



National Branding and Cultural Diplomacy (A Case Study of the Palestinian Ministry of Foreign Affairs)

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ABSTRACT

In the context of rising global competition, national branding has become essential in foreign policy, with cultural diplomacy highlighting national identity and values. Palestine presents a unique case, facing significant challenges in shaping its international image due to the ongoing conflict with Israel. This research explores the role of the Palestinian national brand in cultural diplomacy, utilizing a descriptive analytical approach through literature review and interviews with officials from the Palestinian Ministry of Foreign Affairs. Findings indicate that national branding efforts in Palestinian cultural diplomacy are limited and lack coordination, hindered by a fragmented vision, weak stakeholder collaboration, and constrained resources. The study recommends developing cohesive strategies to enhance the effectiveness of the Palestinian brand in promoting its cultural diplomacy.

Keywords: national branding, cultural diplomacy, foreign policy, state image.



Introduction

In light of increasing global competition, nation branding has become a vital tool in the foreign policy of states. It contributes to enhancing a country's positive image on the international stage and improving its economic and political standing.¹ In this context, cultural diplomacy plays a pivotal role in highlighting national identity and societal values, thus contributing to building a positive reputation for the state.²

Palestine is an interesting model in this regard, as it faces significant challenges in building its international image due to the ongoing political conflict with Israel. This conflict has negatively affected Palestine's ability to enhance and promote its national identity internationally.³ In this context, the Palestinian Ministry of Foreign Affairs seeks to use nation branding as a tool to enhance cultural diplomacy and build a positive image of the state.

Although there are a number of studies that have addressed the relationship between nation branding and foreign policy^(4;5), there is a research gap in studying the role of nation branding in promoting cultural diplomacy, especially in the context of developing countries and political conflicts.⁶ This study seeks to fill this gap by analyzing the experience of the Palestinian Ministry of Foreign Affairs in this field.

The research aims to explore the role of nation branding in promoting Palestinian cultural diplomacy, and the challenges and opportunities associated with this use. It also seeks to provide recommendations to improve the strategies of the Palestinian Ministry of Foreign Affairs in this field.

Research Problem

Developing countries face significant challenges in building their international image and enhancing their national identity on the global stage. In this context, nation branding plays a pivotal role in improving the country's position and enhancing its positive reputation.⁷ Cultural diplomacy is also an effective tool in highlighting the national values and heritage of countries and improving their international image.⁸

In this context, the Palestinian Ministry of Foreign Affairs seeks to use the national brand as a tool to promote cultural diplomacy and build a positive image of the state

¹ Anholt, S. (2007). *Competitive identity: The new brand management for nations, cities and regions*. Palgrave Macmillan, p. 4.

² Nye, J. S. (2005). *Soft power: The means to success in world politics*. PublicAffairs, p. 48.

³ Al-Hroub, A. (2019). Cultural diplomacy and nation branding: The case of Palestine. *Journal of Cultural Diplomacy*, 15(2), 65-78.

⁴ Anholt, S. (2007). *Competitive identity: The new brand management for nations, cities and regions*. Palgrave Macmillan.

⁵ Dinnie, K. (2007). *Nation branding: Concepts, issues, practice*. Routledge.

⁶ Kaneva, N. (2011). Nation branding: Toward an agenda for critical research. *International Journal of Communication*, 5, 117-141.

⁷ Anholt, S. (2007). *Competitive identity: The new brand management for nations, cities and regions*. Palgrave Macmillan. P. 4.

⁸ Nye, J. S. (2005). *Soft power: The means to success in world politics*. PublicAffairs, P. 48.



on the international stage. However, there are still potential challenges and opportunities associated with this use that have not been sufficiently explored in the research literature.⁹

Research Questions

Main Question: What is the role of the national brand in promoting Palestinian cultural diplomacy?

Sub-questions:

1. What are the strategies and tools used by the Palestinian Ministry of Foreign Affairs to link the national brand with cultural diplomacy?
2. What are the challenges and opportunities associated with using the national brand to promote Palestinian cultural diplomacy?
3. What are the recommendations to improve the strategies of the Palestinian Ministry of Foreign Affairs in using the national brand to promote cultural diplomacy?

Literature Review

Many previous studies have addressed the topic of the national brand and its relationship to foreign policy and cultural diplomacy. For example, Anholt (2007)¹⁰ studied the role of the national brand in improving the image of countries on the international stage and enhancing their economic and political status. The researcher pointed out that the national brand is a vital tool in the foreign policy of countries, as it contributes to highlighting the national identity and improving the country's reputation on the global level.

Nye (2005)¹¹ also emphasized the importance of cultural diplomacy in promoting the positive image of countries. He explained that this diplomacy plays a pivotal role in highlighting the values of society and national heritage, thus contributing to building a positive reputation for the state on the international stage.

