

# South African Nation Branding:

A comparative study and the analysis of incidents that have affected the country's nation brand during and post 2010 FIFA World Cup.

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## **Abstract**

Nation Branding: South African nation branding during and post 2010 FIFA World Cup and the influences that have either positively or negatively affected the country's nation brand since.

South Africa was successful in portraying a positive nation brand pre and during the 2010 FIFA World Cup, however certain social, political and economic incidents have led to a failing nation brand. South Africa proved itself to the world that they were capable in hosting a mega –sporting event and that the country possessed attractive opportunities to varying internal and external stakeholders. Post 2010 there has been varying incidents that have influenced 'Brand South Africa' and led to the decay of a once positive and progressive nation brand. It is thus imperative that we unpack and investigate these issues and varying influences in order to further understand the problem South Africa is currently facing with regards to nation branding and the ways in which it can be addressed and rectified.

Experts in the field of nation branding have been sourced from Johannesburg, Cape Town and Durban as to further understand the concept of nation branding and what it means for a country and its stakeholders. Textual analyses have also been used to add further insight and to gain a deeper understanding into the research problem. Primary data consists of four individuals, where each participant was asked questions pertaining to South African nation branding, their thoughts, opinions and beliefs on the matter. All data was then gathered and analysed and findings were explored and discussed as to accurately ascertain what specific influences have caused the current state of 'Brand South Africa' and why.

As a result of completing the above research, the researcher was able to confirm that the successes of South Africa being able to portray a positive nation brand was as a result of impeccable organisation and cohesive communication pre and during the mega sporting event in 2010. However what the researcher later discovered was that the root of South Africa's failing

nation brand post the 2010 FIFA World Cup was due to lack of communication from political organisations and internal South African stakeholders as well as incompetent leadership from varying political and social parties.

Thus we can conclude that all South African stakeholders are responsible for the maintenance and successful portrayal of the country's nation brand and that no one party or individual are solely to blame for the failing image of 'Brand South Africa' post 2010. This paper aims to further enlighten readers as to how South Africa is perceived as a nation brand and why. As a result of successfully identifying the specific influences that have led to the country's current national state, it is the objective of this paper to enlighten and specifically encourage South African stakeholders in working towards successfully maintaining a positive nation brand.

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## **Chapter 1: Introduction**

This chapter will introduce the researcher's chosen topic and will provide both a background and context of the study. The research question as well as the objectives of the study will also be presented and conceptualisation of key concepts will be thoroughly explained. Briefly, the chosen research paradigm and approach for this study will also be discussed as well as the anticipated research design. Chapter 3, however, will go into further detail about the chosen research design and its elements.

### **1.1 Background and Context of Study**

Nation branding goes beyond the relationship between the consumer and producer and holds an ethical responsibility to deliver to its people and uphold an honest and respectful nation brand (Dinnie, 2008: 45). The concept of a brand remains the same, as a set of values allows a nation to "make a promise about a unique and welcomed experience" (Dinnie, 2008:45). Today nations are making increasingly conscious efforts to ensure that a successful brand image is upheld (Dinnie, 2008:45). By doing so nations can fulfill three major objectives; to attract tourists; encourage foreign direct investment; and boost export commodities (Dinnie, 2008:45). Successful nation branding also hugely benefits countries in increasing currency stability; restoring international credibility and investor confidence; increasing international and political influence as well as creating stronger international relations (Dinnie, 2008:45).

The 2010 FIFA World Cup saw South Africans from all races, cultures, ethnicities and social backgrounds coming together in hopes of achieving a strong national identity. Due to Apartheid and being completely isolated from the sporting world, the 2010 FIFA World Cup was seen as an opportunity to transform from a political outcast to a newly developing democratic nation (Knott & Swart, 2010:183). This mega-sporting event was a symbol of hope; an opportunity that would reduce unemployment and crime rates and increase basic services such as housing and education (Donaldson & Ferreira, 2009;

Bob, Cornelissen, & Swart, 2010). It was important for South Africa to portray a successful nation brand so that short-term visitors left with a positive perception of the country and were encouraged to return (Knott & Swart 2010:183). By doing so it was hoped that increased tourism and foreign direct investment would occur way after the event (Jordaan, 2011:32).

However, post 2010 until present (2016) South Africa has dealt with huge political and economic instability as well as dealing with the incompetent leadership of President Jacob Zuma and his party, the African National Congress. Certain incidents such as the Marikana Massacre in 2012, the firing of finance minister at the end of 2015, amongst varying other incidents have led to the rand dramatically decreasing in value resulting in poor credit ratings, essentially putting South Africa on the brink of junk status. As a result the country has suffered from slow economic growth, declining foreign direct investment and tourism as well as minimal business opportunities.

## **1.2 Problem Statement**

South Africa was successful in executing a positive nation brand during the 2010 FIFA World Cup, however there are serious problems and concerns related to the country's nation brand at present. The dismissal of finance minister Nhlanhla Nene who was replaced by unknown David Van Rooyen at the end of 2015, caused the rand to drop to its lowest level yet. The ongoing investigation with Pravin Gordhan has also influenced the stability of the country's currency. As a result credit raters *Fitch* downgraded South Africa's credit rating to a triple B minus, at the beginning of 2016, indicating the poor state of the economy (England, 2015). *Standard & Poor's* has also changed the status of the South African economy, from stable to negative, which ultimately put the country at risk of being deemed junk status (England, 2015). Due to the political and economic turmoil the country is facing at present, the "South African brand is [presently] driven by failure to address its many challenges" (Altbeker, 2012: 56). Foreign direct investors have shied away from investing in South Africa, business opportunities have diminished and tourists are not as eager to visit the country as they were before (Altbeker,

2012: 56). This problem is thus worth investigating as we can analyse certain social, political and economic incidents that have contributed to South Africa as a failing nation brand. South Africa is a country that possesses a wealth of opportunities for both its people and outside visitors. It is only in the country's best interest to ensure that these opportunities are optimally capitalized on to ensure not only future growth for the country but instilling a positive perception in the minds of both locals and foreigners. Investigating and thoroughly unpacking 'Brand South Africa' during and post 2010 will allow the researcher to comparatively analyse what incidents have influenced the country's nation brand and to what extent.

### **1.3 Research Question**

How successful was the branding of South Africa during the 2010 FIFA World Cup, and has the country been able to maintain a positive nation brand post 2010?

Sub Questions:

1. Was South Africa successful in portraying a positive nation brand during the 2010 FIFA World Cup?
2. What political, economic and social incidents in South Africa have influenced the perception of 'Brand South Africa' post 2010?

### **1.4 Research Objectives**

This research paper will determine an overview of proposed nation branding theories, principles and strategies. By exploring these aspects of nation branding, the researcher will be able to analyse South Africa during and after the 2010 FIFA World Cup with regards to nation branding. This study will also determine whether or not South Africa has been applying these theoretical practices post 2010 and explore how certain political, economic and social events have had an influence on 'Brand South Africa'. Specifically, with relation to foreign direct investment, tourism and business opportunities.

## **1.5 Conceptualisation**

In order to understand the concept of nation branding, operationalisation of concepts is required.

### Nation Branding

Nation branding is essential in ensuring that a country portrays a positive nation brand and gains a successful competitive advantage in the world market (Anholt, 2007: 65). To measure how successful a nation's brand is, three fundamental components can be used; tourism; business confidence and credit ratings.

### Tourism

Tourism has always been seen as an effective tool in measuring the number of jobs created and the contribution towards the country's GDP (Ntuli, 2009). The 'Tourism Satellite Account' that was launched in 2005 has been used to measure economic growth and job creation. Due to this tool, analysts are able to determine which sectors of the South African economy have been positively affected through tourism (Ntuli, 2009). Tourism statistics from this tool will be used as a data collection method in order to measure the number of tourists entering the country in 2010 and whether or not this number has increased or decreased post 2010 and why.

### Business Confidence Index

This is an economic indicator that either measures the level of optimism or pessimism that businesses and investors feel about investing in or towards a certain commodity, and in this case South Africa. It also allows countries to gauge how well their economy is doing, by measuring it against a business confidence index (OECD.org, 2016). During the World Cup the business confidence index for South Africa in February 2010 was seen at 98, 38 and seen at 100, 5 in 2011. This was as a result of South Africa successfully portraying to the world a positive nation brand. However, this business

confidence index has declined, due to recent political and economic incidents that have led to a failing nation brand. Investors and executives of companies are not nearly as confident to commit to business and investment opportunities in South Africa as they were before (OECD.org, 2016). Using this metric index will enable the researcher to accurately gauge the decline in investor confidence in South Africa post 2010.

### Credit Ratings

*Standard and Poor's* as well as *Fitch* are the two primary credit raters that will be used in this research study. According to *Standard & Poor's*, issue rating is a “forward – looking opinion about creditworthiness of an obligor with respect to a specific financial obligation, a specific class of financial obligations, or a specific financial program” (Standard & Poor's, 2016). Credit raters take into consideration the currency in which the obligor, and in this case the country, is denominated. From there, credit raters come to an opinion about the obligors “capacity and willingness to meet its financial commitments” (Standard & Poor's, 2016). With regards to long-term credit ratings and short-term credit ratings, a country is placed in the ‘AAA’ and ‘A-1’ category respectively and is deemed able to meet all financial commitments and obligations. However, if a country is below category ‘CCC’ or ‘B’ it is seen as vulnerable to nonpayment and unable to meet financial obligations and commitments (Standard & Poor's, 2016). South Africa has been rated as ‘BBB-’ and is thus deemed as vulnerable and unable to commit to financial obligations (Trading Economics, 2016). This category is just above the category of ‘speculative/non investment grade’, also known as ‘junk status’. South Africa’s credit rating score post 2010 until present will be used as another operationalised variable to measure the country’s level of success in nation branding.

### **1.6 Proposed Paradigm and Approach**

Research conducted will take on an anti-positivist approach as all data collected will be analysed and interpreted by the researcher. An anti-positivist approach is most suited for this study, as qualitative research methods will be conducted. Phenomenological observations on nation branding in South

Africa as well as case studies and interviews from experts in the field of nation branding will be the primary data collection approach. This leads us to a voluntarist perspective on all research gathered as pending outcomes (on the future of 'Brand South Africa') are driven by the will of the South African population. Thus the chosen paradigm for this research paper will take on an interpretivist stance.

### **1.7 Research Design**

Qualitative means will be used in this research study and take on a textual analysis data form. Carefully selected respondents will be interviewed and asked to compare South Africa's nation branding successes and failures during 2010 and after. These findings will then be compared against textual analyses and other experts in the field of nation branding and appropriate conclusions will be made.

### **1.8 Proposed Chapters**

#### **Chapter 1: Introduction and Background of Study**

This chapter will provide an introduction to the topic of nation branding within a South African context. This will refer specifically to 'Brand South Africa' during and after the 2010 FIFA World Cup.

