the extant literature, there remains a lack of theoretical foundations, empirical work, and a tendency for practitioners to avoid reporting or publicising their findings. This means that there are no discernable frameworks, models, or processes to follow when developing, implementing, or managing the nation brand. The interrelation between these elements of the technical system are depicted in Figure 2.6.

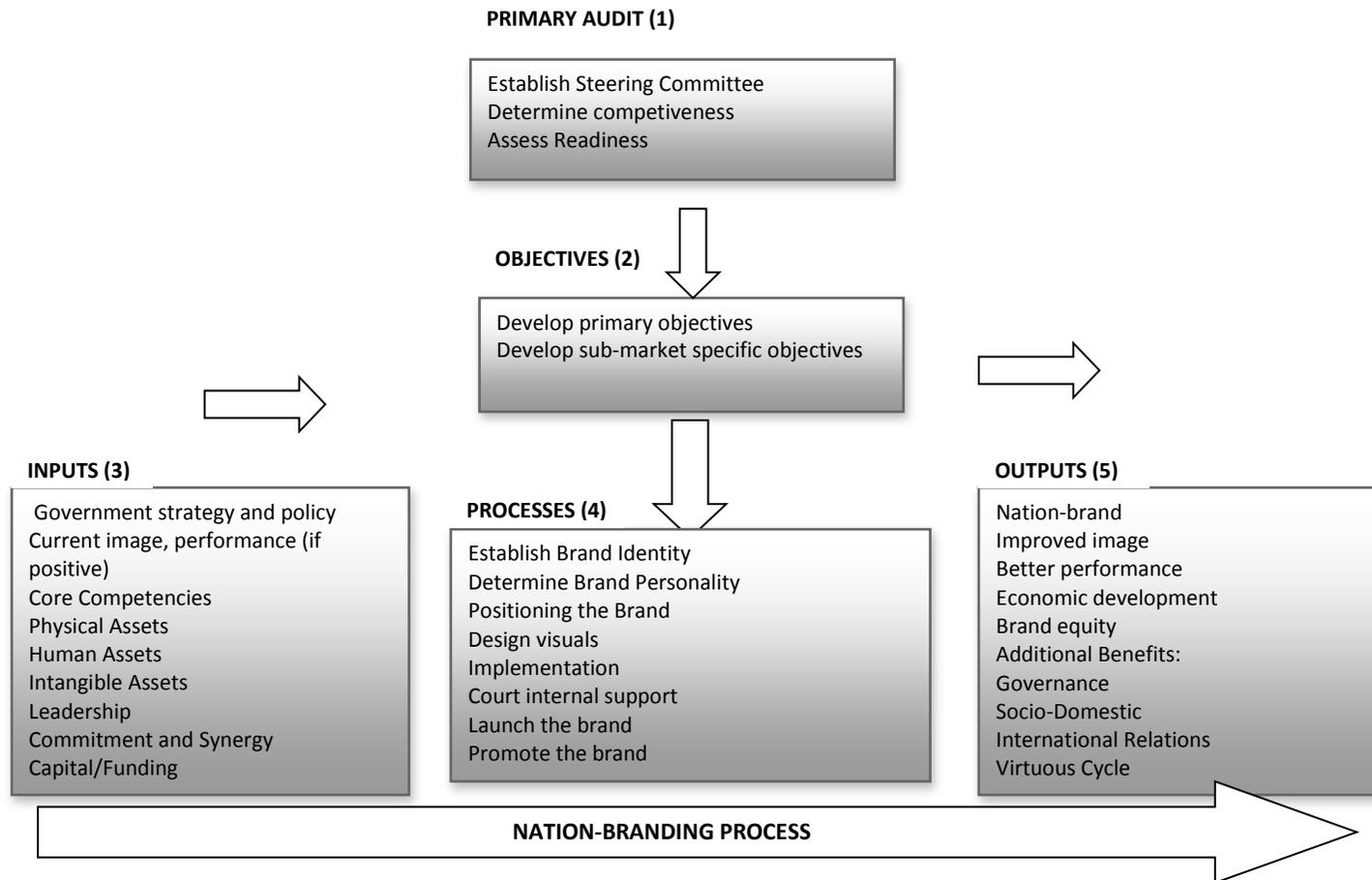


Figure 2.6 Nation Branding Conceptual Composite Process Model

## 2.7 The Social System Perspective

The social system is comprised of the multi-faceted internal aspects of nation branding that relate (directly or otherwise) to the general population. As such is the conceptual umbrella term for any of these social concerns. References to the need for nation branding to be of common good (Anholt, 2003a), representative of what the country stands for (Aaker and Joachimsthaler, 2002), accounting for cultural idiosyncrasies (Simonin, 2008) and rooted in fundamental truths about the nation (Gilmore, 2002) as well as: the impact of external perceptions on the collective identity, the correlation between the brand values and nation's personality and, the requirement for the steering committee to be representative and accountable; belong to the social system of the nation brand because they relate to the populous and exist in the public space.

When dealing with the social system of nation branding, unlike the technical system, the social system has been overlooked by the majority of authors. Some (Lodge, 2002; Gilmore, 2002; Domeisen, 2003; Olins, 2003; Anholt, 2004a, 2007a; Carmichael, 2008) do implicitly refer to components of the social system by dealing in elements associated with basing the brand in substance, truth, the nation's identity and involving the general population in the nation-branding strategy- although these matters tend to receive little more than a cursory mention. For instance, it is agreed that the brand image and positioning of the brand must be at least relatable to the general population for two important reasons. Firstly, since brands are increasingly becoming viewed as a badge or a promise, there is a requirement for the brand to be based in truth in order for it to be of substance and realistic. As Gilmore (2002, p.284) deduces, "if the image that is chosen for a country fails to represent the people, then how can they believe it themselves? How can it then be believed elsewhere?" Secondly, the fact that nation branding strategies tend to be spearheaded by governments or, those in positions of authority means that its development and subsequent implementation must be seen to be transparent and accountable to democratic values rather than imposing (Jansen 2008). Thus, an essential element of any nation brand should be that it is not

purely economically or market driven and instead, is seeking to achieve economic advantage and common good. As Anholt (2007, p. 51), argues: “governments should never do things purely for brand-related reasons; no action should ever be dedicated to image management or change alone. Every initiative and action should first and foremost be done for a real purpose in the real world, or else it runs the risk of being insincere, ineffectual, and perceived as propaganda (not to mention a use of taxpayer’s money that is often extremely hard to justify).” In which case, whilst the body of work does insinuate that the nation brand should take into account the impact and role of the general population in the brand either in terms of support for it or, in the way that the perceptions of the country could be effected because of its development.

A number of papers (Pike 2005; Carmichael 2008) also refer to the necessity of gaining support for the nation branding strategy by getting the populace behind it and making them live the brand (Gilmore 2002). However, frameworks, models, procedures or even suggestions indicating how this can be achieved are sparse. For instance, Anholt (2005c, p.300) writes that, “the general population...need to subscribe to, and enact the country’s visions of what it is, what it stands for, and where it’s going.” Additionally, Avraham (2004, p.476) believes that, “letting residents participate [in the rebranding] is most important.” Kotler and Gertner (2002, p.254), that “the process must involve government, citizens and businesses, all with a shared vision.” And, Kerr (2006, p.281) that “the brand should be a summation of the location’s infrastructure, people, industries and quality of life.” However, at no stage do any of the authors or the literature in general, tell us exactly how can go about ensuring the ‘message is right’, involving the citizens, or holistically managing these internal aspects of nation rebranding. Furthermore, according to Aronczyk (2008) and Jansen (2008) this is paying only “lip service” (Aronczyk, 2008, p. 55) to these social elements in order to “validate their craft” thus, such inferences are “merely hyperbolic rhetoric” (Jansen, 2008, p.132).

In this respect, the subject is clearly comprised of two strands: a technical strand where the primary focus is the technocratic tools described in the prior pages and, a pro-social strand where, the focus is the lack of consideration for the ethical and social issues in both the technical strand and nation branding in general.

Aronczyk (2008) and Jansen (2008) are two authors whose work deals with matters relating to the social system of nation branding, as opposed to its technical equivalent. While both authors provide a general conceptual analysis of the subject, both pieces are critiques of the subject. Their major criticisms are summarised in Table 2.4.

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Criticism	Critique
Anti-Democratic	Nation branding is profoundly anti-democratic and represents the departure from the classic understanding of public trust and democracy by contributing to the erosion of civic engagement, privatisation of public space, resources, culture, knowledge, language and nature, and foreign policy, by transferring decision making in the area of culture from the public to corporate sphere.
Neo-liberal	It facilitates the neoliberal blurring of public and private interests because it is largely based in political motives. Its agendas are distorted and un-transparent which means that while the brand itself is hyper-visible, the decision-making and multiple agendas incorporated throughout the processes are neither credible nor visible.
Misuse of National Identity	It commits public funding to the reinterpretation of national identity in marketing terms by selecting, simplifying and deploying only those aspects of national identity that are seen as marketable. By mutating national identity into a marketing asset and domestic propaganda tool, the brand creates an illusion of participation in exclusive communities, lifestyles, and experiences that marginalise or alienate others
Ideological Control	The nation brand is a mechanism for ideological control as it promotes only the aspects of national identity that are seen as attractive and marketable.
Fragmentation of Society	Nation is split into winners and losers: those who conform to the national identity chosen by the branding consultants those who do not. In this respect, nation branding is considered as a means for psycho-sociological re-engineering.

Table 2.4 Critiques of Nation Branding

Adapted from Aronczyk (2008) and Jansen (2008)

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In considering such criticisms, there is an identifiable correlation between issues such as the anti-democratic and politicisation of the decision making process and the exploitation of national identity with the social system. This suggests that although there is a deficiency of work concentrating specifically on the social system, direct and implicit references to its elements provide evidence for

its existence. Thus, not only does it become apparent that the social system exists, but that applying the interrelated sociotechnical approach, especially the encouragement, identification, integration and collaboration of various actors, will assist in combating criticisms of the field, such as those outlined above.

## **2.8 Application of Approach**

Applying the sociotechnical approach to nation branding may assist in producing a climate of coherency and integration. Moreover, through the principles of alignment and shared goals (Farla and Walraven, 2011) sociotechnical principles can foster the development of nation brand's that consider and acknowledge the importance of the role of the general population in the democratic and transparent design and delivery of the nation brand. To convey the impact of failure to seek alignment and harmony between the technical and social elements of the nation brand, the following pages refer to the nation branding activities detailed in 2.3, in demonstrating that the consequences of failing to facilitate alignment in the nation brand can be significant.

### **2.8.1 Phase 1: The Primary Audit**

When establishing the steering committee, failure to promote alignment between the social and technical systems is likely to foster stakeholder bias. Where the control of the brand is placed within the remit of a certain set of stakeholders who have been identified by the government as being 'legitimate' enough to have a role in the process.

Drawing from collaborative stakeholder theory (Bramwell and Sharman, 1999), legitimising stakeholders based on sufficient capacity, resources, and skills has major implications the context of this research. For example, it has the potential to steer the management of the processes in an exclusionary manner, where only certain individuals or groups are deemed as legitimate enough to take part in a project that realistically effects the entire populous. There are three major implications of legitimising stakeholders in the nation branding process.

Firstly, the development of the nation brand itself would be based on the interpretations of research and data by 'in-group' that the convenor has deemed has a 'stake' worthy of contribution. Secondly, the steering committee will not fully represent all stakeholders with an interest in the nation brand. Lastly, the nation brand may lack substance due to it being based in unrealistic and false assumptions; created by a powerful group with unspecified agendas. Because the agendas are not transparent, certain members of the committee may champion the industries with which they have vested interests. This is to say, considering that, "in a successful society, people are accountable not just for the effects of their acts on themselves, but also others" (Whitwoth, 2009, p.397), failure to seek alignment also forestalls accountability. Thus, the Government's actions are not justified and this may affect the manner in which the steering committee ascertains the country's competitive position.

Failure to align the systems when considering the country's competitiveness can lead to fundamentally misunderstanding the countries human and thus social capabilities, resulting in to failure to deliver the brand's covenant. Misalignment may also result in a lack of support and endorsement for the strategy because the capabilities and needs of society are dismissed. With reference to evaluating existing perceptions, lack of integration implies that general population, as a target audience, are rejected and therefore the strategy is ignoring the fundamental principles of nation branding as a device for more than generic image development. The brand thus, has little benefit for society and is not developed for greater good because only certain groups of the general population are identified as an audience, which means only they are beneficiaries of the brand.

### **2.8.2 Phase 2: Objectives**

Achieving integration between the technical and social systems in the primary audit is imperative as failure to integrate the systems from the outset is the causation of misalignment in the remaining phases- particularly in the generation of the strategic objectives. For the objectives to be met, they must be born out of previous analysis to ensure that they are both realistically achievable and that

the country has the capabilities for them to be delivered. Therefore, if the technical and social systems are not integrated, while the objectives may be consistent in terms of their interrelationship with one another, they will lack clarity, justification and will be difficult to meet<sup>6</sup>.

Misalignment between the systems during objective generation then means that the betterment of the brand image for economical purposes has been prioritised over the general well-being of the nation, thus the social system of nation branding has been neglected. Additionally, because of the level of synergy and consistency required when developing the objectives, the necessity for integrating systems is crucial. This is because in the same way that the degree of transparency and the actual composition of the steering committee potentially affects every activity in the process, as do the objectives. Meaning, the motivation and rationale for selecting the objectives must be clear and their benefits for the greater good both justifiable and evident.

Furthermore, the scope of the objectives and the strategy itself require a high degree of transparency- insofar as determining what the strategy is for and who is responsible for it. For Aronczyk (2009) this represents a major failing in current application of nation branding. While most authors (Kotler and Gertner, 2002; Domeisen, 2003; Avraham, 2004; Anholt, 2005b; Kerr, 2006; Carmichael, 2008) suggest encouraging residential ownership of the nation brand as a means for establishing support, Aronczyk (2009, p. 293) believes that positioning constituents, rather than brand consultants, as the “owners” of the brand effectively releases consultants from any responsibility for its effectiveness.

Therefore, misalignment between the systems at this phase of the process leads to the development of goals that are not realistically achievable and creates scenarios wherein the wants and needs of the private sector or the legitimised in-group are given priority over those of society<sup>7</sup>.

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<sup>6</sup> A common example of the misalignment during objective development relates to how those representing the tourism tend to champion the prioritisation of objectives that encourage a high or profitable volume of visitors to places of natural, historical, or cultural interest. This can subsequently result in the erosion of landscapes or even the destruction of valued cultural attractions. Furthermore, fostering mass tourism development may also lead to exposure to foreign behaviour, values, and attitudes that could influence the young and have an adverse effect on quality of life. Thus, in the worst cases, leading to increased drug use, prostitution and AIDS (Ayres 2000, p. 128).

### 2.8.3 Phase 3: Inputs

As inputs act as the elements of the brand that communicate the aspirations of the place (Anholt, 2004b) and are the basis for creating the subsequent values and identity (Kavaratzis, 2005), achieving sociotechnical alignment during the generation and selection of the brand inputs is vital. Particularly, Failure to align the systems in this phase facilitates unaccountability by failing to confirm who is responsible for the identification and selection of these inputs, as well as what it means for those who do or do not conform to the aspirations of the place. In this sense, failure to ensure the steering committee is representative and inclusive of a wide range of stakeholders (Bramwell and Sharman, 1999) as well as acting in the best interests of both the economy and the people, will mean the unique assets that represent the real identity and diverse nature of the people and the country (Anholt, 2008) will be determined by an in-group. This facilitates the selection of the salient features of national identity based on what the in-group consider attractive and marketable to tourists, investors, and trade partners (Jansen, 2008). In which case, by purposively selecting only the appealing aspects of nation identity in creating the brand, unappealing identity traits are repressed (Kuus, 2002). Thus, transforming national identity into an marketing asset and causing fragmentation of communities (Van Ham, 2002; Jansen, 2008).

The multi-dimensional scope of managing the interests and activities of many stakeholders is implicitly referenced frequently within the literature (Olins, 1999; Anholt, 2002b; Lodge, 2002; Quelch and Jocz, 2004; Pike 2005) and the requirement for inputs to be integrated to create a dynamic picture of the nation and to avoid brand cacophony or dilution is evident (Brymer, 2003; Kerr, 2006; Simonin, 2008). Yet, issues concerning the selection and prioritisation of inputs are the content of little or no work and methods for ensuring that the inputs selected are representative of the interests of a diverse nature of stakeholders, particularly the public, are inexistent.

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<sup>7</sup> Such is the case of Romania, where the lack of integration between the systems during objective generation lead to dissonance between the requirements the general population and private sector. This is taken to be the causation of a lack of interest, support and success for the project (Aronczyk, 2008; Simonin, 2008).

Notwithstanding, aligning systems during the this phase encourages a climate of consensus and participation, where the desires and vision of the public are allied with the economic desires of the steering committee. Consequently, facilitating the creation of a brand identity that is rooted in credibility to sustain belief as well as representing the country in a distinctively inspirational way (Kotler and Gertner, 2002).

#### **2.8.4 Phase 4: Processes**

It is known that the most successful brands are regarded as those with a brand identity based on deliverable promises or truth (Anholt 2002a; 2007a Lodge 2002; Olins 2002; Carmichael 2008). However, if the systems fail to align throughout the processes used to create brand identity, the interrelationship between the essence and personality of the nation, the brand, and its promise is absent.

As such, the fundamental principle of nation branding as a representation of the unique characteristics of the country has been ignored and as a result, the brand will fail to deliver its covenant. Sociologically, the country's general population do not live the brand due to it lacking substance. This then means the brand identity is not reflective of the spirit of the people and canvassing support for the brand is difficult as the brand is irrelevant and does not resonate with the population. Carmichael (2008, p. 75) believes that, "if your country can't live the message, then the message isn't right" and in this case, the message is not right because the brand identity is not rooted in fundamental truths about the nation (Gilmore 2002) and is a fabrication rather than an amplification of what the nation is about<sup>8</sup>.

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<sup>8</sup> The importance of achieving alignment and collaboration throughout the branding activities is demonstrated by the case of the Estonian nation brand. Lacking any foundations or motivation for achieving public good and based wholly in the desire to create economic reform, the Estonian branding strategy created a nation brand that presented a selective version of Estonian identity. This applied only to wealthy, urban and well-educated ethnic Estonians, resulting in the division of the nation where those who did not conform to the new vision of Estonian identity (the poorer, predominantly ethnic Russians in rural areas) were marginalised from society serving only to worsen ethnic relations in an already fragmented society (Jansen, 2008).

Therefore, the consequences of misalignment are vast and have implications for both the internal and external audiences. Internally, misalignment between the systems results in the nation brand growing from anti-democratic and un-transparent roots, and may even go as far as contributing to the privatisation of democracy. Externally, the purpose of the branding process becomes defunct as the brand lacks substance, is unrealistic, and is more likely to be unsuccessful.

### **2.8.5 Phase 5: Outputs**

Achieving alignment and integration in the nation brand can not only ensure that it is founded in transparent and democratic roots, but also affect the country's governance, citizenry, and international relations. The necessity for alignment and collaboration, particularly in the scope of government and policy makers, is present in the way that an aligned nation brand has the ability to facilitate consensus building by encouraging transparency (via collaboration) in other government-initiated projects. Consequently, improving government best practice by encouraging further public-private initiatives that serve increase communication between the public sector, private enterprise, not for profit organisations and the general population (Simonin, 2008). Improving best practice will encourage greater accountability, civic engagement and facilitate improved public relations with the electorate. Consequently benefiting the population by generating reliable reciprocal relationships.

Further, promoting best practice fosters the improvement of international relations, through positive profile in the international media. This is thought to improve the nation's ability to effectively bid for international events and the formulation of brand alliances with other countries (Simonin, 2008). This building of international relationships may then facilitate simpler accession into regional and global bodies and associations; fostering improved cultural relations with other countries and regions-once more, serving to improving the country's international reputation (Anholt, 2007a).

Finally, promoting new ways of thinking through facilitating a climate of excellence, innovation, and change could result in urban development, maximising the profitability of locals, improving quality

of life and enhancing their long-term prosperity (Anholt, 2002c, 2007a; Baker and Cameron, 2008). These improvements may benefit the electorate by developing a clearer sense of national identity, unity, sense of belonging and social cohesion.

As such, applying the principles of sociotechnical theory and its approach to nation branding, suggests that in fostering alignment and coherency, the importance of the role of the general population and society at large, will be acknowledged and taken into account. Meaning that, the field will be in a position to combat its criticisms. Which, as shown in 2.7, relate primarily to the social system, in its anti-democratic roots, politicisation of its decision making process as well as exploitation of national identity.

## **2.9 Conclusion to Chapter**

In conclusion, a review of the current body of knowledge indicates that while the field of nation branding has grown (Carmichael, 2008), it has expanded without theoretical framing, empirical research, acknowledgement or substantial consideration for its social aspects. This is to say, nation branding continues to exist and be contextualised within an economic or technocratic remit.

In terms of theory, as demonstrated in 2.3, the limitations of the current body of work tend to relate to the absence of theoretical foundations and implications of work associated with four phases of the nation branding process (Table 2.5). In considering the absence of theoretical constructs along with the classification of the social system as the “psychology and the sociology of the people” (Hutton, 1969, p.30) in a “general form of human interaction that persists despite changes in individuals, communications or architecture.” (Whitworth, 2009, p. 400), there is an evident correlation between the absence of theory and social consideration in the nation brand.

#	Phase	Absent Theory/Construct	Details/Relation to Phase
1	Primary Audit	Stakeholder theory Participation theory Perception theory Stereotypes	Stakeholder legitimisation, power relations , member engagement and inter-learning not noted when dealing with the composition of the steering committee. Although evidently subject to perceptual errors, the principles of perception theory are not examined in either evaluating existing perceptions or determining competitive advantage.
2	Objective Development	Objective development Agenda-setting Motivation Constructs Goal theory	Assumes objectives can be standardised across nations. No information pertaining to how internal/social objectives are developed. As well as no examination of the impact of agenda-setting, management structure, impact of motivational constructs on rationale for objectives.
3	Determination of Inputs	Culture National Identity	No examination of the risks associated with under-commitment and impact of civic engagement. Although clearly relating to Government; no inclusion of political theory or the instruments of governance. Relationship between national identity and the brand inputs specifically examined in only one paper (Skinner and Kubacki (2007).
4	Branding Process	Sociological Theories Proposition Development Civic Engagement	Lack of regard for sociological theories in determining brand personality or identity. No allowance for potential implications of differing conceptualisations of brand positioning and brand personality. No references to civic engagement in internally implementing or courting support for the nation brand.
5	Outputs	Stakeholder theory, participation theory.	Lack of regard for stakeholder theory through out process impacts outputs insofar as virtuous cycle is not created.

Table 2.5 Absence of Theoretical Consideration in Nation Brand Phases

Absence of theories associated with stakeholders, perception and civic engagement suggest that the interaction between the technical elements of the brand and its social aspects are not considered. This is to say, as shown in 2.7, while the social system and its related elements exist, unlike the technocratic aspects of nation branding, its social counterpart is largely overlooked- both conceptually and theoretically. In which case, despite nation branding intending to achieve social and economic goals, it is the latter that receives attention. Therefore, cogitating these gaps in knowledge (Figure 2.7) with the principles and approach of sociotechnical systems suggests that the concepts of integration, synergy and alignment (2.4) may assist in the advancement of nation branding by filling these gaps in knowledge at the same time as combating the criticisms of the field.

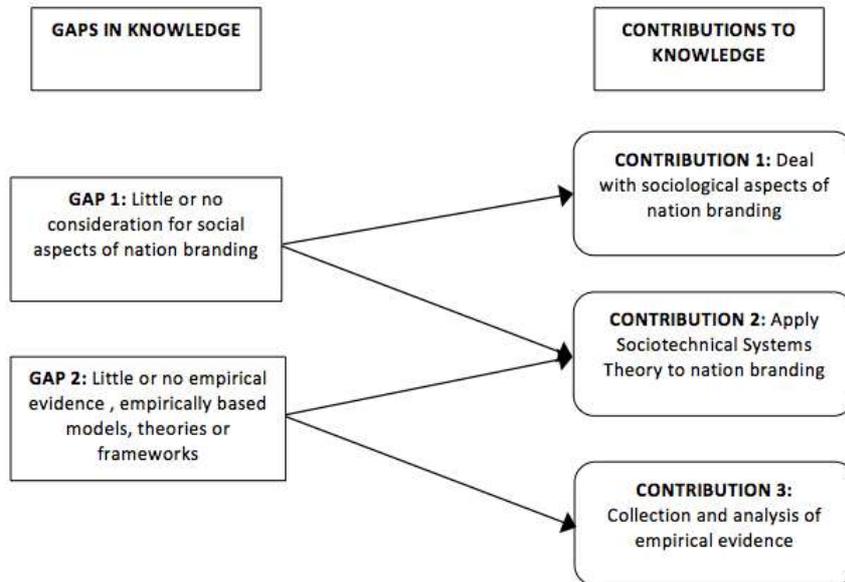


Figure 2.7 Gaps and Contributions to Nation Branding Knowledge

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## Chapter 3: Methodology

### 3.1 Introduction to Chapter

To ascertain whether the principles of sociotechnical systems theory can advance the theory and practice of nation branding, research follows mixed-method research principles that are underpinned by a pragmatic epistemology. Research has adopted both a mixed-model and mixed-method, needs-based approach, that rejects an either-or tactic to paradigm selection (Brannen, 2005; Johnson and Onwuegbuzie, 2004). Rather, because the research objectives are inextricably interlinked, yet may be placed in a positivist or interpretivist paradigm, research adopts more than one type of method, three in total, in seeking to uncover the best mechanisms for achieving the research objectives (Brymer, 2001).

To reiterate, the objectives of this research are as follows:

1. To empirically investigate if the Isle of Man's nation branding strategy attains Sociotechnical alignment
2. To evaluate the degree of alignment affecting the implementation of the nation brand as well as how misalignment is created in the branding process
3. To evaluate the impact of alignment on the outcomes of a nation branding initiative

### 3.2 Methodology

To meet the objectives research was conducted in a pragmatic fashion and is placed in the third paradigm. This involved inscribing to the philosophies of positivism and interpretivism. As well as being objective and subjective research evolved from an initially inductive approach towards deduction.

The pragmatic nature of the research is shown by the way that it has been grounded by the premise of using pragmatic or practical methods in research where the primary focus is on the research problem, rather than the methodologies adopted to address it (Rossman and Wilson, 1985). In this way, pragmatists would not consider work as interpretive because the research deals with a situation and looks at how a certain group of people understand and make sense of it (Roth and Mehta, 2002, p. 134). Or as positivist because the researcher believes that reality is stable, observable and describable from an objective viewpoint (Lin, 1998). Pragmatism allows research to be just and only that: a systematic investigation to establish facts or principles or to collect information on a subject<sup>9</sup>. Thus, this research avoids following the set guidelines of any particular research paradigm and instead is concerned with addressing objectives by combining induction and deduction in development of theory.

Part of the research (RO1) inscribes itself within the school of positivist sociology that deals with the empirical examination of sociology and social facts using methods traditionally associated with the natural sciences. In the main, the positivist stance is present through determining cause of social facts (ways of acting) among antecedent social facts. In this way, Durkheim's (1895) construct of positivist sociology fits into the sociotechnical theoretical framework of this research by allowing for the collection of empirical data to explain facts that are considered socially bound (i.e. the social system) but also through the analysis of correlation, causation and interrelationship between these facts.

The approach to interpretivism in this research is based on the perspective that it deals with a situation (a changing one) and looks at how a certain group of people understand and make sense of it (Roth and Mehta, 2002, p.134). In these terms, while the positivist approach to addressing RO1 resulted in factual data detailing how the Isle of Man is perceived and whether these perceptions align with those set in The Branding Project Report, to be in a position to evaluate the degree to

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<sup>9</sup> This is the standard definition of research (Collins English Dictionary 3<sup>rd</sup> Edition, 1994)

which these perceptions align, the epistemological stance is interpretivist. The research also takes into account subjective perceptions, thus may be deemed as interpretivist because the in-depth analysis will be both flexible and subjective (*Ibid* p. 135). Therefore, If we take positivism to be the way of seeking to understand the casual explanation for a phenomenon or event and interpretivism to be the understanding of how people interpret a phenomenon or event, then by definition, this research falls into both camps.

The ontological assumptions of this work are subjective and objective. The data objectively ascertains whether the internal and external perceptions of Isle of Man marry those conceived by its brand. Alternatively, is subjective in the way that data is analysed to evaluate to what degree these perceptions and thus systems, align.

The two logic approaches of deduction and induction are combined as research originated in a typical inductive fashion, where a field of interest was studied and subsequently analysed for patterns, general relationships or theories (Grey, 2009). This initial exploratory approach indicated that while the volume of publications on the subject was increasing, very few works paid reference to the role of the general population in counties undertaking nation branding strategies. This was considered to be not only a major gap in the knowledge base, but also an obstacle to the democratic application of such strategies that are capable of exhorting control over the will of the people. Thus, it became the *modus vivendi* of this research to uncover means by which this gap in knowledge could be addressed, by developing methods for paying due credence to the general population in nation branding strategies. Based on the above, the philosophy underpinning this research is placed in the centre of the epistemological continuum and in following this approach, collects and analyses data in a variety of ways; depending on the requirements of the research objectives.

Research objective 1 (RO1) sought to measure the alignment, or lack of, between the social and technical systems of the Isle of Man's nation brand. In theoretical branding terms, the aim was to use a survey instrument to measure whether the general population (who are considered to 'own'

the brand) attach value to it through acceptance and recognition, appeal and distinction. Or, by finding the brand accurate or credible over two periods: currently (present) and potentially (future). As such, by undertaking an empirical investigation and using statistical data to explain societal phenomenon, Research objective 1 (RO1) is conducted in a well-defined, positivist scope.

Objective 2 (RO2) was based on verifying the validity of the claims made in the literature review. As examining nation branding from a STS perspective is an original concept developed in this research, it was thought that misalignment in the nation brand would have additional or more practical consequences than those inferred from the literature and empirical data. An inductive and exploratory methodology, approached through qualitative pluralism (Frost, *et al.*, 2010) in producing a historical accounts as well as interviews with key participants and stakeholders, facilitated an interpretive examination of the Isle of Man's nation brand as a sociotechnical system. Additionally, this objective as well as evaluated to what extent alignment, or lack thereof, between the social and technical systems influenced the brand's implementation. Although conducted through interpretive and exploratory methods, the aim here was to identify how activities in the Isle of Man's nation branding process created or forestalled sociotechnical misalignment. As such, by analysing correlation, causation and interrelationship between elements and activities or the identification and interconnectedness of facts, RO2 could also be interpreted as positivist in its nature.

The final stage in revisiting nation brand from a sociotechnical systems perspective involved taking a pragmatic epistemological stance by amalgamating the research results of the previous objectives in determining to what extent the degree of sociotechnical alignment has affected the outcomes of the Isle of Man's nation branding strategy. In this sense, as with RO1, research objective 3 (RO3) explored the interrelationship between elements of the nation brand. However, rather than continue to examine potential causes of sociotechnical misalignment, it concentrated on evaluating the effect of misalignment on the outcomes of the nation brand. Thus, while RO3 is not considered positivist as it is not context-free (Nagel, 1986), it is acknowledged that examining the causes in

combination with the effects of misalignment may be (epistemologically) interpreted otherwise. Notwithstanding epistemological nuances, RO3 amalgamates the data collected in the previous objectives to assess whether sociotechnical misalignment has affected the ability of the nation brand to meet its primary objectives.

### **3.3 Methods**

By allowing the methods to follow the research objectives, this research does not advocate the incompatibility thesis<sup>10</sup> and instead, through gaining understanding of the complementary strengths and non-overlapping weaknesses of both methods (Johnson and Onwuegbuzie, 2004, p.18), the findings of the research are integrated, as such, this research is placed in the third paradigm (Anaf and Sheppard, 2007).

#### **3.3.1 The Third Paradigm- Mixed Methods**

According to Johnson and Onwuegbuzie (2004, p.17) mixed methods research is, “the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study.” For the authors as well as others (de Waal, 2001; Brennen, 2005) mixed methods research is the third wave or third research paradigm that has “evolved to the point where it is a separate methodological orientation with its own worldview, vocabulary, and techniques” (Tashakkori and Teddlie, 2003, p. x). Mixed method research incorporates a distinct set of ideas and practices that separate the approach from the other main research paradigms. Namely, the use of quantitative and qualitative methods, specification of the relationship, sequencing and priority that is given to the elements of data collection and analysis, all the while being underpinned by the philosophy of pragmatism (Denscombe, 2008).

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<sup>10</sup> Where qualitative and quantitative methods should not be mixed

The third paradigm is considered as having great appeal when there are multiple facets of a research question that need exploring, and one method is simply not sufficient to address all the issues at hand (Anaf and Sheppard, 2007, p.185). In this case, the research question (RQ): “Can the principles of sociotechnical systems theory advance the theory and practice of nation branding?” is considered to be multifaceted in the way that addressing it involved utilising both interpretivist (RO2), positivist methods (RO1) as well as a combination of both (RO3). The rationale for developing research objectives that exist across paradigms is that while nation branding is not context-free, examining the creation and impact of sociotechnical misalignment through evaluating its causes and effects may be considered positivist, in the way that involves ascertaining and evaluating correlations between social facts in order to explain social phenomena, reality and social laws (Calhoun *et al.*, 2003). On the other hand, addressing the aim in solely a positivist stance would not allow for the taking into account of such context or the degree of interpretation or exploration that is required to uncover the ways in which misalignment may be created in the nation branding process, or the impact misalignment may have on the nation brand’s outcomes.

In which case, to address the aim, a mixed-model and mixed-method approach is utilised (Johnson and Onwuegbuzie, 2004). Mixed-model is where quantitative and qualitative approaches are mixed within or across stages of the research. Whereas mixed-method research is categorised by the inclusion of quantitative phase and qualitative phase in the overall study (*Ibid*). In this case, the research is mixed-model as the inclusion of qualitative open-ended questions in the survey as well as the quantifying of responses to certain interview stimuli, are indicative of a mixed-model research design (*Ibid*). This research is also considered mixed-method because, as described above, addressing each the research objectives involves collecting a mixture of both quantitative and qualitative data. The three instruments used in this mixed approach are: 1) a survey (RO1), 2) a case study (RO2 & RO3) and 3) interviews (RO2 & RO3).

As shown in Figure 3.1, there is an interrelation between both these qualitative and quantitative data collection instruments. The combining of complimentary data or sources is utilised in order to provide a complete assessment of whether the principles of sociotechnical systems theory can advance the theory and practice of nation branding (Denscombe, 2008). Thus, the methodological pluralism (Carter and New, 2003) in this research facilitates data and method triangulation (Denzin, 1989). Triangulation, in these pages, is thought to be necessary in order to effectively respond to the research questions (particularly considering the complexity of the subject at hand) and to enhance confidence in the ensuing findings (Brymer, n.d.).

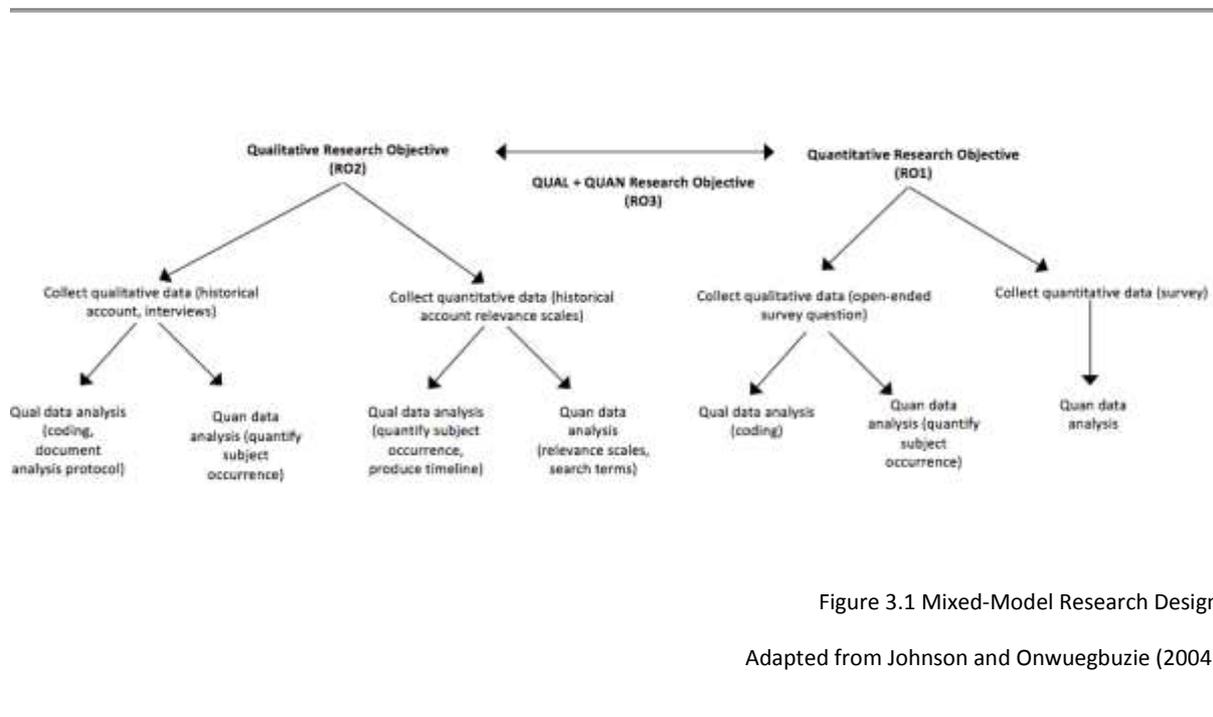


Figure 3.1 Mixed-Model Research Design

Adapted from Johnson and Onwuegbuzie (2004)

As the figures show, qualitative data is collected more frequently than its counterpart. Yet, this is not indicative of preference of qualitative data. Rather, it reflects the pragmatic epistemological stance of the researcher where collecting primarily qualitative data was deemed appropriate for answering two of the research questions (RO2, RO3), in comparison to the collection of primarily quantitative data being considered most appropriate for answering one (RO1). The combining of quantitative and qualitative data collection and analysis in RO3 further reflects the pragmatic attitude to research. It was thought that collecting solely quantitative or qualitative data would not allow for the

concomitant in-depth and cause/effect analysis required evaluating the impact of misalignment on the outcomes of the nation brand. The pragmatic interrelation between the quantitative and qualitative aspects of this research is show in Table 3.1.

Research Objective	Data Collection	Instrument	Order	Justification for mixed-approach
RO1	QUAN-qual-quant	Survey	1	Encourages thorough, quantifiable analysis of attitudes/perceptions of Isle of Man's nation brand. Also includes open-ended comments section which allows for in-depth comments relating to the brand. Comments are analysed qualitatively and quantitatively.
RO2	QUAL--QUAL-quant	Historical account, interviews	2	Documentary, historical case study permits the documenting of the history of the Isle of Man's nation brand. Facilitates the production of context- considered vital in evaluating the perused activities. Interviews examine the implementation and attitudes towards the brand form a personal perspective. Used in conjunction with one another as interviews assist in documenting the brand's history (i.e. where no secondary information is available). Interviews analysed quantitatively, although mainly qualitatively.
RO3	QUAL+QUAN+QUAL+QUAL	Survey, historical account, interviews	3	Facilitates a through yet quantifiable analysis of the impact of misalignment on the nation brand. Triangulation of data necessary given the complexity of subject and existence of various activities and actors.

Table 3.1 Interrelation between Quantitative and Qualitative Aspects

### 3.4 Research Design

#### 3.4.1 Research Instrument 1: Survey

To obtain empirical data to assess perceptions of the Isle of Man’s nation brand and uncover if it is sociotechnically aligned, a primarily quantitative survey was produced. In order to ensure the instrument was being effectively utilised for the purpose of ascertaining sociotechnical alignment, its development evolved over various phases (Figure 3.2).

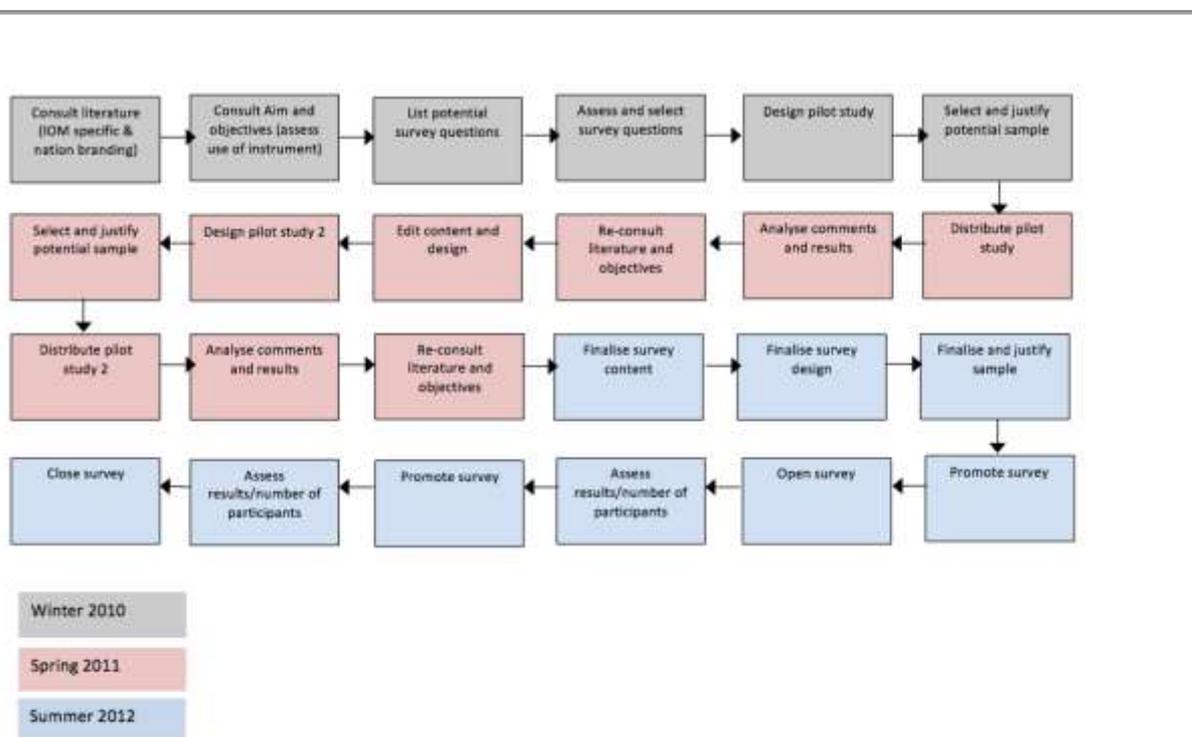


Figure 3.2 Survey Development Process

The creation of the questionnaire evolved over 24 stages that included two pilot studies and subsequent reviews. As the distributed questionnaire was adapted significantly from the initial content in the pilot studies, details of the distributed survey are shown below.

### 3.4.1.1 Questionnaire Sample

Web survey samples tend to be classified as either probability or non-probability. The probability sample, distinguished by its probabilistic selection mechanism and generalisation, differs from the non-probability sample on account of it being less prone to bias and having greater generalizability (Couper, 2000). Despite this, much of web survey research that is conducted on general populations uses convenience samples rather than probability samples (Witte, *et al.*, 2000) - although there is a prerequisite for a clear statement of bias when the results are analysed and interpreted so as not to mislead people into inferring general conclusions (Tongco, 2007).

Bearing this, along with a paucity of empirical evidence detailing whether or how, non-probability surveys or probability surveys are related to the response rate (Fan and Yan, 2010) in mind, the decision to target a particular group, in the full knowledge that it might not represent the wider population was made (Cohen, *et al.*, 2000, p. 102). Further, considering the notion that “the phenomenon dictates the method (not vice-versa) including even the type of participants” (Hycner, 1999, p. 156) a self-selective survey was considered vital in producing inclusionary research that would not legitimise participants or stakeholders in a manner which would be reflective of the criticisms of nation branding. Particularly those are associated with the legitimisation of stakeholders or the illusion of participation in exclusive communities (Jansen, 2008).

To be in a position to assess if the Isle of Man’s nation brand is based in the spirit of the people (Gilmore, 2002), it was necessary to ensure that the survey was as open and inclusionary as possible, in order to ensure it was collecting the opinions of the people- whom the brand was intended to represent. Thus, it was thought that in considering these points, along with the notion of the people owning the brand (Anholt, 2005c) that it would be hypocritical to legitimise or sample certain respondents on the ground of gender, sex, location on the Island or through any other demographic criteria.

The population from which the sample frame was drawn was residents of the Isle of Man. The rationale for drawing from this population was that the body of nation branding knowledge tends to concentrate on the external or country image aspects of the subject, its focus is primarily exogenous. Considering this in conjunction with the concerns raised regarding a lack of an endogenous focus in nation branding, it was thought that assessing the Island's country image through targeting an external sample, would not contribute to the body of knowledge, nor assist in addressing the objectives of this research- which are focused on an endogenous examination of the Isle of Man's nation brand. However, in order to produce a manageable as well as ethical sample, the population was stratified by age where Isle of Man residents aged 16 or over were invited to participate in the survey. The motivation for stratifying the population by age was grounded by The Registration of Electors Act 2006 where one of the prerequisites of the right to vote on the Isle of Man is that ordinary residents<sup>11</sup> be aged 16 or over. While there was a predetermined aim for the number of survey respondents to be between 271 and 390<sup>12</sup>, a self-selection technique was adopted where promotion invited members of the public to take part in the research- although the decision to take part was made of their own accord.

#### **3.4.1.2 Questionnaire Content**

The survey contained 82 questions developed primarily from four sources: 1) Freedom to Flourish Positive National Identity Guide (n.d.) (Freedom to Flourish Guide), 2) the Council of Europe's methodological guide to concerted development of social cohesion (Davis, 2005) (Social Cohesion Guide), 3) The Branding Project Report (2006) (BPR) and to a lesser extent, 4) Anholt-GfK Roper Nation Brands Index™ (NBI).

