



Case Study

How to (re)position a country? A case study of the power of micro-marketing

Received (in revised form): 18th January 2017

Ido Aharoni

is Ambassador and Global Distinguished Professor, Faculty of Arts and Sciences, New York University.

Amir Grinstein

is an Associate Professor of Marketing, D'Amore-McKim School of Business, Northeastern University and Faculty of Economics and Business Administration, VU Amsterdam.

ABSTRACT The concept of country branding – and its core guiding principle of positioning – triggers interest among politicians, policy-makers, businesses, and consumers. Increasing understanding of the most effective country positioning (or re-positioning) practices can be especially valuable for countries with long-lasting sub-optimal images. This article contributes to the country branding literature in multiple ways. Unlike prior research that often studies countries that suffer a reputational crisis following a one-time negative event, we focus on the study of a country with a prolonged negative image. Unlike most existing work that focuses on the study of communication tactics to improve a country's reputation, we focus on a strategic, systematic, and long-term re-positioning process. Further, we propose an alternative country (re)positioning approach to traditional practices that are guided by two outdated principles, as many of them follow “an advocacy model,” which is at the heart of classic and public diplomacy, or apply a “broadcasting”-based communication approach. Specifically, the article introduces a country (re)positioning practice that is based on a marketing/“narrow-casting” approach, labeled “micro-marketing.” It then presents a case in point: the micro-marketing re-positioning of Israel – a strategic and systematic decade-long process that began in 2004. This case is of interest because Israel is a relatively young and very small country, which faces extreme geo-political challenges, and has been the subject of prolonged negative international media coverage. The article concludes with reporting positive changes in Israel's brand/overall positioning performance and perception over time (2007–2015), as well as other country-level and niche-market-level indicators that demonstrate the effectiveness of the re-positioning approach.

Place Branding and Public Diplomacy (2017). doi:10.1057/s41254-017-0055-9

Keywords: country branding; country positioning; micro-marketing; Israel; crisis

INTRODUCTION

Although the concept of country or national branding has been around for several decades, it continues to trigger much

interest among a large set of audiences including politicians, policy-makers, businesses, and consumers. This is evident in

Correspondence:

Amir Grinstein
D'Amore-McKim School of
Business, Northeastern
University & Faculty of
Economics and Business
Administration, VU Amsterdam,
Amsterdam, The Netherlands
E-mail:
a.grinstein@northeastern.edu



the increasing number of textbooks on the topic (e.g., Dinnie, 2011), the establishment of a dedicated academic journal (*Place Branding and Public Diplomacy*; see Gertner, 2011 for a review of the journal), and brand indices [e.g., FutureBrand, Anholt-GfK Roper Nation Brands Index (NBI), Best Countries Index], as well as blogs and websites (e.g., <http://placebrandobserver.com>). Today, countries compete globally on resources such as creativity, talent, tourism, and investments, and therefore country branding – a distinct country identity with a positive image and reputation – becomes critical for country performance. It is a key element in determining a country's financial strength, economic growth, prosperity and even national security. It is also an important source of national pride.

In the current article, we prefer the term positioning over branding, as it is a country's positioning – the perception a country has in people's minds in the “competitive” landscape – that is at the core of any place branding. This perspective adopts the view that branding is much more than slogans and logos, and that, to have a deep understanding of a country's branding, one needs to understand people's entrenched associations and perceptions of a country, often in the context of other countries (Govers, 2013). Such associations and perceptions, in turn, are captured by the concept of positioning, which is viewed as one of the fundamental factors underlying country branding (Andéhn *et al*, 2014; Hankinson, 2015). Further, for the younger generation of consumers, the term “branding” may even have negative consequences, as many mistrust brands and have limited loyalty (Gardner and Davis, 2013; Phillips, 2007).

Improving understanding of the most effective country positioning (or re-positioning) practices is relevant for all countries with a strong or weak reputation. For example, one of the strongest economies in the world – Germany – decided not long ago to change people's perceptions of the country, trying to modify an association with ‘mechanical perfection’ to include views of the country as ‘exciting and surprising’ (Jaffe and Nebenzahl, 2001). Similarly, another strong country – New Zealand – recently tried to modify

its positioning with the “100% Pure New Zealand” campaign that promoted New Zealand as an ideal eco-tourism destination and boosted the country's organic food exporting (Yeoman *et al*, 2015). Still, countries with a weaker reputation can benefit even more from better understanding the most effective country (re)positioning practices. Recent examples include Dubai, which was able to leverage the success of its airline, Emirates, to secure a positive international image (Kurlantzick, 2015), or South Africa that used the 2010 FIFA World Cup as an opportunity to re-position the country (Knott *et al*, 2015).

Even with the rich and growing academic research and anecdotal evidence of country (re)positioning processes, some gaps and limitations exist. First, prior research attention was often directed to countries that suffer from a reputational crisis following a one-time negative event (e.g., a natural disaster), and less so to the study of countries with a prolonged negative image (Avraham and Ketter, 2016). Second, most existing work focused on the study of communication tactics, not strategic, systematic, and long-term re-positioning processes (Avraham, 2009; Gertner and Kotler, 2004). Finally, traditional practices of country positioning can often be limited, as many of them are guided by two outdated principles – “an advocacy model” which is at heart of classic and public diplomacy, and a “broadcasting”-based communication approach. The current article aims to offer an alternative approach to traditional practices, introducing a successful case of a strategic re-positioning process of a country with a prolonged negative image; specifically, it studies the decade-long implementation of a marketing-based “narrowcasting” approach, labeled “micro-marketing,” and how it affected the re-positioning of Israel. The specific case is of interest because Israel is a relatively young and very small country (68 years old; population of 8.4 million people), that faces extreme geopolitical challenges, and has been the subject of prolonged negative international media coverage.

In the next section, we first discuss the related theoretical background on country (re)positioning under crisis and the role of



strategic (re)positioning processes. We then discuss traditional country (re)positioning practices with their emphasis on an advocacy model and broadcasting compared to the use of a new marketing based “narrowcasting” approach – micro-marketing. Then, we present the micro-marketing re-positioning process of Israel, as well as its performance outcomes. Specifically, we study both country brand/overall positioning performance and other country-level and niche-market-level indicators over time (2007–2015). Overall, the results demonstrate that the re-positioning approach was highly successful. Given the fact that Israel’s geo-political environment is even more complex than ever before, these results attest to the attractiveness of the micro-marketing country-positioning process proposed.

THEORETICAL BACKGROUND

Country (re)positioning under crisis and strategic country (re)positioning

There is a rich literature on re-positioning of countries with a negative image. Mostly, this line of research on image restoration has studied countries that faced an unexpected one-time crisis such as a terrorist attack or a natural disaster (e.g., Mansfeld and Pizam, 2006; Ritchie, 2009; Walters and Mair, 2012). There has been less attention to the study of countries with a prolonged negative image caused by long-lasting problems, such as economic hardship, high crime rates, or continuous war (Avraham and Ketter, 2013, 2016).

