

*Effects of the Re-Branding Campaign Strategies on the Image of Nigeria Abroad  
(2009 – 2014)*

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**Abstract**

This paper is an assessment of the effects of the Re-branding Campaign launched in 2009 by the Federal Government of Nigeria to “market” Nigeria abroad. Two major objectives were investigated in the study. These include; (i) to assess the effectiveness of the approach adopted by the government of Nigeria for the re-branding project based on the conventional re-branding-a-country procedure for enhanced national development and transformation, (ii) to evaluate the perception of the international community about the image of Nigeria since 2009 when the re-branding project was launched. Survey research design was adopted for the study. The study was carried out among the international community. Altogether, 180 foreigners were selected for the study. Questionnaire was used for data collection. Chronbach’s Alpha method was used for assessing the internal consistency of the questionnaire. Content analysis and one-way ANOVA were used to test the hypotheses formulated for the study. Findings revealed that the approach adopted by government in its re-branding efforts did not match the conventional re-branding-a-country procedure and that there was no significant difference in the way the international community perceived Nigeria and its people before and after the campaign. The study concluded that, re-branding Nigeria campaign did not achieve the aim for which it was set for as a result of the approach adopted in its execution. It was therefore recommended that government should strive to address those burning issues otherwise, the re-branding project would remain an illusion and a sheer waste of resources.

Keywords: Nigeria, re-branding, image, perception, abroad

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## 1. Introduction

Nigeria is a country located in West Africa sub-region. The name 'Nigeria', the flag, the Nationals/Citizens of the country together with their International Passport, the currency 'Naira' spent in the country and such other properties which can be traced or attributed to Nigeria, are all the components constituting the *brand* called Nigeria. In marketing, the term 'branding' which is the act of creating strong identity has traditionally been associated with products and services, rather than with countries, places and cities. Companies and corporations, even the most competing ones use branding mainly as a distinguishing and strategic competitive tool in the market place and also in the fierce market drive for consumers (Pitta and Kotsanic, 2005). Currently, known products, services and countries have continuously made efforts at branding and rebranding themselves in a bid to differentiate and make acceptable /unique impression. In a clearer and simple term therefore, a brand is what signals to the customer the competitive attributes of a product/services and/or the strength of a country. particularly its source – i.e. where it is produced from, the company that produced it, the symbol, logo and the colour with which it can be identified, all geared to the protection of the customers and the producers from competitors who would or may attempt to imitate the product (Cretu and Brodie, 2007). In the same way, most governments and countries across the world today are increasingly employing branding and several other marketing techniques to sell their regions and countries to the rest of the world, all in the bid to increase their international profile, attract foreign direct investments and make the places ideal destinations for tourism and trade (Bamiduro and Aremu, 2012; Uchem, 2009). Countries such as United States of America, United Kingdom, Spain, South Africa, China, and many others have succeeded in branding their nations, presenting their nations as unique place-brands which keep attracting investors, tourists, and nationals of other countries to their nations as the destinations they must visit (McKay, 2009; Frank, 2010). In view of these, the need to assess the effects of Nigerian Government's rebranding efforts on the image of Nigeria abroad ever since 2009 that it was launched becomes imperative for this study.

### 1.1 Statement of the Problem

The image of Nigeria – a noble country that is regarded as the *Giant of Africa* has not been the best and seemingly battered before the world( Alyebo, 2012 ). It is believed that corruption occurs at all levels and everywhere in the country. The alleged corrupt practices are of different forms such as bribery, diversion and misappropriation of public funds, distortion of rules etc. Transparency international in December, 2014 ranked Nigeria out of 174 countries surveyed as no 136<sup>th</sup> most corrupt country in the world and 3<sup>rd</sup> in West Africa. The poor image has not only affected the economy of the country but has also affected the way the international communities perceive every Nigerian. Several rebranding efforts have been executed by past government administrations particularly to improve on the image of Nigeria yet, it remains poor (Thomas:2010,Egwu ,2013 Etekpe, 2012). Some have equally criticized the latest rebranding project and described it as a step in the wrong direction (Matiza and Oni 2013).