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<sup>11</sup> One is considered as an ordinarily resident, for tax purposes if they have been resident on the Isle of Man for a period of or for periods amounting in the aggregate to five years or more. In The Registration of Electors Act 2006, a person was entitled to be registered on the electoral roll if, "that person has his or her usual place of abode in that electoral area, and has, during the whole of the preceding 12 months, had his or her usual place of abode in the Island." (p. 186)

<sup>12</sup> 271 respondents of a 65,514 population (Isle of Man Census, 2006) would produce a confidence level of 90%, 320 was the number of participants in The Branding Project Report (2006) research, 382 respondents would produce a confidence level of 95%.

As well as measure agreement with the items related to delivering the brand, the survey also sought to ascertain the existence of sociotechnical alignment by evaluating aspects of The Branding Project Report's social objectives. As detailed previously, in addition to achieving economic advantage, the nation brand sought to enhance social cohesion. As such, because The Branding Project Report (2006) does not detail specific guidelines for achieving this, the survey leans on measures of social cohesion produced by The Council of Europe (Davis, 2005, p. 69). The justification for utilising this methodology is that it was developed following analysis of the existing concepts and measurements of social cohesion; it is validated and recommended for use to all Council members, and is framed by the sociologist positive approach developed by Durkheim (1895).

As far as the rating scales for the above are concerned the survey employed both Likert (Sections 3 and 4) and Likert-type scales (Section 6), where a distinction between the Likert Scale (van Laerhoven, 2004) as having five items and Likert-Type Scale having a seven or ten was made. While it may be argued that a dichotomous format is appropriate for responding to a number of the questions, the decision to avoid forcing a response was made on the assumptions that firstly, not all participants would necessarily have the knowledge required to provide honest answers. Secondly, that providing a 'not sure' option would assist in reducing the number of meaningless responses<sup>13</sup>. In addition to the scales being balanced, the category labels: strongly agree, agree, agree somewhat, not sure, disagree somewhat, disagree, strongly disagree, are equal-interval in order to ensure the equal psychological distance between the labels, thus participants perceive equal-sized graduations between the points on the scale (Wildt and Mazis, 1978). Whilst it is recommended that such scales be between 5 and 11 points (Cox, 1980), as there is no conclusive difference in adopting a 5 or 7 point scale (Alwin and Krosnick, 1991) a 7 point scale is used for section 6, whereas a Likert scale is employed in Sections 3 and 4. The justification for opting for a Likert Scale in Section 6 was that aside from there being no irrefutable evidence to suggest one scale is more reliable than the other, changing both the question format and response scale allowed for the avoidance of acquiescence or

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<sup>13</sup> According to Alwin and Krosnick (1999) the impact of a mid-point in the scale is inconclusive

'passive agreement'. To facilitate consistency in the responses and to allow for comparison at the data analysis stage, the scales employed were consistent in each area.

#### **3.4.1.3 Distributed Questionnaire Design**

The design of the questionnaire followed the principles of clarity and consistency referred to in numerous works (Pitkow and Recker 1995; Dilman and Bouker 2001). The questionnaire contained no graphics and its order is consistent- the first key section deals with general information, followed by questions gauging respondents' opinions of life in the Isle of Man, the word associations task, questions assessing perceptions of the brand proposition and supporting statements and finally, closing questions and comments section.

Facilitating the simplicity of the questionnaire and reducing the curiosity of the respondent via encouraging consistent behaviour (Pitkow and Recker, 1996; Tingling et al., 2003) was encouraged by following Peytchev *et al.*'s (2006) advice in opting for a screen-to-screen survey rather than the scrolling screen as recommended by the likes of Dillman (2007). The reason for this is that, while the length of the questionnaire is average (Smith, 1997; Bogen, 1996; Schonlau, *et al.*, 2002), the content of the questions may be interpreted as being lengthy or 'wordy' and would have cluttered the page had the layout been based on Dillman's (2007) scrolling screen. While the scrolling option is thought to take less computer resources (as only one page is required to load), research takes from the fact that in 2009, 63% of households in the UK with internet access were using broadband (Office for National Statistics, 2009), therefore the download time is not seen as a major issue.

The survey makes use of the internet for both its promotion and dissemination. While using the internet in this manner has become commonplace, using the web for the distribution of surveys and collection of data is not without its disadvantages; particularly when the survey is targeting the general population (Vehovar *et al.*, 1999). The benefits and drawbacks of utilising the internet for disseminating and gathering survey data are commonly reported (Pitkow and Recker, 1995; Vehovar, *et al.*, 2000). As the survey offered no incentives, to increase the response rate other

measures of promotion<sup>14</sup>, such as local media and on various websites, began before the survey was opened. Promotion included interviews with local radio stations, 3FM and Energy FM as well as features on their websites. Follow-ups were not a viable option in this case as the survey was self-selective, voluntary, and anonymous, thus, no data was be available for this to be carried out. To offset this, the survey adhered to 'follow-up protocol' by being further promoted on the internet (mainly via social networking) after being live for one week, then again in both the local media (television interview for ITV Border, a radio interview with Manx Radio and a piece in the Isle of Man Examiner) and online after two weeks (via Manx Radio and the Isle of Man International Business School website) (Wiley, Han, Albaum, and Thirkell, 2009).

The multi-mode nature of the survey facilitates development of measures to deal with a number of the commonly held disadvantages of conducting internet-based surveys. For example, bias towards those with internet access was taken care of by allowing the distribution of the questionnaire by post. To encourage respondents to complete the survey, its links were be posted on a number of websites with direct, indirect or no reference to the Isle of Man. Whilst the survey was be promoted as heavily as possible, those groups or networks relating to the Isle of Man were be used only if their membership was more than 1,000<sup>15</sup>. The rationale for this is to reach as many potential respondents as possible. However, it is understood that respondents may be members of some or all of the groups as well as access the other websites. Thus, to reduce the likelihood of multiple answers, the opening of questionnaire clearly states only one reply per person was required.

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<sup>14</sup> Promotion involved discussion of the research, as opposed to the survey specifically.

<sup>15</sup> Promoting the survey on such networks or groups will depend on what degree they are deemed as appropriate to do so. For instance, one group had a total membership of 1,969 (10/10/2009) which meant it would have met the given inclusion criteria. However, the focus of the group was to raise funds for medical care for a sick child and therefore, promoting the survey on this particular page was deemed as inappropriate (<http://www.facebook.com/group.php?gid=137289760490&oref=searchandsid=1470234561.1770003631..1>).

### 3.4.2 Research Instrument 2: Historical Account

To determine correlation or parallels between sociotechnical alignment and the activities that have, or have not, been pursued during the implementation process a case study approach was adopted. To facilitate this, Research Objective 2 is broken-down into three sub-objectives (Figure 3.3). The rationale for developing these sub-objectives is that to evaluate if the degree of alignment affects the implementation of the nation brand, it was necessary to provide context and uncover how the nation brand was implemented.

In the main, the development of the historical account involved collecting data from a variety of secondary sources and assembling these sources of information into a single document (Saunders, *et al.*, 2007) to provide history, foundations and context of the nation brand. By doing do, it was possible to trace and map its origins, development, implementation and management; as well as evaluate the nation brand as a sociotechnical system to uncover in what manner (if at all) sociotechnical alignment influenced the brand's implementation.

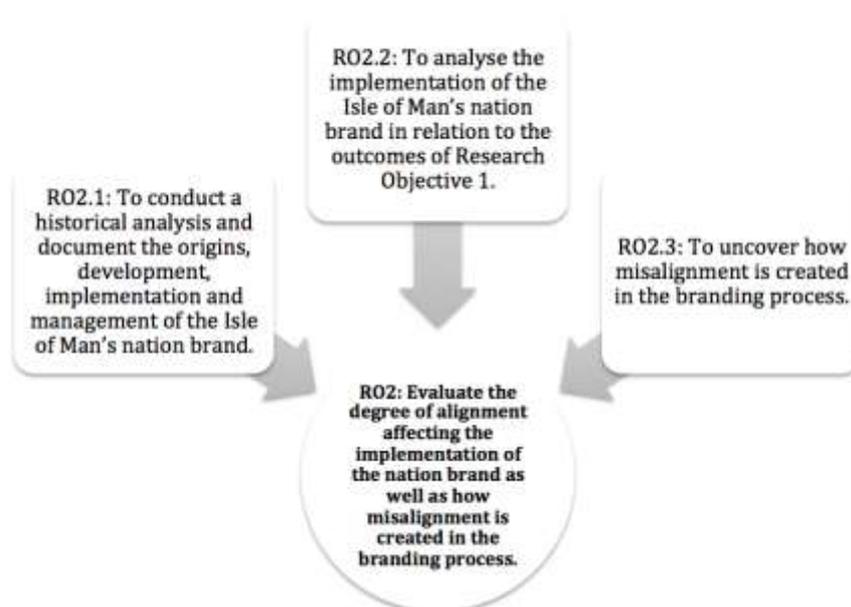


Figure 3.3 Research Objective 2 and Sub Objectives

Considering that nation branding is known to be a complex subject (Lodge, 2006), a case study, focusing on the production of a history of Isle of Man's nation brand, was thought to be both valid and appropriate in the scope of this research. Particularly, due to it allowing for an intensive, holistic description of bounded phenomenon and permitting the establishing and development of meaning in context (Yin, 1984; Feagin, *et al.*, 1996; Merriam, 1998, p.xiii). To facilitate this evaluation, a small-scale approach was adopted. This permitted the gaining of deep and elaborate knowledge of the activities and process undertaken in the creation and subsequent implementation of the nation brand (Verschuren and Doorewaard, 1999). Taking into account issues associated with the lack of generalizability of single cases, generalisation in this respect is made to theory and not populations (Yin, 1994).

Notwithstanding issues of generalizability, the case study is retrospective and its analysis based on qualitative documentary analysis (QDA), a typically unobtrusive data collection process. QDA is "an integrated and conceptually informed method, procedure and technique for locating, identifying, retrieving and analysing documents for their relevance, significance and meaning" (Altheide, 1996, p.2). As such, to facilitate this document analysis, in addition to a snowball sample, a theoretical sampling technique was utilised, which involved selecting materials based on emerging understanding of the topic under investigation, where the materials selected for conceptual or theoretically relevant reasons (Altheide, 1996, p.33).

Typical of the mixed-approach used throughout this thesis, to be in a position to converge various forms of evidence and corroborate facts (Yin, 2003) the data collected to create the historical case study although primarily qualitative and secondary, was supported by quantitative data and primary qualitative data. Secondary qualitative data, in the form of documents and archives, shaped the initial outline of the historical case study and where necessary, primary qualitative data (interviews) were utilised to obtain further information or clarification. Also, secondary quantitative data was

introduced by way of access to summarised survey data<sup>16</sup> relating to research conducted in the design of the nation brand (Figure 3.4).

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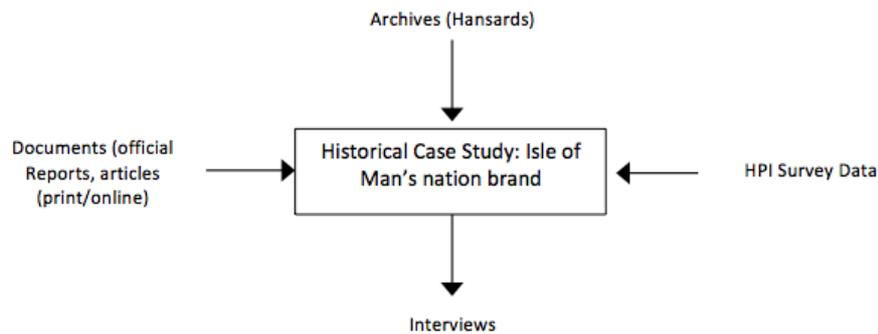


Figure 3.4 Historical Case Study- Example Forms of Evidence

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The historical case study was developed over 2 stages that were based on the identification, ordering (stage 1) and analysis (stage 2) of sources. The first stage involved using The Branding Project Report (2006), which details the conception and development of the brand, to begin a snowball identification process to identify other relevant materials. These materials were then chronologically ordered and based on this; a history of events and activities was produced (stage 3).

### 3.4.2.1 Identification of Materials

The identification of relevant materials was achieved mainly by three methods: 1) using The Branding Project Report (2006) to identify sources and subsequently using these sources to identify further materials, 2) conducting internet (Isle of Man government, Tynwald websites) and (Tynwald) library searches in addition to 3) receiving materials in interviews. To prepare these materials for analysis, each source was printed, coded and ordered as per the year of publication and author. The majority of sources were by the Clerk of Tynwald's Office and from 2005. Having followed the above

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<sup>16</sup> Provided with thanks to Alan Cooper, HPI

and identified 95 sources, each source was then analysed to produce a historical account of the Isle of Man's nation brand.

### **3.4.3 Research Instrument 3: Interviews**

To obtain primary qualitative data, interviews were conducted with 21 volunteers representing various aspects and stages of the nation brand's development and implementation. The process for identifying and selecting interviewees involved utilising a purposive sampling strategy.

#### **3.4.3.1 Purposive Sampling**

Selection of potential interviewees involved utilising an amalgamation of various purposive sampling techniques, thus may be termed a combination or mixed purposeful sample. The rationale for adopting a non-probability sample was that, whilst it is acknowledged that probability sampling techniques allow for greater generalisation and representation. As the sampling strategy is tied to the research objectives (Given, 2008), the data is emergent and sequential (Lincoln and Guba, 1985). Therefore, because the interviews are utilised primarily to obtain the experiences and realities (Rees, 1996) of actors primarily associated with the Island's nation brand, the aim was not to create generalisations based on the entire population. Rather, through adopting a purposive sample that allows for honing-in on people and events (Dane, 1990), it is acknowledged that the outlooks of the nation brand would be bound by the participant's experiences, feelings, beliefs and convictions about the themes in question (Welman & Kruger, 1999, p. 196), thus, findings cannot be generalised (Creswell, 1994).

In order to obtain these personal experiences and perspectives of the nation brand (Kruger, 1988), particularly with reference to its development, implementation and management, it was deemed necessary to determine who would be appropriate for the study; as far as being in a position to disseminate information pertaining to these aspects of the nation brand. As such, potential participants were selected in a deliberate, non-random fashion, with the purpose of obtaining

knowledge and perspectives of the nation brand in mind (Kerlinger, 1986). A sample frame of potential participants was drawn-up by following three purposive sampling techniques: stratified, stakeholder and maximum variation. Firstly, a stratified sampling technique was used to divide the population so that a sample frame based on the characteristics of a sub-group of interest may be designed. In this way, the population was stratified so that a distinction could be made between potential participants who were likely to have knowledge of the various nation branding activities and processes, and those who were not.

Secondly, stakeholder sampling, known to be useful in policy analysis (Given, 2008) was adopted for the purpose of identifying potential participants from the stratified sample. Finally, having reduced the stratified sample using a stakeholder sampling technique, the sample was reviewed taking into account the principles of a maximum variation sample. In this way, individuals known to represent a spectrum of positions in relation to the nation brand were identified and added to the potential sample frame.

#### **3.4.3.2 Interview Process**

As far as the interview process is concerned (Figure 3.5), following the confirmation of interviews, each informant received a tailored interview pack which explained the following: background and purpose of the research, the informant's role in the research, the voluntary nature of participation, protection of anonymity and privacy, interview topics, use, preservation and disposal of data and where to raise concerns or complaints about the research.

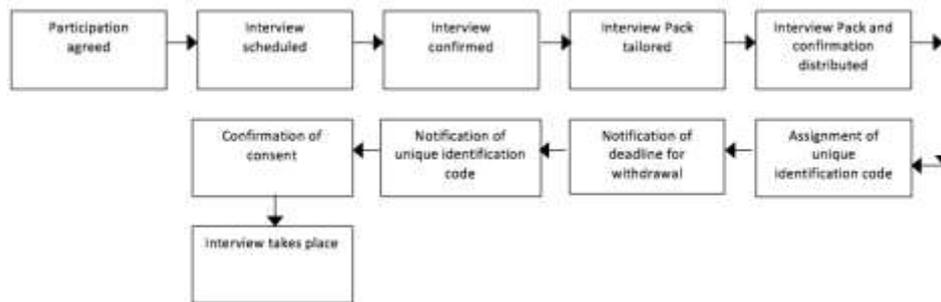


Figure 3.5 Interview Process

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### 3.4.3.3 Interview Content

Interviews were semi-structured and other than PMVA02, were carried out face-to-face and lasted between 45 minutes and two hours long, most lasting for over an hour. The rationale for developing semi-structured interviews was bound by the pragmatic epistemological stance of this research, where a pragmatic concept of inquiry would allow for producing accounts of the Isle of Man's nation brand that could be practically examined in combination with the quantitative data (Guia, *et al.*, 2009). As the perspectives of informants are unique, semi-structured interviews were utilised in order to allow for the exploration of views, insight, experiences and attitudes towards the Isle of Man and its nation brand (Robson, 2002). Thus, through being inevitably exploratory in their nature (Cooper and Schindler, 2008), issues of reliability are acknowledged as far as the interviews were not intended to be repeated, because the views expressed reflect attitudes at the time in which the data was collected. Also, the interview pack intended to promote validity and a degree of reliability, by describing the themes to be covered in the interviews. However, in order to allow for flexibility and because interaction with interviewees was considered likely to impact the manner in which the data was collected (Silverman, 2007), interviewees were informed that the range of questions described

in the interview pack were 'a guide only', thus allowing for interviews to be circuitous and conversational (Brannen and Collard, 1994).

While the desired atmosphere of the interviews was that they would be conversational, as the aim was not to uncover specific responses, but was to engage the informant in discussion of the nation brand. It was taken into account that developing a non-directive rapport with informants and allowing them to talk freely about the nation brand may be forestalled by differing degrees of knowledge and interest. Thus, although unstructured interviews may have been more appropriate for exploring perspectives of the nation brand, the decision to develop a set of standard and back-up question was deemed necessary in the likelihood that such a rapport could not be developed. To allow for the flexibility required in exploring aspects of the nation brand, at the same time as maintaining a reasonable degree of control should rapport not be established, a list of 14 standardised questions were developed along with supplementary questions geared specifically to each of the category classification.

In addition to the initial set of questions, a further set of 4 category classification specific questions were developed (Supplementary Question Set A). Again, the purpose of these specific questions was to allow for the eventuality that informants would not engage in in-depth discussion, thus allowing for the solicitation of specific information relating to the informants views and experiences of the brand. The supplementary questions for members of the steering committee, that could apply to SCPR01, CSKS02 and PMVF05, were based on Bramwell and Sharman's (1999) collaboration framework. The motivation for basing these question on this particular framework was that the framework allows examination of collaboration and power imbalances amongst stakeholders. Moreover, its variables and measurements correspond with a number of the critical success factors and basic conditions put forward in other works on the subject (Gray, 1989; Reed, 1997; Sautter and Leisen, 1999; Morrison, *et al.*, 2004). Thus, taking into account the importance afforded to managing the gamut of stakeholders involved in nation branding (Anholt, 2005b) along with the necessity for

interrelationship between nation branding actors or systems remonstrated throughout this research, Bramwell and Sharman’s (1999) framework is considered an appropriate basis for uncovering the manner in which the steering committee was established and operated, particularly with reference to the issues with legitimising stakeholders described in Chapter 2.

For those current politicians who voted for or against the recommendations of The Branding Project Report (2006), a set of five supplementary questions were developed. These questions sought to obtain specific information relating to their attitudes towards the brand at the time of voting (Q1 and Q2) as well as their perspectives of the nation brand at the time of the interview. Likewise, to solicit information pertaining to the informants perceptions of the nation brand, 5 supplementary questions were developed for current politicians who were not elected at the time the vote was cast (Table 3.2).

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#	Question
<b>Current politicians present at vote (Set B)</b>	
	What were your reasons for voting for/against of the Branding Project Report?
	Do you think others made the right decision?
	Do you think it has been value for money?
	At the time, some members of Tynwald expressed that they felt left out of the project, did you?
	One of the major concerns, at the time, was getting the message of freedom to flourish out to the people; do you think this was achieved?
<b>Current politicians not elected at the time the vote was cast (Set C)</b>	
	Had you been elected at the time the Branding Project Report was discussed in Tynwald, would you have voted in favour of, or against it?
	Do you think others made the right decision?
	Do you think it has been value for money?
	Are you involved in Freedom to Flourish in anyway?
	One of the major concerns, at the time, was getting the message of freedom to flourish out to the people; do you think this was achieved?

Table 3.2 Supplementary Question Set B & C

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Thus, in total, four sets of questions were developed prior to the interviews taking place: 1) standard questions that would open the interviews, but also serve as the main content, should the interview not evolve in a conversational manner, 2) supplementary question set A, that would serve to

produce additional content for steering committee members, 3) supplementary question set B, produced for the same reason as A, but for politicians who voted for or against The Branding Project Report (2006) and, 4) supplementary question set C, geared to current politicians not elected at the time the vote was cast. Following the loose or flexible nature of the interview framework, it was not considered vital that every informant answered the above questions, particularly if the opening questions led to discussion on the informants perspectives of the nation brand. However, to maintain a degree of control and to ensure the data collected would be of use in addressing the research objectives, judgement was used to provide balance in the way that while informants could digress, discussion should remain relevant to the research.

As such, reflecting the flexible interview framework, although interviews covered similar topics based on the Island's nation brand, as the intention was to allow essence to emerge (Cameron, Schaffer & Hyeon-Ae, 2001) via an interchange of views between two persons conversing about a theme of mutual interest (Kvale, 1996, p.1), no two interviews were the same. Thus, facilitating accounts differing perspectives and points of view, and providing varying descriptions of experiences of the nation brand (Bentz and Shapiro, 1998, p. 96).

### **3.4.4 Survey, Case Study & Interviews Combined**

Finally, instruments 1, 2, 3 along with secondary data are amalgamated. The aim here is to measure the success of The Branding Project Report's (2006) objectives and ascertain if sociotechnical misalignment has affected the ability of the nation brand to meet its primary objectives. In this way, RO2 is considered as evaluating the causes of alignment and misalignment and RO3 as investigating its effect. Thus, RO3 concerned the nation brand's ability to attain its objectives and assessing if its ability to do so was affected by the degree of alignment uncovered in RO1.

The motivation or purpose for creating the nation brand was to "help the Isle of Man (IOM) enhance its unique identity and social cohesion, and generate continued strong economic growth" (The

Branding Project Report, 2006, p.3). To facilitate this, six objectives were created- objectives A-E concern the development and use of the brand, whereas objective F relates to its overall outcome (Table 3.3).

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#	The Branding Project Report (2006) Objectives
A	To develop a clear, relevant and distinctive brand proposition for the IOM. This will express the IOM's values and advantages. The brand proposition will be persuasive as well as being flexible enough to be consistently applied within the IOM as well as outside the IOM.
B	To use this proposition for social and economic advantage; to motivate and unite the people of the IOM, and to enhance both the quality of life and economic performance of the IOM.
C	To identify strategies necessary to improve the substance of the IOM, from arts and culture to education and training to customer focus and market access to infrastructure. To be effective, the substance of the brand promise needs to be both delivered and continuously improved over time.
D	To communicate this proposition strongly and imaginatively both internally to the Isle of Man population responsible for living it and delivering it so that they feel ownership of it and externally to our target customers who will also benefit.
E	To dramatically raise awareness of the existence, location and advantages of the Isle of Man among target customers in the outside world.
F	As a result of the above, to have a nation that is confident of its own identity, a nation that works together to meet the needs of all in our society funded by a strong economy that is recognised internationally as a high-quality place to do business in the sectors we choose to pursue.

Table 3.3 The Branding Project Report Objectives

(The Branding Project Report, 2006, p.8)

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By using instrument 4 the mixed-methods approach is applied in addressing RO3. Three primary data collection instruments (historical account, survey, interviews) are utilised to collect the data, along with secondary data. Secondary quantitative data is present in the form of official statistical and longitudinal data relating to the measurements of economic health. At this stage it is noted that while measuring economic growth and health will indicate if the Manx economy has strengthened since the approval of The Branding Project Report (2006), the impact of the financial crisis in 2007

and other macro-environmental factors may have affected this. Moreover, due to the lack of available data, research was not in a position to ascertain if any growth in the economy is a consequence of the Island's nation brand. This is because, in addition to the lack of Isle of Man brand-specific measurements and even if research were to opt to utilise one of the nation brand equity measurements detailed in Chapter 2; the data relating to FDI and exports is not available on the Island. Further, while data concerning immigration is in the public domain it is based on 2006 census data, thus it is not appropriate for this research because the data relates to a period prior to the brand being developed.

Nonetheless, to assess if the objectives have been met, each objective was broken-down into sets of measurements and applicable instruments (Table 3.4). As achieving Objective F is primarily bound by the extent to which the nation brand has achieved its purpose of helping the Isle of Man to "enhance its unique identity and social cohesion, and generate strong economic growth" (The Branding Project Report, 2006, p.3), an additional measurement (P) is added to the objectives. Based on this, addressing RO3 research focused on assessing the specific aspects of the outcomes of the nation brand, rather than its brand equity.

#	Objective	Measurement	Instrument
A	To develop a clear, relevant and distinctive brand proposition for the IOM. This will express the IOM's values and advantages. The brand proposition will be persuasive as well as being flexible enough to be consistently applied within the IOM as well as outside the IOM.	Distinction of brand proposition Whether brand expresses IOM values Consistent application of brand	Survey, historical account, interviews.
B	To use this proposition for social and economic advantage: to motivate and unite the people of the IOM, and to enhance both the quality of life and, economic performance of the IOM.	Value attached to brand Perceptions of quality of life Economic health and growth	Survey, longitudinal data
C	To identify strategies necessary to improve: the substance of the IOM, from arts and culture to education and training to, customer focus and market access to infrastructure. To be effective, the substance of the brand promise needs to be both delivered and continuously improved over time.	Whether arts, culture, education and training strategies were identified Whether arts, culture, education and training strategies were developed/implemented Whether customer focus, market access and infrastructure strategies were identified Whether customer focus, market access and infrastructure strategies were developed/implement Whether brand was delivered over time Whether brand was continuously improved over time	Historical account, interviews
D	To communicate this proposition strongly and imaginatively both: internally to the Isle of Man population responsible for living it and delivering it so that they feel ownership of it and, externally to our target customers who will also benefit.	Whether brand was communicated internally Value attached to brand	Survey, interviews, historical account
E	To dramatically raise awareness of the existence, location and advantages of the Isle of Man among target customers in the outside world.	N/A	
F	As a result of the above, to have: a nation that is confident of its own identity, a nation that works together to meet the needs of all in our society, funded by a strong economy that is recognised internationally as a high-quality place to do business in the sectors we choose to pursue.	Perceptions of the Isle of Man as nation confident in its identity Perceptions of the Isle of Man as working together to meet the needs of all in society Economic health and growth	Longitudinal/ statistical data
P	To help the Isle of Man: enhance its unique identity and social cohesion, and generate strong economic growth	Perceptions of Manx identity Perceptions of social cohesion Indicators of general trends of social cohesion Economic health and growth	Survey, Longitudinal/ statistical data

Table 3.4 Measurements for the Outcomes of the Nation Brand

Based on The Branding Project Report (2006, p.8)

To measure economic health and growth as part of objectives B, F and P in addition to using the Island’s main economic measures- GDP and GNP (Isle of Man Government Annual Report, 2010, p.10), to combat criticisms of the limitation of using GDP as a measure of economic well-being (de Leon and Boris, 2010), an additional 15 indicators were employed (Table 3.5).

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Measurement	
1	GDP
2	GNP
3	Unemployment
4	Retail Price Index
5	Rate of Inflation
6	Average Weekly Earnings
7	Median Weekly Earnings
8	Bank Deposit Base
9	Company Registrations
10	Health Service Expenditure
11	Income Support Benefit
12	Primary and Secondary State School Population
13	Students in Further/Higher Education
14	National Income
15	Income per head

Table 3.5 Indicators of Economic Well-Being  
(Adapted from de Leon and Boris, 2010)

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These indicators of economic well-being are taken from the work produced by the Urban Institute Centre on Non-profits and Philanthropy (de Leon and Boris, 2010). The rationale for using the Institute’s indicators is that, while the Institute produces a list of up to 72 and argues for the interconnection between social and economic wellbeing (de Leon and Boris, 2010, p.1). A lack of available data on the Island and a through measurement of all indicators being outside the realms of this research, means that the fifteen indicators shown above are used as an indication, not an overall assessment, of the health and strength of the Manx economy

As such, measuring the outcomes of The Branding Project Report (2006) objectives involves collecting a mixture of data from a variety of sources, which are depicted in Figure 3.6.

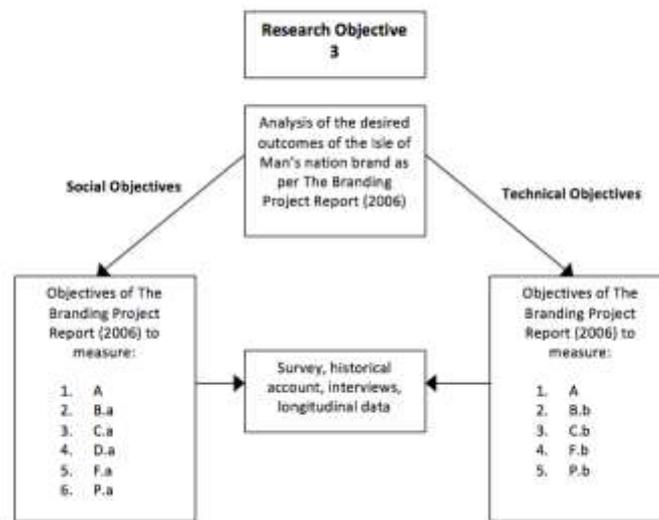


Figure 3.6 Measuring the Social and Technical Outcomes of the Brand

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## 3.5 Data Analysis Procedures

### 3.5.1 Analysis Procedures: Research Instrument 1

To ascertain whether the data collected in the survey indicated if the Isle of Man's nation brand attains sociotechnical alignment, the brand directly was assessed in two primary areas: the brand proposition and supporting statements (direct brand assessments) and measured over four dimensions: 1) Accuracy, 2) Future potential, 3) Distinction and, 4) Appeal, and the brand's values via a self-selection task. Further, because the brand proposition, supporting statements and values are purposely developed to be appealing and attractive, a number of indirect assessments of the brand were formulated. To provide a straight-forward measurement of alignment in the Isle of Man's nation brand, a simple majority rule is employed for both direct and indirect assessments (May, 1952; Xu, 2008).

### 3.5.1.1 Measurement of Alignment

To be considered as truly aligned, the direct brand assessments must score  $\geq 51\%$  positive responses in all four dimensions (accuracy, future potential, distinction and appeal). However, it is noted that there is a likelihood that the direct brand assessments may be aligned (i.e. achieving  $\geq 51\%$  positive responses) in some dimensions and not others. Thus, the degree or strength of alignment is also assessed based on the rules shown in Table 3.6

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Variance of Alignment	Criteria
True Alignment	$\geq 51\%$ positive responses in <b>all 4</b> dimensions
Somewhat Aligned	$\geq 51\%$ positive responses in <b>3</b> dimensions
Neutral Alignment-Misalignment	$\geq 51\%$ positive responses in <b>2</b> dimensions
Somewhat Misaligned	$\geq 51\%$ positive responses in <b>1</b> dimension
Misaligned	$\geq 51\%$ positive responses in <b>0</b> dimensions

Table 3.6 Alignment Assessment Criteria

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To provide consistency, the simple  $\geq 51\%$  majority rule is used for assessing the brand values (i.e.  $\geq 51\%$  select the brand values as characteristics of the Isle of Man) and for the indirect assessments in Sections 3 and 4. Similarly, the criteria for the brand at large to be considered as directly, indirectly or indirectly and directly (sociotechnically) aligned is shown in Table 3.7.

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Variance of Alignment	Criteria
Directly Alignment	$\geq 51\%$ positive responses in all 10 measurements and all 4 dimensions
Indirectly Aligned	$\geq 51\%$ positive responses in all 27 indirect measurements
Sociotechnical Alignment	$\geq 51\%$ positive responses in all 10 measurements and all 4 dimensions + $\geq 51\%$ positive responses in all 27 indirect measurements + $\geq 51\%$ Selection of all brand values

Table 3.7 Direct/Indirect/Sociotechnical Alignment Assessment Criteria

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Further, in order to provide a more robust analysis of alignment, research borrows from Farla and Walraven's (2011) measurements of alignment perspectives. The standard deviation of the

responses to the direct and indirect brand stimuli is assessed, where a high standard deviation indicates the stimuli is less aligned than a low standard deviation.

As the survey contains predominantly Likert-type<sup>17</sup> questions the data is considered ordinal (Van Laerhoven, *et al.*, 2004) and while the mean and standard deviation scores are reported, this thesis concurs with the school of thought questioning the appropriateness of mean, standard deviation and other parametric statistics in the analysis of Likert-type data (Jamieson, 2004). As such, the median, mode and interquartile range scores are presented in the data analysis and differences or associations between perceptions of the brand are tested with non-parametric procedures (i.e. Chi-Square Test).

In addition to the quantitative measurement of the brand, to measure the internal consistency or reliability of the scales Cronbach's Alpha, a test reliability technique that requires only a single test administration to provide a unique estimate of reliability (Gliem and Gliem, 2003) is employed. In order to avoid the reliability of the items being low or unknown and because, "Cronbach's alpha does not provide reliability estimates for single items," the calculation is based on summed scales rather than individual items (Gliem & Gliem, 2003, p. 88). Taking this into account, Cronbach's alpha (0.972) determines that the internal consistency or average correlations of items in the survey instrument are both 97% reliable and consistent (Santos, 1999). The inclusion of a mid-point in the Likert and Likert-type scales, as the following chapter will also show, has not produced central tendency bias.

### **3.5.1.2 Analysis of Open-Ended Responses**

As far as analysis of the open-ended survey question is concerned, qualitative analysis followed a typical protocol where themes from the 146 qualitative survey responses (QSR) were identified and categorised as per their relation to the brand proposition, supporting statements and brand values.

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<sup>17</sup> We make a distinction between the Likert Scale (Likert, 1932) and Likert-Type Scale (Vegais, 2006) where the Likert-Scale has five points and Likert-type scale a seven or ten.

### 3.5.2 Analysis Procedures: Research Instrument 2

To analyse the sources obtained to produce a historical account of the Isle of Man's nation brand, a document analysis protocol was developed. In the main, this involved developing a set of criteria for qualitatively analysing the sources (Guba and Lincoln, 1994) in order to facilitate the reliability of the historical account (Yin, 1994).

In addition to using a 20-point protocol to examine sources independently (Verschuren and Doorewaard, 1999), each source was also cross-checked with other to permit the identification of conflicting data (Eisenhardt, 1989) as well as uncover similarities and differences between sources (Yin, 2009). To perform analysis and foster internal and external validity, pattern-matching and time-series analyses were adopted (Yin, 2003, p.116) to produce a direct interpretation of events (Eisner and Peshkin, 1990). Pattern-matching, comparing empirical and predicted patterns (Tellis, 1997), in this case involved comparing the processes followed in the development and implementation of the Isle of Man's nation brand (empirical) with the core activities and processes of nation branding developed in the Sociotechnical specification (predicted). Time-series analysis, used to identify actors and events and trace these over the life-span of the brand was utilised in order to uncover the activities and processes followed in the conception, development, management and implementation of the nation brand.

By using pattern-matching and time-series analysis, it was possible to synthesize materials and produce a clear description and convincing analysis of the history of the Island's nation brand. However, it is important to note that while identified sources were the basis for performing analysis, interviews were also utilised for obtaining data where little information was available as well as for member-checking (Morse, *et al.*, 2002).

### 3.5.3 Analysis Procedures: Research Instrument 3

As per common practice, the overriding objective of the qualitative data analysis presented in the following pages has been to systematically identify categories, themes, concepts, relationships and assumptions that relate to respondents' views of the Isle of Man's nation brand (Basit, 2003; Ritchie, *et al.*, 2003). While the specific methods for analysing qualitative interview transcripts and related data may be open to interpretation and at times vague (Walker, *et al.*, 2008) most authors recommend an analysis processes which begins with some form of review or multiple readings of the transcripts to obtain a general sense of the data, organising or compartmentalisation of data through developing categories, themes and concepts, coding data and interpretation (Eisenhardt, 1989).

### 3.5.4 Analysis Procedures: Combined Instruments

To facilitate the analysis of the outcomes of the branding initiative, the objectives are classified per the relevant systems: 1) social objectives and, 2) technical objectives. While objectives A and E are evidently related to the technical system, the remaining objectives contain facets of both systems and thus for clarity, have been portioned into sub-objectives with the first sub-objective (a) of each objective relating to the social system and the latter (b) its technical counterpart (Table 3.8).

By portioning the branding objectives, it was possible to specifically identify which of the technical and social qualities of the branding objectives have been met. However, because of the lack of Freedom of Information Act and available data specifically relating to the Island's nation brand post 2006, objectives D.b and E were not measured. In reference to Objective F, because it is considered the desired outcome of the nation brand, meeting it is partly dependant on achieving the prior objectives.

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#	Objective
A	To develop a clear, relevant and distinctive brand proposition for the IOM. This will express the IOM's values and advantages. The brand proposition will be persuasive as well as being flexible enough to be consistently applied within the IOM as well as outside the IOM.
B	To use this proposition for <b>social</b> and economic advantage:  <b>to motivate and unite the people of the IOM, and to enhance both the quality of life and, economic performance of the IOM.</b>
C	To identify strategies necessary to improve:  the <b>substance of the IOM, from arts and culture to education and training to, customer focus and market access to infrastructure.</b> To be effective, the substance of the brand promise needs to be both delivered and continuously improved over time.
D	To communicate this proposition strongly and imaginatively both:  <b>internally to the Isle of Man population responsible for living it and delivering it so that they feel ownership of it and,</b> externally to our target customers who will also benefit.
E	To dramatically raise awareness of the existence, location and advantages of the Isle of Man among target customers in the outside world.
F	As a result of the above, to have:  <b>a nation that is confident of its own identity, a nation that works together to meet the needs of all in our society,</b> funded by a strong economy that is recognised internationally as a high-quality place to do business in the sectors we choose to pursue.

Table 3.8 The Social and Technical Objectives of Branding Project Report

(Adapted from The Branding Project Report, 2006, p. 8)

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The first component (a) of Objective F is directly related to enhancing the Island's unique identity and social cohesion, and, the latter (b) linked to generating strong economic growth. The first component represents the social system and, the latter the technical system. Thus, determining the effect of socio-technical alignment on the success of the Isle of Man's nation branding strategy involves a evaluation of elements of each objective, bar E (paying particular attention to Objective F as it is considered the primary aim of the strategy). To perform this assessment and to uncover any correlation between changes in the health and strength of the Isle of Man's economy since the approval of The Branding Project Report (2006), a longitudinal analysis of the above from 2006 until 2011 (where available) is carried out.

### 3.6 Chapter Summary

In summary, ascertaining if the principles of sociotechnical systems can advance the theory and practice of nation branding has involved data and method triangulation through the development of three instruments that have served to assist in addressing the three objectives of this research. As the researcher has become part of the research process (Jacelon and O'Dell, 2005) various mechanisms have been employed to combat any potential bias and subsequently facilitate validity. Rather than utilise strategies to assess trustworthiness at the end of the study (Guba and Lincoln, 1994) this research has utilised a systematic approach of constructive validity by verifying the data throughout the research process (Morse, *et al.*, 2002). Verification measures have been woven into the research design by identifying and correcting errors before they are built into the model and before they meddle with analysis (i.e. pilot study/testing interviews). Further, as trustworthiness is considered both a goal and criterion to test research (Morse, *et al.*, p. 8), strategies for ensuring rigour, such as saturation, have been built into the research design and as the following chapters will demonstrate, an element of this has involved disconfirming the researcher's own assumptions in assessing if the principles of sociotechnical systems can advance the theory and practice of nation branding.

## Chapter 4: Historical Account: The Isle of Man Case

### 4.1. Introduction to Chapter

The Isle of Man's nation brand evolved over three phases (Figure 4.1). Phase 1, which was born out of desk-research conducted by a small working-party,<sup>18</sup> focused on 'building a case for action' (The Branding Project Report 2006, p.9) for a nation brand on the Isle of Man. Phase 2, 'brand development' saw the appointment of a branding consultancy and concentrated on the brand's construction. Finally, Phase 3, concerned its implementation.



Figure 4.1 Phases of the Branding Project

(The Branding Project Report 2006, p.9)

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Information pertaining to phases 1 and 2 is abundant and readily available. Yet, phase 3, which arguably the most important stage of the process is the topic of few sources and thus, there exists a paucity of information relating to this final phase.

The significant and important activities pursued throughout these phases are detailed below.

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<sup>18</sup> led by John Shorrocks the Business Editor of Isle of Man Newspapers

## 4.2. Phase One

Phase 1 began in September 2003 with desk-research that examined nation branding literature and identified possible aims of a nation branding initiative in the Isle of Man (Phase 1 Report 2004, p. 6)<sup>19</sup>. Officially, brand analysis began in December 2003 with the formulation of the Phase One Committee<sup>20</sup>. Here, the aim was to stimulate debate on the subject of a nation brand via a media campaign, bringing recognised country branding experts<sup>21</sup> to the Island (The Branding Project Report 2006, p.9) and by conducting informal research.

The informal research, which was billed as a mechanism to “deepen the community’s involvement and participation” in the branding discussions (*Ibid*, p.8) found that the Island was primarily associated with the TT Races, an offshore tax haven and a strong financial centre (*Ibid*, p. 7)<sup>22</sup>. The survey also indicated that the key advantages of Isle of Man were thought to be its low personal and corporate tax, good telecom, e-business, education, skilled work force as well as it being a safe place to live. Finally, the research found that in order to “move forward on a united front” to help “create a picture of what people want the Island to be like in 2014” (*Ibid*) consensus could and should be developed across a number of areas. The results of the survey (Phase 1 Report, 2004, p.10) analysed by Quantum Consulting, HPI and IOM Newspapers, are shown in Table 4.1.

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<sup>19</sup> Isle of Man Government (2004) Marketing and Branding the Isle of Man, Phase One Report, Economic and Social Development Through Country Marketing [Phase 1 Report]

<sup>20</sup> A 15 member committee that represented Government, business, tourism, Manx produce, culture, education and other areas of business and the community

<sup>21</sup> Simon Anholt, Creenagh Lodge, Wally Olins

<sup>22</sup> 1082 questionnaires (60% residents, 40% non-residents) distributed to residents mainly via a local newspaper and to non-residents either online (through Isle of Man Finance’s contact list), on inward journeys by selected airlines and ferry crossings or through a website designed by Isle of Man Advertising and hosted by Manx Telecom

Sample			Areas for Consensus
Residents	Non-Residents	Not Stated	
Isle of Man should aim to attract the most talented applicants for jobs- whether resident or not.	Advantages are low tax, good telecom and e-business, a skilled and educated work force and it being a safe place.	The primary association with the Isle of Man are TT races, offshore tax haven, and strong financial centre.	Many people on the Island, whatever their origin, are interested in its culture and heritage, and wish to enhance its distinctive national identity.
High cost of transport to and from the Island and of housing are the greatest barriers to future success.	Had a slightly rosier view of the Island's future economic prospects than residents.	The gap between perceptions of the Isle of Man and its reality was attributed to it being confused with other islands, poor awareness and an uneducated non-Manx media.	The Island has a remarkable history of innovation. It should benchmark its performance against world best practice (e.g. safety versus Singapore, e-business versus California) and be prepared to lead rather than follow the UK.
The aspect of life on the Island residents would least like to lose is 'safe place'.	Rated the Island's hotels, restaurants and leisure as 'fair' to 'good' and were satisfied with transport to and from the Island.		Everyone on the Island should be given the opportunity to share in its future economic success.
There are few significant differences between those born and those not born on the Island. However, there were significant differences in views of by gender.	Views of the majority who had visited the Island were rather similar to the minority who had not.		Everyone living on the Island is an ambassador for it, and the most important expression of its brand. If everyone strongly and consistently communicated its advantages, the Island's standing would be greatly strengthened.
Compared with people in the UK, see themselves as more friendly, honest, independent in outlook; and more complacent, less hardworking and less competitive.			A small country has a better chance of marketing and branding itself effectively than a large one. This offers the IOM a competitive advantage over other countries.

Table 4.1 Summarised Phase 1 Survey Results

(Phase 1 Report, 2004, p.10)

Based on the survey and with discussions with speakers, sector visions and interviews<sup>23</sup>, the Report offered an Outline Vision that contained a 'fundamental truth' about the Island (its central location) that was deemed by Wally Olins to be a "unique property of the Isle of Man" (*Ibid*). The initial vision for the Isle of Man was:

<sup>23</sup> Interviewees are not specified.

**“A safe and beautiful Island at the centre of the British Isles, with a highly innovative and well-educated workforce, succeeding with 'can do' attitudes in high value markets, and united in commitment to a distinctive heritage, culture, and high quality of life for everyone.”** (Phase 1

Report, 2004, p.16)

The vision was intended to be used as a basis for further discussion and once tested and agreed, would be subject to the development of accompanying propositions and strategy that would “strengthen the substance of the proposition” (p.17). Although there were “a number of strategies are already in place to do this” (*Ibid*), new strategy would concern the capitalisation of the Island’s assets, customer focus and alignment, raising skill levels and enhancing national identity and closer cooperation across sectors and departments.