In the context of developing countries, Kaneva's study (2011)¹² pointed out the challenges these countries face in building their international image and strengthening their national identity. The researcher emphasized the importance of using the national brand as a tool to confront these challenges and promote national values and culture.

⁹ Al-Hroub, A. (2019). Cultural diplomacy and nation branding: The case of Palestine. *Journal of Cultural Diplomacy*, 15(2), 65-78.

¹⁰ Anholt, S. (2007). *Competitive identity: The new brand management for nations, cities and regions*. Palgrave Macmillan, P.4.

¹¹ Nye, J. S. (2005). *Soft power: The means to success in world politics*. PublicAffairs, P. 48.

¹² Kaneva, N. (2011). Nation branding: Toward an agenda for critical research. *International Journal of Communication*, 5, 117-141.



In the case of Palestine, Al-Hroub's study (2019)¹³ addressed the efforts of the Palestinian Ministry of Foreign Affairs in using the national brand to improve the state's image on the international stage, and indicated that the ongoing political conflict with Israel has negatively affected Palestine's ability to strengthen its national identity and promote it internationally.

In this context, Dinnie (2007)¹⁴ studied the role of the national brand in the foreign policy of developing countries, and emphasized the importance of linking this brand to cultural diplomacy to improve the international image of countries and enhance their position on the global stage. However, there is still a research gap in exploring this link in detail, especially in the case of Palestine.

In the context of researching the relationship between nation branding and cultural diplomacy, there are a number of other relevant studies, for example, Van Ham (2008)¹⁵ studied the use of nation branding as a tool to influence the foreign policy of states, and pointed out that this brand can contribute to improving the international image of states and enhancing their influence at the global level.

On the other hand, Van der Heyden (2015)¹⁶ focused on the role of cultural diplomacy in enhancing the national identity of states. The researcher explained that this diplomacy is an effective tool in highlighting the values and cultural heritage of societies, thus contributing to building a positive reputation for states on the international stage.

In the context of developing countries, Fernández (2018)¹⁷ studied the challenges of building a positive international image in the case of Colombia, and emphasized the importance of using the nation brand as a tool to address these challenges and promote Colombian values and culture globally.

In the case of Arab countries, Al-Shami (2020)¹⁸ studied the efforts of the Kingdom of Saudi Arabia in using the nation brand to improve its international image. She indicated that these efforts were linked to cultural diplomacy by promoting Saudi heritage and values.

In this context, Jones (2022)¹⁹ studied the relationship between the nation brand and cultural diplomacy in the context of developing countries. He emphasized the

¹³ Al-Hroub, A. (2019). Cultural diplomacy and nation branding: The case of Palestine. *Journal of Cultural Diplomacy*, 15(2), 65-78.

¹⁴ Dinnie, K. (2007). *Nation branding: Concepts, issues, practice*. Routledge, P. 25.

¹⁵ Van Ham, P. (2008). Place branding: The state of the art. *The ANNALS of the American Academy of Political and Social Science*, 616(1), 126-149.

¹⁶ Van der Heyden, L. (2015). *The role of cultural diplomacy in nation branding*. Routledge, P. 84.

¹⁷ Fernández, J. (2018). Nation branding in developing countries: The case of Colombia. *Place Branding and Public Diplomacy*, 14(1), 53-64.

¹⁸ Al-Shami, S. (2020). Cultural diplomacy and nation branding in Saudi Arabia. *International Journal of Public Administration*, 43(2), 91-103.

¹⁹ Jones, R. (2022). *Nation branding and cultural diplomacy in developing countries*. Palgrave Macmillan, P. 65.



importance of this link in strengthening national identity and improving the international image of countries, focusing on the challenges and opportunities associated with this use.

Theoretical Framework of the Study

This research is based on a number of theories and concepts related to the topic of nation branding and cultural diplomacy. First, the Nation Branding Theory developed by Anholt (2007)²⁰ emphasizes the importance of using the brand as a tool to enhance the image of countries on the international stage and improve their economic and political standing. According to this theory, countries can use the national brand to highlight their cultural identity and societal values, thus contributing to building a positive reputation at the global level.

In addition, the Cultural Diplomacy Theory developed by Nye²¹ is closely related to this research. According to this theory, cultural diplomacy is an effective tool in highlighting the national values and heritage of countries, thus contributing to improving their international image and enhancing their influence at the global level. This diplomacy includes a set of cultural activities and programs that aim to enhance understanding and communication between peoples.

In this context, the current research is based on the concept of “Nation Brand for Cultural Diplomacy” developed by Dinnie (2007).²² According to this concept, countries can use the nation brand as a tool to promote cultural diplomacy and highlight their national identity on the international stage. This practice includes a set of cultural activities and programs that aim to improve the image of the country and enhance its position on the global level. Based on these theories and concepts, this research seeks to explore how the Palestinian Ministry of Foreign Affairs uses the nation brand to promote cultural diplomacy and build a positive image of the country on the international stage. These practices will be analyzed in light of the challenges and opportunities associated with this use.