Within the work dedicated to addressing countries under long-term crisis, previous research has often focused on studying the communication strategies employed by those countries (Avraham and Ketter, 2008). For example, Kotler *et al* (1993, 1999) discuss how Haiti and Romania, both countries that suffer from a prolonged negative image, changed their slogans to modify people’s perceptions of the countries. Avraham and Ketter (2013) analyzed the communication strategies of multiple countries (and cities) that suffer from a prolonged negative image

(particularly in Africa, Asia, Eastern Europe and the Middle East), finding that marketers either adopt a cosmetic media approach or a strategic media approach. Accordingly, a cosmetic approach only takes care of restoring the image of the country, while a strategic approach takes care of both the negative image and the image’s causes (Baker, 2007). In the specific case of Israel, Avraham (2009) analyzed Israel’s communication strategy over the years, identifying three types of strategies that were used to improve Israel’s image: focusing on the media and journalists, changing existing perceptions, and directly reaching out to the target audience.

Although a powerful, creative, and systematic communication strategy is extremely useful in leading a re-positioning change, it must be driven by strategic image management. According to Gertner and Kotler (2004, pp. 51–52) strategic image management refers to “the ongoing process of researching a place’s image among its various audiences, segmenting and targeting its specific audiences, positioning a place’s attractions to support its desired image and communicating those attractions to target groups.” Further, Gertner and Kotler suggest that there are three distinct ways to overcome negative conceptions about and attitudes towards specific places. The first method is labeled the ‘ignore it and it will go away’ method. The second method is to turn a negative element into a positive element through re-framing. The third method involves adding new positive attitude-building characteristics and using communication and branding tools to disseminate the message to the targeted markets. In this article, our focus is on a strategic re-positioning process guided by the third strategy, the image management method. Next, we introduce the new approach and its advantages over traditional country re-positioning approaches.

Traditional versus new approaches for country (re)positioning

Traditionally, significant aspects of managing a country’s image and positioning were guided by an advocacy model – where country leaders,



politicians, diplomats, government officials and bureaucrats advocate for, or defend, the country's viewpoint (Szondi, 2008). This approach, which has emerged as a tool for conflict resolution, is at the heart of classic diplomacy – the dialogue between independent states through representatives (e.g., ambassadors) in an effort to influence public opinion in other countries (Watson, 1982). The advocacy model is driven by political ideologies and rational-based thinking and argumentation (Dinnie, 2011; Watson, 1982). Further, an advocacy model has a good fit with a broadcasting-based communication approach, where countries manage their image and positioning based on traditional media channels such as TVs, newspapers, radio stations, and billboards (Laqueur, 1994) often referred to as “above the line” advertisement – a costly approach that is aimed at the masses (Schultz, 1987).

The advocacy model and its combination with broadcasting-based communication, however, has a number of drawbacks. First, it is often guided by a need to win an ideological debate or justify a political stance although political ideologies are, by nature, not easily changed, and such debates often create animosity and fatigue (Dinnie, 2011; Szondi, 2008). Second, such debates are often based on rational thinking and justification, not on emotional bonding with target audiences, although consumer decision making is very often guided by emotional rather than rational factors (Kahneman, 2011); broadcasting is further limited in creating an emotional bond and a sense of satisfaction due to its non-personalized nature (Ko *et al.*, 2009; Sivadas *et al.*, 1998). Third, advocacy of an ideology or a political stance may often not be aligned with the real interests and needs of the targeted audience; in fact, advocacy is, in essence, a result of an ethnocentric viewpoint, and a broadcasting communication approach that is non-personalized makes advocacy even less effective (Ko *et al.*, 2009; Szondi, 2008). Finally, an advocacy model often has a short-term focus due to the need of country leaders, diplomats or government officials to seek short-term payoffs, and because it is often applied in crisis management rather than systematic and long-term strategic processes (Richardson, 1994).

Unlike the advocacy-broadcasting approach, it is suggested that a country (re)positioning practice that is based on a marketing/“narrowcasting” approach, labeled here as “micro-marketing,” is able to address the above drawbacks. Micro-marketing can be defined as a customer-driven approach that is aimed at identifying and satisfying the needs of individual consumers or segments of consumers through personalized and customized marketing solutions and communications (Strauss and Frost, 2001; Sivadas *et al.*, 1998).

A micro-marketing approach that is centered around the country's relative advantages, rather than rational, “cold” and clinical advocacy, is valuable, as such an approach is not engaged in political and ideological battles. It is not about being “right” but rather about being “relevant” or “attractive” to the target audience. This approach respects others' political viewpoints, but tries to contain those views while emphasizing the country's competitive advantages and opportunities. Such an approach emphasizes country characteristics and offerings that are more in line with the target audience's needs and interests, focusing on emotional rather than only on rational aspects (Ko *et al.*, 2009; Popescu and Răzvan-Andrei, 2011). In addition, an effective marketing-based approach involves a long-term focus, and a systematic and strategic process (Kotler and Armstrong, 2010). Finally, micro-marketing is a “below the line” form of marketing practice. It is cheaper, highly focused on the target audience, and its results can be readily monitored (Sivadas *et al.*, 1998).

The effectiveness of micro-marketing as a “below the line” activity has been enhanced in recent years due to a number of technological and social developments. First and foremost, information technology now enables targeted and tailored communication while enhancing the number of influencers and opinion leaders. The Internet bypasses traditional channels of communication and broadcasting, empowering consumers at the expense of country leaders, politicians or diplomats (Vrechopoulos, 2004). It highlights the dramatic change in modern communication involving the move from broadcasting to narrowcasting (Dinnie, 2011), and it is a



key driver in the shift from classic diplomacy to public diplomacy (Brown, 2005). Second, development of novel and technology-based marketing approaches, including data mining that enables accurate segmentation and targeting, social media marketing, and relationship-based marketing makes it possible to effectively reach relevant and specific audiences (Andéhn *et al*, 2014; McKinsey Global Survey Results, 2009; Sivadas *et al*, 1998). Finally, the growth of the younger generation (sometimes labeled the Y, Millennial or App Generation) is dramatically changing marketers' approaches. First, these consumers have distinctly different behaviors, values, and attitudes from previous generations, including their more limited interest in political issues, increased cosmopolitanism, open-mindedness, and interest in quality of life and well-being; also, they get most of their information from social media platforms. These characteristics makes it possible for countries to remove long-standing political barriers and modify established prejudices while directly communicating with consumers (Kiesa *et al*, 2007; Gardner and Davis, 2013).