Following the opening stages, the “Branding Issue” was taken up by the Standing Committee on Economic Initiatives (SCEI)<sup>24</sup> where in their 2003-2004 Annual Report the Committee is somewhat critical of the idea of a new branding initiative. This was down to there being a previous project that did not proceed because Government lacked a proactive approach towards the subject. According to the Report:

**“There had been a Government initiative regarding “Branding” [reports own emphasis] which did not proceed...Government should have taken a more proactive approach to “Branding” of the Island...Government for a long period of time had been considering how to better promote the image of Island and that a corporate Government “Branding” initiative had been planned, but that nothing had come of this.”<sup>25</sup>**

The Committee also reported that it was “disturbed to hear” of a “series of common problems relating to the marketing of the Manx economy generally”. While welcoming any “positive efforts to

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<sup>24</sup> The Committee consists of: Martyn Quayle, MHK., Tony Brown, SHK., Brenda Cannell, MHK., Anne Craine, MHK and Donald Gelling, MLC.

<sup>25</sup> Isle of Man Government, Standing Committee on Economic Initiatives, 2004, p. 8

better represent the Isle of Man internationally” (p.7) the Committee identified a series of concerns as well as “positive featured that assist in marketing the Island internationally” (p.3), Table 4.2.

Common problems	Committee’s concerns	Positive features
Over regulation of the finance sector	That the initiative was established mainly in the private sector a not a result of Government action.	The Island’s AAA credit rating.
The poor profile of the Isle of Man in some parts of the world (particularly in America)	A possible conflict or major influence that the Chief Minister may face as a member of the Steering Group.	IMF approval of its financial regulations and management.
A perception that some sections of the public sector lack the necessary knowledge and understanding of aspects of law (particularly Trust and Charity Law)	That the business community would respond negatively should the report of the Steering Group not be implemented.	The introduction of Corporation Tax.
Statements from Manx politicians referring to the economic slowdown may be being interpreted internationally as indicating the Island’s economy is not a prosperous as it once was, (to the extent that the Annual Report states that: “this should not be exaggerated” (p.5)).	The potential cost and availability of funds for implementation of any recommendations.	The partnership that exists between the public and private sectors in marketing the Island, the open access to politicians and officials.
That there is a danger of complacency regarding the economy as, “just because the economy has been very prosperous for some time, does not guarantee that it always will be” (p.6).	Proposed legislation for Trust Services Providers that may “severely harm the ability of the Island to maximise international trust business” (p.9)	The quality of life of the Isle of Man.
	“Somewhat outdated” and complex Manx Company Law was putting “the Isle of Man at a disadvantage when it comes to incorporating companies on the Island” (p.13)	

Table 4.2 Standing Committee on Economic Initiatives views on the branding initiative

(Standing Committee on Economic Initiatives, 2004, p. 8).

Concerns and perceived issues aside, the Committee agreed to support more resources being allocated to, “undertake a more sustained campaign to raise the profile of the Island in order to gain business” (p.6) because:

**“It is vital for the Island to have a high positive profile internationally in order to attract new and retain existing business. There are areas of the economy that are growing, but it is essential that the finance sector continues to be a major focus for increased business. Economic prosperity will only be maintained by the Island taking various opportunities open to it (for example legislation and marketing) and having the skills and enthusiasm of a well motivated work force. Therefore great care must also be taken to allow businesses to flourish without over regulation.”**

(Standing Committee on Economic Initiatives, 2004, p. 6)

To bring phase one of the “Branding initiative” to its culmination, on July 14<sup>th</sup> 2004, the Phase 1 working group report was presented to Tynwald Court (2004, p.1702)<sup>26</sup> where the Chief Minister requested that members of the House endorse the report, establish a Government led public-private steering committee to progress Phase 2, and authorise £500,000 to implement the next phase. To persuade other Members to agree to his endorsements, the Phase 1 Report and its proposed activities were presented to the Court following a lengthy introduction.

In the main, the introduction explained that the intention of the branding was to generate competitive advantage for the Island and this was necessary because of increased competition for business, jobs, investment and residents. Aside from stating the economic case, it was also pointed out that the brand would unite Manx residents through this strengthened competitive position that would subsequently contribute to quality of life and national identity. According to the Chief Minister:

**“We are living in an increasingly competitive world, where the boundaries are coming down, where our jobs and our industry can be relocated, at a moment’s notice, to other parts of the world; other countries are already well down the process of country branding, and the examples are there to see of those who are successful and those who are not”** (*Ibid*, p.1704).

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<sup>26</sup> Tynwald Court, (2004), Official Report of Proceedings- 14th July 2004

As such, the floor of the Court was opened for debate and the majority voted in favour of endorsing the report, approving the funding and establishing a new Steering Committee to progress Phase 2. However, because a number of Members raised concerns about controlling the funding, monitoring expenditure and the branding in general, an additional motion was added to the bill that meant the Committee would be required to report their activities to Tynwald annually.

In the debate, both positive and negative comments regarding the branding initiative were voiced. For some Members, the branding was seen to have the potential to “harness the energies both of Government and the private and the public sector, and the people of the Isle of Man” (Mr Rodan, p.1704) and was considered “very important” in terms of raising “our vision to a broader horizon than we are doing” (Mr Bell, p.1718). Interestingly, those members of the Court who chose to take part in the debate can be split into those who were clearly in favour of approving the moves (Chief Minister, Mr Rodan, Mr Quayle, Mr Singer,) as well as those who agreed with the idea in principle, but did not “have strong feelings either way” (Mr Bell, 2004, p.1718) or would be “happy to vote for whatever my Minister voted for” (Mr Delaney, 2004, p.1717). Other Members, (The Speaker, Mr Gawne and Mrs Hannan and Mr Waft) voted in favour of the proposals, although they, along with those voted against (Mr Lowey, Mr Earnshaw, Mr Karran, Mrs Cannell, Mrs Crowe, Mr Gill, Mr Cannan) did express a number of concerns that relate in the main to: whether the branding was really a priority of Government, its funding, the involvement of the general population and potential issues relating to the transparency, accountability and reporting processes. Despite these concerns, both the amendment and motion are carried and phase one of the Isle of Man’s nation brand reaches its conclusion. Examples of concerns raised during the debate can be found in Table 4.3.

<b>Concerns Raised</b>			
<b>Primacy of the branding initiative</b>	<b>Funding</b>	<b>Involvement of the general population</b>	<b>Transparency, accountability and reporting processes</b>
Concerns that “this has just come from nowhere” which lead to “natural caution about whether this is essential or desirable” (Mr Karran, p.1711).	Funds could be better utilised on current or established marketing activities. (The Speaker, p.1706)	Concerns that “branding means different things to different people” and as a result, could be unsure how, “we are going to address those differing interests in some sort of ‘one-stop shop”” (Mr Earnshaw, p.1709).	Some Members questioned or required further clarity on what Government Department would be responsible for the branding budget (Mrs Crowe, p.1715)
A case of balancing up the risk of spending £500,000 now, or using the funds for short-term housekeeping issues. (Mr Shimmin, p.1720)	Rather than approve the funding with “£250,00 to go to consultants” the marketing of the Isle of Man should investigate “other routes that we can use (Mrs Hannan, p.1714).	A perceived “danger of public perception” (The Speaker, p.1706) about the brand.	Whether the Department would retain control of such funds and what the monitoring or reporting processes would be (Mrs Hannan, p.1713).
The brand was thought to be a luxury that the Isle of Man “cannot afford at this time” (Mr Lowey, p.1705)	Concerns that the funding of the brand was ‘too good to be true’. “I really cannot believe that the Chief Minister is saying, ‘By the way, it’s free.’ Nothing is free” (Mr Lowey p.1705)	Concerns the existing brand values such as the Three Legs of Mann and the Story of Mann would be “brushed aside for a brand new image” (Mrs Cannell, p.1712)	This proposed reporting mechanism would allow for the Court to be advised on what the Committee have spent and activities they have pursued.”
According to Mrs Cannell (p.1712), the Court was being, “asked to gamble with £½million worth of taxpayers’ money, when we have to turn to our young people and say, sorry, we cannot resolve your problems now because we have not got the money	Could end up wirh, “we will end up with the taxpayer being ripped off again” (Mr Karran p.1711).	Trepidation about the “potential direction that this could be going in” because attempting to reconcile various opinions of the Isle of Man “behind one single image” would be “extremely difficult” (Mr Gawne, p.1707).	Questioned what Government Department would be responsible for the branding budget (Mrs Crowe, p.1715) whether this Department would retain control of such funds (Mr Waft, p.1718)
Mr Cannan (p.1721) noted that, “one moment we cannot get capital expenditure for some of the necessities that we need or revenue expenditure for a doctor for the hospital at Ramsey, but we have suddenly £½million as first phase 1.”	Concerns that this a Government-private partnership and “yet it seems to be Government that is coming up with the money” (Mrs Hannan p.1713).		
The infrastructure of the Island was not in a position to cope with “apparently attract[ing] everything to the Isle of Man.” For Mr Cannan (p.1721)			

Table 4.3 Concerns raised during the Phase 1 Report-Phase 2 Steering Committee and expenditure debate

Source: Tynwald Court Proceedings, Wednesday 14th July, 2004

### 4.3. Phase Two

Following the approval of the Phase Two expenditure and to “reflect this public funding” a new 16 member steering committee was formed and a project manager appointed<sup>27</sup> to lead Phase Two. Following a tender process, which received no local applications, after assessing four<sup>28</sup> written proposals and presentations, the Steering Committee “unanimously agreed” to appoint Acanchi, as “clear winner”(*Ibid*) and thus, the Isle of Man’s nation brand consultants.

Soon after, Acanchi conducted a series of interviews with residents (*n*200) in order to “get to know the Island” and enable them to “amplify the strengths and assets of the Isle of Man.” At the same time as these “interviews for familiarisation” (Davidson, Presentation of Research Results on IOM Branding Report to IOM Champions, 2008) market research company HPI were appointed in “support of the work done by the branding consultants” after a tender process “in line with Government regulations” that saw six organisations express interest- five of which, all based in the UK, submitted proposals<sup>29</sup>. To assist with developing a brand proposition that “be supported by residents and be “appealing to our diverse target customers” an “extensive” programme of analysis was developed (The Branding Project Report, 2006, p.9). This analysis began in April 2005 and evolved over various phases. Specifically, exploratory qualitative, developmental qualitative and validating quantitative (HPI Research Group, 2005).

With a sample size of 302 residents<sup>30</sup>, in the main, the HPI research (Table 4.4), found the Brand Proposition be very appealing<sup>31</sup> (34%) and without the support of the substantiators, the concept on its own is viewed as quite credible (37%) and distinctive.

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<sup>27</sup> Chaired by the new Chief Minister (Donald Gelling) and represented Government, business, tourism, Manx produce, culture, education and “other areas” (The Branding Project Report, 2006, p.9).A project manager was also appointed (Ian Gulland, Branding Manager, Chief Secretary’s Office).

<sup>28</sup> Corporate Edge (Creenagh Lodge), Placebrands (Simon Anholt), Saffron (Wally Olins) and Acanchi (Fiona Gilmore)

<sup>29</sup> Isle of Man Government, Chief Secretary's Office. (2005, April 1). Press Release: Marketing and Branding the Isle of Man- Market Research Company Appointed. Retrieved June 28, 2011 from Isle of Man Government, Chief Secretary's Office: [http://www.gov.im/lib/docs/cso/branding/pressrelease\\_010405.pdf](http://www.gov.im/lib/docs/cso/branding/pressrelease_010405.pdf)

<sup>30</sup> In addition to 401 current or potential customers

<sup>31</sup> although it must be taken into account that the sample size in this was case reduced to 149 and there is no mid-point on the HPI scale and while the scale has six-points, it omits ‘very unappealing’ and/or ‘appealing’ options

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Date	Purpose	Type of Research	Research Base		
			Residents	Customers	Total
Spring 2004	Top line attitudes to Isle of Man.	Quantitative	654	428	1082
Jan-March 2005	Acanchi interviews for familiarisation	Qualitative	200	-	200
April-August 2005	12 Discussion groups (Isle of Man), 40 in depth interviews (UK)	Qualitative	72	40	112
November 2005	Full Quantitative Survey	Quantitative	302	401	703
Total			1228	869	2097

Table 4.4 Timeline of Original Branding Research

Source: Davidson, 2003

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The qualitative research also highlighted that the people of the Isle of Man seemed to be reluctant to celebrate the success of others on the Island and as such, there was a need to encourage a greater sense of collective pride and celebration on the Isle of Man. However, respondents in 2005 were very proud of the Island and 83% indicated that they would support measures aimed at attracting more businesses to the Island. In relation to attitudes towards the brand values the majority of respondents mentioned 'independent' when shown the Manx flag and as such, it was thought that independent along with resilient, protective resourceful, flexible and agile were values of the Isle of Man (Davidson, Presentation of Research Results on IOM Branding Report to IOM Champions, 2008). Finally, in the 2005 qualitative survey, residents indicated that there were four issues thought to be, "holding the Isle of Man back" these are: the cost and quality of UK travel links, reducing crime, provision of lower cost housing and the improvement of facilities for youths and young adults (Davidson, Presentation of Research Results on IOM Branding Report to IOM Champions, 2008).

The research was then used for illustrating the strength of the brand proposition and statements. Support was also confirmed by the project team working with "over 30 selected representatives of

key Government, community and business groups<sup>32</sup>” to begin to develop “how it will be implemented to meet the needs of each particular group” (The Branding Project Report, 2006, p.12). Finally, the Branding Project Report (2006) was produced and presented to Tynwald on 16<sup>th</sup> May 2006<sup>33</sup> where it was moved:

*That the Report from the Branding Project Committee entitled ‘Economic and Social Development through the Enhancement of the National Identity of the Isle of Man’ be received and the following recommendations be approved –*

*(i) Tynwald endorses the brand proposition ‘Freedom to Flourish’ and associated key supporting messages to assist IOM in its attempts to increase national identity, social cohesion and economic success;*

*(ii) Tynwald supports the proposed launch plan, commencing with an on-Island launch on Tynwald Day; (iii) In 2006-07, marketing activities are funded through existing budgets;*

*(iv) The private sector be requested to contribute to the cost of additional marketing on a like-for-like basis. (Tynwald Proceedings, May 16<sup>th</sup> 2006, p.1203)*

On presenting The Branding Project Report (2006) to Tynwald, the Chief Minister, Donald Gelling explained that “the whole purpose of this exercise is to involve all of us, not just here in this Hon. Court, but the whole community” (*Ibid*) and “over the past year, the branding project has carried out a considerable volume of research” which resulted in a concept that “recognises that the Isle of Man is a distinct place with its own values and character, all of which combine to make the Isle of Man a place that provides the Freedom to Flourish. The brand is not just those three words, however. There is a great deal more substance to it.”

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<sup>32</sup> Members or details of these groups are not provided.

<sup>33</sup> Tynwald Court, (2006), Official Report of Proceedings- 16th May 2006

As with the previous branding debate (July 2004), some Members expressed concerns about approving the branding. Once more, these primarily related to: a) the ability of Government to fully endorse Freedom to Flourish, b) the role of the general population, c) the terminology used in the brand and the potential for misunderstanding, d) its value for money, e) the ability of the Island's infrastructure to support the brand. Nonetheless, the branding was clearly supported by a majority of 26-32 and the Isle of Man's nation branding initiative progressed to implementation.

### **4.3. Phase Three**

As there is little official documentation detailing the activities pursued in Phase Three, information relating to this final phase is pieced together primarily from interviews- specifically, CDI02 and CDI03.

Following the endorsement of The Branding Project Report in July 2006, the final phase of the branding project began with the appointment of an implementation co-ordinator who already held position in the relevant Government department and thus, "it was a matter of just re-shifting" the co-ordinator's responsibilities "for around for two years to accommodate" (CDI03). After establishing the coordinators role, a tender for a marketing coordinator was issued using "the usual Government procedure of defining the brief, advertising and taking expressions of interest, having a shortlist and then interviewing" (CDI03). Thus, following interviews with "three or four groups" (CDI03) the marketing coordinator began the role in October 2006.

According to CDI02, one of the key issues identified at the start of the implementation process was that, "there were, there were literally no treaties on how to implement a country brand." As a result because "there wasn't anybody who you could say 'we're looking for the Isle of Mans premier country branding implementation specialist'. Nobody existed" the "government had to find the nearest fit for the job." In which case, the candidate appointed in the marketing coordinator's role "was the nearest fit" who "didn't know anything about it" and "had no academic or professional background or expertise in the field." Furthermore, CDI02 also suggests that this was the case when

appointing the aforementioned implementation coordinator who although had, “a very, very good understanding of public and international diplomacy” was considered to be: “the nearest fit within government.”

Nonetheless, following their appointments, both coordinators began working with the Positive National Identity Committee, “a very large committee of Government and Private Sector individuals” where they reviewed The Branding Project Report (2006), discussed various options relating to how it could be put into effect and developed the imagery of the brand as well as a plan for the Champions and how that would be rolled out (CDI03). In addition to this, both CDI02 and CDI03 discuss how the coordinators spent time delivering “presentations all across Government” as well as talking, “to a lot of community groups as well, the Law Society, all the various Fund Manager Associations, and Insurance Groups, all those kind of things” (CDI03) In addition to this, discussions with private sector groups and the sub-committees of the Chamber of Commerce were carried out where these groups were presented with information relating to, “what the branding exercise was about, and how they could use the Freedom to Flourish messages and images, sort of thing” (CDI03).

According to CDI03, “after that initial first year” the coordinators focused on “producing materials, brochures, DVD’s those sort of things” that are updated “every sort of year eighteen months depending on what information is new, what the figures are, that sort of thing.” Following the publication of new materials in January 2007, the Brand Champions scheme was established which is, “where you have unusual pairings of organisations in third and private sector to achieve something that maybe might not have happened otherwise” (CDI02). For CDI02, the Brand Champions scheme is one of the “certain things” the coordinators “did really, really well” and as such, is, “proud of the influence it had on our destination advertising and communication.”

Additionally, through considering Freedom to Flourish to be “an operating principle trying to help people reach their full potential” and by being “very much aware that there was a huge mature work force that wasn’t being fully deployed in the community simply because they didn’t know how to

use computers” (CDI02) the coordinators also established the Digital Inclusion scheme through a partnership Brand Champion, Manx Telecom with the backing of another Brand Champion, a local recruitment agency, Hamblin. According to the informant, this helped to:

***“define an employment charter so that [Brand] Champions could basically say ‘well look, if you’ve been through that [Digital Inclusion] program we will look on you favourably as someone we’d employ’ because I think you, I don’t think anyone would disagree a 60 year old administrator who’s probably more diligent than a 20 year old quite often, I mean, and it always struck me as a real sadness that there were so many mature people who were disenfranchised from having good jobs and of course what that then turns into, I believe, that people who have a desire and a willingness to carry on working are less likely to become a social problem for a nation later because why should people have to stop working at 60 simply because they haven’t got the skills that are required at a baseline level?”***

Having launched the Brand Champions in approximately August 2007, the following year saw the establishment of Brand Champion ‘task forces’ who developed self-driven initiatives to support Freedom to Flourish and along with both the implementation and marketing coordinator, met with the Chief Minister (Tony Brown, formally Speaker of the House) to report and discuss key recommendations. The external communications policy for the Island was then changed by putting “all the PR contracts the government had at the time and we put them into one contract” (CDI02) and outsourcing its public relations. To do this the Isle of Man Government “went through 120 expressions of interest from major UK firms” and by combining “individual departmental budgets, ended up being able to attract a company like Lansons” (CDI02). Following the appointment of the Lansons, while the Island became, “immured in...literally three years of crisis” (CDI02) the implementation coordinator, while “still implementing things around Freedom to Flourish” (CDI03) returned to their original role and the ‘task forces’ disbanded following the Chief Ministers

authorisation of their recommendations. Following this, the Brand Champions Steering Committee was formed (chaired by Stuart McCudden, Isle of Man Steam Packet Co.) which, while focusing on economic development, continues to develop initiatives to support the Isle of Man's nation brand today.

Finally, according to CDI03, the Government "are not flying the flag anymore about here is a nation brand" because it "was probably two years ago the Chief Minister said that he felt Freedom to Flourish messages and imagery, underpinned everything Government did, so it has been accepted and embedded and it is just there in things." Thus, as well as businesses continuing to use the brand, it "doesn't necessarily need a big day to day management" as it has "been picked up and various departments run with it, it is more relevant to some departments than others, I mean Economic Development, it is in their publications and on their websites, in their speeches and in any placed articles they might do, their staff use the language when they are talking to journalists, it is deeply embedded." As such, although the marketing coordinators contract expires in August 2011, "the work has not slowed down at all, it continues, and it continues to evolve and certainly with the reorganisation of the Government departments there is additional work to do, so that we can see how the Champions can help" and to do this, "the Champions are exploring different projects to undertake, they are planning to work much more closely with the Department of Economic Development, in terms of the sectors working to promote the Island" (CDI03). Timelines depicting the various activities described above are given below (Figure 4.2 and 4.3).

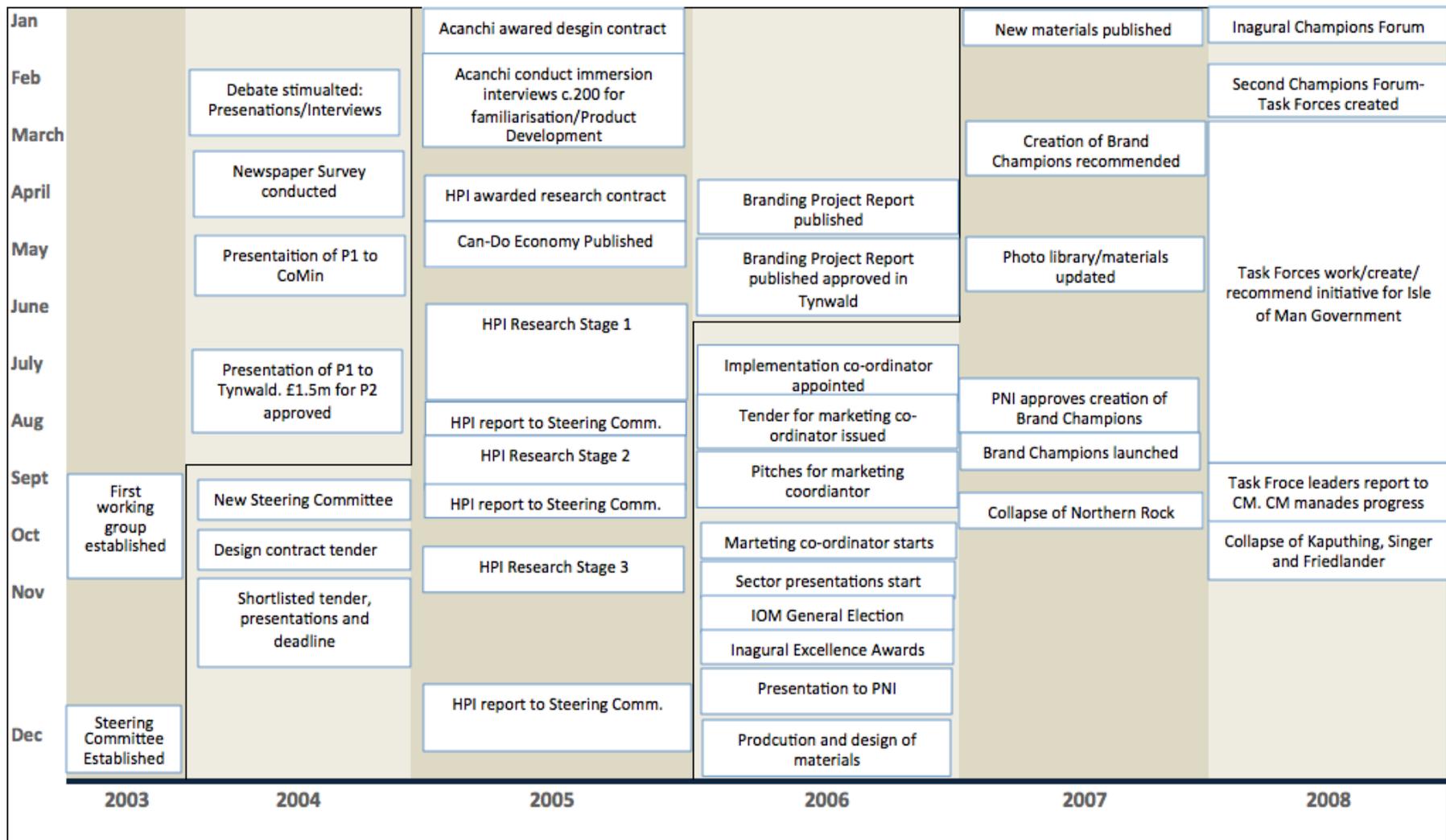


Figure 4.2 Timeline of the Isle of Man's nation brand, 2003-2008

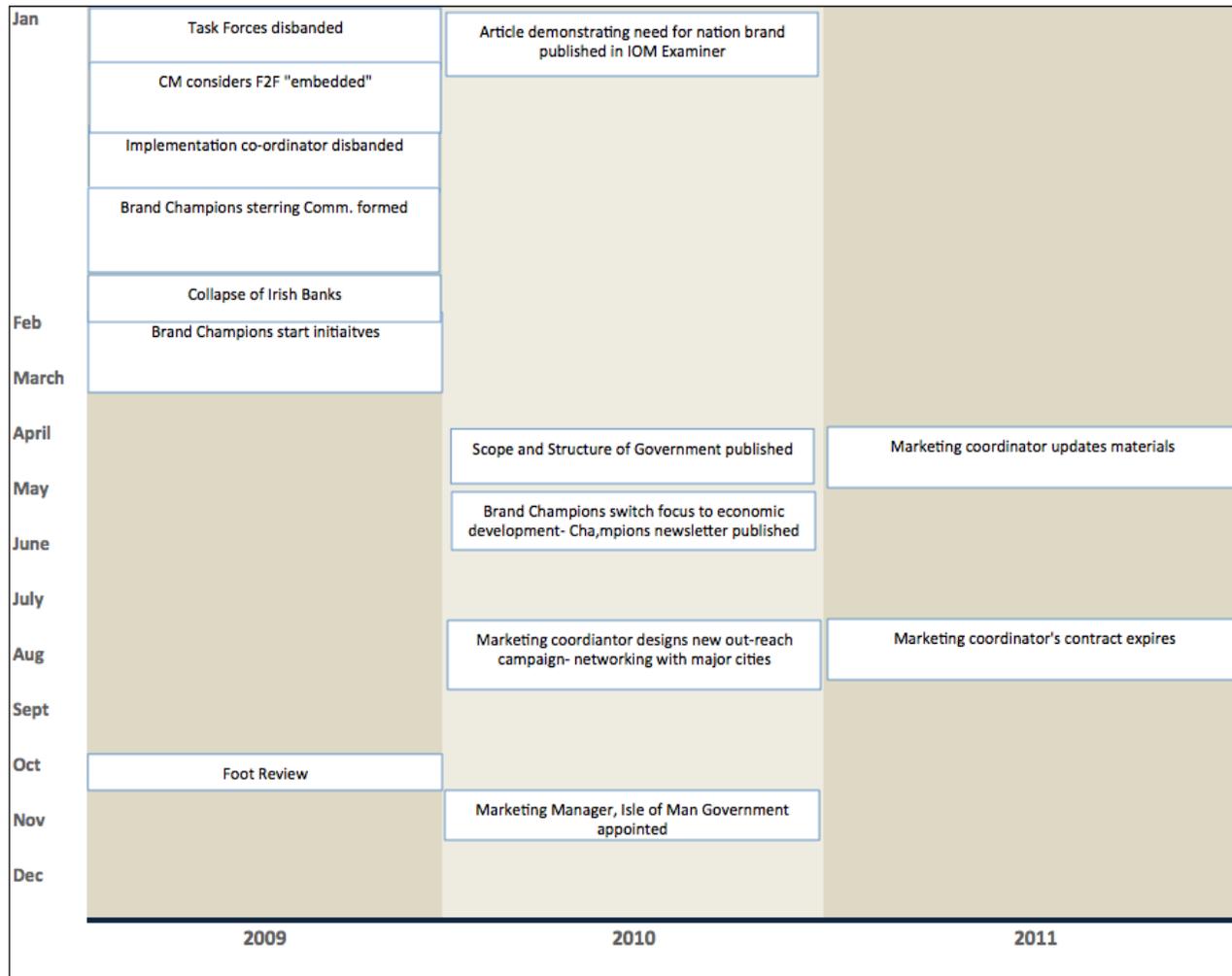


Figure 4.3 Timeline of the Isle of Man's nation brand, 2009-2011

## 5. Data Analysis

### 5.1 Introduction to Chapter

Based on the methodology of data and method triangulation described in the previous chapter, this data analysis presents the results of the three instruments developed to assess if the principles of sociotechnical systems can advance the theory and practice of nation branding.

### 5.2 Summarised Demographic and Descriptive Survey Data

The following pages will present a summary of the findings of the empirical data collected in 2010. Out of all those who took part in the survey (n331, 84% completion rate), the majority of respondents declared their nationality to be British (47.2%) or Manx (45.6%) and the remaining respondents are comprised of Irish, other Europeans (EU country members), African, North American and Australasian nationals<sup>34</sup>.

As shown in Table 5.1, the data mirrors that collected in the most recent Isle of Man Census<sup>35</sup> and is considered to be representative of the Isle of Man and a basis for generalisation. It also reveals dichotomy in terms of how respondents identify themselves in relation to their perceived nationality and their legal or official nationality. This thesis will continue to make a distinction between Manx and British nationalities as Manx being born on the Isle of Man and British being born in England, Northern Ireland, the Channel Islands or any other British overseas territory (i.e. the correct meaning of British with the Isle of Man omitted).

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<sup>34</sup> Few responses from these nations and the zero responses from Other European (Non EU), Central American, South American, Middle Eastern, Asian, Caribbean and Other nationals meant that in order to ensure that the data can be suitably analysed<sup>34</sup>, their responses have been combined and labelled as nationality classification 'other'.

<sup>35</sup> Source: Isle of Man Government, Census, 2006, p. 6. A Census was issued in March 2011. Data is not available.

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Question	Response %
British	47.2
Manx	45.6
Born on the Isle of Man	45.9
Length of residency on the Isle of Man	45.9
Lived on the Island for at least 5 years	38.1
Declared nationality to be Manx and indicated were born on the Isle of Man	91.3
Born on the Island specified their nationality to be British <sup>36</sup> .	8.7
Do not have Manx parents nor Manx	53.7
Do not have Manx Grandparents	51.8
Not or were not involved in Freedom to Flourish.	72
Specified that they had or were involved in the branding and are Manx	34
Specified that they had or were involved in the branding and are British	56.4
Had been or are involved in the branding have lived on the Island for at least 5 years	37.7
Not involved in the branding have born on the Island (44%).	44

Table 5.1 Summarised Descriptive Survey Data

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## 5.3 Survey Perceptions of the Brand Proposition and Supporting Statements

As detailed in chapter 3, assessing sociotechnical alignment involves analysing the empirical data related to the brand and its supporting statements, indirect measurements and qualitative survey responses. Full details of these qualitative survey responses are available on request.

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<sup>36</sup> Majority of respondents born on the Isle of Man identify themselves as being of Manx nationality although they are technically British citizens.

### 5.3.1 Ranking of the Brand Proposition and Statements

Considering the holistic attitudes towards the Brand Proposition and Supporting Statements, the data shows that all Statements and dimensions, bar S5D1, S3D3 and S5D3, were perceived positively by more than half of the survey respondents (Table 5.2).

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Positive Responses (%) per Dimension				
Statement	Dimension			
	D1	D2	D3	D4
BP	54.6	70.7	50.2	73.3
S2	57.1	78.2	54.7	69
S3	58.9	73	49.8	67.6
S4	65.8	79.3	55.5	74
S5	23.1	55.6	45.4	52.9
S6	63.6	74.4	67.2	72.2
S7	84.8	86	81.1	86.3
S8	93.8	91.8	88.7	93.4
S9	74.3	79.9	73.1	78.1
S10	74	81.5	67.6	76.2

Table 5.2 Positive Perceptions per Statement and per Dimension

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Statement 8 has the highest percentage of positive responses across all dimensions (Table 5.3) and therefore, Isle of Man as **“a land of outstanding natural beauty. The dramatic scenery spanning majestic mountains and enchanting glens, invigorates the senses and provides an inspirational space to think and breathe”** (The Branding Project Report, 2006, p. 15) is the most accurate portrayal of the Isle of Man, the most realistic or achievable description of the Island’s potential, as well as the most appealing and the most distinctive.

Ranking of Statements and Dimensions per Positive Responses (%)								
Rank	Statement	D1	Statement	D2	Statement	D3	Statement	D4
1	S8	93.8	S8	91.8	S8	88.7	S8	93.4
2	S7	84.8	S7	86	S7	81.1	S7	86.3
3	S9	74.3	S10	81.5	S9	73.1	S9	78.1
4	S10	74	S9	79.9	S10	67.6	S10	76.2
5	S4	65.8	S4	79.3	S6	67.2	S4	74
6	S6	63.6	S2	78.2	S4	55.5	BP	73.3
7	S3	58.9	S6	74.4	S2	54.7	S6	72.2
8	S2	57.1	S3	73	BP	50.2	S2	69
9	BP	54.6	BP	70.7	S3	49.8	S3	67.6
10	S5	23.1	S5	55.6	S5	45.4	S5	52.9

Table 5.3 Ranking of Statements and Dimensions per Positive Responses (%)

On the other hand, Statement 5, which states: **“the Government, of this independent nation, is agile and responsive, able to meet the needs of both business and local communities by creating effective new legislation, cutting red tape and reducing bureaucracy”** (*ibid*) is the least positively perceived- specifically in D1 where perceptions of it are in fact, negative. As such, we deduce that Statement 5 is not an accurate portrayal of the Isle of Man as it is today and is the least distinctive, appealing and realistic in terms of the Island’s future potential. In addition to the particularly meagre performance of Statement 5, the Brand Proposition itself is perceived somewhat ambivalently when compared to its supporting statements- particularly as a description of the Island today and as a realistic goal for the future. As Statement 5 is perceived negatively in D1, the Brand Proposition is in fact the least positively perceived description of the Island today. In addition to this, although 70% of respondents perceived it favourably as a realistic representation of the Island’s potential, when compared to the supporting statements, the Brand Proposition is perceived second-least positively. Similarly, in D3 while over half of respondents consider it to be distinctive, in comparison to the other statements; it is third-least positive. It’s function as an appealing description of the Island improves on this slightly, although it is still ranked in the lower half of the table.

Again, although it received almost 70% positive responses, in comparison to the other supporting statements, Statement 3, which describes the Isle of Man as having, **“a successful and diverse economy”** (*Ibid*) is not perceived as particularly distinctive or appealing to Manx residents although it is considered slightly more relevant in terms of the future of the Isle of Man and more accurate as a description of the Island as it is today. Nonetheless, in comparison to the other supporting statements, it is scored in the lower-half of the ranking in each dimension. It is taken into account that the less than enthusiastic attitudes towards Statement 3 may be a production of external forces and a reflection of general attitudes towards the economy as a consequence of recession in the United Kingdom and the current financial climate.

Statement 2 which states: **“effective public and private sector co-operation has led to a first rate business environment with world class telecom and broadband, business support systems and grants”** (*Ibid*) is also consistently ranked in the lower-half of the table, although it is perceived better as a description of the Island’s potential. In some respects, the notion of external forces described above may apply to the relatively poor performance of S2. However, the indirect data suggests that attitudes towards the statement are not entirely a consequence of the financial crisis, but are due to the poor provision of customer service and quality on the Isle of Man. Interestingly, although S2 is not perceived as particularly accurate today, it is ranked 6<sup>th</sup> in D2 which indicates that the population believe this is something Isle of Man can achieve in the future.

Statement 4, **“The Isle of Man’s education system is first rate”** (*Ibid*) is in most case is mid-ranked and Statement 6, **“centrally located within the British Isles, the Isle of Man is secure and relaxing yet dynamic and successful”** (*Ibid*) is not perceived as particularly appealing or realistic in terms of Island’s future potential. Furthermore, statements based on the values or culture of the Manx people and its landscape (i.e. S7, S8, S9, and S10) are perceived more favourably than those focused on or relating to the Isle of Man Government, infrastructure and economy (i.e. BP, S2, S3, S5). For example, Statement 7 which states, **“quality of life on the Isle of Man is high- with little**

commuting, low personal taxes, very low crime and a lively arts and cultural scene” (*Ibid*) Statement 8, “a land of outstanding natural beauty. The dramatic scenery spanning majestic mountains and enchanting glens, invigorates the senses and provides an inspirational space to think and breathe” Statement 9, “heritage of originality spanning centuries. That is why there is not only a vibrant arts scene but also successful new sectors such as shipping, movie-making, aerospace services and e-business” and Statement 10, “Our communities regularly work together to ensure we give our best, be it in charity fundraising and volunteer programmes; performing in, creating and staging award winning concerts and productions; or participating in, organising, excelling at and winning world class sporting events” are consistently ranked in the top-half of the ranking table. While Statement 10 is perceived as a more accurate portrayal of the Island’s potential than Statement 9, Statement 9 is slightly better perceived in D1, D3 and D4. Statement 7 is consistently perceived as positive by more than 80% of survey respondents and as described above and Statement 8 by almost 90%.

Summing the percentage scores of each dimension to produce a ‘percentage score’ (Table 5.4) provides further evidence for the above. Not only does Statement 5 rank last with 177 points, the top five Statements clearly relate to what may be considered the social aspects of Manx life.

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Ranking of Statements per Percentage Score		
Rank	Statement	Percentage Score
1	S8	367.7
2	S7	338.2
3	S9	305.4
4	S10	299.3
5	S6	277.4
6	S4	274.6
7	S2	259
8	S3	249.3
9	BP	248.8
10	S5	177

Table 5.4 Ranking of Statements per Percentage Score

In addition to this, as well as highlighting the comparatively poor perceptions of the Statements 2, 3 and 5, it also indicates that in comparison to the supporting statements and as a vision for the Isle of Man (The Branding Project Report, 2006, p. 3), the Brand Proposition is not perceived as strongly as its supporting statements. The ranking of the Brand Proposition and Statements shows that again, Statement 8 is the most accurate or true description of the Isle of Man and is also the most realistic in terms of the Island’s future, appeal and distinction. Statement 5 is not an accurate portrayal of the Isle of Man and is thus not considered to be a true representation of the Island. It is also the least positively perceived in relation to the Island’s future, distinction and appeal. Next to this, the Brand Proposition is perceived poorly, although it is considered more distinctive than Statement 3 and more appealing than Statement 6, Statement 2 and Statement 3.

In terms of attitudes towards the dimensions assessing the Brand Proposition and Statements, the bulk of positive responses (%) relate to the future dimension (D2) and the least to D3, distinction (Table 5.5).

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Ranking of Dimensions per Percentage Score		
Rank	Dimension	Percentage Score
1	D2	770.4
2	D4	743
3	D1	650
4	D3	633.3

Table 5.5 Ranking of Dimensions per Percentage Score

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This is also the case as far as the positivity scores are concerned<sup>37</sup> (Table 5.6) which proves that the Isle of Man’s nation brand is more aspirational and appealing than it is accurate or distinctive.

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<sup>37</sup> To achieve an overall ranking of the dimensions in order to ascertain how the brand is portraying the Island, each dimension is scored as per Spearman’s Rank Correlation where the least positively perceived dimension in each Statement was scored 1, the next lowest 2, the second most positive 3 and the most positive 4

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Ranking of Dimensions per Positivity Rank Score		
Rank	Dimension	Rank Score
1	D2	37
2	D4	31
3	D1	21
4	D3	11

Table 5.6 Ranking of Dimensions per Positivity Rank Score

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Finally, as Table 5.7 shows, while 45% of respondents indicated that they did not recognise the Brand proposition or any of the supporting statements, the most recognised supporting statement is Statement 3 and the statement considered to ‘sum up’ what the Island is ‘about’ is once more, Statement 8.

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Ranking of Statements per Realism			Ranking of Statements per Recognition		
Rank	Statement	Percentage	Rank	Statement	Percentage
1	S8	61.9	1	S3	19.9
2	S7	49.5	2	S8	16.9
3	S6	42	3	S7	15.7
4	S9	35	4	S4	15.4
5	BP	26.9	5	S6	15.4
6	S4	26.3	6	BP	14.5
7	S10	24.8	7	S9	10.9
8	S3	16.6	8	S2	10.6
9	S2	11.2	9	S5	9.4
10	S5	6.3	10	S10	8.5

Table 5.7 Ranking of Statements per Realism and Recognition

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Therefore, as depicted in Figure 5.1, the Isle of Man is as **“a land of outstanding natural beauty. The dramatic scenery spanning majestic mountains and enchanting glens, invigorates the senses and provides an inspirational space to think and breathe”** (The Branding Project Report, 2006, p. 15). Yet, its Government is not **“agile and responsive, able to meet the needs of both business and local communities by creating effective new legislation, cutting red tape and reducing bureaucracy”**

(*Ibid*). Further, rather than being an accurate and current portrayal of the Island, the nation brand is inspirational or could be accurate in the future.

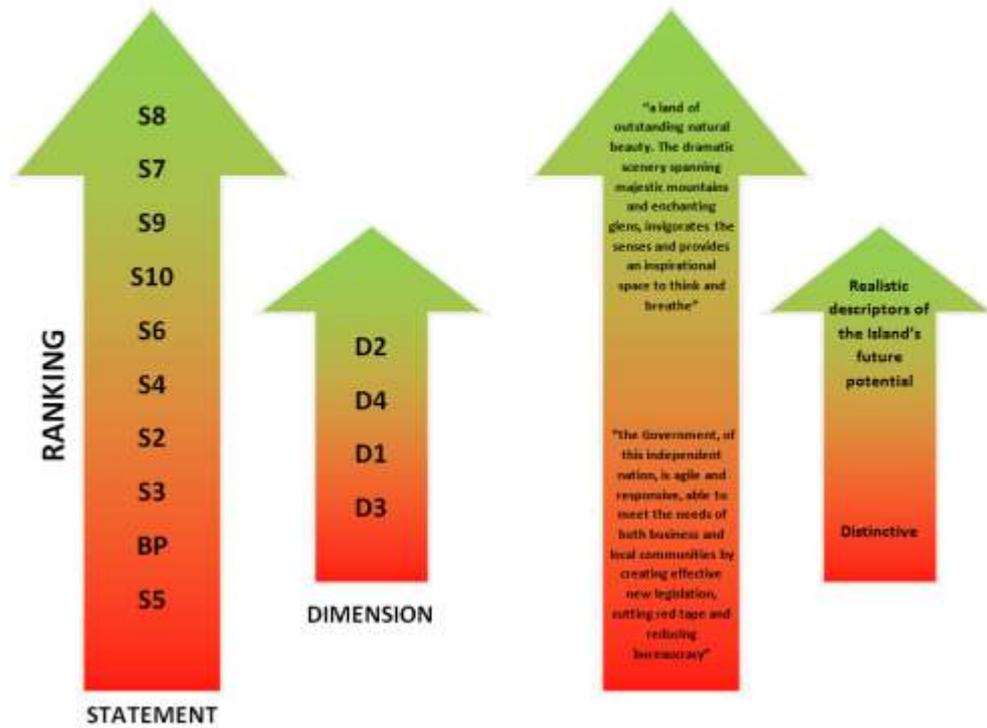


Figure 5.1 Ranking of the Isle of Man's nation brand

### 5.3.2 Perceptions of the Brand Values

As detailed in chapter 3, a set of four 'core values' are used alongside the Brand Proposition and supporting Statements in the Isle of Man's nation brand (The Branding Project Report, 2006, p. 22). When asked to indicate which of the provided adjectives respondents felt described the values of the Isle of Man and its people, resilient (36.86%) was the most frequent choice followed by community loyalty (30.21%). Respondents were also provided with an additional 6 adjectives and although independent thinking was the least popular of the brand's values, the core values were selected by more than 20% of all respondents. Furthermore, both 'spirited' and 'conventional and

unconventional’ were selected by over 20% of respondents and thus are seen as more apt as values of the Isle of Man and its people rather than ‘independent thinking’ and ‘resourceful’ (Table 5.8).

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Variable	Value	Frequency	Missing	Total	Per cent
44	Independent Thinking	73	258	331	22.05
45	Resilient	122	209	331	36.86
46	Resourceful	77	254	331	23.26
53	Community Loyalty	100	231	331	30.21
47	Authentic	26	305	331	7.85
48	Secure	51	280	331	15.41
49	Spirited	86	245	331	25.98
50	Encouraging & Supportive	30	301	331	9.06
51	Colourful & Multi Layered	26	305	331	7.85
52	Conventional & Unconventional	82	249	331	24.77
54	None of the given options	65	266	331	19.64

Table 5.8 Perceptions of the Values of the Isle of Man

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In terms of the ability of the value of independent thinking functioning in practice or action (*Ibid*, p. 23) (Table 5.9), most respondents (84.3%) indicated that they have knowledge of at least a few words in the Manx language (ITV1). As shown above, in addition to 22.05% of respondents considering a value of Manx people to be ‘independent thinking’ and most people (68.8%) take pride in the Isle of Man (ITV2). However, in relation to ITV3, only 4.8% of respondents consider the Isle of Man government to be responsive.

Furthermore, ‘some’ are considered to celebrate the success of others in the community and only ‘kind of’ meet the needs of all in society (ITV4). Finally only 16.6% of respondents consider the economy to be innovative. In practice, ‘resilience’ relates to various qualitative survey responses indicating a concern for reform of the education system and Government due to what may be thought of as complacency (REV1). As far as being resourceful and developing new opportunities, there is thought to be many opportunities for children and 23.6% consider resourceful a value of Manx people and 22.7% as well as feeling the economy to be developing. While natural beauty is undoubtedly considered a positive benefit of the Isle of Man, some respondents indicated more

should be done to protect the Island’s natural environment because, “there soon won't be any natural landscape left.