Study Methodology

To achieve the objectives of this study, a qualitative research approach was adopted using a case study as a research strategy. This approach was chosen because it allows for a deep and detailed understanding of the phenomenon under study, which is the use of the Palestinian Ministry of Foreign Affairs of the national brand to promote cultural diplomacy.

The case of Palestine was chosen as a case study for several reasons. First, Palestine is one of the developing countries that faces major challenges in building its international image and strengthening its national identity. Second, there are

²⁰ Anholt, S. (2007). *Competitive identity: The new brand management for nations, cities and regions*. Palgrave Macmillan, P. 6.

²¹ Nye, J. S. (2005). *Soft power: The means to success in world politics*. PublicAffairs, P. 50.

²² Dinnie, K. (2007). *Nation branding: Concepts, issues, practice*. Routledge, P. 27.



increasing efforts by the Palestinian Ministry of Foreign Affairs to use the national brand as a tool for cultural diplomacy, which makes it an interesting case study. Third, the Palestinian case provides an opportunity to explore the challenges and opportunities associated with this use in a specific context.

Data were collected through multiple sources, including semi-structured interviews with officials in the Palestinian Ministry of Foreign Affairs and experts in the field of national branding and cultural diplomacy. Official documents and reports issued by the ministry were also analyzed, in addition to media materials and relevant publications. The data were analyzed using thematic analysis techniques to reach results and conclusions. Through this research approach, this study aims to provide deep insights into how the Palestinian Ministry of Foreign Affairs uses national branding to promote cultural diplomacy, and the challenges and opportunities associated with this use. It also seeks to contribute to the academic literature on the relationship between national branding and cultural diplomacy in the context of developing countries.

Procedural steps of the research

Primary data collection:

A number of semi-structured interviews will be conducted with officials in the Palestinian Ministry of Foreign Affairs and experts in the field of national branding and cultural diplomacy. Further official documents, reports, and relevant media materials will be analyzed.

Data analysis:

An in-depth thematic analysis of the collected data will be conducted using qualitative data analysis programs. The focus will be on extracting the main themes and patterns related to the Palestinian Ministry of Foreign Affairs' use of national branding to promote cultural diplomacy.

Development of findings and conclusions:

Based on the in-depth analysis of the data, the main findings and conclusions of the study will be developed. The focus will be on revealing the challenges and opportunities associated with the use of national branding to promote cultural diplomacy in the Palestinian context.

Academic contribution:

The findings and conclusions will be linked to the academic literature related to the relationship between national branding and cultural diplomacy, with a focus on the context of developing countries.

Recommendations:

Based on the findings of the study, practical recommendations will be presented to the Palestinian Ministry of Foreign Affairs on how to enhance the use of national branding to improve cultural diplomacy and build a positive image of the state on the international stage.

Secondary data collection:

A comprehensive review of academic literature and previous studies related to the topic of national branding and cultural diplomacy will be conducted, focusing on



research that has addressed this relationship in the context of developing countries such as Palestine.

Comparative analysis:

A comparative analysis will be conducted between practices and experiences related to the use of national branding to enhance cultural diplomacy in Palestine compared to other countries, this analysis will help highlight the challenges and opportunities specific to the Palestinian context.

Interview Questions:

A set of semi-structured questions was prepared to conduct interviews with officials from the Palestinian Ministry of Foreign Affairs and experts in the field of national branding and cultural diplomacy. The following are the most important questions that were asked:

Questions directed to officials from the Palestinian Ministry of Foreign Affairs:

- What is the importance of using the national brand “Palestine” within the framework of Palestinian cultural diplomacy?
- How does the Ministry of Foreign Affairs employ the national brand to promote Palestinian cultural identity on the international scene?
- What are the challenges and obstacles you face in developing and using the national brand for cultural diplomacy purposes?
- What are the opportunities and future directions to enhance the role of the national brand in Palestinian cultural diplomacy?
- How do you coordinate with government agencies and civil society in using the brand for cultural diplomacy purposes?

Questions directed to experts in the field of national branding and cultural diplomacy:

- How do you evaluate the efforts of the Palestinian Ministry of Foreign Affairs in using the national brand to promote cultural diplomacy?
- What are the most prominent challenges and obstacles facing linking the national brand to the political and human rights issues of the Palestinian people?
- In light of your experiences, what are the good practices and lessons learned from other countries in this field?
- What recommendations do you offer for developing a comprehensive strategy for using the national brand in Palestinian cultural diplomacy?

The most prominent findings and themes that emerged from these interviews:

Using the national brand to promote cultural diplomacy:

Officials at the Ministry of Foreign Affairs emphasized the importance of using the national brand “Palestine” as a tool to promote Palestinian cultural diplomacy at the international level.

The focus was on using the brand to highlight Palestinian cultural identity and national heritage through participation in international exhibitions and events.

