

An Analytic Hierarchy Process (AHP) Approach to Identifying Key Criteria of Taiwan's National Brand

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Received: October 12, 2016

Accepted: November 10, 2016

Online Published: November 23, 2016

doi:10.5539/ibr.v9n12p143

URL: <http://dx.doi.org/10.5539/ibr.v9n12p143>

Abstract

Nation branding benefits industrial upgrading within a nation and closes the competitiveness gap between nations. A nation that lacks a strong, positive, reputable national brand cannot maintain its competitiveness aimed at attracting consumers, tourists, investors, or immigrants and cannot gain the respect and attention of other nations or the global media. All nations are currently vying to create their own national brands. Taiwan has also attempted to define its advantages and develop its national brand to not only respond to current development trends, but also to examine issues facing Taiwan's development. Because of this, key criteria of Taiwan's nation branding were identified in this study. The expert interview methodology was used to discuss and compile a criteria system of Taiwan's national brand and the analytic hierarchy process technique was used to calculate the relative weights for these criteria. Results showed that the most suitable criteria for Taiwan's nation branding were based on the dimension of culture; within this dimension, the criterion historical heritage was most crucial. This study can serve as a reference for the government when it needs to determine areas to focus on in nation branding.

Keywords: nation branding, culture, AHP, Taiwan

1. Introduction

A nation's struggle for prosperity is both a mental and physical state; its society must have both the drive and the means to pursue a better life (Kotler et al., 1997). These statements describe the profile of a healthy brand. A strong national brand grants a unique image that enables pricing goods higher than their qualitative or quantitative standards would normally allow and promotes prosperity for the nation (Kotler et al., 1997).

Nation branding is an active brand-building process through which the behaviors, attitudes, identity, and image of a nation are modified or affirmed. It involves shaping and creating positive platforms and favorable environments that allow the national brand to be competitive in the market (Gudjonsson, 2005).

Therefore, nation branding benefits industrial upgrading within a nation and it closes the competitiveness gap between nations. A nation that lacks a strong, positive, reputable national brand cannot maintain its competitiveness aimed at attracting consumers, tourists, investors, or immigrants and cannot gain the respect and attention of other nations or the global media. In other words, a favorable national brand is beneficial to the nation's competitiveness in the global market. In the *International Trade Forum*, it was suggested that every nation should have a long-term plan for establishing its brand to increase the competitiveness of their products and the nation itself. Simon Anholt (2009a) asserted that to a certain extent, the national brand represents certain qualities of the nation, such as strength, wealth, and sophistication. Therefore, nations should build their brands using characteristics such as creativity, music, philosophy, trust, innocence, wisdom, challenge, and safety.

All nations are currently vying to create their own national brands. Taiwan has also attempted to define its advantages and develop its national brand to not only respond to current development trends, but also to examine

issues facing Taiwan's development. Accordingly, Taiwan has currently invested tremendous resources in pursuit of the goal of nation branding. Nation branding has become the primary development goal at all levels, ranging from national industrial policies to corporate business plans. Therefore, Taiwan's nation branding is a pressing matter.

The objectives of the present study are as follows:

- (1) Review studies related to nation branding to identify key dimensions of the Taiwan brand and to develop guidelines based on these dimensions.
- (2) Consider the nation branding experiences of benchmark nations to discover Taiwan's unique attractiveness, to identify key issues in nation branding, and to promote forward-looking procedures in this area.

2. Literature Review

2.1 Defining National Brand

Nation branding is the active management of a nation's image. A unified brand concept and image that encompasses all brand activities of the nation is constructed from all impressions regarding the nation (Hankinson, 2001; Kotler & Gertner, 2002). Anholt (2003) proposed the perspective of nation as a brand. A national brand comprises the composite public opinion of a nation's competitiveness in the six areas of export, culture and heritage, tourism, people, governance, and investment and immigration. De Vicente (2004: 1) defined nation branding as "using strategic marketing to promote a country's image, products, and attractiveness for tourism and foreign direct investment." Fan (2006) asserted that a national brand could be defined as the sum of all mental associations regarding a nation held by an international audience and nation branding refers to applying brand marketing and communication techniques to improve a nation's image. Abimbola (2006) proposed that nation branding is a competitive strategy that allows entry into developed markets that are advanced and lucrative.