#### **Chapter 2: Literature Review**

All literature discussed in this chapter will provide similar and opposing opinions, beliefs, ideas and definitions on nation branding. This chapter will also highlight the pros and cons, discussed by varying experts, on executing a successful nation brand and what it means for a country especially during a mega sporting event such as the FIFA World Cup.

#### **Chapter 3: Research Design and Methodologies**

The researcher's chosen approach and paradigm as well as intended method of collection and analysis will be described in this chapter.

**Chapter 4: Data Collection and Analysis**

This chapter will discuss all qualitative data collected. Data will then be carefully deliberated and analysed.

**Chapter 5: Findings and Recommendations**

The findings on South African nation branding during and after the 2010 FIFA World cup will be clearly portrayed and discussed. Specific examples will be used to support each claim, with the inclusion of relevant data findings. Valid and reliable recommendations will also be included in this chapter, essentially answering the initial research question and addressing the research problem.

**Chapter 6: Conclusion**

This chapter will summarise the research report, so that all data collected and analysed will be understood concisely and clearly.

## **Chapter 2: Literature Review**

This chapter discusses the concepts of nation branding and attempts to understand and define the term. Literature from experts in the field of nation branding will be analysed and compared to one another in order to gain insight into the ideology of nation branding and what it means for a country's economic progression and development as well as perception from all relevant stakeholders. This will be a critical analysis of textual materials sourced and valid conclusions will be made after each literary response.

### **2.1 Nation Branding**

Nation branding has been seen as a vital component in achieving a competitive advantage in the world-market place; attention of foreign direct investors; tourism; immigrants; media and much more (Anholt, 2007: 65). Nation branding expert Van Ham (2001) stated that strong brands that hold a true sense of purpose and value are important in attracting foreign direct investment and encouraging political influence. A state that is classified as unbranded has difficulty in attracting economic and political attention, which in turn yields them from developing a successful image and reputation (Van Ham, 2001: 52).

Olins agrees with this statement, as a state will only be seen as a key national asset if it has developed a strong sense of strategic equity in the international sphere (Olins, 2002: 34). This research study will use these definitions to measure South Africa's feat in upholding a successful nation brand during the World Cup and what caused it to decline post 2010. To concur with these viewpoints another expert noted that countries should have a strong urge to manage and control their nation brand as to attract tourists, factories and large corporations, talented individuals and to find markets in which exports can be sent (Dinnie, 2003: 12).

To support these interpretations Keller (2008:65) explained, "an important building block of a brand and source of brand equity is brand image" He further elaborated that brands relate to the way people think and feel about a

brand and how they can relate to and understand it (*ibid.*). We can apply this understanding to countries through the concept of nation branding. An individual's beliefs, ideas and impressions about a country will either encourage or discourage him/her to actively engage with a nation and what it stands for (Baloglu & McCleary, 1997; Kotler, Bowen, & Makens, 2003; Hosany, Ekinici, & Uysal, 2007; Govers & Go, 2009).

According to expert psychologists, tourists and visitors entering a country have preconceived ideas about what South Africa, and any country for that matter, is like. Stereotypes about the products and services the country delivers, its people, how they live, what they do and how they do it (Tasci, Gertner., & Cavusgil, 2007: 44). As tourists engage with "varying dimensions of the destination" these stereotypes will thus become diminished and a more accurate reflection of the country will occur (*ibid.*). If a country is successful in portraying a positive nation, tourists are more likely to purchase goods, invest, change residence and visit more often, which in turn strengthens the country's economy (Kotler & Gertner, 2003: 172).

Other literature disagrees with the above-mentioned outcomes mega sporting events have on a country's nation brand. This particular piece of literature on nation branding suggests that there is a huge focus on people, culture, heritage and tourism and not enough focus on the perceptions of government, investment and exports (Knott, 2013: 34). This explains why South Africa was disappointed with the political, financial and trading opportunities, or lack thereof, post 2010.

A completely different perception on nation branding was mentioned by African brand expert Thebe Ikalafeng (2016), who explained that a country's nation brand is hugely dependent on its people. It is through the people's actions that a country's nation brand can be affected (*ibid.*) Especially with a developing country such as South Africa where its political and economic reputation have often been questioned and seen as corrupt and unstable, it is paramount that the people of a nation are influenced and mobilised into managing and demonstrating a successful nation brand (*ibid.*).

If a corporation is successful in delivering on its brand promise to both its external and internal stakeholders it portrays a strong brand image and identity. This in turn increases the corporations brand equity and holistically addresses what it is the company does and why (ie their purpose). The same goes for a place/country brand. If 'Brand South Africa' delivers on its promise not only to external stakeholders (tourists, investors, foreign visitors) but also to its internal stakeholders (its people, residents, workers, employees, businessmen etc) then the people will "live and express the nation's brand promise" (Ikalafeng, 2016: 10).

## **2.2 FIFA World Cup and its Successes**

The FIFA World Cup is the world's largest single sporting event and attracts 35 billion people on global television (FIFA, 2010). This creates a "unique publicity platform and opportunity for place marketing" (Essek & Chalkley, 1998). Other experts in the mega sporting event industry, agreed with this statement and explained how this was an opportunity for South Africa to rebrand itself and promote a positive nation brand (Florek & Insch, 2011; Anhooit, 2007). The FIFA World Cup gave South Africa the marketing opportunity to increase awareness and change the perceptions of the world (Getz, 2003; Higham & Hinch, 2009). It was an effective driving force to instill nation building and national unity. South Africans were able to put aside their differences and support one another in hosting the World Cup collectively (Mboyisa, 2010: 1). South Africa was proof to the world that the 'Rainbow Nation' was able to overcome its deep divisions and struggles (Allmers & Maennig, 2009: 59).

Sentiment within the nation proved that the World Cup had in fact brought about resounding success from a marketing and public relations perspective (Allen, 2013). Social cohesion, economic development and nation building were also seen as a success due to the World Cup. "This nation became united" were the words of the Director of SRSA (*ibid.*). According to the CEO of the Head of Office he too stated, "the manner in which the event brought

South African people together was just amazing” (*ibid.*). It was the general consensus of South Africans that the World Cup was successful in bringing about social cohesion, nation building and reconciliation (*ibid.*).

An online South African journal that was written during the time of the 2010 FIFA World Cup, transcribed an experience that was truly unique to this particular young South African. A young black male South African had met a middle aged white male South African, and had ended up talking about the Orlando Pirates and Kaizer Chiefs (Kaneva, 2011). It was surprising for the young black man, as it was typically known for white South African males to support cricket or rugby only. This example was indicative that social cohesion was built during the World Cup and an authentic sense of solidarity and pride was evident in the country during the time (*ibid.*)

Surveys that were conducted during the World cup indicated the success the country achieved as a nation in hosting the mega-sporting event. FIFA Secretary-general Jeorme Valcke stated in 2010 “South Africa’s success has created a new benchmark” (Gabara, 2010). Post survey results that were released at the end of 2010 revealed that 84% of international guests’ perceptions about the country had changed for the better (*ibid.*). 83% of international guests who were visiting South Africa for the first time were eager to return once again to South Africa, after experiencing the World Cup (*ibid.*). 94% of these international guests said that they would suggest to friends and family on visiting South Africa (*ibid.*). On the contrary 87% of South African citizens felt that the country had a stronger sense of national unity and were more confident in the nation’s capabilities (*ibid.*). The brand image of South Africa in 2010 was successful in positively changing the attitudes, associations and attributes of the country both for locals and internationals.

### **2.3 Economic, Political and Social Incidents Post 2010**

However, it seems that economic and political incidents post 2010 have led 'Brand South Africa' into a pitfall; more so now than ever before, there is a great sense of a complex and heterogeneous, racialised and stratified nation, in view of Allmers and Maenning (2009:59). At the end of 2015 economic growth was calculated at a worrying 1.4%, which is far too slow to alleviate the high unemployment rates that South Africa as a country faces (York, 2015).

There has been increasing evidence of investors not wanting to commit to South African trade due to the country's decimated economy (Cronje, 2015). Statistics show that from 2005 to 2010 violent protest levels have increased by 100%, as a result of the economic and political turmoil that has occurred (*ibid.*). Post 2010 the "feel good factor" was fleeting as South Africans then reverted back to focusing on the never-ending political scandals involving their president, as well as the social and economic unrest (Fieno, 2014).

The Marikana Massacre in August of 2012, where police shot dead 34 miners who were on strike, will go down as another of South Africa's tragic historical moments. As a result of this event many miners have gone on strike at other mines and operations have been suspended as a result (The Economist, 2012).

In September of 2012 Moody's credit agency cut South Africa's sovereign rating as a result of the declining quality of the government, growing social tensions and the worsening conditions for investment (The Economist, 2012).

Due to economic discontent and incompetent government services under the indictment of South African politicians, South Africa has been unable to arrive at a place where hope is a viable option for the country. Today's politicians have access to public funds and cash from firms who are eager to buy political influence (The Economist, 2012). This leaves no chance or hope for underprivileged South Africans living in rural areas that have little or no access to education and a minimal chance of finding a job (The Economist,

2012). The money that should be spent on developing the country's needs is rather being spent on improving our President, Jacob Zuma's private homestead in the village of Nkandla (The Economist, 2012). In 2012 the country's anticipated GDP growth between the years 2001 and 2011 was estimated at 3,85%, the lowest out of all the BRICS countries (The Economist, 2012). Currently our country's GDP growth rate is estimated at 0,6%, between now until the end of 2016 (TradingEconomics.com, 2016).

Due to the country currently facing weak economic growth; declining business confidence and political unrest, *Fitch* as well as *Standard & Poor's* have cut the country's credit rating to just above junk status, which was declared at the end of 2015 (Mohammed, 2015: 16). According to the South African Chamber of Commerce, the country's business confidence index point was seen at 100 points in 2010. Post 2010 this business confidence index point declined to 82.7 business confidence index points (*ibid.*).

At the end of 2015, President Jacob Zuma dismissed respected finance minister Nhlanhla Nene, who was temporarily replaced by an unknown David van Rooyen (Salie, 2015). This political manoeuvre was widely scorned by political commentators, economists, investors and foreign markets (*ibid.*). As a result, the rand dropped to its lowest level yet, R15.38/\$. According to nation branding expert Thanbo Ikalafeng (2016) he stated that this decision led to serious repercussions; the collapse of the rand; national rating and a depressed perception of 'Brand South Africa. He went on to explain "political leaders policy or personal decisions have a direct impact on their nation's brand" (*ibid.*).