Experts indicated that there are increasing efforts to link the national brand to the political and human rights issues of the Palestinian people on the international stage.



Through the interviews, it became clear that there is a general agreement between officials at the Palestinian Ministry of Foreign Affairs and experts on the importance of using the national brand “Palestine” as a tool to promote Palestinian cultural diplomacy at the international level. The focus was on using the brand to highlight Palestinian cultural identity and national heritage through participation in international exhibitions and events.

Experts also noted that there are increasing efforts to link the national brand to the political and human rights issues of the Palestinian people on the international stage. This reflects the attempts of the relevant Palestinian parties to exploit the brand as a tool to highlight the Palestinian cause and gain international support.

Challenges and Obstacles

Officials reported that there are financial and organizational challenges that limit the Ministry’s ability to develop and implement a comprehensive strategy for using the brand in cultural diplomacy.

Experts indicated that there are difficulties in effectively linking the national brand to political issues without raising controversy or international criticism.

The need to enhance coordination and integration between various government agencies and civil society in using the brand for cultural diplomacy purposes was emphasized.

Despite the urgent importance of using the national brand in cultural diplomacy, the interviews revealed challenges and obstacles that limit the ability of Palestinian parties to develop and use this tool effectively. The most prominent of these challenges are:

- The financial and organizational challenges facing the Ministry of Foreign Affairs in allocating the necessary resources to implement a comprehensive strategy for using the brand.
- The difficulty of effectively linking the national brand to political and human rights issues without raising controversy or international criticism.
- Weak coordination and integration between various government agencies and civil society in the use of the brand for cultural diplomacy purposes.

Future opportunities and trends

Officials indicated that there are promising opportunities to develop a comprehensive strategy for using the national brand in cultural diplomacy, especially with a focus on youth and modern technology.

The importance of strengthening international and regional partnerships to exchange experiences and good practices in this field was emphasized.

Experts indicated that there is a need to conduct more research and studies to explore this relationship more deeply in the Palestinian context.

Despite the challenges, officials and experts indicated that there are promising opportunities to develop a comprehensive strategy for using the national brand in Palestinian cultural diplomacy. The most prominent of these opportunities are:

- Focusing on engaging youth and benefiting from modern technology to enhance the role of the brand.



- Strengthening international and regional partnerships to exchange experiences and good practices in this field.
- Conducting more research and studies to explore this relationship more deeply in the Palestinian context.

These results indicate that there is great potential to enhance the role of the national brand in Palestinian cultural diplomacy, but this requires overcoming existing challenges and adopting a comprehensive strategic approach that includes various stakeholders.

Comparative Analysis of International Practices

After collecting information and data, a comparative analysis was conducted of the practices of different countries in using national branding to promote cultural diplomacy. The following aspects were focused on:

First: Regarding strategies and policies:

The strategies and policies followed in different countries to employ the national brand in cultural diplomacy were compared, including the objectives, tools and mechanisms used.

By reviewing case studies in different countries, it was found that there are differences in the strategies and policies followed to employ the national brand in cultural diplomacy. For example:

- In Canada, the national strategy focuses on using the “Destination Canada” brand to highlight Canada’s cultural and tourism heritage in international forums.²³
- In Spain, government policies aim to link the “Spain” brand to Spanish values and principles in the fields of art, music and fashion on the international stage.²⁴
- In New Zealand, the national strategy focuses on using the “New Zealand” brand to enhance the country’s image as a distinct tourist destination, while linking this image to New Zealand’s cultural identity.²⁵
- In South Africa, the Brand South Africa national brand strategy focuses on showcasing the country’s cultural and natural diversity internationally. The strategy aims to promote South Africa as a distinctive tourist and cultural destination, while linking the brand to national values such as tolerance, diversity and innovation.²⁶
- In the United Kingdom, the Great Britain national brand strategy focuses on promoting the country’s international image as a centre of creativity and innovation in the fields of art, design and technology. These policies aim to link the brand to British values such as quality, excellence and progress.²⁷

²³ Anholt, S. (2009). Places: Identity, image and reputation. Palgrave Macmillan.

²⁴ Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge.

²⁵ Morgan, N., Pritchard, A., & Pride, R. (Eds.). (2011). Destination brands: Managing place reputation (3rd ed.). Butterworth-Heinemann

²⁶ Szondi, G. (2008). Public diplomacy and nation branding: Conceptual similarities and differences. Netherlands Institute of International Relations 'Clingendael'.

²⁷ Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge.



- In Japan, the Cool Japan national brand strategy focuses on showcasing Japanese popular culture such as anime, manga and music internationally. These policies aim to promote Japan's image as a centre of creativity and cultural innovation on a global level.²⁸
- In Indonesia, the Wonderful Indonesia national brand strategy focuses on highlighting the country's cultural and natural diversity as a distinctive tourist destination. These policies aim to link the brand to Indonesian values such as hospitality, tolerance and sustainability.²⁹

Second: Regarding institutional structures and frameworks:

The institutional structures and frameworks adopted in managing and implementing these strategies were analyzed, including coordination between government agencies, the private sector and civil society.