To summarize, a national brand is the sum of all associations regarding a nation held by an international audience that differentiate the nation from others, which are then transformed into a simplified mental image or impression. A favorable national brand can establish an image of quality and eliminate or alter existing negative impressions. Most investors and consumers reference a nation's image in their economic and purchasing decisions.

2.2 Steps in Nation Branding

Mselle (2007) summarized numerous previous studies and compiled steps for nation branding, which are as follows:

Assess current image. Nation branding cannot change the physical characteristics of a nation; it can only attempt to change public opinion regarding the nation. Therefore, understanding current public opinion on a nation is critical.

Nation branding changes the perception of the nation among consumers and the public. A government must invest in nation branding and examine other nations' beliefs regarding the nation and its products. It must discard negative factors and strengthen positive approaches. The following four key factors are suggested for assessing a nation's image: nation popularity, communication channels through which information (whether favorable or unfavorable) is received, or simply whether the nation has a negative image. A composite analysis of these factors can assist with establishing the exact nature of the problem, i.e., the national image (Domeisen, 2003; Fan, 2006; Anholt, 2006).

Create a team. Both government and civil organizations must actively participate in the nation branding process. The government should lead the process, and the team should include members in the fields of media, education, sports, and arts. If the scope is expanded beyond this primary team, the general public should also be included (Domeisen, 2003; Quelch & Jocz, 2004; Cromwell & Kyriacou, 2007).

Determine nation's competitiveness. In national branding, a nation's competitiveness comprises the characteristics that distinguish it from and are superior to other nations. A nation's competitive advantages can be found in its people and culture, whereas its market power can be found in its infrastructure, people, image, quality of life, and tourist attractions. Lastly, competitiveness can be found from aspects of the national character, including the nation's values, culture, history, environment, resources, economy, and the experiences of its people (Porter, 1990; Gilmore, 2002; Gudjonsson, 2005).

Identify target audience. During the process of identifying the target audience, the perspectives of both foreign and domestic audiences should be considered. The process should integrate the intended targets of nation

branding, such as trading partners, export markets, political allies, cultural partners, visiting students, and business travelers (Fan, 2006; Anholt, 2006).

Construct brand identity. A nation often has contradictory characteristics. The foreign perception of a nation is often unfocused; therefore, determining the national identity is often viewed as the most complex task (Domeisen, 2003; Florek, 2005; Fan, 2006; Gould & Skinner, 2007; Wilder, 2007).

Develop core message. Clarifying the values of a national brand to the target audience involves providing a simple, clear, and brief description of the meaning of the national brand that is based on shared values of the nation (Olins, 1999; Lodge, 2002; Domeisen, 2003; Mihailovich, 2006).

Assess brand building readiness. Nation branding is a long-term process that requires both time and financial resources. Five to twenty years and an immense financial commitment are required. For example, New Zealand spends approximately US\$360 million annually (Domeisen, 2003; Endzina & Luneva, 2004; Anholt, 2006).

Establish steps and framework for nation branding. Although there is no evidence of correlations between key activities, the steps and plans proposed by Olins (1999) and Domeisen (2003) can be referenced in establishing a framework for nation branding. Olins (1999) proposed seven steps in the nation branding process: create a work team, assess the nation's image, assess the nation's advantages and disadvantages, identify a core concept, develop an image, coordinate information, and develop a communication system.

2.3 Nation Branding Experiences of Benchmark Nations

To date, South Korea, Japan, Thailand, the United Kingdom, Ireland, Malaysia, Australia, New Zealand, Germany, and France each have promoted their own national brands based on their advantages and unique styles and characteristics. For example, Japan proposed the Japan Brand strategy, with the slogan "Cool Japan", to shape Japan as a high quality, refined brand through its knowledge innovations and development of advanced technologies. South Korea employed a categorized guidance method to actively encourage development of the national brand. The United Kingdom, based on its domestic creative industries and world-class academic institutions, advanced its innovative and creative abilities and successfully developed the "Create UK" strategy. Along with Taiwan, who has tried to gain a seat in the United Nations, these are all examples of countries that actively developed a national brand (Tseng, 2008).