The micro-marketing approach also begins to attract more interest in the place branding domain (e.g., Andéhn *et al*, 2014; Dinnie, 2011), as evident, for example, in the recent "YourSingapore" campaign that aims to help travelers achieve a personalized vacation experience (Popescu and Răzvan-Andrei, 2011).

METHODOLOGY

This article reports case study research, documenting a decade-long strategic micro-marketing re-positioning campaign of Israel running from 2004 till today, as well as the outcomes of this campaign. The case study approach provides context dependent knowledge that generates detailed insights about the situation studied (Yin, 2003), and is often used in place of branding research (Chan and Marafa, 2013). Specifically, the re-positioning team provided the authors with all the data they have collected through the decade-long process, including market research, internal communication,

PowerPoint slides, progress reports, and various other materials (e.g., country branding book, newspaper articles on the campaign). When documenting the re-positioning process, we provide detailed accounts of many of these sources (e.g., how market research was conducted). In addition, one of the authors conducted in-depth interviews with three members of the re-positioning team that led the strategic process to generate a deep understanding of the timeline, the thought process and driving motivations, as well as the actions taken.

To rigorously assess the impact of the country's re-positioning micro-marketing process in an independent and objective manner, we examined outcomes at multiple levels, using multiple indicators, both subjective and objective, and multiple time points. As the re-positioning process started in 2004, we report on performance outcomes for the 2007–2015 period (when data availability permitted) to allow some time lag before effectiveness of the campaign can be assessed. First, we examined the country brand/overall positioning level by looking at rankings on existing country brand indices (FutureBrand and Best Countries Index) and the brand asset valuator (BAV). Second, we examined the country level, by analyzing public perceptions (using BBC World Survey and the US Gallop Poll), country rankings based on the UN Human Development Index, as well as tourism data (incoming tourists and income from tourism). Finally, we examined the niche markets to which the micro-marketing efforts were targeted, specifically by looking at changes in the perception of Israel as an innovation leader, the position of Tel-Aviv as a "world city," and the performance of the wine industry.

THE CASE OF ISRAEL

Israel: A brief background

Israel is a modern country with a short history set into the lengthy story of Jewish history. A good brief review appears in Alon *et al* (2014). Specifically, the country's modern story begins in 1947, when a UN partition plan set out to separate the



land known as Palestine into a Jewish and an Arab state, which led the British to leave Palestine. Shortly after, in 1948, the State of Israel emerged, and it was immediately invaded by neighboring Arab states that did not support the UN plan. Israel's War of Independence was a fight for its survival, and Israel defeated armies and forces from Egypt, Jordan, Lebanon, Syria and Iraq. After its foundation, Israel continued to suffer from additional conflicts, such as the Six-Day War in 1967, the Yom Kippur War in 1973, the First Lebanon War in 1982, and the Second Lebanon War in 2006.

Economically, Israel experienced 50-fold growth within 60 years. From 1948 to 1970, GDP per capita nearly quadrupled while the population tripled, despite engagement in three major wars. After a period of stagnation and hyperinflation, Israel experienced economic success through global innovation and high technology from 1990 until today. While the first period of growth was achieved through an entrepreneurial government that bolstered the small, undeveloped private sector, the second period was achieved through a thriving entrepreneurial private sector that was initially catalyzed by government action (Alon *et al.*, 2014; Senor and Singer, 2009).

A journey through Israel's international image

Previous research and case studies offer a good review of Israel's public and media images since Israel's establishment in 1948 (Alon *et al.*, 2014; Avraham, 2009; Navon, 2006). Israel's image has dramatically changed over the years, especially because the country's narrative changed. After World War II and following Israel's establishment, the country was perceived as a place for Jewish immigrants to build the only democratic country in the Middle East, with significant economic and security difficulties; its very survival was subject to doubt. Israel was perceived as the David against the Goliath of the Arab countries, which failed to destroy it. Israel's victory in the 1967 Six-Day War moved the characteristic of power to the center of Israel's international image; its control of the

territories (Gaza, West-Bank), the next wars with Arab states (1973, 1982, 1991 and 2006), two Palestinian *intifadas* (1987 and 2000) and the current on-going Gaza conflict have reinforced the centrality of this component in Israel's image. What had once been a small country fighting 22 Arab nations was now viewed as a forceful country with one of the strongest militaries in the world, fighting the weaker side of the conflict – the Palestinians. The media's tendency to sympathize with the weaker side of any conflict, and the promotion of the 'victim image' of the Palestinians, have now made Israel the Goliath in the conflict.

Still, in spite of operating in a highly uncertain environment, where the reality is complex and there is no objective "right" or "wrong" side, Israel is an extraordinary country that provides substantial value to people around the world, through creative technology development, entrepreneurship, and willingness to help (Senor and Singer, 2009; Siege, 2015; Yemini, 2008). Equipped with the passion to highlight the positive side of the country in light of the challenging circumstances, a group of dedicated marketing experts started to work on re-positioning Israel more than a decade ago.

A PROPOSED COUNTRY (RE)POSITIONING PROCESS: A MICRO-MARKETING APPROACH FOR ISRAEL

The (re)positioning process started in late 2003 by a group of US-based professionals from the branding, advertisement, and market research areas. They called themselves BIG (Brand Israel Group). The group worked closely with experts from the Israeli Ministry of Foreign Affairs and were autonomous and independently funded. Next, we describe the strategic and systematic country re-positioning plan that BIG developed for Israel using rigorous and creative market research, the subsequent more than decade-long micro-marketing efforts aimed at designated target audiences of interest, and conclude with the results of the process, as evident by multiple performance indicators for the 2007–2015 period.



Stage 1: Designating the “Country Positioning Manager”

If country positioning is to become acceptable by both the country’s governments and citizens, as well as by external targeted audiences, it needs to establish legitimacy as a democratic activity, but not be over-politicized (Dinnie, 2011). Further, although politicians are the ones given the democratic mandate, they often lack the marketing know-how and skills to develop an effective country (re)positioning process. A possible solution therefore involves some form of collaboration between the public and private sectors (Dinnie, 2011). BIG achieved this delicate balance: as an independent body of marketing experts, this group led the re-positioning process while retaining close collaboration and open communication channels for feedback and insights with experts from the Foreign Affairs Ministry, while minimizing intervention by politicians.