Brand Values and Practices		
Value	Code	Practice
<b>Independent thinking</b>		
	ITV1	We will develop our distinctive culture and heritage and encourage greater use of the Manx language
	ITV2	We value our independence as a country and aim to enhance it
	ITV3	We will carve our own path, pragmatically through agile and imaginative legislation and skilful negotiation with other countries and organisations
	ITV4	We value people as individuals and celebrate their differences
	ITV5	We have a great heritage of creativity and innovation, and will ensure this continues
<b>Resilience</b>		
	REV1	We will be courageous in bad times and avoid complacency in good times
	REV2	We will be resourceful in adapting to change and developing new opportunities
	REV3	The Three Legs of Man symbolises our resilience
	REV4	We will protect our environment and natural beauty
<b>Resourcefulness</b>		
	RSV1	We will be receptive to good ideas
	RSV2	We will work together across a wide range of interest groups
	RSV3	We will encourage co-operation between the public and private sectors
<b>Community Loyalty (helping others to flourish)</b>		
	CLV1	We will buy Manx products and services wherever possible
	CLV2	We will do our best to promote the Isle of Man and its values to the outside world
	CLV3	We will celebrate the Island’s successes and give everyone the opportunity to share in them
	CLV4	We will welcome visitors and new residents alike to the Island

Table 5.9 Brand Values and Practices

The housing estates will soon meet the plantations” (QSR8). Furthermore, while “The Three Legs of Man symbolises our resilience” it is referred to only twice in The Branding Project Report (2006, p. 23 and 15). As far as resourcefulness functioning in practice, the qualitative survey data infers that due to a lack of collaboration between the Manx Government and general public, the notion of being ‘receptive to good ideas’ (RSV1) is not being transferred into practice- especially considering that 48% of survey respondents consider the Isle of Man Government to be self-serving. Furthermore, in relation to working together across a wide range of interest groups (RSV2) although 82% of respondents indicated that they have volunteered or would consider doing so, only ‘some’

people are thought to help others flourish and there is concern that certain sections of the community (i.e. non-Manx born residents) feel ostracised.

In relation to encouraging cooperation between the public and private sectors (RSV3) while one respondent pointed out that the Manx Government works “pragmatically” with the private sector (QSR96), the direct assessments of Statement 2 indicate that this may only be ‘kind of’ the case and the public have confidence in only ‘some’ of the Isle of Man’s public institutions. In terms of converting community loyalty into practice most respondents (46.1%) indicated that they only sometimes support local businesses by shopping local and buying local produce when possible (CLV1). As far as promoting the Isle of Man and its values (CLV2) as the previous pages have demonstrated, the brand- in particular the Brand Proposition is considered somewhat dated and for some, poorly executed (QSR89) or a “waste of money” (QSR47). Finally, respondents indicated that they feel only ‘some’ people on the Island celebrate the success of others (51.3%) (CLV3) and the likelihood of visitors receiving a warm welcome (CLV4) is true in only ‘some cases’.

### **5.3.3 Statistically Significant Crosstabulations and Qualitative Survey Responses**

Whether respondents believe that people on the Isle of Man “help each other flourish by teaching, coaching, caring, giving or helping both young and old” (Chief Secretary's Office, p. 34), take pride in the Island, celebrate the success of others in the community and consider the Isle of Man to have a high quality of life have statistically significant impacts on perceptions of the Brand Proposition as an accurate description of the Isle of Man as it is today (Table 5.10).

The moderate ranking of the Brand Proposition is also apparent in the qualitative survey responses where some support the concept of Freedom to Flourish (QSR50, QSR74, QSR82) but also consider it to be dated (QSR69, QSR74, QSR89, QSR105) and at worst, “a badge” that, “hasn’t captured or engaged the real public of the Isle of Man” (QSR72). The brand is also referred to as a, “mediocre strapline” (QSR86) that is “a waste of money” (QSR47) and “bland and superficial” (QSR50). Conversely, the positive attitudes of the Brand Proposition in the future dimension are also reflected

in the qualitative survey responses as the potential of the Island (QSR4, QSR46, QSR55, QSR69, QSR87, QSR143) is considered to be “huge” (QSR69) and, “still to be realised” (QSR4).

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Concept	Statement	Chi <sup>2</sup>	d.f	p-value	Description
People on the Isle of Man <b>not</b> helping each other flourish.	BPD1	14.952	d.f. 4	0.0048	Those who believe the concept to be false tend to perceive the statement negatively
People on the Isle of Man do <b>not</b> take pride in the Island.	BPD1	15.933	d.f. 2	0.0003	Those who believe the concept to be false tend to perceive BPD1 negatively
People on the Isle of Man do <b>not</b> celebrating the success of others.	BPD1	17.564	d.f. 4	0.0015	Those who believe the concept to be false tend to perceive the statement negatively
Quality of life on the Isle of Man is <b>high</b> .	BPD1	24.371	d.f. 1	0.0000	Those who perceived quality of life on the Isle of Man as high tended to perceive BPD1 positively.

Table 5.10 Significant Crosstabulations of the Brand Proposition

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As such, it appears as though the subdued perceptions of the Brand Proposition are due to it being thought of as out-dated, thus, no longer adequate as a description of the Isle of Man. However, respondents do display an encouraging degree of faith in the capabilities and possibilities for the Isle of Man in the future.

The negative associations between the brand and question relating to life on the Island shown in crosstabulations relating to Statement 2. The qualitative survey responses also reflect the quantitative data as general attitudes indicate that the business environment on the Island is not particularly ‘first rate’ due to the lack of support for business and the poor provision of quality services and goods (Table 5.11).

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Concept	Statement	Chi <sup>2</sup>	d.f	p-value	Description
Respondent does not support local business.	S2D1	8.956	d.f. 2	0.0114	If the response to the concept is negative, as is perceptions of S2D1.
Respondent would not invest on the Island.	S2	14.857	d.f. 2	0.0006	If the response to the concept is negative, as are perceptions of Statement 2.
There is not provision of high quality or superior value goods and services.	S2	11.368	d.f. 2	0.0034	If the response to the concept is negative
The chances of visitors receiving a warm welcome are unlikely.	S2	7.004	d.f. 2	0.0301	If the response to the concept is negative

Table 5.11 Significant Crosstabulations of Statement 2

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The indirect measurements of S4 support the directly assessed perceptions of the Island's education system as being seen as in the main, first rate (Table 5.12). Negative perceptions of the Statement appear to arise from society being seen as intolerant and disrespectful as well as a lack of confidence in public institutions. However, such correlations are interesting, particularly in comparison to the high volume of responses that consider Manx people to be friendly (n185) and honest (n151).

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Concept	Statement	Chi <sup>2</sup>	d.f	p-value	Description
Do not have confidence in the public institutions of the Isle of Man	S4D1	18.104	d.f. 4	0.001	If the response to the concept is negative, education system is not 'first rate'.
People on the Island do have knowledge of its history and culture	S4D1	10.524	d.f. 2	0.0052	Respondents who believe people on the Isle of Man have knowledge of its history and culture believe the education system is 'first rate'.
Manx society is respectful	S4D1	9.545	d.f. 2	0.0085	Respondents who consider society to be respectful are more inclined to view the Manx education system as 'first rate' whereas those who do not tend to believe the opposite
Manx society is intolerant	S4D1	16.666	d.f. 2	0.0002	If the response to the concept is negative

Table 5.12 Significant Crosstabulations of Statement 4

Significantly, the data indicates that generally adverse attitudes to life on the Isle of Man and Manx society are likely to foster negative feelings towards its Government. We can also infer from the indirect quantitative and qualitative responses that the negative opinions of Statement 5 are a consequence of the general populations' disillusionment with the Manx Government and in part, Manx society (Table X). For example, while S5 states that the Manx Government is 'agile', 48.3% of respondents believe it to be slow. Likewise, where the Government is portrayed as having the ability to 'cut red tape' and 'reduce bureaucracy', the majority of respondents consider it to be over-staffed (54.1%) and bureaucratic (44.4%) (Table 5.13).

Concept	Statement	Chi <sup>2</sup>	d.f	p-value	Description
Involved in the nation brand	S5D1	6.448	d.f. 2	0.040	Involvement in the nation brand impacts perceptions of Statement 5 as a description of the Island today- the majority of respondents in all crosstabulation categories considered it negatively, yet those involved in it did not.
Lack of faith in public institutions	S5D1	22.139	d.f. 2	0.0000	Only 7 respondents who do not have faith in the public institutions rated S5D1 positively.
Manx society is intolerant.	S5	7.472	d.f. 2	0.0239	Negative correlation between perceptions of the Statement and perceptions of Manx society as intolerant.
Manx society is disrespectful.	S5	10.656	d.f. 1	0.0011	Negative correlation between perceptions of the Statement and perceptions of Manx society as disrespectful.
Manx society is unable to meet the needs of all in society.	S5	32.403	d.f. 2	0.0000	Negative correlation between perceptions of the Statement and perceptions of Manx society as unable to meet the needs of all.

Table 5.13 Significant Crosstabulations of Statement 5

Interestingly, a large proportion of respondents feel the Government to be self-serving (48%) and only 4.8% consider it to be responsive, in spite of S5 claiming it is, "agile, responsive" and "able to meet the needs of both business and local communities." In which case, both direct and indirect

assessments of S5 indicate that the not only are perceptions of the Manx Government negative, but that the supporting statement does not accurately reflect the views of the general population.

Qualitatively, quality of life on the Isle of Man, is considered in the main to be high or at least, good (QSR4, QSR13, QSR83, QSR94, QSR105). However, there is concern that it is reducing due to rising house prices (QSR40) as a consequence of the promotion of the Island’s tax incentives (QSR32, QSR128) and attraction of High Net-Worth Individuals. Another issue stemming from the attractive taxation system on the Isle of Man is that the influx of individuals (“come-overs” QSR38, QSR133) has contributed to the erosion of the character and identity of the Isle of Man<sup>38</sup> (QSR7, QSR32, QSR40, QSR65, QSR38, QSR54, QSR65). As such, there is a perception of bigotry, particularly racism and homophobia (QSR19, QSR117), and an insular attitude towards newcomers (even those attempting to learn traditional Manx culture and language (QSR87). For some, this leads to a concern regarding the high levels of immigration, particularly in the numbers of people who treat the Island as an ‘annex of England’ (QSR51) and contribute little to the local economy. This view is reflected by the statistically significant relationship between the concept of having knowledge of Manx culture and perceptions of Statement 7 (Table 5.14).

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Concept	Statement	Chi <sup>2</sup>	d.f	p-value	Description
Do <b>not</b> believe people have knowledge of Manx history and culture	S7D1	11.420	d.f. 2	0.0033	Respondents who not believe people have knowledge of Manx history and culture tend to rate D7D1 negatively.

Table 5.14 Significant Crosstabulations of Statement 7

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The descriptors of the products or services associated with the Island, suggests that S9 (Table 5.15) to some extent reflects the views of the general population as the ‘successful new sectors’ referred

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<sup>38</sup> For Identity-Community crosstabulations, see 6.3.10

to in the statement are, with the exception of aerospace, the same sectors used to describe its associated products or services (Shipping, 55.59%, Film and Media, 60.42%, E-business, 57.10%).

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Concept	Statement	Chi <sup>2</sup>	d.f	p-value	Description
Manx born	S9D1	7.392	d.f. 1	0.0248	Rate positively if born on Isle of Man.
People on the Isle of Man are confident in their national identity.	S9	17.653	d.f. 1	0.0000	Respondents who consider people on the Isle of Man to be confident in their national identity are more inclined to perceive the Statement positively than those who do not.
People on the Isle of Man take pride in the Island	S9	34.361	d.f. 1	0.0000	Respondents who believe people take pride in the Island are more inclined to perceive the Statement positively than those who do not.
Manx Born	Have knowledge of a few words in Manx	14.956	d.f. 2	0.0006	Manx born respondents are more inclined to have knowledge of a few words in the Manx language

Table 5.15 Significant Crosstabulations relating to Statement 9

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Qualitatively, Manx identity is perceived as being in decline (QSR38), with a lack of knowledge about the national history and heritage, particularly among the youth and the large number of ‘come-overs’ and economic migrants who take little interest in the local culture. Nonetheless, heritage is considered an important element of Manx life (QSR67, QSR84, QSR113, QSR119, QSR130, QSR141) and as such, the need to retain its culture and heritage is vital, although a ‘crab-in-a-bucket mentality’ was mentioned several times (QSR23, QSR82) as is Manx employers undervaluing education (QSR22), which drives graduates away from the Island with little incentive to return (QSR65, QSR67). In reference to the qualitative comments concerning the erosion of Manx heritage and national identity as a consequence of a perceived influx of immigrants, length of residency on the Island has no statistically significant impact on the perceived pride in the Island. Contrary to the qualitative comments, there is also no statistical association between length of residency on the Isle of Man and knowledge of its history and culture, or the ability to give five facts about the Island.

In terms of the qualitative responses relating to Statement 10 (Table 5.16), while most consider there to be a high degree of community spirit on the Isle of Man (QSR67, QSR102), some respondents feel as though society is divided into those who are grossly overpaid and those who are not (QSR14) as well as those lifelong residents who contribute to the community and ‘settlers’ who do not nor feel part of the community (QSR53, QSR117, QSR133). As with the previous qualitative responses, there is an overriding concern that community spirit is being weakened as young people are less willing to volunteer (QSR67).

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Concept	Statement	Chi <sup>2</sup>	d.f	p-value	Description
Involvement in the brand	S10D4	7.881	d.f. 2	0.019	Correlation between involvement in the brand and positive perceptions of S10D4
I do support local businesses	S10D1	26.873	d.f. 2	0.000	Those who do tend to buy/support local rated the Statement more favourably than those who do not
People on the Island do help each other flourish	S10	27.580	d.f. 2	0.000	those who believe people on the Island help each other flourish tended to rate Statement 10 positively and vice versa

Table 5.16 Significant Crosstabulations of Statement 10

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Therefore, based on the above, the data indicates that the concepts of helping others to flourish, pride in the Island, supporting local business, having knowledge of the Island, being involved in the brand as well as respect and tolerance on the Island have an impact on perceptions of the brand. Notably, involvement in the brand tends to incite particularly strong positive perceptions, whereas considering the Island to be intolerant produces negative perceptions of the brand (Figure 5.2).

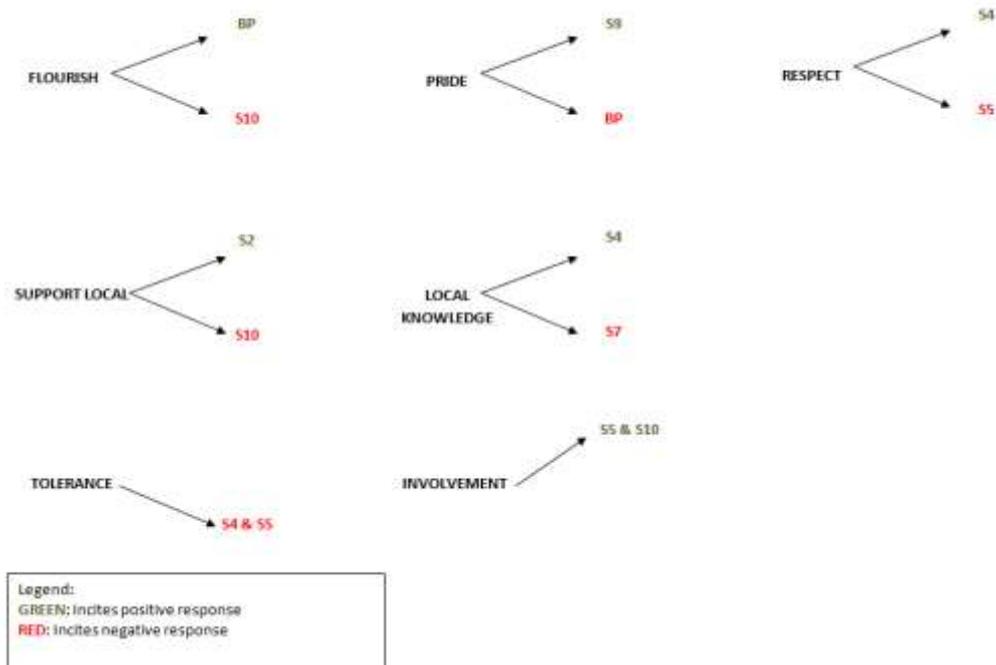


Figure 5.2 Positive and Negative Crosstabulations

## 5.4 Summarised General and Descriptive Interview Data

As detailed in chapter 3, in order to ascertain if the principles of sociotechnical systems theory can advance the theory and practice of nation branding, this research also undertook a qualitative stage of data collection that involved interviews with 20 informants.

As a general rule, most informants were asked a set of 14 ‘generic’ questions that aimed at opening the interview and obtaining further data in relation to various aspects of life on the Isle of Man and its nation brand. In the main, respondents were asked questions in relation to three categories: life on the Isle of Man, the brand in general and elements of the brand promise. As the questions were formulated prior to the interviews taking place and because they are consistent across the board of informants, they are bound by Code Set A.

## 5.5 Interview Perceptions of the Isle of Man's Nation Brand

In relation to attitudes to the brand and its various elements, when asked whether there were opportunities for all to flourish in the Isle of Man (Q3), a number of informants believed that this is true. Particularly because of the provision of education (CDI03, CSIU01, CSKS04) and job prospects (CSIU01, PMVA01, SCPR01) or “for an Island of our size” (PMVNA02) and in comparison to other places (CDI03, GBSH03, PMVF04, PMVNA02, CSKS04, GBSH04, PMVNA02, PMVF05) as there will, “always be limitations of an Island of eighty thousand people” (GBSH03). Based on this, informants’ responses tended to be mostly positive, although in most cases, rather nebulous as far as depending on “what you are looking for” (PMVF05) because although “the basic opportunities are provided [i.e. education]” (CSIU01), “you can’t understand everyone’s particular circumstances” (CDI03). Presumably because of this, others remarked: “I mean to say yes...I don’t think I could say yes” [CSKS04], and: “I think that’s a pretty wide statement. Nice statement to have, nice statement to say ‘oh yes absolutely,’ probably not true in its truest sense” (PMVNA03). However, when considered as a generalisation or “on the whole” (CSKS04) or “across the board” (CDI03) the attitudes of most informants’ became more positive because, “generically, the opportunities are high compared with elsewhere” (GBSH03) and there are, “plenty of things for people to have a very fulfilling and very good life on the Isle of Man” (PMVF05). Only one informant (CSKS04) disagreed that this is the case because:

***“Its all very well if you’re a child with supportive parents and you’ve got money but if you haven’t got that, you know, you haven’t got the ability to engage in extracurricular outside...the school systems very good, you know, they do work hard but their resources are limited and there’s only so much they can do. So there are children I think that are not perhaps given as good an opportunity as some others.”***

Similarly, when asked whether people on the Isle of Man help each other to flourish (Q4) the responses were in the main, positive and ranged from, “absolutely” (CDI03, SCPR01) or “yes” but, “not like it was” (PMVF04) to “no more or less than elsewhere” (GBSH02).

When probed on perceptions of Freedom to Flourish and its current relevance to the Island, some informants (CDI01, CDI03, CSKS02, CSIU01) offered positive responses. One informant (CDI01) stated that they would, “have been surprised that in five years time what we learned in 2005 is not still relevant...so what we saw in 2005 would be more than likely relevant in 2015, I’m sure.” On the other hand, a number of informants inferred they believe Freedom to Flourish to be more of a vision for the Isle of Man because, “You’ve got to have a dream. If you haven’t got a dream, you can’t have a dream come true” (CSKS04).

In comparison to both of these positions, although PMVF04, PMVNA02 and PMVNA03 considered its relevance positively this was combined with it being, “part of the overall, not the be-all-and-end-all”, being “fine as a strap line...but, does it mean a lot to me, no” or “a big boast, you know, it’s a big phrase. I think there will always be areas in which we can better provide the atmosphere in which people can flourish; I don’t think we’re all things to all people.” Likewise, in terms of Freedom to Flourish’s credibility, while some informants believed Freedom to Flourish to be credible (CDI01, CSKS02), others again consider it as vision: “It’s a vision; I think it has to be a vision. It has to be seen as a vision, it’s always going to be work towards that. We have to work towards that, you know” (CSKS04).

In terms of what Freedom to Flourish has added to the image of the Isle of Man, it has provided the Isle of Man with a “consistent message of what the Isle of Man is about” (CDI03). Or has “packaged the Island better” (GBSH03) by “encapsulating what we do here” (PMVF02) and, “assisting in terms of cohesion and us all being signed up in terms of going forward” (PMVF04). In particular, the brand has improved external communication or promotion of the Island by adding to its image (CDI03). GBSH03 refers to this stating, “I think one of the challenges jumping ahead with the question, one of

the challenges we've got is that the Island is still relatively unknown and there is still grounds to be made up there, so whilst it has probably recognised the Island as a package better than we have ever done before, it hasn't got to everybody's hearts just yet." CSKS02 confirms: "I think it has helped to convey to people that if they want to succeed in their life personally or in a business context the Isle of Man is somewhere where you can achieve your ambitions" and PMVF02 as far as giving the people of the Isle of Man a focus and fostering opportunities and progression.

Although the improved external communications is positive for the image of the Isle of Man, PMF05, GBSH03, and PMVNA02 point out that that internally, Freedom to Flourish has added "not a great deal" (PMVNA02). According to PMVF05:

***"So certainly in terms of external communication very positive, internally it is probably less effective, you know, I certainly would try and engage as far as I can with the philosophy that there is about making, instead of having a form which has got five pages, maybe a form which has got one page with three boxes to tick, an easily understood place to sign, that process is being engaged across Government at the moment, we are trying to get considerably more ability to do online, to do business online, I mean it is pretty obvious stuff really, but it just makes the place that much easier to live in, and trying to encourage members of the staff to see the public as critical friends rather than the enemy, again is a positive thing, so you know, I think it is working, but it's certainly not comprehensive in terms of the internal audience, externally I think it is being used more effectively."***

In relation to the overall impact of the Isle of Man's nation brand, again, some informants believe it has improved the Isle of Man's communications internationally (CDI02, GBSH03, PMVF05 PMVNA02) by being a "hook on which to hang things" (PMVF05). However, according to CDI01:

***"Any brand the first base you have to get to is awareness of brand, what this is, is a very well argued summary of the brand, the problem that still existed in 2003 still***

*exists now is awareness of the Isle of Man outside the Island itself, and that's something the branding campaign never took on board as an issue to address it said, 'well if someone else is prepared to invest in raising the awareness of certain aspects of the Isle of Man, here is the sort of communication template to use'. No one really took the decision to raise the awareness of the Isle of Man, which is the basis thing a brand needs to have."*

As a result, the impact of the Island's nation brand has less than planned:

*"On a scale of one to ten, where ten is huge amount, life changing, has really changed the world, one being hardly anyone is aware of it, I would say it was about two really. I didn't really expect it to achieve a ten even in the heat of the project, but I was hoping for five or six. Two verging on one I would say."* (CDI01)

Others (CSKS03, PMVNA03) concur believing that: "if it was a true branding as in, that people, and we use it as branding, and we use it as a strap-line, not good, not good. If you do it on things like name awareness and profit awareness, probably not good." As such, "the glue that holds the thing together, does require a bit more work" therefore, "its impact so far has been relatively superficial to the success of the Island" (CSKS03). In relation to the 'glue' holding the brand together, GBSH02 suggests that:

*"You get 'we're all in it together', I don't buy that really. I don't think most businesses based in the Isle of Man do; they're just making money. That's it, you know? They'll do one or two things every now and again but they don't have a, you know, a really, and you might talk about environment as another thing, which is there regards to the Isle of Man, they don't really buy into, say, a real genuine change in their attitude towards the environment, towards culture, towards identity, its all surface level, so maybe, you know, the most regards, if they have an attitude towards the Isle of Man, well you know, maybe get, you know, turn the*

***lights off if you can remember. But anything stronger or more deeper than that, nothing happens realistically.”***

According to CSKS04, while the informant has not “noticed a tremendous impact” it “does inform strategies that are being developed by civil servants throughout government, you know, its something we’re constantly aware of.” Which is also supported by CDI02 in thinking: “government, general government, marketing communications’ has become a lot, lot more consistent over the last four or five years.” Nonetheless, informants appear to believe that the impact of the nation brand is not significant, possibly because it has not been “laboured enough” (PMVNA03) and although it may be considered as having assisted in the quality of life on the Island through, “being able to identify the Island in a more holistic and connected way and not just about a specific business interest etc. and identifying the Island as not only a good place to do business, but a good place to live” (GBSH03) by conveying that, “the Isle of Man is prepared to encourage and support people to reach the level, the best of the level of their ability” (PMVF02). Conversely, although PMVF04 believes the impact of the nation brand has extended to the general population of the Island, it is bound by the scope of business activities on the Isle of Man:

***“Its businesses working together principally, seeing opportunities where they can work and flourish. What I think for the fact of businesses work together and do well, then those people who are employed by the businesses do well because they have increased and better job opportunities and so it floats down that way really, but you know, I think it generally is, the principle thing about it is a business focused, people that come to the Isle of Man have opportunities, we are ‘business friendly’, and the reason, the principle reason I’m business friendly is because I want the economy to do well, diversify, to provide the things that I want to provide for the Island people.”***

Yet, according to CDI02, “one major impact it has had on Isle of Man communication has been the Island Lives tourism campaign and no doubt about that, I still maintain that it exemplifies what we’re trying to do because Island Lives is about ‘come and sample the unique quality of life in the Isle of Man, here are real people ambassadoring [sic] that quality of life’ and I think that is exemplified it.” However, the informant then goes on to state: “beyond that it’s been very, very difficult to see any marked communication that you can say is Freedom to Flourish” which mirrors the views of PMF04 who remarks: “there is a number of businesses that have done very well, whether they would have done so as you say organically or whether they would have done so without this project? Probably they would.” Additionally, CSKS04 provides evidence for the impact of the branding by sarcastically noting: “I mean, we’ve got a lovely DVD.”

## **5.6 Emergent Interview Themes**

The qualitative data analysis presented in these systematically identifies categories, themes, concepts, relationships and assumptions that relate to respondents’ views of the research topic; particularly how misalignment may be created in the nation branding implementation process (Spencer, & O’Connor, 2003). As part of the six phases of analysis described in chapter 3, a collection of emergent codes (Code Set C) are developed. These emergent themes and codes are 1) source consistency or synergy, 2) politics and the political cycle, d) knowledge and understanding of branding, e) funding, budget and resources for the branding, f) the perceived purpose of branding and, e) the involvement of the general population.

### **6.6.1 Emergent Theme 1: Consistency**

In relation to consistency and the Isle of Man’s nation brand, a number of informants indicated that one of the main issues in implementing the brand stemmed from the degree of fragmentation within Government (PMVF04). While “it is much better than it used to be” (PMVF04) because “before it was very, obviously very fragmented” (CSIU01), it is inferred that the government’s “silos

mentality" (PMVF04) still exists as evidenced by a lack of synergy or consistency in implementing and promoting the brand. For example, while it is evident that the brand would have to be: "integrated with various [areas], such as work permits and it has to be integrated with areas such as Legislative changes, and the speed of change" (GBSH03). The transition from concept to permeating it through decision making, principles and strategies failed to take place and it did not: "get that translation from the simplest level to the principles of, and the objectives within each department" (CSKS03). This view point is also evidenced by another informant (CDIU01) who, citing the nation brand of New Zealand believes: "its worked great for them but they had a coordinated, concerted effort to promote the pure New Zealand brand. We haven't with Freedom to Flourish." Furthermore, according to the same interviewee, while "everyone in Government should be aware of Freedom to Flourish and especially those obviously involved in any sort of communication" some people "got bored, some people never bothered I guess in doing anything with it" and as a consequence there is no "heart with Government to pull together a clear brand expression." Thus, "I think it is fair to say now, that Freedom to Flourish is more a distant memory than something that is driving Government policy and the heart of society and culture in the Island" (PMVF05).

Moreover, while government departments and associated bodies "should be working together" (GBSH01) one informant was clear in his view that: "what I absolutely do know is Government departments do not work together" (PMVA01). Evidence to support this is indirectly provided by PMVF02 who noted a lack of cross-departmental foresight when "we said, 'that's where we want to be', but we didn't say, 'well how's the educational system going to support that?' That was the elephant in the room, but we didn't pick up on it." Another interviewee reiterates this point: "some of the alignment between the education, and what's required for the future is not good" (CSKS03). As well as by PMVNA02 in stating that going forward, "we need to make sure that the young people have the skills" to be able to support the brand. The informant also believes that there had been a lack of synergy insofar as aligning the brand and its offer to other business strategies because, "we seem to have got this offer of who we are and then linking that to our business strategy is another

step that I am not entirely sure we have taken.” Various interviewees evidence the impact of the lack of a cohesive branding strategy across government, suggesting that departments have been “doing their own thing” such as “Finance looking in their own field and Tourism doing the same” (CSIU01). Some informants also expressed concern that the Island had not developed infrastructure to support the nation brand (CSKS03). As well as misalignment between the brand and educational and business strategies, there is also a lack of a skilled workforce and available housing (CSKS03).

The lack of consistency in implementing the brand is found in the promotion of the Island. While promoting culture and heritage on the Island is the responsibility of Manx National Heritage, off-island promotion is “dealt with by Tourism, which is Economic Development now” and according to GBSH01, there has not been “enough joined up relationship with Tourism in terms of that”. Furthermore, there is a separate tourism campaign (‘set yourself free’), which is “a deviation of Freedom to Flourish” (CSKS03) and although it is considered by another informant (SCPR01) to be “reasonably on strategy” it is not “not totally on strategy.” This lack of an holistic approach to the brand is further evidenced by SCPR01 in pondering: “I don’t know why they couldn’t have used the Freedom to Flourish tag-line.” However, the informant does consider the tourism campaign to be “on the Freedom to Flourish theme though not quite totally central.” Additionally, some informants (CSIU01, SCPR01, CSKS03) expressed concerns that the strategy had not been “communicated very well” to the point where, in the Government strategy in September 2006, the year the brand was endorsed by Tynwald, Freedom to Flourish was “not mentioned once” (SCPR01). SCPR01 recalls: “I opened it and when I read it I was absolutely shocked to see that they had a vision which didn’t even mention Freedom to Flourish.” For CSKS03, this is a “really good example where something was created, but the, the wiring diagram to the rest of Government and policy taking wasn’t put into place.” However, it is hoped that the newly established Department of Economic Development will be able to “bring together all the various elements” (CSIU01) of branding and promoting the Island in order to “capitalise on this Ferrari they’ve got sitting in the garage” (SCPR01) and prevent it from being “trotted out to support a particular political argument” (PMVF02).

## 6.6.2 Emergent Theme 2: Politics

The political environment on the Island is cited on numerous occasions as adversely affecting the implementation of the brand. In the main, the reasons for this relate to the political cycle, a lack of political endorsement for the brand as well as a perceived lack of leadership and education or specialist knowledge within Government. For example, various informants refer to the impact of the political cycle on the nation brand where the priority or necessity for embarking such a project can change. As CDI02 explains:

***“The length of time that a brand strategy needs to have to fully become operate and have an impact is always going to be far longer than the average political cycle. ...So what you’re going to find is you’ve got these, if you view that as a sort of a macro cycle, you’ve then got these very divisive micro cycles occurring every, probably every four years, five years typically, where you’re probably going to either lose or gain a political agenda with regards to your country brand...the other thing is that every political agenda that comes into play is typically going to be about country branding because a government is going to try and implement behaviour of a country and more than that it’s certainly going to be involved in delivering what the country is supposedly about.”***

As far as political agendas are concerned, CDI01 believes that rather than nation branding being at the forefront of political agenda, “it doesn’t serve anyone, any individuals political career too well, they have to worry about pot holes in Port Erin rather than the external image of the Isle of Man.” Furthermore, according to PMVNA02: “It’s not unreasonable when you change the leadership of a company, they might want to change the brand.” For SCPR01, the ‘political priority’ of brand was reduced as a consequence of the political cycle because, “I don’t think Tony Brown who was the third Chief Minister we had on the committee, I don’t think Tony is sure yet it’s such a high priority and some other things... So I never felt he was particularly interested in the program...whereas

Richard Corkill certainly was and he's a very intelligent man Richard, he understood it well, and Donald Gelling understood it having been with JCB." This is furthered by CDI02 in stating:

***"Another lesson I've learnt is that country branding is very much a fair-weather thing because, you know, when the chips are down and you're talking to companies who might be considering laying people off or they're wondering whether they'll be around in a years time and you're dealing with politicians and government and government executives who are thinking well you know we've got major, major issues to deal with, do they really want you talking about country branding?"***

The lack of political endorsement for the Isle of Man's nation brand is referred to when it is thought that there was not "the right level of political involvement" (CSKS02) or "seen to have that political endorsement" (PMVNA02). As a consequence of this lack of endorsement, numerous interviewees (PMVNA02, CSIU01, SCPR01, CDI02) believe this has led to an approach that has made the success of the brand "less certain" (CSKS02). This is because "if we are going to have a brand, that brand needs to be endorsed right at the top, you wouldn't expect a company to go with a new brand strategy without the Chief Executive Officer, the Chairman of the Board, the Director, all being fired up and leading the process" (PMVNA02).

The necessity for a top-down approach is also cited: "if your brand isn't being pushed by those at the top, there is going to be an increasing disconnection between it and the people on the ground" (PMVNA02) and thus, the brand needed to be "to be strongly led by the Chief Executive, who is Chief Minister" (SCPR01). In connection, the lack of leadership within government is also raised. Some informants (PMVF04, PMVNA02, PMVNA03) note concerns that "we clearly have a place in terms of leadership" (PMVF04). Particularly where "there is for most of us who are within spitting distance of the centre of Government, and we can see it, but we can't touch it, if you like, there is a form of leadership, but it is a very much hands on, it's getting down to the low level control freak almost, type of leadership, it is not a strategic direction" (PMVNA02). However, we do note that according

to GBSH03, “there are some good people in government” and in PMVA01’s opinion, government only “probably lack leadership” as “we do have various leaders in Government. We do have various people who are good leaders in their own fields. But the general leadership of Government is very difficult because it’s not a disciplined career, it’s not the army.”

### **5.6.3 Emergent Theme 3: Knowledge**

In relation to the perceived lack of leadership in Government, some informants also cited a lack of specialist knowledge or education as a contributing factor in both the deficiency in political leadership and in relation to implementing the nation brand due to an “inconsistency in talents within the Government”, that is “arguably at political level” (GBSH03). This is also to an extent, reiterated by CDI02 in believing that “they [politicians] are pharmacists and teachers the Government, no disrespect because a lot of good things come out of the Isle of Man Government, they are very accessible, you can talk to them in the public etc., etc., but it is what they are pharmacists and teachers.” As well as by CSKS04: “well I think that the problem you’ve got here is that these are small communities so the politicians are drawn from a very small well, a small pond. They’re big fish in a very little pond.”

Although The Chief Secretary’s Office had a project manager, (CDI03) one informant (CDI01) believed he was “not exactly a huge assistance.” The lack of specialist knowledge in nation branding also meant that, “the government had to find the nearest fit for the job” and the consultant employed had “no academic or professional background or expertise in the field” and “didn’t know anything about it” (CDI02). On discussing the brand’s measurement and reporting procedures, when asked if the brand was ‘measured or monitored in anyway’ CDI02 responded: “no”. The interviewee added: “I don’t think there’s anybody qualified to measure here, I mean who’s going to measure it? Because nobody really understands what they’re doing anyway or what we’re doing” and “I think it’s important that there are people like you who are around and are asking the right questions and are actually formulating the questions to ask because we don’t know what they are. We don’t know

what those questions should be" (CDI01).

Additionally, politicians were thought to not "really appreciate how big the areas was" and as such, "we lost the battle at the fairly early stage" (PMVF05). Interestingly, in comparison to SCPR01's view that "Donald Gelling understood it," PMVF05 believes that "Donald inherited it, possibly Donald's view was that of the public, that this was a, 'were not a tin of beans, we are not going to be labelled', and maybe missed some of the earlier discussions about what this really was about." When asked whether all members of the Steering Committee had a 'hundred per cent grasp' of what they were trying to do, CDI01 responded: "I think that's fair". The interviewee continued: "I think that there was definitely mixed abilities, because they came from such disparate backgrounds and often were less involved in the creative side of understanding what brand composition, what the elements, it might do, yes some of them could not necessarily grasp what's right and what is not right."

A lack of understanding of the intended purpose of the brand is also evidenced by PMVNA02 believing: "I think you probably had a high level of awareness of Freedom to Flourish, if you asked somebody, 'what is the Islands, brand or strap-line', or 'do you recognise any of these terms, when you look at Freedom to Flourish', I think you would get a high level of awareness, but awareness doesn't equal understanding" (PMVNA02). The informant then goes on to say, "I have heard of Freedom to Flourish it is banged about a lot, but do I really understand what it means, I am not entirely convinced that I do." Additionally, when asked to justify the reason for rating the impact of the brand as "two verging on one" out of ten, CDI01 explained: "I would put it down to two things. One is the Government being unaware of what importance a clear definition of the Isle of Man to an external audience might mean, and what it might do, as opposed to a lot of one to one conversations the Government has with potential investors or potential companies, what might a clear coherent perception benefit, that is not understood." To assist in fostering understanding and to make it 'real', one interviewee found it necessary to explain that "we're looking to enhance

social cohesion and we're looking to protect our unique culture, heritage and identity" and as a consequence, "It no longer became this very, very difficult to define concept" (CDI02). The difficulty defining the concept is also referred to by SCPR01 in believing that its is "a difficult concept to explain and understand." To explain the branding strategy, one informant allocated time, "telling people no, Freedom To Flourish isn't a brand, the Isle of Man is the brand, Freedom to Flourish is a reference point, its an operating principle" (CDI02). This is also pointed out by CDI03 in thinking: "all the difficulties, probably were people confusing the branding slogan, the brand is the Isle of Man and there is no doubt to me in people who are working in it, that the brand is the Isle of Man. I think a lot of people take the short cut and think the brand is Freedom to Flourish and it is a slogan."

#### **5.6.4 Emergent Theme 4: Funding**

Another theme emerging from interviews was the lack of available budget "to invest in building awareness and understanding" (CDI01). It was noted that "Government is not heavily resourced, you know I think people think that there are millions and millions of people just hanging around just ready to be deployed to these things but there aren't, you know I've learnt that there are a very, very few people who are involved in the Isle of Mans message and deployment and delivery of it." (CDI02) Because of this, for PMF05, this meant: "we had to win the, however much it was, half a million pounds or whatever, to pay for the people to come and help us to do the work, and politics is primarily when you are talking about those sorts of sums of money, it's about economics, therefore it is an economic argument, so you have to put an economic argument forward."

#### **5.6.5 Emergent Theme 5: Purpose**

In terms of this 'economic argument', it appears as though the general understanding of Freedom to Flourish is that it took a business direction (GBSH03) and thus, "it was a business strategy" (CSKS04) and "more business based in itself" (PMVF04). Aside from informants such as PMVNA03 discussing the brand in a business context, others believed that: "ultimately, its about attracting

new business to the Isle of Man, isn't it?" (GBSH02), or considered the target audience for Freedom to Flourish to be "off Island" as "the message was primarily focused, and the reason why that the whole thing was funded, was about bringing greater economic success to the Isle of Man" (PMVF05). Because of this, it is thought that "it has probably been more positive in that sense [economically] because of its external focus rather than anything that has happened on Island" (PMVNA02). This point is encapsulated by CDI02 who despite considering the brand to be "part of the fabric" of the Island, adds:

***"If you spoke to old Mrs Miggins in Ballaugh, probably not. I mean she's not going to know what the hell you're talking about, I really don't think so, but quite frankly what is the point, you know? And I mean this is something I used to rail against because people were saying you need to get her involved, she needs to be involved, and I used to say but you know, with respect, I've got limited time and the people involved have got limited resources. Why, what is the point of getting Mrs Miggins in Ballaugh aged 83 bleating on about Freedom to Flourish, with the greatest of respect, when I can get CEO of major company employing 500 people with a significant international off- island marketing budget talking about Freedom to Flourish?"***

### **5.6.6 Emergent Theme 6: Involvement**

In relation to the endorsement or involvement of the general population in the Isle of Man's nation brand, while it was felt that: "unless the community were involved in some way, that it would become just an academic exercise" (CSKS02) and it was "key that one couldn't progress without something either internal or external audiences would endorse in" (CDI01). Some informants indicated a fundamental misunderstanding of the brand on the part of the general population. To the extent where according to SCPR01, "a group of people kept giving out stickers to go on cars 'we are a nation, not a brand' and I had to point out to them that a nation doesn't have a choice about

being a brand.” This lack of understanding is also pointed out by CDI03 believing: “the general population might be the part that recognises, that uses it, but don’t quite understand that it is the brand.” However, numerous informants (CSKS04, GBSH03, PMVNA02, CSKS03) suggested that the involvement of the general population in the Isle of Man’s nation brand has been “very little” (GBSH03). Not because of a lack of understanding, but because they are not “particularly interested” (PMVNA02) and “if you walked down Strand Street and asked Joe Public, I think they’d probably say it means nothing to them” (CSKS04). Furthering this, when asked ‘do you think the man on the street believes in Freedom to Flourish?’ PMVNA03 responded: “probably not” adding: “that’s our fault because we haven’t fully endorsed it” and when asked if it had ‘captured the hearts and minds of the general population’ CSKS03 responded: “No I don’t.” However, according to CDI02, trying to “engage everybody per say its an impossible task” and in returning to the Mrs Miggins analogy, states:

***“am I getting it the wrong way round somehow because if the whole point of this is to improve and raise the quality of life of the people on the Isle of Man, and I think that should be the noble intent of a country brand, then as long as her as long as life is in someway touched or improved, whether its directly or vicariously, through things that Freedom to Flourish has done and achieved then it shouldn’t matter a damn to me whether she’s aware of it or not.”***

## 5.7 Summarised Interview Data

In conclusion, there is an inextricable linkage between the themes emerging from the interview data, particularly in relation to the degree of consistency required to holistically implement a nation brand. Furthermore, the emergent themes indicate that:

- There is fragmentation within the Isle of Man Government,
- There is a lack of a holistic approach in:
  - Implementing and,

- Promoting the brand,
- The brand has not informed policy nor been subscribed to by all Government Departments,
- There are concerns that the Island's infrastructure is unable to support the brand,
- The brand is significantly affected by the political environment and political cycle on the Isle of Man,
- The brand is lacking political support,
- The Island is deficient in political leadership and politicians lack specialist education,
- The Island is deficient in branding knowledge,
- The purpose of the nation brand has been misinterpreted,
- The nation brand is not officially measured or monitored in anyway,
- Adequate funding to carryout the complete nation branding process is not in place,
- The involvement of the general population in the nation brand is perceived to be minimal and,
- Some respondents attribute the lack of public engagement in the brand to a lack of understanding and others, to a lack of interest.

## 5.8 Chapter Summary

In conclusion, this chapter has presented the data analysis of each of the three instruments used in this research. The findings of the historical case study show that the Isle of Man's nation brand evolved over three phases: analysis, development and implementation. While there is an array of information pertaining to the first two phases, there is a paucity of data concerning the implementation of the Isle of Man's nation brand. In terms of the survey, the data indicates that the Isle of Man's nation brand is perceived moderately. Where, the brand proposition performs poorly, with the exception of statement 5, in comparison to its supporting statements. On the other hand, statement 8 is the most realistic and positively perceived, whereas statement 5 the least positively received and statement 10 the least recognised. Next to this, the highest scoring assessment dimension is future (D2) and the weakest distinction. As shown above, six themes have emerged from the interview data: the influence of the degree of consistency and politics on the Isle of Man's nation brand. As well as matters relating to the funding The Branding Project Report (2006), issues associated with a lack of comprehensive nation branding knowledge on the Island, involvement of the general population in the brand and its ultimate purpose, were also raised.

## Chapter 6: Findings

### 6.1 Introduction to Chapter

This research has focused on considering nation branding from a sociotechnical systems perspective to assess if the sociotechnical approach can contribute to the field. Through considering the principles of sociotechnical alignment, the aim has been to assess whether the Isle of Man’s nation brand achieves alignment if the degree of alignment impacts implementation of the nation brand.

### 6.2 Emerging Issues and Themes

Emerging issues from the survey data primarily relate to attitudes or value attached to the nation brand and facets of life on the Isle of Man. In the historical case study, the emergent themes are associated with the activities and actors in the nation branding process as well as its purpose and intentions. Similarly, those emerging from interviews relate to the activities, actors and processes followed in pursuing the nation brand (Table 6.1).

Instrument	Emerging Issues and Themes
<b>Survey</b>	Impact of attitudes of facets of Manx life on perceptions of the nation brand Impact of perceptions of brand values on brand alignment Functionality of supporting statements as substantiating the brand proposition Ability of the brand proposition and supporting statements to communicate what the Isle of Man is ‘about’ Ability of the brand to be distinctive, accurate, appealing and communicating the Island’s potential Relationship between the messages about the Isle of Man communicated in the brand and the principles behind them
<b>Historical Case Study</b>	Contextualisation, intentions and proposed purpose Ability of infrastructure to support delivery of brand covenant Role of individuals and stakeholders Role of research in developing the nation brand and Availability of information
<b>Interviews</b>	Political system, life cycle and policy making Continuity and consistency/ Monitoring, measuring and evaluation Knowledge and expertise Contextualisation, intentions and purpose/ Functionality as a domain brand The role and impact of the general population in delivering the brand Translation of brand values

Table 6.1 Emerging Issues and Themes

### 6.3 Mapping Issues onto Conceptual Framework

The conceptual framework of this research is based on the premise of the interlinking social and technical systems in sociotechnical systems theory. In order to achieve joint optimisation and satisfy both technical and social goals (Leonard-Barton, 1988; Molina, 1997), these systems must be approached with harmony and integration (2.4). In the context of nation branding, this translates into a need for a collaborative and consistent approach to branding the nation. It includes the conveyance of a unilateral vision as well as the creation of a domain brand that is representative of, and supported by, the general population.

In terms of the value attached to the brand, the conceptual framework makes two key assumptions:

That outcomes of the nation brand would be impacted by the value the general population attaches to it,

That value would be created (or thwarted) by the involvement of the general population in implementation and various nation branding processes.