Pravin Gordhan was instated as the newly appointed finance minister of March 2016. The incident revolving around himself, SARS and South African police unit the HAWKS is yet another example of a political incident that has affected 'Brand South Africa. This investigation revolved around the Minister's and other South African Revenue official's involvement with the HAWKS police unit (thedailyvox.co.za, 2016). During Gordhan's role as SARS commissioner in 2007, he established an investigation unit known as the

National Research Group. This unit was responsible for infiltrating crime syndicates. Members of this unit posed as bodyguards for ANC politicians in order to infiltrate the organisation, probed non-tax related matters and were used to fight business battles on behalf of friends and relatives of senior SARS officials (thedailyvox.co.za, 2016). This unit was also allegedly ordered to follow three senior SARS officials in order to attain specific information on them and destroy their careers. It is believed that this unit violated the National Strategic Intelligence Act, whereby only the military, police and intelligence structures can gather covert intelligence (thedailyvox.co.za, 2016).

This incident affected the South African economy as international investors became reluctant to invest due to the political and social instability that became present during the course of 2016 (Manza, 2016). In August of 2016, during the peak hype of this investigation, the rand fell by 5,7% against the US dollar, due to the perception about the mismanagement of the South African economy (Manza, 2016).

Economist Goolma Ballim (2016) also stated that due to the announcement of this investigation and political and economic turmoil it was causing for South Africa, the National Treasury's investor base was tarnished as well its credibility and reputation.

#### **2.4 FIFA and Anticipated Economic Opportunities**

Marketing expert Mboyisa (2010) stated that the 2010 FIFA World Cup was hoped to increase job and small business opportunities but these expectations were not met, as so thought by the South African population. Managing these expectations as well as dealing with the economic and political turmoil post 2010 is fundamentally why South Africa is failing at maintaining a successful nation brand (Allmers & Maennig, 2009: 63). Economic experts explained that lack of skills and empowerment among citizens is what hinders individuals from taking advantage of prime economic opportunities (*ibid.*).

Qualitative data gathered after the World Cup found that respondents felt that the World Cup had in fact economically disadvantaged the country (Allmers & Maennig, 2009: 66). Lewis, head of Corruption Watch, stated that the “medium-term political, economic and fiscal ramifications of South Africa’s social tensions [has deteriorated] beyond our current expectations” (Altbeker, 2012: 3).

Although the World Cup boosted the country’s reputation and brought about inward investment and visitors, South Africans hoped for more post 2010. Expectations for economic development were not met for the South African population. Those based in rural areas and townships were upset at the fact billions had been spent on the World Cup as opposed to aiding those who were without water, electricity and decent housing (Yarborough, 2015). With a population of nearly 50 million, five million are taxpayers and 13 million receive some sort of a social grant. However on the contrary many have argued that this is not a sustainable economic model and that this strategy was indeed counterproductive. As a result of the World Cup the government had hoped to increase the able taxpayer population and generate revenue as a result. However in hindsight it was discovered that these construction jobs were a temporary form of employment and in turn created a false sense of national economic improvement (*ibid.*).

These findings and literary responses lead us to investigate the effects that the World Cup had on the country’s nation brand during and post 2010. As well as the political and economic incidents both then and now that have led to a deteriorating nation brand. The above literature thus supports why this research question should be investigated mainly in light of known theories and principles of nation branding.

### **Chapter 3: Research Design and Methodology**

This Chapter will discuss the relevance of the research problem and question as well as data collection methods to be used and procedures implemented. Population and sampling of participants sourced for this research paper will also be discussed. This chapter will also elucidate what instruments will be used in collecting data and how, as well as discuss data analysis methods.

#### **3.1 Relevance of Research Problem and Question**

As discussed 'Brand South Africa' was successful in upholding a positive nation brand during the 2010 FIFA World Cup. However primarily political and economic incidents have caused the South African nation brand to fail in the eyes of not only investors and tourists but also in the eyes of the South African populous. Thus as researchers we are encouraged to investigate the success of South Africa during 2010 and the strategies and tools used that aided the country in portraying a positive national brand identity. As well as investigate the political and economic occurrences post 2010 that have gravely influenced South Africa's image and diluted its success in maintaining a positive nation brand.

#### **3.2 Purpose Statement**

The researcher will provide a synopsis on nation branding theory and proceed to assess and compare the practical realities in South Africa during 2010 and at present. The purpose of this study is to understand and critically analyse the cause and affects this mega-sporting event had on South Africa. If the problem can be identified necessary changes can be made to improve 'Brand South Africa'. We cannot pose a solution unless we know the root of the problem, only then can a solution be successfully executed. The purpose of this research is to find recommendations and solutions to this problem. Research data will be collected from experts in the field of nation branding and their perceptions, beliefs and opinions on 'Brand South Africa' during the World Cup and six years after. Certain textual studies will also be analysed in

order to investigate recent and current political and economic incidents that have led to the failing perception of 'Brand South Africa'.

This qualitative research design allows the researcher to adopt an interpretivist premise so that both the respondents and researcher's internal and subjective experiences can be transcribed and analysed for further evaluation. Data will be collected from experts in the field of nation branding so that their educated opinions on 'Brand South Africa' will enable the reader to understand how South Africa has changed post 2010 and why.

This study will thus be useful as key political and economic incidents will be identified and explained as to why South African nation branding has failed post 2010 and ways in which it can be rectified and improved. During the 1995 Rugby World Cup, the first mega sporting event that South Africa hosted, the same attitude and positive sense of national identity was evident amongst South Africans and eluded post 1995. This trend reoccurred leading to the build up of the 2010 FIFA World Cup and during. However, post 2010 our sense of national pride and branding has diminished due to political and economic unrest.

### **3.3 Data Collection Methods**

Textual analyses will include the analysis of newspapers, online journals and articles, literature reviews as well as research and media reports. This will enable the researcher to critically examine both past and present political and economic incidents that have led to the collapse of South African nation branding. All interviews conducted will be between the researcher and the respondents, who are experts working in the field of nation branding. The interview will consist of no more than six questions in which the respondent will be asked to share their insights and impart their knowledge on the posed research question. Data gathered will be transcribed informally on a laptop and then properly formatted for research collection purposes. This is a cross sectional research study as all data will be collected at one point in time and

then analysed. All collected data will be clearly laid out so that research results can be efficiently analysed. Strengths of collecting data in this way allows the researcher to transcribe quickly and efficiently as it is a much faster data collection method than hand writing all answers. However the weakness of this data collection method is that it could suffer from technological difficulties (i.e. a malfunction with the computer, battery dying, laptop freezing etc.).

### **3.4 Population and Sampling**

The unit of analysis will be a sample size of five participants, whereby quota sampling will be used. Quota sampling will be effective in this study, as it will allow the researcher to ascertain what characteristics respondents need to have in order to participate in the study. Participants need to have the following criteria: be a South African citizen; have been working in the field of or be an expert in nation branding; have at least ten years working experience and be situated in either Cape Town, Johannesburg or Durban. The sample size will consist of three females and two males who have been randomly selected, as to avoid any form of biases or one-sided opinions.

### **3.5 Procedure Used During Collection of Data**

All experts will be contacted at least two weeks before interviews are conducted to ensure availability and willingness to participate. Experts will be contacted either telephonically or via email and a date and time will be arranged between the researcher and intended respondent. Before the interview starts all respondents will be made aware that their participation is completely voluntary and that they can opt out if they so please at any time. A brief explanation of what the interview will entail and why the researcher has chosen to conduct research based on 'Brand South Africa' will also be explained prior to beginning the interview. Respondents will also be made to feel valued for participating in the interview and if they so require can access

the thesis upon completion. Interviews are to be open ended, leaving room for conversation and subjective interpretations of the questions asked.

### **3.6 Materials and Resources Used**

A laptop was used to transcribe all participants' answers. A pen and notepad was provided for the researcher so that further detail and insights could be drawn from the electronically transcribed answers. The program Excel was used so that all answers could be professionally organised for even further analysis and comparison against other textual analyses.

### **3.7 Data Analysis Methods**

All interviews were open-ended, which enabled the researcher to gather an array of responses, data could then be critically analysed and compared. Qualitative data enabled feedback from respondents to be more rich and explanatory in nature. The researcher was also rarely ever involved, in turn, never swaying participants' responses, thus ensuring that all answering and participation in the study was meaningful and culturally salient for the participant. Textual analyses such as literature reviews, articles, online journals and magazines were chosen and carefully explored to support the claim that certain political and economic incidents influenced the collapse of 'Brand South Africa'.

## **Chapter 4: Data Collection, Analysis and Findings**

The purpose of this study was to investigate what has led to the current perception of the South African nation brand during and after the 2010 FIFA World Cup. And how these incidents have either positively or negatively affected 'Brand South Africa'. This chapter will discuss the results of the data presented, specific details pertaining to techniques used as well as certain findings that were discovered. The data that was collected was in response to the researcher's question posed in Chapter 2 of this dissertation.

This chapter will analyse transcribed interviews that were sourced specifically for this research topic as well as, take into consideration other textual materials to add further insight into the chosen research topic. The end of this chapter will include insights and further discussions as to sum up the researcher's findings.

### **4.1 Data Collection**

Two goals drove the collection and analysis of this data. Firstly the knowledge of experts in the field of nation branding and their views and opinions on the country's brand image during and after the 2010 FIFA World Cup. And secondly what specifically in their opinion has influenced the current perception of South Africa's brand identity and why? These objectives were accomplished and will be discussed within this chapter.

Data from pre-transcribed interviews that was conducted by other researchers investigating 'Brand South Africa' was collected and analysed in order to compare findings to that of participants who were sourced specifically for this research paper. This allowed the researcher to collect additional data that would add depth and further insight into her research findings. Research gathered from nation branding expert Thebe Ikalafeng and Chairperson of Brand South Africa, Charlotte Maponya was used as comparable data to that of the researcher's interviewees and their responses. These pre-transcribed interviews were sourced from textual analyses pertaining to 'Brand South Africa' and comprised of questions relative to South African nation branding,

between the years of 2007-2015. Both interviewee's had been in the industry for between 10-15 years and are based in Johannesburg.

The participants that were sourced for this paper by the researcher were asked to provide demographic data about themselves such as their age, profession, gender and province in which they worked and how long they had been working as an expert in the field of South African nation branding for. Out of the five participants that were interviewed three were female and two were male and all over the age of 40 years old. Three out of the five participants had been working in the industry for between 15-20 years and the other two had been working in the industry for between 10-15 years. These participants ranged from tour operators, brand strategists, marketing directors and CEO's for South African tourism and Brand South Africa respectively. Participants were situated in Kwa-Zulu Natal, Johannesburg and Cape Town. Participants were asked six questions about South African nation branding during and after the 2010 FIFA World Cup and what they believed had led to the current perception of 'Brand South Africa'.

The following six questions were asked to all four participants.

