

SOUTH KOREA NATION BRANDING STRATEGY : STRENGTHS, WEAKNESSES, AND
FUTURE TRENDS



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จุฬาลงกรณ์มหาวิทยาลัย

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กลยุทธ์การสร้างภาพลักษณ์ของประเทศเกาหลีใต้โดยศึกษาจุดแข็ง จุดอ่อน และแนวโน้มใน
อนาคต



นางสาวชิตชนก ยมจินดา

จุฬาลงกรณ์มหาวิทยาลัย

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ชิตชนก ยมจินดา : กลยุทธ์การสร้างภาพลักษณ์ของประเทศเกาหลีใต้โดยศึกษาจุดแข็ง จุดอ่อน และแนวโน้มในอนาคต. (SOUTH KOREA NATION BRANDING STRATEGY : STRENGTHS, WEAKNESSES, AND FUTURE TRENDS) อ.ที่ปรึกษาวิทยานิพนธ์หลัก: ศ. ดร.ไชยวัฒน์ คำชู, หน้า.

วิทยานิพนธ์ฉบับนี้มีวัตถุประสงค์เพื่อศึกษากลยุทธ์การสร้างภาพลักษณ์ของประเทศเกาหลีใต้โดยวิเคราะห์จุดแข็ง จุดอ่อน และแนวโน้มในอนาคต เพื่อทราบถึงแนวทางในการพัฒนา และปัจจัยต่าง ๆ ที่มีผลกระทบต่อภาพลักษณ์ของประเทศ โดยมุ่งเน้นการศึกษาจาก การดำเนินงานและผลการดำเนินงาน ตั้งแต่ปี 2009 ซึ่งเป็นปีที่รัฐบาลประเทศเกาหลีใต้ให้ความสำคัญ กับกลยุทธ์การสร้างภาพลักษณ์ของประเทศอย่างมาก จนถึงปี 2013 โดยศึกษาจากนโยบายที่ เกี่ยวข้อง และข้อมูลสถิติจากเอกสารทางวิชาการต่าง ๆ หนังสือ วารสาร ข่าว และข้อมูลจาก ทางอินเทอร์เน็ต โดยใช้การวิเคราะห์จาก SWOT analysis เพื่อหาจุดแข็ง จุดอ่อน โอกาส และ ภัยคุกคาม ซึ่งนำไปสู่การวิเคราะห์กลยุทธ์ทางเลือกอื่นจาก TOWS analysis

จากการศึกษาพบว่าประเทศเกาหลีใต้พัฒนาการสร้างภาพลักษณ์จากการร่วมมือ ระหว่างภาครัฐและภาคเอกชนในการประชาสัมพันธ์วัฒนธรรมของประเทศ จุดแข็งของ ภาพลักษณ์ของประเทศคือความสำเร็จจากการพัฒนาอุตสาหกรรมต่าง ๆ รวมถึงการพัฒนา เศรษฐกิจและเทคโนโลยี นอกจากนี้รัฐบาลได้ใช้สื่อต่าง ๆ ในการโฆษณาและการเผยแพร่ วัฒนธรรมของประเทศในรูปแบบของพลังอำนาจแบบอ่อน (Soft Power) ที่รู้จักกันในนามของ “กระแสเกาหลี” ซึ่งนำไปสู่กลยุทธ์ในการสร้างภาพลักษณ์ให้แพร่หลายไปทั่วโลก นอกจากนี้ การแพร่หลายของสื่อในสังคมออนไลน์ เป็นตัวกระตุ้นและสนับสนุนการเผยแพร่วัฒนธรรมและ ภาษาเกาหลีด้วย อย่างไรก็ตาม องค์การภาครัฐที่รับผิดชอบและมีส่วนเกี่ยวข้องกับการสร้าง ภาพลักษณ์ของประเทศ ยังไม่มีการร่วมมือภายใต้แนวทางเดียวกัน ในขณะเดียวกันภัยคุกคามจาก ประเทศเกาหลีเหนือ ความขัดแย้งกับประเทศเพื่อนบ้าน และการต่อต้านทางวัฒนธรรมที่มีต่อ กระแสเกาหลี ก็ถือเป็นอุปสรรคที่ทางรัฐบาลจะต้องรับมือในการสร้างภาพลักษณ์ที่ดีแก่ประเทศ สำหรับแนวโน้มในอนาคต รัฐบาลควรพิจารณากลยุทธ์ในการสร้างภาพลักษณ์ของประเทศไป พร้อม ๆ กับการศึกษา ค้นคว้า วิจัย เพื่อการพัฒนาอย่างต่อเนื่อง อย่างไรก็ตาม ภาพลักษณ์ของ ประเทศเกาหลีใต้ในอนาคต ไม่ได้ขึ้นอยู่กับนโยบายทางภาครัฐเพียงอย่างเดียว แต่รวมถึงความ ร่วมมือของประชาชนและการพัฒนาของสังคมที่จะนำไปสู่ภาพลักษณ์ที่ดีของประเทศมากยิ่งขึ้น มิใช่แต่เพียงภาพลักษณ์ที่กำหนดขึ้นโดยรัฐบาล

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This research examines the strengths and weaknesses of Korean nation branding to understand the how and why behind the success and failure in such areas; moreover, future trends are also analyzed with the focus on the actions and results from 2009, the year that government began highly concentrating on nation branding strategies, to 2013. The study is done by using the secondary academic data collected through various sources including findings from research studies, books, journals, news and online articles along with the SWOT and TOWS analyses.

This research found out that South Korea develops its nation branding through the cooperation between state and private sectors to support the growth of various industries on the global stage. The nation's strengths are the success of the economy and technology industries as part of the main nation branding strategies. Moreover, Korean soft power, through the widely known 'Korean wave', has hammered the creation of the nation branding strategy worldwide. In addition, wide use of social media helps to support the spread of Korean culture and language as a means to learn about and understand Korea. Nevertheless, the government organization established to be responsible for Korean nation branding did not cooperate with other government organizations which could help promote South Korea's image more effectively. The government organization established to be responsible directly for Korean nation branding named 'Presidential Council on Nation Branding' was not continuously run and supported due to a change of government in the country. Additionally, transferring from a famously 'homogenous society' to be more 'multicultural society' as well as the North Korean threat and the issues related to conflict with neighboring countries are also obstacles that South Korea has to face and overcome. The government should continuously consider creating strategies along with research and studies for further development. At the same time, cooperation and mutual understanding should be an obligation and goal of every stakeholder, not only the government side.

Field of Study: Korean Studies

Student's Signature

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Advisor's Signature

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The logo of Chulalongkorn University, featuring a central emblem with a crown and a sunburst, flanked by two figures holding a banner. Below the emblem is a large, ornate bowl or vase.

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CHAPTER I

INTRODUCTION

1.1 Background and Rationale

The Korean Peninsula was under Japanese colonial rule for 35 years, from 1910-1945, which was followed by the division of the peninsula into two: the Democratic People's Republic of Korea (North Korea) and the Republic of Korea (South Korea) in 1948. Soon afterwards, the Korean War began and lasted for 3 years from 1950-1953. At that time, South Korea was still considered an underdeveloped and poor country resulting from the destruction of war. Furthermore, South Korea experienced dictatorial regimes and the process of democratization took many decades up until 1987 when President Roh Tae Woo was elected without no intervention from the military (Wichian, 2000). Following the war time, South Korea through the support of the United States endeavored to reform and modernize the country's economy; under President Park Chung Hee the five-year economic plan was created which changed the policy from import substitution industrialization to export-oriented growth along with the promotion of heavy and chemical industries focusing on developing the steel, shipbuilding, petrochemical, electronics and automotive industries. South Korea successfully developed its economy and in 1996 attained the status of 'developed country' after being admitted to the Organization for Economic Co-operation and Development (OECD), the criteria of membership being a high-income economy with a very high Human Development Index (HDI). In

addition, when the Asian Financial Crisis in 1997 and the economic crisis in 2008 occurred, South Korea was widely commended for being able to cope well with their effects. Notwithstanding all these achievements, South Korea's overall national image does not correspond to its economic status in the world. South Korea's overall image is still lagging behind many other countries especially in the Asia Pacific region like Japan or Singapore, according to the rank of the Nation Brands Index of Simon Anholt who developed this index to measure the power and quality of each country's brand image by combining the six dimensions of exports, governance, culture and heritage, people, tourism, investment and immigration. Moreover, there were the recent results of the Country Brand Index (CBI), a preeminent global study of country brands using the five dimensions of value system, quality of life, business environment, heritage and tourism by collecting quantitative data from 3,600 opinion-formers from 18 countries around the world including residents, investors, tourists and foreign governments and frequent international business or leisure travelers. In CBI 2012-2013 South Korea ranked 49th out of 118 countries with the country being ranked in the top 15 for only one measure in the 'Tourism' dimension, that of South Korea being perceived as a 'Shopping' destination as shown in figures 1 and 2 respectively.

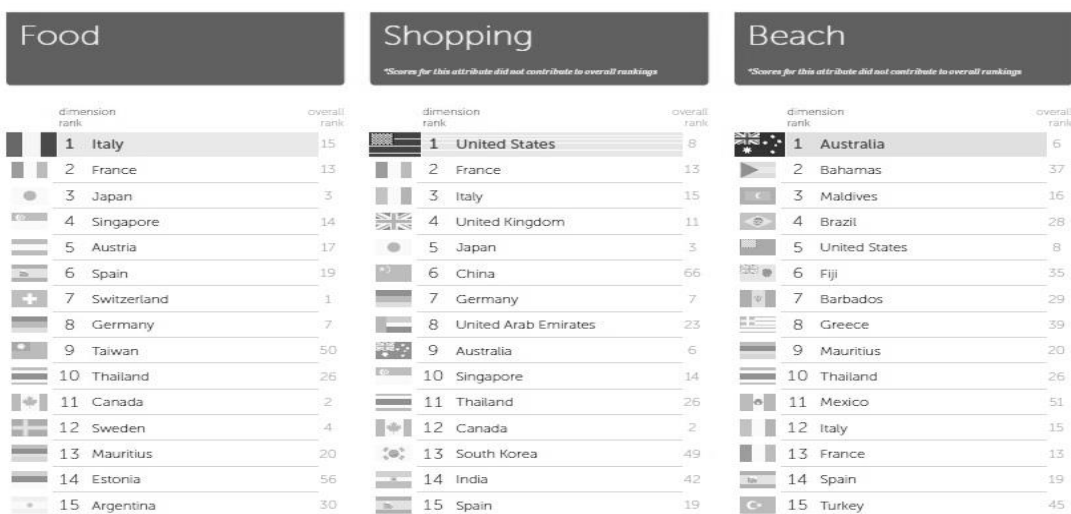
Figure 1 Ranking of Country Brand Index (CBI) 2012-2013

Full List Of Countries

rank 2012	Country	rank 2011	rank 2010	rank 2012	Country	rank 2011	rank 2010	rank 2012	Country	rank 2011	rank 2010
1	Switzerland	2	5	41	Croatia	40	49	81	Laos	80	88
2	Canada	1	1	42	India	29	23	82	Bosnia + Herzegovina	NA	NA
3	Japan	4	6	43	South Africa	35	31	83	Russia	82	81
4	Sweden	7	10	44	Czech Republic	38	43	84	Bahrain	94	80
5	New Zealand	3	3	45	Turkey	48	55	85	Colombia	89	85
6	Australia	5	2	46	Belize	49	46	86	Venezuela	84	77
7	Germany	11	11	47	Cyprus	46	45	87	Cambodia	83	90
8	United States	6	4	48	Namibia	37	36	88	Sierra Leone	86	94
9	Finland	8	8	49	South Korea	42	44	89	Mozambique	88	95
10	Norway	12	13	50	Taiwan	NA	NA	90	Senegal	104	103
11	United Kingdom	13	9	51	Mexico	47	48	91	Tunisia	98	83
12	Denmark	15	19	52	Uruguay	50	53	92	Bolivia	96	NA
13	France	9	7	53	Dominican Republic	55	38	93	Guatemala	81	86
14	Singapore	16	15	54	Trinidad & Tobago	54	52	94	Albania	73	61
15	Italy	10	12	55	Oman	58	57	95	Philippines	78	65
16	Maldives	18	16	56	Estonia	66	89	96	Honduras	90	NA
17	Austria	17	20	57	Cuba	56	50	97	Uganda	99	91
18	Netherlands	23	25	58	Egypt	57	58	98	Ukraine	105	99
19	Spain	14	14	59	Botswana	53	51	99	Ghana	91	78
20	Mauritius	22	21	60	Saudi Arabia	69	69	100	Romania	101	92
21	Ireland	20	17	61	Morocco	62	60	101	Algeria	85	100
22	Iceland	19	24	62	Jamaica	64	62	102	Ethiopia	95	96
23	United Arab Emirates	25	28	63	Slovenia	52	54	103	Sudan	92	101
24	Bermuda	21	18	64	Panama	67	67	104	Paraguay	106	NA
25	Costa Rica	24	27	65	Hungary	60	66	105	Nicaragua	100	98
26	Thailand	26	26	66	China	65	56	106	DR Congo	103	107
27	Israel	28	30	67	Sri Lanka	NA	NA	107	El Salvador	109	105
28	Brazil	31	41	68	Tanzania	68	73	108	Serbia	97	84
29	Barbados	36	32	69	Vietnam	59	63	109	Nigeria	108	106
30	Argentina	32	33	70	Nepal	61	59	110	Bangladesh	107	102
31	Belgium	33	34	71	Lebanon	63	71	111	Syria	92	87
32	Portugal	30	29	72	Qatar	72	70	112	Rwanda	102	93
33	St. Lucia	39	35	73	Slovakia	74	79	113	Zimbabwe	112	110
34	Chile	34	40	74	Kenya	77	68	114	Libya	110	104
35	Fiji	45	39	75	Poland	79	82	115	Iran	111	109
36	Malaysia	43	42	76	Jordan	71	75	116	Somalia	NA	NA
37	Bahamas	41	37	77	Ecuador	75	74	117	Pakistan	113	108
38	Malta	51	64	78	Indonesia	76	72	118	Afghanistan	NA	NA
39	Greece	27	22	79	Bulgaria	70	76				
40	Peru	44	47	80	Cameroon	87	97				

Source: Country Brand Index 2012-2013

Figure 2: Country Brand Index (CBI) Ranking of Tourism Measurement



Source: Country Brand Index 2012-2013

The term 'nation branding' is also one of the most important aspects of strategy for a nation to compete globally and gain international prominence and status. Nation branding not only improves the image of the country but also bring many benefits. According to Song (2011), "Nation branding is the lifeblood of any nation; it helps to attract physical and financial investment, business, trade, tourism and other economic inputs, as much as it boosts talented human resources, permanent residents and new citizens." Consequently, the South Korean government has continuously tried to develop the country's international image. After recognizing the problems and benefits of South Korea's nation image, the government established the "Presidential Council on Nation Branding" in 2009. The objective of this organization is to promote Korea's global image; to right misconceptions about Korea, its culture, its products, and its people; and to raise respect for Korea so as to support Korean businesses and nationals abroad through governmental initiated strategies and policies. After launching and adhering to the policy, South Korea's image is also improving. In the words of Anholt (2012): "Korea's image is improving, because Korea is improving." Moreover, 2012 saw the international hit by the Korean singer 'PSY-Gangnam style' that helped improve Korea's image internationally and brought aspects of Korean style to the world. Yet the fruit of such efforts and endeavors have not been fully borne. Subsequently, this research examines the strengths and weaknesses of Korean nation branding to

understand the how and why behind the success and failure in such areas; moreover, future trends are also analyzed.

