



# **Exploring the Impact of City Image on Foreign Direct Investment Perception: The Case of Dubai**

A thesis submitted for the degree of Doctor of Philosophy

By

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

(وما توفيقى إلا بالله عليه توكلت وإليه أنيب)

*My success cannot come from any source besides Allah; upon  
him I have relied, and to Him I return.*

*{Surah HUD: Ayah 88}*

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**Declaration**

I declare that this thesis has not already been accepted in substance for any degree and is not concurrently submitted in candidature for any degree. It is the result of my own independent research except where otherwise stated.

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## Abstract

Even though researchers have undertaken studies in the Middle East to analyse investor behaviour and decision-making among various investor groups, including emphases on socially responsible investments, no study to date provides a comprehensive explanation of the influence of city image in the Middle Eastern context on investor perception and consequent foreign direct investor (FDI) decision-making. This research problem is addressed in this study with a focus on the hospitality and tourism and higher education sectors. The research aim of this study is to explore the impact of city image on FDI perceptions and FDI decision-making.

Some key factors uncovered in the literature review that affect city image include the political environment, the prevailing government strategy and the legal environment, technological, economic and socio-cultural environments. The focus on the higher education and tourism and hospitality sectors in Dubai for exploring the impact of city image on FDI perceptions and ultimately FDI decision-making is based on a gap in the literature.

Through primary research in the form of interviews and comparison of the resulting data with the findings in the literature, new factors affecting the city image and FDI's perception of Dubai are added to the existing conceptual framework. In order to improve Dubai's city image and attract more FDI's, the first recommendation is creating an environment that is conducive to higher education to increased subsidies and grants for students aiming to complete higher education programmes. The second recommendation relates to the economic environment, which requires close interaction between the Government of Dubai and the Central Bank of the UAE, because the central bank controls monetary policy.

**Key words:** City branding, City image, Foreign direct investment, Factors impacting city image, FDI perceptions, Dubai.

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## **Chapter One: Introduction to the Research Area**

### **1.1 Introduction**

This chapter provides an introduction to the research area for this thesis, describing the research motivations, aim, objectives and the research question. The research aim is to explore the impact of city image on the perception of foreign direct investors, and ultimately FDI's decision-making.

### **1.2 Research Background and Motivations**

Every place, whether a country, region, city-region, town or district, fulfils many different domestic and foreign objectives, including investment attraction, international competition, attractive internal services and so on: 'Each place needs its own solutions to be successful' (Kotler et al., 2004). One such tool is place branding. 'An improved "brand" perception, reinforced by visual evidence of improvements within the city' (Trueman, Klemm and Giroud, 2004) can increase a city's overall attractiveness and its performance in relation to other cities. In recent years, the branding of places, especially cities, has gained popularity among government officials. As a result, place marketers are devoting a greater amount of focus to establishing their city as a brand (Braun, 2012) in an effort to promote that city to existing and potential target groups.

However, place marketers often believe that their brand is a controllable and fully manageable communication tool, but a brand is, by definition, a network of associations in the minds of individuals and is therefore – on an aggregated level – steeped in the dynamic perceptions of different groups. Place marketers differ strongly on the definitions of place identity and place brand. This lack of consistency weakens their approaches to capturing the city, often rendering their techniques too simple and ineffective and the results too inaccurate and difficult to compare against other place identities or brands. The understanding of place marketing and branding is an essential focus in terms of repeating the explorative description of certain city brands. Place marketing strives to increase the social functions for all residents rather than favouring any particular group.

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To explain this in simple terms, city marketers ultimately view the concept of city marketing as the recognition of a city as a product that includes all the factors of a place that fulfil the needs of people and considers place capital (physical structures, public services and the city's aesthetics) and the many other characteristics and factors that make up a place. By contrast, city branding is a strategy that raises a city's asset value, presents a positive character of the city and creates a brand personality unique to the city that wishes to exert an upbeat influence; branding is thus achieved through positive communication with city users.

Thus, city branding is a strategy to build a positive and lasting image of a city, with a strong emphasis on management designed to heighten the city's brand value. City branding constitutes a sub-field of place branding and emphasises the marketing and branding of cities to residents (and potential residents) and businesses as good places in which to live and invest. It aims to put a city on the world map by treating it as a brand. This is achieved by carefully positioning the city in terms of its image and identity. A city brand needs to communicate effectively with the external world in order to reflect the city's growth and development. Limiting branding efforts to specific city products, events or specific seasons only weakens a city's brand awareness to both locals and those beyond its borders.

While these elements highlight the complexity of the branding process, they also help provide a focus on what has worked and what needs development when it comes to city branding in developing countries. Nowhere is this more evident than in the oil-rich countries of the Middle East (ME). These countries struggle to balance global integration with political, cultural and religious realities that affect the city branding process. Studies of city branding are limited. Some case studies focus on understanding the challenges of building a brand, but they do not consider the impact of city image on FDIs. There are many factors affecting city image that influence FDIs.

From 1990 to 2012, foreign direct investment flows increased more than eightfold, from US\$208 billion to US\$1.8 trillion (United Nations Conference

on Trade and Development, 2017). During the same period, almost 80% of manufacturing, 50% of information technology, 43% of business processes and 7% of knowledge work was outsourced by more than 94% of the Fortune 500 companies (United Nations Conference on Trade and Development, 2017).

### **1.3 Significance of Research Area**

This research explores the impact of city image on foreign direct investment in an effort to comprehensively understand how a city's image globally impacts that investment. At the same time, the research addresses the reasons and motivations underlying FDI's decision-making. This concept shows the core elements of city branding strategies (CBS) and factors associated with a city image in order to understand how FDI's perceive a city's image and how key factors affect their decision. This gives a clear vision of the research from marketing perspectives.

### **1.4 Research Problem**

The "Middle East" (ME) studies field has addressed investor behaviour and decision-making in the context of different investor groups (Cardenas et al., 2017) and with regard to socially responsible investments (Jiang et al., 2017). However, none of these studies provide a truly in-depth explanation of the impact of city image in the ME context on investor perception and subsequent impact on FDI's decision-making. There is thus a key gap in the existing literature.

Both academics and practitioners agree that there is a need to market and brand places appropriately. This requires the development of a suitable marketing strategy to assist in shaping a city image, as some argue that increased competition for tourists, businesses, investments and talented people makes devising a suitable marketing and CBS nothing short of essential (Kotsi et al., 2018).

In the marketing and tourism literature, there is considerable research that analyses the image of the destination (Kim et al., 2017) and evaluates the



perception of communities regarding the impact of tourism and the resultant support it provides to the local economy (Nunkoo and Gursoy, 2017).

According to Gursoy et al. (2017), the increased prevalence of such studies in the last few decades highlights the increased significance of understanding the image of a place for the purposes of city branding and marketing, in addition to the role that marketing has when it comes to sustaining a given city branding image. Although there is considerable research that has investigated the effect of tourists' perception of a geographical location (Song et al., 2017), there is a lack of research into the causal link between city branding and the willingness of firms to engage in foreign direct investment (Song et al., 2017). There are no studies focusing on the tourism and hospitality industry and only limited research on the higher education sector.

### **1.5 Research Aim and Objectives**

This research aims to explore the impact of city image on FDIs' perceptions and, ultimately, on FDI decision-making. In doing so, this research adopts a theoretical framework based on the city image communications model proposed by Kavaratzis (2004). The research aim will be achieved through the following objectives:

**Objective 1:** To critically review the city branding literature with a particular focus on the city image category, factors affecting city image and FDI perception.

**Objective 2:** To identify gaps in the literature based on city image FDI perception and use those gaps to refine the existing conceptual framework.

**Objective 3:** To conduct primary research in the form of interviews and undertake qualitative analysis to understand the impact of factors affecting city image and how they impact the ability to attract FDIs to Dubai.

**Objective 4:** To find out the result of the analysis, based on the primary research and indicted FDI perceptions.

**Objective 5:** To suggest recommendations based on the analysis to enhance the city image in attracting FDI.

### **1.5.1 Research Question**

Based on the research problems identified in section 1.4, the specific research question that this thesis addresses are:

How does city image impact foreign direct investors' perception and, ultimately, their decision-making?

### **1. Research Scope**

In order to ensure that this thesis meets its aims and objectives, a narrow scope is required when compared to the broad discussion undertaken above. The research is focused on:

- 1- The concept of the city brand and the CBS is organised through the literature review. In addition, factors in the CBS are selected, in-depth concepts are identified and the relationship among them are analysed. An analysis of the roles and effects of each brand factor on establishing a city brand is also undertaken.
- 2- The research is conducted on the conceptual analysis framework proposed from the marketing perspective in order to have appropriate theoretical underpinnings.
- 3- The research focuses on exploring the impact on FDIs of key factors and applying them in the case study to gain a deeper understanding through analysis of the findings and drawing on the literature review.

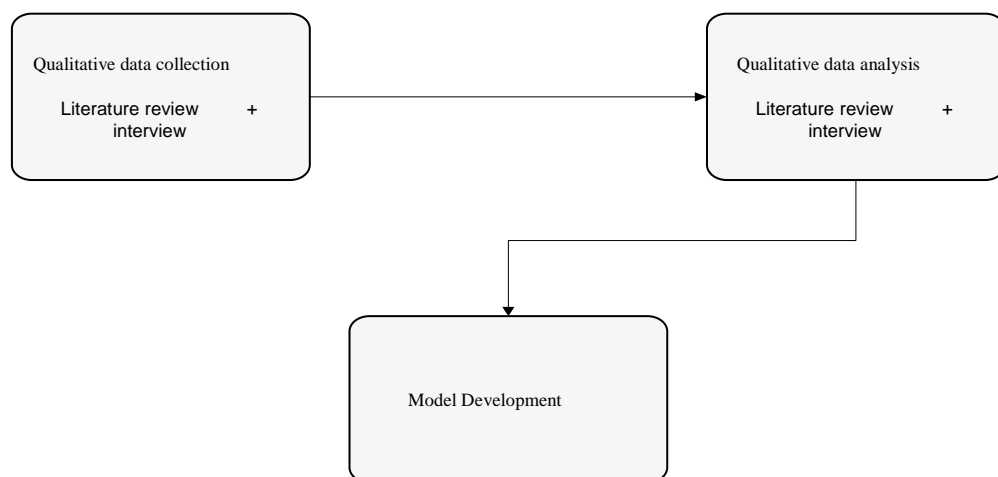
### **1.7 Research Approach**

#### **1.7.1 Review of Research Approaches**

The term 'methodology' refers to the overall approaches to and perspectives on the research process as a whole and is concerned with the issues of data collection and analytical techniques (Collis and Hussey, 2013). Research can be conducted in a number of ways and entail a wide range of approaches, so selecting the right approaches and methods for a given research challenge is extremely important, as they affect the reliability of the research outcomes.

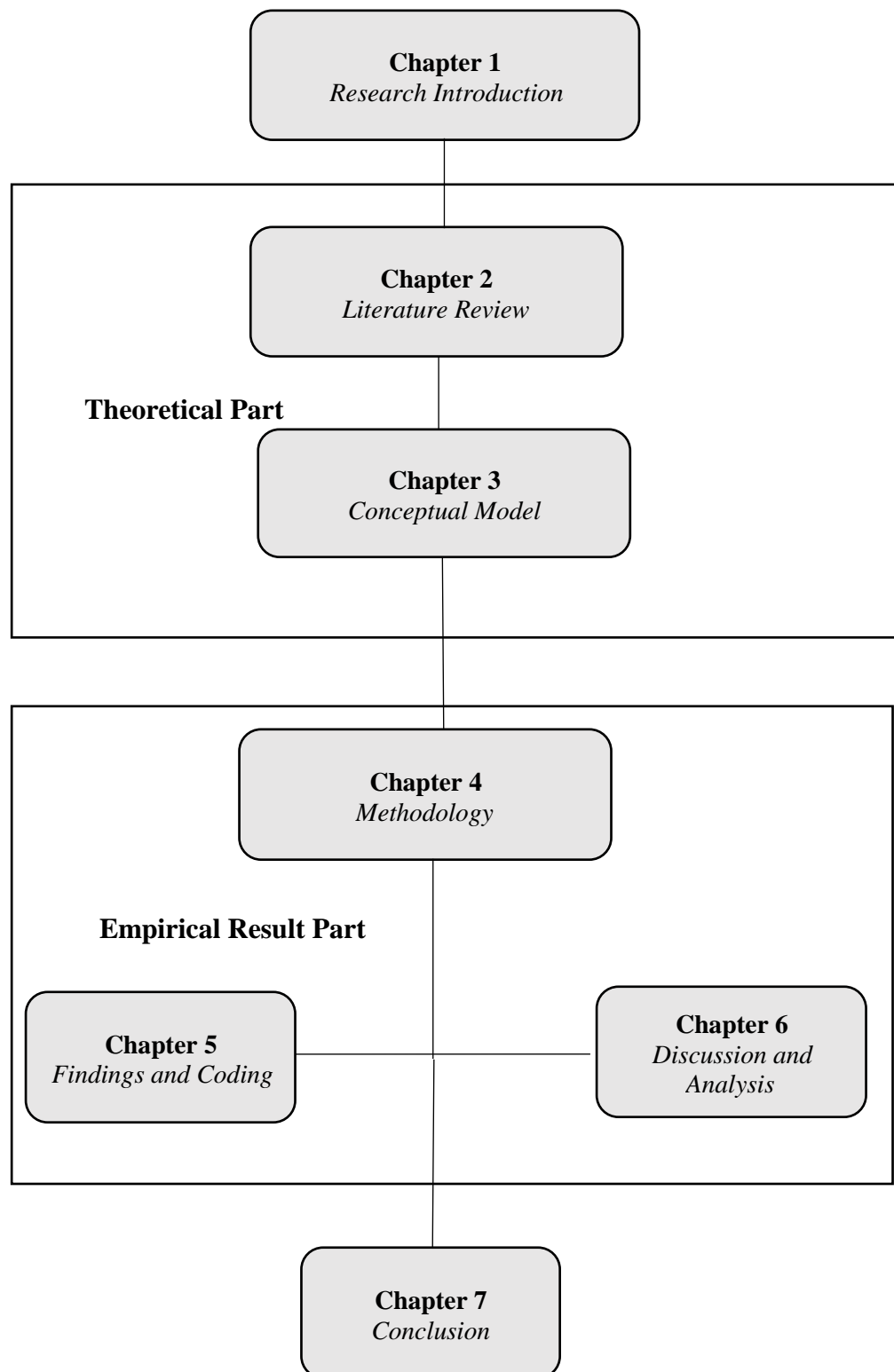
### 1.7.2 Qualitative Approach

In the qualitative approach, the researcher primarily uses constructivist claims for developing knowledge (i.e., the multiple meanings of individual experiences, meanings that are socially and historically constructed with the idea of developing a theory or pattern) or advocacy or participatory perspectives (i.e., political, issue-oriented, collaborative or change-oriented) or a mixture of these two kinds of perspectives (Creswell, 2003). Creswell (2003) noted that qualitative research is exploratory and is useful when the researcher does not know the important variables to examine. The purpose of this thesis is to gain a comprehensive understanding of the impact that city image has on FDI perception and ultimately attracting FDIs. For the purposes of research methodology, qualitative research is considered appropriate because it is associated with the social constructivist paradigm, which emphasises the socially constructed nature of reality. A case study analysis will be used to address the research questions and objectives.



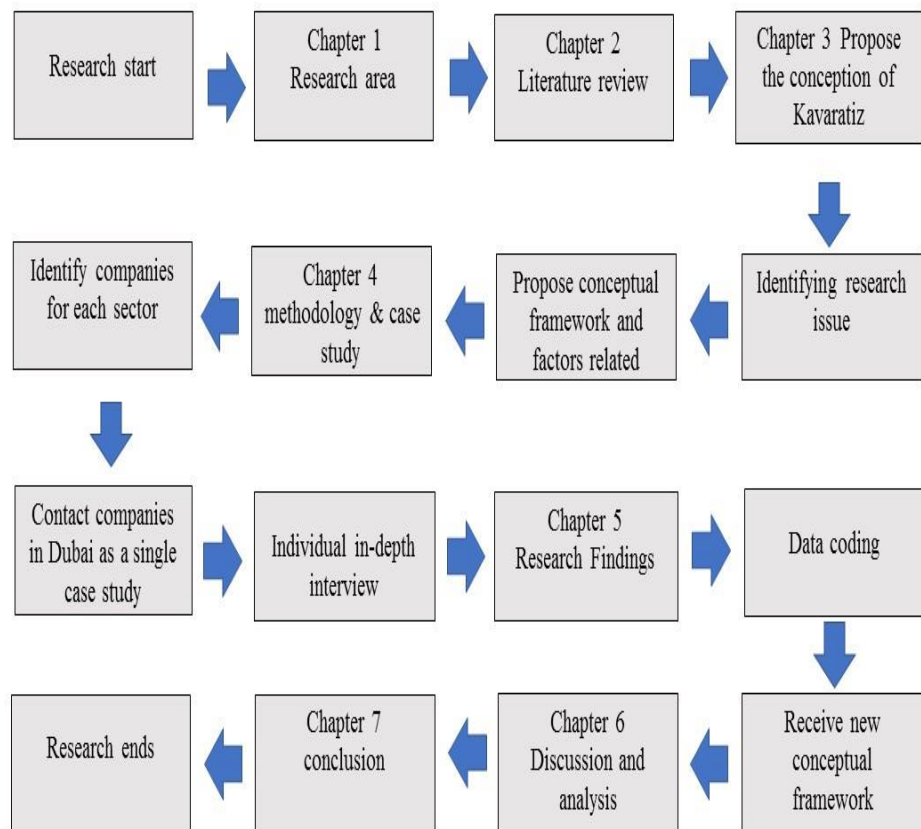
**Figure1. 1: Qualitative approach**

## 1.8 Research Outline



**Figure1. 2: Chart showing theoretical model and presentation of empirical results**

## 1.9 Research roadmap



**Figure 1.3** Reasearch roadmap

### **1.10 Summary**

This chapter highlighted the focus of this research and determined the main elements of city branding. The thesis explores the impact of city image from a marketing perspective on place branding strategies. Moilanen and Rainisto (2009) praised brands because they drive company acquisitions and enhance revenue from these brands contributing to an increase in profitability. According to Yeo and Grace (2004), brands play a vital role in the context of services because of the high risk and uncertainty involved in that sector. Towns, cities, regions and countries are branding themselves in order to change the existing perceptions that may no longer be relevant or engaging. In recent years, both businesses and cities have recognised the importance of intangible assets beyond the traditional factors that they have long accorded value. Understanding what products or services mean to customers is as important as what those products or services do for them on a practical level. According to the literature, the most common measurement for the branding of companies is financial value. However, Haigh (2007) states that investors regard less than 25% of a business in the form of tangible assets, with intangible assets representing more than 75%. The measurement of place branding is more complex because of the number and complexity of the intangible variables involved.

## **Chapter Two: Literature Review – Critical Analysis of the Research Area**

### **2.1 Introduction**

Chapter 1 provided the introduction to the research area, describing the research motivations, aim, objectives and specific research question. The research aim is to ‘explore the impact of city image on FDI perceptions and FDI decision making’. This chapter fulfils research objectives 1 and 2 (see section 1.5) and is composed of fourteenth parts : 1) brands and products, 2) country image and reputation as brand, 3) over view of city brand development, 4) the evaluation of a concept of city brand, 5) drive behind city brand development, 7) the concept of CBS, 8( foreign investors’ perception of country image and city image, 9( keys factors affecting FDI’s decisions, 10) Dubai as a city brand, 11) investment sector in Dubai, 12) research gap, 13) theories related to research area, 14) conclusion.

### **2.2 Brands and Products**

It is essential to begin by defining a brand itself to detail the research topic before determining the research problem. Brands have an impact on every aspect of people’s lives; they are no longer simply a means of differentiating competitors’ products. Over the past half century, defining a brand has been subject to a series of refinements, resulting in a dramatic broadening of the application and scope of branding (Keller, 1993; Knox and Bickerton, 2003; De Chernatony et al., 2010). Branding originally emerged as an area of academic study during the consumer boom when Gardner and Levy (1955) provided new insights into how consumers conceived brands in America in the late 1950s. Since then, branding has risen on the corporate agenda and is being recognised more and more as a strategic tool that is essential for generating and supporting value creation (Kapferer, 2008; Tynan et al., 2010).

There have been several discussions in both the academic and practical branding literature on the relationship between the two terms products and brands (Kapferer, 2012; Song et al., 2012), which are often used synonymously (Li et al., 2012). In the early 1960s, Levitt (1993) first conceptualised the total *product*

concept and the theory of product differentiation. He described products as combinations of tangible and intangible attributes; his conclusion that organisations should concentrate on solving consumers' needs rather than focusing on physical products has become highly influential (Zou and Cavusgil, 1996). A product is recognised as a functional object with tangible features that exists in the external temporal world and which can be defined, measured and assessed (Runkel and Brymer, 1991). On the other hand, a brand has no tangible, physical or functional properties; it comprises the 'added values' that augment and distinguish the product (De Chernatony et al., 2010). It could thus be argued that a brand could exist without the product. For instance, the Kleenex brand started as a very successful tissue but when Kleenex left the market, people in some countries continued to use the word 'Kleenex' instead of 'tissue' (Douglas et al., 2001). This means even though there would be no Kleenex 'brand' without there having been Kleenex tissue, so the two elements have to be considered as not fully separable.

De Chernatony (2010) defined brand as cluster of functional and emotional values that enables organisations to make a promise about a unique and welcomed experience. This definition shows a focus on symbolic and expressive components that relate to the consumer's perception of brands, recognising that brands ultimately exist in consumers' minds) Aaker and Keller, 1990). The symbolic dimension describes the emotional relationship with the brand (Faircloth et al., 2001). These mental associations that consumers ascribe to a product are described as its personality by Hankinson and Cowking (1993), emotional benefits by Kapferer and Bastien (2009) and emotional values by De Chernatony (2010).

For example, in certain product fields such as luxury handbags and fashion, buyers perceive significant badge value in the brands, since those brands enable them to communicate their emotions or social status (Truong et al., 2010). In other words, brands are used as symbolic devices because of their ability to help users express certain things (e.g., a self-concept) to their peer groups, with users taking the product's functional capabilities for granted (Kapferer, 2008). When companies focus on their brands and develop them according to consumer *wants*



and needs, they can achieve a strong competitive position. In addition, when companies try to build a positive image of their brands in the consumer imagination, they can add value to their brands and help consumers in the choice process. Manufacturers, for their part, have to be innovative and creative to ensure that customers choose their items if they are to remain competitive in the market. Branding of items is one strategy that companies like supermarkets may adopt to attract consumers to their goods and to ensure that these goods are repeatedly chosen (Vigneron and Johnson, 2004).

Drucker argued that the aim of marketing is branding and brand promotion, which makes selling the product easier and the brand itself desirable (Greenwood, 1981). In other words, it is the strength of the brand that makes it possible to sell certain products, without any attempts needed to persuade customers with product-focused marketing strategies. In Dinnie's (2007) opinion, the scope of branding has incrementally moved beyond its original application to simple products to services, companies and organisations and, eventually, including cities, regions and nations.

The evolution of nation branding can be traced to the interaction between the academic fields of national identity and country of origin in the context of globalisation (Dinnie, 2007). Nation, city and neighbourhood branding has captured the attention and financial resources of numerous governments as varied as Poland, New Zealand, Taiwan and Botswana, who have all hired marketing gurus and launched programs to create and communicate a particular version of national identity) Aronczyk, 2008( O'Shaughnessy )2000(argues that branding can apply to any mass communications, including products, companies, nations and even political parties, as some believe that party leaders need to be brand managers of their parties and their nations to be successful.

Voters need to identify with the vision and image of the country that the leader intends to lead – they need to buy into the brand for their country that the political leader is selling. In marketing, it is all about branding. As a result, much attention has been paid to the concept of brand equity (Aaker and Keller, 1991; Simon and Sullivan, 1993; Shankar et al., 2008; Vázquez et al., 2002; Yoo and Donthu, 2001). Branding, the idea that one product is made more valuable or

has more equity than an alternative because it is attached to a recognisable name and promise of authenticity, likely began more than two centuries ago when Josiah Wedgwood put his name on his dinnerware (Jacobsen, 2009). In the 1930s, Procter & Gamble first established the brand management system as an organisational structure; by the 1970s companies had brand managers and by the 1980s brands were applied to retailers and entire companies like Apple and Disney (Jacobsen, 2009). Since 2000, cities and even countries worldwide (such as Tony Blair's Britain rebranded as 'Cool Britannia') have been looking to branding as a way to spur economic development. Creating a distinctive brand that captures the spirit of a city must be able to inspire travellers, industry and the general population (Winfield-Pfefferkorn 2005, p. 13). When looking at Dubai as a case study for branding's impacts on FDIs, city branding is understood as a means to achieve competitive advantage by increasing outside investment in higher educational institutions. For example, Dubai is currently devoting many of its resources (including financial resources) to improve itself as a brand so that it will stand out as a city and encourage FDIs in all sectors.

Dubai is using technological strategies to advance its engagement with other nations, striving to establish itself as a leader in many current technologies. As much as people can say a great deal that is positive to improve a city's image, the negative effects of news, events and the like cannot be restricted, thus posing a threat to a city's positive branding marketing strategies. In an actual example from Facebook, a tourist was found drunk and arrested in Dubai, which sparked a great deal of discussion and debate about the emirate's strict laws, which some regarded as Dubai's being misrepresented in the latest global news.

### **2.3 Country Image and Reputation as a Brand**

A country's reputation determines the way people both inside and outside the country feel about and relate to it. In today's highly competitive marketplace, country image has become a critical success factor, one that is very difficult to build and sustain. As competition becomes more intense and the marketplace more crowded, consumers, tourists, immigrants and investors tend to depend more on the country's reputation than on its actual attributes in making buying, travelling and investment decisions. Many nations around the world have now

realised the significance of country branding. For example, Leonard (1997) wrote of the compelling need to rebrand Britain when he observed that there was a gulf between the reality of Britain as a highly creative nation and the world's mental picture of it as a backward-looking island immersed in and obsessed with its heritage. In a similar argument on the need to rebrand Canada, Ferguson (2001) remarks that no nation wants to remain anonymous. Rather, every country wants to develop a distinct and winning brand with positive multifaceted attributes for economic growth and world influence.

Brymer (2003) argues that, with the emergence of the global market, abundant opportunities abound, but countries with unknown or poor reputations will be marginalised. The concept of nation branding includes a number of complex concepts. Anholt (2003) coined the term nation branding and provided a concise definition of a national brand image as an 'image of the way [the nation is] received and stored by the public. Furthermore, his research has shown that this approach is usually a 'systematic attempt to create or manage the reputation of the nation' (Anholt, 2003). Balmer and Gray (2003) refer to the fact that nations experience constant change, which requires that image and reputation are constantly maintained in order to develop and maintain the benefits of national branding.

This field brings with it some difficulty with terminology, as there are many different expressions that, for some, may be interchangeable or nearly so. For example, Anholt mentions the use of terms such as place-branding (van Ham, 2008), destination branding (Angell and Mordhorst, 2015), place of brand (Choi and Cai, 2016) and country branding (Acharya and Rahman, 2016). The term 'nation' refers to a group of people of the same race and language, whereas a 'country' is an area of land occupied by a nation. Those two words are often used interchangeably in the literature, but according to Choi and Cai (2016) there is a subtle difference between a nation's brand or image and a country's brand or image. The terms found in the literature fall into three categories: product-related (and country-of-origin, or COO), nation-related (the nation as a whole) and culture-related (the culture and people of a nation). The concept of a nation as a brand is of interest to both academics and practitioners, and the

extent to which nations can be branded, along with the differences between branding products and corporations as opposed to nations, are subjects of intense debate (see e.g., Olins, 2002).

Despite the large amount of research on COOs, little is known about nation branding (Fan, 2006). Van Ham (2008) lists four main reasons why nations should manage their images: to appeal to tourists, to add value to the country's products, to attract foreign investment and to attract talented residents. Segmenting the target markets is thus a core task in nation branding. The main segments include residents and employees, businesses and industries, export markets and visitors (broadly divided between business and non-business) (Kotler, Haider and Rein, 1993; Rainisto, 2003). The image of a place is considered a key factor in travellers' investment and decision-making processes (Tasci and Gartner, 2007). Competition is global, and in order to succeed places must be distinctive and enhance their image; in other words, they should brand themselves. They are evaluated not solely in terms of real or imagined attributes but also according to the brand that they convey. At best, branding can help a nation improve its image, but it must be borne in mind that there are many other factors – political, economic and social – that affect a nation's image; branding is not the solution if there are fundamental problems in those factors (Tasci and Holecek, 2007). Country images are important extrinsic cues in product evaluations. They elicit associations and can influence purchase decisions. A positive country image can foster a positive reputation for an entire product category, and a country's success in developing a beneficial image for a certain line of products or services can be used to brand the nation as a whole (Tasci and Gartner, 2007).

Countries in themselves could be perceived as products, or better yet, brands. According to Fan (2006), there is a correlation between countries that produce strong brands and those that are themselves strong brands. Likewise, Stepchenkova and Mills (2010) suggest that it is useful to think of a brand as representing an identity for the producer and an image for the consumer and that brand positioning is the interface between the two (Figure 2.1). Branding is thus concerned with creating an emotional connection with consumers through the

development of a unique personality or image for a product or service and therefore, as stated by Song et al. (2012), is a two-way process that is developed along with rather than simply aimed at the consumer; it can help to bridge any gaps between a product's or service's strengths and potential consumers' perceptions (Morgan and Pritchard, 2004). This relationship is particularly important for tourist destinations for many reasons, including the changing tourism environment and the complexities of consumer behaviour.



**Figure 2. 1: Brand identity, brand positioning and brand image**

Source: Morgan and Pritchard (2004)

## 2.4 Overview of City Brand Development

The word 'city' refers not only to an administrative space in which relatively large numbers of people live, but to a dynamic 'user-oriented space', which places the emphasis on the social relationship and culture of the city's users. In addition, the city as a subject of study has diverse values, including the symbolic value attached to it by its residents and outside observers, the value of its services from the point of view of the tourist industry and its value as a place of residence for citizens. Each of these values contributes directly to the city's significance. In this way, a CBS provides a movement to intensify and justify these diverse values and meanings.

### 2.4.1 City marketing and city branding

Interest in city marketing has increased as the spatial movement of people and capital has become more liberalised. As a result, competition among cities to attract visitors has begun (Anholt, 2005; Hankinson, 2004b; Lee, 2003). With the movement of economic power from industry to information, many industrial cities have experienced a deterioration in the environment, and many city residents have moved out due to stagnant economies. In response to this, many city councils have actively started to execute strategies to restore their cities

(Harvey, 1993). Since the 1960s, efforts have been made to move into the postmodernism of diversity and away from the standardised frame of Fordism (the paradigm of mass production), with the electronic service, finance, culture and evolved knowledge information sectors becoming the core of regional competencies (Banerjee, 2008). In these social circumstances, governments have started to strengthen city marketing activities to heighten the product values of the city for attracting visitors to improve city competitiveness (Wilkinson, 1992).

The foundation of the theoretical concept of city marketing is based on the theory of product marketing and developed into a marketing theory for cities in the field of business administration (Ashworth and Voogd, 1990; Hankinson, 2004a). Kotler et al. (1996) also view city marketing as the recognition of a city as a product that includes all the factors of a place that fulfils the needs of people and considers place capital (the physical structure, public services and aesthetics of the city) as key characteristics and factors that make up a place. Burgess (1982) states that city marketing is a strategy to do better than other cities in competition and includes all activities that commodify and sell a city space with positive image factors. Rather than dealing with the city image overall as a method of selling, city marketing focuses on specific places, products or consumer clients for city promotions, campaigns, festival events and development (Gyeonggi Research Institute, 2007). Moreover, city marketing is a commercial marketing activity that sells and exchanges city spaces for capital and seeks to attract both visitors and residents. In other words, city marketing is a strategy to deal with residents, enterprises and visitors as the target market and to attract them through promotions that are combined with the values of sales and a city's environment. Thus, city marketing can be regarded as a strategy to survive against competing cities with the objective of making profits in an urban environment. By contrast, city branding is fundamentally different from city marketing in that it deals with a city from a holistic perspective. The fact that brand strategy ultimately reflects marketing theory can be established from the point that the concept of marketing includes actions to create profit through products in the consumer market.

Whereas city marketing focuses on individual product promotion (such as the selling of a city), city branding is different because it takes place within a communication system that closely connects with the city's overall image and identity (Gyeonggi Research Institute, 2007; Hankinson, 2004a; Kavaratzis, 2004; Kavaratzis and Ashworth, 2005). Brand strategy and marketing strategy are dissimilar in that brand strategy has a wide range and a communication dimension, which distinguishes it from a marketing strategy that focuses on moving a product (Kavaratzis, 2007). City branding is a strategy that raises a city's asset value, gives a positive character to the city and creates a brand personality unique to the city that seeks to exert an upbeat influence (Braun, 2012). City branding is a strategy to build a positive and lasting image of a city with a strong emphasis placed on management to heighten the city's brand value. The fact that it is not simply promoting a city to attract tourists and reap the economic rewards, but an image value recognised by those who consume and use the city is the most important factor that differentiates city branding from city marketing.