Stage 2: Market research

Market research was used to identify perceptions about Israel in the world, mostly (but not exclusively) among a targeted set of countries of strategic importance (due to political power or economic and tourism opportunities, such as the US, European countries, and central countries in Asia and South America). The research was also used to identify Israel’s strengths and weaknesses, its position relative to other countries, its brand personality/characteristics, and to better understand how Israel can provide value and contribute to the needs, wants, and well-being of various niche markets in the targeted countries. Various market research methods were used and a longitudinal approach was adopted. The different methods aimed to complement each other, such that qualitative approaches, like focus groups, could provide in-depth observations, while quantitative approaches, like surveys, could provide large-scale, more generalized insights. Further, the quantitative approaches aimed to verify the initial qualitative insights and guide practical marketing decision in areas such as segmentation

and communication (Chan and Marafa, 2013). Next, we report the four sets of methods that were used.

Focus groups

Focus groups aimed to identify perceptions and emotions regarding Israel using a creative and novel guiding framework of a “block party.” In 2004, 10 focus groups were conducted across the US: 3 with a representative sample of Americans, 3 with young Americans (aged 23–29), and 4 with opinion leaders. Participants were instructed to imagine a block party and told that various houses on the block represented different countries, including Israel. Participants were instructed to imagine that each house had characteristics that captured the essence of the country. The focus group coordinator started the discussion with an example country (not Israel) and asked participants to describe the house: for instance, what style the house was, if there were cars in the driveway, what the yard and the furniture looked like, who the house’s occupants were, etc. After four–five repetitions of this exercise, the focus group coordinator would ask participants to repeat it for Israel.

The key insight was that Israel’s image is dominated by two themes: conflict and orthodoxy. Repeating descriptions involved “alien/other,” “militaristic,” “religious,” “stern,” “male,” “dominated,” “unwelcoming,” and “serious, not fun.” Overall, people could not emotionally relate to the “Israeli party,” and would prefer not to attend it.

Surveys

Online surveys then examined the perception of the Israeli brand personality. The surveys were conducted in 2008 across 13 counties in the Americas, Europe, and Asia, involving 5,215 participants (an average of 400 participants per country, representing people with academic education and higher than average incomes). The results, averaged across all countries, reinforced the insights from the American focus groups. Political support for Israel was ambivalent, and perceptions of the Israeli “persona” did not



highlight any distinctive dimension, although the notion of entrepreneurship was the most recognized.

In addition, the surveys revealed that the vast majority of participants across most countries studied do not have an opinion about the Israeli–Palestinian conflict, have not selected sides, or are not interested in the conflict. This finding was robust across countries and continents (i.e., US, UK, China, Russia, India, Spain, South Korea, Thailand, Mexico, Peru, Ukraine, Azerbaijan, Nigeria).

Interestingly, findings suggested that at the rational–political level, some people may support Israel and its policies, but at the emotional–personal level, the same people may find it difficult to emotionally relate to the country or its people. Conversely, although at lower rates, some people may not support Israel and its policies, but can still appreciate the contributions and value that Israel may offer them.

BAV (Brand Asset Valuator) longitudinal data

As early as 2004, Y&R – one of the largest advertising agencies in the world – integrated “Israel” into its brands tracking system (BAV – Brand Asset Valuator). BAV is the world’s largest database on brands (commercial or not) which empirically tracks brand movement over time and enables a deeper understanding of the determinants of a brand’s value and the components of a brand personality. BAV focuses on consumers’ *knowledge about a brand*, and the brand’s *esteem*, *relevance*, and *differentiation*. Data on Israel as a brand were collected mostly in the US.

Based on the 2004–2016 data, the BAV suggests that Israel is viewed as highly differentiated (characterized as “one of its kind,” “charismatic,” and with high “hospitality”), medium on knowledge and esteem, but needs improvement on relevance. Further, the data reveal that the core meaning of the brand Israel is around the terms: “daring,” “independent,” “straightforward,” “arrogant,” “leader,” “original,” and “rugged.” Overall, the data suggest that, among Americans, Israel’s brand is getting stronger and is comparable to other leading countries, like

Canada and Japan, although it is often dependent on the geo-political situation (we discuss this finding in more detail in the performance outcomes of the country branding/overall positioning process). Overall, the positive view of Israel is mostly driven by more religious people, by men, and by Republicans (rather than by more secular people, women, and Democrats).

Segmentation studies

To follow up on the BAV data, have a better understanding of the perceptions of Israel among all key US demographic groups, and better determine which strategic communications approaches work best with key target audiences, a segmentation study was conducted in the US in 2011, during which 6,200 Americans were surveyed online.

Findings first revealed that Israel has a solid base of friends who will stand with it no matter what Israel says or does. This includes Jews (although younger Jews are less supportive), political conservatives, and some Evangelicals. However, on almost all key measurements, other segments are less supportive and more critical, especially young Americans, college students, progressive elites, Democrats, and to a lesser degree women.

A key insight from this study was that in terms of the communication approaches that resonate with people, an especially effective approach revolves around *humanizing the Israeli*. This approach involved laying down a relevant overriding narrative that defines and humanizes the Israeli, and, by doing so, increases the relevancy of, and emotional attachment to, Israel. Further, among the more critical groups, there is an openness to new communications approaches.

Summary insights from market research

A first key insight from the market research conducted was that **Israel is better known than liked**. People feel they have all the information they need about Israel (mostly from the news) and they are not interested in knowing more. Moreover, the perception of Israel is sub-optimal, mostly because the knowledge that people have of



Israel is negative, as it is often associated with the Israeli–Palestinian conflict. Traditional media focuses on this topic and creates a link in people’s minds between Israel and concepts such as violence, war, soldiers, religiosity, conservatism, etc. Nevertheless, a second insight was that the vast majority of people across the world **do not have an opinion** about the Israeli–Palestinian conflict or **are not interested** in the conflict. Since many people today are more engaged with non-traditional media channels and are getting their information from social media, this share of unknowledgeable or uninterested people is expected to grow (Gardner and Davis, 2013). A country positioning can reach those people only if it is relevant to them, which links to the final insight from the market research: **ordinary people do not find Israel relevant to their lives nor can they emotionally relate to the country.**

The market research was also meaningful in clearly identifying more interested segments and target audiences, as well as groups that will be more challenging to reach out to and create relevancy.

The market research led to two key implications. Given the understanding that the geo-political complexities that characterize Israel (such as the conflict with the Palestinians) are not likely to be solved any time soon (although they deserve the most serious diplomatic efforts), and that, in effect, most people in the world are not interested in hearing about these geo-political complexities, Israel should minimize positioning, branding, and marketing efforts that address these issues, and especially because they are not viewed as relevant for the target audience. Instead, efforts should be directed to turning Israel into a relevant country that ordinary people can emotionally relate to, using non-traditional, more tailored and personalized communication.