New Zealand. New Zealand was the first country to enact a national branding bill that called for a large-scale national marketing campaign. In 1999, the government invested US\$410 million in the "100% Pure New Zealand" advertising campaign, which lasted for two years. As a result of the campaign, foreign visitors to New Zealand increased by 53% and wine exports increased by 700%. In 2003, New Zealand implemented a second initiative named "New Zealand, New Thinking," aimed at cultivating its future industrial innovations.

South Korea. After the Asian economic crisis in 1997, the South Korean government was able to recover economic stability quickly and developed "Dynamic Korea" as the slogan for its national brand. To systematically manage its national brand and to help the national brand match the nation's overall level of development, the Presidential Council on Nation Branding was created in 2009. Its objectives were to improve South Korea's image and international standing. The Council was an integration and coordination department directly led by the President that oversees five subcommittees. Its members included the ministers of eight government agencies such as the Ministry of Strategy and Finance and the Ministry of Education, Science, and Technology and other key government officials such as the Mayor of Seoul and the President of the Korea Tourism Organization. The Council also oversees a business support group that includes bureaus involved with comprehensive planning, corporate information, external cooperation, and culture and citizens. The Trade Promotion Agency and CEOs of well-known private enterprises such as Samsung and Hyundai are subordinate to these bureaus. In addition, the Council and the Samsung Economic Research Institute cooperated to develop a nation brand index. The index annually conducts surveys and publishes these results to communicate the development status of South Korea's national brand (National Development Council, 2014).

Buatan Malaysia. The "Britain in Malaysia" campaign was an attempt to improve Malaysia's national brand and its goal was to encourage investment and trade with the United Kingdom. A UK company operating out of Malaysia sponsored the campaign slogan "Just Between Friends." "Malaysia, Truly Asia" was the slogan for the tourism component and promoted Malaysia as the most beautiful destination for Asians (Lee, 2010). The slogan "Malaysia, Truly Asia" implied quality, excellence, and innovation. It emphasized the Malaysian spirit, that this was the national brand created by the Malaysians. In addition, Malaysia specifically created unique characteristics in its products and services and promoted export of its domestically branded products to global markets. This created a positive quality image for the nation. The combination of governmental policy directions

and industry efforts increased Malaysia's international visibility and their national brand was well-received.

United Kingdom. The source of power behind the United Kingdom's creative industries is its world-renowned creativity and innovation. Based on the performance of these cultural and creative industries, the United Kingdom created the world-renowned "Create UK" national brand. The framework for promoting the United Kingdom's national brand began with Panel 2000. Established in 1998, this strategy team defined general directions for policies. In 2002, the Public Diplomacy Strategy Board was established to promote policies. It was led by federal agencies that guided and integrated the resources of various ministries and departments for a unified effort in nation branding. The Public Diplomacy Strategy Board was disbanded in 2006 and replaced by the Public Diplomacy Board. Government officials from various departments including the British Tourist Authority, under the jurisdiction of the Department for Culture, Media and Sports, the Department for International Development, and UK Trade and Investment formed a team to provide specific public diplomacy strategies to the newly formed Public Diplomacy Board. In recent years, diplomacy activities related to United Kingdom's national image have been sponsored by the Cabinet Office (National Development Council, 2014).

Germany. Germany launched an extensive promotional campaign during the 2006 FIFA World Cup to improve its national brand and to overhaul its image as a result of World War II. The campaign's slogan, "The Land of Ideas," emphasized a new and exciting future and Germany expended considerable effort to eliminate existing stereotypes. The campaign was run by a committee whose members came from both private and public sectors: the head of the Federation of German Industries acted as the executive director and the Minister of Foreign Affairs and Economy was a board member. The agency FC Deutschland was established for the sole purpose of promoting public awareness of Germany and improving its international image (Lee, 2010). Germany committed to developing the "Made in Germany" brand and it won praises from domestic and international clients and consumers.

France. France developed numerous programs and events to maintain its positive image, which was constructed through its arts and fashion. Alliance Française is a non-profit private organization founded in 1883 under the Ministry of Foreign Affairs. It has established 130 cultural centers in 127 countries and has been at the forefront of France's promotional endeavors. France 24 is a 24-hour news channel that has improved France's image by highlighting its sophisticated culture and advances in its high-tech industries (Lee, 2010). France's national brand is acclaimed for being stylish because of France's advanced industrial technologies and emphasis on innovative R&D.