Korean Nation Branding

According to Dinnie (2008), the image of one country is composed of many elements: personal experience, word-of-mouth, and other inputs including pre-existing national stereotypes, the performance of national sporting teams, political events, portrayals of the country on film, television or other media, the quality of brands emanating from the country, the behavior of individuals associated with a certain country, etc. These can all be counted as the influencing factors affecting country's image. For South Korea, in the past, people may have had little information related to Korea. Kim (2001) asserts that "For many people, the name "Korea" conjures up a variety of negative images (North Korea, the Korean War, a xenophobic population, etc.) or no image at all, a fact that worries many Korean policymakers". However, after the long lasting period of war from 1950-1953 followed by dictatorship and the process of democratization, South Korea has put a lot of effort into developing its economy and technology as well as the recent promotion of the Korean entertainment industry. These actions have helped shape the new perceptions of people nowadays. The success of a changing society from an agricultural to a modern industrialized country by the 1990s is widely known and this

change is reflected by Korea's standing as the world's eleventh largest economy and thirteenth trading nation, and being a major producer of ships, steel, electronics and cars, (Breen,2004). Now, South Korea's rapid economic growth and the development of technology in the global market is a common case study for many academics and other societies. Before the government considered creating the 'Nation Brand' seriously followed by establishing the Presidential Council on Nation Branding in 2009, many activities were conducted part of the strategy of public diplomacy.

Creation of National Institute to promote the country's image and relations with other countries

Two major organizations that can be observed distinctly and still play an important role for Korea and international relations are the Korean Foundation and KOICA which were established in 1991. These two organizations were mainly established to develop the relationship with other countries and to enhance the image of Korea globally. These two Korean organizations are considered to follow the example of the Japanese organizations of the Japan Foundation and JICA (Japan International Cooperation Agency). The establishment of these state-funded organizations is another aspect of the 'soft power' policies to promote their own language, culture and cooperation activities with other countries to create good

relationships, better understanding and many other advantages politically and economically.

The main objectives of the Korean Foundation are to promote the better understanding of Korea within the international community and to increase friendship and goodwill between Korea and the rest of the world through various exchange programs (Article 1, Korea Foundation Act, the Korea Foundation). The main activities are as follows:

- Organize, support and participate in various events aimed at fostering international exchange.
- Dispatch and invite specialists committed to international exchange.
- Support overseas research on Korea and disseminate the results of such research.
- Engage in various activities aimed at promoting the knowledge and understanding of Korea within the international community.
- Increase friendship and goodwill between Korea and the rest of the world via exchange and cooperation with major overseas international exchange organizations.
- Organize and engage in various programs required to achieve the mission and goals of the Foundation (Article 6, Korea Foundation Act).

As for the Korea International Cooperation Agency (KOICA), it was established to maximize the effectiveness of Korea's grant aid programs for developing countries by implementing the government's grant aid and technical cooperation programs. In the past, development cooperation efforts were focused mainly on meeting the Basic Human Needs (BHNs) of developing countries and on fostering their Human Resources Development (HRD). However, focus has now broadened to promoting sustainable development, strengthening partnerships with developing partners, and enhancing the local ownership of beneficiaries. Additionally, global concerns such as the environment, poverty reduction, and gender mainstreaming, have gained significant importance in the international community (Korea International Cooperation Agency [KOICA]). The objectives of the KOICA are clearly to promote and aid international issues, which can be regarded a soft power strategy: "Foreign policies also produce soft power when they promote broadly shared values such as democracy and human rights" (Nye, J.S., Jr., 2004:62). The concern about international values also influences the perception of people both inside and outside the country and is the same as creating international interest and a good image for that country. Moreover, The Korean Foundation emphasizes exchange programs through the two-way communication and cooperation between South Korea and other countries to create good relations and mutual understanding which can bring many

advantages. In contrast, there is a possibility of selective messages and the lack of the sender's credibility with the one-way communication methods usually practiced in traditional diplomacy, however; the involvement and personal experience that participants can enjoy through the exchange program may overcome such problems (Sevin, 2010).

Hosting international events also helps raise the image of the country. South Korea, in 2002, emphasized the creation of the Korean brand in terms of products, economy and exports through the country co-hosting the 2002 FIFA World Cup to raise international recognition in addition to promoting Korean brand-name products and exports (Anholt, 2003). Recently, South Korea was also the host for the G-20 Seoul summit. Koreans see the G20 summit as an opportunity to share their success story and present Korea as a model of development (Kalinowski, 2010). Furthermore, in 2018, South Korea will be the host of the 'Winter Olympics' at Pyeong Chang city. This event is another opportunity for South Korea to build on the country's reputation from the G-20 Seoul summit in 2010. The South Korean chief of nation branding, Lee Bae-yong, also stated that South Korea's ranking in the Nation Brand Index increased after hosting G-20; moreover, she further stated: "Likewise, if we successfully host the PyeongChang Winter Olympics, South Korea's nation brand will be elevated" (Markessinis, 2011).

Establishment of the Presidential Council on Nation Branding in 2009

After the emergence of nation branding through the marketing theory of branding being contextualized within the nation or country, South Korea established the Presidential Council on Nation Branding in 2009. This organization made a lot of effort to improve the country's image and create better understanding and perceptions abroad. Under President Lee Myeong Bak, nation branding was emphasized through the core value of Korea's future as well as the two other values of being a law-abiding spirit and green growth (Presidential Council on Nation Branding). The vision of the institute is to utilize international status and national self-esteem as a foundation to create a reliable and dignified Korea. Four strategies were implemented by: firstly expanding contribution to international society; next, disseminating the value of traditional culture; thirdly, strengthening global communication; and lastly, pursuing nationwide integration along with the five core values as shown below in figure 3.

Figure 3: Vision & Strategy



Source: Presidential Council on Nation Branding

A ten-point action plan was launched in 2009, comprising:(1) Shaping the Future with Korea, (2) Campus World: Global Korea Scholarship, Campus Asia, (3) Korean Supporters, (4) Global Korean Network, (5) Promoting Korean and Taekwondo, (6) Global Citizenship,(7) Advanced Technology & Design Korea, (8) Rainbow Korea, (9) Friendly Digital Korea, (10) Korea Brand Index. This was accompanied by activities that helped promote Korea's image and culture (Dinnie, 2009; Kim, 2011).

1.2 Research Questions

1. What are the strength and weaknesses of Korean nation branding?
2. Why does Korea fail or succeed in those areas?
3. What are the future trends of Korean nation branding?

1.3 Research objectives

This research aims to study the nation branding strategies of South Korea after the establishment of the Presidential Council on Nation Branding in 2009. The aims of this research are as follows:

1. To study South Korea's basic elements of nation branding and the way that it has developed nation branding

2. To study the strengths and weaknesses of the nation branding strategies of South Korea

3. To foresee the trend and development of South Korea's nation branding in the future by analyzing main policies of President Park Geun-hye's administration launched in 2013

1.4 Hypothesis

It is hypothesized that nation's strengths are the success of the economy and technology industries as part of the main nation branding strategies. Moreover, Korean soft power, through the widely known 'Korean wave', has hammered the creation of the nation branding strategy worldwide. Nevertheless, the government organization established to be responsible for Korean nation branding does not cooperate with other government organizations which can help promoting South Korea's image more effectively. North Korea threat and the issues about conflict with neighboring countries are also the obstacles that South Korea has to surmount.

1.5 Scope of the study

The study concentrates on how South Korea has developed its strategies on nation branding after the establishment of the Presidential Council on Nation Branding in 2009 up until 2013. Also the strengths and weaknesses of implementation and future trends will be analyzed based on related theories.

1.6 Research significance

To understand Korean nation branding strategies which help create a better image of the nation and increase its status in terms of global competitiveness, as well as its success and drawbacks.

1.7 Research methodology

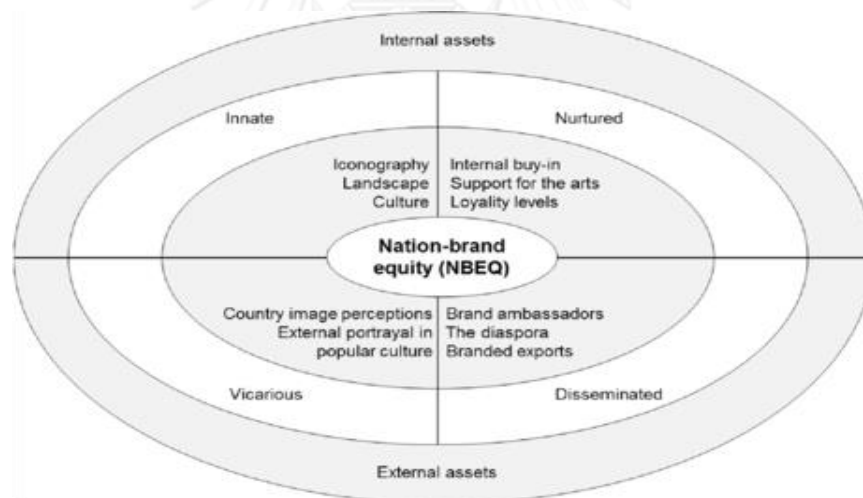
The research aims to study South Korean nation branding strategies using the descriptive explanatory research method. Most of the data in this research is descriptive secondary academic data. Therefore, the research includes information from books, previous studies, journals, information from the Internet with reliable sources and statistical data. The study emphasizes explanatory research as a means to explain and focus on the strengths, weaknesses, opportunities, and threats of Korean nation branding strategies as well as possible trends in the future.

1.8 Conceptual Framework

In this study, the asset-based nation branding equity of Keith Dinnie, the founder and director of the Center for Nation Branding and expert on the branding of cities, nations and regions, was adopted as the framework to explain the basic elements of nation brand equity or the value of the brand by which nation branding strategies are developed. Firstly, the term nation brand equity is used in marketing

and is adapted to the concept of nation branding. Nation brand equity is defined by Papadopoulos and Heslop (2003, p. 427 et seq.), drawing from Aaker's (1991) definition of brand equity, as "a set of country assets and liabilities linked to a country, its name and symbols, that add to or subtract from the value provided by the country's outputs to its various internal and external publics." (cited in Roth, 2008: 6). For Dinnie, he defines nation brand equity as "the tangible and intangible, internal and external assets (or liabilities) of the nations". His model of asset-based nation-brand equity is as follows:

Figure 4 : The model of asset-based nation-brand equity



Source: Dinnie, K., 2008, p.68

Asset-based nation brand equity consists of two major components: internal assets and external assets. Internal assets are conceptualized as *innate* and include iconography, landscape and culture as well as nurtured which includes internal buy-

in and support for the arts. External assets are conceptualized as *vicarious* which comprises country image perceptions, external portrayal in popular culture, and *disseminated* which consists of brand ambassadors, the diaspora, and branded exports. However, loyalty levels and country image perceptions from the asset-based model are not analyzed in this study due to limitations of data.

In addition, SWOT analysis was adopted as another component of the framework in this study in order to analyze the strengths, weaknesses, opportunities and threats of Korean nation branding strategies. In addition, TOWS matrix analysis was used to correlate the factors from SWOT analysis leading to alternative strategies, Wehrich (1982) insisted that TOWS focuses on the interactions of the four sets of variables of strengths, weaknesses, opportunities and threats. Strategies are considered the primary concern in application to the development of tactics important to implement strategies, or specific actions supportive of tactics. In addition, Ravanavar and Charantimath (2012) also stated that the “SWOT analysis becomes a useless exercise if it is not extended to TOWS where the strengths are used to capitalize on opportunities and to counter threats, the weaknesses are minimized using opportunities and both weaknesses and threats are avoided.” TOWS consists of four different strategic groups: Strength- Opportunity (SO), Strength-Threats (ST), Weaknesses-Opportunities (WO), and Weaknesses- Threats (WT), to create alternative strategies as follows:

Table 1: TOWS Matrix

	Internal Strengths (S)	Internal Weaknesses (W)
External Opportunities (O)	SO: "Maxi-Maxi" Strategy Strategies that use strengths To maximize opportunities	WO: "Mini-Maxi" Strategy Strategies that minimize weaknesses by taking advantage of opportunities
External Threats (T)	ST: "Maxi-Mini" Strategy Strategies that use strengths to minimize threats	WT: "Mini-Mini" Strategy Strategies that minimize weaknesses and avoid threats

Source: Ravanavar and Charantimath, 2002, p. 3-4.

1.9 Organization of the study

This thesis consists of five chapters. The associated chapters of this research and the content will be as follows:

The first chapter provides a background, research problem statement, research questions, research objectives, scope of the study, research methodology, research significance, conceptual framework as well as the organization of the study.

The second chapter presents the theories of nation branding and public diplomacy related to nation branding. Furthermore, this chapter provides information about the relevant previous studies regarding Korea nation branding.

The third chapter provides an analysis regarding the basic elements using asset-based nation branding equity and an explanation about the way South Korea has developed its nation branding.

The fourth chapter presents the strengths and weaknesses of Korean nation branding using SWOT analysis and TOWS matrix analysis. Explanations of why South Korea fails or succeeds in these areas are also presented in this chapter. In addition, analysis of the future trends of Korean nation branding will be provided at the end of the chapter.