In the same vein, crises have equally dented the image of Nigeria. Foreigners no longer feel comfortable visiting Nigeria whether for tourism or for business purpose.

Cases of religious crisis between a sect called *Boko Haram on one side* and the rest on the other have rocked cities, destroyed churches, mosques and claimed hundreds of thousands of lives and properties since the past five years. There have been cases of kidnappings, hostage takings of Nationals and Foreigners etc. which have impacted negatively on the perception of Nigeria by foreigners.

Most *Made in Nigeria* goods are believed to be fake The Nigerian government has in the past been involved in one rebranding Nigeria project or the other to improve the image of Nigeria. The most recent one was the rebranding campaign project of the Federal Government of Nigeria initiated by the then Minister of Information in 2009. Several Nigerian critics shunned the approach adopted. It is the desire to assess the effects of this rebranding Nigeria project on the perception by foreigners since the recent campaign was executed in 2009 that prompted this study.

## **1.2 Objectives of the study**

The objectives of this study include:

- i. To assess the extent to which the strategies adopted by Federal Government of Nigeria in 2009 for the rebranding Nigeria project conformed to the conventional rebranding-a-country procedure.
- ii. To evaluate the perception of the international community on the image of Nigeria and its people since 2009 that the rebranding project was launched.

## **1.3 Research hypotheses**

Two research hypotheses were formulated for this study. They include;

- i. H<sub>1</sub>: The rebranding strategies adopted by Federal Government of Nigeria in 2009 does not significantly match the conventional rebranding-a-country procedure.
- ii. H<sub>2</sub>: There is no significant difference in the way the international community perceives Nigeria and its people before and after 2009 that the rebranding campaign was launched.

## **2. Review of related literature.**

*Branding* is a marketing management process of giving a product, service, organization, nation or personality a unique identity and image such that it is easily and positively identifiable and distinct from the competition (Rodrigue and Biswas, 2004). It could be in the form of – a name, term, sign, symbol or design, or even a combination of these.

*Rebranding* is a marketing strategy through which a new name, term, symbol, design, or combination thereof is created for an established brand with the intention of developing a new, differentiated identity or notion in the minds of consumers, investors, and competitors (Bill and Dale, 2008). It can also be described as the repositioning or repairing an existing brand (Collins and Porras, 1997). Marketers should sell perceptions to consumers not products (Ejionueme and Onukogu, 2012). Simply put then, *rebranding* means – to change consumer's perception about a

product or brand to attract positive affection or affinity to it for the benefit of all stakeholders, particularly the promoters of the brand (Kaikati, 2003).

## **2.1 Past Rebranding Strategies by the Federal Government of Nigeria and How They Failed**

Rebranding Nigeria has been a product of many past government administrations in Nigeria. Dated back to the period of Civil War which lasted for 30 months [July 1967 – Jan. 1970], Gen. Yakubu Gowon, the then military Head of State in Nigeria, initiated a sort of rebranding Nigeria programme in the form of what seemed like a masterstroke to heal the scarring wounds of the war. In a bid to weld the country back from the brink, Gowon declared that ‘there was no victor or vanquished’ at the end of the war. He introduced the three Rs programme namely: Reconciliation, Rehabilitation and Reconstruction (Etekpe, 2012). To implement this campaign, Gowon pledged to remain in power till 1976 before handing over to a civilian regime after a democratically conducted election. His regime saw the beginning of the Oil Boom era in Nigeria, thus he was able to spend money to prosecute the three Rs agenda. However, the moment Gowon said 1976 was no longer realistic for a democratic handing over, the brand equity of his regime and the country began to ebb (Egwu, 2013; Thomas, 2010). In 1983, General Muhammadu Buhari (rtd) launched War Against Indiscipline (WAI). WAI was also a rebranding effort aimed at giving Nigerians a new lease of life. WAI espoused discipline in both public and private lives of the people and they were fast adapting to it before the regime was overthrown (Emma et al, 2012).