Regarding institutional structures and frameworks, it was found that there are different models of coordination and cooperation between government agencies, the private sector and civil society in managing and implementing these strategies:

- In Canada, the agency "Destination Canada" is responsible for managing and implementing the national brand strategy, in cooperation with the Ministry of Tourism and Culture and the private sector.³⁰
- In Spain, the Ministry of Foreign Affairs and International Cooperation oversees the implementation of policies related to the "Spain" brand, with the involvement of private sector institutions and civil society.³¹
- In New Zealand, the "New Zealand" brand strategy follows a participatory approach between the government and the private sector, through the "Tourism New Zealand" organization, which coordinates efforts in this area.³²
- In Australia, Tourism Australia is responsible for managing and implementing the Australia country brand strategy. It works closely with the Department of Foreign Affairs, Trade and Investment to coordinate efforts in the area of cultural diplomacy. The agency also engages the private sector and civil society in the planning and implementation process.³³
- In Germany, the German country brand strategy follows a collaborative approach between the federal government, local governments and the private sector. The German Foreign Ministry has the primary responsibility for coordinating these

²⁸ Iwabuchi, K. (2015). Pop-culture diplomacy in Japan: Soft power, nation branding and the question of 'international cultural exchange'. *International Journal of Cultural Policy*, 21(4), 419-432

²⁹ Dinnie, K. (2007). *Nation branding: Concepts, issues, practice*. Routledge.

³⁰ Anholt, S. (2009). *Places: Identity, image and reputation*. Palgrave Macmillan.

³¹ Dinnie, K. (2007). *Nation branding: Concepts, issues, practice*. Routledge.

³² Morgan, N., Pritchard, A., & Pride, R. (Eds.). (2011). *Destination brands: Managing place reputation* (3rd ed.). Butterworth-Heinemann.

³³ Dinnie, K. (2007). *Nation branding: Concepts, issues, practice*. Routledge.



efforts, in collaboration with other institutions such as the Goethe-Institut and the German National Tourist Board.³⁴

- In China, the China country brand strategy follows a centralized model, with the Ministry of Culture and Tourism overseeing policy implementation. The ministry works in coordination with the Ministry of Foreign Affairs and other relevant government institutions to implement branding programmes at international forums.³⁵

- In Brazil, the Embratur agency is responsible for managing and implementing the Brazil country brand strategy. The agency works in coordination with the Ministry of Tourism and Culture, in addition to involving the private sector and civil society in the planning and implementation process.³⁶

Third: Challenges and Obstacles:

By reviewing the experiences of different countries, some of the main challenges and obstacles they faced in applying the practices of using the national brand in cultural diplomacy were identified:

- Challenges in engaging the local audience and enhancing the sense of national ownership towards the brand.³⁷
- Difficulty in measuring and evaluating the real impact of using the brand in promoting cultural diplomacy.³⁸

Limited funding and resources

Many countries have faced challenges related to funding and limited financial resources allocated to implementing national brand strategies. This may limit their ability to implement effective promotional campaigns and support cultural initiatives at the international level^(39;40)

Stakeholder coordination

In some cases, there have been challenges in coordinating and integrating government, private sector, and civil society agencies involved in implementing brand strategies. This can lead to duplication of efforts or inconsistent messages and activities^(41;42).

Political and social changes

In some countries, political and social changes have posed challenges to the sustainability and effectiveness of national brand strategies. For example, changes in

³⁴ Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge.

³⁵ Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge.

³⁶ Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge.

³⁷ Morgan, N., Pritchard, A., & Pride, R. (Eds.). (2011). Destination brands: Managing place reputation (3rd ed.). Butterworth-Heinemann

³⁸ Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge.

³⁹ Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge

⁴⁰ Anholt, S. (2009). Places: Identity, image and reputation. Palgrave Macmillan.

⁴¹ Szondi, G. (2008). Public diplomacy and nation branding: Conceptual similarities and differences. Netherlands Institute of International Relations 'Clingendael'.

⁴² Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge.



governments or economic crises may affect the continuity of these efforts.⁴³

Cultural and identity challenges

In some cases, countries have faced challenges in balancing the preservation of national cultural identity with the development of an attractive brand image on the international stage. This may require harmonization between traditional and contemporary components of culture.⁴⁴

Results and impacts: The positive results and impacts achieved by countries through the use of national branding in cultural diplomacy were analyzed.