In other words, while a marketing strategy expects direct profits by focusing on consumption and sales of a product, branding strategy focuses more on constant communication with its customers (Hankinson, 2004a). City branding develops tangible resources, such as festivals, events and scenery, but also intangible resources like identity and positive images of the city to make it attractive to its users (Hankinson, 2004a). This characteristic can be defined as a CBS that takes a diverse and comprehensive idea of a city. Currently, most nations with high national awareness, including the U.S., U.K., France and Germany, are aggressively working on CBS initiatives under governmental leadership (Herstein, 2012). They perceive that city images are directly associated with city competitiveness, so their administrative units strive to craft and manage strategies for city development.

For example, ministries or departments of the economy might activate the economic development of each region while ministries or departments of culture could encourage and support publicity efforts in domestic and foreign markets that promote activities for culture, the arts and overall city development. These

officials not only have a crucial influence on city management activities but also mediate and balance understanding among the city's interest groups. Academic groups, governments, companies and related associations play leading roles in establishing city brand policies and steer political directions by presenting direct and indirect opinions and related materials (Braun et al., 2013). Their role promotes recognising cities as place brands by solving urban problems and improving cities' qualitative features.

With this dynamic policy direction, cities enhance the pride of residents (the internal stakeholders) by improving their lives and increasing brand values as well-managed investments from external stakeholders. Development is the driving force that builds bridges for understanding and provides a balance between governments and stakeholders; it results from the use of cultures and resources that cities possess. The cultures and resources of cities provide the components that determine their images and identities, and these assets maximise the effects of a city brand by directly creating rewards. Therefore, the cultural resources of each city perform a connecting role in establishing its image. As such, the assets component of the city is delivered to the targeted subjects – the stakeholders as investors, visitors, residents and businesses.

It can also be said that some city branding practices, rather than concentrating on a city's specific location or a specific client sector, focus on the core identity that can incorporate all of the city's key parties. For example, through slogans which express the identity of the city image, such as 'I (heart) New York', each country delivers its own city image for the target (Lee, 2008). Such slogans defining the image and identity of a city achieve efficient marketing. According to Kotler, Haider and Rein (1993), this is a strategy that further builds upon the city marketing concept by regarding specific locations as products and, through cooperation with various relevant parties, facilitates the regional economy and raises the value of the city for investors, residents and visitors through the development of its environment, image and various elements of its infrastructure.

This forms the foundation upon which the concept of city branding, in cooperation with the city's concerned parties, is built. By stimulating the



formation of close connections between the city's industries, tourism, culture and environment with the city's overall image and identity, the integration of the CBS system is advanced. Moreover, city branding strengthens a city's own distinctive image and identity by developing all relevant elements of the city into assets that can be physically realised, thereby maximizing the resultant city marketing effect. For the above reasons, city marketing and city branding are interrelated, so it can be said that CBS is founded upon the basis of city marketing as a core strategy in improving a city's competitiveness on the world stage.

Furthermore, city branding is a combination of all values, whether environmental, historical or cultural, and assets with attractive and redeeming characteristics that are unique to a given city. Thus, city branding can play a central role in a city's management strategy for improving its quality by raising its brand value through a process that integrates significance into the content of a city, by which its identity can be established. The city builds upon several strategies that are defined by its vision and direction. City infrastructure, such as culture and tourism, as well as those features perceived to be assets by its occupants and users, all play a crucial role in city branding. The establishment of a city's identity through aspects like culture and tourism leads to the concept of city branding that is developed from city marketing. Through an appropriate CBS, it is possible to achieve a position in which a city's insiders and outsiders are satisfied with a city vision that is both future-oriented and sustainable.

A good CBS allows for an image distinct from other cities to be established and boosts its tangible and intangible assets while strengthening cohesion among the city users. As a result of this process, the awareness of the city is improved, and its competitiveness strengthened through a differentiated image and identity. If done properly, this results in a rich vision for the city's future, facilitating investments from industries and government and ultimately establishing a single brand value. The CBS thus serves as a communication medium for people by allowing the city to project (either directly or indirectly) various experiences based on its overall culture, image and environment. This combination of tangible and intangible methods of establishing relationships can be referred to

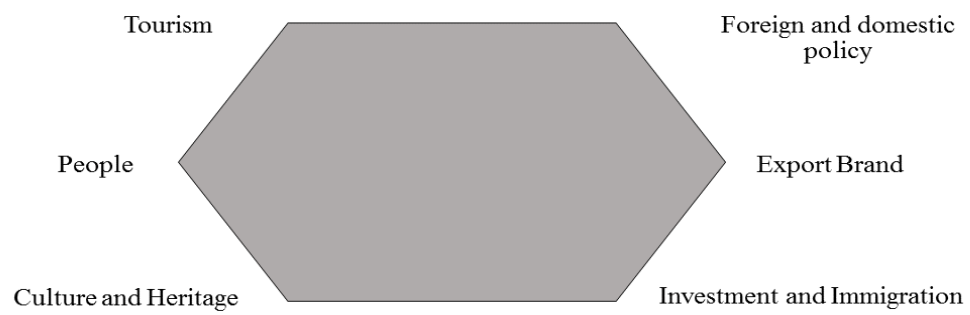
as a strategy for creating a single, combined brand value for the city. A CBS can be thought of as an evolved concept that embraces the key features of city marketing.

#### **2.4.2 Definition of city branding**

The notion of brand strategy was originally limited to the areas of business and marketing, but the concept of brand has been expanding and been increasingly implemented as a business tool over the last two decades (Aaker, 1996; Dinnie, 2007; Keller, 2008). The term ‘brand’ was initially used to distinguish one product from another. It began as a way to offer the name, origin and related information of a product to consumers (Keller, 2008). After that, with the development of an advanced industrial economy and an increase in consumer demands, the concept of brand gradually expanded in importance. In the same way, amplification of brand concepts has been expanding across states, cities and even religions.

The American Marketing Association (AMA, 1960) defines a brand as a ‘name, logo, term, sign, symbol and design in a combination intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition’) Keller et al., 2008, p. 1). Other scholars have defined a brand as that which sellers use to distinguish their product or service from those of their competitors through the use of symbols (Aaker and Keller). Kotler et al. (1996) describe a brand as the attributes, benefits, values, culture and personality of the user dimension. Hankinson’s journal paper (2004a) organises the opinions of many scholars about a place brand as follows: Upadhyaya (2012)) agree that the level of a place is set and differentiated by marketing.

Through consideration of the concept of brand offered by many scholars and the AMA, ‘brand’ can be defined as a means to identify and characterise a product in order to distinguish it from other products through various factors. According to Anholt (2003, p. 215), the characteristics of city brands can be divided into six categories and presented in a plan for a CBS. Detailed contents on each category are reflected in the hexagonal diagram in Figure 2.3.



**Figure 2. 2: The hexagon analysis by Anholt (2003)**

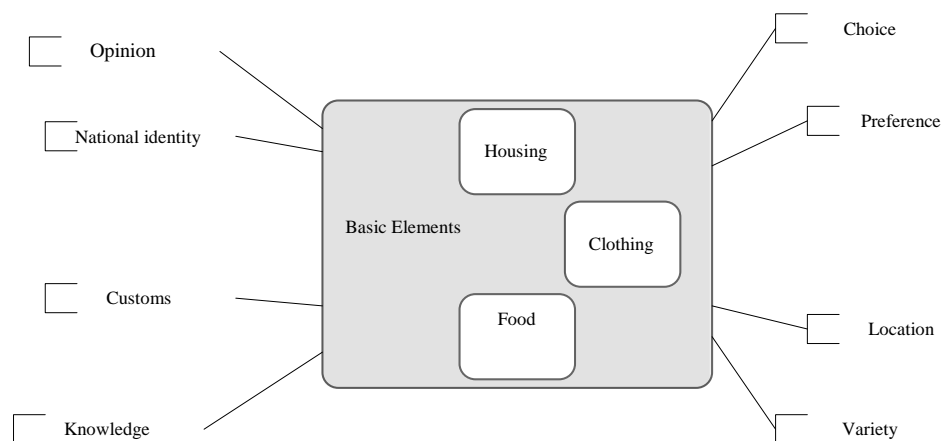
**Table 2. 1: The elements of branding places and nations by Anholt (2003)**

<b>Tourism</b>	Various events including the tourist industry are the most frequently expressed elements of a city brand. These are required to attract outside visitors and help the local economy.
<b>People</b>	The most important component among all the others, for any brand ultimately exists in people's minds. The people referred to here are a city's residents or stakeholders with a great deal of attachment to the cities who are independent elements providing creative ideas and capable of communication. Citizens play the most important role in delivering the city brand.
<b>Culture and Heritage</b>	These are assets that increase the event elements of a city brand. Through the cultural environment and elements of heritage, diverse brand stories are created. Cultural elements can provide investors, enterprises, foreign delegations and artists with positive brand images.
<b>Investment</b>	This is the foundation that enables citizens to benefit from entertainment facilities within the city: quality of infrastructure, level of education, opportunities for business activities, perception of the quality of advanced technologies and an attractive environment.
<b>Municipal Policy</b>	This mediates citizens' welfare and, at the same time, is assessed by the satisfaction level of improvement in the quality of life and by the capacity and diplomatic abilities of the city's leadership.
<b>Export Brands</b>	Cities and businesses produce synergistic effects developed from mutually beneficial dimensions; examples include Munich and BMW, Atlanta and Coca-Cola and Paris and l'Oréal. These are all direct association effects between cities and businesses.

The hexagonal figure that Anholt first proposed implies a critical message in representing a certain standard used for external evaluation of cities and today's CBS. However, it is not easy to set up a practical brand strategy with the attributes suggested by Anholt, as he deals only with functional elements that are externally visible and lacks an approach in terms of the principle that considers the fundamental, intangible attributes of a city. A city space is an aggregate of complex and varied elements, all formed on a foundation of culture. It is thus important to understand and evaluate cities by adopting an

approach that is both broader and more fundamental. As Hankinson (2004a) notes, the concept of city branding should be recognised as a combination of a city's assets and development access, which together assign a value to the city.

Cities are multifunctional (Hankinson, 2004a), as they are composed of a complex system of semantics. This system is founded on the basic elements of human existence – essentials like clothing, food and housing – from each of which more complex systems of semantic elements arise. In this way, a city is formed through our capacity as humans to form concepts in relation to physical objects (choice, preferences, knowledge and so on) which go beyond their basic functions (see Figure 2.4). Thus, the physical space of the city is adapted through the minds of its residents (Moughtin, 1996).



**Figure 2. 3: The signifiers derived from basic elements of the city by Anholt (2003)**

A brand is explained through names, symbols and slogans based on common features. However, these are not important in themselves; studies have generally recognised that they comprehensively deliver the benefits, values, cultures and personalities of a city. Kavaratzis and Ashworth (2005) claim that a brand strategy goes beyond mere logos or slogans, which are simply implementation tools of space (city) branding, rather than strategies in and of themselves. In addition, based on the general brand process of enterprises or products, a city brand can be said to be constructed on a collection of specific additional

elements, such as landmarks or events, used for the purpose of differentiation from other cities.

However, that is not enough to fully represent the characteristics of a brand strategy, because a CBS must be understood as a semantic system, rather than as a set of separate, individual functional objects. Organising the concept of a city brand based on the city concept and attributes construct the city as a strong brand by systemising the interrelation between a combination of factors in the city that distinguish it from other cities, including environment, history, administration and culture (Churchill, 1985). A city brand can also be defined as an assembly of tangible and intangible assets differentiating one city from others, such as natural environment, historical features, culture, attributes, personality and values (Braun et al., 2013).

The formation of a brand based on questions, such as what the city's cultural meanings are and how such cultural meanings transfer to and from brands, is important in providing citizens with positive attitudes and perceptions. An assembly of tangible and intangible assets based on the maintenance of recursive and continual association with positive images is the driving force in securing a city's identity) Anholt, 2003(. Such a concept of city branding naturally constitutes the identity through which the city's brand is established. The concept of a CBS should be understood as a comprehensive idea that connects overall image and identity rather than depicting only one specific image of a city.

**Table 2.2 examples of different elements of city branding**

<b>City</b>	<b>Examples of Main elements of city image</b>	<b>Factors affect city image</b>
Singapore	Electronic industry	Government strategy + technology
Malaysia	Construction industry	Government strategy
Saudi Arabia	Real state sector	Saudi Vision 2030
Japan	Electronic and tourism	Technology + government strategy

### **2.4.3 The concept of city design**

Many design elements are necessary when branding a city. Symbol marks, logo types, graphic posters and advertisements that reveal a city and various design elements, such as architectural design and environmental design that make up a whole city image, come together to form a design that is fully in the public sphere. Generally, the concept of a city design refers to a series of processes that establish the city's identity and plans and designs the city image as a whole into an integrative view of the city that is based on publicity. City design must be appropriate for the public because it is an act that visualises all tangible and intangible aspects that occur in public spaces. The most important notion in the city design concept is the term 'public', understood as 'connected with ordinary people in general, not those who have an important position in society' in the Oxford Dictionary and currently explained as 'obviously open to the general public eye, the common good in society' by Senett (cited in Kim, 2002, p. 12).

Kim (2002, p. 13) states that the public 'is differentiated from places privately owned and refers to a limited space, namely something artificial, such as general conditions of human activities or organic life'. To sum up these ideas, the

concept of the public space can be expressed as a space forming a common community via socially open entries. Kim (1996, p. 4) also described the origin of 'design' from the Latin 'designare', whose etymological structure is a combination of 'de' and 'signare'. An auxiliary 'de' means 'to separate' or 'to take away'; combined with 'signare' (sign/symbol), 'designare' comes to mean 'to instruct a new sign by separating from existing signs'. The meaning of design from this etymology can be phrased as 'the creation of a new sign by interpreting existing signs. The reason that this meaning, which is not often mentioned, is important is that it provides an etymological clue to help explain the relationships between design and human life, as expressed in culture. The meaning of design used in this research is based upon this etymology and is characterised by practical behaviour as an 'interpretation and creation of cultural symbolism'.

Bringing together the terms 'public' and 'design' forms a new paradigm to make design for the public one of the most socially pressing issues in the city of today.

It defines city design in the lifestyle context within the public sphere as something that visually displays the association of the two vitally important categories of life and the public through the medium of design. Earlier research on this subject suggests that a city imposes an environment, public places rather than private places and a common way of life. A sub-system necessary for the public sphere and access to utilities and services and social structures that adjust behavioural patterns and the like are facilities for visitors from the microscopic point of view, but they work as elements to shape an image of a city from a broader viewpoint. Therefore, city design is comprised of various characters; urbanisation in particular has further expanded the scope of public design. This is because a city is a representative space of a social group, where the various needs of and behaviours inherent in human life co-exist in the form of a community. A city is a space that bears a differentiated boundary from a private space which contains inhabitants and is also established based upon a communication process associating private relationships in multiple ways while maintaining the public side. City design at the forefront of these elements spiritually satisfies citizens and works as a medium to enable them to remember



the city. Thus, a human-centred design, rather than merely physical function, is required for public design; the relationship between the city and the city's users should be treated as especially important. This means that the collective identity as the public good, rather than individual satisfaction, should be expressed. Behaviours of design are inevitable elements in the centre of the cultural industry, and its meanings evolve as times change. Along with behavioural changes in design from a production-centred to a management-driven perspective, concepts evolve in terms of expansion of functions and areas. In doing so, city design as a feature of the public sphere inevitably becomes the most natural and significant theme of the times. It is likely that the introduction of city design is a natural phenomenon that has developed with the times, but it is also an important tool for the establishment of a city image that is planned with an artificial strategy, based on current requirements.

It is argued that a new city image is measured based on artificial and creative characteristics and is defined by an artificial identity (Choi and Cai, 2016). City images that are established in this way are more realistic than the original city image. Moreover, as Baudrillard discusses, the simulation period is a step in that dichotomy by which a substance and its image are separated and then become one; the ultimate identity of a city makes a city image such that the city image as substance and the city image that has been branded become one. The city image reflected in today's reality becomes a disguised image; namely, the city image of reality being artificially branded. The image created in this way blends with the existing, reality-based image of the city and with its image made for branding, going through the stage of 'simulation', where all the images of the city become one, finally producing a representative image of the city.

Therefore, today's city image has to simulate a positive and sustainable city view that reflects the fundamental image of the city and needs a city design that can materialise the simulation process (Anholt, 2003, p. 213). Making a city image is not limited to public facilities that are visible; creating an abstract image becomes more important in shaping the city's identity. City design develops into activities for city identity, city image and ultimately a CBS, based on artificially made environmental products that are created in community

places built by people. In other words, a CBS can be considered as a wholly artificial product made by both the times and the people living in them (Julier, 2005).

### **2.5 The Evolution of a Concept of a City Brand**

As discussed in 2.4.2, a city is a space reflected by historicity where complex and diverse areas of culture, politics, economy, art and other factors co-exist. The concept of urbanism has recently become very popular, bringing with it further opportunities to implement a CBS. As mentioned in the previous section (2.4.3), emphasis should be placed on public behaviour in designing a city. This is interpreted through the living style of the common people over a reasonably lengthy period of time. Moreover, public behaviour is a necessary disposition that accords with a common denominator imposed by the public sphere, the accumulated way of behaviour common to a city which is required by society and performed by implication.

The way of life resulting from it forms an unconscious habit that reveals a psychological disposition formed by public behaviour and social enforcement through learning (Deleuze, 2004). Since any habit is repetitive, mechanical and automatic, an individual behaviour habituated in a social structure requiring publicity acts as a mediating mechanism by which city design is planned. In a city, a desired actor who has the qualification to initiate for the society is forced to practice the desired publicity by acting out the acceptable customs. Actions are affected by the city's physical environment, and culture has always been dependent upon something else (Borer, 2006). Culture shapes action by defining what people want, and people may share common aspirations in the way their culture organises their overall patterns of behaviour.

In this sense, culture is more like a style or set of skills and habits than a set of preferences or wants (Swidler, 1986). This way of executing the actions required from society and the city is delivered to citizens or visitors through the action in the city as a space. That is to say, the communication process going on in the city is a delivery process by which city organisms send and receive messages and other information to create a common image and exert influence

on one another. Each action that takes place in a city becomes a habit; habits become customs, and customs create a culture that shapes an overall city image. The image that is developed in this way is expressed as a city's identity. However, how can an intangible and abstract city image be simulated to create a visual city image? A phenomenon visibly expressing the image of a city reveals its image as the city design, which is the tangible form. Simply stated, the design of a city is the city image. The image of a city is delivered through city design; most of the message delivery mechanism of city design takes on a visual form, which changes the environment and gives order to life (Vale and Warner, 1998). For example, all sorts of public facilities – even quotidian elements like traffic lights – are included in city design. Consequently, the message delivered about the city ultimately forms the city brand while playing an important role in building the city image (Ashworth, 1998). The space of city is the medium through which citizens and design are connected. City design should contain messages intended to be delivered to citizens, such as the image of appropriate public behaviour in a city. The messages delivered by a city contain the city's information. These messages are a city's assets and the frame of the story that the city aims to tell as a narrative (Vale et al., 1998).

In order for this message to be delivered, a CBS is needed. In the era of the CBS, city branding means the construction of a city image and identity. The main motivation of a successful CBS (ultimately the prosperity of a city) is to consistently maintain city images through economic production and strategic international public relations. A sustainable city image differentiates one city from other cities, and external interests and the pride of residents that come from that differentiation lead to value in the form of a strong city brand (Moughtin, 1996). For these reasons, many of the world's best-known cities create their brands through strategies emphasising or improving city identity, as with logos and slogans which deliver such images. However, the elements required for these processes should not remain mere symbols and images; they must be able to play a role as brand elements that become established in making the city itself a product. Thus, when strategic branding methodologies are employed to publicise a city brand, they should enhance concerns regarding its composition

through intangible elements, such as space development and culture development, including the city's spatial image, environment and culture.

## **2.6 Drive Behind City Brand Development**

A city in today's globalised environment should be viewed as a unit of a subsystem open to the world rather than an isolated administrative unit within a state (Gyeonggi Research Institute, 2007). The modern city is becoming more complex and diverse due to growing trends in globalisation, information, urbanisation and localisation, and therefore efforts to move toward city prosperity and development following these paradigms are necessary. Changes due to technological developments, the flood of information, Fordism and post Fordism have occurred all over the world. Each country now makes efforts to create and emphasise its own distinctive image amidst the many that have become uniform.

It follows that competition among cities is becoming widespread all over the globe. However, the city needs to be recognised as a brand independent of the product's brand image, as a city which incorporates the city's unique values (Dinnie, 2007; Hankinson, 2004b). As a result, a city creates value as a brand and the rewards therefrom through the image of itself. Moreover, a positive and sustainable city image gives a sense of satisfaction not only to residents but also to visitors and can provide a better life for both of them. Therefore, a city brand with positive images needs to be able to bring the rewards that come with a certain consistent number of tourist visits (Hankinson, 2004b). Positive images should be evident to visitors, and residents should be in favour of such associations in relation to the city and its images (Mommaas, 2004).

Strong and positive associations can be formed inside citizens' minds. Here, the establishment of a strong image association means that people have a sense of the city image even before they visit. A city with a positive and powerful image has a brand value and constructs a distinctive identity of its own. For these reasons, selection of the scope of brand strategy, which concerns our understanding of the city's culture and history, and how to publicise the city as a differentiation strategy, are both important.

By materialising the image of identity of each city differentiated from others (Christensen and Askegaard, 2001; Oktay, 2002), the city obtains competitiveness. A city's identity value is decided in accordance with how it delivers its city's image to both residents and visitors as users. Components of city identity provide the momentum to enhance city images and can maximise the effects of a city's publicity and brand values, by which competitiveness and differentiation from other cities are secured to enliven the city's identity and help to develop a CBS that can subsequently increase value. Basically, a city identity aims at an integrative strategy of the city image, which relays a message to city consumers and creates an identity that shapes an overall city image. An image can be a physical element or be relayed through a meaning or symbol. It is a process of structuring a story based on the city through the city's tangible and intangible assets. City imaging in this sense is the process of constructing visually based narratives about the potential of places (Vale et al., 1998).

The city image becomes a powerful determining factor in the city's identity direction and a measure of city development. Cities want to obtain the best image possible and undertake efforts to create new positive myths related to the city image.

### **2.7 Country Image and Foreign Direct Investment in Developing Regions**

Foreign direct investment in developing nations increased from 31.2% during 1988-1992 to 35.5% during 1993-1998 (UNCTAD, 2000), remaining relatively resilient in 2012. During the period 1999 to 2006, the total reached US\$684 billion, or \$130 billion more than developed countries. The data shows that while in 2007 developed nations represented 84% (\$1.8 trillion) of global outflows and in 2009 about 81% (\$1.5 trillion), developing nations contributed only 12%-13% and transition economies 2.4% of total outflows in 2007 and 3.1% in 2009. This represents an increase of 317% from 1995 to 2009 (United Nations Conference on Trade and Development, 2017).

**Table 2. 3: Top ten destinations of foreign investments in the ME. Source: Data calculated using unctadstat.unctad.org. The Intelligence (2013)**

YEAR	2011	2012	% change
Egypt	44	524	1099%
Oman	48	78	63%
Bahrain	48	80	67%
Qatar	59	80	36%
Morocco	70	92	31%
Saudi Arabia	135	198	47%
United Arab Emirates	328	485	48%

Primary foreign direct investment grew twelve-fold, manufacturing increased by seven and one-half times and services grew more than seventeen times from 1991 to 2007. The increase in the number of MNCs was complemented by an increase in the number of projects and total value of foreign direct investment in the ME. The number of multinational organisations rose to more than 80,000 globally, with more than 800,000 foreign affiliates spread across the world and employing an estimated 69 million workers; these firms generated US\$28 trillion in sales and \$7 trillion in added value. This represents a 9% increase from 2010. According to the United Nations Conference on Trade and Development (2017), high-income developing economies received more inflows than any other development group for most of the period, in part because new investment is more productive in countries with vast markets, natural resources, a skilled workforce and well-developed infrastructure. Foreign direct investment in developing nations and regions, such as the ME, rose rapidly as a result of resource-seeking investors. With a vast supply of petroleum reserves and a total population of 394,460,000, the ME's number of annual foreign direct investment projects increased from 362 in 2003 to 1,070 in 2008. From 2003 to 2011, 6,740 projects worth US\$809.6 billion were undertaken, which contributed to the creation of more than 1.1 million jobs in the ME. Of these

projects, 41% were carried out in the construction and energy sectors, 47% in the business services sector and 12% in the manufacturing sector.

The ME was ranked as the number five destination in terms of number of foreign direct investment projects in the world, behind Europe with 4,639 projects, North America (1,892), Latin America/Caribbean (1,364) and Asia (1,270) (United Nations Conference on Trade and Development, 2017). During the 2010s, about 59% of the total foreign direct investment inflow to the ME has come from Western Europe and North America; however, the trend has been shifting towards intra-regional investments. As a result, this has firstly created a strong partner ranking, with the fourth largest investment in the region ahead of many developed countries, including France and Germany.

Secondly, the UAE, Kuwait and Qatar have been exerting an increasing influence on foreign direct investment projects, with a rise in the share of total projects from 14% in 2007 to 24% in 2011. Natural resources, especially petroleum, was the leading sector, with an estimated US\$35 billion in capital investment, followed by metals and minerals with \$27 billion (an increase of 67% over 2010) and then construction. In terms of project distribution, financial and business services were the top sector, accounting for 33% of all projects recorded in the ME, with a growth of 3% in 2011. Minerals were the leading sector with an estimated 57,000 jobs created (38% of growth in 2011).

### **2.7.1 Growth in foreign direct investment**

The assumption is that foreign direct investment has a positive impact on economic growth. However, this view is not universally held. Belloumi (2014) show that foreign direct investment may have a positive impact on economic growth, but this relationship is not linear. In other words, at income levels below a certain threshold, there is little, if any, impact on economic growth, whereas there appears to be a positive correlation above this point. The rationale for this is that countries need to reach a certain income level before they can adequately absorb high levels of technology and foreign direct investment spill-over. The common argument cited to support this non-linear relationship is that the development of human capital is important in diffusing new technology within an economy. To a certain extent, this relationship may be true; Pegkas (2015)

lend support to this view by finding a positive relationship between human capital and foreign direct investment. The important implication of their study is that foreign direct investment may not necessarily lead to greater economic growth. UNCTAD (1999) argues that foreign direct investment has either a positive or negative impact on economic growth, depending on the economic variables that are studied. Some researchers (e.g. Umoh et al., 2012) argue that foreign direct investment exploits the human and natural resources within the host country. Where the host country receives some benefit from foreign direct investment, it is felt that it is unevenly shared.

In other words, foreign direct investment can create an increase in the wealth for a minority, while the majority of people in the host country see no real improvement. As such, foreign direct investment may increase income and wealth disparities in the host countries. In some cases, foreign direct investment has been found to have very little or no impact on economic growth (see Table 2.3). The role of foreign direct investment in impacting economic growth thus remains ambiguous. The general view is that foreign direct investment increases growth through productivity and efficiency gains by local firms. Generally, for developed countries, there appears to be support for a link between foreign direct investment and economic growth, but this support is weaker in the case of less developed economies or developing countries. However, there are studies, such as Asid (2010), which argue that foreign direct investment has a negative impact in driving out less productive firms. The relationship between foreign direct investment and economic growth has motivated considerable empirical literature studying both industrial and developing countries.

This uncertainty is more pronounced in the case of developing nations, which in recent years have been large recipients of foreign direct investment while also witnessing high economic growth. As a result, researchers like Roy and Van den Berg (2006) have been questioning whether the increase in foreign direct investment has played any role at all in the economic growth of the recipient nations. However, there is an argument that foreign direct investment fills in for local shortages of capital and technology. On the other hand, there is an argument that foreign direct investment only flows into countries that already



have high or at least increasing economic growth (Asid, 2010). Therefore, the positive impact of foreign direct investment is limited at best. Moreover, in some cases, foreign direct investment is viewed as actually leading to negative growth, especially when investment is moved from one country to another due to differences in profitability, rates of return, trade protection measures and the like. (Belloumi, 2014) Therefore, it is clear that research to date has not conclusively answered the question of whether foreign direct investment is a prerequisite for economic growth or vice versa.

### **2.7.2 Foreign direct investment growth in Gulf Cooperation Council countries**

In 2011, the political turmoil that resulted from the Arab Spring uprisings in the ME led to losses in the volume of foreign direct investment of 80% in Libya, 80% in Yemen, 29% in Egypt, 26% in Syria and 14% in Tunisia. As a result, GCC countries became the leading destination for projects. Since 2003, about 79% of projects in the ME, which represent 62% of total value and 65% of jobs, have moved to the GCC countries of Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE. From 2003 to 2010 alone, inflows into GCC countries increased by over 3800%, outpacing developed nations by a significant margin, as shown in Table 2.3. The inflow trend continued to increase in 2011 and 2012 (World Bank, 2010). Among GCC nations, the UAE was the most attractive country for investments, ranking 38th globally, followed by Kuwait (41st), Bahrain (43rd), Qatar (49th), Oman (54th) and Saudi Arabia (56th).

**Table 2. 4: Inward flows to GCC (in millions of US dollars), 2003-2011**Source: UNCTAD (<http://unctadstat.unctad.org>)

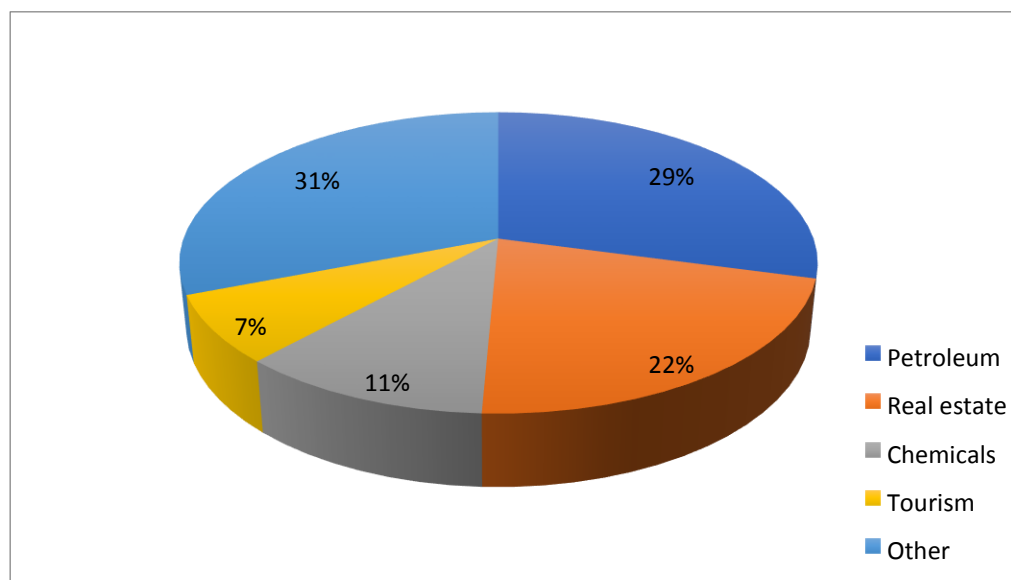
Country	2003	2004	2005	2006	2007	2008	2009	2010	2011
Bahrain	6.720	7.354	8.276	11.191	12.947	14.741	14.998	15.154	15.935
Kuwait	384	408	645	773	945	8.722	10.332	11.235	10.765
Oman	2.417	2.460	4.132	5.720	9.152	11.680	13.142	14.217	15.005
Qatar	3.456	4.655	7.155	10.655	15.355	17.769	25.894	30.564	30.477
Saudi	18.512	20.454	33.535	50.659	73.480	110.200	142.300	170.450	186.850
UAE	6.604	16.608	27.508	40.314	54.500	68.224	72.227	77.727	85.406

Foreign direct investment increased considerably between 2002 and 2008, when oil prices were high, as there was heightened interest from investors in gaining access to and investing in the rapidly growing Gulf economies (IMF, 2016). There are various reasons for the significant increase in foreign direct investment in the Gulf region during this period. Firstly, from 2003 onwards, a rapid increase in oil and gas prices led to greater profitability of investments in the oil, gas and hydrocarbon sector. Secondly, the early twenty-first century also witnessed diversification efforts undertaken by the GCC economies, which were aimed at attracting investment not only in the traditional oil and gas sectors but also in construction, real estate, financial services and manufacturing, all with an eye to reducing regional reliance on oil and gas and diversifying the area's economies (OECD, 2014). Thirdly, the environment has been more conducive for investment across GCC countries because of the steps undertaken by GCC governments, especially the lifting of ownership-related bans, which formerly prevented foreigners from owning assets; their removal has facilitated foreign investors' access to the GCC markets.

Moreover, the GCC economies have established and expanded free economic zones that do not place any limitations at all on foreign ownership of assets, which has also contributed to the creation of further opportunities for investors

and, consequently, an increase in foreign direct investment. Finally, in 2008 the GCC economies created a single market in which there are no restrictions with regards to internal trade in goods and services or in the movement of factors of production like labour and capital (IMF, 2016). This led to increased interest from MNCs to invest in the GCC economies, as they have subsequently been able to make the most of the law of comparative advantage by expanding and benefiting from economies of scale to reduce their average costs whilst gaining access to GCC markets (IMF, 2016).

There was a slight decrease of 15% in 2009, as the global financial crisis led to a reduction in foreign direct investment in GCC countries; investors worldwide were less willing to undertake risk. The UAE was the GCC economy hit hardest during the global financial crisis, with foreign direct investment declining by 70% from 2008 to 2009 (US\$13.6 billion to \$4 billion [OECD, 2014]). This was largely due to the debt crisis in Dubai; the significant level of debt as a proportion of GDP in that emirate led to an increase in borrowing costs for the state and, consequently, less foreign direct investment. By contrast, Qatar managed to continue to attract inward foreign direct investment, especially in the natural resource sector (securing a significant investment in liquefied natural gas production facilities), which explains the 115% increase in FDI in Qatar despite the 2008-09 global financial crisis. More recently, when compared to overall GDP growth, the increase in foreign direct investment has slowed. This is illustrated in Figure 2.9, which shows that inward foreign direct investment flows to GCC countries, as a proportion of GDP, were as high as 5.5% in 2008 but had decreased to 1.5% of GDP in 2014. Analysis shows that foreign direct investment in the GCC region has concentrated on certain sectors, such as the petroleum, real estate, chemicals and tourism industries.