*Question 1: What is nation branding and in what ways can it benefit a country?*

*Question 2: Is there a specific framework used to identify the successes or failures of a country's nation brand, if so please explain?*

*Question 3: What do you believe contributed to the success of South Africa's nation branding pre and during the 2010 FIFA World Cup?*

*Question 4: Has South Africa been successful in maintaining a positive nation brand post 2010, please explain?*

*Question 5: In your opinion what incidents (either positive or negative) have led to the current perception of South Africa's nation brand?*

*Question 6: What or whom do you believe could aid South Africa in portraying and maintaining a positive nation brand?*

#### 4.1.1 Demographic Profile of Participants

Participant	Sex	Occupation	Duration in Occupation	Location
1	F	Tour Operator	10-15years	Kwa-Zulu Natal
2	M	Former Head of Marketing for South African Tourism	15-20years	Johannesburg
3	M	Marketing Director	15-20years	Cape Town
4	F	Brand Strategist & Writer	10-15years	Cape Town
5	F	Former CEO of Brand South Africa	15-20years	Johannesburg

#### 4.2 Data Analysis

In this section of the chapter, data analysis techniques and theory behind these techniques will be explained. The application of these techniques will then be discussed and applied to the posed research question. The attitudes, similarities and differences of opinions and beliefs about South African nation branding will be investigated and presented in data findings.

#### 4.2.1 Data Analysis Techniques

Qualitative data methods and use of varying analysis technique are invaluable for thoroughly exploring and investigating posed research problems (Smith and Firth, 2011). There are many qualitative methods that utilise ontological and epistemological perspectives, which aid the researcher in gathering, analysing and interpreting data efficiently (Smith and Firth, 2011). A method pertinent to this dissertation is content and thematic analysis that describes and interprets participants' views (*ibid.*). As stated by Smith and Firth (2011) qualitative data is often gathered through participant interviews that are transcribed and interpreted to gain insight into the research problem and then coded to find developing themes (Morse and Richards, 2002). This is known as content analysis, which was the method used in collecting and analysing data for this research paper. As suggested by Abrahamson (1983) content analysis can be examined by virtually any kind of communication materials such as open-end survey questions, interviews, focus groups, observations, printed media and so on (as cited in Hsieh & Shannon, 2005: 1278) This is because the researcher can engage in the data collection with or without direct contact with the intended participants. Krippendorff too explains the concept of content analysis and that it is "the use of a replicable and valid method for making specific inferences from texts to other states or properties of its source" (Krippendorff, 1996: 103).

Content analysis is often employed to ask questions such as what, why and how and the common patterns that occur when investigating the research question (Heikkila & Ekman, 2003). Consistent sets of codes are then implemented which aids the researcher in analysing and organising data with similar content (*ibid.*). It is important to note how content analysis is used when interpreting data and investigating valid findings. All material from transcribed interviews as well as textual analyses should be determined on what part of the communication inferences shall be made, such as the interviewee's experiences, feelings and opinions with regard to South African nation branding (*ibid.*). Once all material is gathered it should be ordered so that the data can be analysed into content analytical units, which then leads to

categorising the data. By doing so logical text interpretation following the research question can be thoroughly founded and revised within the process of analysis (*ibid.*). To ensure that analysis done on data is reliable and valid, the process of triangulation should be implemented to ensure that the researchers findings are comprehensible in comparison to other studies within in the same field of research. These techniques are fundamental in ensuring that a well thought out content analysis is carried through (*ibid.*)

#### **4.2.2 Analysis and Interpretation of Data**

The researcher is concerned with analysing and interpreting influences (both positive and negative) that have led to the current perception of 'Brand South Africa' with reference to interviews and textual analyses from experts in the field. The consensus amongst participants was that South Africa was successful in portraying a positive nation brand during the World Cup through tourism and attractive investment opportunities but that political and economic incidents have negatively influenced the current perception of 'Brand South Africa'.

##### Tourism

Participants were proud to discuss the beauty that South Africa as a country has to offer and were aware that tourism plays a key role in attracting foreigners into the country. Tourism was well exposed during the World Cup bringing in sufficient revenue for the country, a sector that South Africa efficiently capitalised on. Former Head of Marketing, David DiGregorio (2016) stated that the World Cup was a tipping point for South African Tourism and "served as an opportunity to take South Africa out of Africa and separate the destination in the hearts and minds of many potential travelers". South Africa's "warm weather and scenic beauty" was what attracted tourists not only during but also after the World Cup (Pampallis, 2016). Brand strategist, Handley (2016) eluded to the fact that visitor figures and their expenditure during the World Cup were the largest that the country had seen in decades and provided the perfect platform to elevate the country's national brand. South

Africa was proven to give its foreigners a great experience of South Africa and enhanced the probabilities for further tourism, post 2010 (*ibid.*).

### Organisation of the World Cup

All participants exhibited a great sense of pride when asked about South Africa and what they believed made their country unique and a “must travel” destination. It was the view of the interviewees that there was great organisation during the 2010 FIFA World Cup, which meant that communication between all stakeholders was clear and well defined. Tour Operator Linda Pampallis (2016) explained that through great organisation there was a willingness of the people at the time to want to portray a positive nation brand to the rest of the world. DiGregorio and Johnston too agreed with this notion in stating that “[the country] hosted the World Cup without a single [major downfall] and successfully showcased the nation through countless media and television exposure” (DiGregorio, 2016). Johnston very clearly put it, that South Africa “created a rallying call for [its] citizens”, where there was a inclination amongst South Africans to want to exhibit the best the country had to offer (Johnston, 2016). South Africa was awarded as being the most valuable brand as a result of the country’s impeccable organisation, which was as a result of bringing together stakeholders “to transcend sector specific issues to coalesce around a national message” (Makhubela, 2016). Participants felt and shared the opinion that the faultless organisation during the World Cup was a driving role in a successfully portraying a positive nation brand.

### Investment Potential

Another major theme that was prevalent amongst participants of this study as well as those sourced from comparable research sources was the attractiveness of the country from an investment standpoint. 80% of participants share the opinion that South Africa has “the largest and best stock exchanges in the continent”, which in turn provides a platform for international investors to want to base their operations in South Africa as opposed to any other country in Africa (Maponya, 2015). Current CEO of

Brand South Africa concurred with this statement and specified that South Africa has varied competitive strengths ranging from good infrastructure, strong financial systems and cities with potential positive brands (Makhubela, 2016). Brand Strategist Jenny Handley explained that through the World Cup exposure of the country, more and more foreign investors were becoming aware that South Africa was an “appealing destination and platform for investment” (Handley, 2016).

### Political and Economic

It is the opinion of all participants that political and economic incidents have hugely affected the way in which South African’s perceive the country’s brand identity as well as how foreigners perceive our national brand identity. Participants displayed a discouraged and annoyed attitude towards the subject and felt that there was no hope to developing a potential solution to the matter.

South Africa was able to maintain a positive nation brand post 2010 for some time, however many political and economic incidents have led to the collapsing identity of the country. All participants as well as interviewees from comparable research papers were all sullen at the firing of Finance Minister, Nhlanhla Nene at the end of 2015. Participants were well aware that this has immensely affected the country’s national credit ratings and rand value. Nation branding expert Thebe Ikalafeng (2016) encompassed the general feeling of all participants towards this occurrence as a “political incident that directly affected the country’s brand image”. He went on to further explain, “South Africa faces the challenge of building and managing its national identity as a result of economic and political instability” (Ikalafeng, 2016).

Participants were either South African citizens or had been living in the country long enough to understand the economic troubles that the country faces. When asked about economic incidents that they believed had affected the country’s brand image, all but one participant noted the Marikana Massacre that occurred in 2012 and made reference to constant strikes or trade union disagreements that had occurred in their areas over the years,

post 2010. Chairperson of Brand South Africa quite well explained that trade unions too “wield a great deal of political power in South Africa and strikes and walkouts often make the financial pages of international newspapers” (Maponya, 2016). The general perception of participants was that as a result of these labour disputes and varying other economic incidents; potential investors become discouraged and see South Africa as a risky business investment option. What participants felt was that post 2010 South Africa failed and is still failing to an extent in aligning all key messages to promote tourism, trade and investment. Participants exhibited a great sense of frustration and betrayal that those responsible for causing political and economic turmoil were doing a grave injustice towards the country’s brand identity.

#### **4.2.3 Common themes amongst participants in their responses**

##### Failed sense of communication between South African stakeholders

The majority of participants sourced specifically to be interviewed for this thesis paper as well as pre-transcribed interviewees from other textual materials were all found to believe that a lack of communication was a key driving role in the current perception of ‘Brand South Africa’. Yvonne Johnston, former CEO of Brand South Africa stated that “it is the development of cohesive and consistent messaging led by the President [and] supported by the media, and its citizens” that leads to a country positively progressing (Johnston, 2016). Thebe Ikalafeng had a similar attitude in that the “weakest point of Brand Africa is the lack of a unified agenda and coordinated action plan to transform the continents reputation” (Ikalafeng, 2016). It was the opinion of these highly esteemed interviewees that an absence of communication between South African stakeholders was a primary reason as to why “Brand South Africa was unable to uphold a successful brand image post 2010. Ikalafeng went on to explain that in order to successfully maintain a positive nation brand it is imperative to “influence, mobilise and coordinate the best Africa” (Ikalafeng, 2016).

Former head of Marketing for South African Tourism stated that the reason why South Africa was so successful during the 2010 World Cup was as a result of transparent communication between the leaders of our country (both political and business), the media and its citizens (DiGregorio, 2016). This idea of coherent communication between South African stakeholders was a shared belief between the majorities of participants. They felt with great frustration that communication, post 2010, was a huge contributing factor as to why South Africa was unable to uphold its positive brand image. Current CEO of Brand South Africa, emphasized that the main task of 'Brand South Africa' was to "bring together stakeholders to transcend sector specific issues to coalesce around a national message (Makhubela, 2016). It was the shared sense that leaders need to be responsible for providing their people with a clear message about the country's brand identity and that this message needs to be constantly and clearly portrayed (Makhubela, 2016). This not only leads us to a lack of communication between South African stakeholders but the incompetence of leaders to carry out communication effectively. Thus leading us to our next common theme and attitude between participants that were interviewed as well as the use and investigation of textual analyses.