Stage 3: Country re-positioning strategy

Together with a country branding consultancy, an Israel Brand Book was developed to capture the essence of the Israel brand and to enable a systematic storytelling in the future implementation of Israel’s re-positioning strategy. It first

identified the DNA of the brand – *the brand values*: Hoping, Connecting, Learning, Expressing, Engaging, Venturing, Protecting, and Making it happen. These brand values helped in mapping the *brand personality*: Informal, Spontaneous, Energetic, Out-going, Straight-talking, Warm, Fun, Argumentative, Analytical.

The core aspects of the brand (values and personality) led to the development of three *brand narratives*: Entrepreneurial zeal, Building the future, and Vibrant diversity. Entrepreneurial zeal highlights that Israelis are forced to continually find unconventional answers to very difficult and unusual problems, such as being a tiny country surrounded by hostile neighbors. They look far beyond their borders for opportunities for success. They are global exporters and global networkers. They see how much competition is out there, and how hard they have to work to break new ground and discover unique solutions. In Israel there’s no room for laziness or fear of failure, just room for constant daring to make big dreams happen. Building the future highlights that Israelis are strong-willed people of faith and optimism, who built the country from the ground up, facing formidable environmental, social, economic, and political challenges. Even today, they continually face potential danger right within their own borders, and yet the characteristic ideological spirit and practical drive to improve existence is stronger than ever. Vibrant diversity emphasizes that Israel’s residents include dozens of ethnic and religious groups coming from diverse backgrounds, cultures and traditions – Iraqi, Russian, Moroccan, and Ethiopian Jews, Ashkenazim and Sephardim, Orthodox and secular, Arab-Israelis, Bedouins, foreign nationals, and activists from all sides of the political, social, and sexual spectrum. Israel is a living laboratory of what it means to be a pluralistic democracy with a Jewish soul, bubbling away with cosmopolitan color.

The three brand narratives led to the identification of a clear *brand positioning*: creative energy. In thinking about the most effective brand positioning, BIG was guided by two key questions, as well as the way they interact with the core elements of the brand and the brand narratives: What is special about Israel? And what is Israel’s relative



advantage? Israel's uniqueness and relative advantage is its creative spirit (Senor and Singer, 2009; Siegel, 2015). As this is the age of creativity, and people are looking to be inspired by it, Israel's creativity and the associated inspiration is expected to benefit people all around the world. A systematic positioning strategy that is implemented around the idea of creativity and creative spirit is expected to enhance the relevance and attraction of Israel, as well as to strengthen its emotional attachment with many people around the world. Importantly, such a focus will "broaden the conversation" about Israel so that the brand will not be defined just by its problems.

In line with the key positioning story, the campaign developed a coherent language and aesthetic to be used across all marketing communication (Asseraf and Shoham, 2016).

Stage 4: Implementing the country re-positioning strategy

The key positioning around "creative energy" and the supportive strategy guided the implementation of the country re-positioning process. The creative energy "menu" included the following areas in which micro-marketing efforts were implemented:

- The environment (water, bio-diversity and migration, desert, renewable energy/solar),
- Life-style (children, fashion, food, wine, architecture, design, leisure and recreation, sport and extreme sport),
- The people (heritage, youth, ethnicities, gender),
- Technology and science (hi-tech, bio-med, clean-tech),
- Culture and the arts (film, literature, theater, dance, visual arts, etc.),
- International aid programs (MASHAV: Israel's Agency for International Development Cooperation, NGOs).

The re-positioning process involved two key stages: (1) the development of national projects (infrastructure level). One key example is the Albert Einstein Project, spearheaded by the Hebrew University of Jerusalem. This project

involves the development of a national museum, Creativity Hall of Fame, Albert Einstein Institutes, development of a network of problem solvers, and an International Einstein Award. Another national project, that was not conceived under the umbrella of BIG but served as a key catalyst to the process, was Birthright, a project that aims to strengthen Jewish identity, Jewish communities, and solidarity with Israel by providing a 10-day free trip to Israel for young Jewish people (aged 18–26). More than 500,000 young Jewish people from 66 countries have already engaged with this project. (2) Create top-down and bottom-up positive exposure through workshops, marketing, media and influencers. This effort involved the identification of 750 niche markets (places, people, concepts), and the execution of specialized marketing efforts, the engagement of local Israeli talent and the harnessing of expertise from different countries. In addition, targeted efforts were directed to bringing delegations of opinion leaders, journalists, business people, or academic scholars to visit Israel, organizing conferences and media events in targeted countries, sponsoring Israeli experts' visits to targeted countries, and creating collaborations across the private, not-for-profit, and government sectors. Some examples of non-profits that developed a specialization in bringing niche opinion leaders to visit Israel are Vibe Israel (specializing in bloggers), Israel and Co. (emphasis on MBA students and faculty), The ROI Community (opinion leaders in Jewish life), and MASA (young Jewish professionals). All of these efforts were tied to the creative energy "menu."

To promote Israel's view as a "start-up nation" (or "Silicon Wadi"), Israel's start-up weekend was launched, the "Start-up Nation" book – a New York Times best-seller – was circulated to investors and business people, stories of three Israeli companies that made the CNBC list of Europe's 25 most creative companies were promoted (Nano Rerina is developing an artificial retina to cure blindness; Objet Geometries is developing 3D printing technology; Briefcam has developed a video synopsis technology that condenses 24 video surveillance hours into just a few minutes), and an Israeli Creativity Pavilion was



opened at the Shanghai Expo. Further, special efforts were devoted to create interest in Israel as a “green” innovation hub. Efforts were aimed at venture capitalists and business journalists, yielding, for example, a Business Week article about “Israel’s Clean Technology Pioneers” (2009), promoting the first-ever electric car (the now-defunct Better Place), and advancing renewable energy projects (e.g., the Eilat–Eilat Renewable Energy Initiative), while reaching out to new international collaborators (e.g., collaborating with a pioneering Chinese solar power company to build Israel’s biggest solar power station).

To create awareness to, and interest in, Tel-Aviv as a cosmopolitan, liberal, “city of the world,” small scale creative campaigns and micro-marketing efforts took place, for instance, building a model of the “Tel-Aviv Beach” in New York City, Paris, Vienna, and Copenhagen, promoting the Tel-Aviv Love Parade, and initiating the Tel-Aviv Art Weekend.

Finally, to create interest in Israel as a leader in the wine industry, international wine competitions were invited to Israel (e.g., Terravino Israel), and PR efforts led to numerous articles in leading newspapers (Business Week, 2008a, b; Newsweek, 2008; Washington Post, 2008).