South Africa. In South Africa, brand is another word for reputation, which determined what people perceive the nation. South Africa has attempted successfully established their national brands through tourism, investment and national pride. Majority of companies hired a marketing company to design a fancy slogan with its national flag to promote its visual image (Ngezika Amalu, 2016). A counsel was designated to promote the national brand concept. It spent IMC's annual budget the year it was created was R50 million, at its peak in 2010/2011 it was R170 million, due largely to preparations for the 2010 FIFA World Cup, by 2011/2012 the budget stood at R140 million. South Africa ranks Brand South Africa as the 31st strongest

brand among 100 nation brands for the year 2012.

New Zealand's "100% Pure New Zealand," South Korea's "Dynamic Korea," Malaysia's "Truly Asia," the United Kingdom's "Create UK," Germany's "Land of Ideas," and France's fashion culture elicit impressions of culture and arts, romance and elegance, as well as style and fashion. These nations defined the characteristics of their national brands based on different industries.

✓ **South Africa.** "Proudly Made-in Africa" and "Value-Added in Africa"

2.4 Learning from the National Branding Processes of Benchmark Nations

The following key development points were summarized from an examination of nation branding policies enacted by the benchmark nations:

- (1) In attempting to promote a national brand, most nations promoted the positions of the decision makers. The government took responsibility for creating a platform for coordinating resources and for communications. It guided interdepartmental policies, proposed suitable response strategies and specific plans, and adopted effective nation branding strategies. In addition, the government coordinated private resources so that all parties could mutually assist one another in creating a comprehensive strategy system for the national brand. In other words, a national brand was jointly developed through the integration and use of resources. In Malaysia for example, the national branding team (which included brand building professionals, technical experts, and expert consultants) assisted in the development and promotion of a cross-industry brand.

- (2) Based on which industries had the most advantage or most unique characteristics, governments identified a specific industry or industries for promotion through government investments and amassing the resources from the private sector. By strengthening the target industry's characteristics and advantages and committing to core values such as R&D and innovations, the national brand was stimulated through advantages in technology. Because all nations value and emphasize personnel training and investing funds to create competitive advantages, all nations can create a unique and distinctive national brand. For example, the United Kingdom's output value for creative industries is particularly high because this nation's citizens continually seek new ways of doing things in their daily lives. More importantly, they eagerly challenge everything and do not bow to authority. Accordingly, they stand at the forefront of innovation and invention to lead the world forward.
- (3) Widespread recognition of a national brand requires long-term promotional activities and marketing. Governments have allocated extensive funds for national promotional activities or for advertising in international media to improve their national image. Diverse and distinct varieties of media outreach methods have been used. In their quest for a higher international ranking of their national brand, some nations segmented the market. They promoted all key areas of their national brand, using different media to convey different messages in different countries. They rapidly boosted international awareness of their national brand and attracted global attention. This had the effect of promoting their national brand and allowed them to achieve their objective of nation branding. For example, Germany took advantage of the 2006 FIFA World Cup to launch a promotional campaign to build its image and national brand. This campaign, which cost 20 million EUR, was jointly funded by the German federal government and the business community.

3. Research Methodology

3.1 Research Methods and Tools

To construct a mechanism to explore Taiwan's nation branding, the criteria were chosen in two stages: (1) expert interviews and (2) analytic hierarchy process (AHP). Expert interviews comprised in-depth interviews with scholars and experts to identify and evaluate dimensions and criteria of Taiwan's nation branding. AHP was used to confirm these dimensions and criteria and their relative weights.

3.2 Expert Interview

An expert interview is a discussion between a researcher and a participant conducted for a specific purpose. It emphasizes the participant's perception of self and a description of the participant's life and experiences. Through this dialogue, a researcher can obtain, understand, and interpret the participant's beliefs about social reality (Minichiello et al., 1995).

In this study, interviews were conducted with scholars and experts in the field of nation branding for the purpose of identifying dimensions of Taiwan's national brand.

3.3 Interview Procedure

- (1) Define expert qualifications: Qualified experts were defined as professionals in government or academic sectors with knowledge of or experience with nation branding.
- (2) Draft interview outline: Based on the research objectives, an outline for unstructured (open) discussions was drafted as a guideline for the actual interviews. Experts were asked to provide their subjective opinions and evaluations of national brand dimensions.
- (3) Results of the interviews were organized and summarized to compile expert evaluations and opinions of the dimensions and criteria of the national brand.