These assumptions are grounded by the concepts of a nation being based on the 'spirit of the people' (Gilmore, 2002) and, "if your country can't live the message, then the message isn't right" (Carmichael, 2008, p. 75). If the general population do not believe in, subscribe or attach value to the nation brand then the brand identity is not rooted in fundamental truths about the nation (Gilmore, 2002). Therefore, the ability of the brand to effectively communicate the reality of the nation and deliver the brand would be considerably weakened.

Through mapping the emerging themes onto the conceptual framework, evidence indicates that the degree of sociotechnical alignment does influence the implementation and outcomes of the nation brand. However, the ability of the brand to be effectively implemented and delivered is not impaired by sociotechnical misalignment alone, rather, by issues created by and existing in the technical system (Table 6.2).

Instrument	Themes	Description
<b>Survey</b>	<p>Impact of attitudes of facets of Manx life on perceptions of the nation brand</p> <p>Impact of poor perceptions of brand values on brand alignment</p> <p>Failure of supporting statements to substantiate the brand proposition. Function is reversed</p> <p>Inability of the brand proposition and supporting statements to communicate what the Isle of Man is 'about'</p> <p>Debateable ability of the brand to be distinctive, accurate compared to appealing and communicating the Island's potential</p> <p>Relationship between the messages about the Isle of Man communicated in the brand and the principles behind them</p>	<p>Poor perceptions of the BP in comparison to the majority of its supporting statements</p> <p>The messages the Isle of Man Government conveys about itself are inaccurate and perceptions of it are negative.</p> <p>BPD3, S3D3, S5D1 and S5D3 fail HPI's 'rule for success'</p> <p>The BP nor any of its supporting statements are recognised by &gt;51% of participants</p> <p>None of the brand values are considered as aligned</p> <p>Only S8 is considered to 'really' 'sum up' what the Isle of Man is 'about'</p> <p>The nation brand is borderline neutral-somewhat aligned.</p> <p>There is value attached to the Island's natural beauty and the statement that reflects this is perceived overwhelmingly positively (S8)</p> <p>The nation brand is more of an aspiration for the Isle of Man in the future than accurate today, appealing or distinctive</p> <p>The brand's ability to be distinctive is poor in comparison to its appeal, accuracy and potential</p> <p>Involvement in the nation brand produces positively-biased perceptions of S5 and S10</p> <p>The majority of the 22 indirect assessments of the brand are perceived positively</p> <p>Those who have positive perceptions of the indirect measurements tend to perceive the direct brand measurements positively</p> <p>There are concerns as far as the Island's ability to deliver high quality and value services</p> <p>Preservation of the Island's history and heritage is important</p> <p>There are concerns that the Manx identity is being eroded</p>
<b>Historical Case Study</b>	<p>Economic contextualisation, intentions and proposed purpose</p> <p>Concerns relating to the ability of infrastructure to support delivery of brand covenant</p> <p>Crossover and presence of stakeholder legitimisation as far as certain individuals and stakeholders involved throughout the processes</p> <p>Lack of available information post 2006</p> <p>Role of research in developing the nation brand</p>	<p>The initial purpose of the nation brand was to enhance the Island's economic position. The sociological aspects of the brand did not come into play until c.2005</p> <p>There was a lack of clarity as far as understanding what the nation branding is and what it is intended to achieve- i.e. economic advantage or social cohesion</p> <p>Concerns relating to the Island's ability to deliver the brand were raised during key branding debates in 2004 and in 2006</p> <p>There is a paucity of information pertaining to the nation brand post 2006.</p> <p>There is significant cross-over in the stakeholders involved in the initial branding committee and in the committee which produced the brand in 2006</p>
<b>Interviews</b>	<p>Impact of political system, life cycle and policy making on the prioritisation of the brand</p> <p>Lack of continuity and consistency in implementing the brand</p> <p>Deficiency in nation branding knowledge and expertise</p>	<p>There are perceptions of a lack of consistency and coherence in approaching the implementation and delivery of the brand. Also, there are perceptions of fragmentation within central government and associated barriers to the brand's ability to be coherently implemented at source.</p> <p>There is a perception that the political environment, system and life cycle has affected the</p>

	<p>Economic contextualisation and purpose  Lack of involvement of the general population in delivering the brand  Failure to monitor, measure or evaluate the brand  Poor functionality as a domain brand  Lack of translation of brand values</p>	<p>prioritisation and thus implementation of the nation brand. Specifically, there is a view that certain Chief Ministers understood and prioritised the brand more so than others, which as a result of the Chief Minister’s ability to prioritise ministerial policy, meant the primacy of the nation brand was susceptible to falling-down the political agenda.</p> <p>During both the development and implementation of the nation brand, no members of the steering committees, marketing or implementation coordinators had specialist experience in the branding of nations. This perceived lack of specialism is thought to have contributed to the failure to monitor or measure the nation brand. Additionally, there was a perception that it was unclear whom was ultimately accountable for the nation branding strategy and that implementing the nation brand borrowed from approaches usually undertaken in a destination or FDI strategy.</p> <p>As with the historical case study, there is a degree of misinterpretation or misunderstanding as far as the purpose and intentions of the nation brand. Although the nation branding strategy contains both social and economic objectives, it is frequently referred to in a primarily economic frame of reference. Also, discussion pertaining to the implementation of the brand indicates that the economic objectives were prioritised.</p> <p>Perceptions of the involvement of the general population in the brand are poor.</p>
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Table 6.2 Emerging Issues as per Conceptual Framework



## 6.4 Causes of Technical Misalignment

### 6.4.1 Exogenous Focus

Nation branding is conceptualised as a system where which countries communicate positive messages about themselves to generate development in areas of economic interest. While nation branding certainly involves achieving economic goals (Florek and Insch, 2005); its value is founded through the ability to provide governments with strategic tools that enable the integration of economic, social, political and cultural development of the nation (Anholt, 2001a; O'Donovan, 2004). As such, it is given that the nation brand should be a summation of infrastructure, people, industries and quality of life (Kerr, 2006), achieved through dealing with a gamut of political, economic, cultural and social objectives (Anholt, 2005b). Therefore via an endogenous focus nation branding concerns understanding the population and their core competencies, rather than simply specifying competitive targets.

In the case of the Isle of Man, the value of the nation brand was initially paired with the achievement of exogenous aims. Evidence for this is provided in the way that the brand was geared to the Island's economic interests, the focus of its objectives was on the economy, the sociological aspects of the brand were thought of as a by-product and it was thought that only economic factors were vital to the brand's success. Therefore, based on the conceptualisation of a nation brand (2.2), the Isle of Man's version is not a nation brand because it did not incorporate the configurations of variables that are required to balance the brand and did not marry with the definition or conceptual criteria.

Through conveying a purely economic argument and seeking what are clearly economic objectives (Table 6.3), the initial Phase 1 Report both contextualised and communicated the nation brand in an exogenous-economic manner. While the Report does refer to social facets by stating that it is:

“intended to raise awareness of the Island for both economic and social advantage” (2003, p.3), there is evidence of an underlying assumption that anything other than economic advantage would be merely a by-product or ‘bonus’ of the brand.

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Objectives of Marketing and Branding the Isle of Man, Phase 1, 2003	
1	To dramatically raise awareness of existence, location, advantages of IOM
2	To develop clear and distinctive proposition for Island, broad enough to be consistently applied across all Sectors, sufficiently flexible to be tailored to individual Sector needs
3	To use this for both social and economic advantage, and to continually improve substance of Island's proposition
4	To increase productivity of existing public-private sector marketing expenditures

Table 6.3 Original Nation Branding Objectives

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For example, it was presumed that performance would be enhanced by motivating and uniting residents and, through being ‘socially inclusive’, the brand would be more likely to ‘obtain mass support’ (2003, p.5) leading to it eventually be communicated effectively ‘at home and abroad’ (2003, p.6). It was also stated that the proposition developed for the Island should include issues of national lifestyle, culture and identity as well as those economic (2003, p.15). Yet, when specifying the facets of the vision, national identity and culture are referred to only in terms of their ability to further differentiate the Island. Whereas knowledge and skills, innovation, quality of services and relationships, technology and e-business are considered as vital to the brand’s success (2003, p.16).

By the same token, the Phase 1 Steering Committee had only one member representing cultural interests, in comparison to 14 members representing economic markets (2003, p.25).<sup>39</sup> Furthermore, the attention of the initial promotion was business audiences- as evidenced by inviting primarily ‘business people’ to seminars directed by country branding experts, and publishing interviews with members of the Committee in the business pages of the local newspapers (SCPR01).

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<sup>39</sup> Anecdotally, ‘business’ is referenced on no less than 25 pages of the 28 page document, whereas ‘social’ appears on 9, ‘identity’ on 7 and ‘culture’ on 10.

As a result of communicating the brand in its economic context, the following Tynwald debate kept this predominantly exogenous-economic course. Although social matters such as the involvement of the general public in delivering the brand were raised, the debate tended to centre on issues associated with funding, the importance of improving the Island’s reputation and the extent to which developing a nation brand for the Isle of Man was necessary. Thus, the exogenous-economic focus in the initial branding report encouraged the concomitant contextualisation of the Tynwald debate that followed.

In Phase 2, the remit of the nation brand was extended to include elements of a social leaning. The purpose of the brand was no longer to raise awareness of the Island for economic and social advantage, but was to: “help the Isle of Man enhance its unique identity and social cohesion, and generate continued strong economic growth” (The Branding Project Report, 2006, p. 3). Accordingly, the objectives of the initiative were modified (Table 6.4), the number of cultural representatives on the Steering Committee was extended to two, and the initiative became ‘Economic and Social Development through the Enhancement of the National Identity of the Isle of Man’ rather than ‘Marketing and Branding the Isle of Man’.

<b>Objectives of The Branding Project Report, Phase 2, 2006</b>	
1	To dramatically raise awareness of the existence, location and advantages of the Isle of Man among target customers in the outside world
2	To develop a clear relevant and distinctive proposition for the Island. This will express the IOM's values and advantages. It is likely to include elements like quality, service and innovation. The proposition will be persuasive and competitive, broad enough to be consistent applied across every sector, yet sufficiently flexible to allow tailoring to the specific needs of individual customers and markets.
3	To use this proposition for social, cultural and economic advantage; to motivate and unite the people of the Island, and to enhance performance.
4	To identify strategies necessary to improve the substance of the Island's proposition, in education, training and skill development, cultural characteristics, customer knowledge, e-business, market sector focus and access, regulation, legislation, infrastructure and other areas. To be effective, the substance of the brand promise needs to be both delivered and continuously improved over time.
5	To communicate this proposition strongly and imaginatively both internally (to the Island population responsible for delivering it) and externally (to our target customers who will also benefit).

Table 6.4 Phase 2 Objectives

Despite this extended focus, both the new report (The Branding Project Report, 2006) and accompanying Tynwald debate continued the prioritisation of its economic values. For instance, the Branding Project Report (2006, p.6) states that it is a misconception that the branding was concerned with “too much on business needs and not the needs of the whole community.” However, evidence indicates that rather than set out to “support the Isle of Man in its desire to retain its unique identity and social cohesion” (*Ibid*) the social objectives of the brand did not exist at Phase 2, but rather grew organically and much later during the process (specifically following the appointment of the Acanchi as brand consultants).<sup>40</sup>

Acanchi were considered to be “very keen<sup>41</sup>” to include historical and cultural elements in the Island’s nation brand (GBSH02), and it was “absolutely clear” that the Steering Committee ought to give attention to the fact that Isle of Man has a “a separate identity and culture and language and history, and all that kind of stuff” (PMVF05). Accordingly, it was perceived “key that research couldn’t progress without something either internal or external audiences could endorse” (CDI01). However, one informant (GBSH02) recalled that as far as the cultural and historical elements of the brand are concerned, when the Acanchi contract expired: “effectively that was it really.”

Mirroring this token acknowledgement of the social aspects of the brand, the HPI research, was also “probably focused on an external audiences” (CDI01). Evidence supporting this can be found where the HPI research sample is unequally split between internal and external participants. In research stage two, the qualitative data collection concentrated on 24 1.25 hour-long in-depth interviews with current and potential businesses. By comparison, there were only 6 two-hour workshops with residents. In stage three, the external sample covered quantitative interviews with 401 current and potential businesses, while the internal sample was comprised of 302 residents, and was frequently

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<sup>40</sup> When asked if the desire to enhance social cohesion was made clear to the Phase 2 Steering Committee from the outset or if the objective grew organically throughout the process, CSKS02 responded: “the latter.”

<sup>41</sup> Understandable, considering Gilmore’s stance that the “core of the country’s brand must capture the spirit of the people” (2002, p.285)

reduced to 149<sup>42</sup>. Therefore, the external focus in conducting market research, along with failure to subscribe to the importance Acanchi attached to the social aspects of the brand, indicates that the ‘misconception’ that the brand prioritised the needs of the Island’s economy (The Branding Project Report, 2006, p.6), is in fact a misconception itself.

Through the sustained exogenous contextualisation, the nation brand continued to exist in an economic frame of reference, especially in the 2006 Tynwald debate on the approval of The Branding Project Report (2006). During the debate, despite the intention of the brand being “not necessarily about bringing more people in, and not necessarily about selling things, not necessarily about economic advantage,” a predominantly economic argument for the brand was put forward because: “we had to win the, however much it was, half a million pounds or whatever, to pay for the people to come and help us to do the work, and politics is primarily when you are talking about those sorts of sums of money, it’s about economics, therefore it is an economic argument, so you have to put an economic argument forward” (PMVF05).

By pursuing this economic argument, almost 5 years after the approval debate, the majority of informants continued to refer to the nation brand through an economic perspective. While three informants<sup>43</sup> did consider it from both viewpoints (CSKS04, GBSH02, GBSH01), others perceived the nation brand as a business strategy (CSKS04) following a business direction (GBSH03), a “business change project” (PMVNA02) and “ultimately about attracting new business to the Isle of Man” (GBSH02). These views suggest that not only has its initial contextualisation influenced how it is perceived today, but it has also inadvertently become associated with business and the economy. Based on this, what started as a legitimate externally-orientated branding exercise eventually evolved into a search for a nation brand, that will unite people, values, generate interest in Manx culture and language, attract investments, and put the Isle of Man on the map. However, because

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<sup>42</sup> Appeal of concept, appeal of substantiators, credibility, potential to change the way people think about the Isle of Man, impression concept conveys, emotional closeness to concept, application of concept.

<sup>43</sup> It is somewhat logical that these informants would discuss the subjects in a social context as they are involved in the cultural environment in the Isle of Man.

the sociological elements of the nation brand were neglected, the brand failed to foster or promote harmony in seeking economic and social goals- precisely what distinguishes nation branding from other forms of place marketing. Thus, the debates, research and subsequent discussions were conducted under the auspices of a nation brand, where in reality, the focus and primary concern was on achieving what are ultimately the outputs of an inward investment or place branding strategy.

In summary, what started as a legitimate initiative for advancing the economic position of the Isle of Man, evolved through the introduction of sociological ambitions by Acanchi, into a nation brand. This is because the sociological objectives of the brand were introduced as an after-thought (as shown by the fact that the nation brand initiative had been established for three years before the social aims were added). Thus, the focus of the nation brand never expanded outside of the economic scope. This is to say, that by introducing the social aspects into the initiative, it inherently became classified as a nation branding strategy, although the perusing actions remained within the boundaries of an inward investment or place brand. This fervent exogenous contextualisation of the nation brand led to the dilution of the brand itself where the social aspects of the brand, (known to be its defining element (Anholt, 2001a, 2005a; O'Donovan, 2004; Kerr, 2006)) were neglected and as a result, weakening the nation brand. Finally, the above evidence indicates that the economic-exogenous contextualisation of the Isle of Man's nation brand created technical misalignment through disharmony in its contextualising and intentions.

#### **6.4.2 Prioritisation of Economic Objectives**

In the case of the Isle of Man, although there is a tacit distinction between the forms of branding<sup>44</sup>, it was considered unnecessary to specifically deal with fostering support, implementing or promoting the brand internally. The lack of socio-economic balance in perusing the nation brand's objectives is demonstrated by there being no evidence to indicate that specific attempts were made to attain the

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<sup>44</sup> Evidenced by the existence of both socio and economic objectives

brand’s social goals. According to one informant, the motivation for this approach was based on the premise that because the coordinators had limited time, and those involved had limited resources, there was little ‘point’ in “getting Mrs Miggins in Ballaugh aged 83 bleating on about Freedom to Flourish” when they could “get CEO of major company employing 500 people with a significant international off-island marketing budget talking about Freedom to Flourish” (CDI02). The Brand Champions scheme, which ‘plays a vital role in making the Freedom to Flourish vision a reality’<sup>45</sup>, (Isle of Man Champions, 2007) is also geared towards the nation brand’s economic interests. The aims of the scheme are directed towards the external marketing and promotion of the nation brand (Table 6.5) and this is reflected by the number of member organisations existing outside of the private sector being underrepresented.<sup>46</sup>

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Aim	Description
1	Take the Freedom to Flourish message to employees (and customers) of companies
2	In reaching and informing high numbers of staff, it is also assumed that the message will also spread to their homes
3	Provide companies which market off-Island with the tools and motivation to include Freedom to Flourish in their own marketing materials
4	Reach other interest groups through engaging volunteer organisations
5	Gain substantial funding to develop other Freedom to Flourish initiatives to assist small businesses and volunteer groups, as well as contributing to our marketing communications

Table 6.5 Aims of the Isle of Man Brand Champions Scheme

<http://www.gov.im/lib/docs/cso/flourish/iombrandchampions.pdf>

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Importantly, the assumption that the ‘message’ of the nation brand would also ‘spread to homes’ (Aim 2) contravenes the notion of the brand champions assisting in the delivery of the brand to the general population. It indicates that because responsibility for the internal application of the nation brand was transferred to the brand champions, the general population were treated as a non-primary or sub-target audience. Thereby, once more confirming the postulation that the brand’s social objectives functioned in support of the economic.

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<sup>45</sup> <http://www.isleofmanchampions.com/about.html> <Accessed 30th July 2011>

<sup>46</sup> Four out of the 36 organisation exist in the public sector

As a consequence of this exogenous and economic focus during implementation, interpretations of the impact and outcomes of the nation brand are overtly economic. For instance, when examining issues such as the impact of the brand no informant provided explicit social responses and instead, all offered examples from an economic frame of reference. Examples here include the brand serving to package the Island better (GBSH03), improving its external communications (PMVF05), its tourism campaign (CDI02), public-private sector relations (PMVF04) and performance internationally (CDI03). When discussing the outcomes of the brand, only three informants (CDI02, CDI03, SCPR01) provided evidence for outputs that may be associated with social objectives: the Freedom to Flourish Curriculum, Tell Me Project<sup>47</sup>, One World Charity Challenge,<sup>48</sup> NEETS, the Digital Inclusion Programme and Awards for Excellence.

The Awards for Excellence<sup>49</sup> which are billed as seeking to ‘celebrate the success in all walks of Island life’ (Isle of Man Newspapers, 2010) are considered by CDI03 as a “real indication” of the “success of the [branding] programme” because the language used by award winners is “marvellously consistent” with the “messages of the Freedom to Flourish strategy”. CDI03 implicitly refers to the social impact of the brand by describing how speeches were ‘about working with the community,’ ‘achieving potential,’ or ‘helping others achieve their potential’. However, the structure of the awards is again geared to the business community with 14 out of the 16 award categories explicitly relating to the private sector. Additionally, there is no evidence to suggest that the awards have made any contribution to enhancing the Island’s national identity or social cohesion.

The Digital Inclusion Programme,<sup>50</sup> which sought to further the computer skills of the ‘mature’ workforce (CDI02) by spreading the benefits of information technology across society (Isle of Man Government, Chief Secretary's Office, 2009) is cited by CDI02 as being the catalyst or basis for an “awful lot of what has been done has been CSR and socially related, you know, to do with our Digital

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<sup>47</sup> <http://www.gov.im/education/info/tellmeproject.xml> <Accessed 30th July 2011>

<sup>48</sup> <http://www.gov.im/education/info/oneworld.xml> <Accessed 30th July 2011>

<sup>49</sup> [http://www2.iomtoday.co.uk/AFE/AFE\\_2010/index.html](http://www2.iomtoday.co.uk/AFE/AFE_2010/index.html) <Accessed 30th July 2011>

<sup>50</sup> <http://www.gov.im/lib/news/cso/isleofmantoleado.xml> <Accessed 10th March 2011>

Inclusion programme.” However, the Programme may have been guided by the principles of Freedom to Flourish and benefited insofar as funding (Isle of Man Champion, 2010), but it cannot be classified as a true output of the nation brand because it was not created as a result of the nation branding process- the Programme was initiated following a move by the British-Irish Council (Isle of Man Government, Chief Secretary's Office, 2009). As such, it would appear as though the Awards for Excellence and Digital Inclusion Programme are the two primary examples of the brand attempting to achieve its social objectives. On the contrary, the Digital Inclusion Programme is not technically an output of the brand and the Awards for Excellence are at best, vaguely related to the brand's social intentions.

Evidence indicates that various external pressures may have contributed to the continued prioritisation of the nation brand's economic objectives. According to CDI02, a combination of concerns relating to the Irish economy, pressure from the OECD<sup>51</sup> and G20 Summit<sup>52</sup> as well as the Foot Review<sup>53</sup>, Treasury Select Committee on the collapse of Kaputhing Singer and Friedlander and VAT sharing crisis<sup>54</sup>, meant that the Island became, “immured in...literally three years of crisis” (CDI02). As a result, this meant that, “Government's focus and indeed businesses focus” was “elsewhere,” namely, in PR crisis management (CDI02). However, whilst it is understood that the external environment will have impacted the ability of the nation brand to maintain successful transactions with its external target audiences (Kotler *et al.*, 1994). The nation brand in its function as a means for reputational management (Anholt, 2007b, p.3), should have theoretically performed an assisting role in helping the Isle of Man emerge from the crises (Dinne, 2009). The focus of central government may have been ‘elsewhere’ this by no means suggests that the brand need not be maintained (Szondi, 2007).

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<sup>51</sup> <http://www.gov.im/lib/news/cso/isleofmanrecogni.xml> <Accessed 15th August 2011>

<sup>52</sup> [http://www.iomtoday.co.im/news/isle-of-man-news/isle\\_of\\_man\\_may\\_have\\_done\\_enough\\_for\\_g20\\_bell\\_1\\_1790317](http://www.iomtoday.co.im/news/isle-of-man-news/isle_of_man_may_have_done_enough_for_g20_bell_1_1790317) <Accessed 15th August 2011>

<sup>53</sup> <http://www.gov.im/lib/news/cso/isleofmanwelcome3.xml> <Accessed 15th August 2011>

<sup>54</sup> [http://www.iomtoday.co.im/news/isle-of-man-news/vat\\_grab\\_craine\\_confirms\\_it\\_s\\_75m\\_1\\_3569404](http://www.iomtoday.co.im/news/isle-of-man-news/vat_grab_craine_confirms_it_s_75m_1_3569404) <Accessed 15th August 2011>

In which case, as a ramification of the continued exogenous-economic contextualisation of the nation brand, the primacy of the social components and objectives was reduced. Notwithstanding the consideration for the social elements and objectives during development, the prioritisation of the economic objectives during implementation inevitably meant that the impact of the brand internally was “certainly not comprehensive” (PMVF05). This also suggests that due to the economic framing of the brand, it inadvertently became perceived as an initiative for economic advantage and by association, a business strategy. Where, rather than seek to meet both the social and economic objectives of the brand, it concentrated the latter. Thus, the conceptual organisation of the nation brand objectives has shifted, as the social objectives are functioning as support for those economic.

Based on the above, while the official documentation may refer to the strategy as a nation brand and have typical nation branding objectives, the purpose of the brand altered as collateral of the exogenous-economic contextualisation and prioritisation. This meant that activities designed to produce a nation brand were being used to produce a place brand. Based on this, as the activities were not harmonised, there was no alignment in perusing both social and economic aims. This resulted in the loss of clear targets that subsequently weakened the nation brand further. Therefore, the economic-exogenous contextualisation of the nation brand facilitated the prioritisation of economic objectives and neglect of social aims, which in turn, caused technical misalignment.

### **6.4.3 Deficiency in Nation Branding Expertise**

It is well reported that nation brands are highly complex due to the combination of the multifaceted composition of countries (O’Shaughnessy and O’Shaughnessy, 2000; Gudjonsson, 2005) and the difficulties associated with managing and collaborating different agendas and interests (Gilmore, 2002; Anholt, 2004, 2005). Yet, on the Isle of Man those responsible for developing and implementing its nation brand<sup>55</sup> lacked notable expertise and experience.

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<sup>55</sup> Other than Acanchi, whose involvement in the brand terminated following the expiration of their contract in 2006

Only one member of both Steering Committees had specialist marketing expertise (Hugh Davidson). If an expert is considered to be a person who has “spent much of their time working with a particular subject who have gathered much general information that has been filtered through their minds and stored in their memories” (Simon, 2003, p.208), then not one member of either committee could be considered as a nation branding expert. Next to this, both the implementation and marketing coordinators responsible for Phase 3 had no academic, professional background or expertise in the subject. As such, this meant that despite the well known magnitude and difficulties associated with implementing nation brands (Gudjonsson, 2005; Anholt, 2007b), implementation of The Branding Project Report (2006) was a case of ‘learning on the job’ (CDI02). According to CDI02, “the first thing” the coordinators observed when they began their roles was that “there is absolutely no practical guidance on implementation” and “literally no treaties on how to implement a country brand.” In an attempt to combat this lack of guidance, advice was sought from Simon Anholt via attendance at one of his master-classes<sup>56</sup>. Yet, once more, it was apparent that practical advice was ‘short’ as Anholt “could not address how you implement” (CDI03).

The lack of expertise or understanding of the complexity of nation branding represents a major failing in the Island’s nation branding process because as it implies that those responsible for recruiting the coordinators (Chief Secretary’s Office) failed to conduct comprehensive research and so fundamentally underestimated the task at hand. For example, had research been conducted prior to the contracting the coordinators, it would have been apparent that it is well known that practitioners, such as Anholt, do not publicise their implementation techniques (Aronczyk, 2008). Additionally, conducting research prior to the commencement of Phase 3 would have demonstrated that it was not viable to transfer responsibly of the process to candidates who were without nation branding experience under the assumption that they, the ‘nearest fit’, would be capable of implementing a nation brand by taking guidance from literature and attending work shops.

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<sup>56</sup> <http://www.simonanholt.com/Masterclasses/masterclasses-the-public-masterclass.aspx> <Accessed 15th August 2011>

According to CDI02, this lack of experience, knowledge and guidance, meant implementation became a case of asking: “how do you take over a corporate brand?” Such an approach would have undoubtedly contributed to the economic-exogenous contextualisation of the brand, despite it being well purported that adopting corporate branding methods in nation branding is inadvisable (Olins, 199, p. 3) However, according to CDI02, the lack of guidance meant that ‘in some respects’ the brand ‘defaulted’ to a destination branding approach, which according to Szondi (2007) is a common mistake. This in combination with the deficiency in nation branding expertise, indicates that the technical system is conceptually as well as theoretically misaligned, because implementation pursued what are perceived as destination branding processes to achieve nation branding outputs. However, in reality, misalignment is present in the technical system because nation branding processes were followed to achieve place branding outputs (i.e. new business, inward investment economic advantage) (Figure 6.1).

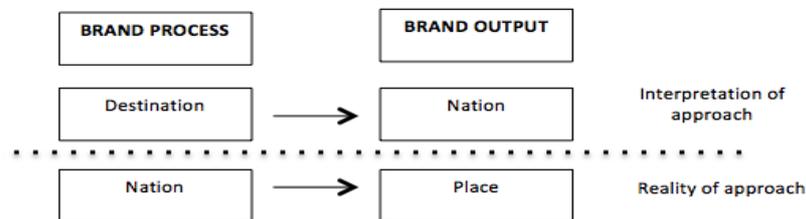


Figure 6.1 Interpretation Versus Reality of Isle of Man’s Nation Branding Approach

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Therefore, not only has the lack of expertise contributed to conceptual technical misalignment, as evidenced by misinterpretation of the processes being pursued, it has also created technical misalignment by way of failure to comprehensively understand the processes and activities that would be required in order to achieve the nation brand. Therefore, deficiency in nation branding expertise created technical misalignment.

#### 6.4.4 Omission of Monitoring and Measurement Mechanisms

The Branding Project Report (2006, p.33), states: “It is important to measure the results of this activity programme, for learning, improvement and value.” However, there is no evidence to support the existence of any form of official evaluation, feedback loops or two-way communication (Nuttavuthisit, 2007; Szondi, 2007) throughout the entire branding process. Although The Report (2006, p.33) identified four potential areas for measurement (Table 6.6), the coordinators were not required to report their activities in an official capacity, nor was there any form of monitoring or measurement (CDI02). According to CDI02, this failure to monitor or measure the brand was down to the fact that there was no one on the Island qualified to do so, as those involved in the nation brand did not know what questions to formulate or ask to facilitate measurement because, “nobody really understands what they’re doing anyway or what we’re doing”.

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	Description
1	Achievement of planned activity programme
2	Annual Quantified Tracking Study, to measure awareness and attitudes towards the IOM among customers, and perceptions of strength of Manx national identity/social cohesion among residents.
3	The HPI Survey provides base data for future comparisons. It may be possible to combine Tracking and Quality of Life Surveys in future.
4	Anecdotal evidence and perceptions of contribution of the Marketing and Branding programme among politicians, business leaders, and government employees. This is a long-term programme, and it will take time to change perceptions and achieve results

Table 6.6 Suggested Areas of Measurement

The Branding Project Report (2006, p.33)

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Importantly, the absence of both positive and negative feedback loops (Ansari, 2004) in the Isle of Man’s nation branding system means that not only did no monitoring or measuring of the brand take place, but that the vital feedback function of the system is absent (*Ibid*). The absence of feedback loops in the systems indicates misalignment, yet it also means the metrics by which the brand should be judged are unknown. While it is thought that there are “a number of businesses that have done very well”, whether they would have done so “organically or whether they would have done so without this project, probably they would.” (PMF04) Thus, as a ramification of the

deficiency in expertise, the Island's nation brand and associated activities are defunct of any monitoring or measuring mechanisms and as a result, "its been very, very difficult to see any marked communication that you can say is Freedom to Flourish" (CDI02).

Remarkably, evidence suggests that had the recommended areas of measurement formulated part of the branding process, various issues emerging from the data that have impacted the brand could have been dealt with, anticipated or acknowledged. For instance, had the Annual Quantified Tracking Study been implemented, it would have become apparent that attitudes towards life, national identity and social cohesion on the Island were changing, in addition to the strength of the proposition and attitudes towards the brand. Also, collecting anecdotal evidence pertaining to the brand would have illustrated that the brand values were not being translated at source, fragmentation within Government was adversely affecting its implementation leading it to fail in its function as a domain brand.

Moreover, the lack of official monitoring processes leads to the conclusion that although the coordinators reported to the Chief Minister on at least one occasion, who is ultimately accountable for the outcome of the nation brand is unclear. Theoretically, the combination of failure to determine accountability, and the positioning of the general population as responsible for living and owning the brand (The Branding Project Report, 2006, p.8) effectively released the coordinators from responsibility for the brand's effectiveness (Aronczyk, 2009, p.293). Therefore, this evidence suggests that the omission of feedback loops created a malfunction in the nation branding system, where not only was the brand defunct of measuring or monitoring, but it was also without culpability. This is to say that, not only was there no way of monitoring the brand during implementation, as well as no means for ascertaining if implementation was successful, should the nation brand fail in its outcomes, there would be no one accountable. In which case, the evidence above suggests that omission of monitoring and measurement mechanisms causes misalignment in the technical system.

## 6.4.5 The Political Cycle

Successful nation branding is determined by coordination and collaboration among involved institutions, financial resources and political will (Endzina and Luneva. 2004). For a nation brand to be effectively executed, the need for government endorsement, leadership and political will is vital (Logde, 2002)- especially considering that because most governments operate on a four year event horizon<sup>57</sup> commitment to nation branding difficult (Anholt, 2007b, p.83). In the case of the Isle of Man, evidence indicates that a lack of political will in combination with the short-term environment significantly impacted commitment to its nation brand. Specifically, because the majority of Manx politicians are independent, the prioritisation of the brand was at the mercy of personal priorities, manifestos, interests and skills.

Both CDI01 and CDI02 refer to the impact of what may be considered to be political short-termism (Garri, 2007) in the Isle of Man's nation brand. For CDI02 the political cycle influenced the nation brand because of "very divisive micro cycles" that have the ability to affect it through either loss or gain on the political agenda. Reflecting this, according to CDI01, an "individual's political career" would not be well served by promoting the external image of the Isle of Man, especially when pressed with more local concerns, such as "pot holes in Port Erin"<sup>58</sup>. This indicates that that the Isle of Man's nation brand was affected by the issue-attention cycle (Downs, 1972) where although the brand initially captured attention, due to various changes in leadership it fell down the political agenda (Tallberg, 2003, p. 5). Further evidence supporting this can be found in the way that the nation brand has existed under three Chief Ministers with changes in leadership occurring after the approval of both Marketing and Branding the Isle of Man<sup>59</sup> and The Branding Project Report (2006)<sup>60</sup>. Meaning, there is a different Chief Minister for all three phases of the brand. The majority of the nation branding activities took place during the terms of the first two Chief Ministers (Figure

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<sup>57</sup> Five years on the Isle of Man.

<sup>58</sup> <http://www.iomguide.com/porterin.php> <Accessed August 2nd 2011>

<sup>59</sup> Marketing and Branding the Isle of Man' (2003) is approved by Tynwald in July 2004. Richard Corkill (Chief Minister) resigns the following December

<sup>60</sup> The Branding Project Report (2006) is approved by Tynwald in July 2006. Election is following November

6.2). (Downs, 1972)

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Period	Chief Minister	Activities
Phase 1	RICHARD CORKILL 2001-2004	<ul style="list-style-type: none"> <li>• Establish 1<sup>st</sup> working group</li> <li>• Chair of P1 Steering Committee</li> <li>• Debate stimulated</li> <li>• P1 Research conducted</li> <li>• Presentation to CoMin</li> <li>• Led debate for funding</li> <li>• Approval of £0.5m for P2</li> </ul>
Phase 2	DONALD GELLING 2004-2006	<ul style="list-style-type: none"> <li>• Chair of P2 Steering Committee</li> <li>• Acanchi interviews</li> <li>• HPI Research</li> <li>• Brand developed</li> <li>• Brand approved- led debate</li> <li>• Coordinators appointed</li> <li>• Implementation begins</li> </ul>
Phase 3	TONY BROWN 2006-2011	<ul style="list-style-type: none"> <li>• Inaugural Excellence Awards</li> <li>• Chairs Positive National Identity Committee</li> <li>• Production of new materials</li> <li>• Task forces established/disbanded</li> <li>• Considers nation brand 'embedded'</li> <li>• Implementation coordinator disbanded</li> <li>• Brand Champions established</li> <li>• Marketing Manager appointed</li> <li>• Marketing coordinator's contract expired</li> </ul>

Figure 6.2 Nation Brand Activities per Chief Minister

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Paired with this, there is a view that from 2006, the nation brand was no longer endorsed (PMVNA02, CSIU01, CDI02). SCPR01 attributes this to the Chief Minister's lack of complete understanding, meaning it was difficult to get the item on the agenda. As such, the brand lost momentum. For others (PMVNA02, CSIU01, CSKS02, CDI02) because political endorsement for the brand was perceived to be absent, a top-down approach was lacking. Thus, without the strong political will or support of the government as remonstrated by the body of knowledge (Gilmore, 2002; Pant, 2005), the importance of effectively delivering the nation brand fell down the agenda. Subsequently, as the degree of political endorsement and leadership for the brand was reduced, the brand was without effective political management and commitment. Therefore, inevitably impacting

support for its development and execution because crucial commitment and leadership from the highest government levels (Brymer, 2003; Gilmore, 2003) were absent.

In which case, evidence such as the significant impact of the political cycle on the degree of endorsement, buy-in and leadership of the nation brand, suggests that failure to ensure it maintained its place on the agenda lead to its implementation and management being weakened. Particularly, in the way that changes in the political composition of the Island meant that there were no longer politicians with interest in championing the brand's cause. Moreover, this suggests a contradiction in terms, where, although the purpose of the nation brand was to act as 'glue' uniting the Island behind one single vision, the politicians themselves were not united in support of the brand. Therefore, the political cycle, with its ability to cause the nation brand to fluctuate on the political agenda as well as an "absence of unity at the top" (Lodge, 2002, p.384), caused technical misalignment via the wavering of political endorsement, buy-in and leadership.

#### **6.4.6 Fragmented Government**

According to Szondi (2007, p.17) one of the most common challenges stemming from the politicisation of nation branding is the ability to facilitate continuity and strategic approach when implementing the brand. One of the key themes emerging from the Isle of Man data relates to the obstacles in implementation brought about by fragmentation in its central Government.

The thought that Government departments infrequently work together (PMVA01) along with the prevalence of an historical silo mentality<sup>61</sup> (PMVF04), suggest that the ability of the Manx Government to collaboratively work together in implementation (Brymer, 2003) was impeded from the outset. While internal departmental collaboration "it is much better than it used to be"

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<sup>61</sup> According to an independent review of the scope and structure of the Isle of Man Government: "One of the most frequently voiced concerns presented to us related to the "silo mentality" that allegedly exists within Government. It was put to us many times that each Government body (and, sometimes, each division of each body) tends to exist in isolation from the rest of Government, communicating with the rest of Government with insufficient frequency and inadequately. A number of specific instances of failures of communication were cited in evidence. This problem was sometimes otherwise addressed as "a lack of joined-up Government". Over the years much has been done to promote a corporate approach and good links across Government and, no doubt, the difficulties of maintaining adequate liaison across so diverse and fragmented an organisation are considerable. But if the comments made to us are to be believed, much work remains to be done in this area." (Isle of Man Government, 2006)

(PMVF04), there remains a propensity for Government departments to “do their own thing” as far as getting on with “the area for which you were responsible” (PMVF04). Thus, “heart with Government to pull together a clear brand expression” (CSIU01) was lacking. This also suggests that behaviour in promoting and implementing the brand was not coherent as the need for synergy and consistency was not extended to the government itself (Olins, 1999; Simonin, 2008). Inevitably, this influenced the execution of the brand, because regardless of its potential, the perception that “government does not work together” (PMVA01) meant the ability of the nation brand to function as a domain brand or central message for the Island was hindered. In which case, fragmentation in Government, fostering incoherency in approach, causes technical misalignment by way of hindering continuity and strategy.

#### **6.4.7 Malfunction as a Domain Brand**

The nation brand ought to give direction, guidance and influence all other communications made by the country through acting as a central organising thought or philosophy (Lodge, 2002; Gilmore, 2003; Simonin, 2008).

On the Isle of Man, evidence indicates that there was a lack of both synergy and consistency in implementing and promoting the brand. There is a perception that the branding strategy had not been communicated nor coordinated particularly well, leading to people becoming bored (CDIU01) and the ‘wiring’ to the rest of Government and policy making not taking place (CSKS03). As a consequence of this failure to centrally organise the brand, Government departments continued developing their own promotional and marketing materials (particularly Finance and Tourism [CSIU01]) meaning the brand did not function as an umbrella concept which was consistent with all other Government branding activities (Kotler and Gertner, 2002, p.259).

Moreover, while the nation brand is considered to have held its relevance, and some informants utilise it in their current roles (CSKS02, CDI03, GBSH03), the consensus appears to be contrary to the notion that it “is pretty safely embedded in Government” (CDI03). Rather, nation the brand does not

have a significant influence (PMVNA02, PMVA01, CSKS04, GBSH02) as “you pay a bit of lip service to it more than anything” (GBSH01) and “what most people do is get the logo on everything and that’s it” (CSIU01). This represents technical misalignment in its own right, but was also exacerbated by the failure of the brand to become an integral element of Government policy particularly because: “the ability to take a concept such as Freedom to Flourish, and then permeate it through your decision making and your principles and your strategies, that’s where the transition or the translation didn’t take place” (CSKS03).

Further evidence of this failure to permeate the brand throughout Government can be found in the way that in addition to informants (CSIU01, SCPR01, CSKS03) expressing concerns that the strategy had not been communicated very well, the first Government strategy produced following approval of the brand in 2006 (as well as those since) failed to mention Freedom to Flourish. According to SCPR01:

*“█████ spent three years with the best minds in the Isle of Man trying to put something in that was world class and spending half a million pounds of Government money on it and coming out with a very clear vision about life and about the world and the Isle of Mans place in the world, testing its numerous alternatives, ten different alternatives and we did it in a way that [inaudible] would have done it [inaudible] proud of us, █████ would’ve had a standing ovation from them. But you know, the Chief Minister and his colleagues chose to ignore this and they had an away day and they apparently had a look at the electoral candidates and they had a work session away day and they cobbled together this very, very bland statement [“To protect and promote the well-being of the family and provide for the economic and social inclusion of the Island’s community<sup>62</sup>”] which is the height of amateurism.”*

Failure to introduce the brand as an element of Government strategy and policy suggests that tit

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<sup>62</sup> Isle of Man Government Strategic Plan 2007-2011

was neglected and lacked a strategic approach (Szondi, 2007, p.17). This means that its ability to act in its function as a central organising thought for all communications made by the Island was unrecognised. Because of this, rather than consider the brand in its broader socio-economic context, it became further associated with an “economic fix” and as a result, failed to communicate “how big the areas was, it wasn’t just about branding and marketing, it was about, you know, the big, really big picture” (PMVF05). As such, this indicates a malfunction as a domain brand (where the brand is not performing as an umbrella message for the Island) but is also indicative of the impact of the political cycle and importance of leadership and commitment to the brand. As a consequence, failure to implement the nation brand within Government suggests that it has failed in its application as a set of tools for providing communication guidance. This inevitably led to a loss of purpose. Therefore, failure to apply the nation brand as a domain brand causes technical misalignments via its failure to provide guidance for all communications made by the Island.

#### **6.4.8 Discord between Policy and Brand Values**

The Isle of Man’s nation brand objectives are consistent and interrelated (Henderson, 2007), as shown by seeking to have “a nation that is confident of its own identity, a nation that works together to meet the needs of all in our society funded by a strong economy that is recognised internationally as a high-quality place to do business in the sectors we choose to pursue” (The Branding Project Report, 2006, p.8). However, the ability of the brand to act as a guide or motivation in the decision making or policy process is hindered due to alignment between the values of the brand and the policy required to allow the values to function in practice, being absent. Notwithstanding the notion that the ‘reality must underpin the spin’ (Dinnie, 2007) the policies needed to support the nation brand, particularly those relating to education and infrastructure were “not good” (CSKS04).

In terms of the former, although the education system on the Isle of Man is perceived positively, concerns were raised relating to its ability to provide the effective education, careers advice and

guidance, that would align the workforce and future labour markets with the nation brand's vision. This supposition is inferred by PMVF02 when describing how: "we said, 'that's where we want to be', but we didn't say, 'well how's the educational system going to support that?' That was the elephant in the room, but we didn't pick up on it." As a consequence of this failure to 'pick up' on how the education system would facilitate the branding process, there was no allocation made for educating or providing the workforce with the skills that would be required having attracted new business and inward investment.

Despite The Branding Project Report (2006, p.15) conveying the Isle of Man as having, "successful new sectors such as shipping, movie-making, aerospace services and e-business," it lacks a skilled workforce with the ability to fulfil these roles (CSKS03). As a result of the assumption that it would be viable to attract new businesses to the Island without the workforce or education system to support them, the need for ensuring the labour market has the correct skills to sustain the economy for the future (PMVF02, CSKS03) has been amplified. For CSKS03, the impact of this failure to fully consider the role of education and training in the delivery of the brand has led to an "extremely worrying" situation wherein the number of young people taking key subjects is low and graduates are having difficulty gaining employment.

The impact of failure to fully consider the policies, strategies or core competencies that would support the brand outputs is exacerbated when taking into account the existence of the Manx work permit system<sup>63</sup>. As the system restricts the employment of persons other than Isle of Man workers<sup>64</sup>, it fundamentally opposed the concept of having "Freedom to Flourish," by inhibiting the ability of new (non Manx) residents to find or move employment. Moreover, it also impedes the delivery of the brand in the way that employers are thought to have difficulty in recruiting suitably

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<sup>63</sup> Control of Employment Act, <http://www.gov.im/lib/docs/ded/employmentRights/DED/controlofemploymentact1975asa.pdf> <Accessed 2nd August 2011>

<sup>64</sup> A person shall be taken to be an Isle of Man worker if that person- (a) was born in the Island; or (b) has, at any time, been ordinarily resident in the Island for a period of not less than 10 consecutive years; or (c) has been ordinarily resident in the Island for any continuous period of 5 years commencing on or after the 1st June 1963 (Isle of Man Government, Control of Employment Act, 1975)

skilled staff from the Manx labour market. Yet, bringing workers to the Island from elsewhere is restricted. Next to this, issues relating to the lack of affordable housing, the cost and quality of transport links, as well as poor customer service and aesthetic standards of the Island, indicate that those responsible for the development and implementation failed to give complete consideration as to whether the Island's infrastructure would be able to cope with the demands of the nation brand. Notably, a number of these matters were raised as issues for concern in the Tynwald debates in both Phase 1 and Phase 2 as well as in the research conducted in 2003, 2005 and 2010.

This demonstrates that although the aims and intentions of the nation brand are clear, the inputs and core competencies did not coherently relate to the objectives, nor did government strategies, policy and legislature effectively align with the brand's inputs or values (Simonin, 2008). This led to misalignment between the vision of the brand and the nation in reality. This point is summarised by GBSH03:

*“There are elements where we have attracted people to the Island to have a look and then something hasn't happened and because we haven't got the whole process right, and if the statistic which I believe is true, of over eight out of ten people who come to have a look to set up a business here don't stay, then we need to look at that perhaps.”*

Therefore, the crucial inputs required to base the nation brand's offer in credibility to realistically deliver the brand are absent (Lodge, 2002; Pike, 2005; Kerr, 2006). Because these inputs are absent, the nation branding process is unable to interlink or harmonise, meaning the brand is not coherent, thus potentially impacting the output and causing technical misalignment. In which case, discord between policy and the brand's values causes technical misalignment.