**Figure 2. 4: Cumulative FDI flows into GCC economies (2003-2015)**  
**Source: IMF (2016)**

### 2.7.3 Growth in the UAE

In 2004, foreign direct investment inflows into the UAE were about US\$9 billion, and the IMF projected \$10.3 billion for 2005. According to the 2005 UNCTAD Inward FDI Performance Index, the UAE ranked 34<sup>th</sup> out of 141 other countries worldwide, and 5<sup>th</sup> among Arab nations IN attracting foreign direct investment. The UAE inflows grew at an average annual rate of 64%, from \$0.5 billion in 2000 to \$12.6 billion in 2006. In 2010, the UAE attracted 368 FDI projects, which was 13.9% more than in the previous year and resulted in the creation of 22,166 additional jobs. While Dubai and Abu Dhabi are the largest emirates, the UAE's attractiveness as a foreign direct investment destination stems from its infrastructure development, strategic location and access to growing markets in Africa and the ME.

In the past, foreign direct investment has been directed towards the development of petroleum resources (73% OF 2005 inflows). However, the strategic need to further reduce dependence on the oil and gas sector through economic diversification has created additional business opportunities. For example, in terms of value and number of projects, business manufacturing accounted for 20%, trade 17%, business services 16%, real estate 12% and other services 11%, followed by transport, storage, and communication at 10% and financial at 9% (United Nations Conference on Trade and Development, 2017). The

government services sector has also made an integral contribution to the UAE's non-oil GDP (11%). With regard to manufacturing, the primary producer is Abu Dhabi, which represents almost half of the UAE's manufacturing sector, followed closely by Dubai with a share of 33%; Sharjah is next at 11%. Despite a sharp decline in most other Arab countries because of political unrest and the global downturn, increasingly larger shares of foreign direct investment have been allocated to different sectors in the UAE, which reflects its diversity; this has continued to increase (United Nations Conference on Trade and Development, 2017).

Capital flows into the UAE surged by nearly 40% to more than \$7 billion in 2011. In 2012, UAE inflows were \$8.2 billion, representing 23.7% of its GDP (United Nations Conference on Trade and Development, 2017). The significant difference between GCC counties and other developing nations was the amount of foreign direct investment outflows to developed countries. While the amount of inflows surpassed outflows from 2000 to 2011, the UAE matched inflows with outflows in 2012. The Abu Dhabi Investment Authority manages more than \$627 billion in sovereign funds (third in the world after Norway and Saudi Arabia); they include financial assets, real estate and other investments in foreign countries. In 2013, the UAE claimed an even higher position in the latest AT Kearney Global FDI Confidence Index as a result of the growing perception among UAE authorities that attracting foreign direct investment contributes to technology transfer, which enhances human capital formation, leads to reduced income inequality and helps diversify the economy.

## **2.8 Foreign Investors' Perception of Country Image and City Image**

An important aspect of branding a country or a city is the way in which a place is understood. Gertner and Kotler (2004) studied the ability of countries and cities to overcome a negative image and improve their branding, concluding that city image including branding can be considered successful if it helps develop and sustain the core values that appeal to the target audience and that those the values are durable, can be easily communicated and are understood by the target audience. As most countries and cities tend to have similar features to help improve their perceptions, they should emphasise the creation of *distinctive*

values that help to differentiate their area from others in the minds of consumers (Zhang and Zhao, 2009). To assist in successfully differentiating a place, the authorities have an important role by serving as brand ambassadors for the area (Li and Kaplanidou, 2013). The branding of a region influences perceptions held by stakeholders (tourists, potential investors, etc.), perceptions that are developed and influenced through the imagery, judgments, evaluations and feelings towards the city and its country (Li and Kaplanidou, 2013).

## **2.9 Keys Factors Affecting FDI's Decisions**

In 2000, foreign direct investment to developing countries surpassed official development flows by a considerable amount: the former was US\$167 billion, whereas foreign aid to the same countries was \$56 billion. Foreign direct investment inflows to GCC countries increased sharply in terms of both level and share of global foreign direct investment during the 2006-2009 period (UNCTAD, 2010). Two countries received 80.4% of foreign direct investment inflows to GCC countries during that period: Saudi Arabia and the UAE (UNCTAD, 2010). In addition, most foreign direct investment inflows to the GCC region went to the natural resources and construction sectors (EIU, 2007). There are key factors that affect FDI's decision-making and play a crucial role in attracting them to invest in particular countries, especially GCC countries. Investment incentives have also been identified as a significant determinant in attracting FDI to a country (Blomström et al., 2003). At the theoretical level, these scholars note that investment incentives are often outweighed by corruption and that multilateral agreements on incentives and investment rules have limited coverage (Blomstrom et al., 2003).

### **2.9.1 The Impact of the political environment on FDI's decisions**

The academic literature highlights that global investors are concerned about and consequently consider the political environment of the host country, as that environment has a direct impact on the cost of operations, including the risk of expropriation. Conditionality exists at the level of the host country; Tobin and Rose-Ackerman (2011) studied the impact of the political environment on FDI and concluded that international investors do not necessarily obtain relevant information simply by observing the political environment within developed

countries. By contrast, international investors are able to ascertain relevant information by analysing the political environment in the developing economies on those countries' own terms. This in turn influences their investment decision making when engaging in foreign direct investment in developing economies. Such conditional arguments can also be implemented at the individual organisation level; Sirm et al. (2017) concluded that direct investors and bondholders have a preference for the enforcement of property rights. Wellhausen's (2015) argument is consistent with the earlier findings of Kerner and Lawrence (2014), who concluded that organisations from various industries and sectors tend to differ in their degree of sensitivity to expropriation, which further increases the importance of the political environment. Kerner and Lawrence (2014) show that fixed capital spending is more closely associated with the political environment than broader measures including the flow of foreign direct investment. The work discussed above indicates there are strong theoretical and practical reasons for MNCs to take into consideration the political environment of a host country, especially when investing in a developing economy, due to the higher risk of expropriation.

Pinto (2013) studied the impact of the political environment in directing the flows of foreign direct investment and concluded that, in OECD countries, the semi-elasticity of foreign direct investment relating to left-wing governments could be associated with almost doubling net foreign direct investment inflows.

This reinforces Haftel's (2010) earlier argument, which focused on the importance of political factors in the significant increase in foreign direct investment upon the transition of economies from authoritarian towards democratic regimes. Jensen (2012) studied political risk and the extent of democracy of a country's institutions and the impact they have on foreign direct investment. He argued for two reasons to explain why democratic governments are considered more credible when it comes to foreign direct investment. The first is that democratic leaders rely on increased foreign direct investment from international investors as a means of job creation, economic growth and overall development, which all help them gain popularity with voters. Therefore, they consider attracting FDIs to be an important factor in enhancing their own

success. Jensen's (2012) arguments are reinforced by Potrafke and Ursprung (2012), who concluded that countries with greater political and civil liberties tend to attract greater foreign direct investment than countries with lesser political and civil freedom. The existence of democratic instead of authoritarian regime means that democratically elected leaders work under the pressure to continue to impress the voters, which is in addition to the existence of checks in place that minimise the risk of expropriation (Asiedu and Lien, 2011). This improves the existing rights of investors, including property rights, contributing to an increase in inward foreign direct investment. However, an important finding of Asiedu and Lien (2011) is that the relationship between democracy and inward foreign direct investment does not exist for countries with access to significant natural resources, which indicates the existence of other factors influencing FDIs.

A lack of stability in the political environment includes factors such as increased bureaucracy and red tape, internal conflicts within countries, including civil war, the presence of rioting and labour strikes, as well as barriers to development. Even though there is a relative lack of literature that analyses the relationship between political risk and foreign direct investment attracted by the host country, Jensen (2012) and Potrafke and Ursprung (2012) have highlighted the importance of having stability in the political environment in order to attract FDIs to a country. Sekkat and Veganzones-Varoudakis (2007) studied openness, investment climate and foreign direct investment with a focus on developing economies. Through the use of panel data analysis, they focused on the importance of having a favourable investment climate, including stability in the political and economic environment and the infrastructure endowment, all of which contribute to the increased inflow of foreign direct investment. In addition, Blanton and Blanton (2015) add that upholding and respecting human rights is another relevant factor that contributes to an increase in foreign direct investment in a country.

Other variables such as the number of strikes and riots in the host country are also important for FDIs' decision-making. However, it should be noted that the quantitative estimates used by Potrafke and Ursprung (2012) only capture a few



aspects of the political risk, which is mainly qualitative in nature. Research in developing countries concludes that political instability as exhibited through issues like corruption, labour disputes, criminal activity and riots are important factors that can inhibit the inflow of foreign direct investment to developing economies (Lu et al., 2014), which further highlights the importance of inflow of foreign direct investment. MNCs have a preference for countries where the political environment includes political and civil freedom. Fadhil and Almsafir (2015) studied the role of foreign direct investment inflows in economic growth and concluded by noting the importance of indicators such as the existence of law and order, rule of law, stability of the government and quality of the bureaucratic environment in influencing FDIs. Some of the other relevant indicators in the political environment that influence the FDI include the existence of conflicts (with internal and external stakeholders), ethnic tensions, investment profile and democratic accountability that also influence MNC FDIs' decision-making.

Haggard and Tiede (2011) studied the relationship between political environment (including the rule of law) and its impact on FDI and economic growth. They used a panel data analysis methodology to assess the impact of political instability on the level of foreign direct investment attracted by countries, concluding that there was a positive relationship between political and macroeconomic certainty and FDIs attracted by a given country. The review of the above literature on the relationship between political environment and the ability of a country to attract FDIs (e.g., Fadhil and Almsafir, 2015; Kerner and Lawrence, 2014) clearly illustrates that investors and MNCs are more inclined to undertake foreign direct investment in countries with a stable political environment, including a preference for democracy over an authoritarian regime.

Improved law enforcement and the existence of an embedded rule of law are important factors that contribute to increased interest from FDIs. At the same time, various empirical studies have failed to confirm the relationship between the quality of democracy in a country and its inward foreign direct investment flows. For example, Pournarakis and Varsakelis (2004) focused on economies

in transition to analyse the relationship between political environment and foreign direct investment and concluded that political stability is an important factor in influencing investment. However, they failed to find the existence of a statistically significant relationship between political stability and inward foreign direct investment. Similarly, Baek and Qian (2011) analysed the relationship between political risk and foreign direct investment across both developing and industrialised economies and concluded that ethnic tensions and political instability have an important influence on FDIs; they could not conclude, however, that the relationship was statistically significant.

### **2.9.2 The impact of government strategy on FDIs' decisions**

Governmental strategy and policy can influence FDIs' decision-making in various ways. As government is responsible for conducting fiscal policy (i.e., decisions on allocating government spending and setting taxation policies), it has direct implications for FDIs (Jensen, 2012). For instance, government may introduce an expansionary fiscal policy that might offer low tax rates to MNCs, which would attract foreign direct investment to a region (Göndör and Nistor, 2012).

Low or no taxes increase a region's attractiveness for MNC FDIs, because companies can experience an increase in after-tax profits, which can be used to either expand productive capacity and market share or offer higher returns to the shareholders (Jensen, 2012). Additionally, government can also offer subsidies to selected industries. A subsidy serves as a grant given by the government that reduces the costs of production for a firm. The result is that MNCs in the relevant sector are more likely to be attracted to a jurisdiction and thus might increase their presence and foreign direct investment (Göndör and Nistor, 2012).

### **2.9.3 The impact of the legal structure on FDIs' decisions**

The legal environment includes factors like rules and regulations, bureaucracy and corporate governance, which can either facilitate or deter MNC FDIs. Buchanan, Le and Rishi (2012) studied the relationship between the legal environment and MNC FDIs' decision-making and concluded that a favourable legal environment includes low levels of bureaucracy and increased

transparency and accountability (as measured through presence of a clear and effective corporate governance framework). This is because undertaking foreign direct investment is a significant decision on the part of firms; therefore, they pay attention to the quality of the institutional environment, including transparency and accountability (Gertner, 2011a).

#### **2.9.4 The impact of the environment on FDI's decisions**

Environmental factors such as restriction on development of land (referred to as land cap) and location are also important when MNC FDI's make their decisions. Lu et al. (2014) concluded that location is a key determinant because it helps organisations expand on the basis of their future objectives. For instance, if a firm has headquarters in Europe and production facilities in South Asia, location-specific factors may include expanding through foreign direct investment in the regions close to its production facilities to benefit from transport and other economies of scale, as the proximity of production facilities can enable a company to increase its market share (Kolstad and Wiig, 2012).

#### **2.9.5 Impact of society (culture) on FDI's decisions**

The societal environment is also important when it comes to FDI's decision making. Societal factors are taken into consideration by firms; Choi, Lee and Shoham (2016) (used Hofstede's national dimensions of culture framework (Hofstede and Bond, 1984) to argue that firms are more likely to expand in regions that are close in cultural and societal terms to the home country. This is because similarities in those areas make it easier for MNCs to undertake production and marketing decisions, which increases the chances of successfully expanding and therefore, increases the likelihood that MNC FDI's decisions would favour expanding in a certain region. This illustrates that MNCs assign importance to the societal and cultural environment.

Another factor that helps explain the importance of the cultural environment is the COO effect. Fong, Lee and Du (2014) studied the COO effect and its influence on FDI's decisions, concluding that MNCs are more likely to invest in the countries where they can use the home country's COO effect to successfully increase their market share. For instance, luxury brands like Rolex

enjoy considerable success in China, where Rolex is able to use the COO effect of Swiss watches to successfully target affluent Chinese customers (Jones and Pitelis, 2015).

### **2.9.6 Impact of technology on FDI's decisions**

Technology and the technological environment are another important factor taken into consideration by firms when it comes to deciding on foreign direct investment. If a country or a region has access to modern technology and equipment, this increases the convenience for an MNC if it decides to invest in the region, because access to technology enables the MNC to better monitor its operations and may improve operational effectiveness and efficiency (Lau, Choong and Eng, 2014). In the absence of modern technology in a particular area, the environment may be less attractive for the MNC from the standpoint of undertaking foreign direct investment (Gertner, 2011b), because the MNC would have to make considerable technological investments of its own to ensure the productivity and efficiency of its operations in that area (Petri, 2012). This reduces the attractiveness of a region from the perspective of attracting foreign direct investment because of the requirement to undertake considerable initial investment, which serves as a barrier to entry for MNC FDI's (Chen, Horstmann and Markusen, 2012).

### **2.9.7 The impact of economic factors on FDI's decisions**

Economic factors can impact FDI's decisions in several ways. Firms are more likely to invest in a particular country if the economic environment is favourable, including higher and sustainable economic growth, high per capita income, low inflation and low levels of unemployment. Markusen (2013) concluded that economic factors have an impact on organisational FDI's decision-making. For instance, an area with high per capita income indicates that most residents can afford a variety of products and services. This serves as a signal to the MNC interested in expanding in the area that there is a sizeable audience that could be targeted through an effective marketing and promotional strategy, which clearly indicates the existence of a link between economic factors and MNC FDI's decisions (Markusen, 2013).

## **2.10 Dubai as a City Brand**

Dubai is one of seven states that make up the United Arab Emirates. Fifty years ago, it was small and poverty-ridden, with a population of only 30,000. According to the United Nations Conference on Trade and Development (2017), Dubai now has 2.4 million residents, and 83% of the population is foreign-born. Dubai is home to 200 nationalities living and working together harmoniously, which has made it one of the leading cities of the world, with English its second-most frequently spoken language. Dubai is the third most important re-export centre in the world, after only Hong Kong and Singapore.

Dubai Properties, a subsidiary of Dubai Holdings, is the world's fastest-growing global real estate development investment firm. The Instant City 175 Davis (2005) analysed Dubai's boom, noting that Dubai (then with a population of 1.5 million) was the world's biggest building site: an emerging dream-world of conspicuous consumption and what locals dub 'supreme lifestyles'.

This tremendous construction activity prompted Nicolson (2006) to write that a fifth of the world's cranes are now based in Dubai. Dubai's formula for development included several components—visionary leadership, high-quality infrastructure, an expatriate-friendly environment, zero tax on personal and corporate income and low import duties. The result was that Dubai quickly became a business and tourism hub for the region that stretches from Egypt to the Indian sub-continent and from South Africa to the former Soviet republics. The roots of the current property boom in Dubai date back to 2002, with the announcement by the Emir that freehold ownership of certain properties in Dubai would be available to investors of all nationalities. Since then, several projects have been launched and sold to foreigners. In addition, Dubai has been the model which demonstrates that combining business with tourism can be a successful formula for a city-state.

Thus, Dubai has marketed itself as a successful city-state and turned itself into a transport hub; the existing airport is being expanded, with a new airport planned that will feature six runways and the capacity to handle 120 million passengers per year. One of the new runways will be dedicated to cargo aircraft, which will load and unload at the world's first 'logistics city'. The shape and

growth of Dubai has been a variation of the Los Angeles and Las Vegas models. Writing about Los Angeles, Soja (1992, pp. 199–200) could have been writing about today's Dubai:

With exquisite irony, contemporary Los Angeles has come to resemble more than ever a gigantic agglomeration of theme parks, a life space comprised of Disney worlds. It is a realm divided into showcases of global village cultures and mimetic American landscapes, all embracing shopping malls and crafty main streets, corporation-sponsored magic kingdoms, high-technology based experimental prototype communities of tomorrow, and attractively packaged places for rest and recreation; all cleverly hiding the buzzing workstations and labour processes which help to keep it together.

Today, Dubai is the result of a carefully devised and strategically planned economy where tourism, construction, banking, commerce and trading act as levers for progress that is no longer measured by the oil barrel. To deal with tomorrow's problems today, Dubai has launched a blitz of infrastructure projects, including ring roads, double-decked highway flyovers, new bridges, a metro and monorail system and even air-conditioned bus stops, all in an effort to solve the problems of growth even as they are still arising. However, Dubai's gargantuan, autonomous developments and burgeoning suburban style subdivisions will pose a formidable challenge (Govers, 2012). To achieve sustainable development, Dubai has introduced several strategic plans for urban development and heritage conservation, such as the Strategic Urban Growth Plan for the Emirate of Dubai (2000-2050) and the Structural Plan for Dubai Urban Area (2000-2020). The city is looking to broaden its appeal as it marches towards 2020, a year when it has set the goal of reaching 20 million tourist arrivals and will host the World's Fair for six months. With 80% of its tourism still coming from the leisure market, Dubai is investing heavily in family friendly attractions such as theme parks and outdoor activities. It is also incentivizing hoteliers to build the three-star and four-star hotels needed to expand its business travel sector. The city-state wants to shift its global perception from the iconic superlatives for which it is known to a cultural hub where 200 nationalities live in peace, locals boast about their hometown and

visitors realise that there is more to experience than just the world's largest mall (Hafeez et al., 2016).

## **2.11 Investment Sectors in Dubai**

MNCs are keen to invest in various sectors in Dubai. There is already a significant investment in the tourism and hospitality sector, along with a high demand in the higher education sector. There are factors specific to each sector that impact FDIs' perceptions and ultimately investment decisions. These factors are detailed in this section.

### **2.11.1 Tourism and hospitality sector in Dubai**

The tourism and hospitality sector in Dubai are among the top global performers, given the continued strong demand for tourism and hospitality in Dubai from all over the world (Cortese and Sahli, 2015). This is evident from the fact that the hospitality industry in Dubai is preparing to host up to 20 million visitors for World Expo 2020 and the higher average spend per overnight visitor in Dubai than in seven other global cities (London, New York, Singapore, Hong Kong, Shanghai, Paris and Sydney). The strength of the hospitality industry in Dubai is also illustrated by the fact that Dubai has in excess of 50 five-star hotels that are either fully functional or are under construction (Zaidan, 2017). The reliance of Dubai on tourism and hospitality means that its government is keen to ensure that the sector continues to be competitive and enjoys the availability of resources needed to improve the quality of tourism and hospitality service provided in the future, thus helping to strengthen the image and position of Dubai as the provider of highest-quality tourism and hospitality services in the world (Zaidan, 2016).

### **2.11.2 Factors in the tourism and hospitality sector**

Some of the factors within the tourism and hospitality industry that are important from the standpoint of obtaining positive decision-making from FDIs include key performance indicators (KPIs), branding strategy, strategies of MNCs and tourism management.

### **2.11.2.a Key performance indicators**

KPIs were introduced by organisations to help them monitor and improve their performance in important areas. Within the tourism industry, some of the most commonly used KPIs include customer satisfaction (which indicates the quality of the services provided), number of visitors in a particular time period (a month, a week or a particular season; this is important as representative of the revenue earned by the business), staff turnover (indicates the number of people leaving the organisation as a proportion of total staff) and total revenue per room (specific to hotels) (Teng et al., 2012).

### **2.11.2.b Branding strategy**

Branding strategy refers to the strategy undertaken by an organisation to promote its brand. From the standpoint of the city or a country aiming to attract FDIs, the branding strategy is important. For instance, Gertner and Kotler (2004) analysed the ability of countries and cities to overcome negative images associated with their brand and concluded that country or city image, including branding, can be considered successful if it helps develop and sustain the core values appealing to the target audience, that the values are durable, that they can be easily communicated and that they are understood by the target audience. As most countries and cities tend to have similar features to help improve people's perceptions, the emphasis should be on the creation of distinctive values that help to successfully differentiate the area from others in the minds of consumers (Zhang and Zhao, 2009). The above arguments illustrate that for firms to be successful in creating and sustain a branding strategy, they need to consider the values of the country in which they are investing and ensure that their branding strategy is in line with the strategy of the jurisdiction(s) in question.

### **2.11.2.c Multinational corporations**

MNCs are another important factor that influences the tourism and hospitality industry, especially in Dubai. Cities like Dubai are heavily reliant on MNCs, as the decision by MNCs to invest in Dubai illustrates that they consider it as part of their strategic expansion plans. The result is that the increased presence of



MNCs in Dubai positively contributes to the city brand image and the perception of Dubai as a region that is successful at attracting FDIs (Hafeez et al., 2016).

#### **2.11.2.d Tourism management**

Tourism management includes giving consideration to the various aspects of tourism in an area, including the promotion of sustainable tourism (Lee and Brahmasrene, 2013). Obviously, tourism management concepts have direct implications for the tourism and hospitality industry, as tourism management considers various ideas (e.g., sustainable tourism) to be key activities undertaken by the main stakeholders in the industry; as industry leaders, their actions have an impact on the industry as a whole (Song et al., 2012).

#### **2.11.3 Higher education sector in Dubai**

The higher education sector in Dubai is an important beneficiary of Dubai's favourable city brand image. It comprises the different establishments that provide training and education in a wide variety of subjects. Within the sector, the primary objective of organisations is of course to provide education, whether at the primary and secondary school, college or university level (including management training, business schools and information technology-related technical training). The Government of Dubai has prioritised promoting the growth of education sector, given the positive impact of that sector on the skills of students and future workers, the increased capacity and productivity of human resources and allowing workers to equip themselves with new skills and techniques (Clift, Liptak and Rosen, 2016).

There are a number of universities with branch campuses in Dubai offering higher education. British universities in Dubai include London Business School, Manchester Business School, Harriet Watt and Middlesex University. Some American universities with a campus in Dubai include Michigan State University, Hult International Business School and Duke's Fuqua School of Business. The presence of major educational brands and universities in Dubai indicates the desire of British and American universities to gain entry into the city's education sector.

#### **2.11.4 Factors affecting FDIs in the higher education sector**

As with the various factors that affect FDIs across a range of industries (as discussed in section 2.11 above), there are also several factors affecting FDIs in the education sector. From the political environment perspective, the Government of Dubai is keen to promote policies that lead to a favourable environment for the education industry and help attract major educational institutions from the rest of the world to establish a presence in the emirate (Clift, Liptak and Rosen, 2016).

Another factor impacting FDIs in the higher education sector in Dubai is the economic environment; the impressive growth in per capita income in Dubai increases the ability of students from Dubai to afford higher education. The result is that educational institutions are more likely to undertake foreign direct investment to set up operations in Dubai because they can charge premium prices, given the higher purchasing power and affordability enjoyed by residents of Dubai. Expansion by universities could also positively impact their own brands and ability to attract the best possible academic faculty, whilst the investments in new research facilities would improve the quality of education and the experience provided to their students, who will ultimately benefit from improved skillsets (Wilkins et al., 2016).

#### **2.11.5 Summary of factors affecting FDIs**

The various factors that affect FDIs include mainly macro-environmental factors such as political, economic, socio-cultural, technological, environmental and legal factors, all of which influence the decision-making of MNC FDIs. The strength of the tourism and hospitality sector in Dubai has led to increased government focus on the industry to ensure its competitiveness compared to other global cities and guarantee that Dubai will be able to continue to attract a large number of tourists in the future. The growth of hospitality and tourism has also positively impacted the higher education sector in Dubai, which has also experienced increased foreign direct investment, as renowned universities from the UK, the USA, Australia and Canada, among others, have established operations in Dubai; this sector also benefits from the political, economic, socio-cultural, technological, environmental and legal factors discussed above.

## **2.12 Research Gap**

The research problems illustrated above indicate several gaps in the literature with regards to the tourism and hospitality and higher education sectors. There is comparatively little research to support the effectiveness and suitability of using the process of marketing the city image as a platform to improve and increase the city brand. The reason why such studies are important is that the data collected in them will help to understand the (positive or negative) impacts of city image on FDIs. Ramkissoon et al. (2018) reinforce this point by concluding that few researchers have attempted to investigate the impact of city branding in incentivizing foreign firms to enter and establish a presence in a particular region. This clearly shows another literature gap when it comes to the assessment of the role of city branding in attracting foreign direct investment. Thus, this thesis will investigate the research problem and address the research objectives stated below.

When it comes to the tourism and hospitality and higher education sectors in Dubai, no prior research exists that has focused on investigating the city branding literature to understand the impact of Dubai's city image on the hospitality and education sectors ability to attract interest and investment from major global firms and organisations. While this may be surprising, it presents a research problem and reveals the importance of the topic in the current environment, given the importance of hospitality and higher education to the Government of Dubai and its pledge to improve the attractiveness and competitiveness of the emirate. Addressing this research problem can also assist in recommending concrete steps that will facilitate the creation of a sustainable CBS for Dubai.

Based on the review of the literature on city branding and perception in attracting foreign direct investment, there is a lack of research focusing specifically on macro-environmental factors and how they assist a city or country to successfully attract FDI (Ramkissoon et al., 2018). This research gap is especially pronounced when it comes to the hospitality and education sectors in Dubai, as no prior research exists that focuses on the city branding literature to understand the impact of Dubai's city image in helping the hospitality and

education sectors to attract interest and foreign direct investment from major corporations and institutions.

This topic is of significant interest in the current environment, given the importance of both hospitality and higher education to the Government of Dubai, in light of their pledge to invest in the training and development of existing and future generation of citizens to enhance the productive capacity and human resources of their citizens (Song et al., 2017).

### **2.13 summary**

This chapter has reviewed the main aspects of a CBS, focussing on city image in particular. The discussion above shows the importance of appealing to FDIs when branding a city. FDIs' investment in Middle Eastern cities was also addressed. The research considers Dubai a city brand and gives the reason behind selecting this city as a case study, including the use of slogans such as 'Dubai – The city in the sky', 'Dubai – The happiest city in the world' and among others. The literature review in this chapter provided the relevant strategies relevant to FDIs, focusing especially on two sectors in Dubai.

Later in this chapter, the reasoning behind choosing the tourism and hospitality and higher education sectors was presented in greater depth. The research flow in this segment discussed the associated factors that impact both city image and FDIs. The chapter concluded with theories related to the research problem as the first and most accurate choice for studying foreign direct investment in Dubai. This was illustrated by examples of GCC growth, which demonstrated that Dubai is now competing globally.

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## **Chapter Three: Conceptual Framework – City Image Adoption**

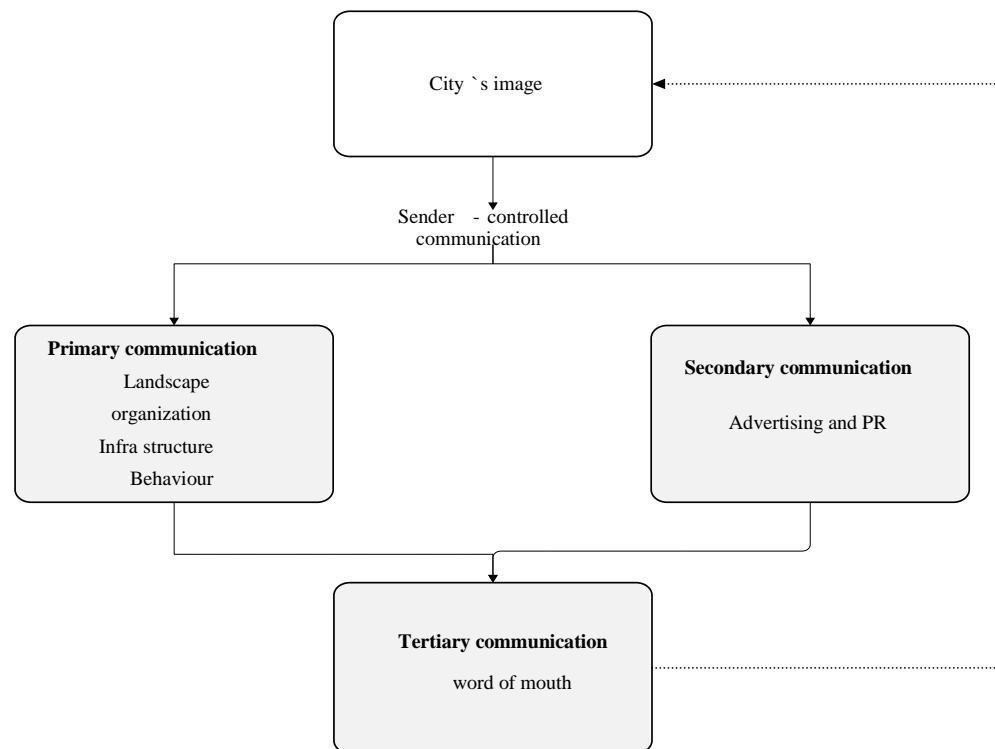
### **3.1 Introduction**

With the previous chapter having presented the literature review and identified the research background, a theoretical framework can now be adopted for this thesis. The conceptual model focuses on city image and attracting corporations and institutions to invest in a foreign city. This chapter illustrates the proposal for the conceptual framework and essential factors that affect city image and FDI decision.

### **3.2 Theoretical Background**

According to Kavaratzis and Ashworth (2005), there are at least three different sorts of place branding, often confused in the literature, which are really quite different operations conducted by different types of producers with widely different objectives. The first is geographical nomenclature, the second is product-place co-branding and the third is branding as place management. Geographical nomenclature refers to cases where a physical product is named for a geographical location, without any conscious attempt to link the supposed attributes of the place to the product, which thus gains nothing from the association. For example, Canada Dry ginger ale does not evoke any clearly Canadian traits.

Co-branding of product and place attempts to market a physical product by associating it with a place that is assumed to have attributes beneficial to the product's image. Place branding can also be viewed as a form of place management. At its simplest level, much place management depends heavily upon changing the way places are perceived by specified user groups. It involves the creation of a recognisable place identity and the subsequent use of that identity to further other desirable processes: financial investment, changes in user behaviour, generating political capital and so on. It is clear that this is more than the creation and promotion of place images as part of place management.



**Figure 3. 1: City image communications model by Kavaratzis (2004)**

Dealing with the communication of the place brand, Kavaratzis (2004) suggests a framework which describes the way in which brand communication takes place through the choice and appropriate treatment of variables. Everything a city consists of, everything that takes place in the city and is done by the city, communicates messages about that city's brand.

All the interventions or action areas that are included in the framework have, in the context of city branding, both functional and symbolic meanings, which is the main idea that differentiates marketing from branding decisions. The brand is communicated through three distinct types of communication: primary, secondary and tertiary. Primary communication relates to the communicative effects of a city's actions when communication is not the main goal of these actions. It is divided into four broad areas of intervention:

- Landscape Strategies refer to decisions that are relevant to urban design, architecture or public spaces in the city, incorporating the use of public art and heritage management.

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- Infrastructure Projects refer to projects developed to create, improve or give a distinctive character to the various types of infrastructure that are needed in a city, whether guaranteeing the city's accessibility to various audiences or the sufficiency of facilities like cultural centres, conference services and so on.
  - Organisational and Administrative Structure refers to the effectiveness of the city's governing structure, emphasising community development networks and citizens' participation in decision-making, along with the establishment of public-private partnerships. The organisation of the marketing and branding effort itself falls into this category.
  - City Behaviour refers to issues such as the city leaders' vision for the city, the strategy adopted, and the financial incentives provided. Two elements of significance are the effectiveness of services provided by the city and the type of events (like festivals and other cultural, sport or leisure events) organised in the city.