### Incompetent Leadership

It was evident between all participants interviewed as well as material taken from textual analyses that incompetent leadership gravely affects South Africa's brand image and leads to negative perceptions locally as well as internationally. Participants felt that if there was a positive sense of admirable and inspirational leadership within South Africa, an affirmative nation brand could be collaboratively achieved by all its stakeholders. DiGregorio explained "strong visible leadership that proves itself as not corrupt and takes an active role in the world stage would help South Africa break through to the next level" (DiGregorio, 2016). Brand strategist Jenny Handley shared the same viewpoint that "good governance with political leaders displaying sound ethics" is paramount in uplifting and encouraging the people of South Africa to maintain a positive nation brand (Handley, 2016). If a country's leaders do not manage a nation brand correctly through competent leadership, it is the perception and image of the nation in the minds and hearts of its stakeholders

that are negatively affected (Ikalafeng, 2016). This was a common trait that nation branding expert Ikalafeng explained amongst African leaders and their country's in that they refused "to give power up against their own citizen's wishes and plundering the fortunes and reputations of their nations" (Ikalafeng, 2016). Tour Operator Linda Pampallis also made mention to the fact that leadership and those who hold positions of significant and influential power play an essential role in bringing people together and enhancing national pride and attitudes which in turn lead to a more fulfilled and positive national identity (Pampallis, 2016). She went on to explain that if the people of a country feel that they are being lead in the correct direction, with passion and pride they will automatically feel inspired to uphold and maintain a positive nation brand. "Its actually all about people and great organisation", Pampallis concluded.

Without competent and respected leadership, a country can ever rarely achieve an optimally successful nation brand. This is especially the case for South Africa with its current President, President Jacob Zuma, who is everything but a competent and fully respected leader. "The President has tainted the image of the brand. A nation brand is built through behaviour – this is the key issue" (Johnston, 2016). This was the opinion of most if not all participants about South Africa's current president and his behaviour over the last decade or so. Handley went onto to add, that through widespread corruption at the highest level, how can the people of South Africa ever be inspired to follow suit and work towards a positive nation brand when their leader does not (Handley, 2016). It is "good governance [of political leaders] displaying sound ethics" is what South Africa needs to instill a great sense of national pride and unity in achieving a successful nation brand (Handley, 2016). There was a sense of desperation amongst the participants that it is competent and respected leadership that the people need; a leader that can "take an active role in the world stage" in attempting to constantly pursue a strong national identity (DiGregorio, 2016).

### 4.3 Findings

As a result of the interpreted and analysed data from both sourced experts in the field of nation branding as well as comparable textual analyses, valid findings will be discussed in response to the researcher's questions and problems. The research question posed in Chapter 1 asked how successful South Africa was during the 2010 FIFA World Cup and if the country was able to maintain a positive nation brand post 2010?

It can be said that South Africa was successful during the World Cup with regards to portraying a positive nation brand. This was achieved through impeccable organisation leading up to the event as well as during. The majority of South African citizens felt that the alignment of key messages about the World Cup was proficiently communicated to all South African stakeholders. President at the time Thabo Mbeki was successful in ensuring that the brand identity of South Africa was clearly understood by all. There was a great sense of confidence amongst the people of South Africa that the World Cup would be run efficiently and without concern, which in hindsight turned out to be true. South Africa stood out to the rest of the world for its impeccable organisation portraying a positive nation brand and potential for hosting future mega sporting events.

Tourism will always stand as being one of the most fundamental pulling points in attracting foreigners to visit South Africa. The country's warm weather and scenic beauty has been named some of the best in the world. The World Cup was merely a platform that the country could use in order to further expose and enlighten foreigners as to what the country has to offer. The tourism sector was given a massive boost for hosting the 2010 FIFA World Cup as a result of a record breaking 8.1 million foreigners visiting the country (SouthAfrica.info, 2016). It was estimated that these foreigners spent an accumulative 3.4 billion rand during their stay (FIFA.com, 2010). The perception of many foreigners entering the country also changed for the better. Those that were asked about the country and how they felt towards it

after having visited South Africa said that they were eager to come back and that their negative perceptions and stereotypes about the country had changed. South Africa was hugely successful with its tourism sector and reaped the benefits way after the mega-sporting event had ended. In 2011, despite global economic conditions, tourism grew to an astounding 8.3 million international tourists, bringing in more revenue than the country had hoped for (SouthAfrica.info, 2016).

It was the shared opinion amongst participants that South Africa has attractive investment potential due to the country's good infrastructure and strong financial systems. *Ernst & Young* calculated that foreign direct investment grew from 4.5% in 2010 up to 5.5% in 2011, due to the exposure the World Cup (Ernst & Young, 2016). South Africa was successful in appealing to foreign direct investors during the 2010 World Cup, however post 2010 has failed in maintaining this positive perception. Specifically noting the economic events that have taken place in South Africa after the 2010 World Cup, such as the nationalisation debate, events in the mining sector and the downgrading of South Africa's sovereign credit ratings; investors are shying away from future investments (The Economist, 2012).

The country's failing brand identity has much to do with the goings on that happen politically in South Africa. Locally events such as the firing of Finance Minister Nhlanhla Nene; the outlandish government spend on the Presidents private homestead Nkandla; as well as the murder trial of Oscar Pistorious amongst various other incidents have all led to South Africa being under the international microscope for quite some time. Events such as these taint the country's brand identity and eclipse all the good the country has to offer. A country's reputation is essentially worth billions and sectors such as tourism and investment survive off the reputation of a country. The South African government has failed in upholding a positive brand identity and continuously disappoints its stakeholders. If the people of a country are not led by a government that exhibits admirable behaviour, the hope in achieving a successful brand identity, will thus be lost. It is as a result of poor governance

and lack of competent leadership and transparency that the people of South Africa have lost hope and faith in their government.

Post 2010 many political and economic events have taken place that has left South African stakeholders feeling not only hugely frustrated but also hopeless. The country's current political party in power The African National Congress led by President Jacob Zuma have failed in taking the nation forward. Mass action such as the #FeesMustFall as well as #ZumaMustFall and continuous ongoing strikes due to political instability and investment declines are all a result of the lack of good governance that is prevalent in South Africa. Gross Domestic Product (GDP) in South Africa during the World Cup was 375.35billion US Dollars. This statistic spiked to 416.6billion US Dollars in 2011, which was expected after the World Cup (Gross, 2016). Statistically speaking South Africa was now in a place where they no longer had to prove themselves as hard as they used to in the world market. It was more a matter of maintaining growth rates across all sectors and pushing the country into a positive space for future development. From 2011-2016 however, GDP has steadily declined due to political and economic occurrences, stunting any potential for future economic growth and tainting the image of the country in the minds of foreign visitors and international investors, leaving the country stagnant. It was calculated in 2009 that the GDP for South Africa was an alarming 312.8billion US Dollars the lowest the country has seen since before the World Cup (Gross, 2016).

Table depicting concise summary of findings.

Successes of World Cup	Incidents that have lead to the collapse of SA nation brand post World Cup
<p>Impeccable organisation</p> <ul style="list-style-type: none"> <li>• Alignment of key messages amongst all South African stakeholders.</li> <li>• Thabo Mbeki ensured that brand identity of South Africa was upheld and maintained during 2010 World Cup.</li> </ul>	<p>Politics</p> <ul style="list-style-type: none"> <li>• Marikana Massacre -2012</li> <li>• #FeesMustFall -2015/2016</li> <li>• Firing of Finance Minister – Nhlanhla Nene -2015</li> <li>• Finance Minister, Pravin Gordhan investigation -2016</li> <li>• Government spend on Nkandla homestead</li> </ul>
<p>Transparent communication before and during World Cup</p> <ul style="list-style-type: none"> <li>• Clear and efficient communication amongst all South African stakeholders.</li> <li>• Understanding of objectives that country had set in place for World Cup both during and after.</li> </ul>	<p>Economic volatility</p> <ul style="list-style-type: none"> <li>• Downgrading of South Africa's sovereign credit ratings</li> <li>• Business confidence index point declines to all time low of 82.7 points</li> <li>• Rand drops to all time low of R15.38/\$1 end of 2015</li> <li>• Rand falls by 5.7% end of August 2016 during hype of Pravin Gordhan investigation.</li> </ul>
<p>Tourism</p> <ul style="list-style-type: none"> <li>• Appealing weather (<i>'Durban the warmest place to be'</i>)</li> <li>• Scenic beauty</li> <li>• Negative stereotypes were broken down</li> <li>• This led to positive exposure of country</li> <li>• Total of 8.1 million visitors</li> <li>• Total expenditure R3.4 billion</li> <li>• World Cup enabled tourism to grow to 8.3million end of 2011</li> </ul>	<p>Failing sense of communication between South African stakeholders post World Cup</p> <ul style="list-style-type: none"> <li>• Business, society and government lack of inter-communicative transparency.</li> <li>• No sense of unity in working towards betterment of South Africa.</li> <li>• Lack of unity between businesses, trade unions, governments etc.</li> <li>• Conflicting ideologies about country.</li> </ul>
<p>Attractive Investment Opportunities</p> <ul style="list-style-type: none"> <li>• Well-established infrastructure and financial systems.</li> <li>• Direct investment grew from 4.5%(2010) to 5.5% (2011)</li> <li>• GDP spiked from 375.35 billion US dollars to 416.6 billion US dollars in 2011.</li> <li>• Future of investment opportunities in South Africa post 2010 looked promising</li> </ul>	<p>Lack of optimism amongst South African populous</p> <ul style="list-style-type: none"> <li>• Frustrated with political and economic goings on that constantly occur</li> <li>• Leads to lack of optimism amongst South African populous</li> <li>• Stunted economic growth due to above-mentioned incidents – causes a sense of hopelessness.</li> </ul>

#### **4.4 Interpretations, discussion and insights found**

One can draw certain interpretations and insights from the research gathered and have valid discussions around the posed research question: *'How successful was the branding of South Africa during the 2010 FIFA World Cup, and has the country been able to maintain a positive nation brand post 2010?'*

Literature previously discussed suggests that South Africa before and during the World Cup was indeed well organised and held the potential in breaking down preconceived stereotypes about the country. It was an opportunity for the country to establish positive perceptions and beliefs in the minds and hearts of all, both locally and globally. It was hoped that positive perceptions about the country would be maintained for years to come and that a successful nation brand could be upheld and strengthened over time as a result of the 2010 FIFA World Cup and the opportunities it presented. The 2010 World Cup would serve as proof that the 'Rainbow Nation' was able to overcome its deep divisions and struggles (Allmers & Maennig, 2009:59).

More than two thirds of international guests admitted that their perceptions about the country had changed for the better. With this being said not only international guest but the people of South Africa too felt that a strong sense of unity and hope for the country had been re-instilled. It was the belief that South Africa was moving nowhere but up. The potential for prospective economic and tourism opportunities looked good and it was just a matter of laying the foundation for these opportunities to successfully take place and be maintained.