ISRAEL’S COUNTRY RE-POSITIONING MICRO-MARKETING PROCESS: PERFORMANCE OUTCOMES

Country brand/overall positioning level indicators

There are a number of established Country Brand Indices. One of them is the *FutureBrand Country Brand Index*. Since 2010, when FutureBrand first reported a full list of countries (not only the top ones) with Israel ranked 30, Israel shows steady growth. It was ranked 28 in 2011–2012, 27 in 2012–2013, and 26 in 2014–2015, when it was highlighted by the report as 1 of 5 countries “to watch for” (FutureBrand Country Index, 2015). A new brand index is Wharton, Y&R and US New and World Report’s *Best Countries Index*,

with Israel listed as 25th on its first ranking (2015), maintaining its position in 2016. Israel is not surveyed on a regular basis on the Anholt-GfK Roper NBI, a different, well-established country brand index.

Another brand level indicator is the US-based *BAV longitudinal data*. The longitudinal data (2004–2016) suggests that Israel’s brand is getting stronger (see Figure 1). It is a bumpy ride that is influenced by environmental factors – mostly the geo-political situation (e.g., times of violence in the Middle East); however, the trend is very clear, as Israel is moving towards becoming a leading brand. In fact, among Americans, Israel is ranked among top-tier countries, alongside Canada, the UK, Japan, and Australia.

Country level indicators

General perceptions of Israel have improved in the last decade according to a number of sources. In the US, Gallop polls are highly favorable and improve over time. In 2007, 63 per cent of those surveyed indicated that they view Israel as “very favorable” or “mostly favorable.” In 2010, 67% of those surveyed viewed Israel favorably, and in the most recent 2015 poll, 70% (Gallop, 2015). A second source that offers a more global perspective, and is therefore more challenging to Israel, is the BBC World Service Poll that tracks the perception of people around the world on countries’ positive or negative impacts on the world. In 2007, the survey showed that 17% of the participants viewed Israel’s impact as mainly positive, and 56% as mainly negative. Since then, there has been a gradual improvement: in 2010, the survey showed 19 versus 50%, and in 2014, 24 versus 50% (2015 data are not available; BBC World Service Poll, 2014).

A valuable country indicator is the UN Human Development Index, which captures indicators such as *life expectancy*, *education*, and *per capita income*, and is used to rank countries into four tiers of *human development*. In 2007, Israel was ranked 23, moved to 15 in 2010, and is ranked 18 in 2015. Furthermore, the index itself shows a consistent increase (from 0.869 in 2005 to 0.881

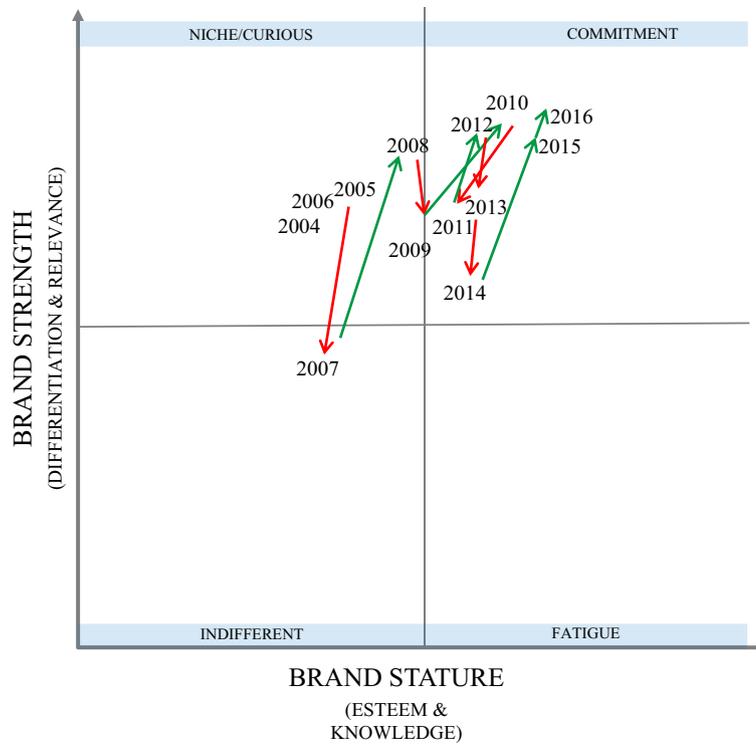


Figure 1: The brand Israel over time according to the BAV (2004–2016).
 Source: Brand Asset Valuator (BAV) Consulting – Brand Israel Study, 2016 report.

in 2010, and 0.894 in 2015 (UN Human Development Index, 2015).

Tourist data for the period 2007–2015 also reveals a positive trend in both number of visitors and income from them: from 2.3 million tourists and an income of 2.8 billion tourist dollars in 2007 to 2.8 million tourists and 4.06 billion tourist dollars in 2010, and a record of 3 million tourists in 2013 and a record of 4.59 billion tourist dollars in income in 2014. The 2015 numbers are similar with 2.8 million tourists and 4.35 billion dollars in income (The Israeli Ministry of Tourism, 2015).

Additionally, in recent years, there have been a number of strategic trends and changes that are worth mentioning, as they are likely to further strengthen the country’s reputation. First, a Bloomberg report suggests that foreign investment in Israeli assets hit a record high in 2015 of US\$285.12 billion, a near-tripling from 2005 (Yoon, 2016). Second, Israel was accepted into the Organization for Economic Co-operation and

Development (OECD) in 2010, a prestigious group of the most economically advanced countries. Third, in 2014, Israel was accepted as a participating partner in CERN (*Conseil Européen pour la Recherche Nucléaire*), an incredibly ambitious, state-of-the-art global research project that has put together the largest particle physics laboratory in the world.

Niche markets

Special efforts were directed to establishing Israel as an innovative country. A key index that captures this is the Global Competitive Index, and especially its “Innovation” factor. In 2007, Israel was ranked 8, 13 in 2008, 11 in 2010, 8 in 2012 and, as of 2014 and 2015, Israel is ranked third in the world (Global Competitive Index, 2015).

The focus on developing the idea that Tel-Aviv is a “world city” was a huge success. One indication is Lonely Planet’s ranking of Tel-Aviv as third in its list of top cities ranking for 2011. Another



indication is Tel-Aviv being ranked 14 globally as the best city in the Middle East for young people (15–29 year olds) by the YouthfulCities Index in 2015. Tel-Aviv was also ranked “outstanding” in 2014 by SAVEUR Magazine, a leading, highly influential American gourmet food and wine magazine, which specializes in showcasing authentic local cuisines around the world, in the category of Best Culinary Destination, Small International (population of up to 800,000), along with such cities as Florence and Lyon. It was also ranked as one of the top 10 beach cities by National Geography in 2013.

Additionally, the wine industry has showed significant growth in exports. Exporting data for the period 2007–2015 reveal constant growth from 21 million dollars in 2007, to 24.5 million in 2010, to more than 39 million dollars in 2014 and 2015.