Secondary communication is the formal, intentional communication that most commonly takes place through well-known marketing practices. The city image communication model proposed by Kavaratzis (2004) focuses entirely on how the image of the city is communicated and on how the visitors perceive the image. The model brings up three ways to communicate an image (see Figure 2.10). Primary communication involves communication that is not intended but is a by-product of the main goal. Secondary communication involves traditional marketing communications, such as advertising and public relations. Tertiary communication involves word-of-mouth communications from media and competitors (Kavaratzis, 2004).

### **3.2.1 Theories Related to the Research Area**

The literature review highlighted the main elements that need to be considered in order to develop the research aim and question. This can be achieved by analysing consumers' perceptions of the impact of city image on investment decision-making. The theoretical development in this field comes primarily from Hankinson. Starting from his belief that 'as yet no general theoretical framework exists to underpin the development of place brands apart from classical, product-based branding theory' (2004a, p. 110), he provides a refined framework for

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understanding cities as brands. Ritchie (1998) recognise that a destination brand has the potential to play a coordinating role for a broad range of community development efforts and stress the need for other agencies to align with branding the destination brand, thus realising that destination branding is only part of the broader branding effort of any jurisdiction.

### **3.2.2 Place branding theory**

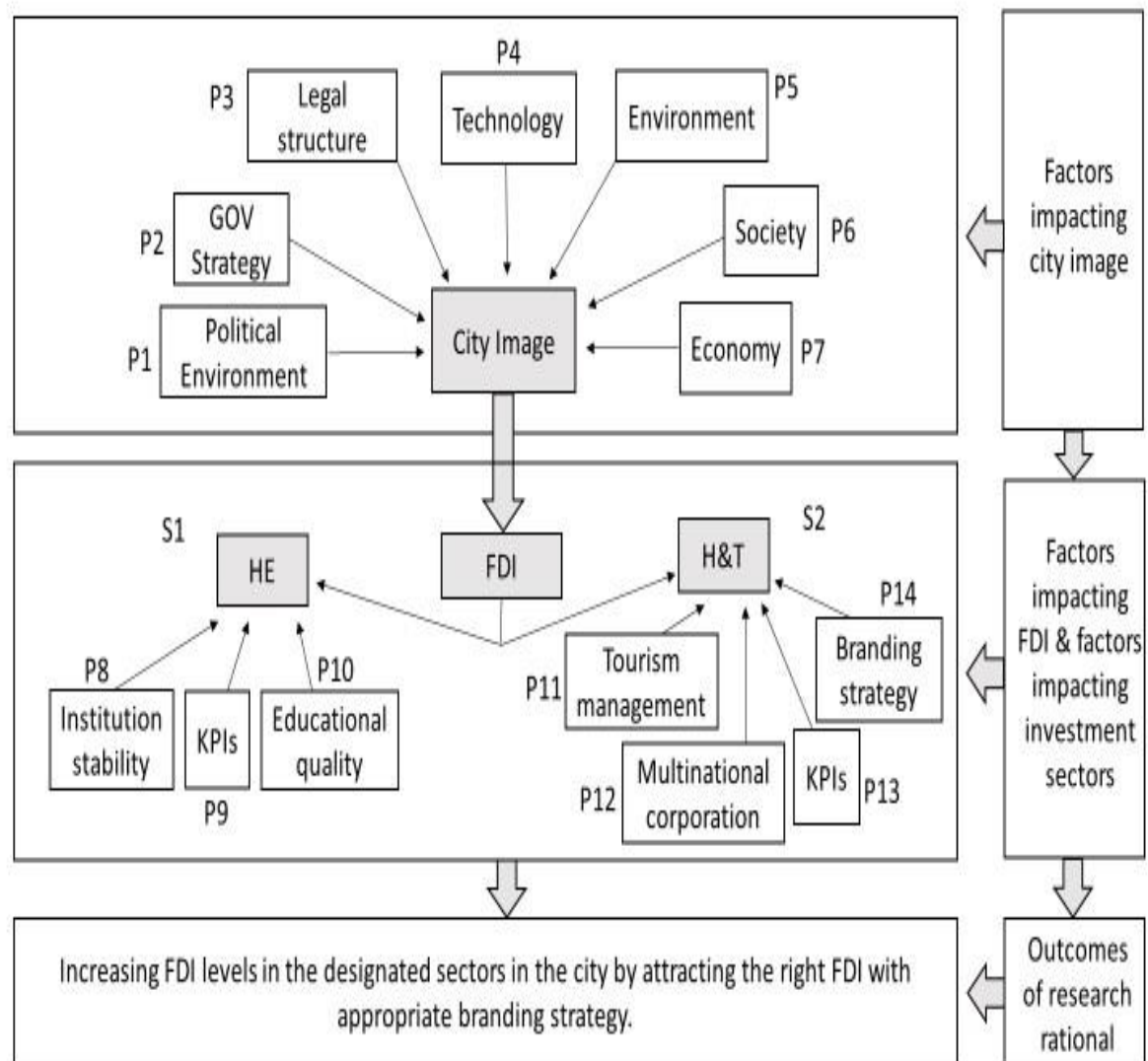
Chernatony and Dall’Olmo Riley )1998(discuss the brand as a multidimensional construct, the boundaries of which are, on one side, the activities of the firm and, on the other side, the perceptions of consumers. The brand becomes the interface between these two factors. A number of elements lie at each end of the boundaries of the brand construct. For brand owners, these elements are the features and beneficial attributes imbued in the brand; in addition, marketers may choose to stress symbolic, experiential, social and emotional values) Chernatony and Dall’Olmo Riley, 1998) that help create the brand identity.

However, these elements are not enough by themselves to construct a brand, because any brand relates to quality and values as perceived by the consumer. Branding is a mode of communication, and communication is always a two-way process; it is something done with, and not to, the consumer (Morgan et al., 2002). From the consumer’s side, the brand image is central to the concept of the brand, which incorporates perceptions of quality and values along with brand associations and feelings. Place brand management needs to take into account this interaction of the two sides of the brand construct and attempt to control it.

## **3.3 Conceptual Framework**

### **3.3.1: Overview of framework**





**Figure 3. 2: Conceptual framework of factors impact city image and foreign direct investment**

**GOV** = government; **HE** = higher education; **H&T** = hospitality and tourism; **KPIs** = key performance indicators; **FDI** = foreign direct investors; **S1**= sector 1; **S2**= sector 2.

This conceptual framework came as this because it is Based on research gaps and literature review observation which were factors have influenced the city image directly and foreign direct investment decision. Beside that this framework has been adopted based on the research theory that consider the main part of place branding strategy as it indicates how focuses entirely on how the image of the city is communicated and on how the visitors perceive the image.

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City branding deals with a city from a holistic perspective. It is possible to demonstrate that brand strategy ultimately reflects marketing theory, since the concept of marketing includes actions to create profit through selling products in the consumer market. However, it takes place within a communication system that closely connects the overall city image and the city's identity (Gyeonggi Research Institute, 2007; Hankinson, 2004a; Kavaratzis, 2004; Kavaratzis and Ashworth, 2005). Brand strategy and marketing strategy are dissimilar in that brand strategy has a wide range and a communication dimension, in contrast to a purely marketing strategy (Kavaratzis, 2007). City branding is a strategy that raises a city's asset value, gives a positive character to the city and creates a brand personality unique to the city that seeks to exert an upbeat influence (Fournier, 1998), so that branding serves as positive communication with city users. This research adopts a theoretical framework based on Kavaratzis's (2004) model in order to explore how the city is able to build a lasting, positive image to attract FDIs.

**Table 3. 1: Explanation and key of factors in the framework**

Factor	Description	Explanation	Example
P8	Tourism Management	Managing the tourism flow in terms of functions and all the opportunities relevant to FDIs in the tourism sector.	Training of resort managers to ensure that structures and properties are always kept to high standards.
P9	KPIs	KPIs are the strategic and management tools that identify whether a specific sector in the city is attractive to investors.	Top 10 resorts in the city assigned and level of ratings per traveller.
P10	Branding Strategies	Branding strategies are important, as different hotel groups will target different consumer groups.	Holiday Inn Hotel manages over 5,000 hotels worldwide, while Hyatt hotels has only 400 properties worldwide.
P11	Institution Stability	Established branches of foreign universities.	Michigan State University Dubai Campus.
P12	KPIs	KPIs are the strategic and management tools that identify whether a specific sector in the city is attractive to investors.	Global Index of top 100 university branches.
P13	Quality of Education	Level of education provides high demand among foreign students.	Long-established international schools such as Oxford or Harvard.
P14	Multinational Corporation	An enterprise operating in several countries but managed from a single (home) country.	Roche, Headquarters: Switzerland; Marriott, Headquarters: United States.

### **3.3.2: Analysis of framework**

The framework described in section 3.3.1 emphasises the research rationale and is thus proposed as a theoretical model. It also details the rationale behind investigating the limitations of the research problem: no other previous studies provide a truly in-depth explanation of the impact of city image in Middle Eastern cities on FDI perception and eventual decision-making. One of the main criteria in this framework also serves as an analysis of selected propositions to understand the research problems and its effects in the greatest possible depth.

The theory that explains place branding management depends heavily on the way places are perceived by specific user groups. The purpose of this theory is to assess the processes behind behavioural changes in financial investments. The foundational roles of each factor will establish how appealing or attractive a particular foreign direct investment appears to those who make the investment decision.

From the specific theory used to design this framework, a connection can be seen where that theory has been used in the past to highlight and assess place branding management, though not necessarily in connection to FDIs. However, the same principles apply in regard to this framework, and it is strongly suggested that the same theory supports place branding management in the foreign direct investment context.

Hence, this thesis adopts the theory based on this framework, and its propositions guide this thesis in obtaining specific contributions from FDI perceptions. In line with the literature review, this framework enables a specific, targeted research question to be developed that will elicit qualitative customised responses.

### 3.3.3 Theory criteria

**Table 3. 2 Place Branding Management Theory Criteria**

Theory Criteria Adapted	Explanation
Place brand evaluation	The function of place marketing is increasingly viewed as a role for government in the era of the ‘competitive state’ (Govers, 2011).
Brand relationship	Within the ambit of branding places, Anholt (2010) contends that the direct objective of the brand is not defined by economic gains; rather, the brand aims to achieve a positive reputation for the place, which will in turn lead to economic benefits.
Stakeholder management	Place brands require multilateral alliances throughout all levels of stakeholder interaction.
Communication	From a theoretical point of view, the main, broadly defined target groups in place marketing and place branding are (1) visitors, (2) residents and workers and (3) business and industry (Kotler, Haider and Rein, 1993). However, the groups actually targeted in recent marketing practice are much more specific and complex. Tourists, for example, can be divided into business and leisure visitors (Hankinson, 2004).
Location management and branding	Places are complex products. One’s location cannot be seen separately from other useful locations – hence the place offering is not a single location but a package of locations.

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### **3.4 Investigating City Image Factors that Impact FDI Perception**

Consumers have a different perception when it comes to overseas investment opportunities as opposed to domestic investment opportunities, because it is more difficult for investors to evaluate foreign investment opportunities due to a lack of information and knowledge about those prospective investments and the areas where they would be made (Larsen, 2014). As a result, government strategies around city image play a key role in helping investors make those decisions. This section examines the several factors that can affect city image and impact foreign direct investment decisions.

Government authorities and regulations are key indicators of whether challenges or assistance will be part of the investment decision. Environmental factors can also affect the city image in terms of its stability, low conflict with other countries and crime rates. Lifestyle and multiculturalism can also affect how the city image can attract or discourage FDIs.

This shows the capability for the city to evolve as a promising society where acceptance and individuality are encouraged, no matter a person's background. Moreover, providing the infrastructure and resources that can allow a city to strengthen its image and ultimately consumer trust can be a key factor in branding the city, because better infrastructure leads to greater competitiveness at the global level. Investors are attracted to regions with higher standard of living and purchasing power, which are improved through the advancements in technology and infrastructure.

#### **3.4.1 Factor 1: Political environment**

The political environment of any country influences business to a large extent and thus impacts directly on the attractiveness of a particular city and whether it will encourage or discourage FDIs. The political environment is influenced by the political structure, philosophy, government ideology, the nature and extent of bureaucracy, the country's political stability, its foreign policy, defence and military policy and the country's image and that of its leaders, both locally and internationally (Hanna and Rowley, 2011). For example, if a country has a policy that restricts the growth of MNCs, that will automatically limit business

operations and discourage FDIs. Conversely, government policies that feature liberal licensing, unfettered exports and imports and the inflow of foreign capital and technology all affect business positively. Globalisation as a government policy also has an influence on FDIs' decisions. For example, Burberry was able to establish its first foreign outlets in Paris, the United States and South America and export its first shipment of raincoats to Japan because of the UK government's globalisation policy (Leknes and Carr, 2004).

- Proposed factor 1: The direct impact of the political environment comes to mind first, but the political stability of the country and city are most important in affecting FDIs' decisions.

### **3.4.2 Factor 2: Government strategy**

When it comes to the subject of FDIs, government strategy will play a large role in how attractive a city as a brand is in the eyes of investors. Policies such as taxation or other fiscal decisions can enhance the return on investment and thus be more appealing to FDIs. Government can influence foreign direct investment policies dramatically by tightening or loosening specific policies aimed at FDIs. Even local governments like city mayors or councils can influence FDIs by adopting or restricting certain strategies.

For example, the UK government decided to raise taxes in 2010, which led to the reduction in FDI from various MNCs, who opted to locate to other countries in Europe as a result of favourable tax regime (Crowley and Hallett, 2014). If the UK were to offer substantial tax breaks, the opposite might occur; the UK could experience a significant increase in FDI, which would also be detrimental for the economy in general, as it would contribute to an increase in inflation in the economy (Crowley and Hallett, 2014). Another example of how government strategy affects FDI is Brexit. As the UK has voted to leave the EU, the pound sterling fell dramatically, which has contributed to a negative impact on FDI in the UK due to higher uncertainty (Dhingra et al., 2018).

- Proposed factor 2: The direct impact that the policies and strategies of a country's government can have on city image, which influences FDIs either positively or negatively.

### **3.4.3 Factor 3: Economy**

Economic factors that influence the city image are the overall nature of the country's economic system, its structures and economic policies, how the capital market is organised and the nature of the factors of production, business cycles and the socio-economic infrastructure. For city image to have a positive impact in increasing FDI, any successful organisation sketches out external factors that affect business, anticipates prospective market situations and works to minimise costs while maximizing benefits.

- Proposed factor 3: The direct impact of a city's economy on influencing FDI decision-making.

### **3.4.4 Factor 4: Society**

The country's social environment affects the functioning of the city image since it reflects and helps shape the society's value system. Sociological factors establish the culture of work, labour mobility, the way in which people work in the group environment and, ultimately, the business operations of any enterprise. These factors include cost structure, customs and conventions, cultural heritage, people's views about wealth and income and scientific methods, as well as mobility of labour (Hanna and Rowley, 2011). All these factors can have significant impacts on FDI's decisions. For example, people's demand determines the kind of products to be offered for sale; this demand is of course affected by peoples' attitudes, customs, cultural values, fashion and other related forces. This all plays a role in determining the attractiveness of a city's brand and image.

Social changes in lifestyles also lead to new fashion trends that affect business in any part of the world. For example, fashion-driven demands are socially based forces that lead to increases or decreases in demand. The higher the demand, the higher the sales level and, usually, business performance. Conversely, a lower demand leads to lower returns. Hence, investigating society is a crucial part of analysing the attractiveness of a city's image for FDI's.



- Proposed factor 4: A society's mores and fabric can either attract customers to the city or discourage them from living in or visiting the city. This behaviour will influence FDI decisions' on whether or not to invest in the city.

#### **3.4.5 Factor 5: Technological environment**

Technological factors affect business in areas like technological investment, technological applications and the effect of technology on markets. Any technological advancement can profoundly affect the business climate in a country. The type and quality of goods and services to be produced and the type and quality of plant and equipment needed by a company are determined by the kinds of technology employed by that company (Mühlbacher et al., 2006). For example, Burberry is extending its web reach so that customers worldwide can view its brands, and the company is targeting Chinese shoppers directly by launching a dedicated website in China because Chinese purchasers accounts for 30% of sales in its London stores (Burberry annual report, 2018).

- Proposed factor 5: Technology factors can have a direct impact on FDI's decisions on whether to invest in a city.

#### **3.4.6. Legal structure**

The legal structure can dramatically affect the city image, as it involves how flexible and adaptable the law and legal rules that govern businesses are and whether these laws are readily applied between different countries. Countries where the law is internationally applicable and has extra-territorial jurisdiction will ensure protection for investors and provide more security; hence, they might increase the level of foreign direct investment in a particular country or city.

Proposed factor 6: Legal structure can have a direct impact on FDI decision making

#### **3.4.7 Environment**

Environment as a factor affects business and investment directly, in terms of weather, terrain and port access, for instance, all of which can impact investment cost, time and opportunities in a given city. For example, the Saudi government has started to build a new city called Neom near Jeddah and the Egyptian border to attract foreign investments with good weather and access to the Red Sea.

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Proposed factor 7: The environment has a direct impact on foreign direct investment.

### **3.5 Sectors Proposed for Foreign Direct Investment**

#### **3.5.1 Proposed sector 1 – Higher education**

This is a challenging sector to define, as its precise meaning is different in different areas. Generally, a higher education qualification at the degree level takes a minimum of three years to complete. University degrees recognised throughout the world represent specialist expertise that is supported by a wide range of skills are highly valued by employers.

There are several contributing factors that will impact foreign direct investment levels in this sector; some are listed below. Increased foreign investment in higher education will lead to more institutions, enhanced access to the best universities in the world, opportunities for international qualification and competition leading to quality improvements, curriculum changes and technological innovation. Hence, higher education is a crucial sector for FDIs, which why it has been proposed in the framework.

- Proposed factor 8: KPIs are the strategic and management tools that identify whether a specific sector within a city is attractive to investors.
- Proposed factor 9: Institutional stability is needed, because it is important to improve the level of education and human capital such that the labour force can quickly and easily adapt to foreign technology, which can lead to sustained economic growth for a country. MNCs can play an important role in improving the tertiary education in countries where they considering an investment. However, the longer-established brands of universities can play a bigger role in attracting FDIs in this particular sector.
- Proposed factor 10: The quality of education improves when leading foreign higher educational institutes create competition with their local counterparts, helping to make them internationally competitive. Foreign direct investment in education can create new institutions and infrastructure and generate employment

### **3.5.2 Proposed sector 2 – Tourism and hospitality**

Tourism is now considered an appropriate and significant source of growth. Many countries regard tourism as a promising avenue for economic development. Foreign direct investment is a vehicle through which many countries are trying to develop their tourism industries. The sector is valued as a means of earning export revenues, generating jobs, promoting economic diversification and creating a more service-oriented economy, helping to revive declining urban areas, invigorating cultural activities and opening up remote rural regions.

There is a growing realisation that leisure and business are not mutually exclusive, so being a tourism hub does not exclude a city or country from also being a business hub. In fact, the two can go hand in hand. Not only does tourism help bring awareness and people to a destination, but it is also a beneficial contributor to local economies because it brings jobs, spending and amenities that might otherwise be absent.

- Proposed factor 11: KPIs are the strategic and management tools that identify whether a specific sector within a city is attractive to investors.
- Proposed factor 12: The tourism management factor is chiefly concerned with managing tourism flow in terms of functions and all the opportunities for foreign direct investment in the tourism sector. One example is the high level of training provided to resort managers to ensure that their premises and buildings are kept in the best possible condition so as to encourage FDIs to invest in this sector.
- Proposed factor 13: Branding strategies are an important factor because different hotel groups will target different consumer groups and will therefore appeal to different groups of FDIs.
- Proposed factor 14: The MNC factor is crucial because MNCs can make investments so large that they can have powerful effects on developing countries in terms of providing critical support countrywide. Conversely, MNCs can negatively affect social development.

### **3.6 Summary**

This chapter developed on the conceptual framework based on place branding management theory (Kavaratzis, 2004). The two proposed sectors that would be used for primary research are hospitality and tourism and higher education. The chapter proposed 14 different factors based on city image that have an influence on FDI perception.

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## **Chapter Four: Research Methodology**

### **4.1 Introduction**

The previous chapter revealed the research theory used: place branding management. This was chosen because it was found to be appropriate for supporting the development of a city image strategy. At the same time, it has also been used in marketing to explore the applicability of concepts as a method to develop a CBS. This research aims to explore the impact of city image on FDIs' perceptions by understanding in as great a depth as possible the reasons behind investing in a foreign city and how such decisions may be affected. To fulfil the research aims, this chapter presents research methods employed to collect and analyse the data; it also describes how the research issues will be resolved through the research approach and strategy.

### **4.2 Research Approach**

Research methodology refers to different elements in the research process, with an emphasis on data collection and methods to analyse data (Collis and Hussey, 2013). Choosing a suitable research method is important to ensure the primary data is collected appropriately to enhance the reliability and validity of the research.

#### **4.2.1 Qualitative method**

A qualitative research method includes the use of constructivist claims in order to develop knowledge. Qualitative research includes the development of various meanings with regards to the development of historically and socially constructed experiences, with a focus on the development of a pattern or a theory, or both (Creswell, 2007). An important distinction between quantitative and qualitative research is that qualitative research helps reveal the assumptions and motivations behind why people behave in a particular manner (Bryman and Bell, 2015), with the focus of the researcher on words instead of the collection of specific data that can be quantified and subsequently analysed through statistical and/or econometric techniques, as is done with quantitative analysis.

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A research philosophy refers to a belief about the manner in which data about a certain phenomenon should be collected and analysed (Bryman and Bell, 2015). The two key research philosophies identified include positivism and interpretivism. In this study, interpretivist research philosophy is considered suitable. Interpretivist philosophy is based on the argument that subjective interpretation of and intervention can be truly understood in reality (Zenker, 2011). Interpretivism includes the study of the phenomenon within their natural environment, as well as accepting that researchers cannot avoid having an impact on the phenomena being studied. Even though interpretivists believe there are various interpretations of reality, they opine that these interpretations are premised upon the use of subjectivity and scientific knowledge (Bryman and Bell, 2015).

Interpretivist philosophy is suitable when it comes to understanding the city branding because the study involves the analysis of city branding within the natural environment. It also includes the use of subjectivity when it comes to the use of case study approach to understand the impact of city branding and image in affecting FDI in tourism and hospitality and higher education industries.

The two different research approaches include deductive and inductive reasoning approaches. The qualitative research method is mainly associated with inductive reasoning, which is based on making broad generalisations on the basis of observations made through collecting data (Denscombe, 2008). After undertaking a variety of observations, the researcher makes some generalisations and then infers a theory based on those generalisations (Saunders, Lewis and Thornhill, 2009). Inductive reasoning allows for the interaction of different societal actors to facilitate the interpretation of reality on the basis of the data collected. Among the qualitative research methods used for inductive reasoning are ethnographic observations, semi-structured or unstructured interviews and focus groups (Bryman and Bell, 2015).

Inductive reasoning is relevant and useful for explaining complicated phenomena being studied by the researcher. Inductive reasoning is considered a suitable research approach when a researcher is focused on the investigation of

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research problems and phenomena that have not previously been investigated. This is because the alternative approach – deductive research – makes use of the relevant literature to arrive at research hypotheses and a theoretical framework that become the basis for data collection and analyses that assess whether the hypotheses can be accepted (Saunders, Lewis and Thornhill, 2009). Thus, a deductive approach cannot be undertaken where a topic is unique and has not been investigated before. In addition, qualitative research methods focus on addressing the ‘why’ part of a question by combining the meaning and process, which is made possible through engaging in direct contact with those in the environment under study (Tashakkori and Teddlie, 2010).

Qualitative research methods are also useful when there is a need to validate existing research and explain, further interpret and analyse the results of quantitative analysis (Denscombe, 2008). In this research, given the focus on exploring the impact of city image on FDIs’ perceptions and ultimately FDIs’ decision-making, this topic has the lack of availability of relevant prior literature that justifies the use of the inductive reasoning approach and thus a qualitative research method. In addition, the relevant role of various stakeholders such as governments and policy-makers, private sector firms across the tourism and hospitality and higher education sectors and other stakeholders also increases the relevance of inductive reasoning and qualitative research methods. The research undertaken in this study has the following characteristics consistent with the qualitative research method:

- The purpose of the research is to explore the impact of city image on FDIs’ perceptions and, ultimately, FDIs’ decision-making.
- The collection of data would take place in a natural environment, including consideration of the viewpoint of the interviewees.
- Foreign direct investment is an important aspect of city image.

Researchers in place marketing and branding (e.g., Baker and Cameron, 2008; Moilanen and Rainisto, 2009; Kavaratzis, 2009) argue that qualitative methods, when combined with a case study, are suitable for understanding the complexity

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of city branding and place marketing. Ashworth and Kavaratzis (2009) argue that qualitative research involving interviews is actually the most suitable methodology for analysing place branding, as it enables researchers to better understand and prioritise the key issues. Furthermore, qualitative research allows researchers to appropriately deal with different respondents across firms and government, whilst considering the relevant explanations.

An important strength of qualitative research is that it focuses on events taking place in the natural setting, including the collection of data on the relevant research topic; here, this means exploring the impact of city image on FDI's perceptions of Dubai. Qualitative research offers flexibility, which is important, as time and methods of data collection can differ. This flexibility is especially important when it comes to researching a new area with a lack of available prior literature, as is the case in this study. Even though the collection and subsequent analysis of qualitative data can be time-consuming due to the lack of standardisation of data (which has been reported as a weakness of qualitative research), Bryman and Bell (2015) argue that the lengthy nature of data analysis eventually becomes a valuable strength, as the researcher is able to uncover important themes and trends in the data that might not have been immediately visible.

In discussing branding and place marketing, Zenker (2011) argues that qualitative research methods are suitable for exploring the perception of customers, whereas quantitative methods are more suited to analysing brand attributes, indicating the potential to use a mixed method approach that combines qualitative and quantitative research methods. However, Zenker (2011) also acknowledges that the mixed methods approach has not been widely used in the literature on branding and place marketing. As the present study involves behavioural and emotional characteristics, this justifies the use of qualitative research methods, which are suitable for analysis achieved through gaining an in-depth understanding of the interviewees' perspectives.



**Table 4. 1: The use of qualitative and quantitative methods (Bryman and Bell, 2015)**

Types	Qualitative research	Quantitative research
<b>Social theory</b>	Action	Structure
<b>Method</b>	Interview	Survey
<b>Research subject</b>	What is X? (classification)	Is there X? (calculation)
<b>Reasoning method</b>	Inductive	Deductive
<b>Sampling method</b>	Theoretical	Statistical
<b>Feature</b>	Accuracy	Reliability
	Case study, interview, observation	Relativity, causality
	Identify primary means of data	Useful to generalise
	The overall target to study	Separate the effects of specific variables

#### 4.2.2 Research case study

When researching sociology, psychology, business, community planning, political science and economics topics, the case study is considered a suitable strategy (Yin, 2017). The need to undertake case study research in these subject areas highlights a way not only to observe key areas in a systematic manner but also to obtain a comprehensive understanding of the underlying social phenomenon (Noor, 2008). Case study approaches allow a researcher to remain flexible in terms of research philosophy and research approach, as a case study could be based on a positivist research philosophy, on interpretivism or on a critical approach. Similarly, the research approach adopted could also involve inductive or deductive reasoning; additionally, either qualitative or quantitative research methods can be used with the investigation of single or multiple cases, depending on the underlying assumptions of the researcher (Myers and Avison, 2002). According to Yin (2017), case study research includes a rigorous examination of the research phenomenon in the natural setting through the

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employment of a variety of methods of data collection to collect information from at least one stakeholder, though in practice more are often consulted.

In case study research, the collection of data is undertaken through different methods, including questionnaires, ethnographic observations, interviews and other written material. Yin (2017) argues that case study research can either be unstructured and based on an inductive reasoning approach, interpretive by including the investigation of a single case study or highly structured and involve a positivist research philosophy to utilise the existing literature as a basis to develop research hypotheses, employ deductive reasoning and investigate several cases. Case studies can also be a combination of the above two approaches, which indicates the flexibility available to the researcher when undertaking research. This explains how research based on case study methods can be employed in various ways and eventually lead to different research outputs. The different types of case study approaches include descriptive, exploratory and explanatory research; the selection of the most suitable case study approach depends upon the specific research question to be addressed (i.e., how, what and why research questions).

Saunders, Lewis and Thornhill (2009) explain that exploratory research is a useful method to investigate not only existing research material but also to develop new insights, pose questions on the relevant material and assess the underlying phenomenon being studied. This is achieved through a review of relevant literature; qualitative research based on interviews and focus groups with research participants. The objective of an exploratory study is to explain the profile of events, persons or situations; the material revealed in the study is used to further develop the explanatory research. On the basis of the above arguments and taxonomy, the case study followed in this research is classified as exploratory.

The rationale for selecting exploratory case study research is that the present study focuses on a 'how' question: how city image influences FDIs' perceptions and eventual decisions. Exploratory case studies are useful when it comes to developing a theory, as exploratory research assists in the development and subsequent refinement of concepts that merit further investigation and analysis

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(Myers and Avison, 2002). Analysis of various cases enables the researcher to undertake a more robust and comprehensive analysis of any potential cause and-effect relationships, which improves the quality of the research. This is the case in this thesis, as the case study emphasises two different sectors, hospitality and tourism and higher education. Through the isolation of the distinctive characteristics that assist in explaining the research phenomenon being studied, the number of case studies a researcher selects to analyse depends upon the extent to which the research phenomenon is already known and how much further information could be uncovered (Saunders, Lewis and Thornhill, 2009).

On the other hand, a single case study enables the researcher to explore a particular research problem and phenomenon in greater detail, allowing the researcher to become more familiar with the relevant concepts and collect comprehensive primary data to help address the research aim and objectives. In this research, to analyse the impact of city image on FDI's perceptions, a single case study approach is best suited to detailed investigation of the complete picture. Yin (2017) states that the single case study approach is most suitable for the following scenarios: if the case study being investigated is relevant – it is suitable to analyse based on the research topic under study and has not previously been accessible to scientific investigation:

- It is a unique case that allows the researcher to add value.
- It represents a highly important case when it comes to testing an appropriately formulated theory.

Even though there could be other reasons for choosing a single case study approach, Bryman and Bell (2015) argue that, irrespective of the reason for choosing the single case study research approach, the investigation should be undertaken comprehensively so that any potential misinterpretation or methodology-related issues are avoided, and the reliability and validity of the research are enhanced. However, one limitation of this approach is that a single case study may lack sufficient rigour required to undertake the analysis in considerable detail, even if it does allow incorporating theoretical knowledge and material into the existing available knowledge.

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The selection of Dubai as a single case study is considered suitable when analysing the impact of city image on FDI perceptions for several reasons:

- The case study is not a developmental case in nature; instead, it will be a validation case study.
- The case study is complex in nature, so a single case study will allow the researcher to be more focused.
- It will allow the researcher to validate the concept of the framework but not the underlying visual triggers.

The aim of this case is to explore the impact of city image on FDIs' perceptions of Dubai based on primary research conducted with interviewees from the hospitality and tourism and higher education sectors. The results will be useful when it comes to investigating the impact that Dubai's city image has in attracting FDIs, and the findings will also be relevant in validating the framework.

### **4.3. Empirical Research Methodology**

The empirical research methodology begins with the research design. This is where the research starts, with the background knowledge relating to the research topic, including the review of the relevant literature on the impact of city image on FDIs and the identification of the research problem and gap in the literature that will be focus of the thesis. The literature analysed on the impact of city image on FDIs helped to focus on the specific research area. This was followed by the development of a conceptual model highlighting the empirical research and its various aspects that will be analysed.

### **4.4 Research Strategy**

Any research method should be based on the research aim, objectives and the research question(s) to be addressed in a study, in addition to the existing available knowledge, the time and other resources at the disposal of the researcher and the appropriate consideration given to the researcher's own philosophical values and principles (Saunders, Lewis and Thornhill, 2009). Each strategy has its own specific method for the collection and analysis of primary

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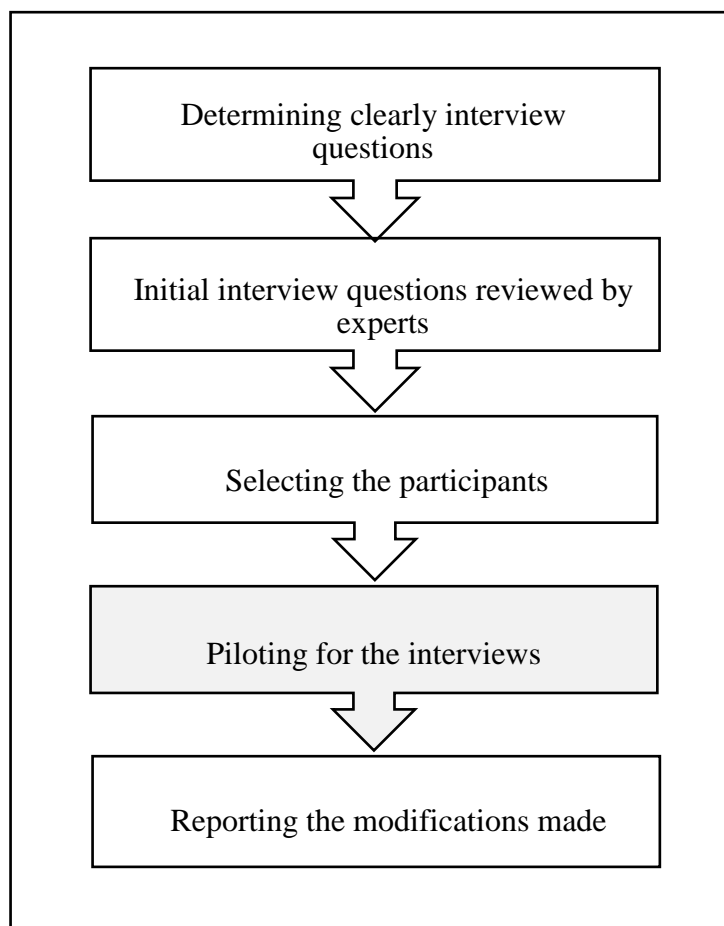
or secondary data, which means each specific research strategy has its own merits and drawbacks.