However due to both primary and secondary research gathered and analysed in this paper, varying factors have led to the downfall of 'Brand South Africa'. South Africa's political and economic turmoil as well as lack of transparent communication and incompetent leadership are primary reasons as to why South Africa is in the position they find themselves in with regards to national perception. For the past 16 years the majority of the South African populous

have felt discouraged by the course the country has taken from a political and economic outlook. According to nation branding expert Ikalafeng, he explained that a country's nation brand is hugely dependent on its people and the way in which they perceive and believe in their country (Ikalafeng, 2016). Every political and economic incident that has occurred post 2010, has had its repercussions not only on the economy of South Africa and its relations with the rest of the world but on its people and the way in which they choose to carry 'Brand South Africa'. As discussed throughout this paper the firing of Finance Minister Nhlanhla Nene at the end of 2015; the on-going Nkandla scandal; the growing social and political tensions of students; political parties, trade unions and so on have all contributed to the pessimistic attitudes felt amongst South Africans and the rest of the world. In no way does this aid the country in portraying a positive nation brand or encouraging and uplifting its citizens; instead it fuels the frustration felt amongst the people of South Africa and leads to the dismantlement of a potentially strong and positive nation brand.

From this we can make a causal claim that South Africa lacks competent leadership where cohesive and consistent messaging can be established. As a result solid channels of communication amongst South African stakeholders is lost and unity in social and political progression in attempts to instill a positive nation brand becomes fragmented. In order to positively influence, mobilise and co-ordinate the best Africa per se, transparent communication needs to become a primary driving force in attempting to rectify this problem that South Africa is currently facing. It can be understood that effective communication is a means to achieving a country's vision and goals, whereby both internal and external stakeholders are able to interpret and understand and collectively work together in achieving successful communication objectives. Communication can be comprehended as a process by which people who are talking to one another reach a common understanding that gives rise to mutually satisfactory results (Nielsen, 1957).

During the presidency of Mandela the government placed huge emphasis around communication and ensuring that awareness around human rights

was well understood by all (Mbeki, 2004). Zuma promised the collective action between both governments and communities in attempts to move South Africa forward (Zuma, 2009). However, post the Mandela reign the notion of cohesive and completely transparent communication has disintegrated and this promise to the people is no longer a primary concern or objective as we have so seen over the years. We can thus say with conviction that without competent leaders, effective communication strategies cannot be carried through. Unsuccessful nation branding is a byproduct of this repercussion.

South African leadership needs to be more accountable (Hill, 2016). The ANC's response to a court judgment that President Zuma failed in upholding the constitution was case in point that South Africans are living in an environment where accountability and consequence cease to exist (Hill, 2016). Zuma has been tagged as an unethical leader and as a result has inspired unethical followers. Zuma has failed in inspiring his nation for the better and has instead become a source of embarrassment for the country, leaving South Africans in a position of despair and loss of hope for the country ever moving forward into a positive direction (Mashego, 2016). The current South African presidency has lost credibility and power to influence positive change and inspire its people, and has therefore lost stimulus. South Africa is in dire need of a leader who depicts good governance, upliftment and complete transparency. By refusing to give power up against the South African citizen's wishes, political leaders are essentially robbing the country of ever achieving a positive nation brand.

The leaders of South Africa play a hugely pivotal role in bringing a nation together and inspiring greatness and national pride. If people feel enthused by their leaders a positive nation brand will be achieved, as individuals are instinctively inspired to trail their leader's behaviours and work in achieving and upholding certain visions and goals. Through the multitude of corruption that both South Africans and foreigners witness and are made aware of, it makes it difficult and almost impossible to inspire change for the betterment of the country and depict a positive nation brand. President Jacob Zuma has

been plagued by corruptions and rape allegations since 1999 and has faced corruption charges for the mismanagement of 29 million rand.

South Africa is in place where a strong, effective, corruption free and solution driven government needs to be elected and maintained. Where corrupt leaders need to be held accountable for and ousted for not working towards social and economic development. The leader that South Africa needs is a transformative one, a leader that is able to chart a different route for the country in attempts to integrate South Africa in the global community and unite all stakeholders involved through economic and cultural cooperation.

One can strongly argue that an emphasis needs to be placed on re-iterating all that South Africa does have to offer and positioning the country so that its comparative advantages can be exposed. By co-operating across spectrums (business, society, government) and communicating to all stakeholders, South Africa could once again reclaim and strengthen its reputation as being an attractive country to invest in and travel to. It is thus imperative that a positive nation brand is portrayed and successfully maintained in order to bring all stakeholders together in hopes of collectively achieving a positive nation brand as well as attracting and retaining foreign direct investors and investors alike. Through this incentive considerable growth and development within the country can take place, thus repositioning the country as credible, in a new international market.

Yes, South Africa was successful in managing and hosting the 2010 FIFA World Cup and reaped many benefits after the event was done. Tourism skyrocketed and investments looked promising. However due to the incompetent leadership, failed sense of communication and noted political and economic incidents that have occurred post 2010, South Africa has failed in maintaining a positive nation brand, due to these influences.

## **Chapter 5: Conclusion**

The overriding purpose of this study was to investigate how successful the branding of South Africa was during the 2010 FIFA World Cup and whether or not the country has been able to maintain a positive nation brand post 2010.

This paper also investigated sub themes to the primary research question posed and investigated what political and economic incidents have influenced the perception of 'Brand South Africa' currently.

To accomplish this goal it was necessary to interview nation branding experts as to ascertain their views and ideologies around the concept of nation branding as well as what they believed has contributed to the failing perception of South Africa's nation brand. Secondly literary and textual analyses were also thoroughly analysed in order to add further insight for the purpose of this research paper.

### **5.1 Implications of findings**

The researcher's findings from the discussed research responds to the research questions posed, which was investigating South African nation branding post 2010 FIFA World Cup, and the incidents both during and after that affected the country's nation brand.

All findings have several significant implications for all South African stakeholders, as the notion behind nation branding involves the participation of all members involved. By no means can a successful nation brand be achieved without the support of all parties involved.

It is of the utmost importance that readers of this text are able to navigate and unpack the concept of nation branding, its definition and what it means to a country and its people. Lack of engagement with any text can be equated with lack of value; readers often will not value what they do not understand. It is those readers who are objective in their approach that will benefit from this text as proactive ideas, beliefs and potential constructive methods and

frameworks can be implemented to rectify the posed obstacles South Africa faces with regards to achieving a positive nation brand.

#### Political Organisations and Communities:

This text places blame on certain parties and organisations for the current state of 'Brand South Africa'. It is encouraged that these parties and organisations approach the text with an open and objective mind and attempt not to confront all theories or frameworks with a biased and dismissive attitude. It is important that this text is interpreted as identifying where South Africa has gone wrong in attempting to portray a successful nation brand and how this can be resolved. 'Brand South Africa' cannot move into a place of progression until the root of the problem is identified and addressed.

The findings from this research paper, clearly explain how and why South Africa was successful during the 2010 FIFA World Cup and what specific incidents have led to this failing maintenance post 2010. In doing so certain political parties and organisations have been identified and explored as being the crux of the problem with regards to South Africa's nation brand.

#### Individuals:

From an individual and societal perspective, whether a patriotic South African or private foreign investor, all posed ideas, theories and frameworks should be wholly understood and objectively analysed. This research paper does not aim in persuading individuals to think one way over another, but to rather shed light on the realities of what South Africa as a country is currently facing. Research findings have been gathered from experts in the field of nation branding in order to thoroughly comprehend the weight a country's brand holds for its people, its communities, organisations and foreign investors and the path it sets itself as result of this. Members of society especially within the South African environment are encouraged to take on the text and apply it in their own respective contexts as to better understand where it is South Africa stands in the global market and why. It is the objective of this research paper to enlighten individuals with further insight as to what in particular has

influenced (whether positive or negative) 'Brand South Africa' and that each stakeholder plays a role in the creation and maintenance of a country brand.

#### Benefits:

It is the hope that through this research paper various conclusions and analyses can be made about 'Brand South Africa', where it currently sits and how it can move forward into a progressive space. This text is one that has both highlighted the successes of the 2010 World Cup as well as unpacked the various incidents and specific downfalls, post 2010 up until 2016, which have led to the declining state of South Africa's nation brand. The country proved itself to the world during the 2010 FIFA World Cup and was able to showcase extreme potential and opportunities from varying sectors. This paper aims to re-emphasize the need for competent leadership, transparent communication between all stakeholders and a collective effort to achieve a positive nation brand. A new attitude and sense of optimism and constructive fortitude can be instilled. It is to learn from the past and drive the country into a prosperous future where South Africa can do nothing but thrive.

## **5.2 Final conclusions**

It can thus be said that South Africa was successful in portraying a positive nation brand during the 2010 FIFA World Cup and set themselves up in holding great potential to maintain this image. Foreign investors and visitors became significantly interested and more aware of South Africa. This was as a result of the attractive investment and business opportunities, the stereotypes that had been broken down and the physical interaction individuals, corporations and organisations had with the country, its people and surrounds. Thus to a large extent South Africa was successful in instilling a positive perception about the country in the hearts and minds of many individuals.

Was South Africa successful in maintaining a positive nation brand, poses a new argument? South Africa has not been successful in portraying a positive

nation brand post 2010 FIFA World Cup, due to the following political and economic incidents that have occurred.

## **2010**

- August Civil Servants stage nation-wide strike

## **2011**

- ANC suspends its controversial and influential youth leader Julius Malema, for five years. The ANC believed that Malema was bringing the party into disrepute.

## **2012**

- August/October: Marikana Massacre, where police opened fire on platinum mine workers, killing at least 34 people.
- September: Former ANC youth leader is charged with money laundering over a government tender.

## **2013**

- Zuma is accused of a twenty million dollar upgrade to his private home.

## **2014**

- Oscar Pistorius is sentenced to five years in jail for killing girlfriend, Reeva Steenkamp.

## **2015**

- March/April: A series of anti-immigrant attacks leaves several people dead.
- March: #RhodesMustFall
- June: Government receives international attention around the allegations of bribery to disgraced international footballing body of FIFA to secure 2010 World Cup.
- October: #FeesMustFall – student protests

- December: Shocked announcement of the firing of Finance Minister Nhlanhla Nene.

## 2016

- May – present: Pravin Gordhan, Minister of Finance arrested by HAWKS for setting up investigations unit inside SARS.
- July: UKZN student protest over fee increases.
- September: Credit ratings downgrade - deemed to head towards junk status.
- September - October: #FeesMustFall

Due to these incidents the country's once promising and positive nation brand as been dismantled and tarnished, severing all good and positive perceptions that were once instilled in the hearts and minds of both local and global individuals. The country over the past six years has projected corruption, political turmoil, economic instability and continued racial aggression and angst amongst and between one another to the rest of the world. As a result the country has jeopardized the image and reputation of 'Brand South Africa' to a point where serious intervention needs to take place in order to bring South Africa to place of progressive restoration.