3.4 Expert Representativeness

The interview participants were government or academic experts with knowledge of or experience with nation branding. Two government officials (a section chief from the Ministry of Economic Affairs' Bureau of Standards, Metrology, and Inspection and a supervisor from the Ministry of the Interior's National Immigration Agency) and one scholar (an assistant professor in university's department of business) were interviewed.

3.5 Interview Outline

- (1) Defining the Taiwan brand: A national brand is an intangible asset that can have a tremendous effect on various aspects of a nation: politics and economy, attractiveness to new businesses or investments, tourism, and even product and labor pricing. The Taiwanese government promoted a plan to define the national

brand and acted as a catalyst to considerably improve Taiwan's industries and industrial image.

- (2) Evaluate dimensions and criteria of Taiwan's national brand: Propose evaluation dimensions and standards for Taiwan's national brand in the next stage.
 - (a) Propose metrics for exports because the country of origin effect can enhance the perception of a nation's goods and services.
 - (b) Propose metrics for governance that assess level of respect for citizens and perceived competence in the areas of international peace, safety, and the environment.
 - (c) Propose metrics for culture that assess the popularity of the nation's historical legacies and contemporary culture.
 - (d) Propose metrics for citizenry that assess the citizen's abilities, openness, friendliness, and tolerance for different backgrounds.
 - (e) Propose metrics for tourism that assess the appeal of the nation's natural and artificial attractions to international tourists.
 - (f) Propose metrics for investment and immigration that assess the appeal of the nation as a destination for foreign businesses and students and overall international awareness of the nation's quality of life and business environment.
- (3) Suggest global positioning for Taiwan's national brand: A national brand is the sum of six dimensions: tourism, exports, people, governance, culture, and investment and immigration. In these six dimensions, Taiwan already possesses various advantages and meets the requirements for developing a national brand. Taiwan is more than qualified, and has ample opportunity, to create its own national brand.

3.6 AHP

AHP is a multi-objective decision-making technique that can be applied to fields such as economics, social sciences, and management sciences. It emphasizes using a hierarchical structure to help decision-makers gain a more thorough understanding of and thus process complex problems.

A literature review was conducted and formed the basis of the AHP procedure in this study. Twelve experts from academic institutions and government agencies were asked to assess various criteria, which were presented in a simple hierarchical structure. Pair wise comparisons of the criteria were judged on a numerical scale and matrices were constructed using the results. Expert Choice 12 software was used to calculate the eigenvector for each criterion, to rank the criteria in each tier, to determine the consistency of the pair wise comparison matrices, and to evaluate whether the consistency met acceptable standards. If so, the matrix was used as the relative weight for a criterion of Taiwan's national brand.

The dimensions and criteria of Taiwan's nation branding and the evaluation structure are shown in the figure below.

A mechanism for exploring Taiwan's nation branding was constructed after consolidating expert opinions obtained in each aforementioned stage. In this evaluation structure, the first tier comprised the dimensions of exports, governance, culture, citizenry, tourism, and investment and immigration. This conforms to the findings of previous studies. Nation branding is a national strategy that allows a nation to compete globally. Each nation must identify and develop the characteristics of its own brand based on different industries. The second tier under exports includes the following criteria: level of science and technology development, improvements in product quality, and product R&D capability. The second tier under governance includes the following criteria: government competence and trust in the government, integrity of institutions, and fulfillment of responsibility as global citizens. The second tier under culture includes the following criteria: historical heritage, traditional culture, and contemporary culture. The second tier under citizenry includes the following criteria: professional human resources, and tolerance for different cultures. The second tier under tourism includes the following criteria: natural landscapes, vitality of urban life, and internationally famous attractions. The second tier under investment and immigration includes the following criteria: regulations for expatriates, degree of globalization, and respect for transnational immigrant families.