The fifth chapter provides the conclusion of this thesis. Discussion and recommendations will be provided for studying other aspects of Korean nation branding and for future studies on the analysis of nation branding in other countries.

CHAPTER II

RELATED THEORIES AND LITERATURE REVIEWS

This chapter is divided into two important parts: a review of related theories, and a review of related research.

2.1 Related theories.

In this part, the study addresses two important theories which serve as essential objectives of the study: theories of nation branding concept, and theories of public diplomacy concept.

1.1 Nation branding concept

1.2 Public diplomacy and commercial diplomacy concepts

2.1.1 What is nation branding? : Nation branding concept

Due to the rapid growth of globalization and information society, nation branding is in the interest of many countries for heightening their competitive status in the world. In the main, most scholars have tried to relate marketing approach to the context of country or nation. So, the term used in the business field and the term used in nation branding may cause some confusion. From the marketing approach, brand is defined as: "Name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers." the

(American Marketing Association, 1995). Some scholars also give further definitions that “Branding is a concept or idea that represents a collection of facts and impressions, and does so in a memorable and positive way” (Dickey, 2008); “Branding is the sum total of actions taken to shape the perception of something or someone, so as to achieve and maintain top-of-mind awareness” (Song, 2011). In the context of nation, Dinnie (2008) provides the following definition: “Nation-brand is the unique, multi-dimensional blend of elements that provide the nation with culturally grounded differentiation and relevance for all of its target audiences”. Fan (2009) defines nation branding as “a process by which a nation’s images can be created, monitored, evaluated and proactively managed in order to improve or enhance the country’s reputation among a target international audience”. Moreover, according to research by Aronczyk (2008), the interviewed respondents could not give exact definitions as to what the nation brand is or a broad definition. However, most of them could answer what the nation brand was not, that is, it is not destination (tourism) branding or marketing initiatives; it is not an image makeover, nor an advertising campaign or marketing strategy; and it is most emphatically *not* a mere logo and slogan. In sum it is true that nation branding deals with many complex components such as people or exports of the country, not only tourism and culture which are usually perceived externally.

Importance of nation branding

Nation branding is in the interest of many countries worldwide because with the rapid growth of information technology and globalization, the reputation of the country is considered one of the most important aspects to gain status on the world stage through economic competition, credibility, exports, tourism and many other factors. Melissen (2005) also mentioned that with world standing among more than a hundred countries with the influence of globalization, the power of corporations and regionalization, it is not enough for a country to compete only politically but also commercially. Govers and Go (2009) stated that in order to attract investment, talent, events and visitors on a global scale, it is also important for countries, regions and cities to compete with each other in terms of nation branding. Dinnie (2008) also agreed that it is essential for countries to understand how they are seen by others around the world, how their liabilities, their people and their products are reflected in their brand images. Moreover, projecting nation branding is not related to relations with other countries but also to that country's citizens as it is said that domestic loyalties and influence in other countries are the advantages and reasons for nations to create and adjust their reputations (Olins, n.d. cited in Melissen, 2005: 170). We can see that projecting nation branding seriously can gain many benefits; as a result, governments, scholars and non-governmental organizations pay attention, discuss and try to find ways to improve both practical and theoretical aspects of nation branding.

Branding theories

Theories of brand identity and brand image are usually used for products, companies or business. However, the nation is far more complicated. Some of the theories can be applied within the context of the nation. To illustrate, Dinnie (2008) studied ways that brand identity components can be transferred to the context of nation branding by reviewing the analysis of many studies as mentioned in table 2.

Table 2: Brand identity components and nation-brand manifestation

Brand identity component	Nation-brand manifestation
Brand vision	Strategy document agreed upon by the various members of the nation-brand development team- the team should comprise representatives of the government, public and private sectors, and civil society
Brand scope	Outline of the industry sectors and target markets in which the nation-brand can effectively compete. Will include segmentation strategies for sectors such as tourism, inward investment, education, etc.
Name of the brand	Some countries are known by more than one name. Nations should monitor whether such a duality in naming

	represents a potential asset or liability
Codes of expression	National flags, language, icons
Everyday behavior	Political/ military behavior, diplomatic initiatives, conduct of international relations
What makes the brand different?	The uniqueness of the nation-embodied in its culture, history, people
Narrative identity	National myths and heroes, stories of emerging independence
Advocate an ideology	Human rights, sustainable development, the pursuit of happiness, etc.

Adapted from Roll(2006), Lehu (2006), Kapferer(2004), Elliott and Percy (2007), and Buchholz and Wordemann(2000).

Source: Dinnie, 2008: 44

In addition, Dinnie mentioned three key elements of branding theory: brand identity, brand image and brand positioning which are fundamentally from marketing theory. The author stated that brand identity refers to the truth and essence of something whereas image refers to how people perceive that thing. People may negatively perceive or misunderstand the country with the gap between identity and

its image. As a result, it is essential for the country to get rid of bias or negative perceptions that may affect the development of the nation's economy and its role in the world. Finally, brand positioning plays a key role in making a difference among other brands (Dinnie 2008). It is also suggested that in order to promote the nation's image with good results, the true identity of place should be the foundation and this true identity of one place refers to the unique characteristics, set of meanings and its culture; however, it should be aware that identity can be changed and it comprises many other smaller identities (Govers and Go, 2009). As there are a lot of fragments included in a nation's identity, one country surely cannot display all of its identities. At the same time, the one who receives the message cannot absorb all of the information from the sender especially as nowadays our society is full of information that an individual has to face intentionally or unintentionally.

2.1.2 Public diplomacy, commercial diplomacy and nation branding

Historically, in times of war, it was essential to have a reputation for military prowess and to signal status of power. However, after World War II, power changed from focusing on hard power to the practice of both hard and soft power. Moreover, with the emergence of globalization and communication technology, standing among the leaders economically and politically in the world is not enough. Sustainable growth, credibility, reputation, and the country's image play more crucial roles in our competitive society. In addition, dealing with only the government section among

the countries to create good relationships, understanding and image is not enough, so communicating with people and non-government organizations is also essential. Nye (2004) also detailed the distribution of power resources in the contemporary information age according to three dimensions: firstly, the power of military, second, the power of multipolar or the cooperation among countries on economic issues and lastly, transnational issues. So, we can see that power is not only one dimension, as seen clearly in the past, and that no country can stand as the sole superpower militarily. The power of cooperation may be regarded as the 'soft power' that Nye defined as follows: "soft power is about mobilizing cooperation from others without threats or payments". He also added that sources of soft power primarily lie in the three areas of culture, political values and foreign policy.

If we discuss the building of a good reputation for the country, this can also be considered as another part of the strategy of public diplomacy. Public diplomacy is defined by Edmund Gullion as "dealing with the influence of public attitudes on the formation and execution of foreign policies" (Pigman, 2010). Olins (2005) mentioned that public diplomacy can be counted as one key instrument of soft power; moreover, "public diplomacy involved activities in the field of information, education and culture aimed at influencing a foreign government through influencing its citizens". Actually, nation branding is formerly the practice of public diplomacy which was used the past to create the country's image. France is an example of branding and rebranding the nation historically. Under the reign of Louis XIV of

French, identity creation and image projection were practiced noticeably (Olins, 2002: 1-5, 2003). Nation branding and public diplomacy also share some similarities and differences. The first thing that can be seen clearly as a difference is that nation branding adopts marketing approaches through diplomatic approaches. In contrast, public diplomacy deals with international relations and diplomatic approaches. However, the main objective of both is to create good relationships and good perceptions towards the country. Nation branding and public diplomacy both target the foreign public but also relate to the domestic dimension to promote or re-brand the image and identity of the country to stand out from other nations. Nevertheless, public diplomacy focuses on promoting and maintaining smooth international relationships and strengthening relationships with non-official target groups abroad (Melissen, 2004 cited in Olins, 2002: 20).

Besides public diplomacy, commercial diplomacy is another practice interestingly related to the creation of a good image for a country for the purpose of increasing business opportunities and markets. Potter (2004) defines commercial diplomacy as “the application of the tools of diplomacy to help bring about specific commercial gains through promoting exports, attracting inward investment and preserving outward investment opportunities, and encouraging the benefits of technological transfer”. He added that commercial diplomacy can be recognized as part of ‘new diplomacy’ or even in a greater part of ‘public diplomacy’ since there is increasing interest paid to advocacy and nation branding in foreign policy making in

many countries. Moreover, commercial diplomacy is defined as “the work of a network of public and private actors who manage commercial relations using diplomatic channels and processes” (Lee, 2004). If we look at the commercial diplomacy perspective, nation branding strongly emphasizes the practices that support business development domestically and internationally which can be considered as one important part of running best practice for public diplomacy. Naray (2008) views commercial diplomacy covers many activities in diverse areas such as the promotion of trade in goods and services, protection of intellectual rights, co-operation in science and technology, promotion of made-in and corporate image or promotion of foreign direct investment (FDI) . The author also mentioned the concept of country image and country branding in commercial diplomacy whereby the benefits not only go directly to private business but also to the government since the success of a company may improve both the country’s and the government’s image and at the same time, a successful government and country affect positively a firm’s image. One example of the good practice of commercial diplomacy is that of Canada as studied by Potter (2004). There was huge concern for Canada’s ‘brand image’ for policymakers since Canada was still perceived as a traditional resource-based economy not parallel with the innovation and dynamism that the government would like to emphasize. As a result, in 1997, Team Canada Inc. (TCI) was established to incorporate trade promotion functions across diverse government departments. Team Canada Inc. has worked with other government

organizations and helped branding Canada to the world and finally succeeded in creating Canada's image as a highly competitive foreign market with the image of a knowledge economy overshadowing its former stereotype of a the land abundant in nature. This improvement has resulted in a good outcome for business development and foreign investors' attitudes toward the country.

It can be clearly seen that the new practices of diplomacy like public diplomacy and commercial diplomacy are both growing areas of concern in this time of globalization and high competitiveness. Therefore, nation branding or the creation of a good image for the country is considered an important issue by the government and policymakers since it brings so many advantages to the country economically and politically. Many countries have also developed their own strategies but not all of them can succeed and achieve goals that their government has set.

2.2 Related studies

This part looks at some previous studies that have a strong effect on this study. Both articles and research are reviewed. In addition, the purposes of related research were considered as the original source of researching this study.

‘Strategic Directions for the Activation of Cultural Diplomacy to Enhance the Country Image of the Republic of Korea (ROK)’ by Shin Seung Jin, (2008)

This research focused on the relationship of the country’s image of the Republic of Korea and the theory of cultural diplomacy. The utilization of South Korean culture known as the ‘Korean Wave’ is considered to be related to the practice of cultural diplomacy to change the image of the country, to create positive public opinion and understanding of the values and attitudes portrayed through cultural presentations. The analysis of the activities undertaken by the South Korean government in cultural diplomacy such as the exchange programs from Ministry of Foreign Affairs, cultural activities from the Korean Foundation or the tourism campaigns such as ‘Sparkling Korea’ from the Ministry of Culture, Sports and Tourism in Korea showed that they helped in promoting the country’s image. Problems and misgivings concerning Korea’s image were also discussed. The author mentioned that famous Korean brands and products like Samsung were perceived as being Japanese from the survey of Korea Trade Promotion Corporation (KOTRA) in 2005. A survey by National Brand Management Institute at Sung Kyun Kwan University in 2003 and by KOTRA in 2004 also presented the same result, namely that the most famous image for South Korea related to the Korean War and the division of the Northern and Southern Korean peninsula. The author also suggested that South Korean government should manage strategies for developing the country’s image differently according to target countries since the preference of Korea in each country may be

shown differently such as the responses for both Korea and its products were perceived negatively in Muslim countries like in Indonesia and Malaysia; however, Russia, the United Kingdom, Thailand, and Japan tended to perceive Korea more positively. The author suggested that the target countries should be divided into three groups according to the following approaches.

1. **Pure Culture-Oriented Cultural Diplomacy** for countries that have very low awareness and perception of South Korea and this approach should be used initially to open up relations between countries.
2. **Combination of Culture (60 Percent) and Commerce (40 Percent)** for the countries that have certain knowledge about Korea but still at a low levels; moreover, the technological advances of Korea along with the culture-oriented component can instigate newly accepted trade-related insights which will be positive to existing knowledge and perceptions.
3. **Advanced Korea Studies-Oriented with a Flavor of Pure Culture** for the countries that have close relationship with South Korea so that comprehensive culture and Korean studies-related execution programs are appropriate for strengthening the Korean country image.

In addition, the author concluded that the Korean government should continue using culture as a tool for developing the country's image following the

positive impact of the Korean wave. The better image the country gains will influence the image of the country's exporting products in overseas markets. Also, this study helped explain the significant part of Korea nation branding strategies which is the use of culture as a tool for promoting nation image and supporting trading relationship between South Korea and other countries. As a result, it is interesting to study further to see other components that South Korea can contribute for the better image as well as the improvement of Korea nation branding strategies that will be analyzed in this research.

'South Korean Nation Branding: U.S. Newspaper Media Content Analysis of South Korea's' by Chan Mi Park, (2010)

This study concentrated on the conditions of the South Korean image and reputation in the United States before and after the efforts made by the South Korean Presidential Council on Nation Branding. The 10-Point Plan announced in March 2009 was analyzed by using content analysis of the U.S. newspaper media regarding the 10-point plan. The Nation Branding Committee's 10-points are as follows:

1. Shaping the Future with Korea
2. Campus World/Global Korea Scholarship/CAMPUS Asia

3. Korean Supporters
4. Global Korean Network
5. King Sejong Institute & Enjoy Taekwondo Project
6. Global Citizenship
7. Advanced Technology & Design
8. Rainbow+ Korea
9. Friendly Digital Korea
10. Korea Brand Index

The result showed that the 10-point plan in the U.S. media was only slightly mentioned; however, the activities and implementation of the plan were shown and had influence in the news articles. The subject of Science and Technology got the highest mentioned of the 10 points, with little difference between the before and after samples. The categorization of subjects from the samples was mostly related to South Korean politics, government, and business, economy and finance. Moreover, greater focus on topics such as culture and society, arts and entertainment, science and technology, representing South Korea across different platforms was recognized. As a result, the changes in media coverage indicated the possible positive influences of the South Korean image that resonate with the general U.S. public, as types of coverage were expanded.