Any research strategy has a specific action plan to attain the desired objectives and help the researcher identify a solution that will address the research question(s). The most commonly used research strategies include surveys, experiments, case study research, field study, grounded theory, longitudinal studies, exploratory and descriptive studies, ethnographic observations and explanatory studies (Saunders, Lewis and Thornhill, 2009). When a researcher is selecting a research strategy, the key criteria include consideration of the research question, the extent of control exercised by the researcher and the focus on present relative to past events.

To fulfil the research question on how Dubai's city image influences FDI's perception and decision-making, in addition to the qualitative research methodology adopted, the two phases of research strategy are the pilot study phase (to undertake the investigation of a small sample before the full-scale primary data collection is undertaken) and the phase of primary data collection.

#### **4.4.1 Pilot study**

To begin exploring the interviewees' experiences, a pilot study was conducted in March 2017. The aim of the pilot study was to test the appropriateness of the questions and to provide the researcher with some early indications of the viability of the research. In addition, it facilitated the method by providing experience in conducting in-depth, semi-structured interviews, building rapport with informants and learning the skills needed for interviewing and guiding the flow of conversation. Jacob and Furgerson (2012) suggest that building a good rapport with the participants can facilitate better responses. Thus, the interviewer began with social conversation before the interview. Although the general issues were discussed in depth, the purpose was mainly to develop a good rapport with the participants. Participants in the pilot study were given the opportunity to speak freely based on the questions asked; probing questions were used to elicit in-depth information. From the pilot study it was discovered that it is almost impossible to determine precisely how the participants were going to answer the questions. Figure 4.2 indicates the phases of the pilot study.



**Figure 4. 2: Steps in conducting the pilot study**

- **Determining clearly interview questions:**

The interview was guided by open-ended questions on issues related to motivation, job experience and job satisfaction. The interview questions were designed to achieve the research objectives and focused on ensuring that the research question was answered. It is important to ensure that researcher has included all questions needed to measure the concept (Creswell and Creswell, 2017).

- **Initial interview questions reviewed by experts:**

The interview questions were reviewed by the thesis supervision team, and some modifications were made for the study proper. For example, some questions needed to be very specific in the data collecting stage, as in asking about each

factor that could impact city image, rather than asking generally about the most effective factors.

- **Selecting the participants:**

A plan was made to interview four participants, available in London, in high positions from different sectors and of different nationalities. These participants were selected based on purposive sampling and willingness to participate.

**Table 4. 2: Participants' demographic profile**

Nationality	Sector	Position	Experience
Jordanian	Higher Education	Marketing Administrator	8 years
British	Higher Education	Senior Lecturer in Strategies	10 years
Saudi	Tourism and Hospitality	Communications Relations Assistant	12 years
Saudi	Tourism and Hospitality	Management Administrator	8 years

- **Piloting for the interviews:**

The interviews were conducted in places where the interviewees could meet. For example, for participants from media production, the interviews were in an available room at Saudis Short Films in the centre of London. Participants from real estate were interviewed in a place close to their offices in central London. Letters of informed consent were given to and approval obtained from each informant. The interviews were recorded, ranging in time between 32 and 37 minutes; they began with social conversation before the interview proper. Although general issues were discussed in depth, the purpose was to develop a good rapport with the participants. Participants were given opportunity to speak freely based on the questions asked, and questions were used to elicit more in-depth information. During the interviews, all participants were asked the same

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set of questions in English, as that was more casual for all interviewees and encouraged comfortable discussions. However, the interviewer did not ask the questions in a particular order; rather, the flow of the discussion guided the order in which questions were asked.

Overall, the pilot study showed that it was almost impossible to determine precisely how the participants were going to answer the questions. There were times where the answers elicited subsequent questions or added to a point mentioned earlier in the discussion. Each interview involved a distinctive way to probe, so the researcher's interviewing skills were improved.

- **Reporting the modification made:**

After the pilot study was completed, there was an opportunity to transcribe them verbatim and to manage and code the data. The pilot study assisted in refining strategies before the primary study phase was entered. There were some modifications made as a result of the pilot study. For example, some questions were rephrased and sequentially re-aligned because of the issues that emerged during the pilot study, such as the length and the time of the interview. All interview questions were revisited, and additional questions were added regarding the participants' sector to improve data quality and enable more profound responses from the participants. Therefore, questions on specific elements of certain factors would be included to increase the utility of the interview questions in understanding the lived experience of the participants.

#### **4.5 Data Collection Strategy**

Data collection should involve a considerable variety of sources, because the use of different research approaches, strategies and methods of data collection increases the likelihood that relevant and in-depth information will be collected. The two suitable data collection methods used to explore the impact of city image on FDIs were interviews and observations.

- **Interview:** Bernard (1995) states that interviews can be categorised into four types: structured, unstructured, semi-structured and informal interviews (Table 4.3). To complete this research, semi-structured interviews *will be* conducted to establish new conceptual models for city image. Unstructured and informal interviews are carried out, based on impromptu conversations



or on an extended observation at the site of the case(s). Therefore, they would not be appropriate for this research because they would make it difficult to obtain information on the same questions. Semi-structured interviews were selected for the in-depth investigation of theoretical access and the city image adoption process that the research aims to achieve.

**Table 4. 3: The application method of interviews (Bernard, 1995)**

Interview type	Feature	Application to research method
Structured	People are asked to respond to a near-identical set of stimuli. Questionnaires are one kind of structured interview.	Expertise questionnaire
Unstructured	Based on a clear plan that the researcher keeps constantly in mind, but also characterised by a minimum level of control over people's responses; ethnographic interviewing is an example.	
Semi-structured	Open-ended, but follows a general script and covers a list of topics.	Face-to-face interview
Informal	Characterised by a total lack of structure or control and the method of choice at the beginning of participant observation field work – informal or lightweight interviewing.	

- **Sem-structured interview:** The reason for using the in-depth interview method is to improve the understanding of social and cultural phenomena and processes as opposed to producing objective facts about reality and making generalisations for the research in question (Fidel, 1993; Meho, 2006; Pettigrew, Fidel and Bruce, 2001; Wang, 1999). Semi-structured interviews implemented with experts in this field not only increase the reliability and validity of the research but also raise the likelihood of its practical applicability. Similarly, it is necessary to consider only the validation and suggestions of experts so that it is

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possible to ensure the understanding of specialised knowledge of theoretical backgrounds for this research. Interviews carried out with individuals are used to indicate a superior ability at collecting details of the important underlying issues and having the ability to tease out important attitudinal data (Stokes and Bergin, 2006).

#### **4.5.1 Sampling strategy**

In order to purposefully sample participants (Milne and Oberle, 2005). This thesis targets predominantly the upper or senior management levels of employees. Middle and lower management have not been included for this process, as data that would answer the research question would not be available from them. Based on the research problem, a company has been selected from each of the sectors targeted in the theoretical framework. A specific group of people have been selected from each company to provide precise and documented answers which will benefit this analysis.

- Interviewees Sample:

- 1. Higher Education Sector:**

The interviews in this sector were conducted with four interviewees: a.

- The President and CEO of the university.
- The Vice Chancellor of the university.
- The Dean of the College and the Director of the Event Management Department.
- The Chief of the Higher Education.

- 2. Tourism and Hospitality Sector:**

The interviews in this sector were conducted with five interviewees: a.

- Hotel and Operations Director.
- Senior Vice President Operations and Development.
- Business Development Director in Dubai College of Tourism.
- CEO of organisation in hospitality group.
- Directors of Hospitality and Development in a Dubai organisation.

- 3. Government Sector (supporting sector):**

The interviews in this sector were conducted with two interviewees:

- Vice President of Supporting Service.
- Senior Vice President–Business Development.

• **Interview Questions:** The interview questions were customised to reflect the firm's sector. The full custom created interview questionnaire can be found in Appendix 4. The questions were designed for the purpose of achieving the research objectives and addressing the research question. Interview length was estimated at 60 to 90 minutes to ensure complete answers and enough time to cover all the necessary aspects. Interviews were recorded and protected for confidentiality purposes. The questions in the interviews were based on the literature review, which identified the key themes that needed to be explored. Examples include asking about factors that can impact FDI's decision-making and requesting real-world instances that can help explain FDI's perceptions. There are also some questions about market demand and logistical strategy that arise from the literature review. Due to the research branding perspective and the research rationale, there is a question that reflects the sense of Dubai as a woman, to imagine the main characteristics that would make her appeal to foreign men. Interviewees were asked for recommendations that could be added to improve the strategies of city branding. The interview questions differed by sector, with some asked only of higher education informants and others asked only of tourism and hospitality informants. The differences are available in Appendices 2 and 3.

#### **4.5.2 The sampling frame: In-depth interviews of individuals**

To undertake the interviews, individual research participants were considered suitable because they offer varying perspectives of consumer relationships with the brand. This approach helps to identify the specific positions of the individuals with whom the interviews were conducted when undertaking the research. Even though conducting one-on-one interviews means a relatively limited sample size, that approach enables a comprehensive understanding of the research problem and the phenomenon of the impact of city image on FDI's. The objective of using individual interviewees is to ascertain the opinion of those in positions of responsibility who interact directly with other relevant stakeholders, including those making foreign direct investment decisions and thus are best suited to comment on the impact of city image on FDI's.

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The respondents were carefully selected so that there would be an adequate balance of senior personnel who are experts in their field to help develop an informed opinion and insight into the impact of city image on FDIs. Bryman and Bell (2015) argue that those adopting a purely positivist research philosophy have a preference for using structured interviews that involve precise interview questions prepared in advance and based on the emergence of key themes from the literature; they aim to conduct a large number of interviews so that the results are comparable and can be generalised. On the other hand, interpretivist philosophy holds that the focus should be on collecting the primary data from a relatively small number of relevant research participants, whose responses serve as a basis for undertaking a detailed analysis. The focus in this study was to select interview candidates who hold positions of authority and responsibility in their organisations and have direct knowledge of FDIs' decisions; they would be best positioned to help explore the impact of city image on FDIs. Van de Ven and Poole (2005) reinforce the importance of access to upper management by stating that access to senior personnel is important when it comes to helping the researcher gain in-depth, important and relevant insights, as these are the personnel with the decision-making authority. Without the input of senior management, much of a given research process could end up being largely conjectural. Thus, a considerable effort was made to reach out to and select the relevant senior members of management to explore the impact of city image on FDIs.

#### **4.5.3 Thematic interview questions**

The questions devised for the interviews were based on the emergence of key topics and themes from the literature review and the initial pilot study. The interviews were semi-structured, with a number of open-ended questions prepared to gain an in-depth understanding of the perspective of the research participants. This structure focused on ensuring that interviewees were asked about the key themes and topics that emerged through the literature and seeking their opinion. The semi-structured interview approach was suitable because it provided the interviewees the flexibility to offer their opinions on important concepts whilst also allowing the interviewer to ensure that the key concepts and topics in the research were discussed (Saunders, Lewis and Thornhill, 2009).

Preparing the questions in advance allowed the interviewer to make the most of the available time. The range and types of questions and themes considered relevant were evident after conducting the literature review and the pilot study (see Table 4.4).

**Table 4. 4 Example of semi-structured questions employed in the interviews**

Questions	Themes	Justification
How does the economy factor affect FDIs' decisions?	EC	Related to the economy
How does technology factor affect FDI decision?	TE	Related to technology
How does society factor affect FDI decision?	SO	Related to society
What is your perception about Dubai as a city brand?	CB	Related to the city brand

The selection of questions was also based on the relevant themes and cross-referenced with the research aim and objectives. The semi-structured questions included in the interview guide were kept to the point so that interviewees would be able to understand them and not experience ambiguity. Any potential ambiguities in the wording were identified during the pilot study and were addressed for the full-scale data collection. Questions were tailored to the specific sector (hospitality and tourism and higher education).

#### **4.5.4 Selecting the coding method**

Qualitative data are textual, non-numerical and unstructured. The analysis of qualitative data is seen as onerous, because it is not fundamentally a mechanical or technical exercise. It is a dynamic, intuitive and creative process of inductive

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reasoning, thinking and theorizing. Throughout analysis, researchers attempt to gain a deeper understanding of what they have studied and to continually refine their interpretations. Researchers draw on their first-hand experience with settings, informants or documents to interpret their data (Taylor and Bogdan, 1998). The object of analysing qualitative data is to determine the categories, relationships and assumptions that inform the respondents' view of the world in general, and of the topic in particular (McCracken, 1988). Over 20 years ago, Miles (1979) argued that the analysis of qualitative data was perhaps the most demanding and least examined aspect of the qualitative research process. This statement is still true to a large extent.

Moreover, the analysis of qualitative data continues throughout the research and is not a separate self-contained phase. Ely et al. (1991) point out, that we come to qualitative research with whatever understanding of analysis we bring from previous work, the conventions of our respective disciplines and professions, the advice of our mentors and the models we have internalized from whatever we have read. Raw data can be very interesting to look at, yet they do not help the reader to understand the social world under scrutiny, and the way the participants view it, unless such data have been systematically analysed to illuminate an existent situation. Coding the data has a crucial role in analysis in term of organizing and making sense of them. In doing so, it is to allow the researcher to communicate and connect with the data to facilitate the comprehension of the emerging phenomena.

A code in qualitative inquiry is most often a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/or evocative attribute for a portion of language-based or visual data. The data can consist of interview transcripts and participant observation. And codes are labels for allocating units of meaning to the descriptive or inferential information compiled during a study. Gough and Scott (2000) argue that it may be useful to identify two distinct, albeit linked, phases to data coding: one focusing on meanings inside the research context and the other concerned with what may be meaningful to outside audiences. Codes are links between locations in the data and sets of

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concepts or ideas, and they are in that sense heuristic devices, which enable the researcher to go beyond the data (Coffey and Atkinson, 1996).

Two analytic procedures are basic to the coding process, though their nature changes with each type of coding. The first pertains to the making of comparisons, the other to the asking of questions. Coding and analysis are not synonymous, analysis data is an all-encompassing activity that continues throughout the life of the research. Previously, researchers tackled the laborious task of coding manually. Lofland (1971) and Bogdan and Bilken (1982) are among the few authors who describe the basic procedures of manual coding using the various methods, such as cut-and-paste and note cards.

Electronic methods of coding data are increasingly being used by innovative researchers. Nevertheless, computer programs for text analysis have been around since 1966 (Tesch, 1990). 'For first-time or small-scale studies, code on hard-copy printouts first, not via a computer monitor', (cf. Bazeley, 2007, p. 92) told. There is something about manipulating qualitative data on paper and writing codes in pencil that can provide more control over and ownership of the work. This research aims to understand how the city image impact FDI's perception. There for, the coding method was selected in this research is manual coding. Due to the small sample size which is 12 interviews. The table below indicated the differences between the manual and the electronic coding.

**Table 4. 5: The differences between manual and electronic**

Types	Manual coding	Electronic coding
Tools	<ul style="list-style-type: none"> <li>• Paper, pencil, pen, note cards, hard copy of the transcripts or documents, artefact to be coded.</li> <li>• Word document (using comment) and excel spreadsheet.</li> </ul>	Computer-Aided Qualitative Data Analysis Software such as, Nvivo and Transana.
Usability	Easy to use especially when data is not a lot.	Need to familiarize with the functions of the software before starting analysing data.
When to use	Small data	Large data (including videos and audios that have not been transcribed).
Time	Consuming	Easy to organise codes, run code frequencies, explore the relationship between codes and do *‘memoing’.

\*Memoing is the act of recording reflective notes about what the researcher (fieldworker, data coder, and/or analyst) is learning from the data.

#### 4.6 Ethics

The research (including both secondary and primary data collection) was undertaken whilst ensuring compliance with Brunel University London’s Ethical Code on Research Ethics. This included ensuring that all the research participants understood the purpose of the research as provided by the participant information sheet and signed the consent form. Each research participant was kept informed of the purpose and nature of the research, how it would be undertaken and how the results would be analysed. The research participants were asked whether they agreed with the interviews being recorded. They were assured that their wishes would be acknowledged and respected, including privacy and right to anonymity. Finally, for the purposes of security,



all the data collected would be stored in a location that was password protected and encrypted.

**Table 4. 6 Summary of research methods used**

<b>Title</b>	<b>Method chosen</b>
<b>Research approach</b>	Qualitative approach
<b>Research design</b>	Case study design
<b>Data sources</b>	Primary sources
<b>Data collection method</b>	Semi-structured interviews
<b>Sampling</b>	Purposeful and small size
<b>Analysis of collected data</b>	Coding
<b>Ethics in business research</b>	Anonymous participants, clear information and explanations before, during and after the interviews; no harm, unstressed and comfortable for participants and transparency.
<b>Quality criteria in the research</b>	Reliability, replication and content validity

#### **4.7 Summary**

This chapter has demonstrated the research methodology and identified the reasons for choosing a qualitative approach. This thesis aims to obtain an in-depth understanding of how FDIs perceive a city image and how factors affect their decisions to invest in another city. In order to achieve these aims, the research adopted a qualitative approach to enable the interaction of social actors for the interpretation of reality. A pilot study was undertaken to indicate the interview process in a small sample before starting the real interviews. It also contributed to improving the interviewer's skills. The data collection was achieved through semi-structured interviews conducted with a targeted, specific sample in Dubai (12 interviewees), all of whom held high positions and thus broad knowledge of and experience in dealing with investments. The interview questions were designed with the purpose of achieving the research objectives and addressing the research question. Ethical approvals and information sheets were included in the interviews for security and protection purpose.

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## Chapter Five: Findings

### 5.1 Introduction

The previous chapter presented the research methodology: a qualitative approach combined with case study in section 4.6, with a description of the data collection tools in section 4.7. This chapter illustrates the findings and coding of the research interviews. Each question in the interview has a cod that can be referred to it to get all participants answers for same question. This technique is one way for making a manual coding to collect all answers to analyse them. In doing so, all quotations have been highlighted to support the finding for each question as it is related directly to the finding.

### 5.2 Dubai as a City Brand Background

As section 1.5.1 illustrated the research question, ‘How does city image impact foreign direct investors’ perception and, ultimately, their decision-making?’ In doing so, this research aims to understand in depth how FDIs perceive a city as a brand. Dubai was selected as a case study for this research due to the branding and marketing perspective. Dubai is a city of branding elements that combine with one another and visionary approaches that are being put into practice. It is becoming a large and global market competitor, a hub for both transport and services (Hvidt, 2011): ‘Over the last decades Dubai has applied an economic development model which is strongly pro-business, emphasises market liberalism and economic openness, and embraces globalization...’

(Hvidt, 2011, p.108). Table 5.1 provides figures that help explain the reasons for selecting Dubai as a case study.

**Table 5. 1: Reasons for selecting Dubai as a case study**

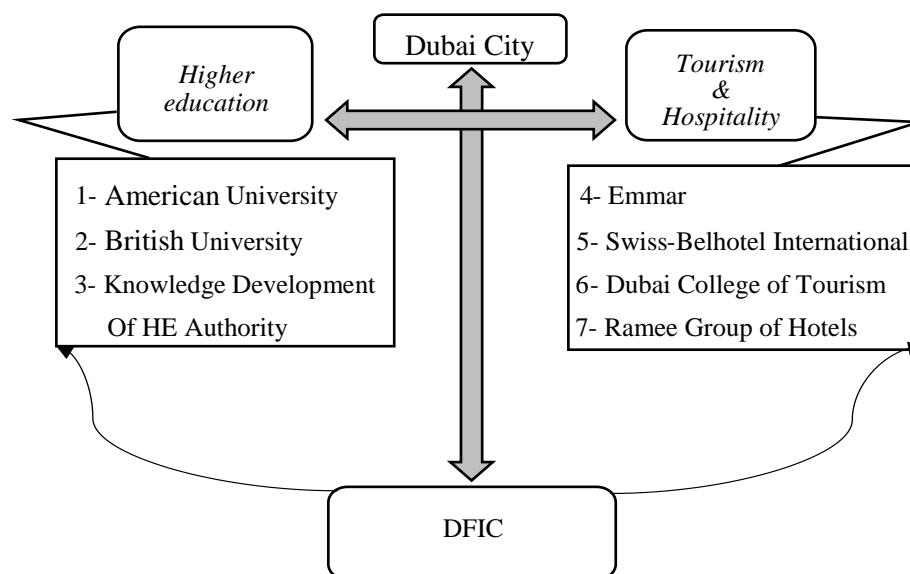
Category	Description
Trend	<p>Dubai's foreign direct investment grew by 8.4%, reaching the 9<sup>th</sup> position globally for total capital. Despite a decrease in projects quarter on quarter, Dubai ranks 2<sup>nd</sup> globally for total projects attracted in Q1 2017.</p> <ul style="list-style-type: none"> <li>- A total of 84 foreign direct investment projects were validated by the Dubai FDI Monitor.</li> <li>- The Dubai FDI Monitor report classifies foreign direct investment projects on a strategic level based on turnover, size of investment and technology level. 65% of the projects are strategic and account for 92% of total foreign direct investment capital coming into Dubai; 69% of projects attracted are of high and medium technology and account for 24.3% of total foreign direct investment capital coming into Dubai (Dubai FDI Monitor, 2017).</li> </ul>
Investment opportunity	<p>Investors have a smooth journey to success because Dubai is an emerging world merged into a single city, complete with ideas and suggestions that are actually put to the test in a globalised and multi-cultural environment (Efthymiopoulos, 2016).</p> <p>Supporting factors:</p> <ul style="list-style-type: none"> <li>- The Dubai International Finance Centre (DIFC) has its own independent, internationally regulated authority and judicial system, global financial exchange and a tax-friendly free zone regime, catering to one of the most cosmopolitan business communities in the region.</li> <li>- As an independent free zone, DIFC offers 100% foreign ownership governed by a common-law framework distinct from the UAE legal system. It offers a 50-year guarantee of zero taxes on corporate income and profits complemented by the UAE's network of double taxation avoidance treaties. Dubai was ranked 1<sup>st</sup> regionally and 18<sup>th</sup> globally in the 2017 Global Financial Centres Index (Dubai FDI Monitor, 2017).</li> <li>- All aspects of business decisions and management, along with identifying investment opportunities and introducing a vast network of government and private sector contacts to interested parties.</li> </ul>
Global Hub	<p>In 2017 Nawaf Al Jourani, Chief Officer and Director of Communications of the Dubai Maritime Cluster Office at Dubai Maritime City Authority (DMCA) told 'Dubai is ranked among the top five locations for trade, logistics, tourism and finance'.</p> <ul style="list-style-type: none"> <li>- According to His Highness Sheikh Hamdan (2017), 'Dubai's success in attracting a new wave of investments, as evident by the opening of a number of researches, development and innovation centres for some of the world's leading companies in 2016, is a remarkable achievement'.</li> <li>- Research and development investment increased its share to 5% in 2016 from 1% in 2015 among new foreign direct investment projects in Dubai (Dubai FDI Monitor, 2017).</li> </ul>

Economy	<p>Dubai has attracted US\$25.5 billion in foreign direct investments in 2016, making it the seventh largest recipient city of foreign direct investment in the world (Government of Dubai report, 2018).</p> <p>Dawood Al Shezawi, Chief Executive Officer of the AIM Organising Committee, said, ‘Dubai remains a shining example of what a city could achieve through economic vision and by attracting foreign investment’.</p>
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\*The Dubai FDI Monitor report =The Dubai FDI Monitor provides information and trend analysis reports on FDI capital flows and projects to Dubai. The reports are available on Dubai FDI website. ([www.dubaifdi.gov.ae](http://www.dubaifdi.gov.ae))

### 5.2.1 Organisations in both sectors

Based on the sectors that were selected in Dubai section 2.13, this section briefly details the three organisations in the higher education sector and four organisations in the tourism and hospitality sector that were used in the primary data collection. The three higher education institutions included an American university, a British university and the Knowledge Development of the Higher Education Authority. In the tourism and hospitality sector, the organisations where primary data collection was conducted were Emmar, Swiss-Belhotel International, Dubai College of Tourism and the Ramee Group of Hotels. DFIC was also consulted.



**Figure 5. 1: Diagram of organisations consulted for collecting data**

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### **5.3 Themes in the Findings from the Research Interviews:**

This section illustrates clearly the theme of the research findings, as it shows the interviews questions in Dubai of both sectors: tourism and higher education. The coding reflects the questions for each sector. In doing so, all quotations were presented in this section related to the finding directly.

#### **5.3.1 Dubai as a city brand**

The question of Dubai as a brand is central because of the many actions that Dubai has taken to make itself what it is today. All participants agreed that Dubai is a city brand, but they used many different descriptions to explain their perceptions: uniqueness, innovation, business case and credibility. All answered from their marketing and branding perspectives and were direct and confident in explaining the reasons behind Dubai's city brand.

#### **Examples from the tourism sector:**

P2: 'Purely marketing and branding city as destination'.

P6: 'The only city in the world which is more famous than the country; it is a business case and always the first in new ideas before anyone else'.

#### **Examples from the higher education sector:**

P7: 'It is a symbol for a lot of other cities, kind of a dream for other people'.

CB12: 'Dubai has now become a hub; I mean for everything'.

#### **Example from the additional sector:**

P9: 'A destination for the future, where everyone wants to be part of it'.

#### **5.3.2.1 Political environment**

The majority of the participants from both sectors clarified this question as a stability and security factor, while the rest believed it was a political factor that will directly impact FDI's decisions. They provided their justifications in order to explain how the political environment plays a role in affecting and attracting FDI's.

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**Examples from the tourism sector:**

P1: ‘The fact that the political environment is so welcoming and so encouraging; I think that is one of the main factors that does again attract FDI. It is all around stability and security and those are two fundamental factors particularly in this part of the world, that Dubai offers head and shoulders above other cities.’

P4: ‘Everything that the leadership starts for the tone that they create, the safety and security. So of course, it will affect FDI’s decisions.’

**From the higher education sector:**

P7: ‘Yeah, sure. The stability of the political environment of the United Arab Emirates is it all; it’s grabbing a lot of trust of the investors to invest here in Dubai’.

**5.3.2.2 Government strategy**

Most of the participants stated that the government strategy factor was a future vision or the rules and the regulations of the city. They believed in government strategy’s role in attracting and affecting FDI, for which there is an explanation in their answers.

**Examples from the tourism sector:**

P2: ‘This is one of the strengths of Dubai; Dubai has been able to adjust the rules and the regulations very well in order to attract investors.’

**Examples from the higher education sector:**

P8: ‘Oh yeah, of course. Dubai has been promoting this and has been doing all the strategies; I mean the investment in Dubai here has actually been controlled more by government than by the private sector.’

P11: ‘The free zone concept works; it helped build our hub, the federal government changed their mind, you can have branch campuses now.’

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### 5.3.2.3 Environment

Participants from both sectors answered the question about the environment factor with a combination of safety and infrastructure.

#### **Examples from the tourism sector:**

P1: 'I mean Dubai is pretty much becoming the hub of the world now in terms of air traffic, with the expansion of new airports, etc. I mean again, the whole environment when you put it all together is a perfect combination'.

P4: 'I think it's obvious. I mean the safety and security, the transportation, the ability to navigate the city, the access to ports, to aviation, access to human capital, that's a no-brainer.'

#### **Examples from the higher education sector:**

P7: 'Actually, the investors, they are taking care there, they are worried about that, that auto environment of the city, where they will be investing their money. I think this is an attractive, very attractive point for them to come'.

P12: 'I mean as a location, East and West; the connection is very easy, the transportation is very easy, and Emirates and Etihad are the best airlines. Also, the location makes Dubai a centre of importing and exporting,'

### 5.3.2.4 Economy

This is one of the most critical questions, with most participants in both sectors agreeing that the economy factor depends on many aspects of the return of investment in Dubai as a successful city and the target of Expo 2020. The additional sector supports this view, and many tourism and hospitality participants highlighted GDP growth as a key element.

#### **Examples from the tourism and hospitality sector:**

P1: 'of course it's absolutely critical. I mean again, it's all linked to the historical path that Dubai has led over the last thirty years or so, and indeed the outlook that it has for the next'.



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P2: 'Easy. When you have GDP growth like Dubai has, you are just on a winning train, and this is a train which is moving forward. Look at the construction, roads everywhere... purely the road infrastructure to welcome Expo 2020'.

**Examples from the higher education sector:**

P7: 'Dubai and the United Arab Emirates is giving an example how the economics of the country does not depend only on oil; there is a lot of... another aspect of the return of investments here and the economic improvement'

P8: 'When we say city economy, I mean foreign investment is part of the city economy. So, people will be more relaxed once the economy is strong, once the infrastructure is there, so people will be relaxed, and they would come. So, economy, yes, the stronger the economy, the more investment you're going to get'.

**5.3.2.5 Society**

The majority of the answers in both sectors showed that the society factor has a direct effect on FDIs in terms of diversity, and the additional sector supports this view.

**Examples from the hospitality and tourism sector:**

P4: '100%. You know I think because that's the access to the talent. So, the society and the education of the society, the mentality of the society, is, is your human resources, it's your human capital'.

P5: 'Dubai is like Andalusia because in that moment, the culture, the lifestyle, the innovation, the creativity, the education, it came to the peak, because when you have different mindsets, when you have different beliefs, when they're melting and working together and thinking together how to make this place to the maximum'.

**Example from the higher education sector:**

P11: ‘There are 8 million ex-pats in UAE, so the ratio is almost one to ten. And those people, from 235 nationalities, and this mixture of nationalities, it means different cultures, different ethics, different beliefs, different attitude, different behaviour’.

P12: ‘there’s a larger societal impact, kind of an international impact, of students coming in and leaving; we’re trying to attract more students here, and the more students come, they have a life in the Middle East, in a country that is progressive and tolerant and safe and has good education. I think it has a very high impact’.

**Example from the additional sector:**

P9: ‘If you look at the multi-cultural nature, the diversity of Dubai, and peaceful co-existence, I think history knows a lot of examples when even though the emerging market offers high yield... but Dubai has been demonstrating so far, and there has all the potential for the future to be one of the, not only smartest but the most peaceful society here’.

**5.3.2.6 Technology**

All participants indicated that technology plays a crucial role in affecting FDIs’ decisions. They used many descriptions to explain the role of technology.

**Examples from the hospitality and tourism sector:**

P1: ‘This is the heart, it’s the DNA of the city, so therefore I believe this is something very attractive, yeah’.

P4: ‘That’s essentially the blood, that helps industry breathe today, you know. The blood that the industry uses to survive’.

**Examples from the higher education sector:**

P7: ‘And the things here, the technology which is implemented by the government, it’s a very attractive point’.

P11: ‘Expo 2020 is part of this whole thing, it drives the brand, it drives people coming here, people are excited about 2020... our campus is exploring ways they can do research around 2020, when everybody comes. the government and then are adopted by the community, and it’s part of the goal’.

### **5.3.2.7 Legal structure**

All participants clarified this factor as regulations, protection and law. They utilised various descriptions, but all of them were along the same lines.

#### **Examples from the hospitality and tourism sector:**

P1: ‘That’s a key pillar if you want to make investment in here, you want to make sure that you also are protected, and you have rights and recourse, if you’re going to make that kind of investment from overseas’.

P5: ‘The great thing is like when you go to any place, there is no differentiation between locals or ex-pat, all of them are equal. Human before place, and this is what makes Dubai unique’.

#### **Examples from the higher education sector:**

P7: ‘In the Dubai Financial Centre that there is an indicated court for investors if they have, if they are from abroad, and how they are conducting this session through their own line and using the technologies. It’s essential to give trust for the investor that even in the worst case for the risk assessment of their investing, it will be something really helpful for them’.

P8: ‘Yes, of course, and to overcome some of the issues with this, Dubai has created their own DIFC, so you’re having to work two court systems, the Government of Dubai court system, the normal court system, and the free zone core system, which is in the DIFC.

### **5.3.2.8 Tourism demand impact**

A majority of participants indicated that this critical question was answered with policy, vision, creating credibility and opportunities to diversify markets as the main aspects in their answers.

**Examples:**

P4: 'It's about creating the brand. So, when you have a brand and you've created confidence in that brand, it causes future purchasing'.

P3: 'So, because it is easy for us to set up the business, it's easy for us to die. But now it's becoming a little tough for other hotels, considering the, you know like the number of fines coming up, or the amount of, the number of warnings coming up. Because as I said, the policies, they change very often'.

**5.3.2.9 Higher education demand impact**

The majority of participants indicated that multiculturalism was a key point in creating an opportunity to start a business.

**Examples:**

P7: 'This is creating a very tough competition between the investors and the higher education, how they want to find unique problems and how they are opening. But this is giving them an opportunity to start the operating there and giving like an opportunity to open new sectors of higher educations in different, different countries, and there is a lot of demand on that'.

P8: 'Because of this, we have, we now have in schooling systems, pre-higher education. We have like fourteen different curricula being taught in Dubai; they have the British, they have the American, they have you know the Indian, the Emirati, all kinds of curricula'.

**5.3.2.10 Market demand impact (additional sector)****Example:**

P9: 'If there is no demand, why would you go to the place where the purchasing power is very low? You want to go to, to the market where purchasing power is high and the demographics because what is market demand.'