### 5.3 Limitations and Delimitations of study

Quantitative data will not be gathered from the South African population, the government or tourists/visitors. This would end up being too time consuming and the researcher is limited to a 7-month time frame. Opinions and data recorded will be taken from experts in the field of nation branding, residing in Cape Town, Johannesburg and Durban. This research will not investigate how the South African population perceives the country's current nation brand, but will rather investigate the beliefs and opinions of educated experts in the field. This will ensure that valid and reliable data is recorded and analysed. Literature on other countries that have hosted mega sporting events and whether or not they were able to maintain a successful nation brand will

also not be gathered. Each country's political, economic and social scopes are so diverse that it would be an unfair comparison of opinions, between South Africa and other mega sporting host countries.

#### **5.4 Ethical implications and how they were addressed**

Consent of participants is mandatory before interviews are conducted as to ensure a completely transparent relationship between the researcher and participant. The participants will be made aware of the risks and benefits of participating in this study, as well as be made aware of how their involvement will contribute to understanding, analysing and improving 'Brand South Africa'. All participants will voluntarily choose to be involved and will not feel pressurised or forced to participate. If participants feel like they want to opt out from the study at any point, they are entitled to do so.

#### **5.5 Reliability and Validity**

Research conducted, recorded and gathered were all done using reliable measurement tools. The use of the recording device on the researcher's laptop as well as the camera (used for observations of body language and facial expressions) was consistent throughout all interviews that were conducted. Human judgment from the researcher was the only variable that compromised the reliability of this study. All data collected and analysed was done so on a completely interpretivist stance, thus weakening the reliability of research findings. Depending on what day the interview was conducted, the mood the researcher was in, or any other additional situational factors that may have occurred may have affected the researcher's interpretation of what was said, observed and analysed.

Research conducted, collected and then analysed followed a scientific method and is therefore a valid research design. The research problem focused on a real world phenomena and incorporated relevant theory pertinent to the research question and objectives. An appropriate design and method was used, results and findings were assessed and conclusions about the researcher's findings were discussed. Face validity was evident in this study as what the research question set out to measure was actually

measured. The only threat to validity in this study was the randomly selected experts' responses about 'Brand South Africa'. Two out of the six experts tended to be agreeable with the questions that they were asked and shied away from delving into the economic and political factors that negatively influenced 'Brand South Africa' during and after the 2010 FIFA World Cup. This in turn, to certain extent, skewed the researchers results and final findings, as data collected was not completely valid. This variable however, was not pertinent enough to completely rule out all findings.

### **5.6 Recommendations for future Research**

There are a number of themes that are posed but not extensively investigated within this paper. Thus certain themes, posed concepts and ideologies can be further explored as to understand nation branding from a holistic perspective.

Recommendations for future research include:

1. Behavioural analysis on certain political organisations, committees and individuals and other stakeholders involved. This will create deeper knowledge and understanding into certain behavioural patterns. For a nation to change its image, it needs to first change its behaviour, a theme that was not explored in this paper and can thus be investigated as future research on the topic of nation branding.
2. The Social Identity Theory – which explores the concept of self and in this case how a country and its people, organisations, committees and so on recognise and view themselves in comparison to that of others. This would provide valid insight into the minds of internal stakeholders of South Africa, and not only be limited to experts in the field of nation branding.
3. The contrast and comparison of nations alike is a gap of knowledge within this dissertation worth investigating. South Africa was not compared to or analysed against any other country and therefore creates a space where a fully comparative analysis on nation branding can be carried through. Seeking to understand and learn from countries similar to that of South Africa and whether they that have failed or succeeded in molding a positive nation brand would add even further insight into the topic.

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## Annexures

### Annexure 1 | Ethical Clearance and Consent Forms



No research may be carried out by any student or staff member; or independent contractor or person associated with The Independent Institute of Education (The IIE) that will be associated with The Independent Institute of Education; or that involves in any way, The Independent Institute of Education; without formal ethical clearance to conduct the research having been obtained. The process is similar for students registered on IIE qualifications or for researchers wishing to conduct research on, or at The IIE. In order to get consent to do research associated with or on or at The IIE the following need to be submitted to the R&D Manager via the appropriate academic (normally your supervisor for internal students) or the designated academic manager at your brand if you are associated with a site and not a registered student of The IIE or the Academic Manager if you are employed in the Central Academic Team (CAT). Please submit the following:

	Please tick
<b>Proposal — select one:</b>	
<b>IIE and other registered students:</b> Proposal as approved by supervisor with a declaration in relation to the status of the proposal at your institution where you are a student, if you are a student.	
<b>Research by internal people who are not students:</b> Proposal as approved by your designated academic manager or the CAT Academic Manager if you are not a student but are directly associated with The IIE.	
<b>External researchers who are not students:</b> Formal research proposal plus full details of the sponsoring body.	
<b>Ethical clearance application form:</b> Please check that all sections are complete and that the form has been signed by the person who will supervise your research and by the designated academic manager where required. If you are a student <u>and</u> you are working or you are otherwise associated with The IIE and its	

campuses; your form needs to be signed by both the designated manager and your institutional supervisor. If you are an external researcher the form also needs to be signed by a senior manager at the sponsoring organisation.	
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<b>Participant consent form:</b> Example of participant consent form (where applicable). The original signed forms have to be provided to the supervisor after permission is granted.	
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### 1. Identifying information

Name:	Kirsty
Surname:	Gourlay
Student number:	15019024
Institution where registered:	VEGA Cape Town
Qualification:	Hons – Strategic Brand Communication
Year in which you would like to conduct research:	2016
Year in which you aim to graduate:	2016
Contact Number:	0824612155
E-Mail Address:	kirstyg0405@icloud.com

### 2. Supervisor's Name and Contact Details

Name and surname and designation:	Hendrik Conradie
Contact telephone number:	0827115105
Contact e-mail address:	conradie.hendrik@gmail.com
Signature confirming that this form is being submitted with Supervisor's consent and signifying that the information submitted is accurate:	
Date of signature:	

### 3. Designated academic manager's details (if applicable)

Name and surname and designation:	N/A
Contact telephone number:	
Contact e-mail address:	
Signature confirming that this form is	

being submitted with Academic Manager's consent and signifying that the information submitted is accurate:	
Date of signature:	

#### 4. Designated manager of sponsoring organisation (if applicable)

Name and surname and designation:	N/A
Contact telephone number:	
Contact e-mail address:	
Signature confirming that this form is being submitted with Manager's consent and signifying that the information submitted is accurate:	
Date of signature:	

#### 5. Title of Research

'Brand South Africa': has it been successfully maintained post 2010 FIFA World Cup? A comparative study of the South African brand during 2010 and at present.

#### 6. Abstract

Today nations are making increasingly conscious efforts to ensure that a successful nation brand image is upheld. By doing so countries ensure that a positive national identity is portrayed in the world market place. This in turn strengthens economic growth, encourages tourism and increases international relations. This research study is aimed at investigating the success of South African nation branding during the 2010 FIFA World Cup as well identifying the political and economic incidents that lead to the collapse of 'Brand South Africa'. Textual analyses and well structured interviews will be incorporated in data collection methods. By carefully exploring and collecting relevant data, all research gathered can aid in developing a successful and long enduring nation brand.

### **6.1 Research Aims/ Goals/ Objectives**

This research will determine an overview of nation branding theory, principles and strategies. By exploring these aspects of nation branding, the researcher will be able to analyse South Africa during and after the 2010 FIFA World Cup with regards to nation branding. This study will determine whether or not South Africa has been applying these theoretical practices post 2010 and explore how certain political and economic events have had an influence on 'Brand South Africa'. Specifically, with relation to foreign direct investment, tourism and business opportunities. It is thus the objective to gather valid findings and propose insightful recommendations on rectifying and improving 'Brand South Africa'.

### **6.2 Methodology**

This is qualitative research design, where open ended interviews will be taking place between the researcher and the respondent. Interviews will be professionally structured and in done in private. All data will be recorded on either a notepad or laptop which will then be further analysed and compared. My unit of analysis will consist of 10 participants, 5 females and 5 males, who have been randomly selected as to avoid any form biases towards the study. Quota sampling shall be used, whereby each respondent will have to possess certain attributes in order to partake, none that are discriminatory in nature.

### **6.3 Ethical considerations**

Each participant's response will be held in confidence and by no means will their identity be exposed at any point in the research study. If a participant feels at any point that he or she would like to opt out of the study they are fully able to do so. No participant should feel pressure or forced to participate in the interview. This research study is completely voluntary and the participants can choose which information he or she would like to share with the researcher.

### **6.4 Research impact on people and or brand/IIE (directly as participants or in terms of the use of their data or conducting research in their environment):**

If your research involves anything other than investigation of publicly available information or data or documents please detail this and the steps you are taking, or will take, to protect the rights of people involved. Please detail measures to avoid harm and to gain informed consent.

N/A
-----

**Particular elements of study:**

Please indicate which of these apply.	Yes	No
Literature survey of an environment with no interaction with participants. Use of artefacts for data collection.		
Observation of an environment with no interaction with participants and no manipulation of the environment.		
Observation of an environment with no interaction with participants and with manipulation of the environment.		
Data is collected about individual participants but they are taken from existing available records (e.g.an existing report or student record).		
Data is collected about groups but they are taken from available records (e.g. an existing report) and will only be reported at the group level.		
General and/ or personal information required to be collected <i>de novo</i> from participants through interviews, surveys, questionnaires, observation, etc.		
Collecting information from participants via an existing validated and approved test instruments (e.g. an approved psychometric test).		
Collecting information from participants via an invalidated test instrument.		

**7. Description of participants:**

All participants ranged between the ages of 30 and 60 and were working or had experience in the field of nation branding. Participants were residing in either Cape Town, Durban or Johannesburg, were all South African citizens and had a minimum of 5 years working experience, irrespective of profession. Participants were middle to upper class and all admitted to being involved in the 2010 World Cup, whether personally or professionally.

8. Please describe the impact that your research may have on participants and or the brand/IIE CAT – positive or negative and the measures you will have in place to reduce the risk of harm.

There are no risks involved by participating in this study. Participants who choose to participate in this study will merely aid researchers in finding a solution towards a stronger and more successful 'Brand South Africa'.

#### **9. Declaration on Ethical Conduct in Research**

I have read and understand the requirements laid out in the ethical clearance form as well as the Code of Ethics (see below) as extracted from The IIE Research Policy (IIE007) and commit to observe and uphold the principles of this Code in all aspects of the research work carried out in association with The IIE.

I confirm that all the information I have provided to enable The IIE to make a decision about my research is honest, complete and accurate and that I have not withheld any information that may adversely influence the decision.

I confirm that I will not hold The IIE liable for any action taken against me in relation to this research and its impacts and I take full legal and moral responsibility for the research and its impact.