DISCUSSION

This article presents a micro-marketing approach to country re-positioning. It shows the effectiveness of this approach, even in a highly challenging case such as the re-positioning of Israel, which is a country facing extreme geo-political difficulties and traditionally negative international media coverage. The article presents a strategic, systematic, and long-term process that was led by a group of marketing experts who generated the support, but not over-involvement, of government officials. It shows how creative market research involving multiple methods applied over time is critical in developing a deep understanding of the weaknesses and opportunities for country (re)positioning. This market research guides the development of marketing strategy and a positioning story, that are then transformed into a systematic micro-marketing effort, that is relatively non-costly, highly focused on niche markets, creative, and, overall, very effective.

The adoption of a marketing-“narrowcasting”-based approach, such as micro-marketing, seems more useful than an advocacy-broadcasting-based approach, especially in a politically tense case, like in Israel. It seems that it may be as valuable for Israel to

be perceived as “attractive” by multiple niche markets, than to be “right” or to win a political argument (if at all possible). Various performance indicators at the brand/overall positioning, country, and market niche levels suggest that the micro-marketing approach was successful. It is also likely that the different perspectives (i.e., brand/overall positioning, country, niche markets) are intertwined, such that long-term efforts directed at niche markets will eventually spillover to the “higher,” brand/overall positioning and country levels, positively impacting perceptions and behaviors at those levels, and vice versa. Indeed, interviews with leaders of the re-positioning team suggest that the marketing activities of the main sub-brands (mainly Tel-Aviv, but also Jerusalem) contribute to the overall perception of Israel. Especially, Brand Tel Aviv (TLV) has become a magnet for multiple niche markets, such as the LGBTQA community, techies, clubbers, and life-style tourists.

Keeping in mind that between 2007 (where we started tracking the performance outcomes from the re-positioning process) and 2015, Israel had confronted three severe local violent cycles (the on-going Gaza conflict), and faced, like many other countries, a global economic downturn, the evidence for the country’s continuous rise is promising. It can be expected that Israel’s performance would be much better given a more stable geo-political environment.

Currently, it is noteworthy that the “creative energy” campaign has been fully endorsed by all government branches and agencies. This may help to further enhance the effectiveness of the re-positioning process as the same positioning manual, including language, colors, and visuals, will be used more systematically in future communication (Asseraf and Shoham, 2016). Further, interviews with the leaders of the re-positioning process suggest other fundamental changes in the way the Israeli government thinks about and conducts marketing research and communication. For example, the Ministry of Foreign Affairs has embraced new social media platforms as its main mode of advocating government policies. Further, it is now using big-data analysis and assessment as a key market research approach. Additionally, the



Ministry of Tourism has shifted much of its marketing budget to “below the line” activities (working with Groupon, Expedia, etc.).

The article can be useful for managers of country positioning, either public policy makers or marketing professionals. It provides a concrete approach that is likely to be useful for different types of countries, especially countries that face long-term crises. Further, we recommend country positioning leaders to adopt a strategic long-term approach to country (re)positioning rather than focusing on short-term crisis management of a country’s image.

Our research is not without limitations that might offer opportunities for future work. First, we present a single case study, and although the proposed approach might be generalized to other countries, adaptations may be advised in different country settings. Second, although we test a large set of performance indicators over time, overall demonstrating a positive correlation between the micro-marketing process and improvement in Israel’s positioning, we do not claim a causal link. Indeed, other environmental factors may have contributed to the improvement in the performance of Israel (e.g., compared to the current instability in the Middle East, Israel looks like a highly stable and safe country). Further, the scope of this research led us to focus on a limited, although central, set of performance outcomes. It is plausible that the country has not shown consistent improvement on other performance dimensions in the last decade. Although we believe that the robust set of indicators do provide evidence for the positive impact of the re-positioning process, additional work may find it useful to explore other performance outcomes. The social media sphere is of special interest. As many of the micro-marketing efforts were conducted online, it would be very interesting to test the impact of the re-positioning process on users of Facebook or Twitter, for example.

NOTES

1. References for Tel-Aviv’s recognitions can be found at <http://www.youthfulcities.com/>,

<http://www.haaretz.com/life/culture/food-wine/.premium-1.623199>, and <http://www.ynetnews.com/articles/0,7340,L-4394446,00.html>.

2. References for exporting data of the wine industry can be found at <http://www.globes.co.il/en/article-israel-wine-exports-up-6-in-2015-1001098298>, <http://www.wineboard.co.il> (in Hebrew), and <http://www.nrg.co.il/online/1/ART2/672/086.html> (in Hebrew).

REFERENCES

- Alon, I., Hassman, R., Dugosh, M. and Lohwasser, M. (2014) *Marketing Brand Israel: A Country in Crisis*. Case 9B13A016. Ivey, London, Ontario, Canada
- Andéhn, M., Kazemina, A., Lucarelli, A. and Sevin, E. (2014) User-generated place brand equity on Twitter: The dynamics of brand associations in social media. *Place Branding and Public Diplomacy* 10(2): 132–144.
- Asseraf, Y. and Shoham, A. (2016) Destination branding: The role of consumer affinity. *Journal of Destination Marketing and Management* (forthcoming).
- Avraham, E. (2009) Marketing and managing nation branding during prolonged crisis: The case of Israel. *Place Branding and Public Diplomacy* 5(3): 202–212.
- Avraham, E. and Ketter, E. (2008) *Media Strategies for Marketing Places in Crises: Improving the Image of Cities, Countries and Tourist Destinations*. Oxford: Elsevier/Butterworth Heinemann.
- Avraham, E. and Ketter, E. (2013) Marketing destinations with prolonged negative images: Towards a theoretical model. *Tourism Geographies* 15(1): 145–164.
- Avraham, E. and Ketter, E. (2016) *Marketing Tourism for Developing Countries: Battling Stereotypes and Crises in Asia, Africa and the Middle East*. London: Palgrave-MacMillan.
- Baker, B. (2007) *Destination Branding for Small Cities*. Portland, OH: Creative Leap.
- BBC World Service Poll (2014) <http://downloads.bbc.co.uk/mediacentre/country-rating-poll.pdf>, accessed 13 December 2015.
- Best Countries Index (2015) <http://www.usnews.com/news/best-countries/overall-full-list>, accessed 24 September 2016.
- Brand Asset Valuator (BAV) Consulting (2016) *Brand Israel Study*. Brand Asset Valuator (BAV) Consulting.
- Brown, R. (2005) Information technology and the transformation of diplomacy. *Knowledge, Technology and Policy* 18(2): 14–29.
- Business Week (2008a) Heavenly wines from the Holy Land, 5 March.
- Business Week (2008b) Israel’s winemaking revolution, 16 January.
- Business Week (2009) Israel’s clean technology pioneers, 7 May.
- Chan, C.-S. and Marafa, L.M. (2013) A review of place branding methodologies in the new millennium. *Place Branding and Public Diplomacy* 9(4): 236–253.