#### 6.4.9 Poor Translation of Brand Values

The fragmentation within Government and the failure of the brand to act as a domain resulted in the many of the brand values failing to be translated into practice. In addition to “the wiring diagram” to the rest of Government and policy making failing to be put into place (CSKS03), evidence suggests that the brand values, particularly those relating to the social system, were not aligned with the actions of Government.

The Branding Project Report (2006, p.23) states that, “we will develop our distinctive culture and heritage, and encourage greater use of the Manx language” and the wholly positive perceptions of Statement 9 and the importance attributed retaining Manx history and culture suggest the Manx population are considered to buy into culture (GBSH02, PMVNA02, GBSH01, CSKS04). However, the actions of both Government and the private sector in the realm of culture are criticised. Firstly, it is thought that there is no deep acceptance of the importance of culture in the private sector because too many businesses see it as “giving money to the museum and then leaving it at that” (GBSH02). There is also a view that the private sector pays lip-service to culture on the Isle of Man because “people at meetings go ‘yeah, yeah, yeah’ but that’s it realistically, we’ll buy everyone a pass to the House of Mannanin but that’s ultimately it really, or you know, it hasn’t gone any further than that” (GBSH02). Moreover, the Department of Community Culture and Leisure, (responsible for sport and recreation, arts and entertainment and promoting Manx culture<sup>65</sup>), is criticised for failing to “really understand what its purpose is” (PMVF05) and having no interest in Manx culture, identity or Gaelic (GBSH02). In terms of the latter, evidence indicates that the intention of the nation brand to encourage greater use of the Manx language, did not translate into practice at source. For example, funding for Manx National Heritage and MHF (the body promoting Manx language) has reduced<sup>66</sup> as has the presence of Manx Gaelic on public transport on the Island. As such, this suggests that the

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<sup>65</sup> [http://www.gov.im/dccl/about\\_us.xml](http://www.gov.im/dccl/about_us.xml) <Accessed 2nd August 2011>

<sup>66</sup> As a consequence of reductions of funds available in the Manx Lottery Trust

nation brand never quite managed to articulate the contribution that language would have made in the realisation of the brand's objectives.

In relation to the brand values, as far as valuing "people as individuals" and "celebrating their differences" (ITV4) (*Ibid*) is concerned, the Isle of Man is considered a 'sometimes' respectful and tolerant society. However, the notion of valuing individuals and celebrating their differences is clearly contradicted by there being no Disability Discrimination Act on the Isle of Man and the Civil Partnerships Act not being approved by Tynwald until April 2011. Also, in terms of alignment between the processes and practices associated with brand value 'resilience', it could be argued that the presence of the work permit system contradicts the notion of "adaptation to change" (REV2) as well as welcoming new residents to the Island (CLV4).

As such, this failure to adapt or implement policies to support or facilitate the translation of the brand values meant that the majority were not transformed into practice. It also indicates that there was a clear nonfulfillment as far as applying the brand's values to Government policy despite them being the "beliefs and behaviours which guide the Island in reaching its vision" (The Branding Project Report, 2006, p.20). Through faltering in the translation of the values into practice at source, they failed to function as the every day actions that embody the values of the Isle of Man and subsequently, the nation brand (*Ibid*, p.20).

In summary, while the nation brand intended to encourage the people of the Isle of Man to behave in ways that would align with the messages conveyed about the Island by the brand, this altering or alignment of behaviour was not extended to the Isle of Man Government itself. Thus suggesting dissonance between Government policy and the values of the brand as well as failure to translate the brand at source; thereby indicative of technical misalignment.

### 6.4.10 Variants of Technical Misalignment

Taking the creation of technical misalignment through dissonance between policy and brand values along with the other forms of technical misalignment outlined above, indicates that five forms of misalignment exist and have been created in the Isle of Man’s nation brand technical system. (TSM) (Table 6.7).

Form of Technical Misalignment	Title	Description	Theme
Technical Process Misalignment	TSM1	The existence of dissonance or conflict in the process being followed and the desired output. For example, wishing to drive a car, but having no keys. Or, attempting to solve an issue by following the incorrect process. Such as pursuing a place brand by following nation branding processes. Or, following processes designed for a place brand in the pursuit of a nation brand.	6.4.1
Conceptual Misalignment	TSM2	The jarring between interpretation and reality of approaches and desired outputs. For example, misinterpreting an approach or process and subsequently incorrectly categorising its output. Such as, performing the actions of driving, without moving. Or, misinterpreting a nation branding process as a destination branding process, as well as terming what is by definition a place brand, a nation brand.	6.4.1, 6.4.2
Input-Process Misalignment	TSM3	The presence of dissonance or lack of fit between the inputs required to allow the process to function. For example, expecting a car to run without petrol. Or, assuming a nation brand could be effectively implemented without leadership or commitment.	6.4.4, 6.4.9
Process Misalignment	TSM4	The omission of a crucial process or critical success factor in the system. For example, expecting a car to run without turning on the engine. Or, failure to carry out a crucial nation branding process or sub-process- such as implementing a nation brand within Government.	6.4.6, 6.4.7
Systems Design Misalignment	TSM5	The omission of a vital property or element of the system. For example, expecting to drive a car without a steering wheel, Or, creating a system without feedback loops.	6.4.4

Table 6.7 Forms of Misalignment in the Isle of Man’s Technical System

Due to the explicit interrelation between the elements of the technical system, misalignment in one phase of the nation branding process is the cause of misalignment in others (Figure 6.3). Technical process misalignment (TSM1), produced by the economic-exogenous contextualisation of the nation brand, caused conceptual misalignment (TSM2) because it was assumed that a destination brand approach could be used to achieve a nation brand output. Although theoretically, implementation was utilising nation branding process for a place brand output. Likewise, as a result of misunderstanding what inputs would be required to allow the process to function, conceptual misalignment causes inputs-process misalignment (TSM3). Input-process misalignment created

process misalignment (TSM4) as to the failure to take all inputs and processes into consideration led to the omission of vital processes in the system. Finally, systems design misalignment (TSM5) prevented the identification and correction of these sources of misalignment and this forestalled the ability of the nation brand system to correctly function, thus exacerbates the other forms of misalignment.

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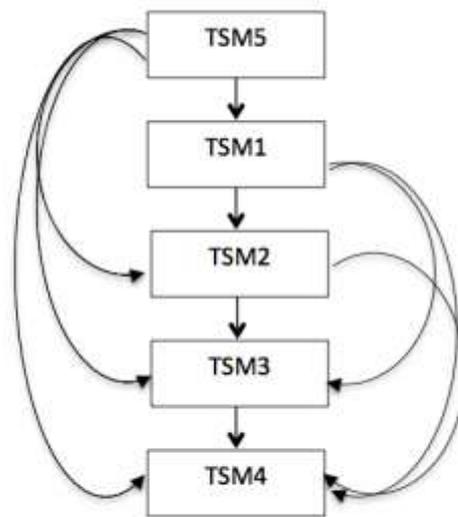


Figure 6.3 Causation of Misalignment

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Therefore, taking into account the emerging themes outlined above along with the five forms of misalignment, a specification of the Isle of Man's misaligned technical system is given in Figure 6.4.

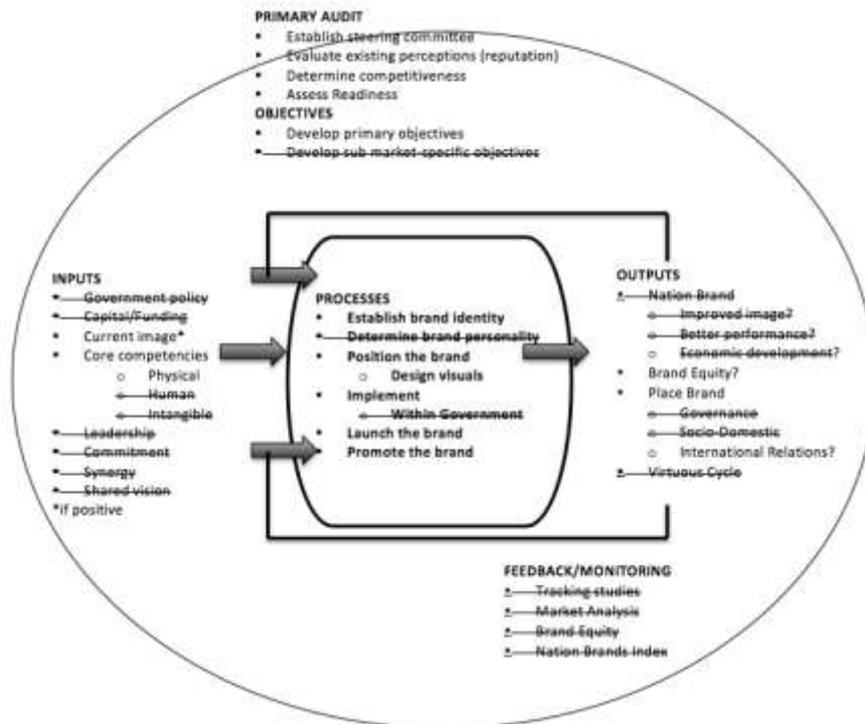


Figure 6.4 Isle of Man's Technically Misaligned System

## 6.5 Impacts of Technical Misalignment

Considering sociotechnical alignment to be the integration or harmonisation of aims or practices in a manner that satisfies both technical and social goals (Leonard-Barton, 1988; Molina, 1997), it is given that the variants of technical misalignment would have some form of impact on the social system of the nation brand. In the Isle of Man, the evidence outlined below indicates that misalignment in the technical system both created and fostered sociotechnical misalignment.

### 6.5.1 Creation of Sociotechnical Misalignment

Sociotechnical misalignment, the absence of balanced and synergistic relations between the social and technical systems, is envisaged by gaps, lack of fit or dissonance between the objectives, roles and proposed outcomes of the sociotechnical system (Griffin *et al.*, 1998; Griffin and Dougherty,

2002). In the context of nation branding, this means that sociotechnical misalignment exists where there is a lack of harmony, coherence and consistency in the acknowledgement of interrelation between the social and technical systems in achieving the objectives of the nation brand. For the Isle of Man's nation brand, the rejection of the general population as both a target audience (6.5.2) and stakeholders (6.5.3) is indicative of failure to consider the social system in tangent with its technical counterpart; thus illustrative of sociotechnical misalignment.

### 6.5.2 Rejection of the General Population as a Target Audience of the Brand

Through being contextualised exogenously, the focus of the nation brand is on achieving its economic goals, leading to the social objectives of the brand being neglected. As a result, references to enhancing national identity and social cohesion in the nation brand are hyperbolic (Jansen, 2008). It was felt as though failure to involve the community in the nation brand would lead to it becoming "just an academic exercise" (CSKS02). Yet, evidence suggests that the impact of the brand internally is "certainly not comprehensive" (PMVF05) because the general population do not relate to the brand (CSKS03).

The Isle of Man's nation brand is no longer aligned with reality and for some (CDI03, SCPR01), this is a consequence of the general population "not quite" understanding the brand. However, evidence suggests that misalignment was created by the economic-exogenous focus and failure to court internal support-despite obtaining and maintaining internal support for the brand being known to be vital (Kotler and Gertner, 2002; Domeisen, 2003; Avraham, 2004; Kerr, 2006; Carmichael, 2008). The focus in courting support on the Isle of Man was on the Brand Champions scheme; in the hope that by attracting major companies to buy-in to the brand, they would gain significant exposure for the Island. This is inferred by CDI02's attitude towards involving the general population in the brand:

*"this is something [REDACTED] used to rail against because people were saying you need to get her involved, she needs to be involved, and [REDACTED] used to say but you know, with respect, [REDACTED] got limited time and the people involved have got*

*limited resources. Why, what is the point of getting Mrs Miggins in Ballaugh aged 83 bleating on about Freedom to Flourish, with the greatest of respect, when [REDACTED] can get CEO of major company employing 500 people with a significant international off-island marketing budget talking about Freedom to Flourish?"*

Taking this and the composition of the Brand Champions into account (6.4.2) suggests that the betterment of the nation's image for economic purposes was prioritised over the well-being of the Island (Aronczyk, 2008). The wants and needs of the private sector were also given priority over those of society. As a result of this prioritisation, no attempts were made to specifically engage the population as it was thought that trying to "engage everybody" was an "impossible task" (CDI02). Instead, work concentrated on defining "who would be the potential beneficiaries of the strategy and who could actually promote it actively," because, as long as the lives of the lives of the populous were in "some way touched or improved, whether its directly or vicariously, through things that Freedom to Flourish has done and achieved" it "shouldn't matter a damn" whether they are aware of it or not (CDI02). As such, it was perceived that "educating Port St Mary in what Freedom to Flourish is and how it works" was not "going to make you anymore money, isn't going to win you any more business" (PMVNA02) as the general public would not know "what the hell you're talking about." Thus, the internal focus of the brand was neglected and its external focus intensified, confirming the proposition that the social benefits of the Isle of Man's nation brand are considered by-products of economic advantage.

Further, although it is acknowledged that the HPI research included an internal sample, in presenting the findings (The Branding Project Report, 2006, p.36) the data is once more geared towards the Island's external-economic and business audiences with only six out of the 18 points of the findings specifically referencing residents' attitudes towards the nation brand stimuli. Therefore, while the Island's residents were involved in the initial research (60% resident versus 40% non-resident survey sample), the primary purpose of the survey appears to be to gauge their attitudes of matters relating

to the economic position, prospects and benefits of the Isle of Man (2003, p.8), as opposed to views on the necessity of branding the Island and the brand itself.

Through adopting such an exogenous approach<sup>67</sup> it is suggested that rather than function as a mechanism for collecting information that would confirm the population as an audience or stakeholders (6.5.2), the 2003 study served to assess the population for its fitness for market or ability to deliver the brand (Aronczyk, 2008). Rather than be thought of as vital in the delivery of the brand (Szondi, 2007), the general population are categorised as beneficiaries. CDI02 confirms: “you need to target your ambassadors and target your audience. What I would say is Mrs Miggins in Ballaugh aged 83 could be a beneficiary of Freedom to Flourish.” Concomitantly, evidence such as the lack of recognition of the brand proposition (26.9%) and its poor performance in comparison to other elements of the brand, suggest that the brand proposition was not communicated strongly and imaginatively “internally to the Isle of Man population responsible for living it and delivering it so that they feel ownership of it” (The Branding Project Report, 2006, p. 8). Thus suggesting, that crucially, the nation brand has failed in delivering its fifth objective (The Branding Project Report, 2006, p. 8).

The interplay between technical process misalignment (TSM1), conceptual misalignment (TSM2) and failure to court internal support (TSM4) leads to the general population failing to be considered as an audience of the nation brand (STM1), thus indicative of sociotechnical misalignment (Figure 6.5).

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<sup>67</sup> Only one question in the 2003 survey is endogenous or internally focused: “Of the things below that we have enjoyed in the past, which would you most hate to lose? [Safe place, economic success, beautiful countryside, sense of community, Manx culture & identity]”

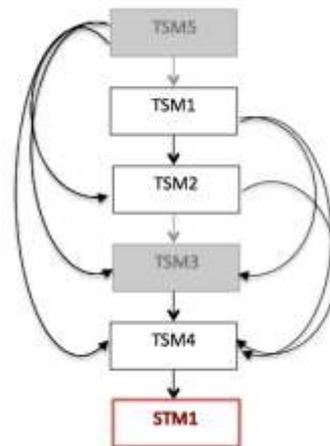


Figure 6.5 Cause of Sociotechnical Audience Misalignment

### 6.5.3 Rejection of the General Population as Stakeholders in the Nation Brand

As far as Government communication and the nation brand are concerned, there is a lack of collaboration between the government and general populous (as primary stakeholders) in the Isle of Man. The Government is thought to have a proactive relationship with the private sector (GBSH03, CDI03), yet the degree of communication between them and the Island population is heavily criticised in the qualitative survey responses.

It is perceived that because Government “don’t seem to listen to people’s needs” (QSR112), as well as being perceived as insular (QSR115), the Government is, “very much out of touch at the moment with what is required financially to maintain our society of security and quality of life. They have no idea what is required and what the people of the Isle of Man want” (QSR83). As such, there is a need to foster engagement with the public (QSR57, QSR135) by “getting out” and speaking to the “men and women on the street” (QSR84).

Arguably as a symptom of the Island's lack of a Freedom of Information Act<sup>68</sup>, the Manx Government is also perceived as lacking transparency (QSR11, QSR34, QSR46, QSR93, QSR16). Specifically in the way that a "veil of secrecy" shrouds some of the government's activities and decisions (QSR17). In terms of decision making some participants (QSR98, QSR125, QSR68, QSR15) felt as though the Island has "corruption at so many levels" (QSR62), because decisions are made by a "small number of people" (QSR124). As such, there is a view that the Island is an "old boy network" (QSR11) where the "whiff of brown envelopes stuffed with cash" (QSR11) has led to the Island being a "'who you know' not 'what you know' kind of place..." (QSR15). These views indicate a degree of mistrust, lack of faith or disengagement between the general population and its government (QSR32, QSR75).

In terms of evidence for transparency and its impact on the nation brand, the decision making processes used in the development and implementation of the brand are unclear. For instance, the process followed in selecting committee members is vague. According to SCPR01, Trudy Williams, Richard Corkill and Hugh Davidson were responsible for selecting members of Phase 1 committee. As Table 6.8 shows, the entire Committee is comprised of representatives from business, culture, heritage and Government. Yet, according to SCPR01, the Committee founders were "very, very clear it wasn't just going to be business, culture and heritage and Government". When asked if the members of the steering committee represented all stakeholders with vested interest in the nation brand (Bramwell and Sharman, 1999) SCPR01 responded: "not vested interests but with a contribution to make." Therefore, the combination of legitimisation of stakeholders and the failure to fully represent all stakeholders is evidence of a significant degree of sociotechnical misalignment in the nation brand.

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<sup>68</sup> [http://www.positiveactiongroup.org/index.php?option=com\\_content&view=article&id=363:pag-comments-on-the-introduction-of-the-freedom-of-information-bill-2011&catid=1:latest-news&Itemid=135](http://www.positiveactiongroup.org/index.php?option=com_content&view=article&id=363:pag-comments-on-the-introduction-of-the-freedom-of-information-bill-2011&catid=1:latest-news&Itemid=135) <Accessed 15<sup>th</sup> August 2011>

Phase 1 Steering Committee		Phase 2 Steering Committee	
Member	Sector	Member	Position
Ann Clayton	Management	Donald Gelling, CBE MLC	Chief Minister
Richard Corkill	Government	David Anderson, MHK	Minister for Education
Chris Corlett	Dept. Trade and Industry	Alan Bell, MHK	Minister for Treasury
Andrew Corlett	Professional Services	Andrew Corlett	Managing Director, Cains Advocates
Paul Craine	Education	Chris Corlett	Chief Executive, Department of Trade and Industry
Hugh Davidson	Marketing and Business	Tim Craine	Director, E-Business and Space Commerce, Treasury
Stephen Harrison	Heritage and Culture	Prof. Hugh Davidson	Visiting Professor of Marketing, Cranfield University
Mike Henthorn	Insurance	Jane Dellar	Director, Isle of Man Finance
Geoff Le Page	Tourism	Phil Gawne, MHK	Minister for Agriculture, Fisheries and Forestry
Findlay Macleod	Manx Produce	Carol Glover	Chief Executive, Department of Tourism and Leisure
John MacGregor	Banking	Stephen Harrison, MBE	Director, Manx National Heritage
Mark Shimmin	Treasury	Mike Henthorn	Managing Director AON (Isle of Man) Limited
Helen Summerscales	Advertising	Jerry Linehan	Chief Executive Officer, Conister Trust PLC
Ron Thomas	Telecom and Media	Findlay Macleod	Chief Executive, Isle of Man Creameries
Trudi Williams	Media	Martyn Quayle, MHK	Chairman, Isle of Man Water Authority, Political Member of DTL and DTI
		Trudi Williamson	Deputy Chairman, Isle of Man Newspapers

Table 6.8 Composition of the Phase 1 and Phase 2 Steering Committees

The Committee's over-representation of the public and private sectors along with the significant member cross-over,<sup>69</sup> is evidence of a select 'few' making decisions on the Isle of Man. It also suggests that the economic-exogenous contextualisation of the brand was a result of this 'in-group' championing the industries with which they have vested interest<sup>70</sup>. This implies that the general population, particularly in terms of their core competencies, were not considered as inputs in the nation branding process. As such, while the brand is hyper-visible, the decision making and multiple agendas incorporated throughout the process were not (Jansen, 2008, p.134). The relationship between this perceived lack of engagement and the nation brand, not only illustrates the lack of top-

<sup>69</sup> 50% of the Phase 2 Committee is comprised of members from Phase 1

<sup>70</sup> i.e. business and the economy

down communication, it also indicates that as a result of poor communication between Government and the general population, the nation brand has been impeded as a consequence of the disillusionment or mistrust in Government and has suffered from the Reverse Halo-Effect (Kaufman, *et al.*, 2005).

In conclusion, the manner in which stakeholders were legitimised along with the degree of influence afforded to the 'in group' are indicative of sociotechnical misalignment (STM2). To reiterate, failure to consider the general population as an audience of the nation brand (STM1) led to them not being considered as having a stake in the process, thus, not members of the 'in group'. Based on this, technical process, conceptual, input-process and process misalignment, are the root cause of the general population not being acknowledged as stakeholders in the nation branding process (Figure 6.6).

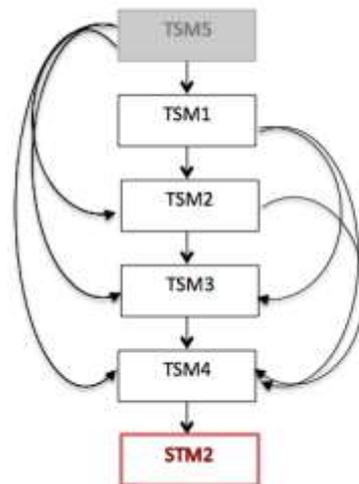


Figure 6.6 Cause of Sociotechnical Stakeholder Misalignment

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## 6.6. Impacts of Sociotechnical Misalignment

By failing to acknowledge the general population as stakeholders in the Isle of Man’s nation brand, the ability of the population to deliver the brand by way of considering it to reflect a shared vision (Gilmore, 2002) was not acknowledged. In addition, the absence of monitoring procedures (TSM5, 6.4.4) meant that no allocation was made for the potential impact of changes in internal attitudes towards the nation brand on its ability to allow it to remain grounded in substance (Szondi, 2007).

### 6.6.1 Altering Attitudes of the Nation Brand

In comparison to the data collected in 2005, attitudes towards the Isle of Man’s nation brand and its various components have altered significantly. The tables below outline these altering attitudes by comparing the original data (2005) to the data collected in this research (2010). For example, the original HPI research, found the Brand Proposition<sup>71</sup> very appealing (Table 6.9), yet in the 2010 data, the appeal of the Brand Proposition has reduced in both its positivity and its negativity, indicating that attitudes towards it have become more neutral. As far the positivity of the BP is concerned, the mode response was, “very appealing” compared to “appealing” in 2010.

Appeal of Brand Proposition, HPI 2005 Data			Appeal of Brand Proposition, 2010 Data		
Scale	Label	Per cent	Scale	Label	Per cent
1	Extremely Appealing	12	1	Yes, very	17
2	Very Appealing	34	2	Yes	33
3	Quite Appealing	31	3	Kind of	23.3
4	Quite Unappealing	10	4	Unsure	7
5	Unappealing	7	5	Not Really	11.5
6	Extremely Unappealing	5	6	No	4.8
7			7	Not at all	3.3
Sample Size		149			270
Total		99			100
Total Positive Responses		77			73.3
Total Neutral Responses		N/A			7
Total Negative Responses		22			19.6

Table 6.9 Appeal of the Brand Proposition: 2005 and 2010

Adapted from HPI Research Group, 2005

<sup>71</sup> Referred to as the ‘concept’

In terms of the distinction of the Brand Proposition, HPI found that even without the support of the substantiators<sup>72</sup>, the concept on its own is viewed as both credible and distinctive<sup>73</sup>. As the construct or meaning of 'credible' is open to interpretation<sup>74</sup>, the credibility of the Brand Proposition in the 2005 data is compared to its credibility as a believable or accurate description of the Island today (HPI/D1) and its credibility or feasibility for the Island in the future (D2). If 'credibility' was interpreted by 2005 participants to mean 'believable' (D1), attitudes reduced from 78% positive responses to 54.6%. Conversely, if credibility is defined as worth of belief, confidence or trustworthy (D2), opinions have also reduced, although to a lesser extent to 70.7%<sup>75</sup> (Table 6.10).

Credibility of the Brand Proposition								
HPI 2005 Data			2010 Data (D.2)			2010 Data (D.1)		
Scale	Label	%	Scale	Label	%	Scale	Label	%
1	Extremely Credible	10	1	Yes, very	9.2	1	Yes, very	0.7
2	Very Credible	31	2	Yes	40.3	2	Yes	20.4
3	Quite credible	37	3	Kind of	21.2	3	Kind of	33.5
4	Not quite credible	10	4	Unsure	16.5	4	Unsure	7.6
5	Not very credible	9	5	Not Really	6.2	5	Not Really	25.1
6	Not at all credible	2	6	No	4.0	6	No	5.8
7			7	Not at all	2.6	7	Not at all	6.9
Sample Size		149			273			275
Total		99			100			100
Total Positive Responses		78			70.7			54.6
Total Neutral Responses		N/A			16.5			7.6
Total Negative Responses		21			12.80			37.8

Table 6.10 Credibility of the Brand Proposition: 2005 and 2010  
(2005 Data Adapted from HPI Research Group, 2005)

The HPI survey ranked the importance of the supporting statements<sup>76</sup> and this study ranked them over the six dimensions dealt with in the previous chapter<sup>77</sup>. To achieve an overall ranking for

<sup>72</sup> Referred to through out this work as Supporting Statements

<sup>73</sup> Distinction was only measured externally

<sup>74</sup> The Branding Project Report notes it is indented to mean 'believable' (2006, p. 16

<sup>75</sup> Note the differences in scales described above as well as the increased sample size in 2010.

<sup>76</sup> In the context of life on the Isle of Man

<sup>77</sup> Present, future, distinction, appeal, recognition, reality.

comparing the sets of data, each statement is scored per rank in each dimension<sup>78</sup>. As Table 6.11 shows, education and quality of life, followed by natural beauty, financial services and location were the most important statements for residents. In the recent data, natural beauty, quality of life, heritage/innovation and education were ranked highest. Heritage/innovation (Statement 9) was ranked last in terms of its importance in 2005, yet is in the top tier in 2010.

Importance of statements: HPI 2005 Data			Ranking of statements: 2010 Data	
Rank	Statement	%	Statement	Score
1	4 (Education)	82	8 (Natural Beauty)	59
2	7 (QoL)	82	7 (QoL)	53
3	8 (Natural Beauty)	79	9 (Heritage/Innovation)	42
4	Financial Services	68	4 (Education)	34
5	6 (Location)	66	10 (Community)	34
6	3 (Economy)	64	6 (Location)	33
7	2 (Business)	62	Brand Proposition	25
8	5 (Government)	55	3 (Economy)	24
9	9 (Heritage/Innovation)	49	2 (Business)	19
10			5 (Government)	7

Table 6.11 Ranking of Importance of all Statements: 2005 and 2010

Adapted from HPI Research Group, 2005

As the number of statements in the data sets is unequal, to provide a true comparison, the Brand Proposition and Statement 10 are removed from the 2010 data and the original finance statement removed from the 2005 ranking. As table 6.12 shows, the importance of Statement 8 has increased from third to first, statement 9 from eighth to third and quality of life remains second most important in both data sets. The importance or ranking of Statements 4, 6, 3, 2 and 5 has reduced.

<sup>78</sup> % positive responses, on a scale of 1 to 10, with 10 being the top rated. Scores are totalled to provide a cumulative score out of 60

Importance of statements: HPI 2005 Data			Ranking of statements: 2010 Data	
Rank	Statement	%	Statement	Score
1	4 (Education)	82	8 (Natural Beauty)	59
2	7 (QoL)	82	7 (QoL)	53
3	8 (Natural Beauty)	79	9 (Heritage/Innovation)	42
4	6 (Location)	66	4 (Education)	34
5	3 (Economy)	64	6 (Location)	33
6	2 (Business)	62	3 (Economy)	24
7	5 (Government)	55	2 (Business)	19
8	9 (Heritage/Innovation)	49	5 (Government)	7

Table 6.12 Ranking of Importance of Statements: 2005 and 2010

Applying the HPI ‘rules to evaluate success’<sup>79</sup> to the 2010 data (The Branding Project Report, 2006, p.16) demonstrates that the appeal of the brand proposition and supporting statement are within the 50% marker for success. However, applying these rules to the accuracy, potential and distinction of the brand proposition and supporting statements indicates that the accuracy of S5 along with the distinction of S3 and S5 in 2010 would fail the HPI test (Table 6.13). The distinction and accuracy of the Brand Proposition would be within the rules by only a small margin (Distinction: 50.2%, Accuracy: 54.6%).

HPI Rules to Evaluate Success (>50%)				
	Appeal (D4)	Accuracy (D1)	Potential (D2)	Distinction (D4)
BP	51.4	54.6	70.7	50.2
S2	47.7	57.1	78.2	54.7
S3	60.8	58.9	73	49.8
S4	45	65.8	79.3	55.5
S5	52.9	23.1	55.6	45.4
S6	57	63.6	74.4	67.2
S7	73	84.8	86	81.1
S8	83.3	93.8	91.8	88.7
S9	60.9	74.3	79.9	73.1
S10	59.1	74	81.5	67.6

HPI Pass Rate

Table 6.13 Test of HPI Rules to Evaluate Success

<sup>79</sup> where a proposition that is appealing to 50% of customers or more is likely to succeed if well supported

As well as measure the Brand Proposition and Statements, the perceived happiness in quality of life on the Island was measured in both studies. As Table 6.14 shows, attitudes have changed from being predominantly “very happy” to perceiving quality of life on the Isle of Man as high in “some ways”.

Perceptions of Happiness/Quality of Life					
Happiness of Life, HPI 2005 Data			Quality of Life, 2010 Data (Q27)		
Scale	Label	Per cent	Scale	Label	Per cent
1	Very Happy	58	1	Yes, very	17.8
2	Satisfied	36	2	Yes	30.7
3	Disappointed	5	3	Yes, in some ways	38.6
4	No real feelings	0.5	4	Not Sure	3
5	Don't Know	0.5	5	No	5.6
6			6	Not Really	3.3
7			7	Not at all	1
Sample Size		302			303
Total		100			100
Total Positive Responses		94			87.1
Total Neutral Responses		0.5			3
Total Negative Responses		5.5			9.9

Table 6.14 Perceived Happiness and Quality of Life: 2005 and 2010

Adapted from HPI Research Group, 2005

In the 2010 data, whether people on the Island celebrate the success of others in the community is considered true by over half of respondents (62.60%) although a notable percentage (26.7%) feel the opposite as shown by 21% considering this to be ‘not really’ true and the remaining 5.2% not at all true. Furthermore, opinions of pride in the Island have also altered from respondents in 2005 being very proud of the Island, to respondents in 2010 thinking that only “some” people take pride in the Island (Table 6.15).

Perceived Pride in the Island					
HPI 2005 Data			2010 Data		
Scale	Label	Per cent	Scale	Label	Per cent
1	Very	61	1	Yes	20.6
2	Quite	32	2	Yes, some do	68.8
3	Not Very	6	3	Not Sure	1
4	Not at all	1	4	Not Really	7.7
5			5	No	1.9
Sample Size		302			311
Total					100
Total Positive Responses		93			89.4
Total Neutral Responses		N/A			1
Total Negative Responses		7			9.6

Table 6.15 Perceived Pride in the Island: 2005 and 2010

Adapted from HPI Research Group, 2005

In relation to attitudes towards the brand values, while we note that ‘independent’ was altered to ‘independent thinking’, it is now perceived as less accurate as a value of the Manx people than it was in 2005. Conversely, resilient and resourceful have become more accurate (Table 6.16).

Perceptions of the Brand Values			
'Spirit of Man', HPI 2005 Data		Freedom to Flourish, 2010 Data	
Label	Per cent	Label	Per cent
Independent	78	Independent Thinking	22.05
Resilient	32	Resilient	36.86
Protective	27	Resourceful	23.26
Resourceful	23		
Flexible	20		
Agile	16		
Sample Size	302		331

Table 6.16 Attitudes towards Values: 2005 and 2010

Adapted from HPI Research Group, 2005

The above demonstrates how various attitudes towards the brand have changed, but there is also commonality between the 2005 and 2010 data sets. For instance, the original research (Culture and Heritage Survey, 2005) found that 71% of those born on the Isle of Man described their nationality as Manx, as did 16% of those born elsewhere (Davidson, Presentation of Research Results on IOM Branding Report to IOM Champions, 2003). In the 2010 data, 91.3% of those who declared their nationality as Manx, also indicated they were born on the Isle of Man whereas; only 8.7% of those born on the Island specified their nationality to be British. The 2005 qualitative survey found that residents believed there were four key issues “holding the Isle of Man back” (Davidson, Presentation of Research Results on IOM Branding Report to IOM Champions, 2003).

1. The cost and quality of UK travel links,
2. Reducing crime,
3. Provision of lower cost housing and
4. The improvement of facilities for youths and young adults.

In the 2010 qualitative survey responses, crime is not seen as a universal issue on the Isle of Man<sup>80</sup>. However, the cost of travel, the provision of low-cost housing and improvement of facilities for the young were issues. Finally, the April 2004 study indicated that 80% of Manx residents (*Ibid*) would prefer a system of meritocracy as opposed to the current work permits system, this was also a matter present in the 2010 data.

As far as the implications of these varying perceptions of the nation brand, it confirms the importance of incorporating feedback loops into the branding process (6.4.4), and also demonstrates how failure to do so, can lead to the reversal of the proposition’s conceptual hierarchy. The brand proposition is required to act as the mechanism that brings the brand to life in order to foster the believability of the claims made by the brand (Gilmore, 2003). It is accompanied by a set of supporting statements or substantiations that provide evidence for the ability of the brand to deliver the claims it makes. Conceptually, this means that the brand proposition is

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<sup>80</sup> One survey respondent (QSR139) believed that the Isle of Man Government is “in complete denile [sic] over the crime, substance abuse and many other social issue rates on our Island.”

supported by its substantiating statements because the statements are expected to function as backing for the brand proposition in order to substantiate the claims that it makes (Figure 6.7).

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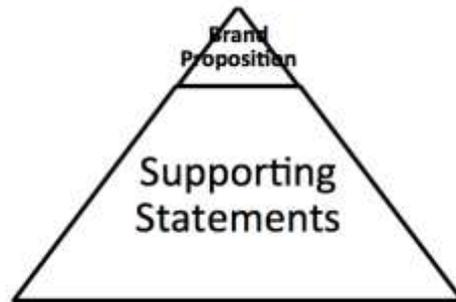


Figure 6.7 Conceptual Hierarchy of a Brand Proposition and Supporting Statements

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However, in the Isle of Man's because the brand proposition is ranked lower than its supporting statements, it is no longer at the peak of the conceptual hierarchy. Rather, it is acting as a substantiation for its supporting statements (Figure 6.8).

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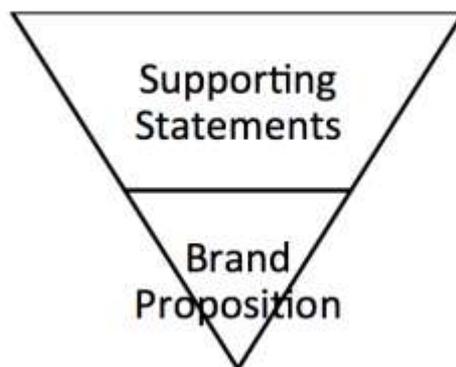


Figure 6.8 Conceptual Hierarchy of the Brand Proposition and Supporting Statements

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This suggest that because the supporting statements, particularly S8, S7, S8 and S10, convey the identity of the brand<sup>81</sup> more accurately, the Brand Proposition is failing to act as a sign post or vessel of the concentrated essence of the brand (Anholt, 2001b). Considering that the brand identity is thought to reflect national identity by representing what the country is ‘all about’, this means the central expression of the nation brand is failing to represent the ‘spirit of the people’ (Gilmore, 2002). Accordingly, this demonstrates sociotechnical misalignment as the message being conveyed about the Isle of Man, via its Brand Proposition, is ‘not right’ (Carmichael, 2008, p.74).

Therefore the absence of monitoring procedures (TSM5) meant that no allocation was made for the impact of changes in internal attitudes of the brand (STM3). Had feedback been incorporated into the nation branding system, the failure to consider the general population as an audience (STM1) or stakeholder (STM2) would imply that it would have focused on external sources. Therefore, STM1 and STM2 along with TSM5 are thought to create another variant of sociotechnical misalignment: STM3 (Figure 6.9).

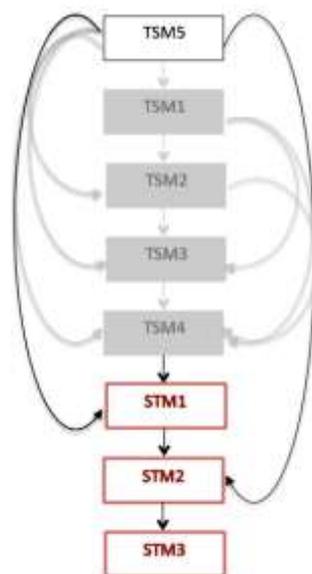


Figure 6.9 Sociotechnical Property Misalignment

<sup>81</sup> As in the Isle of Man

## 6.6.2. Altering Attitudes to Facets of Manx Life

The changing attitudes towards the nation brand are indicative of shifting stances on facets of life on the Isle of Man; particularly those relating to its social mosaic and national identity. Evidence for this can be found in the way that brand statements focusing on the social element of life Manx life are consistently perceived positively in comparison to the its economic counterparts. The top five statements clearly relate to what may be considered the social aspects of Manx life and the latter, its infrastructure.

The notion of the Island having a “heritage of originality spanning centuries. That is why there is not only a vibrant arts scene but also successful new sectors such as shipping, movie-making, aerospace services and e-business” (The Branding Project Report, 2006, p.15) was considered the least important substantiator in 2005, yet in 2010 is third in its percentage score rank. It could be argued that the economic claims in the statement have led to its increased importance. Yet, evidence is to the contrary. For example, the comparatively weak perceptions of the economic (S3) and business (S2) statements as ‘summing up’ what the Island is ‘about’ and concerns relating to the perceived erosion of Manx identity and culture, indicate that it is the increasing value attached to the preservation of Manx heritage that has contributed to the statement rising in its ranking.

Qualitatively, concerns associated with the preservation of Manx identity and culture were raised in the survey responses<sup>82</sup>. In the main, these relate to the ‘influx’ of immigrants (QSR141) as a result of the Island’s taxation system, the attraction of high net-worth individuals and perceived reliance on the finance sector (QSR17, QSR43, QSR40, QSR30, QSR43, QSR102, QSR139). For some, the targeting of these markets has resulted in the Manx society being spilt into “a privileged few and everyone else” (QSR27). Because ‘come overs’ (QSR54, QSR38) are on the Island for purely financial gain (QSR14), they contribute little to the community (QSR53, QSR54, QSR108) and as a result, community spirit, Manx history, culture and character are being ‘diluted’ (QSR38, QSR51, QSR65,

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<sup>82</sup> 39% of all respondents referenced social issues

QSR67, QSR141, QSR19). On the other hand, Manx residents are criticised for being intolerant (QSR67, QSR117, QSR126, QSR137), rude or ignorant (QSR99, QSR111, QSR146). Considering these opposing views in combination with attitudes to the social elements of the brand is indicative of a division in society between Manx born and non-Manx residents. Further, concerns relating to the influx of 'come overs' and their adverse impact on Manx identity and culture are unfounded. Statistically, those not born on the Isle of Man are just as inclined to believe people of the Isle of Man have knowledge of its history and culture and give 5 facts about it. However, Manx respondents tend to have more knowledge of the Manx language.

In conclusion, this demonstrate how attitudes to Manx life, particularly the preservation of its culture, are of increased importance. The combination of these statistically unfounded concerns and reduction of quality of life also imply that the brand is failing in its application as the "glue to help ensure that the uniqueness of the Island's quality of life is maintained and strengthened" (The Branding Project Report, 2006, p.6). For SCPR01, this presents as one of the major failings of the nation brand because:

*"We're not doing enough to understand how to become a more equal society and that to me is one of the objectives of Freedom to Flourish. It's a philosophy you see, it's not a tag-line or political thing at all, it's a philosophy of life, it's an approach to life."*

There is also no evidence to suggest that the Isle of Man Government have implemented any initiatives, policy or strategically, relating to social or community cohesion<sup>83</sup> even though "we should be able to do that, we don't measure it at all and that is scandalous that we don't measure it" (SCPR01). Critically, this indicates that the brand has also failed in its attempt to enhance the Isle of Man's unique identity and social cohesion. Therefore, failure of the nation brand to implement its societal objectives (STM4) is rooted in technical process and conceptual misalignment as the

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<sup>83</sup> The researcher was contacted in August 2010 by a member of the Department of Community, Culture and Leisure to discuss the possibility of assisting in the Department's plans to begin increasing community cohesion.

economic-exogenous contextualisation and prioritisation of the brand meant that the social goals were neglected (Figure 6.10).

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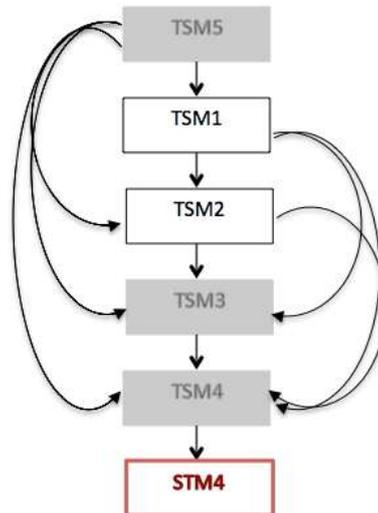


Figure 6.10 Sociotechnical Objective Misalignment

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### 6.6.3 Variants of Sociotechnical Misalignment

As such, the evidence above indicates that combinations of the variants of technical misalignment create three forms of sociotechnical misalignment (STM1, STM2 and STM4). Furthermore, due to the interrelation between the elements of the nation branding system, a combination of sociotechnical and technical misalignment creates an additional variant of sociotechnical misalignment (STM3) (Table 6.17).

Form of Social Misalignment	Title	Description	Theme
Sociotechnical Audience Misalignment	STM1	General population not treated as a target audience of the nation brand- brand does not court internal support or implement internally.	6.5.2
Sociotechnical Stakeholder Misalignment	STM2	General population not treated as stakeholders in the nation brand. Are not members of the 'in group' thus do not take part in deciding the brand's inputs	6.5.3
Sociotechnical Property Misalignment	STM3	Omission of vital property in the system-i.e. feedback	6.6.1
Sociotechnical Objective Misalignment	STM4	Social objectives of the nation brand are neglected due to prioritisation of economic objectives	6.6.2

Table 6.17 Forms of Misalignment in the Isle of Man's Sociotechnical System

The interplay between the forms of social misalignment is show in Figure 6.11.

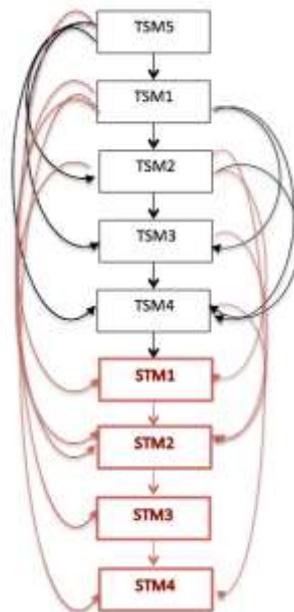


Figure 6.11 Interplay between Creators and Variants of Sociotechnical and Technical Misalignment

Therefore, technical and sociotechnical misalignment produce sociotechnical systems misalignment (STSM) (Figure 6.12).

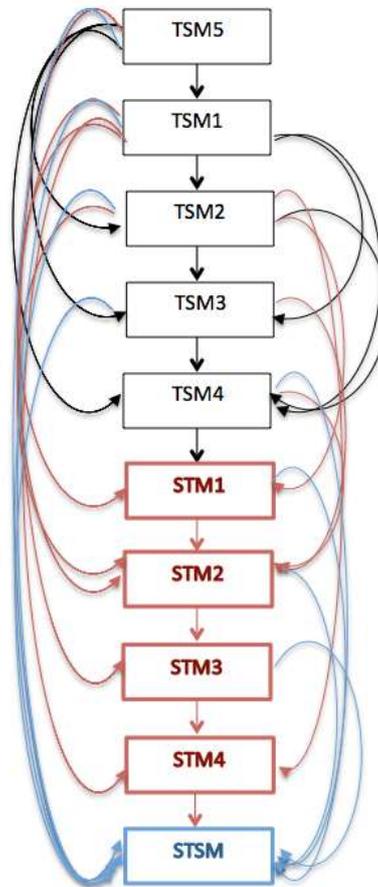


Figure 6.12 Interplay between Creators and Variants of Sociotechnical System Misalignment

## 6.7 Consequences of Sociotechnical Systems Misalignment

Due to the interplay between systems and their processes, sociotechnical misalignment influences the interplay between the brand and reality, the degree of alignment in the brand and the outcomes of the nation brand objectives. While it is acknowledged that the brand was developed in conjunction with general population and encapsulated the ‘mood’ (Olins, 2006, p.160) of the Island at the time, the various shifts in attitudes towards the brand indicate that it is no longer reflecting a shared vision of the Island (Kotler and Gertner, 2002, p.254). If the brand identity is the “true nature

of the brand” (Harris and De Chratony, 2001, p.442) acting as representation of what the brand is, what it stands for, how it behaves and what it offers (Aaker, 1996) and is “inextricably linked with the place’s national and cultural identity” (Skinner and Kubacki, 2007, p.300) we would expect the percentage of positive responses towards the brand stimuli in D1 to be higher or at least in line with D2. Therefore, the brand is failing in its function as a unique characterisation of what the country symbolises (Papodopoulos and Heslop, 2002) and as a result, is not functioning as a nation brand.