The author concluded that the increase in media coverage referring to the 10-point plan is slight, but positive and substantial as the effect of the Presidential Council on Nation Branding's efforts. Furthermore, the increases in coverage of South Korea on different subjects across Culture and Society, Arts and Entertainment, and Science and/or Technology, in the after sample imply a significant change. However, this research focused only on the data provided in newspapers. Therefore, the author recommended seeing the plan's implementation in other media such as in the social media which emphasizes the building of the network as included in the plan as the "Global Korean Network".

'South Korean Cultural Diplomacy and Efforts to Promote the ROK's Brand Image in the United States and Around the World' by Regina Kim, (2011)

This article analyzed and discussed the activities carried out by the South Korean government and the Presidential Council on Nation Branding to see the obstacles, potential challenges and the effectiveness of the government's nation-branding projects to promote the country's image. The author collected information related to Korean nation branding and mentioned the low ranking of South Korea's image that led to the establishment of the Presidential Council on Nation Branding in 2009 and the campaigns emphasizing the Korean entertainment industries, Korean language institute and Korean culture spreading and selling to other countries.

Moreover, joining multilateral organizations like UNESCO to increase status in the international community or even sports diplomacy and hosting international events like the G20 Summit in 2010 were also mentioned as parts of the endeavors of the government to create a better image for the country. The author addressed the problems of Korea nation branding and found that Korea's previous tourism slogans have still been unable to achieve the desired effects. Next, Korea's nation branding campaigns still lacks organized coordination since local governments would like to represent their own responsible cities and not focus on the total image of the country. In addition, some bad reputation is still associated with South Korea's image such as political corruption, the prevalence of plastic surgery or the consumption of dog meat. Being among high potential neighbors like China and Japan as well as the occurrence of crisis between North and South Korea, these obstacles also hinder the promotion of South Korea's positive image. For the future of Korea's nation branding campaigns, the author stated that most of the campaigns launched by the council since 2009 along with other factors such as the larger sizes of communities of Koreans living abroad, Korean commercial brands or bigger groups of Korean students that chose to study abroad all helped raise the awareness of South Korea. Finally, the opportunity for South Korea to improve its reputation is to continue and develop the strategies actively; moreover, South Korea's advantages in nation branding are suggested by the author as "an exceptionally high level of determination to self-

improve, and a comprehensive and centralized nation-branding project overseen by the President and his Council” (Kim, 2011: 132).

The first part of the study mainly focused on the activities that the South Korean government had done before the establishment of the Presidential Council on Nation Branding in 2009 that supported the utilization of cultural diplomacy. For the second part, the 10-point plan launched by the Presidential Council on Nation Branding in 2009 was analyzed to see its influence on the perception of South Korea in the U.S. press. Regarding the article written by Regina Kim, obstacles, potential and challenges were analyzed mainly from the campaigns launched by the Presidential Council on Nation Branding from 2009 until 2011.

From these three studies, there are still some aspects that the authors have not mentioned concerning both opportunities and future trends. Therefore, it is interesting to follow the management of the country’s image up to the present situation in 2013 through the systematic analysis of South Korean nation branding strategies with surrounding aspects using SWOT analysis along with TOWS matrix analysis to be able to analyze both internal and external factors to see the strengths, weaknesses, threats and opportunities. Analysis of Korean nation branding strategies in this study also provides an explanation with the related theories of why South Korea nation branding strategies fail or succeed in certain areas, also the future trends will be analyzed. The three studies mentioned above are also a very useful

source to be the means for studying further by considering various factors such as economic factors, political factors and socio-cultural factors for better development and understanding about Korea nation branding strategies.



CHAPTER III

SOUTH KOREA NATION BRAND EQUITY

For nation branding, national identities are an important basis that leads to the development of branding strategy and brand equity or the value of the brand. Since each country has its own unique history, culture, traditions, natural resources, geographical characteristics, etc. that contribute to the national identity, these components are at the same time serving as the country's image that can be perceived from domestic and international viewers similarly or differently.

Brand equity which is mostly used in the field of marketing and finance is also transferred to the field of nation branding. Pullig (2008) mentioned about brand equity that "High brand value, a brand with high equity, means that the brand has the ability to create some sort of positive differential response in the marketplace". So, when creating one brand, brand equity will be considered to know how much the brand created has an influence on the target to achieve the aims that brand has set. For place branding, "Brand equity is built through brand loyalty, name awareness, perceived quality, and brand associations, in addition to perceived quality and other proprietary brand assets including trademarks, channel relationships" (Govers and Go, 2009).

Thus, in this chapter, the basic elements of nation brand equity, by which nation branding strategies of South Korea, are developed and explained through the model of asset-based nation-brand equity of Dinnie (2008) as shown in figure 4 in the first chapter.

3.1 Internal assets

For Internal assets, they are conceptualized as *innate*, including iconography, landscape and culture, as well as *nurtured*, which includes internal buy-in, support for the arts and loyalty levels. However, the loyalty levels which are included in ‘Nurtured assets’ will not be fully explained due to the limitation of data.

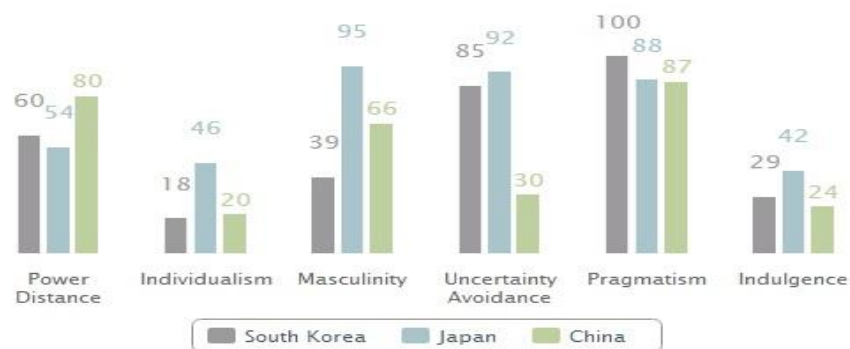
Firstly, a nation’s iconography is comprised of visual images, symbols and other unique representational elements related to the nation that provides powerful differentiation among other countries. Primarily, South Korea’s national flag, in Korean known as Taegukgi, is one of the representational elements that can explain the nature and uniqueness of South Korea. The circle in the middle is derived from the philosophy of yin and yang and represents the balance of the universe. The white color at the background represents peace and purity. The blue part represents the negative cosmic forces and the red part represents the opposing positive cosmic forces. Trigram represents the principle movement and harmony. In addition, for the term ‘iconography’, it is extended to the places, individuals and even products that symbolically represent the nation (Dinnie, 2008). For South Korea, many Korean people stand out in the world stage and make a good reputation for the country as well as help reflect the personality of the country, such as Ban Ki-moon, Secretary-General of the United Nations, or Korean famous sport players in the international arena such as Park Ji-Sung, a Korean footballer who joined the Manchester United

team. For the landscape of South Korea, the country is a mountainous area situated in East Asia and surrounded by historically powerful countries like Japan, China and the Soviet Union. Since the Korean peninsula is situated in a strategic location, it was invaded several times, such as the Mongol incursions in 1231, the Western powers forcing the Korean peninsula to open its door in the late 19th century and the Japanese colonization from 1910-1945 (The Association of Korean History Teachers, 2010). After World War II with the driving out of the Japanese, the Soviet and U.S. entered the Korean peninsula under the trusteeship from 1945-1948 and after the US-Soviet Union Commission failed, the Republic of Korea, or South Korea, was established in 1948 under the 38th parallel that divides North and South Korea. For geographical factor, South Korea is mostly a mountainous area with severe weather including long, cold and dry winters that are troublesome for agriculture. Even though South Korea has fewer natural resources than the northern part of the Korean peninsula, “it has greater rainfall, a warmer climate, and slightly larger expanse of flat terrain than the north” (Macdonal, 1988), South Korea can still benefit from its natural resources such as the use of coal and iron ore for industrial development. For Korean culture, it is famous for both traditional culture and pop culture. The traditional Korean culture is influenced by Buddhism and Confucianism and the exchange of cultures among the neighboring countries in the same region and even among their trading countries. However, the strong influence of Confucianism in Korean society nowadays is clearly seen and this is explained by

Tudor (2012) that “A form of Confucianism was the state ideology during the Joseon dynasty (1392 – 1910), and it left profound traces on Korean society in its hierarchicalism, age and gender bias, reverence for parents, and emphasis on education.” In addition, the South Korean government also utilizes cultural diplomacy, not only for diplomatic aspects but also for economic aspects. The great and successful phenomena for Korean Culture is known with the term ‘Korean Wave’ or ‘Hallyu’ that has been a hit in many countries, not only in Asia but also in western countries. There was great support for the cultural industry in the time of former President Kim Dae-jung with a budget \$148.5 million for exporting Korean popular culture as a new economic initiative (The Korea Herald, 2008). From 2007 – 2011, Korean cultural exports have increased by 25.2% per year on average, also the employment rate in the culture industry has steadily increased (Choi, 2012). Now, Korean culture can be considered as the most distinctive and strongest aspect to represent South Korea as a whole picture that everyone can understand and enjoy how South Korea is. Another component of internal assets are nurtured assets that include internal buy-in, support for the arts, and loyalty levels. Internal buy-in here is described by Dinnie (2008) that the domestic citizens as well as domestic stakeholders cannot be expected to ‘live the brand’ if they do not recognize the images and reputations being projected by the country; at the same time, instead of expecting people to ‘live the brand’, the nation brand itself should represent the people and the culture. For South Korea, one distinctive obstacle about the project

promoted in nation branding strategies and the domestic population is the gap between the ‘Multicultural society’ promoted and the highly collective nature in the ‘homogeneous society’. From the Culture Compass survey done by The Hofstede Centre, which offers a range of cultural tools with 50 countries in three regions, the value of Individualism index is quite low for South Korea and it was ranked the lowest among its neighboring countries like Japan and China as showed in the following figure.

Figure 5: South Korea comparison with Japan and China in the Culture Compass survey



Source: The Hofstede Centre, 2010.

The low value of individualism means that the society has a strong interdependency and this can be represented by one of the most frequently used Korean words ‘우리’ or ‘Uri’ which means ‘our’. In Korean language, the word ‘our’ is used more often than the word ‘my.’ For example, ‘my country’ will be ‘our country’ or ‘my family’ will be ‘our family’ which represents the nature of being in a

group not an individualist. Tudor (2012) also stated that the collective nature of Korean society comes from the homogeneous society or the strong belief of one tribe, the hardship of life such as from the war periods or invasions by foreign powers in the past, Confucianism (loyalty and subservience of self to social harmony), the emphasis of government that “people themselves have to be important resources to develop our country” which made Korean citizens feel belonging to one group for their own country, as well as Korean culture, beliefs and the Korean language (pp.98-99). However, with the effort of the government promoting Korea as a multicultural society for both economic and political advantages, many actions have been done such as the ‘Campus World: Global Korea Scholarship’ project in a ten-point action plan of the ‘Presidential Council on Nation Branding’ in 2009. This strategy can be considered as one of the public diplomacy strategies where the exchange of scholars, students or staff can act as representatives for that country to have a better relationship and mutual understanding with other communities, as well as decrease the gap in various critical issues. As a result, communication among the government, the citizens and domestic stakeholders should be considered as important as the communication with other countries, as nation branding strategies have been projected to increase the internal buy-in as well. Next, since culture is considered a significant part of branding strategies, the support for the arts from the government and private sectors has to be considered. It can be clearly seen that South Korea uses culture as part of their branding strategy. Under the Ministry of Culture, Sports

and Tourism, the government tries to support and promote both traditional and contemporary arts such as the establishment of the 'National Center for Korean Traditional Performing Arts' aiming to continue to creatively pass down and cultivate traditional performing art forms which are filled with the philosophy of Korean tradition, or the establishment of 'The National Museum of Modern and Contemporary Art' in order to support a variety of exhibitions and cultural spaces for scholastic and cultural events (Department Global Communication and Content Division, n.d.). Moreover, culture and arts which are the important assets of the nation can be strongly supported by the establishment of museums, as stated by Sung (2006), that "The quantity, quality, and standards of museums not only represent a nation but also reflect its national strength and cultural maturity". Now, there are an increasing number of museums and art galleries, 344 public museums and 80 multi-purpose theaters operated by government, public sectors and colleges and universities in South Korea (Museums and Theaters, n.d.).

For the loyalty levels, in marketing activities, brand loyalty is an important part of brand equity. Brand loyalty is a stage that consumers do not want to purchase or consume the product from another brand because they have no trust in that brand, and the methods measuring this loyalty comes through word-of-mouth publicity, repetitive buying, price sensitivity, commitment, brand trust, customer satisfaction, etc. (Brand Loyalty, n.d.). In the context of nation branding, Dinnie (2008)

mentioned that “programs need to be put in place to enhance the loyalty level amongst a very diverse range of ‘customers’, including the country’s own citizens, trading partners, foreign consumers of the nation’s goods and services, international organizations, political allies, tourists and inward investors”. Therefore, to get the utmost loyalty level for nation branding strategies, the government should pay attention to every part both domestically and internationally that is related to the promotion of country’s image.

3.2 External assets

For external assets, they are conceptualized as vicarious which comprises the country’s image perceptions, the external portrayal in popular culture, and disseminated by brand ambassadors, diaspora, and branded exports. Firstly, country image perceptions of South Korea are still attached with some negative aspects, as stated by Kim (2011) regarding the problems of political scandals, public protests, negative stereotypes, and North Korean issues which are considered as obstacles for South Korea’s image. Additionally, to observe and appraise the nation brand more effectively, in 2009, the Presidential Council on Nation Branding cooperated with Samsung Economic Research Institute (SERI) to start studying the nation brand image in 50 countries including South Korea named Nation Brand Dual Octagon (NBDO) or SERI-PCNB NBDO. From the latest study, ‘Korea Nation Brand 2012’, the substance ranking was ranked high in science and technology, celebrities and modern culture,

and the lowest rank went to ‘Korean people’. On the other hand, from the image ranking, South Korea was ranked highly in terms of science/technology and economy/corporations only, and the lowest rank went to the ‘Heritage’. There were some contrasting ideas between what South Korea had and what others perceived as we can see from figure 6 and 7, just only ‘science/technology’ that was matched both in substance ranking and in image ranking.