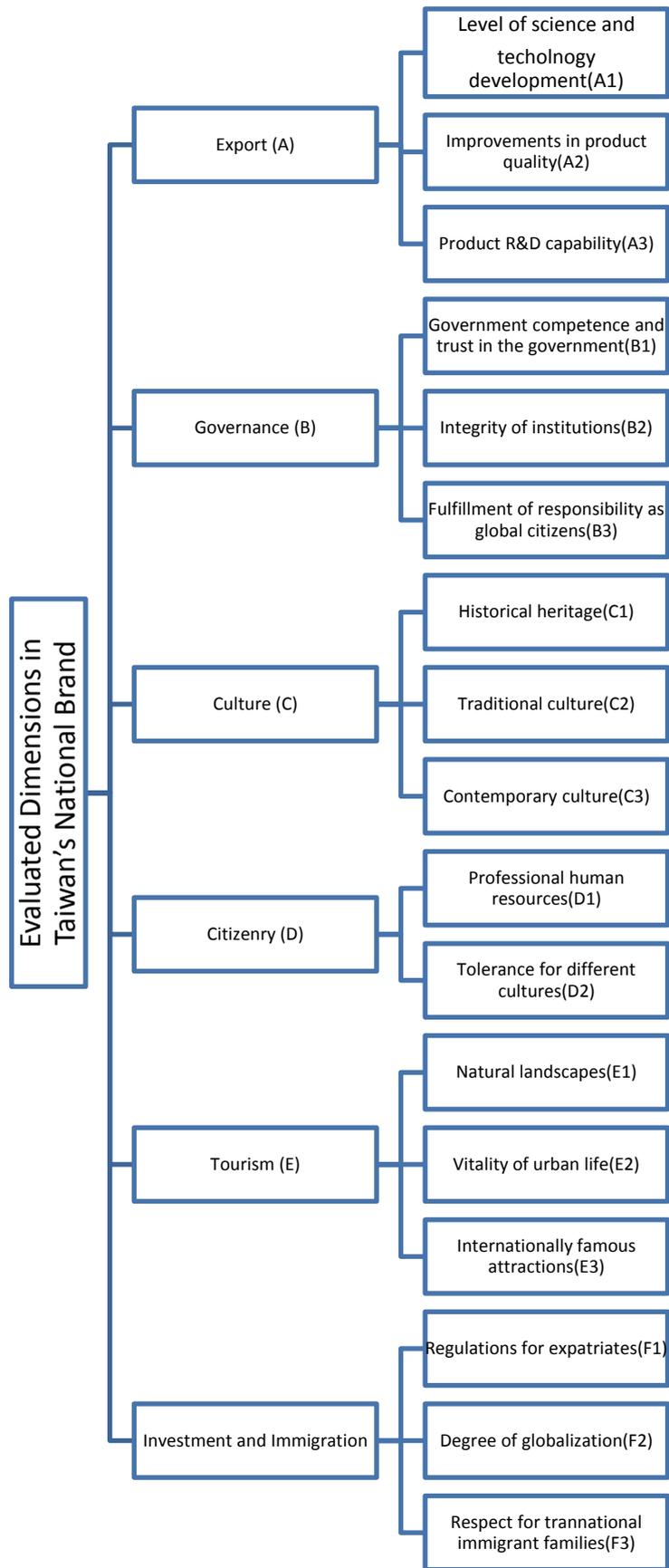


Figure 1. The dimensions and criteria of Taiwan's nation branding and the evaluation structure

3.7 Determining Relative Weights of the Criteria of Taiwan's Nation Branding

The relative weights of the dimensions and criteria were determined using the evaluations of the 12 experts who participated in the AHP stage. All surveys completed by the experts scholars showed acceptable consistency (i.e., the confidence intervals were less than 0.1). The weights of the criteria are listed in the following table:

Table 1. Relative Weights of Criteria of Taiwan's Nation Branding

Dimension	Weight	Indicator	Weight
Exports	0.130	Level of science and technology development	0.251
		Improvements in product quality	0.278
		Product R&D capability	0.471
Governance	0.146	Government competence and trust in the government	0.477
		Integrity of institutions	0.222
		Fulfillment of responsibility as global citizens	0.301
Culture	0.266	Historical legacy	0.365
		Traditional culture	0.317
		Contemporary culture	0.318
Citizenry	0.213	Professional human resources	0.399
		Tolerance for different cultures	0.601
Tourism	0.151	Natural landscapes	0.391
		Vitality of urban life	0.220
		Internationally famous attractions	0.389
Investment and Immigration	0.094	Regulations for expatriates	0.162
		Degree of globalization	0.554
		Respect for transnational immigrant families	0.284

After calculating the weights for the first tier, the ranking of dimensions from most to least important is culture (0.266), citizenry (0.213), tourism (0.151), governance (0.130), exports (0.130), and investments and immigration (0.094).