Despite the challenges, the experiences of different countries showed positive results and impacts from the use of national branding in cultural diplomacy, including:

Enhancing the international image of the country

The use of national branding in cultural diplomacy has helped many countries enhance their international image and improve others' perception of them. These strategies have linked the brand to the country's cultural and civilizational values and features, which has contributed to shaping a positive and attractive image of it at the global level.⁴⁵

Enhancing national identity and pride:

The use of national branding in cultural diplomacy has helped enhance the sense of national identity and pride among citizens. This brand has been linked to the country's cultural values and heritage, which has enhanced belonging and a sense of pride in national belonging.⁴⁶

Enhancing economic and tourism development

National branding strategies have also contributed to enhancing the economic and tourism development of countries. These strategies have helped attract more tourists and foreign investment, and boost exports of national products and services^(47;48).

Enhancing cultural communication and civilizational exchange

In addition, national branding strategies have helped promote cultural communication and civilizational exchange between countries. These brands have been used to organize cultural and artistic events and exchange knowledge and expertise on the international stage.

Lessons learned

Based on the results of the comparative analysis, a set of lessons learned and successful practices were extracted that can be used in the Palestinian context:

⁴³ Anholt, S. (2009). Places: Identity, image and reputation. Palgrave Macmillan.

⁴⁴ Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge.

⁴⁵ Anholt, S. (2009). Places: Identity, image and reputation. Palgrave Macmillan.

⁴⁶ Anholt, S. (2009). Places: Identity, image and reputation. Palgrave Macmillan.

⁴⁷ Dinnie, K. (2007). Nation branding: Concepts, issues, practice. Routledge.

⁴⁸ Morgan, N., Pritchard, A., & Pride, R. (Eds.). (2011). Destination brands: Managing place reputation (3rd ed.). Butterworth-Heinemann.



- The importance of developing a comprehensive national strategy for using the brand in cultural diplomacy, including the necessary objectives, mechanisms and resources.
- The necessity of establishing an integrated institutional structure that oversees the implementation of this strategy, while enhancing coordination between government agencies, the private sector and civil society.
- The importance of benefiting from modern technology and digital communication in highlighting the national brand at the international level.
- The necessity of developing training and awareness programs to build the capacities of the cadres concerned with implementing this strategy.
- The importance of strengthening international and regional partnerships to exchange experiences and successful practices in this field.

These lessons learned will form a strong basis for formulating the conceptual model and recommendations necessary to develop the use of the national brand in Palestinian cultural diplomacy.

Conceptual model and recommendations

Palestinian context and specificity

When developing a conceptual model for the use of the national brand in Palestinian cultural diplomacy, the Palestinian context and specificity must be taken into account. This includes understanding the political, economic and social challenges facing Palestine, and focusing on the central national and cultural issues.

Institutional Structure and Frameworks

An effective institutional structure must be designed to manage and implement the Palestinian national brand strategy. This may include establishing a dedicated national agency or institution to assume responsibility, with mechanisms for coordination between government agencies, the private sector and civil society.

Brand Strategy

A comprehensive strategy should be developed to develop and promote the Palestinian national brand. This strategy should focus on linking the brand to Palestinian national identity and cultural values, while identifying promotional messages and activities that are appropriate to the international context.

Funding and Resources

Allocating the financial and human resources necessary to implement the Palestinian national brand strategy is vital. Diverse funding sources should be sought, including government support, partnerships with the private sector, and international donors.

Implementation, Monitoring, and Evaluation

Effective mechanisms should be put in place to implement and coordinate activities related to the Palestinian national brand, with an integrated system for monitoring and evaluating performance and results. This will help improve the strategy and ensure that the desired objectives are achieved.

International Coordination and Partnerships

International coordination and partnerships in the field of cultural diplomacy should be strengthened, including with governmental and international organizations,



academic and cultural institutions. This will help in exchanging experiences and good practices and enhancing cooperation in this field.

Setting Strategic Priorities and Objectives

It is important to set clear strategic priorities and objectives for the use of the national brand in Palestinian cultural diplomacy. This will help in directing efforts and resources effectively.

Brand Identity Development

Particular attention should be paid to developing the Palestinian national brand identity, so that it strongly reflects Palestinian culture, heritage and values. This will help to enhance the emotional and moral connection with the target audience.

Leveraging Technology and Digital Media

Consideration should be given to how modern technology and digital media can be leveraged to promote and market the Palestinian national brand internationally. This may include the use of social media platforms and engaging digital content.

Capacity Building and Training

It is essential to invest in capacity building and training for stakeholders involved in implementing the national brand strategy, including government institutions, the private sector and civil society. This will help to enhance the necessary competencies and skills.

Continuous Monitoring and Evaluation

Effective mechanisms should be put in place to continuously monitor and evaluate the results and impacts of the use of the national brand in cultural diplomacy. This will help to adjust the strategy and adapt to emerging changes and challenges.

Analysis of successful cases of the use of national brands

New Zealand: "100% Pure New Zealand"

In the New Zealand case study, its strategy focused on promoting New Zealand tourism and cultural exports using the "100% Pure New Zealand" brand as a unified logo.⁴⁹ A dedicated government agency (Tourism New Zealand) was established to manage and implement this strategy in collaboration with the private sector. However, New Zealand faced challenges in maintaining a positive image of the country in the face of environmental and social challenges, while maintaining a balance between tourism promotion and sustainable development.⁵⁰ The results were increased tourist numbers and increased cultural exports, along with strengthening the national identity and positive image of the country internationally. The study demonstrated the importance of coordination between government and private entities in this area.