Figure 6: Substance Ranking 2012 for South Korea’s Nation image

Substance Rankings

Ranks in 2012	Overall	Economy/corporations	Science/technology	Infrastructure	Policy/institution	Heritage	Modern culture	People	Celebrities
1	US (1)	US (1)	US (1)	Singapore (1)	US (1)	US (1)	US (1)	Norway (1)	US (1)
2	Germany (2)	Germany (2)	Japan (2)	Switzerland (2)	Canada (3)	China (2)	Germany (3)	Ireland (3)	UK (2)
3	France (3)	Netherlands (4)	China (9)	Luxembourg (10)	Sweden (2)	France (3)	Japan (2)	Switzerland (2)	Russia (5)
4	UK (5)	France (5)	Germany (3)	Australia (8)	Norway (11)	Italy (4)	France (4)	Austria (7)	Germany (4)
5	Japan (4)	UK (6)	Finland (5)	Netherlands (6)	Netherlands (12)	Spain (5)	China (5)	New Zealand (4)	France (3)
6	Switzerland (6)	Switzerland (7)	Korea (4)	Denmark (7)	Australia (6)	Germany (7)	Australia (6)	Finland (5)	China (9)
7	Australia (7)	Sweden (8)	Switzerland (7)	Sweden (5)	Switzerland (5)	Australia (6)	UK (8)	Australia (8)	Korea (8)
8	Sweden (8)	Japan (3)	Sweden (11)	Iceland (4)	Germany (4)	Brazil (8)	Korea (9)	Iceland (10)	Italy (10)
9	Netherlands (10)	China (11)	UK (6)	Norway (9)	Denmark (8)	UK (9)	Netherlands (10)	Sweden (6)	Sweden (13)
10	Canada (9)	Luxembourg (10)	Netherlands (12)	Belgium (11)	UK (9)	Mexico (11)	Italy (11)	Portugal (14)	Spain (14)
	Korea 13 (15)	Korea 15 (13)	-	Korea 21 (21)	Korea 24 (22)	Korea 29 (33)	-	Korea 35 (31)	-

Note: Figures in parentheses are 2011 rankings.

Source: Lee, D.H., 2013

Figure 7: Image Ranking 2012 for South Korea's Nation image

Image Rankings

Ranks in 2012	Overall	Economy/corporations	Science/technology	Infrastructure	Policies/institutions	Heritage	Modern culture	People	Celebrities
1	US (3)	US (3)	Japan (1)	Switzerland (8)	Canada (1)	Greece (2)	US (1)	Sweden (3)	US (1)
2	Germany (2)	Japan (1)	US (2)	US (3)	Switzerland (5)	Italy (1)	UK (7)	Switzerland (4)	UK (2)
3	UK (5)	Germany (2)	Germany (3)	Germany (4)	Sweden (2)	France (4)	France (2)	Canada (1)	Germany (4)
4	Japan (1)	Switzerland (6)	Switzerland (8)	Japan (1)	Germany (3)	Egypt (3)	Italy (5)	Japan (2)	France (3)
5	Switzerland (9)	UK (5)	UK (4)	Canada (2)	UK (11)	UK (11)	Germany (6)	Norway (11)	Russia (6)
6	Sweden (7)	Sweden (8)	Sweden (6)	Sweden (5)	Norway (13)	Spain (5)	Japan (4)	New Zealand (6)	Italy (5)
7	Canada (4)	Canada (4)	Korea (9)	UK (6)	Australia (6)	Switzerland (16)	Canada (3)	Denmark (7)	Japan (7)
8	France (6)	France (7)	Canada (5)	Netherlands (11)	Denmark (4)	Ireland (10)	Spain (9)	Australia (10)	Spain (9)
9	Australia (8)	Korea (11)	France (7)	France (9)	Netherlands (10)	Mexico (13)	Australia (8)	Netherlands (8)	China (8)
10	Netherlands (11)	UAE (18)	Finland (12)	Australia (7)	New Zealand (8)	Canada (9)	Switzerland (14)	Germany (12)	Greece (14)
	Korea 17 (19)	-	-	Korea 18 (19)	Korea 20 (22)	Korea 31 (32)	Korea 18 (20)	Korea 19 (19)	Korea 20 (26)

Note: Figures in parentheses are 2011 rankings.

Source: Lee, D.H., 2013

Nevertheless, the strong establishment of contemporary culture through the use of media is very successful for Korea's nation branding strategies. This prosperous external portrayal in popular culture makes people in different parts of the world understand South Korea, its culture, citizens, and way of life through the products of Korean wave or the Korean entertainment industry, such as through Korean dramas, movies or songs. This strategy brings powerful advantages as it is stated by Dinnie (2008) that the external portrayal in popular culture can establish the country's image and other elements related to that country in the minds of consumers and the powerful image of contemporary culture such as from movies or music can enhance the country's reputation in a non-military, non-imperialistic way.

For disseminated assets, the well-known brand ambassadors of South Korea come from various areas such as from the sports teams, media, or even the President of the country. Now, famous Korean singer PSY, or Park Jae-sang, is known for his Gangnam style music and dance that became an international hit in 2012. He is joining the project 'Psy's Wiki Korea' and he himself acts as an ambassador for Korea to promote Korean culture worldwide for the Korea Tourism Organization (KTO). Various key elements of Korean culture are introduced in the form of a wiki that everyone can share and search for information about South Korea like an encyclopedia of Korean culture. The website ibuzzkorea.com has also been created by the KTO to be a space for sharing information as well as curiosities and questions about Korea with the others like a community. This website also includes a variety of Korea-related contents through social media like blogs, Facebook, Twitter, Youtube, Ameba, QQ, etc. Furthermore, diaspora is another important component of nation assets as "the people within diaspora networks can serve as crucial bridges between state-of-the-art policy, technological, and managerial expertise and local conditions in their homeland" (Leautier, 2006 cited in Dinnie, 2008). South Korea also supports the exchange of academics and students through the establishment of the Korea Foundation. Moreover, the increase of Korean students studying abroad is another factor that helps promote Korea to the world. The number of South Korean students studying abroad was ranked number one of the OECD countries that enrolled in other OECD countries in 2011 (Education at a Glance 2011: Highlights, 2011). The

spread of the network of people helps boost the relationship from the citizen part to the government sector as well as the further development of the business and economic areas. Lastly, branded exports as disseminated assets can be considered as a significant asset for South Korea since there are international Korean companies that are widely known such as LG, Samsung, and Hyundai. The success of these companies is also related to the reputation of South Korea and the Korean government, as Dinnie (2008) stated that “branded exports can play an important role in establishing a country’s reputation abroad”. One part of the rapid growth and success of these companies was also from the great support of the government that the heavy industrialization policy was proclaimed in 1973. In the time of former President Park Chung-hee, export-oriented industrialization was emphasized with the support for the exporters by setting a single exchange rate for the won, providing tax incentives, subsidies, and low-interest loans; and introducing the export-import link (Tselichtchev and Debroux, 2009). It is well known that government in that time worked closely with the leading companies in the country and put a lot of endeavor into economic development.

CHAPTER IV

Analysis of South Korea Nation Branding Strategies

The 10-point action plan generated by the Presidential Council on Nation Branding since 2009 has covered a wide-range of strategies that have emphasized not only the government level but also on the people's level. The unique national sport 'Taekwondo' and various voluntary programs were promoted in many countries. The introduction of Global Korea Scholarship and the Campus Asia program aimed to attract international students to gain academic benefit and experience Korean culture at the same time. In addition, 'Korean wave' was emphasized for more success in the world market along with the nurture of culture and tourism industries. The change of society becoming more multicultural and Koreans becoming 'global citizens' were at the same time in focus to boost up the image of the country to be more open as well as get economic and political advantages. The result of this 10-point action plan was analyzed yearly by the Samsung Economic Research Institute that conducted the nation brand ranking of 50 countries. The study from 2009 to 2012 mentioned that the gap between the nation's substance and the nation's image was narrowed down and the ranking of South Korea's overall image was rising from ranking 20th in 2009 to 17th in 2012 (Lee, 2013).

On the global stage, the image of South Korea is viewed as both improving and declining in different indexes. To illustrate, South Korea's image seemed not to have gained satisfactory improvement from the Country Brand Index (CBI) from 2009 until 2012; South Korea was ranked in CBI 39th in 2009, 44th in 2010, 42nd in 2011 and 49th in 2012.

However, the BBC's countries rating poll in 2012 revealed that the global perception on South Korea was improving continuously with a decline of negative views which mainly came from the development of the economy and products as well as Korean traditions and culture. There are some positive and negative effects and influences on South Korea's national image that this chapter will seek to provide an analysis of Korean nation branding strategies towards the utilization of SWOT and TOWS matrix by considering the four main factors which are political, economic, socio-cultural and technological factors. Moreover, the future trend of nation image will be analyzed based on the policies of the government of President Park Geun-hye who has served as the 11th President of South Korea since February 2013.

Analysis of internal and external factors of South Korea nation branding strategies are strengths, weaknesses, opportunities and threats as indicated as followed.

4.1 SWOT analysis of South Korea Nation Branding Strategies

Table 3: South Korea Nation Branding Strategies SWOT analysis

	Positive	Negative
	Strengths	Weaknesses
Internal Factors	<ul style="list-style-type: none"> ❖ Economic factor <ul style="list-style-type: none"> ● Entertainment industry as a core ❖ Technological factor <ul style="list-style-type: none"> ● Utilization of wide range of media 	<ul style="list-style-type: none"> ❖ Political factor <ul style="list-style-type: none"> ● Lack of integration for government organizations ● Tourism Industry's strategies not fully effective

	<ul style="list-style-type: none"> ❖ Political factor ● Effective government organizations ❖ Socio-cultural factor ● Strong potential for network of people 	<ul style="list-style-type: none"> ❖ Economic factor ● Little impact from successful Korean branded exports ❖ Socio-cultural factor ● Strong sense of collectivist society ● Critical social issues: high suicide rate in society ● Lack of Landmarks
External Factors	Opportunities	Threats
	<ul style="list-style-type: none"> ❖ Technological factor ● the emergence and rapid development of ICT globally ❖ Socio-cultural factor ● Increase of popularity of Korean wave worldwide ❖ Political factor ● Cooperation with other countries on the international stage 	<ul style="list-style-type: none"> ❖ Political factor ● North Korea threat ● Political issues and conflicts among neighboring countries in East Asia ❖ Socio-cultural factor ● Cultural backlash toward Korean wave ● High competition in improving nation's image

Strengths of South Korea Nation Branding Strategies

- **Entertainment Industry**

Beside the most famous and strong image of South Korea's rapid economic growth, it has been found that there are two key industries, the technological industry and the entertainment industry, that help promote the country's image in international markets and become the strong point of nation branding strategies. After the great support for heavy industries since the 1970s, "in the early 1990s, the share of the machinery sector (auto industry, computers, audio-visual products, semiconductors, and general machinery) in total industrial production began to increase significantly" Tselichtchev and Debroux (2009). Kim also asserted that the global gadget headquarters switched from Tokyo to Seoul due to the emergence of Samsung and LG as well as the subsidization and support to next-generation software protocols and wireless technologies from the South Korean government (2010). From the success of heavy industries and the development of technology in the global market, the focus on soft power played a more significant role for South Korea and its entertainment industries became a part of the country's strategic export industry. Korean wave here covers dramas, popular music known as K-pop, and movies which led to the craze for everything related to the Korean wave. Into the 21st century, Korean wave has been spread throughout East and Southeast Asia as well as recently starting to emerge into the western world by the widespread use of social media networks such as YouTube, Twitter, and Facebook. There is also a great concern that Korean wave that the wave or the

popularity may be declining and fading out like the situation that occurred with J-pop (Japanese pop). However, in 2012, there was an international hit by the Korean singer 'PSY' called 'Gangnam style' that helped improve Korea's image internationally and introduced aspects of Korean style to the world. Now the famous Korean singer is internationally famous for his music and dance and is joining the project 'Psy's Wiki Korea' and he himself acts as an ambassador for Korea to promote Korean style worldwide for the Korea Tourism Organization (KTO). From 2007 to 2011, Korean cultural exports have increased by 25.2% per year on average (Choi, 2012) and in 2012, Korea gained its first surplus from its cultural account which is worth \$1.25 billion (Kim, 2013). It has been announced that the growth of the Korean content industry including games, cartoons, music, broadcasting, animation, and characters increased in yearly total sales year-on-year and is expected to reach 90 trillion won (US\$85.6 billion) in 2014.

- **Utilization of wide range of media**

Since Information and Communication Technology in Korea has developed highly with the first place global leading role of the ICT Development Index (IDI) published by United Nations International Telecommunication Union, the use of a wide range of media with high technology to help promote the nation's image, especially in the tourism industry and entertainment industry, push forward the widespread information to different group of consumers. Apart from television programs, films, printed media, online media and social media are the channels and tools that enable people to communicate with people around the world with just a second nowadays. The applications on smart

phones are now another important channel to promote the nation. One example is the tourism applications provided by the Korean Tourism Organizations that promote sights, culture, language and Korean people's way of life. Information about Korean culture is introduced in the form of a wiki that anyone can share and search about South Korea like an encyclopedia; moreover, the website ibuzzkorea.com has been created by the KTO for sharing information and asking about anything related to Korea.

- **Effective government organizations**

Since South Korea uses culture as part of a branding strategy, besides the Ministry of Culture, Sports and Tourism and 'Presidential Council on Nation Branding' created from 2009-2012 to be responsible for branding strategies directly under President Lee Myung-bak's administration, the Korea Foundation and KOICA or the Korea International Cooperation Agency were established to promote academic and cultural exchange programs and to enhance the image of Korea in the world. Educational exchange programs and many scholarships provided by the government can bring social benefits that build strong relationships, connections and understanding among people from different cultures. Economic advantage is also essential. For example, the USA benefited from economic distribution of more than \$24 billion from international students, according to the U.S. Department of Commerce (Institute of International Education, 2013). In addition, since 2009, the Korean Cultural Centers have been set up around the world to promote Korean culture and facilitate cultural exchange. The establishment of these state-funded organizations is another aspect of the 'soft power' policies to promote their own language, culture and cooperation activities with other countries to

create good relationships, better understanding and many other advantages politically and economically as well as to enhance the image of Korea globally.