- Dinnie, K. (2011) *Nation Branding: Concepts, Issues, Practice*. London: Routledge.
- FutureBrand Country Index (2015) www.futurebrand.com/country-branding/country-brand-index, accessed 19 September 2016.
- Gallop (2015). <http://www.gallup.com/poll/1624/perceptions-foreign-countries.aspx>, accessed 13 December 2015.
- Gardner, H. and Davis, K. (2013) *The App Generation*. New Haven, CT: Yale University Press.
- Gertner, D. (2011) Unfolding and configuring two decades of research and publications on place marketing and place branding. *Place Branding and Public Diplomacy* 7(2): 91–106.
- Gertner, D. and Kotler, P. (2004) How can a place correct a negative image? *Place Branding and Public Diplomacy* 1(1): 50–57.
- Global Competitive Index (2015). <http://reports.weforum.org/global-competitiveness-report-2014-2015>, accessed 3 June 2016.
- Govers, R. (2013) Editorial. *Place Branding and Public Diplomacy* 9(2): 71–75.
- Hankinson, G. (2015) Rethinking the place branding construct. In: *Rethinking Place Branding*. Cham: Springer, pp. 13–31.
- Jaffe, E.D. and Nebenzahl, I.D. (2001) *National Image and Competitive Advantage: The Theory and Practice of Country-of-Origin Effect*. Copenhagen: Copenhagen Business School Press.
- Kahneman, D. (2011) *Thinking, Fast and Slow*. London: Macmillan.
- Kiesa, A., Orłowski, A.P., Levine, P., Both, D., Kirby, E.H., Lopez, M.H. and Marcelo, K.B. (2007) *Millennials Talk Politics: A Study of College Student Political Engagement*. Washington, DC: Center for Information and Research on Civic Learning and Engagement (CIRCLE).
- Knott, B., Fyall, A. and Jones, I. (2015) The nation branding opportunities provided by a sport mega-event: South Africa and the 2010 FIFA World Cup. *Journal of Destination Marketing and Management* 4(1): 46–56.
- Ko, E., Kim, E.Y. and Lee, E.K. (2009) Modeling consumer adoption of mobile shopping for fashion products in Korea. *Psychology and Marketing* 26(7): 669–687.
- Kotler, P. and Armstrong, G. (2010) *Principles of Marketing*. Upper Saddle River, NJ: Pearson Education.
- Kotler, P., Haider, D.H. and Rein, I. (1993) *Marketing Places*. New York: Free Press.
- Kotler, P., Asplund, C., Rein, I. and Haider, D.H. (1999) *Marketing Places, Europe*. Edinburgh: Financial Times, Prentice-Hall.
- Kurlantzick, J. (2015) How to market a nation: Meet the middle children of the world's countries. *The Boston Globe*, 11 November. <https://www.bostonglobe.com/ideas/2015/11/11/how-market-nation/qqS9ARzxohXmyw8hnTT7nM/story.html>, accessed 20 November 2015.
- Laqueur, W. (1994) Save public diplomacy: Broadcasting America's message matters. *Foreign Affairs* 73(5): 19–24.
- Mansfeld, Y. and Pizam, A. (eds., 2006) *Tourism and Security: A Case Approach*. London: Butterworth Heinemann, pp. 233–249.
- McKinsey Global Survey Results (2009) *How companies are benefiting from Web 2.0*, 3 September.
- Navon, E. (2006) *Soft Powerlessness: Arab Propaganda and the Erosion of Israel's International Standing*. Herzeliya: IDC Herzeliya, Institute for Policy and Strategy.
- Newsweek (2008) Grapes on the Golan, 16 June.
- Phillips, C. (2007) Millennials: Clued in or clueless. *Advertising Age* 78(46): 12–13.
- Popescu, R.-I. and Răzvan-Andrei, C. (2011) Strategic analysis of Singapore's brand and rebrand campaigns. *Review of International Comparative Management* 12(2): 136–15
- Richardson, J.L. (1994) *Crisis Diplomacy: The Great Powers Since the Mid-nineteenth Century*, vol. 35. Cambridge: Cambridge University Press.
- Ritchie, B.W. (2009) *Crisis and Disaster Management for Tourism*. Bristol: Channel View.
- Schultz, D.E. (1987) Above or below the line? Growth of sales promotion in the United States. *International Journal of Advertising* 6(1): 17–27.
- Senor, D. and Singer, S. (2009) *Start-up Nation*. New York: Twelve Hachette.
- Siege, S.M. (2015) *Let There Be Water: Israel's Solution for a Water Starved World*. New York: Macmillan.
- Sivadas, E., Grewal, R. and Kellaris, J. (1998) The internet as a micro marketing tool: Targeting consumers through preferences revealed in music newsgroup usage. *Journal of Business Research* 41(3): 179–186.
- Strauss, J. and Frost, R. (2001) *E-marketing*. 2nd edn. Upper Saddle River, NJ: Prentice-Hall.
- Szondi, G. (2008) *Public Diplomacy and Nation Branding: Conceptual Similarities and Differences*. Netherlands Institute of International Relations, 'Clingendael'. ISSN 1569-2981.
- The Israeli Ministry of Tourism (2015). http://www.goisrael.gov.il/Tourism_Heb2/Pages/default.aspx, accessed 13 May 2016.
- UN Human Development Index (2015) at <http://hdr.undp.org/en/data>, accessed 3 June 2016.
- Vrechopoulos, A.P. (2004) Mass customisation challenges in Internet retailing through information management. *International Journal of Information Management* 24(1): 59–71.
- Walters, G. and Mair, J. (2012) The effectiveness of post-disaster recovery marketing messages—The case of the 2009 Australian bushfires. *Journal of Travel and Tourism Marketing* 29(1): 87–103.
- Washington Post (2008) Israel's wines: A culture uncorked, 7 June.
- Watson, A. (1982) *Diplomacy: The Dialogue Between States*. London, UK: Psychology Press.
- Yemini, B.D. (2008) The Israeli Pride Parade. *Maariv*, 17 May. <http://www.mideasttruth.com/forum/viewtopic.php?t=8472&sid=bc64475e8cb953c40e9d6022a4347ed3>, accessed 19 September 2016.
- Yeoman, I., Palomino-Schalscha, M. and McMahan-Beattie, U. (2015) Keeping it pure: Could New Zealand be an eco paradise? *Journal of Tourism Futures* 1(1): 19–35.
- Yin, R.K. (2003) *Case Study Research. Design and Methods*. 3rd edn. Thousand Oaks, CA: Sage.
- Yoon, S. (2016) The boycott Israel movement may be failing, 1 June.