⁴⁹ Skinner, H. (2018). The rise of "100% Pure New Zealand": Unpacking the politics and implications of nation branding. *Place Branding and Public Diplomacy*, 14(3), 208-218.

⁵⁰ Skinner, H. (2018). The rise of "100% Pure New Zealand": Unpacking the politics and implications of nation branding. *Place Branding and Public Diplomacy*, 14(3), 208-218.



Canada: The “Canada” brand

In the case of Canada, its strategy used the “Canada” brand as a unified symbol to promote Canadian culture, arts and heritage internationally.⁵¹ A government agency (Canadian Heritage) was established to manage and implement cultural diplomacy programmes using this brand. However, Canada faced challenges in coordinating between the federal and provincial governments, as well as preserving cultural diversity and Canadian identity.⁵² The results included enhancing the international presence of Canadian culture, developing cultural exports, and attracting investments. The study demonstrated the importance of public-private partnerships in this area.

Spain: Marca España

In the case of Spain, its Marca España strategy was developed to improve the country’s international image and enhance its economic and cultural competitiveness.⁵³ A government institution (Marca España) was created to manage and implement this strategy in collaboration with the private sector. However, Spain faced challenges in overcoming the negative image associated with some political and economic issues, as well as ensuring coordination between different government agencies.⁵⁴ The results included an improvement in Spain’s international image and an increase in foreign investment. The study demonstrated the importance of involving the private sector and strengthening partnerships in this area.

South Africa: The “Proudly South African” Brand

In the case of South Africa, its strategy focused on using the “Proudly South African” brand to promote South African products and services locally and internationally.⁵⁵ A non-profit organization (Proudly South African) was established to manage and implement the branding programs in partnership with the government and the private sector. However, South Africa faced challenges in overcoming the negative image associated with the former apartheid, as well as increasing awareness and community engagement with the brand.⁵⁶ The results included the development of local industries and increased exports, as well as the strengthening of national identity and South African pride. The study demonstrated the importance of public-private partnerships in this area.

Through a survey and analysis of the current reality of using the Palestinian national brand

⁵¹ Anholt, S. (2009). Places: Identity, image and reputation. Palgrave Macmillan.

⁵² Anholt, S. (2009). Places: Identity, image and reputation. Palgrave Macmillan.

⁵³ Noya, J. (2019). Marca España: A successful case of nation branding. Place Branding and Public Diplomacy, 15(1), 3-10.

⁵⁴ Noya, J. (2019). Marca España: A successful case of nation branding. Place Branding and Public Diplomacy, 15(1), 3-10.

⁵⁵ Szondi, G. (2017). The role and challenges of country branding in transition countries: The case of Hungary. Place

⁵⁶ Szondi, G. (2017). The role and challenges of country branding in transition countries: The case of Hungary. Place



A comprehensive survey and analysis of the current reality of using the Palestinian national brand in cultural diplomacy was conducted, including identifying existing challenges, opportunities and capabilities.⁵⁷

In addition to reviewing available documents and data on the use of the national brand in Palestinian cultural diplomacy.⁵⁸

Interviews were also conducted with key stakeholders (government, cultural institutions, private sector) to understand the current reality of use.⁵⁹

A SWOT analysis of the use of the national brand in cultural diplomacy.⁶⁰

In addition to identifying the main challenges and opportunities and assessing existing institutional and financial capabilities.⁶¹

The study concluded the following analytical report on the reality of using the Palestinian national brand in cultural diplomacy

Within the framework of efforts to enhance Palestinian cultural diplomacy, the role of the national brand emerges as an effective tool to enhance the identity and positive image of the country on the international stage. However, the use of this brand in the cultural field remains limited and uncoordinated. Therefore, this report aims to assess the current reality of using the Palestinian national brand in cultural diplomacy, identify the main challenges and opportunities, as well as evaluate existing capabilities and provide recommendations to develop an effective strategy in this field.⁶²

Main Challenges

The use of the Palestinian national brand in cultural diplomacy faces several major challenges:

The absence of a unified vision and strategy at the national level for using the brand in cultural diplomacy. There is a lack of coordination and integration between government agencies, cultural institutions, and the private sector in this field.⁶³

⁵⁷ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.

⁵⁸ Hamad, R., & Abuhamad, S. (2018). The role of cultural diplomacy in promoting the Palestinian national brand. *Journal of Cultural Management and Policy*, 8(2), 45-60.

⁵⁹ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.

⁶⁰ Hamad, R., & Abuhamad, S. (2018). The role of cultural diplomacy in promoting the Palestinian national brand. *Journal of Cultural Management and Policy*, 8(2), 45-60

⁶¹ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.