**5.3.2.11 Aggregate demand and aggregate supply**

Most participants in the tourism and hospitality sector pointed out the government role as the main factor in this question. Some also highlighted

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different issues in the market that affect demand. The majority of participants in the higher education sector indicated that the free zone and government strategy were the main factors playing a role in investment.

**Examples from the hospitality and tourism sector:**

P2: ‘The return on investment on hospitality is obviously less than what it used to be, simply because there was no competition; the costs also have been slightly increasing because of construction. So, you have a way to make money. And this is why the people are investing so heavily in the hospitality industry’.

P4: ‘If the hotels are really expensive and the infrastructure is expensive, then it’s going to affect decision-making. So yeah, they play a role but they’re not, they’re not critical, they’re not like the building blocks, but they play an important role’.

**Examples from the higher education sector:**

P7: ‘Actually, there is direct impact on that, in Dubai especially; as I mentioned that there are a lot of even foreign investors, they are only opening their branches. So, it’s giving the opportunity for the investors to open even their own business in just a few weeks’.

P8: ‘according to the demand, they go and produce the right programmes that they feel are going to work, OK. The majority of universities in free zones are doing well, but some of them actually fail. And because of the market demand with a lot of degrees, most degrees will be suitable’.

**Example from the additional sector:**

P9: ‘It depends, I mean if we have like so like providing specific service or product set in industry, they will advocate demand and supply, like especially oil and gas for example. The company oil and gas any like large that, that would work heavily on large industries, but large industrial companies, so having proper direct foreign investments here does make a change’.

### **5.3.2.12 Dubai as a city impact decision**

The majority of participants in both sectors said that Dubai has an impact on decisions relating to their sector, because of government rules and regulations. Some in the higher education sector noted that the reason is high competition and Dubai's having become a selling point. Participants in the additional sector support the majority views.

#### **Examples from the hospitality and tourism sector:**

P1: 'Yeah, I mean most definitely. I mean everything from regulation to public investment has a significant impact on the industry, so no question. I mean all government you know policies and all the regulations that are in place, I mean are supportive of foreign direct investment'.

P4: 'The sector I'm in, yes, definitely. I mean we're in the tourism business. So, the goal of the city branding is to impact the tourism business. That's what it does'.

#### **Examples from the higher education sector:**

P7: 'Yes, sure, Because I'm using Dubai as a selling point for the foreign people especially, that we're attracting a lot of students from different, different regions, especially for knowledge. so we are giving them the opportunity to study and at the same time they can explore the lifestyle of Dubai, and they are just dreaming to just stay in a city like Dubai'.

P11: 'Yes, absolutely. They had to do that, they had to pass the free zones to allow the branch campuses. Once the branch campuses came in, they passed a law that said we should regulate them; this is the government'.

#### **Example from the additional sector:**

P10: 'Of course, so I think that's like the whole strategy, the introduction of the strategy. These shapes are the focus where the businesses are going to, where the people would like to start business.... And once the government announces some kind of strategy, there is a whole structure going to be built onto it'.

**5.3.2.13 Positive or negative effect:**

Most of the participants from both sectors illustrated the positive effect of the city image on FDIs' perceptions, notably the security and stability of the city. Some participants added different points like creativity, giving opportunities and infrastructure. The additional sector agreed with most of the participants' points.

**Examples from the hospitality and tourism sector:**

P2: 'Security. Simple.... So, this is certainly the most important but extremely volatile aspect of any city, not only Dubai, and please don't misunderstand, that basically any cities for foreign investment is facing.... So, safety, safety and safety'.

P5: 'So, innovation and creativity open the door for other people who have money, but they don't know what to do, to come with you on board, to invest, to explore opportunities in Dubai. So, this is the role we play in Dubai, it's like we are the leaders in the market'.

**Examples from the higher education sector:**

P8: 'OK, I think one of the most important things would be, the city's politics. Politically it's very important. If they find there is stability politically, they will come.... So, the second one would be the regulations and the recommendation of the universitie'.

P11: 'So the best thing for us is to have a good solid hub of higher education, opportunity for a lot people, regulated, make sure there's quality, and the government is behind all of that. So, this kind of structure I think is very healthy, and I think it encourages people to come'.

**Additional sector:**

P10: 'Ah, stability. Stability of everything. Mainly political, mainly legal, when I say legal, you know like the protection and the access to protect your rights.... And frankly the experience that of course you know all countries were hit by the global crisis, but Dubai has proven that it was managed perfectly'.

### **5.3.2.14 Successful investment example**

Participants from each sector had distinct answers to this question and came up with different examples. Some explained how they benefited from competition in general.

#### **Examples from the hospitality and tourism sector:**

P4: 'In Dubai, there's many. I mean if you see the number of global brands here in Dubai, So, they're pouring huge money in to build these, these brands and these shops, they're recruiting people, they're moving distribution depots here'.

P5: 'Hotels for example, downtown and Dubai Mall. See, you give us any location, we will make that location a destination. Why? Because if you see, whatever His Highness wants, we follow, as simple as that. And if you see our mission, or let's say for example our vision, how to make a more valuable company by providing innovative lifestyle solutions'.

#### **Example from the higher education sector:**

P7: 'So, we are doing an exchange programme, like for example University of Maryland, American University of Paris. So, we are doing different, different exchange programmes. And in terms of the other entities and the government, we have different places, which will improve their staff and education'.

### **5.3.2.15 Management tools applied**

Participants had several answers to this question. They highlighted many points from their own perspectives, as they thought it was part of the first step in attracting FDIs. Most of them believed it is not solely about management tools; it is more than that.

#### **Examples from the hospitality and tourism sector:**

P1: 'So, we're about improving people's lives; I mean, that's what we do. We create communities, we create integrated community schemes, hotels, residences, shopping facilities, entertainment, everything, I guess. So, it's not so much a tool or a programme you know'.



P4: ‘We have a specific department here, at Dubai Tourism, it’s called TDI, Tourism, Development and Investment; and that department, it looks specifically at sectors where we, where we don’t have any representation. The best example of that is Dubai Parks and Resorts’.

**Example from the higher education sector:**

P11: ‘Only recently, we’ve added a couple of sessions on higher education, and Knowledge and Human Development Authority (KHDA) has done these for a number of years, and they’re an organised part of KHDA to give information to potential investors who are thinking about coming here’.

P7: ‘We applied for example a system of weekend classes. It’s attracting a lot of students from outside of Dubai, like in Saudi Arabia and Bahrain and Qatar; they are attending only weekend classes.’

**Example from the additional sector:**

P9: ‘I think it’s going back to the core mandate of the Dubai Chamber to promote Dubai and leveraging infrastructure of the international officers of Dubai Chamber; we work closely with international businesses in their respective countries and we have our international officers.’.

**5.3.2.16 Relationship and management tools used**

Participants offered many explanations to answer this question. However, they emphasised a clear plan and government strategy to ensure that Dubai remains a successful city.

**Examples from the hospitality and tourism sector:**

P1: ‘When I’ve talked about sort of from reservation systems to marketing and promotional systems that we have, staff management, the investment in people, loyalty programmes that have been established, the international global awareness campaigns that Dubai Hospitality is offering, so it’s done through Dubai Tourism’.

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P4: ‘Here within Dubai Tourism we have a, a specific stakeholders relationship department, who use obviously a number of tools, things like Customer Relationship Management (CRM) systems, who stay in touch with the stakeholders around the world who have previously demonstrated their desire to want to invest in real estate or tourism real estate projects, And of course, they use a lot of strategic forecasting tools to be able to show those investors the future tourism numbers for Dubai’.

**Example from the higher education sector:**

P11: ‘Dubai is an emirate; it’s got a very cohesive leadership, a very cohesive plan; economic goals are made clear by the government, our goals are clear about higher education and about schools. The schools here for all ex-pats are private; the government only provides free schooling for Emiratis. These policies are all decided and clear, and everybody here shares in accomplishing those goals and visions... pretty clear to all of us who are here’.

**Example from the additional sector:**

P9: ‘I just think keeping up to date in terms of changes happening globally and creating clear maps, clear strategies on whatever we want to do. So, we have a clear strategy on tourism, a clear strategy on industry, a clear strategy on innovation, a clear strategy on healthcare; having a clear plan about what you want to do, this really helps investors know how, what would be their role coming here, and where they can contribute to achieve those strategies’.

**5.3.2.17 Dubai as a woman**

Obviously, this was the most sensitive question in the interview. All participants were surprised; they did not expect this kind of question. All of them found it an interesting way to link imagination with reality, so it opened a new window from the marketing and branding perspective. Most from each sector mentioned the beauty of the city; however, they described the beauty in very different ways. In addition, some of them came up with a very distinct description and new points.

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**Examples from the hospitality and tourism sector:**

P2: 'If Dubai was a woman. Very simple, Claudia, I would say most probably, Claudia Schiffer. Beautiful, plastic, fake. Let me put it this way; first of all if you take, if you take a beautiful woman who had so many cosmetic surgeries to look beautiful. When you start to scratch a little bit, you realise that it may not be as shiny as it looks like.... Being beautiful is being natural. When you know that you are beautiful but still you are being humble. Dubai is not like that. Dubai can be sometimes like this, and a little bit fake.'

P5: 'Very good! You see all the men, very straightforward, they love attractive women. An attractive woman, she is very expensive to maintain. See, different, different men have a different interest... yeah. According to that, every person will attract the right woman. To make a perfect woman, you need a really good investment, maybe surgery, maybe modification. Good eating, wellness. Beauty is powerful. If we talk about a beautiful woman, she does not need to talk about something; if she looks around, people will come to talk to her, that's attractiveness, attracting other people, that's influence, directly or indirectly; what she is going to do. But at the end, the beauty itself, it's above; maybe she does not have money in her pocket, but money will come, if I'm looking for a beautiful lady, what will I do, I'll pay, I'll maintain her, if I want to be with her. Simple. The city is like that'.

**Example from the higher education sector:**

P7: 'Attractive in terms of beauty, attractive in terms of elegance. And powerful, this is one of the attractive things also, very smart in dealing with others, very smart in how they are implementing new things, even like how they are dealing with things, how they are attracting people'.

**5.3.2.18 Additional criteria**

Participants in the two sectors offered different answers. They pointed out the criteria that meant the most to them.

**Examples from the hospitality and tourism sector:**

P3: ‘Well, we just have to be updated with what’s happening with the policies, and that should be all, because it’s you know like all the departments related to the investors, it’s like very, they have a very exhaustive list of requirements.’

P6: ‘I think the key thing is industrialisation; they need to create some sort of industry, to create jobs, to help people set up factories here. I think that’s very crucial’.

**Example from the higher education sector:**

P11: ‘There are things we would love. We would love to have a big research fund, so the universities could compete for research. We’d love to have more scholarships available for students. Housing, more housing, more affordable housing for students and for faculty. These things would be very helpful to kind of keep moving us to the next level’.

P7: ‘Yes sure, like there is something I think it’s not taken into consideration, that the accreditation of the universities here is very important to attract, especially the recognition and accreditation by the countries.’

**5.3.2.19 Relationship between key stakeholders**

The majority of participants in both sectors mentioned competition between stakeholders and explained how it works in the Dubai market. Some simply justified the relationship between stakeholders.

**Examples from the hospitality and tourism sector:**

P2: ‘I would say there’s relationships between them, but they’re extremely competitive. So, if you look at the global hotel industry and you look here in Dubai, they all want to be bigger and better than the other guy, OK. So here you might have... maybe Marriott has 25% market share and Accord has 20%; Accord wants to beat them, IHG wants to catch them, Hilton wants to catch them. So, you know they want to all grow.... So, once you have a city that is desirable, then people want to be there, you know’.

P5: ‘Well, we have key players here, we have international branches, and we have local branches. And the local branches, like Jumeirah, Emaar, you know,

are very powerful. However, starting soon, there will be a very new company.... The international brands, they are more focused; this is the difference between Dubai and other cities, they're more focused on let's say, for example, their branded standards; we have to make sure that one is like this. But when you come to Dubai, it's different. We have certain standards and we elevate the standards a bit higher than other places around the world, and this is what Dubai Tourism believes is the minimum.... As for competition, it is there, but I believe more than competition, every, every customer has their own market or their destination. There are certain nationalities that want to be on the beach because they don't have beaches in their countries'.

**Example from the higher education sector:**

P8: 'Yes, there is some relationship between the different stakeholders but, well maybe not to the level that we are hoping for. The universities produce graduates who should be employed by the private and public sector, OK, so the private sector and public sector understood this, and the families are all stakeholders here. But how can you make sure that what is being produced, the graduates of this, the research output, all that, is actually serving the community that you have? That's what's challenging, I think. And this is not yet well developed in the country. So, there are some more councils that have the private sector and the government and education get together to, to discuss and debate things and plan for the future'.

**5.3.2.20 Logistical strategy**

All participants from both sectors indicated the key role of logistical strategy in impacting FDIs; they used many different examples.

**Examples from the hospitality and tourism sector:**

P1: 'This is probably reaching out from an airline perspective. I mean logistically the airline is going wherever they believe they can bring people in to the country, and to the city, so therefore I would say it's a bit of a no-brainer really; it plays an absolutely critical role logistically in having that reach'.

P2: 'So, when you talked about logistics, when you talked about facilities of transportation, any investors will come over there for business in Dubai, it's a piece of cake.... So, in terms of logistics, first of all you have one of the best connectivity in the world; don't forget that the new airport will be here, 120 million passengers when it's finished, 120 million, the largest hub in the world. And all the connections are made in provisions, in anticipation of airports.'

**Example from the higher education sector:**

P7: 'A lot of infrastructure has been implemented; for example, we are in Dubai International Academy City, it has been dedicated by the Ministry of Higher Education, to have it for all of the foreign universities or even local universities to attend and operate, giving them a lot of reason, so it's not related to federal labour and the law. So, they dedicated in a certain area for them from all over Dubai, only for the educational sector, which is called the Dubai International Academy Sector'.

**Example from the additional sector:**

P9: 'Everyone today is working together with one aim, to promote Dubai, and to make Dubai a friendly city for everyone. So that's why you will see the ports working closely with the airlines, who are working closely with the Chamber, working closely with everybody with the one aim in mind to promote Dubai services; the relationship between inter-entities has helped aid in getting foreign investment to the city of Dubai'.

**5.3.2.21 Short- and long-term prospects**

The majority of participants in both sectors reported positive expectations and great confidence for both the short and long terms. They had distinct descriptions to express their perceptions.

**Examples from the hospitality and tourism sector:**

P2: 'It will become a mature market, but it is not yet. We, Dubai, will become a mature market in, say, between, five to seven years.... Look, fifty years or sixty years later, look at what Dubai is! For a country like France, it took us 200 years, 300 years, with thousands of years of history'.

P6: 'It will be the next Singapore. I think in fifteen years it will be the next Singapore. Because they have the British influence, similar to Singapore, and they're offering a very similar type of quality and everything, and they're learning from mistakes; and the good thing about Dubai is they want to learn from mistakes and improve'.

**Example from the higher education sector:**

P8: 'Maybe in five years; I mean to have its own higher education brand in five years I think is difficult. But to be, to be a city where we have foreign campuses in five years, it's already happening. So, the way it's gone is it has to be the city that has the most foreign campuses in the world'.

**Example from the additional sector:**

P10: 'Leading the region, leading the region for the future. And in the long term, same thing, definitely. There will be other cities or countries, but I think we are ahead of others by like a minimum of ten years, yeah'.

### **5.3.2.22 KPIs**

Most participants emphasised the importance of KPIs in attracting FDIs for their sector. They provided many examples in order to justify the value of KPIs.

**Examples from the hospitality and tourism sector:**

P4: 'If you look at the city, and you start to say, you're happy to live in Dubai, do your services work, can you pay your internet, can you pay your water, are your roads good? You know in your city, are your streets swept, do you see graffiti, do you see crime? If you start asking all of those questions and measuring them, and then you're able to say to a large organisation, look, look it's great to live here; schools are fine, healthcare is fine, crime is nothing, you know, safety and security, your daughters can go out, your sons can go out, your kids can play, no problem'.

P1: 'Well we, I mean, obviously our business is running on KPIs; I mean every business I think more importantly, from our sector, I think we, on a monthly basis, we are tracking return on investment, marketing campaigns, PR

initiatives; I mean everything is becoming measurable. So the initiatives taken by Dubai Tourism in terms of launching a new campaign in a new destination, all parties get on board: the airline, the destination management company, the hospitality sector; investment is made by the government as well, and then they can quickly measure the effectiveness’.

**Example from the higher education sector:**

P7: ‘KPIs can be the major thing; it will be the number of the students, because for the investment, if I don’t have customers who are here, who’s our target audience? The students. If I don’t have a number of students appear, I’m losing my business. I will close even if I have the best professors, I have the best admin, I have the best facilities, but if I don’t have the students, and this is the major one it’s for the KPIs, indications for this. The second one will be the role of the investing, investors and the government on the business itself, economy-wise and the stability of the economy and political situation, so it will be helpful for education’.

**5.3.2.23 MNCs**

This question was only for the tourism and hospitality sector. All participants agreed on the impact of MNCs on FDIs’ perceptions and decisions, although they used different terms to explain their effect(s).

**Examples from the hospitality and tourism sector:**

P1: ‘So, but the reason that management companies are coming here, and in certain instances putting in equity where required, is because they have incredible local partners and they see, again, the same sort of future that I’ve described earlier in terms of the vision and the strategy of the city. So, I think when you see big international brands here, and I’m not just talking about hospitality, although hospitality is an important one, obviously it’s a snowballing effect; when one comes, the other wants to be here’.

P2: ‘Look at the UAE, it’s, you’ve got seven, eight million people there, but Dubai is the heart for the entire region. It’s important, please don’t



misunderstand, but when your name is a Microsoft or Oprah or Amazon or whatever, seven million is nothing. But seven million when you look at the goal, the GCCs, the entire thing, it's heaven. This is basically, you know, it's like the Switzerland of the Middle East, except that we are moving much faster than Switzerland'.

P5: 'International companies when they come and base themselves in Dubai, their head office, and they operate in the Middle East and North Africa or Africa from Dubai, that's attractive by itself. The Dubai Tourism Department and commerce marketing, they play a great role with the Dubai Economic, Department, with the foreign investment authority, like with them, and with the Dubai Chamber. You will influence somebody to take a decision to come back''. They play a crucial as our ambassadors to these international markets or companies'.

#### **5.3.2.24 Branding strategy**

This question was only for the tourism and hospitality sector; all those participants explained how and why branding strategy affects FDIs.

#### **Examples from the hospitality and tourism sector:**

P1: 'Branding strategies, without question. Yes, the branding strategies of the city, absolutely, 100%, yeah. Why? Because we live in a branded world. And Dubai has been able to create this extraordinary brand over a very, very short period of time as just an amazing, attractive tourism destination. But again, this is, this comes back to the combination I talked about earlier, of Dubai Tourism linked with the airline, linked to the hospitality experience you get here. I mean the experience in hospital is one of the best in the world'.

P3: 'Yes, it does. That's the most important factor for the investor. You know like you have to feel safe where you want to put in your money. I would not go and put my money in a country which is not safe or where the government changes every five years or where I think that I will not get a proper return'.

P4: 'Yes, 100%. Everything you see in Dubai is because of the brand. Everything you see. There are millions and millions of dollars in Saudi money

here. There's Afghani money here. I mean there's money from all over the world here in Dubai, because of the strategy, because of the strategy of the brand. There is complete trust in the, in the strategy of the brand; if wherever you go you ask, "Who owns this, who owns this, who owns this?" Nobody is from Dubai'.

#### **5.3.2.25 Institutional stability**

This question was only for the higher education sector; participants had different views on how this works and how it affects FDIs.

#### **Examples from the higher education sector:**

P7: 'This is in defence actually of the system of this investor itself, but the stability, as I mentioned... it cannot be stable if there are different aspects can affect stability. Politics will be affecting, the economy can be affecting, and also the system that you are implementing here is, it can be plain. So, in terms of investing and the educational sector, you have to see the needs of the market'.

P8: 'universities have to be stable. And that's a very important criterion, the stability of the university, how to make it, how to make it, how to make universities more stable, is probably one of the most important things.

P11: 'So, a branch of London Business School, a branch of Middlesex University, a branch from India, Amity University, the first private university in India, we have one from Iran and so forth, they're now from thirteen countries. the idea is to build a hub, bring in the branch campuses that are already approved and sophisticated and can start offering credits and programmes.'

#### **5.3.2.26 Educational quality**

This question was only for the higher education sector; all participants agreed on the importance of educational quality, with most of them referring to quality assurance.

#### **Examples from the higher education sector:**

P7: 'Educational quality is playing a significant role in that. There is quality assurance, and this is also playing a major role in stability'.

P8: 'quality education is extremely important for the country to go on with... There's a quality assurance anyway that is being carried out with these investors. And they, there's a body that looks at how these investors are drawn and what is being offered and delivered here is of a similar quality to what is offered and delivered there'.

P11: 'We started a quality assurance process, realising that our reputation as a hub would not, would not succeed unless we had a high reputation for good campuses. So, we have, we have an international group that comes, explains all that; we have this international quality assurance we set up to make sure that their hub or building would maintain quality'.

#### **5.3.2.27 Recommendation strategy**

Most participants offered a variety of recommendations relating to their sector, while some were content with the city's growth continuing.

#### **Examples from the hospitality and tourism sector:**

P4: 'we have to manage all that growth... You just think like they didn't think about it, it just grew... whoosh! OK, it's harder to put a city over there because of the boom'.

P5: 'Well, we need more social areas; when I say social areas, I mean, for example, areas where people come together, more green areas. We have amazing beaches created now, but the green areas, parks, the city has to be friendlier for walking, you know, coming together. But within the city, we're missing that element, the greenery, you know, a socialising hub, walking around. I think that element is missing, and hopefully they rectify it very soon'.

P6: 'I think they just need to monitor the developers' work more. They need, I think, to improvise and bring in new technologies. I believe Dubai is already getting involved in the 3D printing development construction sector. So yeah, I think that is the main thing'.

**Example from the higher education sector:**

P7: 'I think we have to work hard with the Ministry of Tourism. This is, yeah; my strategy is to work closely and remove the barriers between attending outside and the branding Dubai as a tourist part. In addition, it should be highlighted that Dubai is an educational place. The people, they can visit and they have to highlight it more... the number of universities, the names of the universities, the programmes that universities offer, because, from my point of view, this is not highlighted very well in the branding of these programmes, like some of the programmes, some of the investors'.

**Example from the additional sector:**

P9: 'I would say a robust system to attract and build and maintain and retain the competitiveness and attractiveness of the city for the future'.

**5.3.2.28 Implemented strategies**

This question was only for the transportation and hospitality sector, and participants showed differently how their recommendations to the previous question could be implemented across other sectors.

**Examples from the hospitality and tourism sector:**

P1: 'I'm sure it does to a degree; I think all this goes to creating a place where people want to live, be educated, to work and to prosper.... It's above the UK, it's above Australia and Canada and the other cities, so, and I think it is that, we hit it on it earlier a little bit; it's about that ability to respect the religious, cultural and traditional values whilst embracing technology, innovation and creativity at the same time'.

P2: 'One thing is certain... Dubai is excellent at getting into your pocket. And no other, no other city, maybe Las Vegas, can do that better. Because obviously Las Vegas and the gambling and the shows and stuff like that, because everything is to encourage you to spend money, and that's what Dubai is about'.

P4: 'Of course, and all of these sectors have to work together. You cannot have a booming travel and tourism sector unless you have strong healthcare, strong

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education, strong transportation, strong logistics... you can't. It cannot work on its own because it's reliant on those other sectors. I cannot bring in a good general manager or a good chef unless I have good schools and good hospitals; they will not come'.

### **5.5 Summary**

This chapter provided research findings in detail. The method used to code the interviews was manual. Each answer was coded and illustrated from all sectors that were selected. Some had similar answers, while others showed a diversity in responses. Additionally, all answers led to the outcomes and an empirical framework that is discussed and analysed in the next chapter.

This chapter provided research findings in detail. The method used to code the interviews was manual. Each answer was coded and illustrated from all sectors that were selected. Some had similar answers, while others showed a diversity in responses. Additionally, all answers led to the outcomes and an empirical framework that is discussed and analysed in the next chapter.

It began with a background on Dubai as a city brand, which was followed by explanation of selection of Dubai as a case study and the focus on two industries namely hospitality and tourism and higher education. This was followed by a detailed discussion of the key themes uncovered from the primary research using the interviews.

The themes discussed in the chapter as uncovered in the interview included Dubai as a city brand, political environment facing Dubai, government strategy in Dubai and the role it plays in influencing the city image and FDI, economic environment, societal factors in the external environment, technological factors and legal structure. The discussion of each of these themes focused not only on the general discussion to better understand the perspective of the research participants (interviewees) but also their perspective on each of the two industries that are a focus of this study: hospitality and tourism and higher education.

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Some of the other themes covered in the study included the impact of rising demand for higher education, aggregate demand and aggregate supply, the impact of Dubai as a city, positive or negative impact, successful investment example, the application of management tools, relationship and management tools, relationship with the key stakeholders, logistics strategy, short and long term effects, the role of multinational corporations, key performance indicators, branding strategy, institutional stability, the quality of higher education institutions, recommendation strategies and implementation strategies.

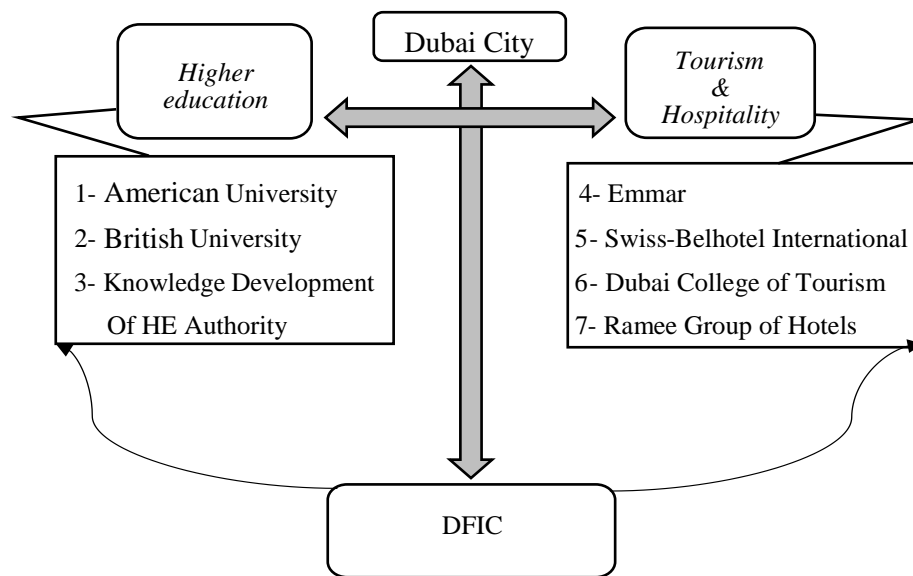
The discussion on these above-mentioned factors highlighted that there are certain factors common across both the industries namely hospitality and tourism and higher education that were highlighted by the research participants. On the other hand, certain factors are specific only to hospitality and tourism and similarly, other factors being specific to higher education.

The chapter provided a detailed explanation into the key insights based on the interviews conducted with the research participants. The responses provided to the interviews as mentioned and explained in this chapter serve as a basis, along with the findings from the literature review, for the next chapter where analysis of the findings is undertaken.

## Chapter 6: Discussion and Analysis

### 6.1 Introduction

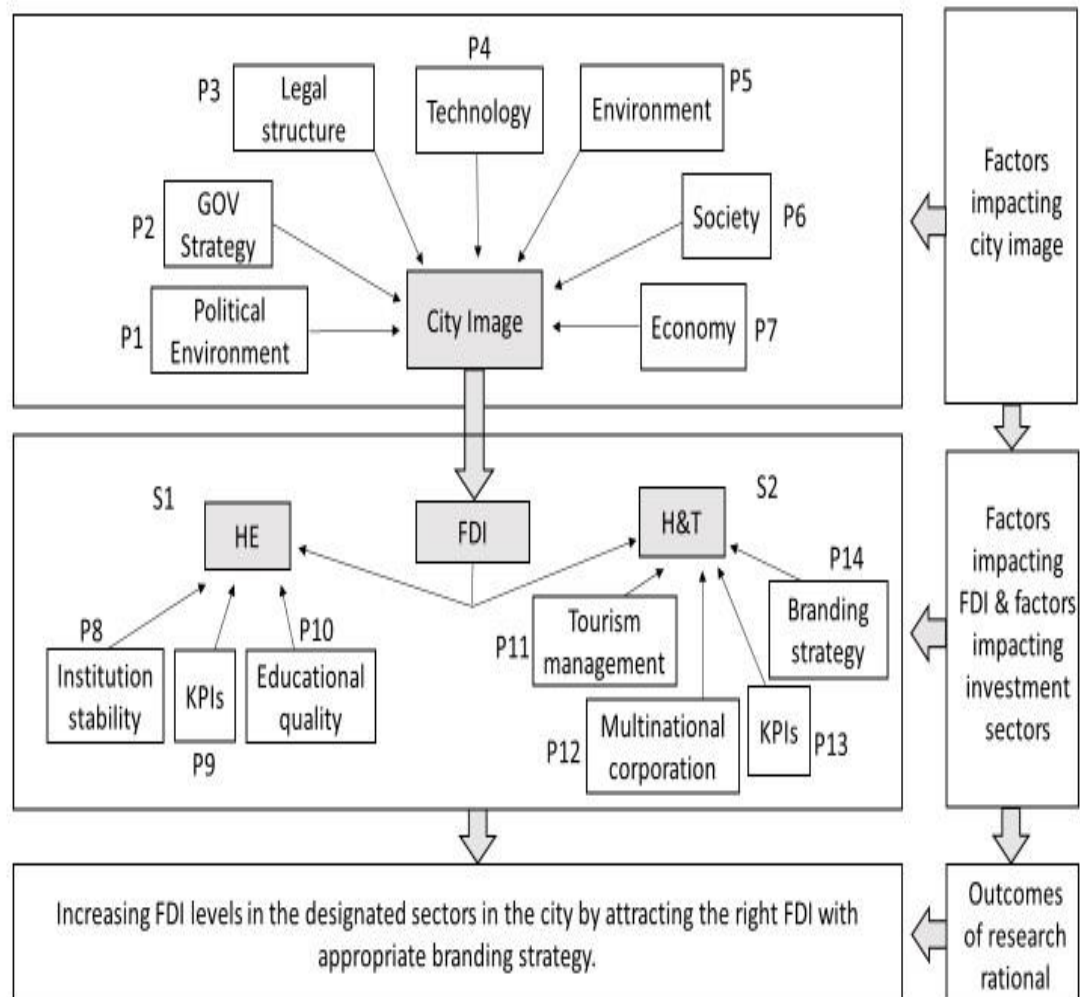
While the previous chapter reported the interview findings, this chapter undertakes a critical analysis of those findings and compares the results to the literature review. It involves the analysis of the key themes emerging from the primary research and compares these findings with the literature findings.



**Figure 6. 1: Diagram of organisations consulted for collecting data**

### 6.1.1 Theoretical framework:

This theoretical framework shows main factors impact FDI based on the literature review and research theory that proposed the city branding strategy. And to compare the outcomes and changes in the framework after the analysis of the interview's findings, see figure 6.2.

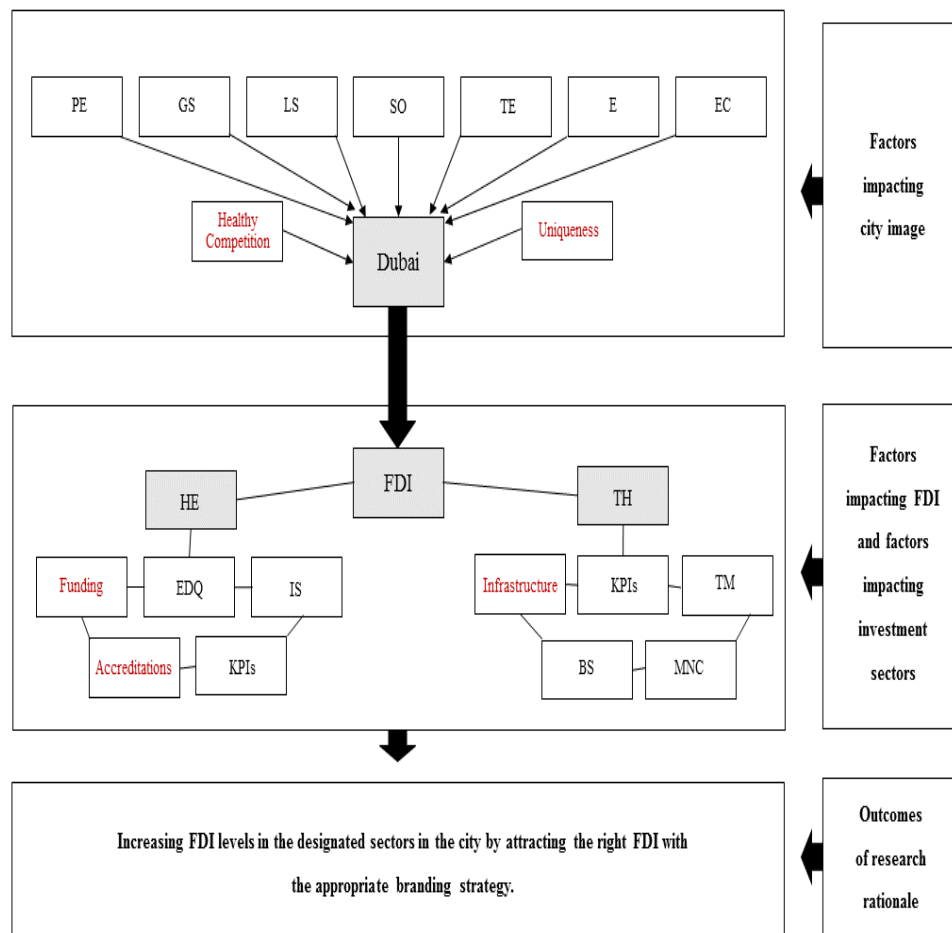


PE= political environment, GS= government strategy, LS= legal structure, SO=society, TE= technology, E= environment, EC=economy, HE= higher education, TH= tourism and hospitality, EDQ= educational quality, IS= institution stability, KPIs= key performance indicators, TM= tourism management, BS= branding strategy, MNC= multinational corporation.