## 6.8 Outcome of Measures of Alignment

Quantitative evidence indicates that seven out of the ten direct measurements achieve True Alignment<sup>84</sup>, both the brand proposition and statement 3 are Somewhat Alignment, and statement 5 is not aligned at all (Table 6.18).

Measurements of Alignment						
Statement	D1	D2	D3	D4	Dimensions Aligned	Alignment Status
BP	54.6	70.7	50.2	73.3	3	Somewhat
S2	57.1	78.2	54.7	69	4	Truly
S3	58.9	73	49.8	67.6	3	Somewhat
S4	65.8	79.3	55.5	74	4	Truly
S5	23.1	55.6	45.4	52.9	2	Not
S6	63.6	74.4	67.2	72.2	4	Truly
S7	84.8	86	81.1	86.3	4	Truly
S8	93.8	91.8	88.7	93.4	4	Truly
S9	74.3	79.9	73.1	78.1	4	Truly
S10	74	81.5	67.6	76.2	4	Truly

Table 6.18 Outcome of Degree of Alignment: The Brand

In terms of standard deviation (Table 53), S8D1, S8D4, S8D2 and S7D2 have the lowest standard deviation<sup>85</sup>. Therefore, the least aligned by a significant margin is statement 5. The majority rule assessment indicates that statement 3 and the brand proposition are somewhat aligned. However,

<sup>84</sup> Through obtaining  $\geq 51\%$  positive responses in all four assessment dimensions

<sup>85</sup> All statements are measured on a scale of 1-7, with 1 being completely agree and 7 being completely disagree

according to the standard deviation rule, BPD3, BPD1 and BPD4 perform weakly in comparison to BPD2. Further, as with the majority rule, S3D2 has the lowest standard deviation in comparison to other dimensions, thus is considered the least aligned. Next to this, the majority rule determines that S3D4 is aligned although it has the fourth highest standard deviation out of all statements, thus according to Farla and Walraven's (2011) rule, is not aligned (Table 6.19).

	BP- S5		S6-S10		
	Mean	Std. Deviation		Mean	Std. Deviation
<b>BPD1</b>	3.81	1.514	<b>S6D1</b>	3.55	1.588
<b>BPD2</b>	2.93	1.399	<b>S6D2</b>	2.76	1.470
<b>BPD3</b>	3.75	1.599	<b>S6D3</b>	3.11	1.579
<b>BPD4</b>	2.91	1.584	<b>S6D4</b>	2.80	1.592
<b>S2D1</b>	3.63	1.688	<b>S7D1</b>	2.59	1.464
<b>S2D2</b>	2.58	1.33	<b>S7D2</b>	2.22	1.177
<b>S2D3</b>	3.55	1.568	<b>S7D3</b>	2.58	1.425
<b>S2D4</b>	2.97	1.652	<b>S7D4</b>	2.25	1.391
<b>S3D1</b>	3.75	1.506	<b>S8D1</b>	1.87	1.163
<b>S3D2</b>	2.81	1.342	<b>S8D2</b>	1.85	1.170
<b>S3D3</b>	3.71	1.531	<b>S8D3</b>	2.10	1.329
<b>S3D4</b>	3.02	1.612	<b>S8D4</b>	1.84	1.169
<b>S4D1</b>	3.07	1.471	<b>S9D1</b>	2.96	1.428
<b>S4D2</b>	2.39	1.187	<b>S9D2</b>	2.48	1.281
<b>S4D3</b>	3.33	1.584	<b>S9D3</b>	2.81	1.402
<b>S4D4</b>	2.62	1.543	<b>S9D4</b>	2.58	1.372
<b>S5D1</b>	3.81	1.514	<b>S10D1</b>	2.94	1.529
<b>S5D2</b>	2.93	3.75	<b>S10D2</b>	2.45	1.353
<b>S5D3</b>	3.75	1.599	<b>S10D3</b>	3.00	1.564
<b>S5D4</b>	2.91	1.584	<b>S10D4</b>	2.67	1.506

Table 6.19 Outcome of Standard Deviation Alignment: The Brand

As far as the realism of the brand is concerned, as only one of the 11 assessments (S8) achieved  $\geq 51\%$  responses, the Isle of Man's nation brand is not considered to 'sum up what the Isle of Man is about' (Table 6.20).

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Realism of Brand, 'summing up what the Isle of Man is about'			
Rank	Statement	Per cent	Realistic ( $\geq 51\%$ Benchmark)
1	S8	61.9	Yes
2	S7	49.5	No
3	S6	42	No
4	S9	35	No
5	BP	26.9	No
6	S4	26.3	No
7	S10	24.8	No
8	S3	16.6	No
9	S2	11.2	No
10	S5	6.3	No

Table 6.20 Outcomes of Degree of Realism: The Brand

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However, in terms of the indirect assessments, 20 out of the 22 measurements of the nation brand achieve alignment. Only the likelihood of visitors receiving a warm welcome (Q15) and the notion of the Isle of Man working together to meet the needs of all in society (Q28) obtained  $\leq 51\%$  positive responses. Notably, whether respondents have confidence in the Island's public institutions achieved 51.2% positive responses (Table 6.21).

Using the standard deviation rule for measuring the alignment of the indirect assessments indicates that the most aligned assessments are those in support local businesses/buying local, the feeling of security living on the Island, pride in Island, knowledge of the Islands history and culture and it being rich in natural beauty<sup>86</sup>.

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<sup>86</sup> Knowledge of a few words in the Manx language and the ability to give 5 facts about the Isle of Man are discounted in this calculation due to them being fact, rather than perspective based.

Measures of Alignment: Indirect Assessments		
Variable	Per cent	Aligned ( $\geq 51\%$ Benchmark)
Support Local Businesses/Buying Local	82.8	Yes
Volunteering	61	Yes
Feeling of Security Living on Island	93.3	Yes
Confidence in Public Institutions	51.2	Yes
Awareness of Human Rights & Right to Justice	74.3	Yes
Likelihood of Visitors Receiving a Warm Welcome	84.8	Yes
Likelihood of Visitors Receiving High Quality Value & Service	39.2	No
Interesting Cultural Places on Island	92.3	Yes
People on Island Helping Each Other Flourish	64	Yes
Pride in Island	89.4	Yes
Celebrate Success of Others in the Community	62.6	Yes
Knowledge of the Islands History & Culture	78.9	Yes
Ability of Socially Disadvantaged Children to Succeed at Schools	53.6	Yes
Respectful Society	70.7	Yes
Tolerant Society	53.6	Yes
High Quality of Life	87.1	Yes
Invest in Business on Island	84.8	Yes
Rich in Natural Beauty	95.7	Yes
Confidence in National Identity	65.4	Yes
Meeting the Needs of all in Society	42.8	No
Knowledge of a Few Words in the Manx Language	84.3	Yes
Ability to Give 5 Facts about IOM	92.9	Yes

Table 6.21 Outcome of Degree of Alignment: Indirect Assessments

As with the majority rule assessment, the concepts of visitors receiving high quality value and services and the Island meeting the needs of all in society are the least aligned of the indirect assessments. The concept of the Island being tolerant achieves alignment in the majority rule. But, according to standard deviation and compared to other indirect assessments it is the least aligned. As far as confidence in public institutions is concerned, it is borderline aligned as per both the majority rule and standard deviation methods of assessing alignment (Table 6.22).

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<b>Variable</b>	<b>Mean</b>	<b>Std. Deviation</b>
Support Local Businesses/Buying Local	1.8	.799
Volunteering	2.15	1.157
Feeling of Security Living on Island	1.67	.750
Confidence in Public Institutions	2.87	1.167
Awareness of Human Rights & Right to Justice	2.08	1.054
Likelihood of Visitors Receiving a Warm Welcome	2.83	1.288
Likelihood of Visitors Receiving High Quality Value & Service	4.60	1.543
Interesting Cultural Places on Island	2.22	1.173
People on Island Helping Each Other Flourish	2.56	1.045
Pride in Island	2.02	.837
Celebrate Success of Others in the Community	2.57	1.097
Knowledge of the Islands History & Culture	2.31	.843
Ability of Socially Disadvantaged Children to Succeed at Schools	2.62	1.342
Respectful Society	3.33	1.429
Tolerant Society	3.87	1.618
High Quality of Life	2.62	1.260
Invest in Business on Island	2.13	1.203
Rich in Natural Beauty	1.44	.632
Confidence in National Identity	3.20	1.522
Meeting the Needs of all in Society	4.04	1.568
Knowledge of a Few Words in the Manx Language	1.16	.364
Ability to Give 5 Facts about IOM	1.07	.257

Table 6.22 Outcome of Standard Deviation Alignment: Indirect Assessments

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In which case, the data incites that the direct measurements of the brand are 63% Truly Aligned and only 2 indirect measurements are not. However, the comparatively poor perceptions of the brand proposition, statement 3 and statement 5 and the brand's values and realism being misaligned, suggests the Isle of Man's nation brand does not statistically achieve sociotechnical misalignment (Table 6.23).

Measurement of Alignment Scores		
Measurement	Rule/Benchmark	Isle of Man Nation Brand Score
Direct Brand Alignment	≥51% positive responses in all 10 measurements and all 4 dimensions	≥51% positive responses in all 4 dimensions for 7 measurements
Indirect Brand Alignment	≥51% positive responses in all 27 indirect measurements	≥51% positive responses in 22 indirect measurements
Brand Value Alignment	≥51% Selection of all brand values	≥51% Selection of none of brand values

Table 6.23 Measurements of Alignment Scores

Qualitatively, perceptions of the brand proposition and supporting statements are in the main positive. The various concerns raised relating their elements, such as: the erosion of culture and heritage, poor civic engagement, reliance on the finance sector and failure to make provisions for a skilled workforce, indicate that participants agree with the statements (in their intrinsic nature communicating positive messages about the Isle of Man) but not principles behind them. As such, the combination of the weak accuracy of the brand proposition and the validity of some of the brand's claims has resulted in discord between the personality of the brand and the essence of the Island. Therefore, the fundamental principle of nation branding being a representation of the unique characteristics of the country has failed sustain over time. In which case, this failure to represent the spirit of the people (Gilmore, 2002) along with neglect of its social objectives suggests that as a mechanism for achieving public good through harmonising economic and social aims, the Isle of Man's nation brand has not achieved sociotechnical alignment.

## 6.9 Outcome of Nation Brand Objectives

In terms of the specific objectives of The Branding Project Report (2006) a set of specific methods were employed with the use of data triangulation, to uncover if the objectives of the Isle of Man's nation brand were met (Table 6.24).

#	Objective	Measuring
A	To develop a clear, relevant and distinctive brand proposition for the IOM. This will express the IOM's values and advantages. The brand proposition will be persuasive as well as being flexible enough to be consistently applied within the IOM as well as outside the IOM.	Distinction of brand proposition Whether brand expresses IOM values Consistent application of brand
B	To use this proposition for social and economic advantage: A) to motivate and unite the people of the IOM, and to enhance both the quality of life and, B) economic performance of the IOM.	Value attached to brand Perceptions of quality of life Economic health and growth
C	To identify strategies necessary to improve: A) the substance of the IOM, from arts and culture to education and training to, B) customer focus and market access to infrastructure. To be effective, the substance of the brand promise needs to be both delivered and continuously improved over time.	Whether arts, culture, education and training strategies were identified Whether arts, culture, education and training strategies were developed/implemented Whether customer focus, market access and infrastructure strategies were identified Whether customer focus, market access and infrastructure strategies were developed/implement Whether brand was delivered over time Whether brand was continuously improved over time
D	To communicate this proposition strongly and imaginatively internally to the Isle of Man population responsible for living it and delivering it so that they feel ownership of it	Whether brand was communicated internally Value attached to brand
F	As a result of the above, to have: A) a nation that is confident of its own identity, a nation that works together to meet the needs of all in our society, B) funded by a strong economy that is recognised internationally as a high-quality place to do business in the sectors we choose to pursue.	Perceptions of the Isle of Man as nation confident in its identity Perceptions of the Isle of Man as working together to meet the needs of all in society Economic health and growth
P	To help the Isle of Man: A) enhance its unique identity and social cohesion, and B) generate strong economic growth	Perceptions of Manx identity Perceptions of social cohesion Indicators of general trends of social cohesion Economic health and growth

Table 6.24 Measurement Criteria for Nation Brand Objectives

### **6.9.1 Outcome of Objective A**

For Objective A evidence such as statistical misalignment in the brand proposition's distinction and values, along with the presence of dissonance between the brand values and reality indicates that the aim of developing a distinctive proposition that expresses the Island's values, has not been achieved. Further, the failure of the brand to function as a domain (6.4.7), the discord between policy and values (6.4.8) as well as their poor translation (6.4.7) also suggest that the brand proposition and brand at large, were not consistently applied within the Island.

### **6.9.2 Outcome of Objective B**

For Objective B, as demonstrated in 5.5, the rejection of the general population as both a target audience and stakeholders, along with the neglect of its social objectives suggests that the brand and its proposition were not used for social advantage. Moreover, the moderate value attached to the brand and reduction of perceived quality of life, indicate it did not succeed in motivating or uniting the people of the Isle of Man. In terms of success in enhancing the economic performance of the Island, whether the performance of the Island has been enhanced as a consequence of the nation brand cannot be judged.

The economic indicators (de Leon & Boris, 2010) demonstrate that although the Manx economy had a small rate of growth in 2004/05-2007/08, this growth reduced by 3% in 2008/9 and by a further 2% in 2009/10. The level of school attainment, although decreased in 2005/06, increased in 06/07 and 07/08, only to decrease significantly in 2008/09. However, the infant, primary and secondary state school population increased in both 2009/10 and 2010/11. Similarly, while the number of students in further or higher education rose in 2005/06 and 2006/07, it decreased in both 2007/08 and 2008/09.

Although unemployment decreased from 11,097 to 10,000 in 2010/11, it has seen a significant increase of 42.3% in the period 2004/5-2009/10. However, the number of people receiving income support allowance has fluctuated over the years, although an additional 740 people receive this

particular benefit in comparison to 2004/05. Reflecting this, the number of company registrations rose from 31,124 to 32,505 in 06/07-07/08, but decreased in all other years where 10.5% less companies were registered on the Island in 2010/11 than 2007/08. Also, while the average weekly earnings increased from £484.73 in 2004 to £590.75 in 2011, the median weekly earnings rose from £417.50 to £496.25 in 2009/10, only to decrease to £493.06 in 2010/11. Finally, while happiness has been known to increase with higher GDP per Capita (The Cato Institute, 2007), this is not the case for the Isle of Man as where GDP per Capita has improved, perceptions of quality of life have not (Table 6.25).

		2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
1.	GDP	1,530,565	1,667,820	1,860,211	2,232,157	2,377,587 <sup>1</sup>	2,455,856	not available
2.	GNP	1,593,817	1,773,885	1,944,910	2,183,723	2,294,225 <sup>2</sup>	2,375,910	not available
3.	Unemployment	4,701	6,742	7,057	7,125	7,187	11,097	10,000
4.	Retail Price Index	114.7	119.5	123.1	128.0	134.6	135.4	142.2
5.	Rate of Inflation (average)	5.1%	4.2%	3%	4%	5.2%	0.6%	5.0%
6.	Average Weekly Earnings (£)	484.73	489.26	536.33	551.23	568.76	571.54	590.75
7.	Median Weekly Earnings (£)	417.50	418.27	457.42	480.69	472.27	496.25	493.06
8.	Bank Deposit Base (millions)	30,700	37,480	43,390	50,540	57,291	51,955	50,228
9.	Company Registrations	32,726	30,847	31,124 <sup>3</sup>	32,505	30,992	29,800	29,095
10.	Health Service Expenditure	105,520,133	114,915,721	120,593,735	129,582,818	158,383,718	not available	not available
11.	Income Support Benefit (allowance)	1,120	1,075	1,343	1,327	1,820	1,634	1,860
12.	Infant, Primary and Secondary State School Population	12,257	12,349	12,277	12,311	11,963	12,271	12,297
13.	Students in Further/Higher Education	1,379	1,430	1,439	1,433	1,429	not available	not available
14.	National Income	not available <sup>4</sup>	not available	not available	3,384,296	3,414,806	3,417,314	not available
15.	Income per head (GDP Per Capita)	19,228	20,618	22,587	24,971	38,638 <sup>5</sup>	not available	not available

<sup>1</sup> Methodology for calculating GDP amended in 2008. Revised calculation: 3,225,061

<sup>2</sup> Methodology for calculating GNP amended in 2008. Revised calculation: 3,443,172

<sup>3</sup> Additional companies legislation introduced in 2006. Figures account for company registrations as per both 2001-2010 and 2006-2010 Acts

<sup>4</sup> GNI is not calculated until 2007

<sup>5</sup> Methodology for calculating GDP per Capita amended in 2008. Previous years' comparison are not valid (Isle of Man Government, Economic Affairs Division, 2011 Digest of Economic and Social Statistics, 2010, p.57)

Table 6.25 Economic indicators of the Isle of Man: 2004-2010

Adapted from: Isle of Man Government, Economic Affairs Division, 2011

## 6.8.3 Outcome of Objective C

In relation to Objective C, there is no evidence to suggest that training strategies were identified or implemented in the realm of arts or culture. Further, concerns relating to the payment of lip-service

to culture on the Island, in addition to those associated with the lack of an appropriately skilled workforce, suggest that while strategies in education and training have been identified, their outcome is negligible. Also, considering the poor perceptions of customer services on the Island and concerns relating to the ability of its infrastructure to assist in delivering the brand, would suggest that strategies required to improve customer focus and infrastructure were also not developed. Finally, evidence such as the moderate value attached to the brand and its weakening perceptions suggest that the brand was not delivered overtime, nor was it consistently improved. In fact, evidence suggests that following its approval, the brand became no more than a logo and through being largely ignored by Government, was eventually reduced to a combination of three words, “trotted out to support a particular political argument” (PMVF02).

#### **6.9.4 Outcome of Objective D**

In relation to the application and communication of the brand, evidence such as the fragmentation in government, discord between policy and brand values, their poor translation and misalignment, indicate that Objective D was not achieved. Specifically, as perceptions of the brand and the mechanisms through which the Manx population were thought to live the brand and deliver its promise are at best moderate. For example, the majority of respondents are able to give five facts about the Island (Q50), know a few words in Manx (Q49), and believe the Island has interesting cultural places (Q16). But, the remaining criteria for living the brand are perceived somewhat temperately, where should the criteria be true, we would expect attitudes to be stronger (Table 6.26).

Checklist Item/Description	Majority Result
Do you think that visitors are likely to receive a warm welcome from people on the Island?	Some cases, 41.6%
Would you say that those visiting the Island would be likely to receive high quality, superior value and great service?	Some cases, 36.7%
Does the Isle of Man have interesting places to visit to experience its culture?	Yes, 34.6%
Would you say the people of the Isle of Man take pride in the Island?	Some do, 68.8%
Do you think they celebrate the success of others in the community?	Some do, %
Would you say that the people of the Isle of Man have knowledge of the Island's history and culture?	Some do, 72.1%
Do you support local businesses by shopping local and buying local produce whenever possible?	Sometimes, 46.1%
Would you say the people of the Isle of Man help each other flourish by teaching, coaching, caring, giving or helping both young and old?	Some do, 55.3%
Can you give five interesting facts about the Isle of Man?	Yes, 92.9%
Do you know at least a few words in the Manx language?	Yes, 84.3%

Table 6.26 Assessment results for living up to the Isle of Man's brand promise

### 6.9.5 Outcome of Objective F

For Objective F, the Isle of Man is a nation 'kind of' confident in its identity (Q27). However, the concerns raised relating to the erosion of Manx history and culture along with the perception of the Island not really working together to meet the needs of all in society, would suggest that the nation brand has not really resulted in having a nation that is confident in its identity or one that works together to meet the needs of all of society. In terms of society being funded by a strong economy, as shown above, while the economy grew in the period 2005-2007, growth of 4.7% and 2.1% in 2008 and 2009 cannot be considered as strong (Table 6.27).

	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Growth (%)	11.5	9.2	11.2	11.8	11.6	2.2
Real terms (%)	5.2	5.9	7.7	7.7	4.7	2.1
Change in constant price GDP (%)	5.2	5.9	7.7	7.5	4.8	2.1
Change in constant price GNP (%)	5.4	5.7	7.5	7.7	-5.5	0.0

Table 6.27 Economic growth: 2004-2009

## 6.9.6 Outcome of Objective P

Finally, as far as the overall purpose of the nation brand is concerned (Objective P), issues relating to the erosion of history and culture, indicate that while Manx society is thought to be kind of confident in its identity, the unique identity and social cohesion of the Island have not been especially enhanced. In terms of cohesion, the nation brand is thought to have contributed little to community cohesion as “we were well on our way with that one already” (CSKS04). Socially, while the majority of respondents volunteer, feel secure living on the Island and sometimes respectful and tolerant, the indicators of social cohesion suggest that Manx society is cohesive in only some ways (Table 6.28).

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Indicator	Majority Result
Do you or, have you, ever undertaken any voluntary work?	Yes, 42.1%
Do you feel secure living on the Isle of Man?	Yes, 49.5%
Would you say you have confidence in the public institutions of the Isle of Man?	In some, 43.5%
Are you aware of your human rights and the right to justice?	Kind of, 40.5%
Do you think children from disadvantaged social backgrounds have the same ability, as those more fortunate, to succeed at schools on the Island?	In some cases, 53.6%
Would you say the Isle of Man is, or appears to be, a respectful society?	Sometimes, 32.2%
Would you say the Isle of Man is, or seems like, a tolerant society?	Sometimes, 41.4%
Would you say the Isle of Man has a high quality of life?	In some ways, 38.6%

Table 6.28 Assessment results for indicators of social cohesion

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However, because of the failure to incorporate measuring or monitoring mechanisms in the brand, there is no evidence to indicate whether the Island being cohesive in some ways in 2010 is an improvement or deterioration compared to 2005. As such, whether cohesion has been enhanced cannot be judged. Likewise, while the Manx economy has grown, there is no irrefutable evidence to indicate whether this growth is an outcome of the nation brand.

In conclusion, the evidence above demonstrates that the Isle of Man Government has not achieved significant success in achieving objectives A, B, C and D, due to the omission of monitoring or

measuring mechanisms in Island's nation branding process, whether the purpose of the brand has been realised will never be known.

## 6.10 Links between Sociotechnical Systems Misalignment and Brand Outcomes

Considering the presence of sociotechnical misalignment along side the outcomes of the nation brand's objectives suggests linkage between the variants of misalignment and the Island's ability to achieve objectives A, B, C and D.

Given the interrelation between misalignment in the creation of sociotechnical systems misalignment as well as in the brand's objectives (Figure 6.13), it is understandable that through this dual interaction, by influencing one brand objective, misalignment is likely to impact the achievement of others.

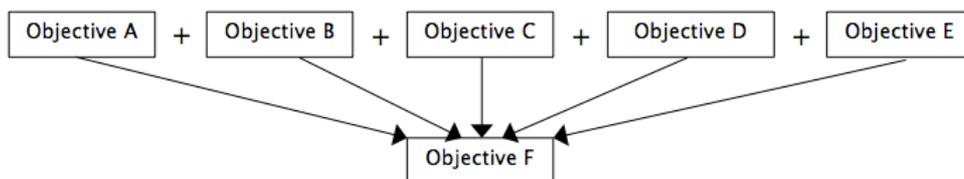


Figure 6.13 Interrelation between nation brand objectives

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As shown in Table 6.29, as well as impact one another, each form of misalignment influences the brand's ability to achieve its objectives- particularly Objective A and the overall purpose of the brand (P).

S/TSM	Title	Description	Theme	Detail	Producer	Influences Objective
TSM1	Technical Process Misalignment	Dissonance between processes followed and output- i.e. using the process for the wrong problem- nation branding processes for a place brand output.	5.3.1	Exogenous focus	TSM3+TSM2	A, D, F
TSM2	Conceptual Misalignment	Misinterpretation of approach/processes and output- i.e. interpret processes followed as destination branding and output as nation branding.	5.3.1, 5.3.1	Exogenous focus, prioritisation of economic objectives	TSM1+ TSM3+ TSM4	A, D, F, P
TSM3	Input-process Misalignment	Dissonance or lack of fit between the inputs and processes- i.e. lack of symbolic inputs (leadership, commitment) affecting implementation	5.3.4, 5.3.3	Omission of monitoring, poor translation of brand values	TSM3+TSM2	A, C, D
TSM4	Process Misalignment	Omission of crucial nation branding processes- i.e. no implementation within Government.	5.3.6, 5.3.7	Fragmented Government, malfunction as domain	TSM3+TSM2	A, C, D
TSM5	System Design Misalignment	Omission of vital property of the system- i.e. feedback.	5.3.4	Omission of monitoring	TSM2+TSM3	A, B, F, P
STM1	Sociotechnical Audience Misalignment	General population not treated as a target audience of the nation brand- brand does not court internal support or implement internally.	5.4.1	Rejection of general population as audience	TSM1+TSM2	A, B, F, P
STM2	Sociotechnical Stakeholder Misalignment	General population not treated as stakeholders in the nation brand. Are not members of the 'in group' thus do not take part in deciding the brand's inputs	5.4.1	Rejection of general population as stakeholders	TSM1+TSM2+TSM3	A, F, P
STM3	Sociotechnical Property Misalignment	Omission of vital property in the system- i.e. feedback	5.5.1	Altering attitudes to brand	TSM5+STM1+STM2	B, C, P
STM4	Sociotechnical Objective Misalignment	Social objectives of the nation brand are neglected due to prioritisation of economic objectives	5.5.1	Altering attitudes to Man of the	TSM1+TSM2+TSM4+ STM1+STM2	B, C, P

Table 6.29 Correlation between Variants of Misalignment and Brand Objectives

### 6.10.1 Technical Process Misalignment and Nation Brand Objectives

Technical misalignment (TSM1), the presence of dissonance between the processes followed and the output, influenced the ability to achieved Objective A because the exogenous focus meant that the brand was not consistently applied on the Island. This subsequently influenced the brand's ability to ensure that its values were expressing the personality of the people of the Isle of Man. Through its exogenous focus, TSM1 also hindered the ability to seek harmony in applying the brand internally and externally. This meant that the processes followed on the Isle of Man were akin to a place or inward investment brand; although output sought was a nation brand. Similarly, because the nation brand concentrated on external targets, the internal communication of the brand was poor (Objective D). The external focus in approaching the brand also meant that the social or internal aspects of the nation brand were neglected, meaning that as shown above, no effort was made to encourage confidence in national identity (Objective F).

### **6.10.2 Conceptual Misalignment and Nation Brand Objectives**

Similarly to TSM1, conceptual misalignment (TSM2), the misinterpretation of approach, processes and required output, influenced Objective A. Specifically in the way that as a result of the decoupling objectives, the internal application of the brand was neglected because the focus of the nation brand was overtly exogenous. Moreover, through the neglect of the internal application of the nation brand, it was not imaginatively communicated internally. Also, the temperate attitudes towards the criteria for living the brand would suggest that through the exogenous contextualisation akin to a destination brand, little effort was made to encourage the general population to live or feel responsible for the nation brand.

As such, through the impact of TSM2's influence on Objectives A and D, success in achieving Objective F was hindered. Evidence for the influence of conceptual misalignment on the overall outcome of the nation brand (F) can be found in the concerns relating to the altering of the cultural mosaic on the Island, as well as it being perceived as not really working together or confident in its identity. Therefore, through the neglect of the social aspects of the brand, the overall purpose of the nation brand as 'helping enhance the Island's identity and social cohesion at the same time as enhancing economic growth', was adversely affected.

### **6.10.3 Input-Process Misalignment and Nation Brand Objectives**

Input-process misalignment (TSM3) influenced Objective A in the way that as a result of omitting monitoring mechanisms, the nation brand was without any feedback. This affected the ability of the brand to achieve Objective A, because whether the brand was consistently applied internally or externally could not be monitored. In terms of the impact of the poor translation of the brand's values, failure to identify the inputs required to translate the values into practice, meant that again, the brand was not consistently applied internally. Similarly, dissonance between the brand's inputs and processes meant that the inputs required to ensure that the nation brand was communicated internally were absent (Objective D).

#### **6.10.4 Process Misalignment and Nation Brand Objectives**

Process misalignment (TSM4), also influenced the success of Objective A through the omission of important processes; particularly internal promotion and Government implementation. This hindered the brand's ability to be consistently applied both within Government on the Island and as a result the nation brand failed to function as a domain brand. This meant that as well as hinder the identification of strategies and policy to support its delivery, strategies were not implemented. Further, not only did the brand fail to be continuously delivered, but the absence of review or feedback processes also identified that little effort was made to monitor the brand to ensure it was continuously improved (Objective C). As far as correlation between TSM4 and Objective D, the omission of any form of effective internal promotion, along with that of review mechanisms, meant that the ability of the nation brand to be effectively communicated internally was impeded. It also suggests that the necessity for encouraging the general population to attach value to the nation brand was underestimated.

#### **6.10.5 Property Misalignment and Nation Brand Objectives**

Property misalignment (TSM5) influenced the achievement of Objective A because the omission of monitoring mechanisms meant that whether the brand was consistently applied is unknown. Further, the omission of monitoring or review means that whether the clarity, relevance or distinction of the brand has altered was not assessed. Property misalignment also impacted the ability of the brand to achieve Objectives B, F and P because, the absence of review, monitoring or measurement mechanisms meant that whether the economic performance of the Island was enhanced as a result of the nation brand cannot be judged. Thus, whether the Island achieved the technical sub-aims of Objectives B, F and P is not known.

#### **6.10.6 Sociotechnical Audience Misalignment and Nation Brand Objectives**

Sociotechnical audience misalignment (STM1), influenced the attainment of Objective A. This was down to the failure to ensure the general population subscribed, attached value to and believed in

the brand. This means that because the general population were not considered an audience, the necessity for encouraging the attachment of value to the brand was underestimated (Objective B). As a result of the interrelation between Objective A and the overall objective (F) and purpose of the brand (P), the neglect of the general population as an audience also resulted in little effort being made to utilise the nation brand for its intended social purposes. In which case, through sociotechnical audience misalignment, the nation brand's ability to enhance the Isle of Man's unique identity and social cohesion was ineffectual.

### **6.10.7 Sociotechnical Stakeholder Misalignment and Nation Brand Objectives**

Similarly to STM1, sociotechnical stakeholder misalignment, where the general population are not treated as stakeholders in the nation brand, influenced Objective A, F and P. The achievement of Objective A was impacted by STM2 because of failing to consider the general population as stakeholders in the nation brand leading to the brand values not accurately expressing the personality of the Island. Evidence for this can be found in the way that none of the brand's values aligned, but also in the way that the general population were not especially involved in the internal application or implementation of the nation brand. Once more, the interrelation between the brand's objectives, its overall objective (F) and purpose (P) meant that by not considering the general population as stakeholders, the ability of the population to assist in the delivery of the nation brand, especially in terms of its social intentions, was significantly forestalled.

### **6.10.8 Sociotechnical Property Misalignment and Nation Brand Objectives**

Sociotechnical property misalignment (STM3) influenced Objective B, C as well as the nation brand's purpose. In terms of Objective B, the failure to incorporate measurement mechanisms meant that the altering attitudes and weakening perceptions of the nation brand went unnoticed. As a result, the value attached to the brand was reduced as the nation brand was failing to motivate or unite the people of the Isle of Man. Next to this, the omission of feedback loops also meant that it was not possible to assess if the nation brand was being continuously delivered or improved (Objective C).

Therefore, as with TSM5, whether the nation brand was successful in helping the Isle of Man to enhance its identity and social cohesion cannot be judged.

#### **6.10.9 Sociotechnical Objective Misalignment and Nation Brand Objectives**

As with STM3, sociotechnical objective misalignment influenced the attainment of Objectives B, C and P. Objective B was influenced by STM4 in the way that the neglect of the social objectives meant that little effort was made to ensure that the brand acted as a 'glue' for social cohesion on the Island. For example, the concerns of the changing cultural composition of the Island and those associated with the erosion of culture, indicate that through the prioritisation of its economic objectives, the nation brand has not succeeded in uniting the people of the Isle of Man. Further, the lack of significant sociotechnical alignment in the nation brand, misalignment in the brand values and reduction in perceived quality of life indicate that the nation brand has also been unsuccessful in motivating the people of the Island. As such, no allocation was made for the likelihood that attitudes towards life on the Isle of Man would alter and therefore affect the ability of the brand to accurately express the values of the Isle of Man.

The exogenous focus and subsequent disregard of the social objectives in implementing the nation brand also meant that little effort was made to ensure the brand was consistently applied internally (Objective C). Once more, the impact of misalignment on the purpose of the brand (P) can be found in the failure to give serious consideration to or seek harmony in achieving the social objectives as there is no evidence to suggest that the Isle of Man's nation brand succeeded in enhancing the Island's unique identity and social cohesion. In conclusion, taking the above into account suggests that as the variants of misalignment are linked in creating sociotechnical system misalignment the presence of sociotechnical systems misalignment has significantly influenced the ability of the Isle of Man's nation brand to attain its objectives (Figure 6.14).

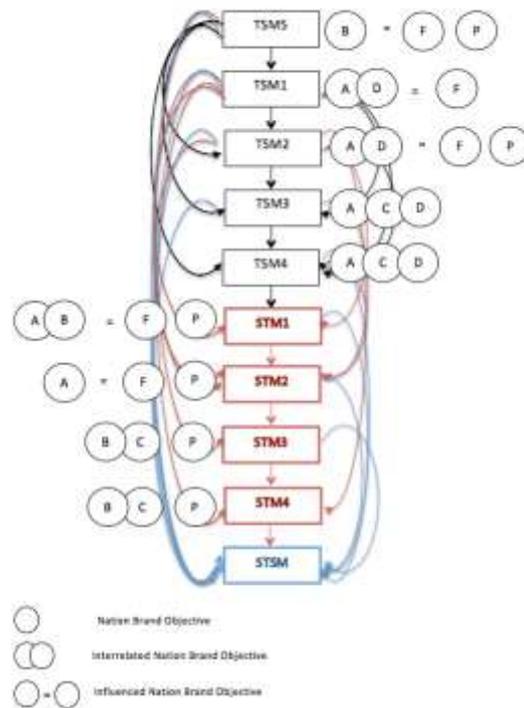


Figure 6.14 Interplay between Sociotechnical Systems Misalignment and Brand Objectives

## 6.11 Correlation between Sociotechnical System Misalignment and the Branding Process

Evidence demonstrates that through webs of interaction that exist interdependently within the nation branding system, not only does one variant of misalignment create and foster others, it also creates sociotechnical misalignment. Concomitantly, this indicates that because the nation branding activities are interlinked throughout the branding process, a lack of integration or misalignment in one phase of the process facilitates misalignment in others (Table 6.30).

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Phase	Indicator of Misalignment
<b>Primary Audit</b>	Stakeholders legitimised/presence of stakeholder bias, Climate of consensus fails to be created, Exogenous focus, obstructs acknowledgement of endogenous elements
<b>Objectives</b>	Failure to develop sub-market objectives, Failure to include monitoring/measuring procedures
<b>Inputs</b>	Government policy not an input, Lack of funding, No leadership, commitment, synergy, Core competencies of general population not considered thoroughly
<b>Processes</b>	Did not determine brand personality, Was not implemented internally, Did not court support, Brand is not based in current identity, Brand not acting as a domain, Purpose and approach misunderstood
<b>Outputs</b>	Not a true nation brand, Output is a quasi-place brand, Failed to achieve social objectives, Has not fostered socio-domestic relations

Table 6.30 Presence of misalignment in nation branding phases

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### 6.11.1 Phase 1: Misalignment in the Primary Audit

Misalignment is present in the primary audit due to the legitimisation and subsequent presence of stakeholder bias. Further, the research conducted during Phase 1 and Phase 2 of the branding initiative focused on external audiences by assessing internal attitudes only in relation to matters relating to the economic position, prospects and benefits of the Isle of Man. As such, through being wholly comprised of business or the private sector and Government or its associated bodies, not only did the steering committees fail to fully represent the general population, the social aspects of research in the primary audit were neglected. Therefore, a climate of consensus, involving the general population was not created, as the committee's focus and activities were exogenous.

### 6.11.2 Phase 2: Misalignment in Objective Development

Evidence suggests that not only were specific internal and external target objectives not developed, but the wants and needs of the private sector or the legitimised in-group were given priority over those of society. As shown in 6.4.2, the economic objectives of the nation brand were given continuous prioritisation in both the development and implementation of the nation brand. Further, due to the economic framing of the brand, the conceptual organisation of the brand objectives lacked harmony, as the social objectives, although neglected, functioned in support for those

economic. Finally, the omission of review mechanisms meant that this misdirection created in the objective development and implementation went unnoticed.

### **6.11.3 Phase 3: Misalignment in Determination of Inputs**

Due to the economic prioritisation and exogenous focus of the Isle of Man's nation brand, internal inputs such as government policy, leadership, endorsement and commitment were not given full consideration in terms of their influence on the nation brand. As demonstrated in 6.4.7 and 6.4.8, there is evidence of discord between the nation brand and government policy and that the nation brand failed to function as a domain brand because the inputs required to provide guidance for all communications made by the Island were not considered. Furthermore, the core competencies of general population, such as education and skills, were not considered thoroughly; it was assumed that rather than be a target audience or stakeholders, they were no more than beneficiaries of the brand. This is to say, despite the general population being vital in the delivery of the nation brand, in the case of the Isle of Man, their role in the development, design and implementation was minimal.

### **6.11.4 Phase 4: Misalignment in the Branding Process**

As a result of the minimal role and importance afforded to the general population, the Isle of Man's nation brand was not implemented internally. This is to say, that through neglect and disregard for the social system, although the establishment of the private sector-based brand champion is acknowledged, the Isle of Man's nation brand did not court any form of civic support. Further, as well as the nation brand being unsuccessfully implemented within government and thus failing in its function as a domain brand, the omission of monitoring mechanisms led to the reversal of the propositions conceptual hierarchy and the failure to notice attitudes towards life on the Isle of Man and consequently the brand, altering. As such, the Isle of Man's nation brand is not aligned with reality and thus, is failing in its function as a representation of the Island's unique identity and characteristics.

### **6.11.5 Phase 5: Misalignment in Outputs**

In terms of the brand's output, the Isle of Man's nation brand cannot be considered as a true nation brand because the activities failed to acknowledge the distinctive importance of specifically achieving public good and so, the brand failed to attain its social objectives. Therefore, through the exogenous contextualisation and prioritisation, there was a clear misunderstanding in terms of what inputs would be required to allow the process to function. This is to say, the output is a quasi-place brand that, although incorrectly interpreted as a destination branding approach, was created through pursuing nation branding activities.

## **6.12 Conclusion to Chapter**

Taking the above into account indicates that the nation brand is considered a conceptual open system. It encompasses a technical system which relates to knowledge, branding know-how, competence, the marketing techniques as well as technocratic tools used to produce the outputs and achieve the objectives of the nation branding strategy. The social system of nation branding is considered as the conceptual umbrella term for the social components of the brand. It relates to culture, identity, society and is comprised of the multi-faceted internal aspects of nation branding that relate (either directly or otherwise) to the general population and accordingly, the government (Figure 6.15).

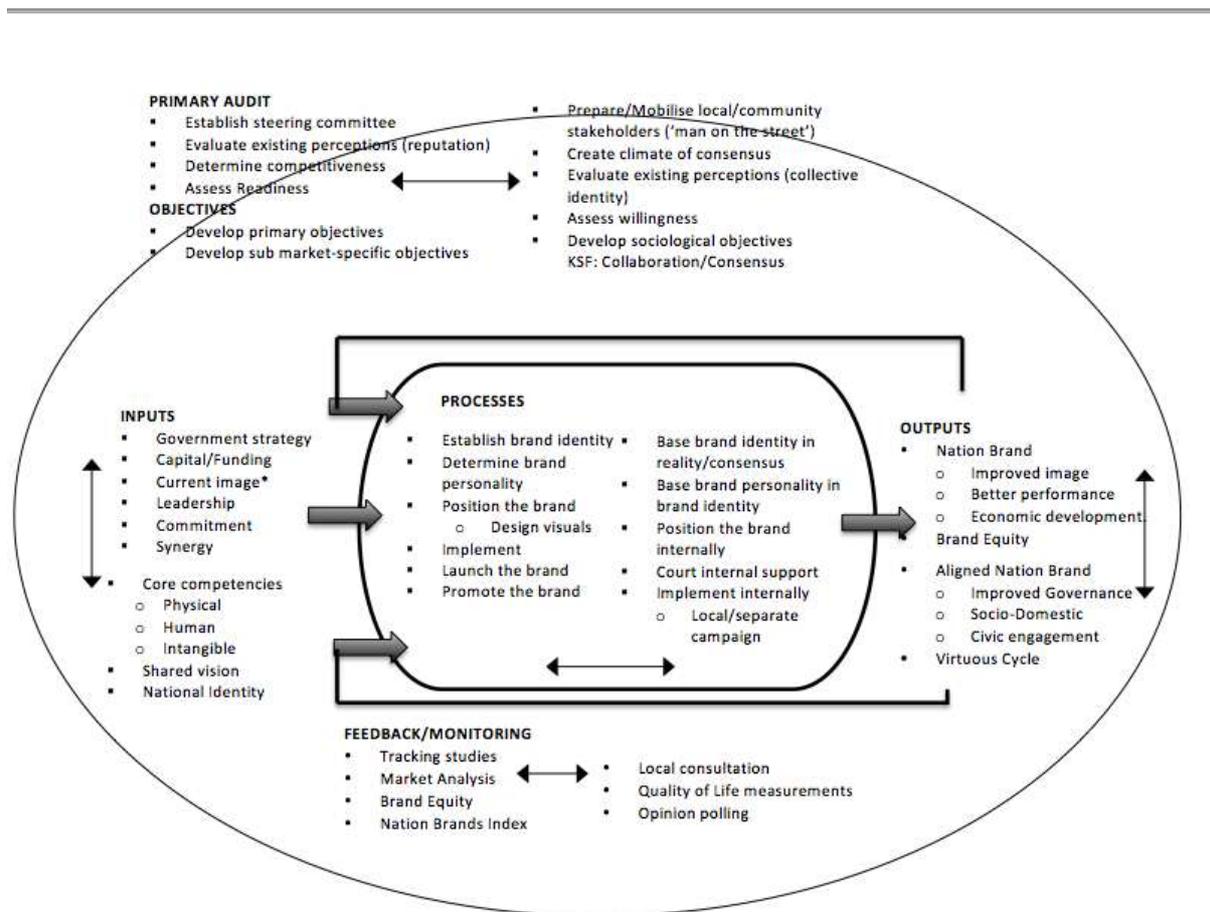


Figure 6.15 The Sociotechnical Nation Brand

Sociotechnical alignment, existing between organisations as well as people and institutions, is therefore the integration or harmonisation of aims or practices in a manner that satisfies both technical and social goals (Molina, 1997). Thus, misalignment is considered the absence of balanced and synergistic relations between these systems (Griffin *et al.*, 1998; Griffin and Dougherty, 2002) envisaged by gaps, lack of fit or dissonance between the objectives, roles and proposed outcomes of the sociotechnical system.

As the above has demonstrated, the Isle of Man's nation brand, through the deficiency in branding know-how, the usage of incorrect tools in the production of the nation brand as well as clear evidence of the neglect of the social system, particularly in the realms of culture, identity and society, is misaligned in both its technical and social systems. Further, the failure to seek harmony in

the integration of both social and economic aims and practices, indicates that through the prioritisation of those economic, there is an absence of a balanced or synergistic relationship between these systems. In which case, by definition, the Isle of Man's nation brand is sociotechnical misaligned. A summary of the findings produced in this chapter can be found in Table 6.31.

Finding	Description
<b>The existence of five forms of misalignment in the nation brand technical system</b>	Technical Misalignment where there is dissonance between processes followed and output Conceptual Misalignment where there is misinterpretation of the approach and processes and the output Input-process Misalignment where there is dissonance or lack of fit between the inputs and processes Process Misalignment where there is an omission of a crucial nation branding processes Property Misalignment where there is an omission of a vital property in the system
<b>Technical misalignment is created through ten channels</b>	The economic-exogenous contextualisation of the nation brand The prioritisation of its economic objectives A deficiency in specialist nation branding knowledge The omission of monitoring or measuring mechanisms The political cycle and fragmentation within central Government The brand not being coherently implemented at source The brand not functioning as a domain brand Discord between policy and the brand values/the brand values do not translating into practice
<b>There is a significant interrelation between the forms of misalignment in the technical system, with each form leading to another</b>	
<b>Misalignment in the technical system facilitates the production of four forms of sociotechnical misalignment</b>	Sociotechnical Audience Misalignment where the general population not treated as a target audience of the nation brand Sociotechnical Stakeholder Misalignment where the general population not treated as stakeholders in the nation brand. Are not members of the 'in group' thus do not take part in deciding the brand's inputs Sociotechnical Property Misalignment where there is an omission of vital property in the system Sociotechnical Objective Misalignment where the social objectives of the nation brand are neglected due to prioritisation of economic objectives
<b>Misalignment in the technical system and sociotechnical misalignment creates Sociotechnical System Misalignment.</b>	
<b>Sociotechnical System Misalignment significantly affects the each stage of the nation branding process</b>	Primary Audit: Stakeholders legitimised/presence of stakeholder bias Climate of consensus fails to be created Exogenous focus, obstructs acknowledgement of endogenous elements Objectives: Failure to develop sub-market objectives Failure to include monitoring/measuring procedures Inputs: Government policy not an input Lack of funding No leadership, commitment, synergy Core competencies of general population not considered thoroughly Processes: Did not determine brand personality Was not implemented internally Did not court support Brand is not based in current identity Brand not acting as a domain Purpose and approach misunderstood Outputs: Not a true nation brand-Output is a place brand Failed to achieve social objectives Has not fostered socio-domestic relations Through its clear interrelation with the brand objectives, Sociotechnical Systems Misalignment impacts the outcomes of the nation brand: Neglects social objectives-Fails to achieve social objectives

Table 6.31 Summary of Findings

## Chapter 7: Conclusion

### 7.1 Introduction to Chapter

The main hypothesis presented throughout these pages has been that framing nation branding with the principles of alignment, harmony and integration found in sociotechnical theory supports the democratic and transparent development, design and implementation of nation brands. The findings of this research demonstrate a link between the optimisation of the technical and social elements of a nation brand and its success. Theoretically, this means that the principles of joint optimisation, alignment and collaboration promoted in sociotechnical theory can advance the field of nation branding by laying theoretical foundations. Practically, this work provides an approach to understanding the relationship between the brand's residents, its technical processes and outcomes (Griffin and Dougherty, 2002).