- **Strong potential for the network of people**

There is great number of Korean students studying abroad with an increasing number of foreign students in Korea. The role of the country's citizenry going abroad is important since they represent one of the characteristics and identities of the homeland. Besides key persons representing Korea in the global stage such as Mr. Ban Ki-moon, the eighth Secretary-General of the United Nations, Korean people themselves going abroad as tourists, business people, or workers also help create a network of people and build relationships with people in the countries that they visit. With both long term and short terms of staying, the increase of Korean students studying abroad is another factor that helps promote Korea to the world. The number of South Korean students studying abroad was ranked as number one of the OECD countries that enrolled in other OECD countries in 2011 (Education at a Glance, 2011). South Korean students also shared the total number of international students in the US counted as 49 percent with two other countries from Asia, China and India (OECD 2013 Education Indicators in Focus, 2013). Even though this phenomenon may look profitable in the area of public diplomacy, nation branding and economy, the greater number of Korean students choosing to study abroad may reflect the problems with the domestic educational system also. Furthermore, this group of Korean students is limited mainly to the study at OECD countries because of high quality of education as well as good quality of life. Accordingly,

from the international education market, the number of foreign students in Korea has increased over 17-fold during 2000-2011 (OECD 2013 Education Indicators in Focus, 2013). The spread of the network of people helps boost the relationship from the citizen part to the government sector as well as the further development the business and economic areas. However, the spread of people going abroad for whatever type of intention usually comes with potential positive and negative perceptions from people in the host country such as the negative attitudes that usually occur with migrant workers or the groups of tourists traveling abroad due to the cultural clash or language barrier.

Weaknesses of South Korea Nation Branding Strategies

- **Lack of integration for government organizations**

It has been found that even the culture and entertainment industries are now strongly related to the creation of the nation's image, the government organizations that are responsible for creating and assessing the strategies are still not integrated. The Presidential Council on Nation Branding established in 2009 was directly under the President, the Korea Foundation and Korea International Cooperation Agency (KOICA) are under the Ministry of Foreign Affairs and Trade. Actually all of these government organizations have the same objectives that are to promote and improve South Korea's global image. In addition, since February 2013, there was no government organization that will directly play an important role to promote or do research about its national image progression due to the change of government and change of policy. Dinnie (2008)

mentioned that the direction of Nation branding in one country can be changed due to the changes of government the same as occurring with the companies that the policies will be affected by a new director. For the Korean case, the Presidential Council on Nation Branding has stopped working with no replacement of a new organization. Also, the satisfied projects that had been promoted for building the national image could not be supported indefinitely.

- **Not fully effective Tourism Industry's strategies**

Another weakness that has to be mentioned is about Korea's tourism industry. Tourism is another area that a country can benefit from. Tourism here is also considered as one part of service sector that helps run the economy and creates occupations for the domestic people; however, the service industry in South Korea is not yet fully developed since the government has emphasized mainly the manufacturing sector. In 2008, South Korea's service sector growth was less than other OECD countries where services account for 58 percent of the economy, compared to 80 percent in the United States, 79 percent in the United Kingdom, 73 percent in Japan, and 72 percent in Germany (Dobbs & Villinger, 2010). However, there is an ambition to improve the service sector by increasing the R&D expenditure year by year. The report from the Korea Industrial Technology Association 2013, R&D expenditures for the service sector averaged 3,777.1 billion won, up 397 billion won (11.7%) from the previous year, accounting for 8.7 percent of total corporate R&D expenditures, a relatively low figure compared to that of major developed countries such as the United States (29.2% in 2008) and the United Kingdom (24.1% in 2009). For the

tourism industry in Korea, most of the travel destinations are attached to the Korean drama filming locations which can be considered as a good strategy since Korean culture and Korean wave are now in focus. However, this strong image may overcome other images that South Korea would also like to build on such as the promotion of World Heritage Sites in South Korea that are not yet fully recognized by either domestic travelers or foreigners. Moreover, since most of the tourists coming to South Korea are those who are have a craving for the Korean Wave, it may be another obstacle for Korea to attract people who do not have an interest in Korean wave and have less information about South Korea. This lack of popularity not only affects tourism but also economic growth, business and politics. It is criticized by Dr Charlotte Horlyck, a specialist in Korean art history at London's School of Oriental and African Studies about Korean tourism campaigns launched several times with no explicit message and often not successful such as "sparkling", "dynamic", "infinitely yours" and the "Soul of Asia." Moreover, it is stated that many of Korean Tourism campaigns mainly attract tourists rather than the wider related issue of national image (Williamson, 2012). In addition, information from the Korea Tourism Organization showed that from the number of Korean Departures is over the number of visitor arrivals, at the same time, there is a gap between tourism expenditures each year over the tourism receipts that put the balance in the negative. Perhaps as a result of the great influence of Korean wave and the development of the country's image on the world stage, the number of visitor arrivals into South Korea almost doubled from 6,890,841 people in 2008 to be 12,175,550 people in 2013.

- **Little impact from successful Korean branded exports**

Branded exports of South Korea which are now becoming famous international branded products such as Hyundai, Samsung, LG also influence the country's reputation. However, wrong recognition of the country of origin may cause a problem for South Korea such as the perception attached to these international brands without the image of South Korea. Initially, for many corporations in Asia, they did not relish with a positive country-of-origin effect because of the attachment of Asia's relatively lower level of social and economic development (Roll, 2005). Nowadays, with the success of Korean branded exports and the improvement of Korea's nation image, this can be an advantage for both sides if the government or corporations try to link the image, reputation and development with each other.

- **Strong sense of homogeneous society**

The South Korean government has given more interest to and emphasized propelling Korean society into becoming a 'multicultural society' due to the problems occurring after the great development of the industry and economy such as low fertility, declining labor rates and an aging society. However, 'multicultural society' and 'race and conflict' in South Korea are still troublesome for South Korea's national image. Since Korea was known as being one of the strongest homogeneous societies with a highly collective nature of Korean society, the readiness for being a more open society in the time of internationalization with an increase in foreigners both as tourists or migrant workers are still not fully accepted by the citizenry. From Travel and Tourism

Competitiveness 2013 by the World Economic Forum, the attitude of the country's citizens towards foreigners of South Korea is ranked 129th out of 140 countries (World Economic Forum, 2013). This problem can affect the national image and the development of its economy as well as the political relations with others countries.

- **Critical social issue: high suicide rate society**

Another hot issue attached with negative connotation for both Korean people and foreigners is the high suicide rate in the society. Korean statistics show suicides were increasing sharply from 2002 from 17.9 percent to 31.7 percent per 100,000 people. However, in 2012, the suicides rate decreased to 28.1 percent but is still in the top 5 causes of death in Korea. One of the possible motives that may strongly affect the increasing suicide rate in South Korea is the pressure from highly competitive society in Korea. This nature of competition can be rooted to Confucianism that influenced the Korean people's way of life, beliefs, attitudes, traditions and culture since the past, and as also noted by Tudor (2012) that "South Korea's Confucian legacy dictated that the starting point was the education of the populace: the nation's young had to be educated as well as possible, and after they became adults, they had to work as hard as possible." In addition, this hard work has become an encouragement and policy used by the government and among Korean people for the development of the nation and individuals. We can see that the competitive atmosphere starts from the school level to the university level that youths have to study hard all day and all night to get a good grade and be able to enter the best or top national universities known in the name of 'SKY' including Seoul National University, Korea University and Yonsei University. This hard

working nature and high competitive atmosphere is even stronger when entering a career field.

- **Lack of Landmarks**

South Korea or narrowing down to Seoul still lacks significant landmarks which often serves as the representation of a country, an identity and a tourist attraction at the same time. It is easy for foreigners to recognize many countries with their famous landmarks such as the Eiffel Tower in France, the London Eye and Big Ben for England, the Great Wall of China, Mount Fuji in Japan, etc. However, for South Korea, it may take time and the picture of landmarks is still blurred in the perception of foreigners whether it should be Gyeongbok palace, N Seoul Tower or others. This obstacle may occur because there are too many significant and interesting places but it should be considered seriously. It is noted by Roll (2006) that strong top-of-mind awareness and recall of the destination should be considered instantly for countries to gain the attention and make a distinction from others for economic advantages. As a result, South Korea should have distinctive landmarks that always come to mind for both domestic citizens and foreigners.

Opportunities of South Korea Nation Branding Strategies

- **Opportunity from globalization and the emergence and rapid development of ICT globally**

Benefiting from globalization and the development of new media and technology is not limited just to the communication from the government to people but it is spread

to the communication from people to people becoming a global information society where people can create and share information with no barrier of place and time. In addition, an increasing number of smart phone users with access to high speed internet service in more and more countries where governments have tried to develop information and communication technology help to make the market for online networks grow bigger with increase competitiveness and opportunities for both producers and consumers.

- **Increase in popularity of Korean wave worldwide**

South Korea can benefit greatly from the increasing popularity of the Korean wave worldwide. The more Korean wave and Korean culture is in the interest of an international audience, the better image, reputation and many other advantages Korea will receive. This popularity of Korean wave primarily started in Asia and is now spread to other regions such as in Latin America, the Middle East and in Europe. The Korean wave has even been able to capture the large Muslim countries like Indonesia where the mainly younger generation has welcomed Korean television dramas and Korean singers with an open mind.

- **Cooperation with other countries on the international stage**

The South Korean government has a strong relationship with many international communities such as the Southeast Asian nations becoming ASEAN+3, including Japan and China. Joining with ASEAN has led to much participation and many activities for people both from South Korea and Southeast Asian countries such as one of the student

exchange programs where Southeast Asian students can go to study at Daejeon University for one year along with cultural and language learning and complete an internship. Even though it is initially the cooperation between states, the action and activities inside the policies can affect the image of the country as well as the political relationship and economic advantages for Korea.

Threats of South Korea Nation Branding Strategies

- **North Korea Threat**

For an analysis of threats to South Korea nation branding strategies, the outstanding threat for South Korea's image is the conflicts with North Korea as well as the conflicts among neighboring countries Japan and China. For the conflicts between South and North Korea, it seems to be a long lasting problem since the division of the Korean peninsula in 1945. It is stated by Kim (2010) that the physical impact goes beyond the military threat and there are many other factors that should be considered such as spiritual, familial, cultural and humanitarian angles and a significant economic story to reunification. As a result, it is up to the policy of the government to adopt the hard line or soft line for North Korea. This may be the unavoidable problem for the South Korean government to face.

- **Conflicts among neighboring countries in East Asia**

Conflicts in East Asia are also obstacles, especially the long-running territorial dispute between South Korea and Japan over an island that the Koreans call 'Dokdo'

and the Japanese call 'Takeshima.' The historical issues between Korea and Japan since the colonization period including the issue of "comfort women" have still not been resolved. In addition, the relationship with China doesn't seem to have many problems economically since China is a big market for Korea's exports, but the role that China has in still supporting North Korea economically and politically is a serious matter for South Korea. These conflicts surrounding South Korea have also led to an untrustworthy situation for tourists and investors which have the negative impacts on the country's income and image as a peaceful country.

- **Cultural backlash toward Korean wave**

Korean wave may be a strong point that brings many benefits to South Korea; however, there is also a negative effect which is an anti-Korean wave which comes from this emergence. If a large number of people in one country get into a foreign culture over their culture, the phenomenon of allowing a free flow of foreign culture will be considered seriously and the feeling of resistance is possible to grow. From Korea Joongang Daily (2011), Song, the director of Joongang Entertainment and Sports gave an opinion that the causes of anti-Korean wave occurred in Japan where “anti-Korean wave” comics were sold with thousands of copies, China where people felt that the Koreans under appreciate Chinese culture and in Taiwan come from both political and psychological reasons. Song also suggested finally that “The best way to cope is to try to seriously consider how foreigners view Korea and remain interested in their own culture as well”.

- **High competition in improving the nation's image**

Considered globally and regionally, there is high competition in improving the nation's image to gain more benefits politically and economically. In East Asia, South Korea is situated among two big countries; Japan can be considered as having the best nation image, while China can be considered as improving its national image with its great power. Also, it is possible that the strong images of these two neighboring countries can affect or overcome Korea's nation image. South Korea may have higher potential in some areas better than other countries but the image that foreigners view Korea still matters.

4.2 TOWS Matrix analysis of South Korea Nation Branding Strategies

In addition, the South Korea Nation Branding Strategies SWOT analysis leads to the TOWS matrix analysis to understand the correlation of factors from the SWOT analysis leading to alternative strategies. From TOWS analysis, the strengths are used to capitalize on opportunities and to counter threats, the weaknesses are minimized using opportunities; moreover, both weaknesses and threats are avoided as indicated in the following data in Table 4.

Table 4: South Korea Nation Branding Strategies TOWS Matrix analysis

<p>Internal Factors</p>	<p>Internal Strengths:</p> <ul style="list-style-type: none"> ● Entertainment industry as a core ● Utilization of wide range of media ● Effective government organizations ● Strong potential on network of people 	<p>Internal Weaknesses:</p> <ul style="list-style-type: none"> ● Lack of integration for government organizations ● Not fully effective Tourism Industry's strategies ● Little impact from successful Korean branded exports ● Strong sense of collectivist society ● Critical social issue: high suicide rate society ● Lack of Landmark
<p>External Factors</p>	<p>External Opportunities:</p> <ul style="list-style-type: none"> ● the emergence and rapid development of ICT globally ● Increasing of popularity of Korean wave world wide ● Cooperation with other countries in the international stage 	<p>External Opportunities:</p> <p>SO:</p> <ul style="list-style-type: none"> ➤ Nurture promoting of country's identities & other components through online and social media ➤ Strengthen relationship among network of people <p>WO:</p> <ul style="list-style-type: none"> ➤ Provide information about nation branding to both domestic people and foreigners ➤ Integrate government organizations related to nation image ➤ Improve tourism strategies and facilities for various groups of visitor

<p>External Threats:</p> <ul style="list-style-type: none"> ● North Korea threat ● Political issues and conflicts among neighboring countries in East Asia ● Cultural backlashes toward Korean wave ● High competition in improving nation's image 	<p>ST:</p> <ul style="list-style-type: none"> ➤ Promote the exchange of cultural elements with just not only one-way communication 	<p>WT:</p> <ul style="list-style-type: none"> ➤ Support research and studies about nation branding or strategies promoting the country's image
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Strength- Opportunity (SO)

- **Promote country's identities & other components through online media and social media**

The data from International Telecommunication Union (2013) revealed "By the end of 2013 there will be 6.8 billion mobile-cellular subscriptions– almost as many as there are people on the planet; and there will be an estimated 2.7 billion people using the Internet worldwide." With more accessibility on mobile and web-based technologies, online media and social media play a significant role in the present time of communication. Thus, the government can utilize the emergence of online media and social media to communicate with people, not only to promote the nation image but also to be a tool for collecting data and opinions for developing research and improvement of government's policies and strategies. Furthermore, printed media or

broadcasting can be integrated with online and social media to create more channels for consumers.