#### **Research Code of Ethics:**

Researchers are required to:

- Familiarise themselves with ethics guidelines and observe such guidelines throughout their projects;
- Accept that they are ethically accountable for honesty, objectivity and integrity of carrying out and reporting on their research;
- Strive to conduct research of a high standard;
- Always clearly indicate the limitations of their work to provide perspective of the validity of their data and reports;
- Ensure that data is not falsified, misinterpreted, fabricating, misrepresented or changed;
- Ensure that data is collected in a manner that will not affect its validity and make known any aspects of their project that might have affected such validity of their data;
- Disclose their methodologies and processes in a transparent manner to uphold its integrity;
- Keep data safely and securely for a period of three years and produce this in support of other researchers' work or to confirm the authenticity of a project, in consideration of any agreement(s) with individuals who were part of the sample group;

- Recognise sources of information by accurately and appropriately referencing such sources and respecting the copyrights of all reference work and sources;
- Recognise fellow workers and co-workers who are part of the project;
- Be considerate and professional in dealing with individuals and sample groups, respecting their right to refuse to participate and the rights to their privacy;
- Accept responsibility to ensure that data with personal particulars of individuals and sample groups must be secured, in particular, when it is in digital format;
- Avoid placing the safety or security of participants at risk through any research that is conducted;
- Demonstrate commitment to sharing knowledge, disseminating the results of research work in an appropriate manner;
- Retain objectivity to prevent bias throughout any research project;
- Adhere to the conventions associated with publication which includes only submitting to one publisher at a time and always citing where papers have been used before.

**RESEARCHER**

Full name: KIRSTY GOURLAY

Identity number: 9305040075081

Signature: \_\_\_\_\_

Date:

**WITNESS**

Full name:

Identity number:

Signature:

Date:

Please note: You may not proceed with the research until you have written confirmation of approval of your study from the Postgraduate Committee of The IIE.

## **Annexure 2 | Participant Consent Form**

**Research Title** : 'Brand South Africa': has it been successfully maintained post 2010 FIFA World Cup? A comparative study of the South African brand during 2010 and at present.

### **Researcher Contact Details:**

Name and Surname: Kirsty Gourlay

Student Number: 15019024

Email address: kirstyg0405@icloud.com

Contact number: 082 461 2144

### **1. INTRODUCTION**

You are invited to participate in a research study about nation branding in South Africa during and after the 2010 FIFA World Cup. The main purpose of this study is to analyse and investigate past and present incidents that have contributed to the collapse of 'Brand South Africa'. The information in this consent form is provided to assist you in deciding whether you would like to participate in this study. If you decide to participate, you together with the researcher will be involved in a carefully structured open-ended interview. Where certain questions will be asked about your views, opinions and beliefs on South African nation branding.

It is important that you fully understand what is involved if you agree to participate in this study. If you have any questions that you feel are not addressed or explained fully in this consent form, please do not hesitate to ask the researcher for more information. You should not agree to participate unless you are completely comfortable with the procedures followed.

### **2. THE NATURE AND PURPOSE OF THE STUDY**

This research will determine an overview of nation branding theory, principles and strategies. By exploring these aspects of nation branding, the researcher will be able to analyse South Africa during and after the 2010 FIFA World Cup with regards to nation branding. This study will determine whether or not South Africa has been applying these theoretical practices post 2010 and explore how certain political and economic events have had an influence on 'Brand South Africa'. Specifically, with

relation to foreign direct investment, tourism and business opportunities. It is thus the objective to gather valid findings and propose insightful recommendations on rectifying and improving 'Brand South Africa'.

### 3. EXPLANATION OF PROCEDURES TO BE FOLLOWED

This is qualitative research design, where open-ended interviews will be taking place between the researcher and the respondent. Interviews will be professionally structured and in done in private. All data will be recorded on either a notepad or laptop which will then be further analysed and compared. My unit of analysis will consist of 10 participants, 5 females and 5 males, who have been randomly selected as to avoid any form biases towards the study. Quota sampling shall be used, whereby each respondent will have to possess certain attributes in order to partake, none that are discriminatory in nature

Please Tick Box

- |    |  |                          |
|----|--|--------------------------|
| 1. | I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions. | <input type="checkbox"/> |
| 2. | I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.                 | <input type="checkbox"/> |
| 3. | I agree to take part in the above study.   | <input type="checkbox"/> |
| 4. | I agree to the interview / focus group / consultation being audio recorded   | <input type="checkbox"/> |
| 5. | I agree to the interview / focus group / consultation being video recorded   | <input type="checkbox"/> |
| 6. | I agree to the use of anonymised quotes in publications  | <input type="checkbox"/> |

---

Name of Participant

---

Date

---

Signature

---

Name of Researcher

---

Date

---

Signature

### Annexure 3 | Ethical Clearance Letter

15 June 2016

Dear Ms Gourlay

Your research proposal and ethical considerations were reviewed by your supervisor and moderated by the campus research panel.

Your research proposal posed no significant ethical concerns. We hereby provide you with ethical clearance to proceed with your research methodology.

OR

Your research proposal posed minor concerns (see below):  
Please discuss with your supervisor how your research design will address this issue.

The concerns included:

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

Supervisor Name: HF Conradie  
Cronje

Campus Anchor Name: Dr F

Supervisor Signature: HF Conradie

Campus Anchor Signature



## **Annexure 4 | Proposed Interview Questions**

### **South Africa's Nation Brand**

The following survey is being conducted in order to understand what nation branding is as well as how certain incidents (political, economic etc) have affected South Africa's nation brand, either positively or negatively.

This survey is concerned specifically with investigating nation branding during the 2010 FIFA World Cup and after, and where South Africa currently stands with regards to its nation brand. You have been selected as someone who has credible and relevant knowledge to the researcher's thesis topic and that your input would be invaluable in the purpose of investigating South Africa's nation brand.

If you would like your participation to be completely anonymous please specify at the beginning of the questionnaire. (EG: Name: Anonymous)

We thank you for your participation.

**Name:**

**Surname:**

**Date:**

**Occupation:**

**Question 1: What is nation branding and in what ways can it benefit a country?**

**ANSWER:**

**Question 2: Is there a specific framework used to identify the successes or failures of a country's nation brand, if so please explain?**

**ANSWER:**

**Question 3: What do you believe contributed to the success of South Africa's nation branding pre and during the 2010 FIFA World Cup?**

**ANSWER:**

**Question 4: Has South Africa been successful in maintaining a positive nation brand post 2010, please explain?**

**ANSWER:**

**Question 5: In your opinion what incidents (either positive or negative) have lead to the current perception of South Africa's nation brand?**

**ANSWER:**

**Question 6: What or whom do you believe could aid South Africa in portraying and maintaining a positive nation brand?**

**ANSWER:**

## Annexure 5 | Interview Data Collated

INTERVIEWEE ONE	INTERVIEWEE TWO	INTERVIEWEE THREE	INTERVIEWEE FOUR
Linda Pampallis – Tour Operator	David DiGregorio – Managing Director at CornerSun Destination Marketing. Former Head of Marketing for South African Tourism North America	Yvonne Johnston – Executive Coach (Former CEO of Brand South Africa)	Jenny Handley – Brand Strategist and Writer
Q1: need for a positive relationship with rest of the world is vital	Positioning of a country as a brand itself and then devising a strategy to promote that brand as if the country was a product that someone could purchase and experience. NB is important because it can help to define what a destination has to offer from a tourism perspective and mitigate issues that may exist due to political or social events	The promotion of a country, aligning all key messages to promote tourism, trade and investment. It is the development of cohesive and consistent messaging, led by the President and the leadership, but supported by the media, and the citizens	Branding a nation entails building perceptions from experiences. A brand is not just a look or a logo, or advertising campaign, it sits in the hearts and minds of people. It is what they say about a nation. If the experiences are positive then the country becomes an appealing destination or platform for investment.
Q2: Leadership/role models/national pride/attitude	Metrics for measuring awareness, positivity and consideration of travel. Number of people visiting the country, how long they would stay and how much money they would spend.	Unilever Brand development key – format to develop Brand SA. [Research]	Tourism = visitor figures and their expenditure and WCS2010 provided the perfect platform for evaluating the national brand. Subjectively, the brand is evaluated on perceptions and confidence.
Q3: authenticity/great organisation/the will of the people of our country at the time/Its actually all about people	Reason why SA was success during 2010 FIFA WC = 1) they hosted the WC without a single incident and successfully showcased the nation through countless media and television exposure. 2) Because the people of SA were so supportive of the WC and welcoming visitors [sense of national pride] / [SA people were eager and keen to host people in their country and that was important in ensuring a successful nation brand during the 2010 FWC]	Consistency of messaging, substantial budget, the inclusion of the key messages in all leadership communications. Created a rallying call for the citizens	Possible negatives (crime, security, infrastructure and services) were alleviated when SA pulled out all the stops and gave the world a great experience.
Q4: Yes to the tourist but No within more formal circles. We have a wonderful tourism product due to our scenic beauty, warm hearted people.	Yes – was tipping point for SA tourism. It served as an opportunity to take South Africa out of Africa and separate the destination in the hearts and minds of many potential travelers [brand image was correct – why? – because understood brand	No – firstly the President has tainted the image of the brand. A nation brand is built through behaviour – this is the key issue. Secondly Brand SA itself seems to have	No –politically we are not creating positive perceptions and confidence in this country has decreased. There are many indicators of this – exchange rate and the international rating

Unbelievable beauty and value for money	identity] Post 2010 – become more popular even in the wake of security issues, terrorism ad Ebola throughout the rest of Africa [question and find research for this]	lost its way – it has lost the original focus. In addition the Board took the very misguided decision to change the original pay off line and positioning (Alive with Possibility) just before the World Cup - a truly crazy decision	agencies skepticism being good examples
Q5: Negative = Politics/currency depreciating. Positive = weather and scenic beauty, value for money together with great hospitality play a positive role	Positive = WC has changed perception of SA and had a positive impact on South Africa’s brand. Positive placement in films and television shows and the work of the tourism board in promoting the destination also continue to build that positive brand. Negative = terror warnings/ Ebola/ labour unrest/ political turmoil/ corruption and tumultuous court cases such as Oscar Pistorius harm the nation brand [security and crime in this country]	N/A	The exposure of widespread corruption at the highest level, and bribery (SAWC case in point with Seth Blatter)
Q6: N/A	Strong visible leadership that proves itself as not corrupt and takes an active role in the world stage would help SA break through to the next level. Noteworthy South Africans that have grown considerable international following can also help [Charlize Theron etc] Attracting global media, television and film projects that presents SA in a positive light can also help break through.	The leadership , business leaders, media, citizens, Global South Africans [interesting point]	Good governance with political leaders displaying sound ethics. What could capture the imagination of people would be other high profile public and sporting figures following suit, so that eventually it trickles down and is demonstrated by the man in the street.