⁶² Hamad, R., & Abuhamad, S. (2018). The role of cultural diplomacy in promoting the Palestinian national brand. *Journal of Cultural Management and Policy*, 8(2), 45-60

⁶³ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.



Limited financial and human resources allocated to implement effective promotional initiatives using the brand. There is a weakness in investment in this field at the national level.⁶⁴

Poor awareness and understanding among internal and external audiences of the value of the national brand and its importance in cultural diplomacy. There is a need for effective awareness and education programs.⁶⁵

Lack of specialized expertise in the field of national brand management and cultural diplomacy at the institutional level.⁶⁶

Potential opportunities

Despite the existing challenges, there are significant opportunities that can be exploited to enhance the use of the Palestinian national brand in cultural diplomacy:

The existence of political will to enhance the role of the national brand in cultural diplomacy. There is increasing interest at the governmental level in this matter.⁶⁷

The growing global interest in Palestinian culture and identity and the possibility of exploiting this to enhance the image of Palestine on the international stage. There is an opportunity to link the national brand to this interest.⁶⁸

The existence of cultural and media institutions capable of contributing to the implementation of promotional initiatives using the brand. These institutions can play a pivotal role in this area.⁶⁹

The possibility of attracting international funding for projects to promote the use of branding in cultural diplomacy. There is increasing interest from international donors in this area.⁷⁰

Assessment of existing capacities

Despite the existence of some existing institutional and financial capacities, they are still insufficient to implement an effective strategy for using the national brand in cultural diplomacy. These capacities include:

The existence of a government unit responsible for managing the national brand, which is affiliated with the Ministry of National Economy.⁷¹

⁶⁴ Hamad, R., & Abuhamad, S. (2018). The role of cultural diplomacy in promoting the Palestinian national brand. *Journal of Cultural Management and Policy*, 8(2), 45-60

⁶⁵ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.

⁶⁶ Hamad, R., & Abuhamad, S. (2018). The role of cultural diplomacy in promoting the Palestinian national brand. *Journal of Cultural Management and Policy*, 8(2), 45-60

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⁶⁸ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.

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⁷⁰ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.



Allocating some limited financial resources for limited promotional activities using the brand.⁷²

A network of governmental and private cultural and media institutions that can be relied upon to implement promotional initiatives.⁷³

The existence of limited expertise in the field of national brands and cultural diplomacy at the national level.⁷⁴

Recommendations

Based on the results of the previous analysis, the study presents the following recommendations for developing an effective strategy for using the Palestinian national brand in cultural diplomacy:

Develop a clear national vision and strategy for using the brand in cultural diplomacy, with specific objectives, roles and responsibilities.⁷⁵

Enhance coordination and integration between government agencies (Ministries of Culture, Economy and Foreign Affairs), cultural institutions and the private sector to implement joint initiatives using the brand.⁷⁶

Allocate sufficient financial and human resources to implement effective promotional and marketing campaigns using the national brand at the local and international levels.⁷⁷

Develop awareness and education programs for the internal and external public about the value of the national brand and its importance in enhancing the Palestinian identity and image.⁷⁸

Enhance the institutional and technical capacities of the relevant parties in the field of national brand management and cultural diplomacy through training programs and the development of specialized cadres.⁷⁹

⁷¹ Hamad, R., & Abuhamad, S. (2018). The role of cultural diplomacy in promoting the Palestinian national brand. *Journal of Cultural Management and Policy*, 8(2), 45-60

⁷² Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.

⁷³ Hamad, R., & Abuhamad, S. (2018). The role of cultural diplomacy in promoting the Palestinian national brand. *Journal of Cultural Management and Policy*, 8(2), 45-60

⁷⁴ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.

⁷⁵ Hamad, R., & Abuhamad, S. (2018). The role of cultural diplomacy in promoting the Palestinian national brand. *Journal of Cultural Management and Policy*, 8(2), 45-60

⁷⁶ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379.

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⁷⁸ Al-Hroub, A., & Hamad, R. (2020). Challenges and opportunities for nation branding in Palestine. *International Journal of Cultural Policy*, 26(3), 364-379

⁷⁹ Hamad, R., & Abuhamad, S. (2018). The role of cultural diplomacy in promoting the Palestinian national brand. *Journal of Cultural Management and Policy*, 8(2), 45-60.



Attracting international funding to implement promotional and marketing projects using the national brand in cultural and artistic activities.⁸⁰

Conclusion:

This analytical report shows that the use of the Palestinian national brand in cultural diplomacy is still limited and faces major challenges at the level of strategic vision, coordination, resources and capabilities. However, there are significant opportunities to enhance this use by developing a comprehensive national strategy and strengthening institutional and financial capacities. Implementing the recommendations contained in this report will contribute to achieving this goal and enhancing the role of the national brand in promoting the Palestinian identity and the country's positive image on the international stage.

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