➤ **Strengthen relationship among the network of people**

Government may not be able to control the relationship among the network of people created by the interaction individually. However, the need for supporting and strengthening the relationship can be done for a more satisfactory result. Not only should the network of people abroad be considered, but also in domestic country itself. In the case of the United States, the précis and positive information about the country can be conveyed by the connections of individuals in the Diasporas such as the Indian and Chinese.

Strength-Threats (ST)

➤ **Promote the exchange of cultural elements with not just one-way communication**

Since the utilization of Korean wave and Korean culture is clearly seen as the tool for South Korea's soft power, it will be better to avoid threats by changing the active and hard sell of Korean culture to be the exchange of cultural elements as Molenaar (1996,2002) noted that "creating place image is no longer a one-way 'push' process of mass communication, but a dynamic one of selecting, reflecting, sharing and experiencing" (cited in Govers and Go, 2009). In addition, the difference of cultural settings between the sender and the receiver is another obstacle for communication

strategy and soft power emphasized by Korean entertainment industries. Thus, to improve relationships with other countries, especially neighboring countries like Japan and China, a balance of two-way communication should be considered seriously since it can create a better attitude and atmosphere between governments and among people.

Weaknesses-Opportunities (WO)

- **Provide information about nation branding to both domestic people and foreigners**

The role of citizens in nation branding is noted by Anholt (2005) that “If ordinary citizens are made to be aspirations of the country, this may help to create a stronger sense of national identity and promote social inclusion, by uniting the whole country in an objective examination of its strengths and weaknesses, and undertaking a very open and public process of focus and improvement.” For South Korea, the role of domestic people who are directly related to country’s identities is not fully implemented for the participation in nation branding.

- **Integrate government organizations related to nation image**

Government organizations are the significant role for controlling and conducting the improvement of the country. For nation branding, it is suggested by Melissen (2005) that the nation has to find its one real unique quality and identity and consider them together for the core idea, key audiences, key area of focus, and variation in messages for

different audiences and other issues. Since there is no organization directly responsible for nation branding because of the change of government in 2013, it would be better if government organizations that have been working to create a better image and good relations with other countries integrate together and set the goal and strategies into one direction.

➤ **Improve tourism strategies and facilities for various groups of visitors**

For attracting people from different countries to travel or do business, tourism is another channel for creating a good perception for a country. It is stated by Anholt, 2005 that “As brands gradually become the dominant channel of communication for national identity, it becomes ever more vital to push the other channels- by encouraging first-hand experience of the country via tourism, by the careful management of international perceptions of a nation’s foreign policy decisions, and by the representation of national culture. For South Korea, it is a country that has unique identities as well as an attractive culture. However, South Korea seems to not fully benefit from tourism. Seoul and Pusan are the two most famous cities, one as the fascinating capital city and the other one as the biggest port and the city of the International film festival for Korea. Other parts of South Korea are not yet fully presented as a pleasing image or recognition. Most of the tourist attractions are attached to the filming location for Korean dramas. Thus, for people who are not craving Korean wave or Korean pop culture, South Korea may be considered at the end of their list for travelling. As a result, the government should improve tourism strategies and facilities for various groups of visitors. Additionally, other components of

tourism assets such as historical places should be supported and promoted at least at the same level of promoting tourism with Korean pop culture. Tourism campaigns is another point that is delicate since the slogan has to represent the country in just a phrase or short word to attract the interest of people, at the same time supports or does not ruin other complex components of the country such as investment sectors or imports and exports.

Weaknesses- Threats (WT)

- **Support research and studies about nation branding or strategies promoting the country**

It is necessary for every single step for nation branding to include research and studies starting from the beginning until after the plan is adopted for better improvement, as is mentioned by Morgan, Pritchard and Pride (2004) that the common features of having in the destinations that have emerged as brand winners are firstly, the intensive research related with stakeholder, consumer and competitor should be done with consideration of the brand's personality and after the brand personality has been identified, it should be a core that may have some refinement.

4.3 Future trend of South Korea Nation Branding

Since February 2013, the South Korean government has been run by President Park Geun-hye. As a result, the future trend of South Korea Nation Branding is analyzed base on the policies of President Park's administration that will support the development

of the country's image and reputation. In the time of President Park Geun Hye's Government, creative economy, cultural enrichment with the emergence of technology advancement, the development of the society as well as the relations of the two Koreas are emphasized.

From the 18th Presidential Inauguration Speech (2013), the government Press Release (2013) and from opening remarks by President Park Geun-hye at the New Year press conference (2014), a creative economy is focused with the strengthening of science, technology and IT industries to create new markets, jobs and expand the existing markets with a three-year plan of economic innovation. With this new paradigm of economy and more intention to attract foreign investment, skilled laborers and experts are needed. This can lead to a more welcoming of talented foreigners that will come to work as a part of this creative economic development as well as the need for a larger number of laborers due to the growth of the domestic market. In addition, it is claimed by the government that culture will be chosen as a tool to increase the happiness of people as well as the development of the economy. With the start of a creative economy, a content industry where culture and advanced technology are integrated will be enriched. Korean cultural heritage as the most valuable national asset will be more highlighted worldwide. A cultural content industry that conveys together the Korean cultural heritage, the creativity of the Korean people and information and communications technology will be supported continuously with the total expenditure set at 5.3 trillion won, or 1.5 percent of the total government budget. From this intention of government, cultural assets and advanced technology will be incorporated for better development on the international stage where

Korean culture may become one of the global phenomena. Additionally, for many decades the Korean government has strongly emphasized the development of the economy and industries with little concern about social issues. With this new administration, the happiness of the Korean people will be increased with the development of education and the quality of life from childhood through retirement. Moreover, a safe society both for people and people with disabilities will be managed across the country. This development of quality of life will give a benefit directly to the Korean people and also be able to raise the image of Korean society from the view of foreigners with more interest as well. Furthermore, with the nuclear threat from North Korea, the South Korean government at this time will give an offer of peace and shared development as a path to stop the nuclear ambition. This strong intention of South Korea for a peaceful environment and unification of the two Koreas is dealing with the security issue of South Korea as well as the global security situation and human rights issues. Yesterday, with the effort of President Park's government for North and South dialogue for reunification, "North and South Korea agree to hold reunions of families separated since the Korean War, a South Korean official says" (Hancocks, Kwon, & Mullen, 2014). This may be good news for the better image as well as better conditions of the two Koreas' relationship if it can be truly practiced. In addition, being host to many international events in the future including the 2014 Incheon Asian Games and the Pyeongchang Winter Olympics 2018, will lead to more international recognition like Seoul got when it held international events in the past such as the 2002 FIFA World cup, co-hosted with Japan, or the G20 summit in 2010. Moreover, new areas of industries that are

now continuously developed and highlighted by the government are the beauty industry and medical tourism industry which can be the next potential strategy for more income and a better reputation in appealing industries.

Nevertheless, future of South Korea's image is not mainly considered from the governmental policies but also the Korean people themselves as well as the development of a society which will build a good perception towards the overall image, not just the image that the government tries to create.

4.4 Successful Nation Branding Strategies

Learning from others' success is another strategy that South Korea has to pay attention to and make use of the successes and failures of the case studies.

Japan Nation Branding Strategies

To see the differences of the nation branding strategies between Korea and Japan and to learn from Japan's experiences, major components of Japan's branding strategies are explained with its strengths, weaknesses, threats and future trends.

Japan is chosen to be the nation that South Korea can learn from Japan's experiences due to the geographical, historical and cultural factors that these two countries share many similarities in the same region, East Asia. Besides, from the Country Brand Index (CBI) a preeminent global study of country brands that measures and rank global perceptions around the world's nations—from their cultures, to their industries, to

their economic vitality and public policy initiatives., Japan has an increasing rank of image from 6th in 2010 to 4th in 2011 and 3rd in 2012, following by Canada as the second place and Switzerland in the first place.

The image of Japan after World War II was related primarily to the successful development of the economy, high technology and innovations. However, due to the growth of globalization and high competitiveness on the international stage, Japan tried to exercise its soft power through its emphasis on culture and content industries to enhance its competitiveness. For Japan's nation branding strategies, Japan has raised the importance of nation branding strategies since 2002 under the administration of Prime Minister Junichiro Koizumi, as Daliot-Bul (2009) noted that "The production of a new and attractive 'Japan Brand'- one that resonates with the emerging global image of 'Cool Japan' associated with Japan's popular culture – is a national project incorporated in the Japanese Intellectual Property Strategy promoted by the state since 2002."

Strengths

From the study of Daliot-Bul , head of Japanese Studies at the University of Haifa, Israel and an expert of Japanese contemporary culture, in 2009, the 'Japan Brand Strategy' was examined from 2004 – 2008 under the Intellectual Property Strategic Programs, major initiatives can be concluded yearly as follows.

2004: Media content was focused to enhance the value of Japanese products abroad and to play a significant role in improving the image of Japan abroad (Japan's soft power).

Moreover, the development and expansion of the content business as a ‘very important business for the national strategy’ was raised to be a significant campaign that each of the stakeholders should recognize and be concerned with.

2005: The idea of strategically manipulating the global success of the Japanese content business for economic and diplomatic ends was incorporated systematically into a more comprehensive concept of Japan as a ‘nation creator of content-based culture’ with the Japan Brand as a tag name for an essential attractiveness common to every product and service that has an origin based on Japan’s cultural traditions as well as the encouragement of Japanese people to sufficiently utilize their outstanding capabilities in inventing and creating or contributing to the development of the world’s cultures and civilizations with the inventions and creations of Japanese people

2006: Strong efforts to make Japan a ‘top-class content world power’ by supporting contemporary Japanese popular culture products abroad with appropriate public relations including sponsoring related international exhibitions, conferences and symposia, local competitions in the arts, design and media, ceremonious awards of prizes of excellence to Japanese students, established artists and designers, and hosting programs in Japan for non-Japanese artists.

2007: Initiatives aimed at enhancing the image of an attractive and cool Japan at home and abroad through national policies promoting innovation in science and information

industries targeting the year 2025 as well as the Japanese Cultural Industry Strategy to stimulate economic growth of Japan and to convey to the world ‘what is good about Japan.’

2008: The emphasis was on globally enhancing the presence and brand quality of Japan’s food culture, regional brands and fashion through education, training and marketing activities

It can be clearly seen that the policies and strategies for the Japan Brand have been revised yearly with the adding of strategies and specific goals that could pave the way for better and more satisfactory results. Moreover, the important assets of the nation which are cultural elements, high technology and innovation, and proficiency in business areas were integrated for both diplomatic and economic advantages. In addition, the policies launched for Japan branding involved cooperation from domestic stakeholders, government sectors, private sectors and citizens, which can serve as a good basis for obtaining success from international recognition and acceptance. The encouragement from the government for domestic participation could be seen in a speech from Foreign Minister Taro Aso in 2006, who said that “we should be creating networks and establishing good public-private partnership, polishing the brand of Japan together” (Cannon, 2012). Also, research and studies for further development were required as it is mentioned that the government aimed to use the results of overseas surveys about the perception

toward Japan to revise various strategies for different geographic areas and target audiences (Daliot-Bul, 2009).

In 2010, the priority areas that exemplify Japan's strengths and attractiveness in order to enhance Japan's international presence and communicate the Japan Brand to the world was introduced under the Working Group on Global Communication, with a focus on communication strategies in the Asian region and 'the Japan Brand' was established and made known based on the nation's ability to solve global issues and push the frontier of human potential (Cannon, 2012). This time, Japan made more specific strategies for specific areas which were in Asia, where most countries share the same value of Asian culture. Moreover, Japan may see better results for targeting Asian countries first due to the growth of the economic ability, the location that is close to Japan, or even people's tastes and ability to consume its products and services. More recently the 'Japan Brand Fund' was created in 2013 to support and fund related activities and business with the aim to increase overseas demand for Japanese products and services that make full use of the unique characteristics of Japanese culture and lifestyle, and develop this attractiveness into new business, so as to draw overseas demand to Japan (Ministry of Economy, Trade and Industry, 2013).

Even though there have been changes in the Japanese government since 2002, the year that nation branding was emphasized, until the present, nation brandings campaigns are still focused on and practiced with continuously improved strategies. Political circumstances in Japan do not affect the country's nation branding strategies since both the government and the citizen recognize the importance and advantages of

nation branding in the same way as one of the significant factors driving the future of the country.

Not only are Japanese automobiles internationally known with the fame of country of origin, Japanese uniqueness which can be distinctly seen through its cultural elements both traditional and contemporary have also been created to conform to the image of being modern and having high technology by the harmonious attempts from the governmental side, private sectors, and citizens. This characteristic is presented through most of the Japanese products that have an increasing international reputation such as the Japanese apparel brand 'Uniqlo,' the Japanese cosmetics brand 'Shisedo' and 'NARS Cosmetics,' and even the Japanese food brand 'Ajinomoto,' the Japanese food and chemical corporation whose products are sold in over 130 countries. This can be considered as a strength of Japanese nation branding strategies, which gives a good image of the country; the international brand exports give a positive effect to Japan's image.

Weaknesses

Japan nation branding strategies' weaknesses are mentioned by Ogawa (2011) that firstly, the industry focused more on the domestic market than the global market, which can be seen with Japan's cellular phone system, which are limited to Japan and cannot share the success of a global share despite Japan being an expert on technology and innovations. Furthermore, Japan still does not connect through the use of social media and social networking sites such as Facebook and Twitter that are now widely used and have become an important tool for sharing information and even generating income for

entrepreneurs due to ‘the existence of already-popular domestic social networking as well as Japan’s very private Internet culture’. In addition, the importance of utilizing the internet as a two-way relationship type medium is noted by Kelt (2010), that ‘The old model of neglecting content on one-way video sites has become less and less effective.’ These weaknesses may suggest some points that are overlooked by the government with high competition of international corporations to enter the global market as well as the rapid growth of the information society in the internet age with a maximum of target audiences and more satisfactory results.