### 6.2 Empirical Framework

There are five new factors emerged from the analysis in red colour. The discussion of all factors and findings will be identified in this chapter.



PE= political environment, GS= government strategy, LS= legal structure, SO=society, TE= technology, E= environment, EC=economy, HE= higher education, TH= tourism and hospitality, EDQ= educational quality, IS= institution stability, KPIs= key performance indicators, TM= tourism management, BS= branding strategy, MNC= multinational corporation.

**Figure 6.2 Outcomes of empirical framework**

### **6.3 Analysis of key themes**

#### **6.3.1 Dubai as a city brand**

The research participants from all sectors agreed on Dubai as a city brand. The key terms mentioned in the interview responses included the factors positively impacting perceptions of Dubai, such as innovation, credibility and the uniqueness associated with Dubai as a city, which positively impact the brand image. The respondents from tourism and hospitality emphasised the importance of branding and marketing of Dubai as a favoured city destination, which promotes innovation in terms of offering services, products and an improved lifestyle. This is consistent with Hankinson's (2004a) argument that city branding develops tangible resources for a city, such as festivals, events and scenery. It also develops intangible resources like identity, along with positive images of the city to make it attractive to its users.

The image of Dubai as a favoured urban destination is also a result of a wide range of infrastructure projects, including ring roads, double-decked highway flyovers, new bridges, a metro and monorail system and even air-conditioned bus stops, which assist Dubai in reducing road congestion and improve the public's mobility (Govers, 2012). Similarly, respondents from the higher education sector cited the importance of city branding in Dubai as critical to attracting major universities and other academic institutions to establish a presence in the region. Dubai has become more modern and possesses improved infrastructure, technological advancements and a favoured reputation amongst business and tourist visitors, and respondents from the higher education sector argued that these developments will encourage universities to increase their presence in the area. The importance of infrastructure and reputation is reinforced by the analysis of Hafeez et al. (2016), who stated that Dubai is looking to broaden its appeal as it focuses on 2020, a year when it has set a goal of reaching 20 million tourists and will host the six-month World's Fair. With 80% of its tourism still originating from the leisure market, Dubai is investing heavily in family-friendly attractions such as theme parks and outdoor activities, along with the higher education sector as a direct beneficiary of the favourable

brand image. Thus, the arguments of Hafeez et al. (2016) are confirmed by the findings from the interview results, which highlight the importance of Dubai's reputation amongst business and tourist visitors as a factor contributing to increased interest from higher education institutions.

### **6.3.2 Political environment**

Most participants viewed the political environment as primarily associated with stability and the need to maintain regional security, given Dubai's strategically important geopolitical location. The favourable political environment of Dubai, including the stability provided by the ruling family, was considered a positive factor by the research participants across both sectors. In particular, interviewees from the tourism and hospitality industry opined that the ability of Dubai to attract FDIs was mainly a result of political stability, in contrast to much of the ME, which has long been associated with frequent periods of instability.

The fact that Dubai has continued to remain a peaceful place offering a stable environment was cited by interviewees in the tourism and hospitality industry as a key factor in decisions by many global firms in the industry to establish a presence in Dubai. Another relevant argument put forward by the interviewees was that the ruling family is particularly keen on the safety and security of the region, which is reflected in their approach to governance, including its investment in health and safety.

The interviewees noted that an approach with such a significant focus on health and safety contributes positively to decisions by firms to engage in foreign direct investment in the region, especially given that FDIs' decision-making involves close attention from management to the political environment, because of the long-term nature of foreign direct investment. This is also true in higher education; those interviews confirmed that respondents perceive the stable political environment as contributing to the favourable brand image and consequently contributing to the development of trust among educational institutions in Dubai as a city. The findings are consistent with the conclusions reached in the literature. For instance, Harms and Ursprung (2002) reported that foreign direct investment tends to flow into countries with civil and political

freedom. According to Qian and Baek (2011), government instability, religious and ethnic tensions can have a major impact on developing countries. Even though Dubai is considered a developing economy, it has nevertheless remained relatively free from religious and ethnic tensions, given the multicultural nature of its society. This has helped to maintain its political stability, which was also acknowledged by the interviewees. Ultimately, this lack of ethnic and religious tensions, minimal instances of discrimination and the stability in the political environment have contributed to increased foreign direct investment in the region.

### **6.3.3 Government strategy**

The role of government strategy was found to be closely related to the political environment. Research participants acknowledged the government's role as influential in developing crucial infrastructure and in the organisation of events such as Expo 2020 and Dubai Vision 2020, which help to provide specific objectives and strategic direction to the city. These objectives also help provide clarity to the different stakeholders and consequently encourage different organisations, whether in tourism and hospitality or in education, to undertake foreign direct investment in Dubai.

The rationale is that strategic objectives, along with a clear communication of those objectives from the government, help FDIs to comprehend the future direction and strategy of Dubai, which reduces uncertainty and bolsters the ability of stakeholders to undertake appropriate decision-making in terms of allocation of scarce resources, including foreign direct investment. Interviewees also highlighted the ability of the government to continually update its rules and regulations in light of the changing environment as another strength of governmental strategy.

Specifically, in the higher education sector, the respondents acknowledged the role of government in the reformulation of the regulatory environment as part of its strategy, which has been influential in attracting FDIs and greater interest from educational institutions. This indicates the continued importance of the role of government strategy in attracting FDIs to Dubai across the higher education sector, the tourism and hospitality industry... and beyond. The

interviewees also commented on governmental strategy as influential in contributing to the development of human resources and a knowledge economy in which knowledge is developed, promoted and transferred across the population by encouraging the sharing of knowledge.

Even though the literature on government strategy did not include knowledge sharing and its contribution to the development of human resources and the knowledge economy, the literature did focus heavily on government strategy as evinced in fiscal policy. For instance, a government may introduce an expansionary fiscal policy with low taxes for MNCs, which would attract FDIs to the region (Göndör and Nistor, 2012).

#### **6.3.4 Environment**

The discussion on environment focused mainly on the security and safety of Dubai as a city-state and destination for investors, which has a positive influence on FDIs. Respondents also mentioned religious tolerance and respect for cultural differences as important in promoting multiculturalism and diversity throughout Dubai, which is a key factor in encouraging foreign direct investment across the tourism and hospitality and higher education sectors.

Another point highlighted by the interviewees is the development of infrastructure, especially Dubai's role as a hub of air traffic and its resultant ability to attract tourists from all over the world. Obviously, this is especially important for the tourism and hospitality industry, as firms in that sector are able to generate significant business and revenue as a result of the improved air traffic and Dubai's status as a well-connected city.

In addition, infrastructure and transport facilities inside the emirate also improve the ability of tourists and investors to travel with convenience. These factors help add to the attractiveness of Dubai as a major destination for foreign direct investment. Besides infrastructure, another environmental factor is the strategic location of Dubai, as it is in close proximity to the low-cost countries of South Asia and East Asia, allowing Dubai to attract inexpensive labour in addition to interest from MNCs aiming to expand in Dubai through outsourcing in those regions. This finding is supported by Kolstad and Wiig (2012), who state that

proximity allows firms to benefit from transport and other economies of scale, as the proximity of production facilities can enable a company to increase its market share.

### **6.3.5 Economy**

The interview responses on economic factors centred on those that contribute to an increased return on investment for FDIs, such as access to a domestic market with high per capita income, falling unemployment and an increase in economic growth. Interviewees stated that a favourable economic environment in the form of increased purchasing power and affordability in the domestic market increases the likelihood that MNCs can earn a reasonable return on investment, which serves as a catalyst to invest, especially in the tourism and hospitality industry.

This finding from the primary research supports Markusen's (2013) arguments that firms are more likely to allocate foreign direct investment to countries where the economic environment is favourable, as indicated by factors like includes higher and sustainable economic growth, high per capita income, low inflation and low levels of unemployment. By contrast, interviewees in the higher education sector stated that return on investment is a comparatively less important influence on FDIs, as the higher education sector does not have profit maximisation as its primary motive. Instead, that sector combines commercial success with the social objective of improving knowledge and skills in the local economy.

In the higher education sector, participants highlighted the important role of the ability of the domestic economy to successfully diversify away from oil and gas as important in developing a strong economy, with foreign direct investment as an important factor contributing to the ability of Dubai to become a fully diversified economy that includes the development of a robust higher education sector.

### **6.3.6 Society**

In the hospitality and tourism sector, societal factors were closely associated with the level of staff skills, including their formal education and overall human

capital. Interviewees from that sector stated that the multicultural nature of Dubai, with residents from over 200 countries, helps to attract not only talented workers but also tourists from all over the world. This in turn has a positive impact on the ability of firms in tourism and hospitality to earn a higher return, which encourages such firms to invest more in the form of foreign direct investment in the emirate.

One respondent also likened the vibrant society and diversity of Dubai to Andalusia in terms of the different aspects of the day-to-day living: culture, lifestyle, innovation, creativity, education and so on. Creativity and innovation have been particularly facilitated by the presence of a large proportion of expatriates living in Dubai; the interviewees stated that expatriates provide a distinctive perspective that can help solve problems faced by society in various ways.

Interviewees also mentioned the importance of COO in influencing FDIs, emphasising the presence of major luxury brands that have undertaken foreign direct investment to attract local consumers. This is also explained through the arguments of Fong, Lee and Du (2014), who studied the COO effect and its influence on FDIs' decisions and concluded that MNCs are more likely to invest in countries where they can use the home country's COO effect to successfully increase their market share. For instance, luxury brands such as Rolex enjoy considerable success in China, as Rolex is able to use its COO effect, based on Swiss watches, to successfully target affluent Chinese customers (Jones and Pitelis, 2015).

Choi, Lee and Shoham )2016( used Hofstede's national dimensions of culture framework (Hofstede and Bond, 1984) to argue that firms are more likely to expand in regions closer in cultural and societal terms to their home country, because similarities make it easier for an MNC to undertake production and marketing decisions, which increases the chances of successfully expanding and thus increases the likelihood FDIs would decide to expand in a certain region. This illustrates that MNCs place importance on the societal and cultural environment.

### **6.3.7 Technology**

Participants in both sectors acknowledged the important role of technology in improving Dubai's city image and consequently attracting FDIs. Participants from the tourism and hospitality industry stated that access to modern technology has meant that firms in the industry are more attracted to Dubai because the latest technology allows firms to be more competitive and positions them to offer a superior service. This finding is consistent with Lau, Choong and Eng's (2014) conclusion that if a country or a region has access to modern technology and equipment, it will be more convenient for an MNC to invest in the region. This is because access to technology enables the MNC to better monitor its operations in the region and improve its operational effectiveness and efficiency.

In higher education, participants acknowledged that technology plays an important role in improving the competitive nature of the services provided by higher education institutions. Therefore, access to modern technology along with a favourable brand image provide a suitable environment for organisations in Dubai, which explains its ability to attract numerous renowned higher educational institutions. Finally, respondents from the public sector stated that technological environment plays an important role, as government policies are focused on promoting access to the latest technology, which helps reduce bureaucracy and is a key factor in Dubai's transition towards a paperless and more environmentally friendly economy.

### **6.3.8 Legal structure**

The responses from participants when discussing the legal structure were quite similar to those discussed under political environment and government strategy. The interviewees acknowledge that the legal environment is critical, as it provides confidence to firms and investors about the regulatory environment they are considering. A respondent from the hospitality and tourism industry emphasised that clear laws and a transparent regulatory environment means there is no differentiation or discrimination between locals and expatriates, which encourages those from overseas to conduct business confidently and results in higher foreign direct investment. The respondents from the higher



education sector appreciated the presence of DIFC, which increases the confidence in the legal system and facilitates investment in Dubai.

## **6.4 Impacts**

### **6.4.1 Tourism demand impact**

The interviews also assessed the impact of tourism demand on Dubai's city brand and resultant influence on FDIs. Most respondents from the tourism and hospitality sector indicated that the existing favourable brand image of Dubai continues to serve as a positive factor for those kinds of businesses, as it enables firms to attract both returning and new visitors and become more profitable. However, another important theme emerged from the tourism and hospitality sector interviews; respondents expressed concern that, despite the ability of Dubai to attract increased numbers of visitors to the city and the positive impact on the tourism and hospitality sector, Dubai could eventually become overly reliant on the hospitality and tourism industry.

The increased emphasis on tourism was also illustrated in the literature review, which revealed that Dubai is looking to broaden its appeal as it marches towards 2020, a year when it has set a goal of reaching 20 million tourist arrivals and will host the World Expo for six months.

Dubai thus wants to slightly shift its global perception from the iconic superlatives for which it is known to a cultural hub where 200 nationalities live in peace, locals boast about their hometown and visitors realise that there is more than just the world's largest mall to experience) Hafeez et al., 2016(. There are potential implications for the government and policy-makers to consider, including the need to take steps to reduce reliance on the tourism and hospitality sector in the future and achieve a more balanced economy, which would also positively impact the ability of Dubai to appeal to FDIs in a wide range of sectors.

### **6.4.2 Higher education demand impact**

Interviewees stated that Dubai's multicultural society has had a positive impact on the higher education sector, because its vibrant and cosmopolitan society, which is so distinctive in the GCC region, has allowed Dubai to attract major

educational institutions in establishing a presence in the emirate. Respondents also stated that interest from educational institutions is not limited to the university sector; even high school and pre-school educational institutions have been attracted to Dubai to cater to the needs of both the domestic and expatriate populations. Interviewees emphasised the knock-on impact of economic growth and the development of different industries on the education sector in Dubai. For instance, a few participants stated that they have observed that educational institutions have attracted more students as business has expanded in Dubai and more expatriates are now living and working there. Today, the expatriate population increasingly choose to live with their families and, as their children start to go to schools, this has also added to the increase in the demand for education at all levels (based on the British or American education systems), which in turn has attracted greater interest from major educational institutions to establish and strengthen their Dubai presence.

The interviewees also emphasised the important role of the government in contributing to the growth of Dubai's education sector. The Government of Dubai has prioritised promoting the growth of that sector, given the positive impact of the education sector on the skills of students and future workers and the increased capacity and productivity of human resources whilst workers can equip themselves with the new skills and techniques (Clift, Liptak and Rosen, 2016). The presence of major educational brands and universities in Dubai indicates the interest of British and American universities in gaining entry to the education sector in Dubai.

#### **6.4.3 Market demand impact**

Another interesting theme that emerged from the interviews was the agreement across both sectors that FDIs are motivated by the fact that purchasing power in Dubai is reasonably high and has continued to increase, given the emirate's impressive rate of economic growth. The interviewees stated it does not make economic sense for foreign firms to establish a presence in an area where the purchasing power is low. This argument from the interviewees reinforces the finding of Wilkins et al. (2016), as explained in the literature review: the impressive growth in Dubai's per capita income has increased the ability of

students in Dubai to afford higher education. The result is that educational institutions are more likely to undertake foreign direct investment to establish operations in Dubai because they can charge premium tuition fees.

An additional factor discussed in particular by higher education sector respondents is the favourable demographics of Dubai, which have also allowed the city to attract interest and foreign direct investment from higher education institutions. The population growth and increased number of young people in the city means that there is a significant target audience for educational institutions in the future.

#### **6.4.4 Aggregate demand and aggregate supply**

The discussion of aggregate demand and aggregate supply as key factors in enhancing the city image of Dubai and consequently helping to attract FDIs centred on the role of government. Participants in both sectors indicated that government strategy is highly important when it comes to influencing both aggregate demand and aggregate supply and their resultant impact on FDIs.

Participants were careful to differentiate between aggregate demand and aggregate supply by focusing on the fact that the government's influence on aggregate demand occurs through making the environment favourable for consumers and firms in terms of consumption and investment, whereas aggregate supply increases through encouraging greater investment, which in turn increases the productive capacity of Dubai's economy as a whole.

This finding from the interviews is supported by the literature review, which also highlighted the important role of government in facilitating aggregate demand and aggregate supply. The government may introduce an expansionary fiscal policy by which low taxes could be put in place for MNCs, which would attract FDI to the area (Göndör and Nistor, 2012).

Additionally, government can also offer subsidies to selected sectors. A subsidy is a form of grant given by the government that reduces production costs for firms in the relevant sector. The result is that MNCs are more likely to be attracted to a given jurisdiction and increase their presence through engaging in foreign direct investment (Göndör and Nistor, 2012).

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In the tourism and hospitality sector, government was considered highly important because government strategy influences the extent of competition in the industry and consequently the return earned by firms operating in the sector. Therefore, if the government is seen to promote competition in tourism and hospitality through deregulation, interviewees stated that this would negatively impact the return earned by incumbent operators in the industry. However, interviewees did acknowledge that government strategy and deregulation would enable Dubai to attract new FDIs in the tourism and hospitality industry.

An interesting comment was the favourable attitude of participants and their widespread belief in the attractiveness of the hospitality industry in Dubai. Interviewees indicated that the Dubai's favourable brand image and the existing strength of the tourism industry means there is an opportunity for firms in that industry to earn a considerable profit. This will occur by benefiting from significantly higher resale values, given the increased foreign direct investment in the tourism and hospitality industry and Dubai as a whole. Today's business owners will realise higher values when they sell those businesses. This is a strong indicator of the optimism expressed by business owners and stakeholders when it comes to the prospects for the tourism and hospitality industry.

When discussing government strategy, participants also noted the important role of the government in controlling inflation. High inflation can reduce the ability of firms to invest in expanding their operations. In addition, it reduces purchasing power, which would negatively impact the per capita income. Comparing this finding from the interviews to the literature review findings, we find that Markusen (2013) noted that economic factors have an impact on organisational FDIs' decision-making. For instance, a city or country with high per capita income indicates that most of the country's residents can afford a variety of products and services, which is a signal to MNCs interested in potentially expanding in that area that there is indeed a sizeable audience in the country that could be targeted through effective marketing and promotional strategy (Markusen, 2013). In contrast to the tourism and hospitality industry, participants from higher education were relatively less optimistic in terms of the

ability of the higher education institutions to earn returns on investment of the same magnitude.

This is because some educational institutions have actually closed down due to their inability to attract a sufficient number of students and operate viably, which indicates the importance of conducting a feasibility study and market research before proceeding, so that limited resources are utilised efficiently. It should be noted that the educational institutions that have closed down were not necessarily global leaders in their industry and did not possess a strong brand or quality reputation. Interviewees also praised the role of the free trade zones established by the Government of Dubai, which have attracted global educational institutions to open campuses in Dubai. This has helped to support the higher education sector and is likely to facilitate greater demand in the sector in the future.

#### **6.4.5 Dubai as a city impact decision**

When interviewees were asked about the role of Dubai's existing brand image in helping them to attract FDIs, they primarily stated that the existing image had enabled them to target investments in both sectors. The hospitality and tourism interviewees agreed that they were continuing to make use of Dubai's existing city image to attract tourists, which in turn attract firms in the industry to establish or expand their operations.

Similarly, in higher education, interviewees acknowledged that they use Dubai as a selling point to attract new higher educational institutions. Dubai's favourable brand image helps to attract students from all over the world. Therefore, educational institutions are interested in setting up operations in Dubai; in addition to attracting international students, Dubai has a large number of young people who are the target market for universities.

#### **6.4.6 Positive or negative effect**

The research also focused on ascertaining the extent to which the effect of city image in terms of attracting FDIs can be considered positive or negative. In tourism and hospitality, the participants highlighted benefits associated with city image like the security, stability and safety associated with Dubai. This

encourages customers and tourists to visit Dubai and consequently increases the likelihood that investors in the sector would want to increase their Dubai presence and market share. The investments these firms make improve the availability of modern infrastructure in the tourism and hospitality industry in Dubai, which in turn reinforces the competitiveness and attractiveness of Dubai as a location for tourism. Thus, the security and stability associated with Dubai encourages FDIs while improving the infrastructure that is considered important in the tourism and hospitality industry.

A similar argument was made in the higher education sector, where participants emphasised the political and economic stability associated with Dubai as critical in attracting increased attention from higher education institutions. The respondents specifically mentioned the impact of political and economic stability, along with the presence of appropriate regulation in maintaining and improving quality control in higher education, which is important to attract the strongest brand names (e.g., highly ranked universities from UK, USA, Canada, Australia and so on).

Respondents stated that the legal environment, including appropriate corporate governance, transparency and accountability, is important, because it allows higher education institutions to manage their expansion and brand images, which helps in attracting FDIs. This finding is comparable to the findings from the literature. Buchanan, Le and Rishi (2012) studied the relationship between the legal environment and MNC FDIs' decision-making, concluding that a favourable legal environment includes low bureaucracy and increased transparency and accountability (as measured through presence of a clear and effective corporate governance framework). Because undertaking foreign direct investment is a significant decision on the part of firms, they pay close attention to the quality of the institutional environment, including transparency and accountability.

#### **6.4.7 Successful investment examples**

The examples of what constitutes successful investment differed in the two sectors. In tourism and hospitality, participants stated the importance of the presence of numerous renowned brands and infrastructure (including buildings)

such as Atlantis and the presence of well-known hotel brands like Hilton and Inter-Continental. The presence of these brands has resulted from favourable city branding and Dubai's image.

The arguments above show that the primary research revealed that the presence of MNCs in the tourism and hospitality industry goes hand in hand with the favourable city image of Dubai. This presence of major brands in the industry increases interest from other firms, who then also want to enter and establish their presence in Dubai. Within higher education, the example of a successful investment included references provided by the interviewees to the ability to attract major global universities, such as the University of Maryland and the American University of Paris.

The presence of these global brand names helps to attract other universities, along with accomplished faculty, which helps enhance Dubai's reputation for higher education. The responses of interviewees from both hospitality and tourism and higher education indicate that both sectors regard Dubai's successful brand image to be useful in attracting major MNCs and other renowned brands. This shows the positive impact of city branding on FDIs in the case of Dubai.

#### **6.4.8 Management tools applied**

The interviewees from tourism and hospitality emphasised the important role of the industry and the firms operating in the sector in the life of people in Dubai, through the contribution to society in terms of the development of community schemes supported by high-rise buildings, shopping centres, parks and other amenities that help improve the standard of living. The interviewees also highlighted the important role of the Tourism Development and Investment department in promoting tourism and benefiting the tourism and hospitality industry in Dubai, which has helped enable the development of numerous resorts and parks in the city; these, too, are influential in attracting FDIs. The responses of interviewees from higher education included an emphasis on improved educational infrastructure and systems to increase convenience for students. For instance, interviewees highlighted the system of weekend classes, which exhibits flexibility and allows a greater number of students (including

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mature and professional students in full-time work who would otherwise be unable to attend) to consider commuting to Dubai for weekend classes. The increase in the number of students allows the higher education sector to attract higher-quality academic faculty and staff, who are attracted by the ability of the institutions to pay higher salaries and other remuneration. This supports an increase in foreign direct investment in higher education.

#### **6.4.9 Relationship and management tools**

The relationship between different stakeholders is considered important, in addition to the role of management and leaders across the two sectors in improving the presence of major firms in different sectors. Within the tourism and hospitality industry, research participants stated that campaigns such as Visit Dubai have increased interest amongst tourists in traveling to the emirate, which obviously positively impacts the number of visitors visiting Dubai.

Dubai has continued to attract more visitors over time; interviewees reported that this has a favourable impact not only on city image but also on FDIs. Promotional campaigns like Visit Dubai demonstrate the interaction between different stakeholders and the important role of the Government of Dubai in maintaining and improving the city's favourable image. This is in addition to the use of technology and other available resources to help better forecast and improve the number of tourists who would visit Dubai in the future, which further increases the attractiveness of Dubai for companies in the tourism and hospitality industry.

However, in higher education, respondents stated that the relationship between different stakeholders and especially the strategy of the Government of Dubai is not as clear as it is in other areas of the economy. Interviewees indicated that this is a result of the fact that government has only recently started to grasp the importance of higher education in enhancing the competitiveness and productive capacity of Dubai's economy, which means that the education sector had been comparatively neglected.



#### **6.4.10 Dubai as a woman**

The concept of Dubai as a woman was introduced to the interviewees to discuss and analyse how they perceive Dubai as a city. In the tourism and hospitality industry, interviewees stated that beauty could either be natural or artificial, with Dubai categorised as a city that lacks natural beauty, given the scale of development and excessive focus on the regeneration of the region. This was likened to a woman who enhances her beauty through undergoing numerous plastic surgeries. Interviewees also mentioned that, as it is costly and expensive for attractive women to maintain themselves and their beauty, the same is true of Dubai.

There is a need to continually invest, expand and enhance the region's productive capacity, including infrastructure, to maintain the interest of tourists and investors alike. The continued focus on improving the outlook and city image of Dubai would help the city to continue to attract FDIs, according to the interviewees. In higher education, even though the responses were largely similar in terms of associating beauty with artificial rather than natural beauty, participants stated that Dubai as a city was associated with elegance. This is due to the considerable planning and thought that the city has undertaken as it has expanded significantly over the last few decades.

#### **6.4.11 Additional criteria**

When asked about additional criteria that interviewees considered important with regards to the two sectors, the participants stated that government policy changes, including the regulatory environment, were an important consideration. For instance, in higher education, increased regulation and the need for universities to gain accreditation are considered important criteria for universities not only to attract students from various parts of the world (adding to Dubai's diversity and multicultural environment) but also to attract top researchers and academic faculty. The role of government factor was cited as a source of subsidies and greater grants for research and development, which would help improve the competitiveness of the higher education sector in Dubai.

#### **6.4.12 Relationship between key stakeholders**

The next theme in the interviews relates to the relationship between different stakeholders in the tourism and hospitality and higher education sectors. In tourism and hospitality, participants said that the major participants (i.e., hotel groups) had developed relationships with important stakeholders (customers, employees, management, suppliers and even competitors) to help increase their size and market share. Market share is important, as the nature of the industry is such that it is an oligopoly, with the presence of a few large hotel groups (IHG, Hilton, Accor, Marriott, etc.). This means there is increased competition between a few firms to capture and increase market share.

By contrast, participants in the higher education sector stated that they do not necessarily enjoy the same degree of relationship between different stakeholders (e.g., students, employees, management, suppliers and even competitors). The interviewees said that this resulted from the differences in sectoral dynamics and factors influencing growth of the two areas.

#### **6.4.13 Logistics strategy**

Logistics is considered an important factor in influencing the city brand image and consequently in improving the ability to attract FDIs. The participants stated that, only a few decades ago, Dubai lacked suitable logistics and infrastructure, which negatively impacted the city's brand image. The above arguments illustrate that for firms to be successful in creating and sustaining a branding strategy, they need to consider the values of the area in which they are investing to ensure that their strategy is in line with that area's strategy. Participants in both sectors acknowledged that recent advancements in logistics and infrastructure and the resultant positive impact these developments have had in not only attracting increased interest but also drawing greater foreign direct investment to improve the quality of infrastructure and increase the presence of major MNCs in the area.

#### **6.4.14 Short and long term**

The interview discussions also asked the informants' opinions about the impact of city brand and developments on their sectors over the short and long terms.

The participants in both areas believed that, in the short term, Dubai would continue to attract FDIs, largely as a result of the favourable brand image and the presence of other MNCs that serve as a trigger in encouraging other firms and investors to engage in foreign direct investment. In the long term, interviewees likened Dubai to Singapore, stating that Dubai had the potential to become as mature an economy as Singapore, especially given the influence of British culture on both city-states. However, interviewees also stated the importance of learning from mistakes made in Dubai's past, such as a lack of sufficient emphasis on higher education, logistics and infrastructure, which are all crucial aspects in facilitating economic growth, development, foreign direct investment and improving a city's brand image.

#### **6.4.15 KPIs**

The interviewees from both sectors acknowledged that KPIs are important as a factor in improving the competitiveness of Dubai and consequently its city image. This is because the different KPIs in each sector encourage those operating in that sector to achieve their goals.

Interviewees acknowledged the importance of KPIs in improving their own performance and consequently the city image of Dubai, as KPIs serve as a benchmark to measure their performance against expectations and make any necessary improvements. This shows the important role of KPIs in improving the performance of key stakeholders in the hospitality and tourism and higher education sectors and, consequently, the ability of the two sectors to attract FDIs.

#### **6.4.16 MNCs**

MNCs are another important factor influencing the tourism and hospitality industry, especially in Dubai. Cities like Dubai are reliant on MNCs, and decisions by MNCs to invest in Dubai is evidence that those firms consider Dubai to be an important of their strategic expansion plans. The result is that the increased presence of MNCs in Dubai positively contributes to the city brand image and perceptions of Dubai as an area that is successful in attracting FDIs (Hafeez et al., 2016).

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In the primary research, the question about the relevance of MNCs was only asked of tourism and hospitality industry participants, as higher education does not generally involve MNCs. Even though some participants expressed scepticism about the important role of MNCs, mainly because of the relatively small populations of the UAE and Dubai, the pace of economic growth and development and the resultant increase in income per capital indicates the strong purchasing power of most Dubai residents. This was acknowledged by interviewees in hospitality and tourism as a key factor that encouraged other firms in the industry to be attracted to and consider undertaking foreign direct investment in Dubai.

#### **6.4.17 Branding strategy**

The impact of a branding strategy on city image and ability to attract FDIs was only asked of tourism and hospitality industry interviewees. All participants acknowledged the important role of branding by firms in the tourism and hospitality industry when it comes to successfully expanding in Dubai; it allows them to target new customers and consequently increase their market share. The participants explained the linkage between the different aspects of tourism, such as airline and hotel groups offering a combined service that relies on their strong brand images. The above arguments illustrate that for firms to be successful in creating and sustaining a branding strategy, they need to consider the values of the country they are investing in and ensure that their branding strategy is in line with the strategy of the area.

#### **6.4.18 Institutional stability**

The theme of institutional stability was analysed by conducting primary research with participants from the higher education sector. Interviewees noted the distinction between higher education and other sectors in that higher education is not necessarily profit-oriented; the maximisation of profit is far from its primary motive. Furthermore, respondents acknowledged the differences in educational systems across cultures (e.g., significant differences in British versus American educational systems), which means there is a need for higher education institutions to ensure they have in place an adapted system instead of a standardised policy to undertake global expansion.

Participants stated that stability from the political and economic perspective and the development of an institutional framework have been important factors in allowing Dubai to attract universities from USA, Britain, India, Iran and so on. Stability allows these universities to target students from all over the world to study at their Dubai campuses. Political stability is crucial; Busse (2003) notes that political instability, including strikes and riots, red tape and bureaucracy, internal conflicts such as civil war, lack of proper socioeconomic conditions and the like all act as barriers to the development and proper functioning of an institution.

#### **6.4.19 Educational quality**

Another theme discussed during the interviews with higher education respondents was educational quality. The quality of education provided was admitted to be highly important not only in attracting major educational institutions from around the world to establish a presence in Dubai but also to attract the best students. The interviewees said that, as the quality of education improves and more globally leading higher education institutions are attracted, an increase in foreign direct investment is sure to follow, because investors are more interested in investing in the higher education sector in Dubai, given the demonstrated ability of the city to attract top-ranked universities and good students who can pay premium tuition fees.

#### **6.4.20 Recommendation strategy**

When discussing the recommendation strategy, an important theme mentioned by the interviewees was the importance of the planned rather than unplanned growth of the city. One hospitality and tourism participant stated that if the growth and expansion of a city is not planned appropriately, including infrastructure, safety and citizen security, there could be a negative impact on city image, as is the case with Cairo. This comment indicates the importance of town planning to improve and maintain a city image. Another participant stated that appropriate planning measures can help city authorities to manage growth whilst keeping the character and beauty of a place, which will help to attract more tourists and other visitors and positively influences the city image. The result is that a city such as Dubai is able to attract more FDIs.

Another recommendation from the tourism and hospitality interviewees focused on the need to have more green spaces (e.g., parks), especially in the city centre. This would improve the outlook of the neighbourhoods and add to the Dubai's scenic beauty, helping to attract more visitors and consequently foreign direct investment in the tourism sector. Participants from higher education mentioned the important role of working in close collaboration with the Ministry of Tourism. This should involve highlighting to visitors the presence of numerous universities and educational institutions in Dubai, which would help increase awareness and, through word of mouth, enhance the reputation of Dubai as a place where people can come to obtain an excellent higher education. Given the specialist programmes already offered by some universities in Dubai, there is a need to focus on marketing and advertising these programmes to wider target audience and thus increase awareness.

#### **6.4.21 Implemented strategies**

The interview questions around implemented strategies were asked only of tourism and hospitality participants. Two relevant themes emerged from the analysis of their responses. Firstly, interviewees acknowledged that the presence of a wide range of amenities in Dubai encourages people to spend, which is how firms in the tourism and hospitality achieve higher growth and increased profitability, and that encourages greater foreign direct investment in the industry in Dubai.