### 7.2. Response to Research Objectives

#### 7.2.1 Research Objective 1

Research Objective 1 sought to empirically investigate if the Isle of Man's nation branding strategy has attained sociotechnical alignment. Through the triangulation of data and combining Farla and Walraven's (2011) measurements of alignment perspectives with a simple majority rule assessment (May, 1952; Xu, 2008), the response to Research Objective 1 is that the Isle of Man's nation brand did not attain sociotechnical alignment. This means that the message chosen for the Isle of Man failed to represent its people (Gilmore, 2002, p.284) and on this basis, the brand was not a "summation of the location's infrastructure, people, industries and quality of life" (Kerr, 2006, p.281). The conceptual implications of this finding are that the Isle of Man's nation brand paid only "lip service" (Aronczyk, 2008, p. 55) to the social aspect of its brand and thus, like the literature,

references to the desire to have a nation that is confident in its identity or uniting residents of the Island (The Branding Project Report, 2006, p.8) were “merely hyperbolic rhetoric” (Jansen, 2008, p.132).

### **7.2.2 Research Objective 2**

As far as evaluating the degree of alignment affecting the implementation of the nation brand and how misalignment is created in the branding process (Research Objective 2), research uncovered that the impacts of misalignment on the implementation of the brand were vast and that misalignment was created in numerous ways. In terms of its impact, because the technical system itself was misaligned, it not only led to the omission of vital technical elements in the brand, it also created forms of sociotechnical misalignment, where rather than ensure the general population “subscribe to, and enact the country’s visions of what it is, what it stands for, and where it’s going” (Anholt, 2005, p.300), they were rejected as an audience and stakeholders of the brand, thus, altering attitudes towards the brand. The presence of socio and technical misalignment produced sociotechnical systems misalignment (6.7) which ultimately led to the brand failing in its function as a unique characterisation or symbol of the country (Papodopoulos and Heslop, 2002).

The root causes of misalignment were found to be: the exogenous focus, prioritisation of economic branding objectives, deficiency in nation branding expertise, omission of feedback loops, the political cycle, a fragmented government, domain brand malfunction, policy and brand values discord and the poor translation of the brand’s values. These root causes were not only compounded by one another, but eventually due to the inextricable relationship between the socio and technical systems of the brand, created and fostered sociotechnical misalignment. On this basis, this research uncovered two forms of nation brand misalignment: technical (i.e. the root causes) and social. Together as a result of the interplay between systems and their processes, technical misalignment and social misalignment created a third form of misalignment: sociotechnical systems misalignment.

### **7.2.3 Research Objective 3**

The impact of misalignment on the outcomes of the nation branding initiative (Research Objective 3), is evidenced in the way that because of the technocratic concentration in the nation brand, the social objectives are neglected in preference of those economic. This ultimately impacted the ability of the brand to achieve its purpose of helping the Isle of Man “enhance its unique identity and social cohesion, and generate strong economic growth” (The Branding Project Report, 2006, p.8). Thus, while the Isle of Man’s nation brand intended to act as “glue to help ensure that the uniqueness of the Island’s quality of life is maintained and strengthened” (The Branding Project Report, 2006, p.6), because the social aspects were overlooked, the social objectives not sought (6.4.2) and thus not attained. Furthermore, full consideration was not given to the inputs, particularly those symbolic and social, required to permit the nation branding process to function. As a result, this meant that the Isle of Man’s nation brand was not supported by its inputs and was thus, unable to deliver its covenant. It also means that because the activities pursued were purely for brand-related reasons, dedicated to image management and, not done for a real purpose in the real world (Anholt, 2007b), the initiative is not by definition, a nation brand.

## **7.3 Research Implications**

### **7.3.1 Theoretical Implications for the field of nation branding**

In chapter 2, a set of what are thought to be the theoretical limitations of the field of nation branding were uncovered. It is thought that although there exists a wealth of theories that can be applied to the field, it remains practitioner based and therefore lacks academic framing. For example, in each of the five stages of the branding process there are references to the need to involve a range of stakeholders in the establishment of the brand’s steering committee (Olins, 2002; Lodge, 2002; Domeisen, 2003), but stakeholder (Donaldson and Preston, 1995) or participation theory (Malcure, 2000) are never mentioned. In the objective development stage, the fluid approach

required when developing the objectives is detailed (Kerr, 2006, p. 280), yet the degree of influence (Kosicki, 1993) or agenda setting theory (Berger, 2001) are not. In phase 3 (inputs) matters relating to accountability (Weber, 1946; Chomsky, 1997) or the risks associated with achieving equilibrium in commitment (Bassetto, 2002) as well as political sciences, political theory or the instrument or processes of governance are scarce. In the branding process itself, there is disregard for social theory. For instance, although we are told that the brand must be credible (Anholt, 2007a) and that maintaining internal support for the strategy is vital (Kotler and Gertner, 2002; Domeisen, 2003; Avraham, 2004; Anholt, 2005; Kerr, 2006; Carmichael, 2008)- there are no references to social theory or even design theory, (Borja de Mozota, 2010) or brand design management (Borja de Mozota, 2003). Finally, in the brand outputs there are no references to civic engagement in internally implementing or courting support for the nation brand or social theories in determining brand personality or identity.

Based on the above, considering the absence of these theories alongside the tenets such as integration and interaction of multiple activities and relationships (Griffin *et al.*, 1998; Griffin and Dougherty, 2002) of sociotechnical theory, indicates that the application of sociotechnical theory to the field could provide it with much needed theoretical foundations. Further, by viewing nation branding through a lens of analysis of integration and interaction, greater consideration for the non-technical aspects of each stage of the brand and their associated theory could be fostered.

Through identifying the root causes of misalignment, this research has shown that not does a social system exist in the nation brand, but also that failing to facilitate and achieve integration between the technical and social systems (Cartelli, 2007) impacts the performance or success of the nation brand. Therefore, this means that the tenets of sociotechnical theory, where the optimisation or prioritisation one system alone, creates unpredictable relationships that impede performance (Ropohl, 1999; Gough and MacIntosh, 2003), have great implications for the field of nation branding

as it demonstrates that recognising and incorporating the social system in the branding process is vital.

### **7.3.2 Practical Implications for the field of nation branding**

Applying the principles of sociotechnical theory or the approach of developing specifications and models focusing on events and information flows (Paddock, 1986; Sutcliffe, 2000, p.214), the criticisms of the field that primarily relate to the lack of regard for the social implications of nation branding would be dealt with. For example, a sociotechnical approach of integration and joint optimisation of systems would facilitate consideration for the multiple actors and interests that exist within a nation brand. This means that anti-democratic misuse of national identity and veiled decision making (Aronczyk, 2008; Jansen, 2008) would be avoided as the sociotechnical approach would foster joint consideration for the encouragement, identification, integration and collaboration of social and technical aspects of nation branding.

Finally, although there exists a wealth of check-lists and practical suppositions, there are no discernable frameworks, models, or processes to follow when developing, implementing, or managing the nation brand. Therefore, applying the sociotechnical theory to the field would combat these gaps in the knowledge-base by allowing nation branding to borrow from the wealth of approaches that have been developed to facilitate understanding of the sociotechnical systems and their development (Crawford, 1994; Kensing, *et al.*, 1996; Carell, *et al.*, 2005). For instance, an approach of synergy, morale, order, freedom, privacy, openness, transparency and identity as recommended by Whitwoth (2009, p.10) or Farla and Walraven's (2011, p.5) perspective of shared understanding and alignment in perspectives would facilitate the creation of a nation brand characterised by social interaction, joint optimisation and ownership. This means that as well as have a theoretical framework, nation branding would have a set of validated guidelines and a consistent 'way of doing things'.

In summary, by considering nation brands as a sociotechnical system this research has been able to successfully demonstrate the importance of seeking alignment, integration and harmony in a nation brand. By abstractly placing this work in centre of the field, it acts as a bridge between the strengths and weaknesses of the field, its detractors and supporters. On these grounds, it has important theoretical implications for the field of nation branding:

- It provides the field with much needed theoretical framing,
- It shows that a nation brand is a sociotechnical system,
- It demonstrates that incorporating the social system in the branding process is vital,
- It combats criticism of the field,
- It provides a set of frameworks for countries to follow when nation branding.

In conclusion, these implications present a departure from the typical characterisation of nation branding. Usually, the nation brand is considered a means for facilitating competitive advantage where any social benefits are cursory or treated as a by-product. With the introduction of sociotechnical theory to the field, the nation brand becomes a form of “human interaction” (Whitworth, 2009, p. 400), that allows for the creation of nation brands that provide the “country’s image with that all-important quality of dignity” (Anholt, 2002, p.235). This is to say, sociotechnical theory mechanism for ensuring that that nation brand really does represent the spirit of its people (Gilmore, 2002).

### **7.3.3 Implications for the field of sociotechnical systems**

For the sociotechnical body of knowledge, the theoretical implications of this work can be deconstructed into five separate, but interlinked, parts:

- This research demonstrates the successful application of sociotechnical theory to nation branding,
- It demonstrates that a nation brand is a sociotechnical system,

- It provides evidence for the existence of distinct forms of technical and socio misalignment,
- It demonstrates the relationship between forms of misalignment,
- It demonstrates and how these forms combine to create other forms of misalignment.

In the context of the sociotechnical theory, nation branding is an abstract, conceptual, open sociotechnical system. It has a technical system (knowledge, branding know-how, competence) that is interrelated with a social system (culture, identity, society), that interacts with the external environment (targeted markets, internal audiences). Borrowing from the perspectives of sociotechnical theory, a nation brand is considered as an interlinking system of people, technology and environment engaged in goal directed behaviour (Ropohl, 1999).

Taking these perspectives into account, the sociotechnical nation brand is subject to the principles of alignment. Failing to consider the “psychology and the sociology of the people” (Hutton, 1969, p.30) as an essential part of the branding system produces five forms of misalignment and four forms of sociotechnical misalignment. This means that there are webs of interaction and significant interplay between the systems but also within the systems. Through uncovering explicit interrelations between the properties of the technical system, not only has this research has been able to demonstrate that the technical nation branding process is both linear and non-linear, it has also shown how misalignment in one phase of the technical nation branding process is the causation of misalignment in others.

Referring to the body of work, this would suggest that the proposition that sociotechnical theory has extended outside the realms of technology to knowledge and competence (Geels, 2004) is correct. Also, the notion of using sociotechnical theory to providing insights for understanding the relationship between people, technology and outcomes (Griffin and Dougherty, 2002) can be applied to other fields, such as nation branding. Therefore, this work is positioned alongside Geels (2004) Gregoriades and Sutcliffe (2008) and Griffin and Dougherty (2002) in demonstrating that

alignment can facilitate psychological investment, commitment and confidence in the sociotechnical system (Curtis, 1998) and therefore advance performance (Cartelli, 2007).

In summary, by providing evidence supporting the concept that neglect for the social system leads to dissonance between the brand and reality, this research makes an important practical contributions to the body of knowledge: it empirically demonstrates the important role of social aspects in the successful outcomes of nation branding strategies through demonstrating that failure to properly acknowledge the social system significantly impedes the ability of the nation brand to attain its outcomes, but also that because of this, the social system is vital in its effective delivery. Based on these empirical findings, an aligned and integrated specification sociotechnical of a nation brand is given in Figure 7.1.

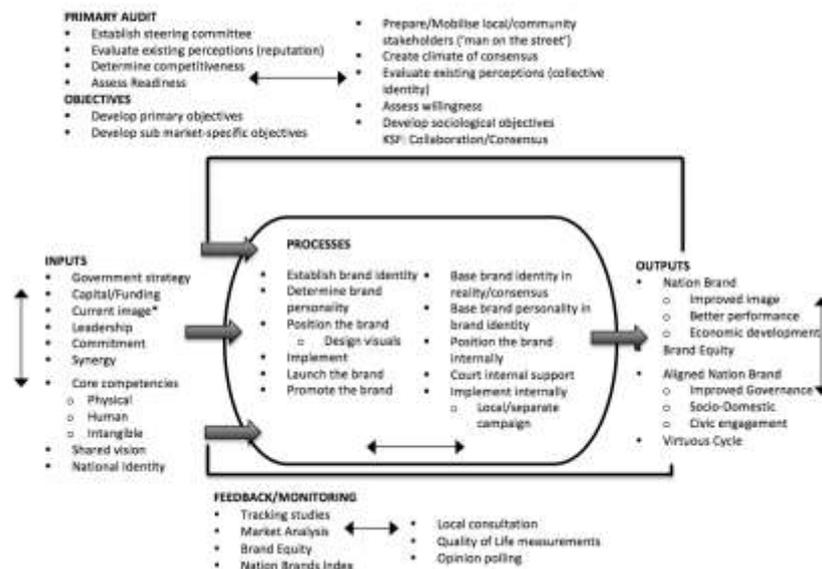


Figure 7.1 A Sociotechnical Specification of Nation Branding Projects

## 7.4. Tenets of a Sociotechnical Nation Brand

Considering the forms and creation of misalignment, achieving sociotechnical systems alignment essential for the nation brand to be democratically developed, implemented, and successful. The fact that activities are interlinked within the system has indicated that a lack of integration in one phase of the process facilitates misalignment in others, subsequently affecting the outputs (6.8). Further, combining the perspectives of sociotechnical theory and its approach with the interlinked phases of nation branding indicates that nation branding, framed by sociotechnical theory, is based on a set of 5 interlinked tenets: alignment, synergy, harmony, engagement and transparency (Figure 7.2).

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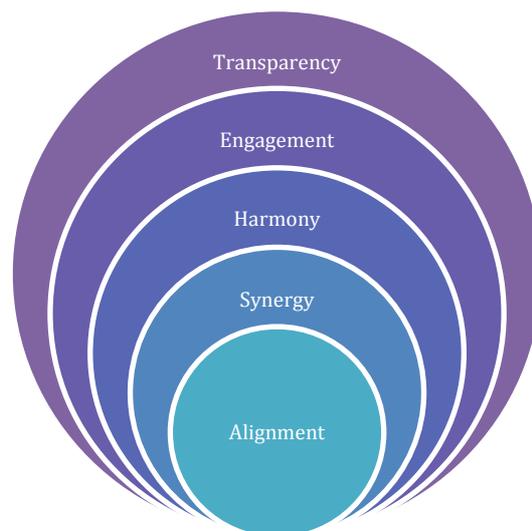


Figure 7.2 Tenets of the Sociotechnical Nation Brand

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At the centre of the embedded circles lies alignment; without alignment synergy, harmony, engagement and transparency are not possible. This is because producing alignment in Phase One of the nation brand creates a climate of joint optimisation, integration and fit between the technical processes of the brand and its social facets (Cartelli, 2007). As shown in the case of the Isle of Man,

failure to produce alignment results in the creation of not only technical misalignment, but also sociotechnical misalignment which affects the outcome of the brand.

Alignment relates to the capacity or ability of the social and technical systems to have a positive relationship by facilitating a state of agreement or collaboration between the systems working together toward shared goals. Synergy, distinct from alignment, relates to the alliance of combined action or functioning in the social and technical activities. As such synergy is both linear and non-linear as it is expected to occur within and across systems. Harmony, relating to both alignment and synergy is the requirement for the branding approach to facilitate coherent relations and agreement with respect to the activities followed in the systems. In this way, harmony is seeking the economic and social outcomes of the brand. Engagement, relates to the participation of the general population in the nation brand. This is to say, promoting engagement in the nation brand through fostering psychological investment, means alignment, synergy and harmony are more likely to occur. Transparency, linked to engagement, concerns the accessibility, understanding and auditability of the nation branding process. In this sense, existing both in and between the technical and social systems, transparency encourages effective communications between the actors in the technical and social systems. Thus, allowing the general population to be more informed at the same time as facilitating endorsement through psychological investment. Further, transparency encourages accountability and responsibility so that the risks or performance of the nation brand can be monitored and its subsequent success or failure correctly attributed. Thus, considering these principles as vital in applying the sociotechnical approach to nation branding, indicates that reconsidering the field from an aligned, synergetic, harmonic, participatory and transparent approach may facilitate the development of nation brands that at the same time a providing theoretical framing, pay due consideration to the social system.

## 7.5 Contribution of this Research

This research makes major contributions to bodies of both nation branding and sociotechnical knowledge. The rationale of this work (1.6) was to make three key contributions to knowledge (Figure 7.3). However, seeking to make these contributions, an additional and unexpected set of contributions to the body of knowledge have been made.

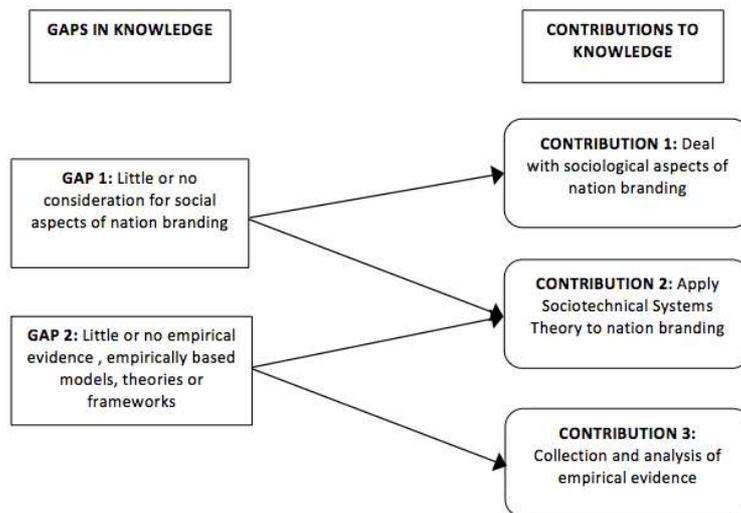


Figure 7.3 Initial Contributions to knowledge

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Firstly, for nation branding, through being the first piece of empirical work concentrating on the social aspects of the subject, it makes an additional contribution to the field by creating a new conceptualisation of nation branding as a sociotechnical system. By conceptualising the subject as a sociotechnical system it not only empirically shows that the social system exists, its alignment is vital in the delivery of the brand. This research provides the field with an opportunity to resolve criticisms associated with its lack of transparency and misuse of nation identity. Finally, through affording the field with much needed theoretical framing, it also provides a set of frameworks for countries to follow when embarking on a nation branding strategy.

Secondly, for sociotechnical theory, it makes the first application of the theory to nation branding and consequently demonstrates that a nation brand is a sociotechnical system where distinct forms of technical and socio misalignment exist. Through identifying these forms of misalignment, this research also contributes to knowledge by uncovering the inextricably linked relationship between forms of nation branding sociotechnical misalignment as well as how as a consequence of these links, variants of misalignment combine to create other forms of misalignment.

In relation to the research objectives, this work shows that the Isle of Man’s nation branding strategy does not attain Sociotechnical alignment and that degree of alignment affecting the implementation of the nation brand had been significant. Further, it has shown that misalignment is created at various phases in the branding process and ultimately has impacted the outcomes of the brand. Through achieving the objectives of this research, this work makes five key contributions to the body of knowledge (Figure 7.4).

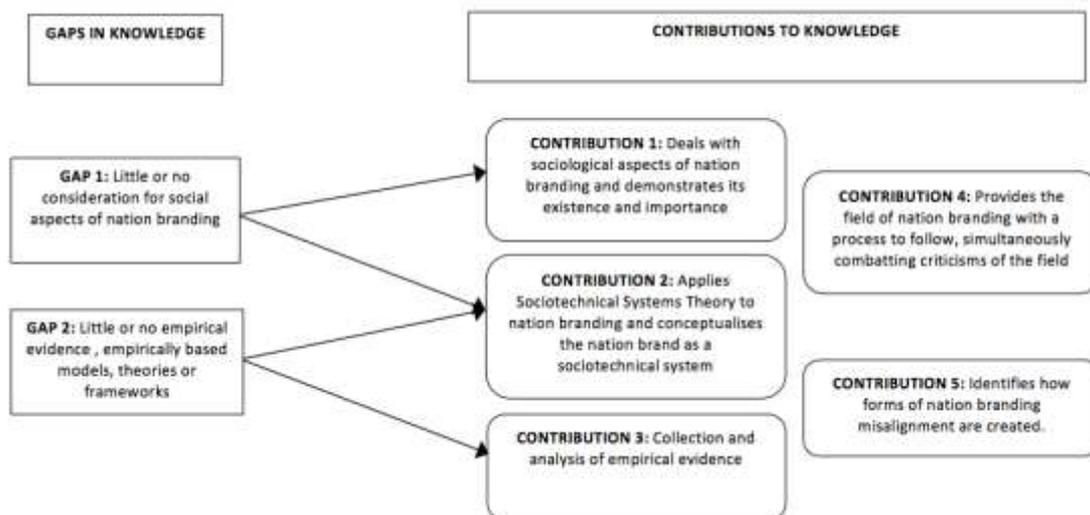


Figure 7.4 Contributions to knowledge

## 7.6 Limitations

The main limitation of this research has been its endogenous focus. While the conscious decision was made to focus on the internal views of the Isle of Man's nation brand and despite obtaining interesting results, future research may benefit from assessing external perceptions of the place within the scope of sociotechnical nation branding. In relation to this, the internal and dynamic composition of Island communities must also be taken into account when attempting to generalise findings. Another key limitation, outside of the remit of the researcher, was the lack of secondary information available on the Isle of Man.

## 7.7 Future Research

Based on this work, areas for future research and development may be the practical application or testing of sociotechnical frameworks when developing a nation brand. Next to this, the field of sociotechnical theory may benefit from links with other marketing subjects such as place marketing or even product branding.

## 7.8 Conclusion to Chapter

Through investigating nation branding from a sociotechnical perspective, this research confirms that the principles of sociotechnical systems theory can advance both the theory and practice of nation branding. Theoretically, sociotechnical theory provides the field with much needed theoretical framing, particularly considering that the body of knowledge is mainly conceptual and lacking in empirical research. Moreover, it facilitates the creation of a climate of harmony in undertaking the nation branding activities, whilst concomitantly ensuring the social aspects of nation brand are not ignored and are permitted to develop.

Sociotechnical systems theory provides a theoretical basis for ensuring that the general population, culture and identity play an important role in the nation brand. Consequently, allowing the nation brand to effectively and accurately capture and represent the 'spirit of the people' (Gilmore, 2002). Practically, the sociotechnical systems approach facilitates transparency and democracy as fostering alignment between technical and social systems, expedites coherence, synergy and civic engagement with the brand. In conclusion, nation brands are sociotechnical system and for their performance to be optimised, alignment between the technical and social systems is vital.

## Appendix Questionnaire

### Isle of Man Perceptions Survey 2010

#### 1. Welcome to the Perceptions Isle of Man Survey 2010

##### Information and Instructions

The purpose of this large-scale survey is to collect information on views, opinions and attitudes towards the Isle of Man to help find out what people really think of the Island.

It is entirely up to you to decide whether or not to take part. Your answers will be completely **anonymous**, your survey has **no identifying information** and this Doctoral research is strictly independent of, and **not associated** with any Isle of Man Government department

My goal is solely to determine the feelings, views and attitudes towards the Isle of Man and its people.

Please be assured that you will not be contacted for any sales purposes nor will individual answers be released. Only group or summary data will be reported.

Before you start, please read the following instructions:

Questions requiring only **one** response have **circles** next to each answer option- click on the circle to mark your response

Questions requiring **multiple** answers have **boxes** next to each answer- click on as many as you think apply to you. If you change your mind about your answer, simply click on the box once more to clear the response.

You may change previous answers to questions by selecting 'previous' at the bottom of the page.

Some pages may have several questions, please be sure to scroll down to answer all the questions

At the top of the page you will see a progress bar showing you how much of the survey you have completed. It should take you no longer than 15 minutes to finish.

At the end of the survey, please select "I'm Done" to send your responses.

If you have any questions, technical issues, concerns or would like to know more about this research please feel free to contact me:

R. MacKrell

Isle of Man International Business School

The University Centre

Old Castletown Road

## Isle of Man Perceptions Survey 2010

Douglas

Isle of Man

IM2 1QB

Email: [r.mackrell@ibs.ac.im](mailto:r.mackrell@ibs.ac.im)

## Isle of Man Perceptions Survey 2010

### 2. Before you start

Within the following pages you will be presented with a variety of questions relating to how you feel about the Isle of Man.

When answering each question, please be as honest as possible. The purpose of this research is to understand the perceptions of the Isle of Man held by its population. In which case, no question will have a right or wrong answer- it is **your** own and honest **opinion** that counts!

Please confirm your consent by ticking the below.

Failure to **confirm consent** will mean you can **not** continue with the survey and therefore, will not be included in this research.

**1. I have read the information sheet and have sufficient knowledge to make a decision about participating in this survey.**

Yes

No

**2. I confirm that I am 16 years or older and consent to participate in the survey.**

Yes

No

**3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.**

Yes

No

## Isle of Man Perceptions Survey 2010

### 3. Part A: About You

Please indicate your answer to each question by clicking on the relevant circle.

**1. Do you primarily live on the Isle of Man?**

- Yes
- No



## Isle of Man Perceptions Survey 2010

### 4. Part A: About You

**1. Have you ever visited the Isle of Man?**

Yes

No

**2. Have you ever bought Manx produce?**

Yes

No

**3. Would you ever consider living on the Isle of Man?**

Yes

No



## Isle of Man Perceptions Survey 2010

### 5. You have indicated you wouldn't consider living on the IOM

**1. Please indicate if there is any particular reason as to why you wouldn't consider living in the Isle of Man**

## Isle of Man Perceptions Survey 2010

### 6. Part A: About You

#### 1. How familiar with the Isle of Man are you?

- Very Familiar
- Familiar
- Some Knowledge
- I Know it by Name Only
- I Haven't Heard of it

#### 2. Would you say your knowledge of the Isle of Man has improved over the past 7 years?

- Yes
- Not Sure
- No



## Isle of Man Perceptions Survey 2010

### 7. Part A: About You

#### 1. How long have you lived on the Isle of Man?

- |                                       |  |
|---------------------------------------|--|
| <input type="radio"/> I was born here | <input type="radio"/> At least 5 years                           |
| <input type="radio"/> Since age 5     | <input type="radio"/> Less than 5 years, but more than 12 months |
| <input type="radio"/> Since age 7     | <input type="radio"/> Less than 12 months                        |
| <input type="radio"/> Since age 11    |  |

#### 2. Are either of your parents Manx?

- |                           |                                |                          |
|---------------------------|--------------------------------|--------------------------|
| <input type="radio"/> Yes | <input type="radio"/> Not Sure | <input type="radio"/> No |
|---------------------------|--------------------------------|--------------------------|

#### 3. Are any of your grandparents Manx?

- |                           |                                |                          |
|---------------------------|--------------------------------|--------------------------|
| <input type="radio"/> Yes | <input type="radio"/> Not Sure | <input type="radio"/> No |
|---------------------------|--------------------------------|--------------------------|



## Isle of Man Perceptions Survey 2010

### 8. Part A: About You

**1. Do you support local businesses by shopping local and buying local produce whenever possible?**

- Yes  Not really  
 Yes, sometimes  No

**2. Do you or, have you, ever undertaken any voluntary work?**

- Yes  No, but I'd consider it  
 Yes, but not any more  No

**3. Do you feel secure living on the Isle of Man?**

- Yes, very  No  
 Yes  Not at all  
 I don't know

**4. Would you say you have confidence in the public institutions of the Isle of Man?**

- Yes  I'm not sure  No  
 Yes, in some  No, not really

**5. Are you aware of your human rights and the right to justice?**

- Yes  I'm not sure  No  
 Yes, kind of  Not really



## Isle of Man Perceptions Survey 2010

### 9. Part A: About You

#### 1. What nationality are you?

- |   |  |
|---|--|
| <input type="radio"/> Manx                    | <input type="radio"/> African          |
| <input type="radio"/> British                 | <input type="radio"/> North American   |
| <input type="radio"/> Irish                   | <input type="radio"/> Central American |
| <input type="radio"/> Other European (EU)     | <input type="radio"/> South American   |
| <input type="radio"/> Other European (Non EU) | <input type="radio"/> Caribbean        |
| <input type="radio"/> Middle Eastern          | <input type="radio"/> Australasian     |
| <input type="radio"/> Asian                   | <input type="radio"/> Other            |



## Isle of Man Perceptions Survey 2010

### 10. Part B: Your Perceptions of People and the IOM

The following section lists short questions relating to the people of the Isle of Man.

For each one, please indicate your response by clicking on the appropriate circle.

Just indicate what you think or feel - **there is no right or wrong answer** and you do not need comprehensive knowledge of the Isle of Man to express your opinion.

**1. Do you think that visitors are likely to receive a warm welcome from people on the Island?**

- |                                     |                                      |
|-------------------------------------|--------------------------------------|
| <input type="radio"/> Yes, very     | <input type="radio"/> Not really     |
| <input type="radio"/> Yes           | <input type="radio"/> No             |
| <input type="radio"/> In some cases | <input type="radio"/> No, not at all |
| <input type="radio"/> I'm not sure  |                                      |

**2. Would you say that those visiting the Island would be likely to receive high quality, superior value and great service?**

- |                                     |                                      |
|-------------------------------------|--------------------------------------|
| <input type="radio"/> Yes, very     | <input type="radio"/> Not really     |
| <input type="radio"/> Yes           | <input type="radio"/> No             |
| <input type="radio"/> In some cases | <input type="radio"/> No, not at all |
| <input type="radio"/> I'm not sure  |                                      |

**3. Does the Isle of Man have interesting places to visit to experience its culture?**

- |                                    |                                       |
|------------------------------------|---------------------------------------|
| <input type="radio"/> Yes, lots    | <input type="radio"/> Not really      |
| <input type="radio"/> Yes          | <input type="radio"/> No              |
| <input type="radio"/> Yes, some    | <input type="radio"/> No, none at all |
| <input type="radio"/> I'm not sure |                                       |



## Isle of Man Perceptions Survey 2010

### 11. Part B: Your Perceptions of People and the IOM

**1. Would you say the people of the Isle of Man help each other flourish by teaching, coaching, caring, giving or helping both young and old?**

- Yes       Yes, some do       I'm not sure       Not really       No

**2. Would you say the people of the Isle of Man take pride in the Island?**

- Yes       Yes, some do       I'm not sure       Not really       No

**3. Do you think they celebrate the success of others in the community?**

- Yes       Yes, some do       I'm not sure       Not really       No

## Isle of Man Perceptions Survey 2010

### 12. Part B: Your Perceptions of People and the IOM

**1. Would you say that the people of the Isle of Man have knowledge of the Island's history and culture?**

- Yes       Yes, some do       I'm not sure       Not really       No

**2. Do you think children from disadvantaged social backgrounds have the same ability, as those more fortunate, to succeed at schools on the Island?**

- Yes       I don't know       No  
 Yes, in some cases       Not really

## Isle of Man Perceptions Survey 2010

### 13. Part C: Your Perceptions of the Isle of Man and Manx Society

The following section lists short questions relating to society on the Isle of Man.

For each one, please indicate your response by clicking on the appropriate circle.

Remember: **there is no right or wrong answer**, it is your own opinion that counts!

**1. Would you say the Isle of Man is, or appears to be, a respectful society?**

- Yes, very                       I'm not sure                       Not at all  
 Yes                                       No  
 Yes, sometimes                       Not really

**2. Would you say the Isle of Man is, or seems like, a tolerant society?**

- Yes, very                       I'm not sure                       Not at all  
 Yes                                       No  
 Yes, sometimes                       Not really

**3. Would you say the Isle of Man has a high quality of life?**

- Yes, very                       I'm not sure                       Not at all  
 Yes                                       No, not really  
 Yes, in some ways                       No

**4. If you had the money and the right opportunity came about, would you invest in a business on the Isle of Man?**

- Yes                       Yes, possibly                       I'm not sure                       I'd rather not                       No

**5. Would you say that the Isle of Man is rich in natural beauty?**

- Yes, very                       Yes                       I'm not sure                       No                       No, not at all

## Isle of Man Perceptions Survey 2010

### 14. Section C: Your Perceptions of the Isle of Man and Manx Society

**1. Would you say that the Isle of Man is a nation confident in its own identity?**

- Yes, very much so
- Yes
- Yes, kind of
- I'm not too sure
- Not really
- No
- No, not at all

**2. Do you think that the Isle of Man works together to meet the needs of all in society?**

- Yes, very much so
- Yes
- Yes, kind of
- I'm Not Sure
- Not really
- No
- Not at all



## Isle of Man Perceptions Survey 2010

### 15. Part D: Words Associated with the Isle of Man

In the following section you will find a variety of words that may be associated with different aspects of life on the Isle of Man.

Please select which of them you personally think apply to the Island by clicking on the relevant box. You may select as many as you like.

#### 1. Which of the following do you think describes the Island's current economic conditions?

- |                                     |                                    |                                     |
|-------------------------------------|------------------------------------|-------------------------------------|
| <input type="checkbox"/> Modern     | <input type="checkbox"/> Declining | <input type="checkbox"/> Developing |
| <input type="checkbox"/> Weak       | <input type="checkbox"/> Stagnant  | <input type="checkbox"/> Uncertain  |
| <input type="checkbox"/> Recovering | <input type="checkbox"/> Ambitious | <input type="checkbox"/> Isolated   |
| <input type="checkbox"/> Stable     | <input type="checkbox"/> Backward  | <input type="checkbox"/> Innovative |

#### 2. Which of the following do you think describe the values of the Isle of Man and its people?

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Independent Thinking | <input type="checkbox"/> Secure                      | <input type="checkbox"/> A combination of Conventional and Unconventional |
| <input type="checkbox"/> Resilient            | <input type="checkbox"/> Spirited                    | <input type="checkbox"/> Has Community Loyalty                            |
| <input type="checkbox"/> Resourceful          | <input type="checkbox"/> Encouraging and Supportive  | <input type="checkbox"/> None of these options                            |
| <input type="checkbox"/> Authentic            | <input type="checkbox"/> Colourful and Multi-layered |   |

## Isle of Man Perceptions Survey 2010

### 16. Section D: Words Associated with the Isle of Man

**1. Please select which of the following products or services you'd associate the Isle of Man with.**

- |   |  |                                      |
|---|--|--------------------------------------|
| <input type="checkbox"/> Manufacturing      | <input type="checkbox"/> Shipping            | <input type="checkbox"/> Agriculture |
| <input type="checkbox"/> Financial Services | <input type="checkbox"/> Aviation            | <input type="checkbox"/> Fishing     |
| <input type="checkbox"/> E-business         | <input type="checkbox"/> Film and Media      | <input type="checkbox"/> Forestry    |
| <input type="checkbox"/> Space Commerce     | <input type="checkbox"/> Tourism and Leisure | <input type="checkbox"/> Retailing   |

**2. Which of the following words do you think describes the government of the Isle of Man?**

- |                                       |                                       |                                       |
|---------------------------------------|---------------------------------------|---------------------------------------|
| <input type="checkbox"/> Well-managed | <input type="checkbox"/> Responsive   | <input type="checkbox"/> Corrupt      |
| <input type="checkbox"/> Bureaucratic | <input type="checkbox"/> Self-serving | <input type="checkbox"/> Reliable     |
| <input type="checkbox"/> Transparent  | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Inept        |
| <input type="checkbox"/> Slow         | <input type="checkbox"/> Efficient    | <input type="checkbox"/> Over-staffed |



## Isle of Man Perceptions Survey 2010

### 17. Section D: Words Associated with the Isle of Man

#### 1. Which of the following do you think could be used to describe the majority of people on the Isle of Man?

- |                                       |                                     |                                     |
|---------------------------------------|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> Honest       | <input type="checkbox"/> Unreliable | <input type="checkbox"/> Rich       |
| <input type="checkbox"/> Hard-Working | <input type="checkbox"/> Skillful   | <input type="checkbox"/> Aggressive |
| <input type="checkbox"/> Lazy         | <input type="checkbox"/> Fun        | <input type="checkbox"/> Friendly   |
| <input type="checkbox"/> Ignorant     | <input type="checkbox"/> Bland      | <input type="checkbox"/> Slow       |

#### 2. Which of the following do you think would describe the overall experience of people visiting the Isle of Man?

- |                                     |                                    |                                    |
|-------------------------------------|------------------------------------|------------------------------------|
| <input type="checkbox"/> Relaxing   | <input type="checkbox"/> Remote    | <input type="checkbox"/> Boring    |
| <input type="checkbox"/> Depressing | <input type="checkbox"/> Bland     | <input type="checkbox"/> Warm      |
| <input type="checkbox"/> Romantic   | <input type="checkbox"/> Risky     | <input type="checkbox"/> Stressful |
| <input type="checkbox"/> Friendly   | <input type="checkbox"/> Beautiful | <input type="checkbox"/> Exciting  |

#### 3. Which of the following do you think would describe the culture of the Isle of Man?

- |                                   |  |                                      |
|-----------------------------------|--|--------------------------------------|
| <input type="checkbox"/> Dull     | <input type="checkbox"/> Bland         | <input type="checkbox"/> Interesting |
| <input type="checkbox"/> Insular  | <input type="checkbox"/> Exciting      | <input type="checkbox"/> Boring      |
| <input type="checkbox"/> Dogmatic | <input type="checkbox"/> Uninteresting | <input type="checkbox"/> Rich        |
| <input type="checkbox"/> Deep     | <input type="checkbox"/> Elaborate     | <input type="checkbox"/> Engrossing  |



## Isle of Man Perceptions Survey 2010

### 18. Section E: Statements about the Isle of Man

This section presents you with a selection of statements about the Isle of Man, but this time with a view to gauging your beliefs firstly as to what the Island is like now, and secondly, what the Island has the potential to become in the future.

For each statement, please indicate how much you think it is:

- a) True or accurate description of the Island **today**.
- b) Achievable or realistic as to the Island's **future** potential.
- c) A **distinctive** description of the Isle of Man.
- c) An **appealing** description of the Isle of Man.

As with previous stages of this survey, the purpose is to gauge *perceptions* of the Isle of Man so, please simply indicate your opinion and be as honest as possible - no major knowledge of the Island is necessary.

**1. The Isle of Man is a land of possibility where people and business will find the right environment in which to reach their full potential, whatever they feel that may be.**

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						

**2. Effective public and private sector co-operation has led to a first rate business environment with world class telecom and broadband, business support systems and grants.**

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						

## Isle of Man Perceptions Survey 2010

### 19. Section E: Statements about the Isle of Man

#### 1. *The Isle of Man has a successful and diverse economy.*

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						

#### 2. *The Isle of Man's education system is first rate.*

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						



## Isle of Man Perceptions Survey 2010

### 20. Section E: Statements about the Isle of Man

**1. The Government, of this independent nation, is agile and responsive, able to meet the needs of both business and local communities by creating effective new legislation, cutting red tape and reducing bureaucracy.**

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						

**2. Centrally located within the British Isles, the Isle of Man is secure and relaxing yet dynamic and successful.**

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						

## Isle of Man Perceptions Survey 2010

### 21. Section E: Statements about the Isle of Man

**1. Quality of life on the Isle of Man is high- with little commuting, low personal taxes, very low crime and a lively arts and cultural scene.**

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						

**2. The Isle of Man is a land of outstanding natural beauty. The dramatic scenery spanning majestic mountains and enchanting glens, invigorates the senses and provides an inspirational space to think and breathe.**

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						

## Isle of Man Perceptions Survey 2010

### 22. Section E: Statements about the Isle of Man

**1. The Isle of Man has a heritage of originality spanning centuries. That is why there is not only a vibrant arts scene but also successful new sectors such as shipping, movie-making, aerospace services and e-business.**

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						

**2. Our communities regularly work together to ensure we give our best, be it in charity fundraising and volunteer programmes; performing in, creating and staging award winning concerts and productions; or participating in, organising, excelling at and winning world class sporting events.**

	Yes, very	Yes	Kind of	I don't know	Not really	No	Not at all
a) Accurate <b>today</b>	<input type="radio"/>						
b) Achievable in the <b>future</b>	<input type="radio"/>						
c) Is <b>distinctive</b>	<input type="radio"/>						
d) Is <b>appealing</b>	<input type="radio"/>						

## Isle of Man Perceptions Survey 2010

### 23. Section E: Statements about the Isle of Man

**1. Have you seen any of the previous statements before?**

- Yes
- I'm not sure
- No



## Isle of Man Perceptions Survey 2010

### 24. Section E: Statements about the Isle of Man

#### 1. Which ones?

- 1. "The Isle of Man is a land of possibility..."
- 2. "Effective public and private sector co-operation..."
- 3. "The Isle of Man has a successful and diverse economy."
- 4. "The Isle of Man's education system is first rate."
- 5. "The Government, of this independent nation, is agile..."
- 6. "Centrally located within the British Isles..."
- 7. "Quality of life on the Isle of Man is high..."
- 8. "The Isle of Man is a land of outstanding beauty..."
- 9. "The Isle of Man has a heritage of originality..."
- 10. " Our communities regularly work together..."

## Isle of Man Perceptions Survey 2010

### 25. Section E: Statements about the Isle of Man

#### 1. Which of the previous statements do you think really sum(s) up what the Isle of Man is about?

**Please select as many as you like!**

- 1. "The Isle of Man is a land of possibility..."
- 2. "Effective public and private sector co-operation..."
- 3. "The Isle of Man has a successful and diverse economy."
- 4. "The Isle of Man's education system is first rate."
- 5. "The Government, of this independent nation, is agile..."
- 6. "Centrally located within the British Isles..."
- 7. "Quality of life on the Isle of Man is high..."
- 8. "The Isle of Man is a land of outstanding beauty..."
- 9. "The Isle of Man has a heritage of originality..."
- 10. " Our communities regularly work together..."

## Isle of Man Perceptions Survey 2010

### 26. ...And finally,

**1. Do you know a few words in the Manx language?**

- Yes
- No

**2. Could you give five interesting and accurate facts about the Isle of Man?**

- Yes
- No

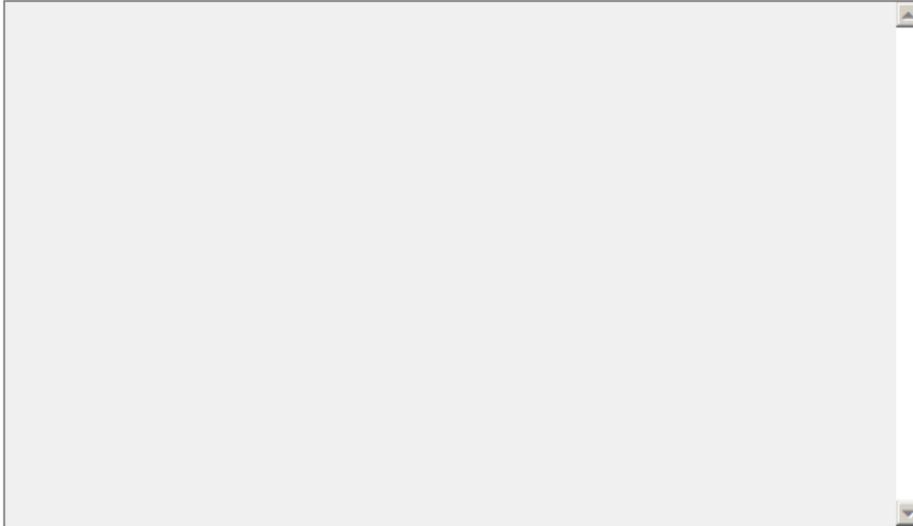
**3. Are you, or have you been, involved in Freedom to Flourish in any way?**

- Yes
- I don't know
- No

## Isle of Man Perceptions Survey 2010

### 27. Your Comments

**1. Please feel free to add any comments you think will be relevant to the survey, including a short paragraph on your opinions and feelings on the Isle of Man generally.**

A large, empty text input field with a light gray background and a thin black border. It is positioned below the instruction text. The field is currently blank, indicating it is ready for user input. There are small scroll arrows visible on the right side of the field.

## Isle of Man Perceptions Survey 2010

### 28. I'm sorry!

Thank you for your interest in participating the in the Perceptions Isle of Man Survey 2010.

However, the criteria for participating in the study determines that you must confirm your consent and be aged 16 or over.

Apologies for any inconvenience caused- enjoy the rest of your day!

## Isle of Man Perceptions Survey 2010

### 29. Would you like to continue?

Thank you for your interest in participating this survey.

You have indicated that you have little or no knowledge of the Isle of Man- on which this questionnaire is focused.

#### 1. Would you like to continue this survey?

Yes

No

## Isle of Man Perceptions Survey 2010

### 30. Thank You!

Thank you for taking part in the Perceptions Isle of Man Survey 2010.

If you would be interested in a summary of this research and its findings, have any questions or, would like to know more, please feel free to contact me as per below

Thank you once again

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**1. If you would like to participate in this research further, please submit your name and email address below.**

**Your responses to this survey will remain anonymous.**

Name:

Email Address:

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