Threats

Stories from the past about the aggressive actions of Japan during World War II are still a big matter for the citizens and the government of the countries that were affected which lead to a negative image of Japan and even the conflicts on political relations with other countries nowadays. Daliot-Bul (2009) also mentioned that “War memory and postwar responsibility, or what is seen around Asia as the inadequate official Japanese expression of remorse over its militaristic aggressive past, became topics of broad regional debates.” So, this can be considered as a significant threat that Japan has to surmount with its responsibility and actions that will bring a better image of the country and better relations with other countries.

Opportunities

One big opportunity for Japan and its nation branding that will come in current times is the chance that Japan will have when it hosts the 2020 Olympics. This

opportunity is also mentioned by Snow (2013) that for economic advantages and the chance to show the Japanese identity, 'The Japanese government must educate and engage its people about the value of nation branding and call on the people of Japan to work toward the greater good that is the nation's unveiling of itself to the world in 2020.'

With the leading role that Japan has in Asia and the interest that Japan gets from other countries, Japan can further develop the country as well as the national image to catch up to the rapid growth of international situations with its expertise on business, culture, and content industries as well as innovation and high technology. However, while many nations learn the experiences and success of Japan in several dimensions, Japan has to jump up to the next step of development and find new strategies to advance the existing effective strategies and try to find a new path to grow on. In conclusion, creating policies with a strong basis and an emphasis on culture and content industries, with the cooperation and recognition of all domestic stakeholders, developing strategies to be more specific to different target audiences, linking the image of its international corporations with the country itself, and merging the regional brands and local products with unique Japanese identities, as well as continuously revising the strategies and plans for further development, can be considered as major strengths of Japan's nation branding strategies. At the same time, weaknesses include the smaller focus on the international market and the little utilization of social media, while threats that strongly affect the country's image include the history of Japanese aggressive actions during World War II.

Therefore, being in the first place of nation branding in Asia, Japan's nation branding strategies can be considered as a good example for other countries including

South Korea which is now trying to develop its nation image. Learning from the case study, South Korea can take the good points and adapt them into its own conditions and avoid the weaknesses or errors from what Japan has done before.

Switzerland Nation Branding Strategies

Being in the first position of Country Brand Index (CBI) in 2012 and 2013, Switzerland retains the best country for nation branding by presenting the symbols of economic, cultural and social stability. The outstanding points of Switzerland are its beauty of nature and high quality of life which draw the attention of both tourists and investors worldwide. Playing an active role in the international community also provides the opportunity to connect with productive partnerships and alliances; moreover, the high-value export industries with quality, efficiency and style lift up the country's economic competitiveness and overcome its drawback which is its limited natural resources, as stated in CBI 2012. Pasquier (2008) mentioned that since 2000, Switzerland has legislated a law concerning the promotion of its image abroad with the 'Presence Switzerland' that is directly responsible for promotional tasks with the coordination with other organizations. Presence Switzerland has systematically conducted research on the image of Switzerland abroad covering the key issues such as the product-country-image, tourism, economic promotion, export development, promoting national values, etc. From the evaluation, the significant dimensions presented by Switzerland abroad are top-level education and research, world-class quality of products and political stability whereas

innovative features and strong influence of citizens on political decisions are still weak in the perception of foreigners. As a result, the Swiss government tried to fix its weaknesses through promoting them indirectly via other dimensions (pp.79-83). We can see that conducting a research and study to follow up the result of the activities and policies that have been launched is a very significant process that can allow a country to know its own obstacles that have to be fixed as soon as possible and opportunities for improvement. Also, this process can be a benefit to various fields, not only for nation branding and improving the country's image.

Singapore Nation Branding Strategies

In Asia, the country that has the strongest nation image is Japan. Adding to the Japan Nation Branding Strategies mentioned before, another interesting country in Asia that can be a good case study for promoting successful nation image is Singapore. Singapore has limitations both in size and natural resources, but is widely known for its successful economic development, its neat and tidy city with English-speaking citizens and its multicultural-society. Nation branding in Singapore has been practiced along with the economic advancement strategies to attract and retain foreign investment from multinational manufacturers, finance firms, entrepreneurs and other players as stated by Song, 2011. He also mentioned that internal branding, which he defined as 'the way the country brand is communicated to and shaped in the minds of the citizens of that country', is another important part for the successful Singapore nation branding that the citizens will be involved with most of the implementation of major shifts. It is doubtless

that having a strong internal dimension will lead to flourishing consequences and a good perception from external clients. Additionally, tourism campaigns promoted via digital media such as Facebook and Google, cultural diplomacy festivals showcasing the culture of Singapore in food, theater and other aspects in foreign countries, are entering more new markets and the government's role in nation branding are mentioned as the strategies to bring more visitors and investors with increasing interest worldwide (Song, 2011). Other two significant points that can be both weakness and strength of Singapore's nation branding mentioned by Song are that 'there's nobody in charge' and 'branding efforts have short timeframes because of changes in political leadership' since the timeframes for branding projects can be longer than in other nations for the long term of the ruling party, but the projects can be shorter due to changes in top public-sector executive appointments in agencies related to the nation branding attempts.

From the experiences of Japan, Switzerland and Singapore, which have had success with promoting their nations' images, it can be concluded that firstly having an organization that is directly responsible for nation branding and the cooperation among the organizations are very important to manage the activities and run the policies effectively. In addition, culture is a powerful asset of one country that can be utilized as a tool to promote the foreign relationship, tourism or even to gain economic benefit. However, it should not be the only dimension that is emphasized strongly to promote the country since one country should have various interesting aspects that can attract different groups of visitors or investors. Also, the practice of promoting the country's image should be long-run activities since creating and correcting one country's image are

a time-consuming process; moreover, conducting studies to analyze the results and policies related to nation branding should be done continuously to maintain its strong points and correct or diminish the weaknesses.



CHAPTER V

CONCLUSION AND SUGGESTIONS

Conclusion

South Korea successfully developed its economy and technology within not many decades. Nevertheless, South Korea's overall national image does not correspond to its economic status in the world. Besides, there are still many negative perceptions attached with the country's image. After problems of South Korea's nation image and benefits of branding the nation were recognized, the government launched many strategies related to the development of the country's image and established the "Presidential Council on Nation Branding" in 2009 to promote Korea's global image; to right misconceptions about Korea, its culture, its products, and its people; and to raise respect for Korea so as to support Korean businesses and nationals abroad through governmental initiated strategies and policies. However, the consequences from the endeavor to improve and promote the country for both economic and political advantages are not yet fully realized. As a result, the rationale underlying the Korean branding strategies have become an interesting discussion to understand Korean nation branding strategies which help create a better image of the nation and increase its status in terms of global competitiveness, as well as its success and drawbacks.

Consequently, three questions have been raised: first, what are the strengths and weaknesses of Korean nation branding; second, why does Korea fail or succeed

in those areas; and lastly, what should the future trends of Korean nation branding be. To answer the research questions, the asset-based nation branding equity of Keith Dinnie (2008) was adopted as the framework to explain the basic elements of nation brand equity or the value of the brand by which nation branding strategies are developed. A SWOT analysis has been adopted in order to analyze the strengths, weaknesses, opportunities and threats of Korean nation branding strategies in the overall image with a concentration on how South Korea has developed its strategies on nation branding after the establishment of the Presidential Council on Nation Branding from 2009 through 2013.

Studying South Korea nation branding strategies, the strengths of its nation branding are the support of the entertainment industry as a core for promoting the country, the utilization of a wide range of media, effective government organizations and a strong potential for a network of people. After the emergence of the Korean wave or Korean popular culture that first started in Asia by the strong cooperation between the government and private sectors, Korean culture has been adopted as a tool of Korean soft power for national foreign policy where the influence of this power can increase the potential for competition in the international stage as well as better conditions for cooperation between countries or regions. For nation branding strategies, culture is also considered to be a good strategy for promoting the country's image, as Dinnie (2008) mentioned that a nation's culture may be regarded as the foundation presenting the true nature of the nation-brand; moreover, culture

integrated in nation-branding will help advancing the campaigns of branding to be over the same pattern of superficial advertising campaigns. In addition, the Korean wave is promoted and globally known via the development of information and communication technology and the role of online and social media. As a result, anything related to the Korean wave is now in the focus of people around the world. Besides, the role of government organizations responsible for promoting the country's image is significant. Many effective strategies launched by the Presidential Council on Nation Branding, the Korean Foundation and the Korea International Cooperation Agency helped create a good relationship with foreign governments and their citizens resulting in a better image of South Korea. A strong network of people is strength of branding strategies where the interaction among individuals plays as a key function to promote mutual understanding and exchange of cultural ideas.

As for weaknesses, firstly, the lack of integration of government organizations related to promoting nation branding can bring obstacles in running and improving the strategies in the same way with the same goal. Furthermore, due to the limitation of natural resources and the advantage of the successful Korean entertainment industry, most of the tourist attractions in the tourism industry are connected to the popularity of the Korean wave such as the filming locations of popular series. As a result, it will be a drawback for Korean tourism if visitors do not have an interest in the Korean wave. Next, South Korea has seen little benefit from successful Korean branded exports. With the success of Korean branded exports and

the improvement of Korea's nation image, this can be an advantage for both sides if the government or corporations try to link the image, reputation and development with each other. In addition, since South Korea is notable for its strong sense of being a collectivist society, this can influence the ambition of the government to push Korean society forward to become a more multicultural society for advantages like becoming a better environment to attract direct foreign investment or to make up for the lack of both laborers and skilled labors who can work as a part of the engine moving the growth of the economy. Also, critical social issues such as the high suicide rate in society and stressful lifestyles from educational through working phases of life can bring a negative image to South Korea. Finally, the lack of recognizable landmarks is another thing that the government should consider.

Furthermore, the external factors that can hinder South Korea branding strategies are the North Korea threat, political issues and conflicts among neighboring countries in East Asia, cultural backlash toward Korean wave and high competition in improving the nation's image. All of these threats may seem to be serious barriers; however, with the strong intention from the government and the Korean people, many actions can be done to develop the situations positively, and finally these threats may become the strengths in the future such as the cultural backlash toward Korean wave. Anholt (2011) claimed that the only probable effective form of nation branding is cultural relations where the consistent and imaginative cultural exchange is practiced and leads to the prosperity of respect and tolerance which helps support

the increased trade in skills, knowledge, products, capital, and people. Thus, South Korea should consider seriously building the long-lasting and effective practice of cultural relations with real cultural exchange, not just one-way cultural self promotion.

With regard to opportunities, South Korea can benefit from the emergence and rapid development of ICT globally with the increase of the popularity of the Korean wave worldwide as well as the cooperation with other countries on the international stage. Benefiting from globalization and the development of new media and technology, the Korean wave, which is the strength of Korea nation branding strategies, can spread widely in an effective way with just short time. Furthermore, with other national assets that can be promoted, it is not limited to just the communication from the government to the people but it is spread to the communication from people to people becoming a global information society where people can create and share information with no barrier of place and time.

Additionally, a TOWS analysis was adopted to understand the correlation of factors from the SWOT analysis leading to alternative strategies. Firstly, the SO strategy (strengths-opportunities strategy) involves promoting the country's identities & other components through online media and social media and strengthening relationship among network of people. Secondly, the ST strategy (strengths-threats strategy) concerns nurturing the exchange of cultural elements rather than just one-way communication. Next, the WO (weaknesses-opportunities strategy) involves

providing information about nation branding to both domestic people and foreigners, integrating government organizations related to nation image and improving tourism strategies and facilities for various groups of visitors. Finally, the WT (weaknesses and threats strategy) concerns supporting research and studies about nation branding or strategies promoting the country.

With respect to the future trend of South Korea nation branding, with the new government of President Park Geun-hye since 2013, even the Presidential Council on Nation Branding was abolished, there are still many policies that help promote Korea's image and reputation. Two strong points of the country are integrated and emphasized more with the policy of 'cultural enrichment with the merging of technology advancement'. Besides, President Park attempts to improve North – South relations with a view to eventually reunify the two Koreans. These developments can convey the advantages for both Korean people and the improving image of the country. A creative economy is also focused on with the strengthening of science, technology and IT industries to create new markets and jobs including the expansion of opportunity for both citizens and foreigners. Furthermore, being a host to many international events such as the 2014 Incheon Asian Games and the Pyeongchang Winter Olympics 2018 will lead to more international recognition. New areas of industries that are now continuously developed and highlighted by the government including the beauty industry and medical tourism industry may be the

next potential strategy for attracting more income and a better reputation for the country.

In summary, this research's finding conforms with the thesis's hypothesis that the successful economic development and technological industries firstly bring a good reputation to South Korea. Also, the support from government and cooperation with the private sectors to promote Korean culture has highlighted the increasing of better nation image worldwide. Government organizations such as Korean Foundation and the Korea International Cooperation Agency also play an important role in creating better image of the country as well as developing better relationship with other countries. However, there are still many weaknesses and obstacles that South Korean government has to overcome such as the lack of integration of government organizations or even the North Korea threat and the conflicts with neighboring countries in East Asia.

Suggestions

South Korea has tried to point out its strengths which are the Korean wave that leads to other elements such as language, culture, products, as well as the advance of technology. However, serious threats and weaknesses still exist and can affect the image of the country. From the study with the SWOT and TOWS analyses, there are still gaps that South Korea can improve and use as a channel for raising the nation's image. Primarily, South Korea should hammer the message of its strengths

and diminish negative and inaccurate perceptions toward the country by trying to eliminate weaknesses and threats as much as possible. Changing people's perceptions is not easy, and at the same time, branding the nation is also a time-consuming activity which requires strong intention and involvement from every one of its stakeholders. In addition, from BBC News Asia, Anholt mentioned that Korea nation branding is causing "Korea's image to improve, because Korea is improving." He also emphasized that a better image of country comes from the actions and improvement not just the words or just the image created in the media (Williamson, 2012). As a result, it is significant for South Korea to develop every aspect that is still a problem or not yet fully developed since the country cannot depend only on its economy, technology and cultural aspects. The recognition and understanding of the significance of nation branding or the activities projected by the government should be acknowledged adequately among its domestic citizens and multi-stakeholders in the country. Otherwise, the actions will be taken by the government only with the lack of domestic participation which can bring more desirable outcomes.

Research Limitation and Suggestion for further research

This study is about Korea nation branding strategies which focus on its strengths, weaknesses and future trend. Furthering this topic should be done with a

questionnaire or interview to get deeper and greater details of the perception of foreigners, Korean citizens or even from the government and private sectors who are related to the creation of branding for the country.



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APPENDIX

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