The second theme related to the importance of balancing the other sectors, as participants stated that it was not possible to have a strong tourism and hospitality industry with a continuing lack of emphasis on other sectors, such as higher education, transportation, healthcare and so on. It is only when many different sectors are enjoying growth and providing the highest-quality products and services that Dubai will fully benefit from its ability to attract the best talent. This would mean that the most skilled workers would be attracted to Dubai, which is likely to have a positive impact on city image and ultimately help attract increased foreign direct investment to the city.

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## **6.5 General analysis**

This analytical chapter, including the comparison of the findings to the literature review, helps to arrive at several notable discoveries. The analysis of the impact of city image on FDIs has helped to update the existing theoretical framework with five new factors, including healthy competition and uniqueness as two factors that impact the city image of Dubai, in addition to the three factors specifically impacting FDIs: funding and accreditations in higher education and infrastructure in tourism and hospitality.

### **6.5.1 Factors impacting city image**

#### **6.5.1.1 Healthy competition**

Healthy competition encourages firms to improve not only the quality of their products and services but also their overall operational efficiency so that they can continue to offer a quality service at a competitive price. This clearly has implications in terms of market structure for policy-makers, who should ensure the existence of healthy competition amongst firms in an industry to maintain a positive city image for Dubai.

#### **6.5.1.2 Uniqueness**

The uniqueness of the environment and services provided by an organisation adds to the prestige and city image of Dubai. They help Dubai to clearly differentiate itself from other cities and appeal to target audiences globally.

### **6.5.2 Factors impacting FDI in higher education**

#### **6.5.2.1 Funding**

As the higher education sector is still relatively new in Dubai, it is highly reliant on funding from both the public and private sectors. Government funding comes in the form of subsidies to universities and colleges, favourable tax positions and a welcoming regulatory environment. In addition, the grants provided by the government to students have a role in increasing the demand for higher education, which in turn enhances the appeal of Dubai as a destination for higher education. The increased number of students raises the interest of higher

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education institutions, which will want to establish a presence in Dubai to benefit from the city's growth and positive image.

#### **6.5.2.2 Accreditation**

Accreditation of higher education institutions is another important factor, as it increases the trust and confidence of students that they are receiving an educational qualification that is recognised and will serve them well. This adds to the demand for higher education and consequently increases interest from higher education providers, resulting in an increase in foreign direct investment.

### **6.5.3 Factors impacting FDI in tourism and hospitality**

#### **6.5.3.1 Infrastructure**

Infrastructure is an important factor for the tourism and hospitality industry, which is heavily reliant on the availability of well-functioning facilities like airports and roads. The presence of high-quality infrastructure adds to the demand for tourism in Dubai, which in turn increases the interest from MNCs in Dubai's tourism and hospitality industry, contributing to an increase in demand and likely in foreign direct investment.

### **6.6 Summary**

The review of the primary data collected through the interviews, when combined with the findings from the literature review, shows that there are several environmental factors that have an impact on the city image of Dubai, including the political, legal, social, economic and technological environments, along with government strategy. A favourable external environment not only positively impacts the city image of Dubai but also helps to attract FDIs in both the hospitality and tourism industry and the higher education sector. The analysis has also revealed that hospitality and tourism poses a risk to the overall economy of Dubai in that Dubai is overly reliant on that sector. This has implications that the government and policy-makers should consider, including the need to take steps to reduce the emirate's reliance on the tourism and hospitality sector in the future and achieve a more balanced economy, which would also positively impact the ability of Dubai to attract FDIs in a wider range of sectors.



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## Chapter Seven: Conclusion

### 7.1 Introduction

This chapter concludes the research undertaken, provides a summary of the critical aspects of the study and presents the key conclusions. The aim of this research was to explore the impact of city image on the perceptions of FDIs and, ultimately, their decision-making. This aim was achieved through five different research objectives. The rest of this chapter is organised as follows: section 7.2 reports on how each of the five research objectives of the thesis was met; section 7.3 provides recommendations to the relevant stakeholders based on the study's findings; section 7.4 explains the contributions of this study and why it is important and section 7.5 outlines the limitations and future work that could be undertaken to overcome those limitations.

### 7.2 Research Summary

#### 7.3.1 Objective 1

The first research objective was to critically review the city branding literature with a particular focus on the city image category, factors affecting city image and FDIs' perception. The literature review confirmed the increased importance of city branding and efforts by cities to enhance their image in order to attract FDIs and further improve their competitiveness. Some of the key factors uncovered in the literature review that affect city image include the political environment, prevailing government strategy and the legal, technological, economic and socio-cultural environments. These factors were found to have a direct impact on the city image, which in turn influences different FDIs' (e.g., institutional investors, MNCs and pensions funds) perceptions regarding investing in a particular city.

#### 7.3.2 Objective 2

The second research objective was to identify the gap in the literature on city image and how it influences FDIs' perceptions and use what was discovered to refine the existing conceptual framework. Although there is considerable research that has investigated the effect of tourists' perceptions of a

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geographical location (Bandyopadhyay, Morais and Chick, 2008; Buzinde, Santos and Smith, 2006; Castro, Armario and Ruiz, 2007), there is a lack of research regarding the relationship or any causal link between city branding and the willingness of firms to engage in foreign direct investment (Ramkissoon and Nunkoo, 2011), with no research focusing on the tourism and hospitality industry and limited research in the higher education sector. This illustrates a research gap that is addressed in this study by its focus on the tourism and hospitality and higher education sectors.

### **7.3.3 Objective 3**

The third research objective was to conduct primary research in the form of interviews and undertake qualitative analysis to understand the impact of various factors affecting city image and how it affects the ability to attract foreign direct investment to Dubai. This research objective was fulfilled in the methodology and findings chapters, which provide the research methodology used and the results of the interviews conducted with personnel from the tourism and hospitality and higher education sectors.

### **7.3.4 Objective 4**

The fourth research objective was to suggest new factors based on the primary research that help improve the existing conceptual framework to analyse the factors affecting city image and FDI's perceptions of Dubai.

On the basis of the analysis of the primary data collected through interviews with senior people in the tourism and hospitality and higher education sectors and the comparison of the data to the findings from the literature review, new factors affecting city image and FDI's perceptions about Dubai were added to the existing conceptual framework: educational quality and institutional stability in the higher education sector and branding strategy and the role of MNCs in the hospitality and tourism industry.

The quality of education provided is critical in attracting world renowned educational institutions from worldwide to establish a presence in Dubai, which in turn has a direct positive influence on the ability of Dubai to attract the best students. Relating it to FDI, investors are likely to be interested in investing in

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the higher education sector in Dubai, given the ability of the city to attract top ranked universities and good students who can pay premium tuition fees.

The distinction between higher education and other sectors in that higher education is not necessarily profit-oriented; the maximisation of profit is far from its primary motive. This is in addition to the differences in educational systems across cultures (e.g., significant differences in British versus American educational systems), which means there is a need for higher education institutions to ensure they have in place an adapted system instead of a standardised policy to undertake global expansion.

Within tourism and hospitality industry, the role of multinational corporations is highly important, especially in Dubai. Cities like Dubai are reliant on MNCs, and decisions by MNCs to invest in Dubai is evidence that those firms consider Dubai to be an important of their strategic expansion plans. The result is that the increased presence of MNCs in Dubai positively contributes to the city brand image and perceptions of Dubai as an area that is successful in attracting FDIs. Cities like Dubai are reliant on MNCs, and decisions by MNCs to invest in Dubai is evidence that those firms consider Dubai to be an important of their strategic expansion plans. The result is that the increased presence of MNCs in Dubai positively contributes to the city brand image and perceptions of Dubai as an area that is successful in attracting FDIs (Hafeez et al., 2016).

### **7.3.5 Objective 5**

The final research objective was to make recommendations to the relevant stakeholders as to how they can further enhance Dubai's city image and use it to attract more foreign direct investment. This research objective is fulfilled in the next section, which contains recommendations based on the findings of the study.

## **7.3 Contributions**

This research focused on exploring the impact of city image of Dubai on FDIs. It has added to the existing literature on city branding and city image, especially by focusing on two sectors – hospitality and tourism and higher education.

**Theoretical contribution:**

The study has developed the existing theoretical framework by adding new factors that help to better understanding of impact of city image on FDI in Dubai. Also, developing theoretical framework has showed clearly how city branding strategy plays a significant role in terms of dealing with FDI as a target.

**Practical contribution:**

The analysis of the data collections of this study illustrated new factors that impact the city image and FDI. These outcomes have helped to update the existing theoretical framework with five new factors: healthy competition and uniqueness are two factors that impact the city image of Dubai, while there are three factors specifically impacting FDI (funding and accreditation in higher education and infrastructure in tourism and hospitality). This practical contributions from in-depth interviews will serve the city branding strategy not only for Dubai but also all the middle east cities.

**7.4 Implications of the research**

The research has several important implications for various stakeholders. Firstly, the research has implications for the researchers and academics that are focused on the study of city image with an emphasis on regions in GCC (especially Dubai) because this research through the combination of secondary and primary research has helped contribute to the existing literature on the city branding and how city image influences FDI. Therefore, this study would allow the researchers to better understand the impact of city brand and image on FDI and work with the findings of this study to make further progress.

The researchers are better off based on the addition of new factors to the existing theoretical framework provided in this study. These factors assist in gaining an in-depth and further understanding the impact of city image on FDI in Dubai, broken down by factors specific to hospitality and tourism and those relevant to higher education.

The addition of five new factors namely healthy competition and uniqueness are two factors that impact the city image of Dubai, while there are three factors specifically impacting FDIs (funding and accreditation in higher education and infrastructure in tourism and hospitality) provides a clear guideline for academics to use these findings to further their own research.

In addition, these new factors also assist policymakers to focus on the various areas to promote the development across tourism and hospitality and higher education industries, so that a conducive environment is provided to the domestic and foreign investors, resulting in an increase in FDI in Dubai.

### **7.5 Limitations and future research**

Despite the comprehensive research focusing on the analysis of the impact of city image on FDIs' perceptions and, ultimately, on FDIs' decision-making when it comes to Dubai, there are certain limitations of this study. The first relates to the research methodology adopted. As the research included the use of qualitative methods in the form of semi-structured interviews, the study did not benefit from quantitative analysis. The use of a quantitative research method involving survey questionnaires might have helped improve the reliability and validity of the study through an increased sample size. This limitation could be addressed by undertaking a mixed methods study in the future, which could make use of a combination of quantitative and qualitative research methods to analyse the impact of city image on FDIs' perceptions and, ultimately, on FDIs' decision-making.

Another limitation relates to the relatively limited availability of the literature on the impact of city image on FDIs' perceptions and, ultimately, on FDIs' decision-making. Even though the lack of available literature was beneficial in helping to identify the gap which has been subsequently addressed through the combination of primary and secondary research, it was a limitation in terms of the ability to compare the findings from the primary research with those from the literature.

This was especially the case when analysing the literature on the ME generally and Dubai in particular, as no study exists that analyses the impact of city image

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on FDIs in the hospitality and tourism and higher education sectors. This research and the updated framework, including the five new factors, should be useful for researchers and academics in their future research when analysing the impact of city image on FDI.

Another limitation relates to a relatively small sample size, as the study included interviews with only 12 research participants in its efforts to understand the impact of city image on FDIs. The difficulty in accessing personnel in positions of authority and responsibility meant that only 12 such people could be interviewed. This limitation could be addressed in the future by increasing the sample size of the study for the interviews, as well as conducting surveys to better understand the opinion of different research participants when it comes to investigating the impact of city image on FDIs.

## **7.6 Recommendations**

Based on the literature review, the data collection and the subsequent comparison of the primary data with the findings from the literature, the following recommendations are made to the Government of Dubai to enhance Dubai's city image and use it to attract more foreign direct investment.

Firstly, tourism and hospitality is a comparatively well-established industry in Dubai, especially when compared to the higher education sector, which has historically been neglected and hence has contributed only a small amount to the emirate's gross domestic product. This indicates that even though Dubai has benefited from the growth of the hospitality and tourism industry and the resultant positive impact it has had on Dubai's city image and consequent ability to attract major MNCs to invest in the city, a more suitable and sustainable strategy for the growth of Dubai in the future includes the need to focus on higher education. This can be achieved through creating an environment that is maximally conducive to the needs of the higher education sector.

One potential recommendation in this regard includes offering tax incentives to higher education institutions (especially renowned global institutions), which would encourage them to undertake foreign direct investment, given the favourable regulatory and legal environment. This is in addition to increased

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subsidies and grants for students aiming to complete their higher education, which would increase demand. To meet this rising demand, more higher education institutions would be attracted to Dubai, given the favourable political environment along with the strong city image; an increase in foreign direct investment through the creation of a positive political, regulatory and legal environment would likely result. Ultimately, this would also help reduce the reliance of Dubai on tourism and hospitality whilst enhancing the competitiveness of its higher education sector and contributing to a more balanced economy going forward.

The second recommendation relates to the economic environment, which is considered crucial in today's globalised world. Even though Dubai has favourable macroeconomic fundamentals (e.g., sustained economic growth, low inflation and rising per capita income), one factor that would further strengthen the economic environment is a more accommodating monetary policy.

This would be in the form of lower borrowing costs, which would encourage organisations in both the tourism and hospitality and higher education sectors, among others, to establish or expand operations in Dubai, given their ability to borrow at competitive rates if they use the funding to underwrite their expansion in the emirate. This recommendation requires a close interaction between the Government of Dubai and the Central Bank of the UAE, because it is the central bank that controls monetary policy. Lower borrowing costs would help improve the economic environment, which in turn would help attract more foreign direct investment and therefore allow Dubai to strengthen its city image, based on the improved economic environment.

**Abbreviations list:**

FDI: Foreign direct investment

ME: Middle East

CBS: city branding strategies

MNCs: multinational corporations

COOs: chief operating officers

GCC: gulf cooperation council

UAE: United Arab Emirates

GDP: gross domestic product

UNCTAD: United Nations Conference on Trade and Development, 2017

IMF: international monetary fund

OECD: organisation for economic co-operation and development

KPIs: key performance indicators



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## Appendices

### Appendix 1

#### Interview Request Email

Dear <NAME>,

*I am Razan Bogari and I am currently completing my PhD Research at Brunel University London. My topic title is The Impact of City Image on Perception of Foreign Direct Investment in Dubai. As part of my research data collection, I am kindly requesting whether I could arrange a short face-to-face interview in Dubai to gather some basic data and views on this topic.*

*As the <Job Title> working for <Company>, your input will be very significant to the research I have described. The rationale behind foreign investment in the tourism and hospitality sector is one where Dubai is recognised as an international vehicle through which tourism not only brings income but also creates a position for the city on the global map. Hence, your experiences and views would be extremely beneficial and a real contribution. As a matter of urgency, can I please request a response as to whether you can accept this offer for an interview in the month of September. If agreed, the university will need a confirmation letter or email sent to me with the date and location of the meeting.*

*I truly appreciate your kindness and help in this matter. I am grateful for this once-in-a-lifetime opportunity to meet with someone in your position in Dubai.*

*Thank you for your consideration.*

*Best Regards*



*Razan Bogari*

*PHD Student*

*Brunel University*

Razan Bogari

## Appendix 2

### Research Participant Information Sheet – Guidance



*Potential recruits to a research study must be given sufficient information to allow them to decide whether or not they want to take part. The purpose of the project, and the fact that it is a research project, should be explained plainly and concisely. The nature of the project and all the technical terms and abbreviations should also be clearly explained. A translation should be provided if needed. An Information Sheet should contain information under the headings given below where appropriate, and in the order specified. It should be written in simple, nontechnical terms and be easily understood by a layperson. Use short words, sentences and paragraphs, and remember that the Information Sheet should not be too long. The ‘readability’ of any text can be roughly estimated by the application of standard formulae. Checks on readability are provided in most word processing packages.*

**How much information?** *There are no specific legal criteria as to how much information is required for a research project. If invasive procedures are being used, the person should understand in broad terms the nature and purpose of the procedure and the material risks which are involved. Perhaps the best advice is that it would now be expected that the amount of information is enough for a reasonable participant to make the decision in hand. Clearly, this would involve a duty to warn of **risks** which a reasonable person might want to know in order to weigh risks and benefits.*

*In providing the above information, care should be taken to:*

- Give the prospective participant full opportunity and encouragement to ask questions;*
- Exclude the possibility of unjustified deception, undue influence and intimidation;*
- Seek consent only after a sufficient opportunity has been given to the prospective participant to consider whether or not to participate;*
- As a general rule, but subject to exceptions, e.g., questionnaires, obtain from each prospective participant a signed form as evidence of consent;*
- Renew the consent if there are material changes in the conditions or procedures of the research.*

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*Participant Information Sheets should appear on appropriately headed paper (usually bearing the Brunel University London logo), and should always contain Brunel University (not private) contact details of the researcher and (where relevant) the Supervisor.*

## **THE HEADINGS**

### **Study title**

*Is the title self-explanatory to a layperson? If not, a simplified title should be included.*

### **Invitation paragraph**

*This should explain that the person is being asked to take part in a research study. The following is a suitable example:*

*'You are being invited to take part in a research study. Before you decide, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask me/us if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part.*

*Thank you for reading this'.*

### **What is the purpose of the study?**

*The background and aim of the study should be given here. Also mention the duration of the study.*

### **Why have I been chosen?**

*You should explain why and how the person was chosen and how many other participants will be involved.*

### **Do I have to take part?**

*You should explain that taking part in the research is entirely voluntary. You could use the following paragraph:*

*'As participation is entirely voluntary, it is up to you to decide whether or not to take part. If you do decide to take part you will be given this information sheet to keep and be asked to*

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*sign a consent form. If you decide to take part you are still free to withdraw at any time and without giving a reason'.*

*Where relevant, it should be clearly stated that the right to withdraw at any time from the project will in no way influence or adversely affect the participant. A similar 'no detriment' statement may need to be included in the case of student participants.*

### **What will happen to me if I take part?**

*You should say:*

*How long the person will be involved in the research;*

*How long the research will last (if this is different);*

*(Where relevant) how often they will need to visit University premises/a clinic/day centre/school, etc., and how long these visits will be;*

*Whether travelling expenses will be available;*

*What exactly will happen. e.g., tests, scans, x-rays, interviews etc.;*

*What the participant's responsibilities are;*

*What you expect of them.*

*You should set out simply the research methods you intend to use. If interviews are involved, and will be recorded, you need to ensure this is specified on the consent form.*

### **What do I have to do?**

*Are there any lifestyle restrictions? You should tell the person if there are any dietary restrictions. Can the person drive? Drink? Take part in sport? Can the person continue to take their regular medication? Should the participant refrain from giving blood? What happens if the participant becomes pregnant?*

### **What are the possible disadvantages and risks of taking part?**

*Here, a simple statement of risk should be included, bearing in mind that 'no risk' is likely to be the case in extremely exceptional circumstances. Any material risks, side effects or discomforts should be clearly indicated. If there is any possibility of psychological distress, you should mention this as well.*

### **What are the possible benefits of taking part?**

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*Where there is no intended benefit to the person from taking part in the study, this should be stated clearly.*

*It is important not to exaggerate the possible benefits to the particular person during the course of the study, e.g., by saying they will be given extra attention. This could be seen as coercive.*

### **What if something goes wrong?**

*You should inform people how complaints will be handled and what redress may be available. Is there a procedure in place? In relation to the NHS LREC form, you will need to distinguish between complaints from participants as to their treatment by members of staff (doctors, nurses, etc.) and something serious happening during or following their participation in the research, i.e., a reportable serious adverse event.*

*Where the study carries risk of physical or significant psychological harm, the following (or similar) should be said:*

*'If you are harmed by taking part in this research project, there are no special compensation arrangements. If you are harmed due to someone's negligence, then you may have grounds for a legal action but you may have to pay for it'.*

*The person to be contacted if the participant wishes to complain about the experience should be the Chair of the principal investigator's College Research Ethics Committee.*

### **Will my taking part in this study be kept confidential?**

*You may need to obtain the person's permission to allow restricted access to their records/files/notes and to the information collected about them in the course of the study. You should explain that all information collected about them will be kept strictly confidential.*

*The following form of words might prove useful:*

*'All information which is collected about you during the course of the research will be kept strictly confidential. Any information about you which leaves the University/hospital/surgery/local authority premises, etc., will have your name and address removed so that you cannot be identified from it'.*

---

*You should always bear in mind that you, as the researcher, are responsible for ensuring that when collecting or using data, you are not contravening the legal or regulatory requirements in any part of the UK.*

*Please refer to information below regarding the difference between confidentiality and anonymity.*

**What will happen to the results of the research study?**

*You should be able to tell the participants what will happen to the results of the research. When are the results likely to be published? Where can they obtain a copy of the published results? You might add that they will not be identified in any report/publication.*

**Who is organising and funding the research?**

*The answer should include the organisation or company sponsoring or funding the research (e.g., ESRC, company, charity, academic institution).*

**What are the indemnity arrangements?**

*Participants should be informed if participation in a study might affect health-related insurance.*

**Who has reviewed the study?**

*You must give the name of the Research Ethics Committee which reviewed the study.*

**Passage on Research Integrity A**

*suggested insert should read:*

*'Brunel University is committed to compliance with the Universities UK Research Integrity Concordat. You are entitled to expect the highest level of integrity from our researchers during the course of their research. Further information can be found on the Brunel University London research integrity webpage'.*

**Contact for Further Information and Complaints**

*You should give the person contact points for further information (see above).*



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*The Participant Information Sheet should state that the individual will be given a copy of the information sheet and a signed consent form to keep.*

*To test the literacy level of your information sheet, check the SMOG calculator (<http://www.harrymclaughlin.com/SMOG.htm>).*

*Remember to thank the individual for taking part in this study!*

## **Appendix 3**

### **Sample of interview questions:**

1. *What is your perception of Dubai as a city brand?*
2. *Can you explain factors that you believe impact on foreign direct investment in Dubai?*
  - 2.1. *What role do you think that the city's political environment (Factor 1) plays in affecting FDIs?*
  - 2.2. *What role do you think that the city's government strategy (Factor 2) plays in affecting FDIs?*
  - 2.3. *What role do you think that the city's environment (Factor 3) plays in affecting FDIs?*
  - 2.4. *What role do you think that the city's economy (Factor 4) plays in affecting FDIs?*
  - 2.5. *What role do you think that the city's society (Factor 5) plays in affecting FDIs?*
  - 2.6. *What role do you think that the city's technological factors (Factor 6) plays in affecting FDIs?*
  - 2.7. *What role do you think that the city's legal structure (Factor 7) plays in affecting FDIs?*
3. *How can market demand impact the attractiveness of Dubai for international investments?*
4. *How does foreign direct investment impact aggregate demand and aggregate supply of (specific sector) in Dubai?*

- 
5. *Do you believe that Dubai as a city impacts decisions relating to your sector and why?*
  6. *What issues cause a positive or negative effect on FDIs' perception?*
  7. *Can you name and explain a couple successful examples that your organisation has benefited from by receiving foreign direct investment?*
  8. *Are there any management tools or programs that your organisation applies in regard to attracting viable FDIs in general?*
  9. *What are the relationship and management tools used to ensure that Dubai is recognised on the world map as a successful city?*
  10. *Looking at the specific sector, what sub-factors do you believe will impact foreign direct investment in that sector?*
  11. *How do KPIs as a management tool assist in foreign direct investment decisions?*
  12. *Imagining Dubai as a woman, what would be the main characteristics that would attract foreign men?*
  13. *Why did you choose these particular characteristics, and how do you believe that they can impact FDIs?*
  14. *Are there any additional criteria that should be taken into account when considering Dubai as a brand for foreign investments?*
  15. *When considering inter-competitiveness between the various companies (in the specific sector), is there a free-flowing relationship between key stakeholders?*
  16. *How are logistical strategies managed to ensure the enhancement of the impact of foreign direct investment?*
  17. *Where do you see Dubai as a city brand in the...*
    - 17.1. *... short term or immediate future?*
    - 17.2. *... long run?*
  18. *Are there any recommended strategies to be implemented in designing the creation of a successful place branding management program? Thank you!*

## Appendix 4

**Name of interviewee:**

**Position held:**

**COMPANY:**

**Date:**

[TYPE THE SENDER COMPANY ADDRESS]

Sector: Tourism and Hospitality

*Question 1: What is your perception of Dubai as a city brand?*

*Question 2: Can you explain which factors impact Dubai's foreign direct investment in tourism and hospitality?*

*2.1. What role do you think that the city's political environment (Factor 1) plays in affecting foreign direct investment?*

*2.2. What role do you think that the city's government strategy (Factor 2) plays in affecting foreign direct investment?*

*2.3. What role do you think that the city's environment (Factor 3) plays in affecting foreign direct investment?*

*2.4. What role do you think that the city's economy (Factor 4) plays in affecting foreign direct investment?*

*2.5. What role do you think that the city's society (Factor 5) plays in affecting foreign direct investment?*

*2.6. What role do you think that the city's technological factors (Factor 6) play in affecting foreign direct investment?*

*2.7. What role do you think that the city's legal structure (Factor 7) plays in affecting foreign direct investment?*

*Question 3: How does tourism demand impact the attractiveness for international investments?*

*Question 4: In the tourism and hospitality sector, how does aggregate demand and aggregate supply affect foreign direct investment in Dubai?*

*Question 5: Do you believe that Dubai as a city impacts decisions relating to your sector and why?*

*Question 6: What issues in tourism and hospitality cause a positive or negative effect on FDIs' perceptions, not only among tourists but also among investors?*

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*Question 7: Can you name and explain a successful investment example in the tourism sector that your organisation has benefited from?*

*Question 8: Can you name and explain a successful investment example in the hospitality sector that your organisation has benefited from?*

*Question 9: Are there any management tools or programs that your organisation applies in regard to attracting viable FDIs in general?*

*Question 10: What are the relationship and management tools used in the tourism and hospitality sector that ensure Dubai's recognition as a successful city?*

*Question 11. Imagining Dubai as a woman, what would be the main characteristics that would attract foreign men?*

*Question 12: Why did you choose these particular characteristics, and how do you believe that they can impact FDIs in the tourism and hospitality sector?*

*Question 13: Looking particularly at the tourism and hospitality sector and the tourism industry, are there any additional criteria that should be taken into account when considering Dubai as a brand for foreign investments?*

*Question 14: When considering inter-competitiveness between the various tourism and hospitality companies, i.e., hotels, tour operators, food industries, restaurants and so on, are there free-flowing relationships between key stakeholders?*

*Question 15: How are logistical strategies managed to ensure the enhancement of the impact of foreign direct investment?*

*Question 16: Thinking about your sector, where do you see Dubai as a city brand in the...*

*16.1. Short term or immediate future?*

*16.2 Long run?*

*Question 17: How can KPIs attract FDIs in your sector?*

*Question 18: How do the sector's MNCs play a part in attracting FDIs?*

*Question 20: How does branding strategy affect FDIs' decision-making?*

*Question 21: How does tourism management play a role in attracting FDIs in this sector?*

*Question 22: Are there any recommended strategies to be implemented in designing the creation of a successful place branding management program in tourism and hospitality?*

*Question 23: How can these strategies be implemented across various sectors in general?*

*Thank you!*

## Appendix 5

**Name of interviewee:**

**Position held:**

**Company:**

**Date:**

[TYPE THE SENDER COMPANY ADDRESS]

*Sector: Higher Education*

*Question 1: What is your perception of Dubai as a city brand?*

*Question 2: Can you explain which factors impact Dubai's foreign direct investment in the higher education sector?*

*2.1. What role do you think that the city's political environment (Factor 1) plays in affecting foreign direct investment?*

*2.2. What role do you think that the city's government strategy (Factor 2) plays in affecting foreign direct investment?*

*2.3. What role do you think that the city's environment (Factor 3) plays in affecting foreign direct investment?*

*2.4. What role do you think that the city's economy (Factor 4) plays in affecting foreign direct investment?*

*2.5. What role do you think that the city's society (Factor 5) plays in affecting foreign direct investment?*

*2.6. What role do you think that the city's technological factors (Factor 6) play in affecting foreign direct investment?*

*2.7. What role do you think that the city's legal structure (Factor 7) plays in affecting foreign direct investment?*

*Question 3: How does higher education demand impact the attractiveness for international investments?*

*Question 4: In the higher education sector, how does aggregate demand and aggregate supply affect foreign direct investment in Dubai?*

*Question 5: Do you believe that Dubai as a city impacts decisions relating to your sector and why?*

*Question 6: What issues in higher education cause a positive or negative effect on FDIs' perceptions by not only students but also investors?*

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*Question 7: Can you name and explain a successful investment example in the higher education sector that your organisation has benefited from?*

*Question 8: Can you name and explain a successful investment example in the higher education sector that your organisation has benefited from?*

*Question 9: Are there any management tools or programs that your organisation applies in regard to attracting viable FDIs in general?*

*Question 10: What are the relationship and management tools used in the higher education sector that ensures Dubai's recognition as a successful city?*

*Question 11. Imagining Dubai as a woman, what would be the main characteristics that would attract foreign men?*

*Question 12: Why did you choose these particular characteristics, and how do you believe that they can impact FDIs in the tourism and hospitality sector?*

*Question 13: Looking particularly at the higher education sector and the tourism industry, are there any additional criteria that should be taken into account when considering Dubai as a brand for foreign investments?*

*Question 14: When considering inter-competitiveness between the various higher education institutions are there free-flowing relationships between key stakeholders?*

*Question 15: How are logistical strategies managed to ensure enhancement of the impact of foreign direct investment?*

*Question 16: Thinking about your sector, where do you see Dubai as a city brand in the...*

*16.1 Short term or immediate future*

*16.2 Long run*

*Question 17: How can KPIs attract FDIs in your sector?*

*Question 18: How does the sector's institutional stability play a part in FDI attraction?*

*Question 19: How does educational quality affect the decisions of FDIs?*

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*Question 20: Are there any recommended strategies to be implemented in designing the creation of a successful place branding management program in higher education?*

*Question 21: How can these strategies be implemented across various sectors in general?*

Thank you!



## Appendix 6



### SAMPLE CONSENT FORM

<p>The participant should complete the whole of this sheet</p>		
<p><i>Please tick the appropriate box</i></p>		
	YES	NO
Have you read the Research Participant Information Sheet?	<input type="checkbox"/>	<input type="checkbox"/>
Have you had an opportunity to ask questions and discuss this study?	<input type="checkbox"/>	<input type="checkbox"/>
Have you received satisfactory answers to all your questions?	<input type="checkbox"/>	<input type="checkbox"/>
Who have you spoken to?		
Do you understand that you will not be referred to by name in any report concerning the study?	<input type="checkbox"/>	<input type="checkbox"/>
Do you understand that you are free to withdraw from the study:		
• at any time?	<input type="checkbox"/>	<input type="checkbox"/>
• without having to give a reason for withdrawing?	<input type="checkbox"/>	<input type="checkbox"/>
• (where relevant, adapt if necessary) without affecting your future care?	<input type="checkbox"/>	<input type="checkbox"/>
(Where relevant) I agree to my interview being recorded.	<input type="checkbox"/>	<input type="checkbox"/>
(Where relevant) I agree to the use of non-attributable direct quotes when the study is written up or published.	<input type="checkbox"/>	<input type="checkbox"/>
Do you agree to take part in this study?	<input type="checkbox"/>	<input type="checkbox"/>
Signature of Research Participant		
Date:		
Name in capitals:		
<b><u>Witness statement</u></b>		
I am satisfied that the above-named has given informed consent.		
Witnessed by:		
Date:		
Name in capitals:		

<b>Researcher Name:</b>	<b>Signature:</b>
<b>Supervisor Name:</b>	<b>Signature:</b>

## Appendix 7

College of Business, Arts and Social Sciences Research Ethics Committee



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Uxbridge  
UB8 3PH  
United Kingdom

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30 October 2017

### LETTER OF APPROVAL

Applicant: Ms Razan Bogari

Project Title: City Image And Foreign Direct Investment Perception

Reference: 7768-LR-Oct/2017- 8601-2

Dear Ms Razan Bogari

The Research Ethics Committee has considered the above application recently submitted by you.

The Chair, acting under delegated authority has agreed that there is no objection on ethical grounds to the proposed study. Approval is given on the understanding that the conditions of approval set out below are followed:

- The agreed protocol must be followed. Any changes to the protocol will require prior approval from the Committee by way of an application for an amendment.
- On the Participant Information Sheet, for question "What if something goes wrong?", please state that the participant should contact the Chair of the CBASS Research Ethics committee (email [cbass-ethics@brunel.ac.uk](mailto:cbass-ethics@brunel.ac.uk)) if they wish to complain.

Please note that:

- Research Participant Information Sheets and (where relevant) flyers, posters, and consent forms should include a clear statement that research ethics approval has been obtained from the relevant Research Ethics Committee.
- The Research Participant Information Sheets should include a clear statement that queries should be directed, in the first instance, to the Supervisor (where relevant), or the researcher. Complaints, on the other hand, should be directed, in the first instance, to the Chair of the relevant Research Ethics Committee.
- Approval to proceed with the study is granted subject to receipt by the Committee of satisfactory responses to any conditions that may appear above, in addition to any subsequent changes to the protocol.
- The Research Ethics Committee reserves the right to sample and review documentation, including raw data, relevant to the study.

You may not undertake any research activity if you are not a registered student of Brunel University or if you cease to become registered, including abeyance or temporary withdrawal. As a deregistered student you would not be insured to undertake research activity. Research activity includes the recruitment of participants, undertaking consent procedures and collection of data. Breach of this requirement constitutes research misconduct and is a disciplinary offence.

Professor David Gallear

Razan Bogari

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Chair

College of Business, Arts and Social Sciences

Research Ethics Committee Brunel University London