Results of the weight calculations for the second tier show that for the exports dimension, product R&D capability was most influential, followed by improvements in product quality. For the governance dimension, government competence and trust in the government, and fulfillment of responsibility as global citizens were the more important criteria among the three indicators. For the culture dimension, historical heritage was the most important criterion; traditional culture and contemporary culture were equally important. For the citizenry dimension, tolerance for different cultures was the most important criterion. For the tourism dimension, natural landscapes and internationally famous attractions were the most important criteria. For the investment and immigration dimension, degree of globalization and respect for transnational immigrant families were the most important criteria among the three indicators.

4. Conclusion and Suggestions

According to a literature review, different scholars and experts have different opinions regarding national brands. Therefore, the theory of national brands according to scholars such as Anholt (2003) was chosen as the basis for this study and for the development of relevant guidelines. The evaluation structure of the criteria of Taiwan's nation branding was successively constructed through expert interviews and AHP and the relative weights for each dimension and criterion were calculated. Results showed that the dimension culture was most influential to Taiwan's national brand. And within this dimension, the criterion historical heritage was most crucial. Next, the influence of the citizenry dimension and its indicators cannot be underestimated in Taiwan's nation branding. This is illustrated by the Chinese old sayings "People are the key component to a nation and a nation's foundation relies on its people." A nation's people, like its sights and attractions, forms a country's facade and are the basis of a visitor's first impression of the nation. Typically, friendly, polite, and kind attitudes are most appreciated and most effective for improving a nation's image.

People worldwide believe that intellectual assets such as traditional heritage, historical sites, history, culture, and geography are extremely important. Countries with long histories and rich cultural heritage are naturally respected and trusted by the global community because these countries have advanced civilization in the form of intangible benefits such as ideas and inspiration as well as tangible benefits such as historical sites and works of art. Cultural and traditional assets can demonstrate a nation's cultural richness, standard of living, and national pride. For example, ancient civilizations such as China, India, and Egypt have a tremendous advantage in cultural and traditional assets. These nations can properly use these assets to create a vast output value in tourism by marketing these cultural assets.

Culture is a microcosm of human lifestyles, a record of historical evolution, and a history of human development

and civilization. It records how humans survived in their interaction with nature and tells the story of human joys and sorrows (Tu, 2006). In the 2009 Nation Brands Index Highlights Report, Anholt defined culture as the measurement of a country's heritage and its resonance with modern culture. Taiwan has a rich cultural context, unique historical background, strong industrial capabilities, and rich natural resources. Among all Chinese-speaking regions, it is the place with the most favorable cultural and creative development and fine living (Chang and Wang, 2010). Therefore, culture is Taiwan's heirloom. Taiwan is small but beautiful. It shines brightly—it not only illuminates itself, but it can cross barriers and light beacons all over the world by contributing to global cultural diversity. Culture is a key that can open global doors. Taiwan's innumerable heritage can be promoted continuously to all parts of the world, allowing more and more foreigners to like and love Taiwan through understanding, appreciating, and being inspired by Taiwanese culture.

Future criteria of Taiwan's nation branding should be based on entirely different perspectives and approaches. The steps should include promoting the shaping of a national brand, constructing the image of the national brand, achieving consensus among all sectors, and confirming the positioning of the national brand. In addition, an interdepartmental platform to promote the national brand should be created to coordinate the resources and efforts of all related departments, and mid- and long-term strategies for shaping the national brand should be drafted to make use of lateral synergies. The goal is to enhance positive global impressions and perceptions of the national brand and create value for Taiwan's national brand. Limitations and Recommendations for Future Studies.

Our suggestions for future research include using techniques such as analytic network process or fuzzy AHP as the methodology and targeting the findings of this study to develop a clearer structure and criteria for the dimension of culture. This study can serve as a reference for promoters of the national brand by providing them with more effective decisions regarding key tasks in nation branding.

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