In 1987 General Ibrahim Babangida embarked upon a rebranding project called MAMSER – Mass Movement for Self Reliance Social Justice and Economic Recovery. It was introduced as part of the transition programme of the regime with the aim of giving Nigeria a new beginning. MAMSER had on board eminent Nigerians who have excelled in their various areas of calling. Till date MAMSER remains the longest rebranding effort ever embarked upon by any Nigerian government. Ironically, despite its laudable objectives MAMSER ended up a colossal failure as a result of the annulment of the fairest June 12, 1993 Presidential election which almost tore Nigeria apart. was accounted for as the reason for the failure of MAMSER (Adamolekun, 1989, Nwankwo *et al.*, 2012).

In an effort to market Nigeria abroad, President Olusegun Obasanjo during his first tenure in 1999 toured different countries of the world marketing Nigeria abroad. During his second term [between 2003 – 2007], President Obasanjo also launched the Heart of Africa project, a continuation of the regime’s external rebranding campaign. The Heart of Africa project too achieved little because it is difficult to rebrand externally without doing same on the internal realm. (Nwankwo *et al.*, 2012).

## **2.2 Rebranding Campaign Launched by the Federal Government of Nigeria in 2009**

During the administration of Late Alhaji Umaru Musa Yar'Adua, a rebranding Nigeria campaign was launched and championed by Late Prof. Dora Akunyili, the then Hon. Minister of Information and Communications with the bid to launder the seemingly battered image of the country among the comity of nations. The campaign was

criticized because most people felt the timing was wrong and given the current challenges of the global financial meltdown, they felt it was inauspicious for the government to embark on another spending binge in the guise of rebranding (a sign of deep seated distrust of government intentions). But to those who applauded the campaign felt that Nigeria needs urgent repackaging in order to attract investors into the country (Abdullahi *et al.*, 2012).

### **2.3 Federal Government Approach to Rebranding Nigeria**

Late Prof. Dora Akunyili who led the rebranding campaign in 2009 relied keenly on her experience as the former Director General of National Agency for Foods and Drugs Administration and Control [NAFDAC]. She believed Nigerians would be willing to rally round a good cause that speaks to their needs, and ready to take over a rebranding Nigeria campaign if they believe in it (Airenevboise, 2009). To begin with, the government via Professor Dora invited prototype of logos and slogans of choice from Nigerians both at home and in the Diaspora. Nigeria government engaged a 22-man committee selected from the various sectors of the society to assess the almost 3,000 entries of slogans and logos, out of which the slogan – ***Nigeria, Good People, Great Nation*** was chosen. The campaign was then flagged off. The government believed the slogan will help to inspire patriotism in Nigerians as they collectively tackle the challenges ahead (Uchem, 2009).

The rebranding Nigeria message was targeted at the world. First, to Nigerian secondary schools and universities to inculcate the culture of civility and a renewed sense of patriotism in students. To sustain this, and also to propagate the message, the government through Dora established rebranding clubs in the universities and secondary schools. Secondly, the government sought partnership with National Youth Service Corp (NYSC) which also promised to avail the services of over 300,000 graduates in creating awareness of the rebranding campaign. Thirdly, the Government believed so much in working with Nigeria Foreign Affairs Ministry which would help in carrying the Re-branding message to Nigeria's embassies / foreign missions. The Government also sought to partner with the 105 Nigerian missions abroad, believing that they are the windows through which Nigeria is seen outside the country. Furthermore, engaging over 7million Nigerians in the Diaspora was seen as part of the rebranding roadmap believing that each of them is an ambassador (Alyebo, 2012).

The foregoing revealed the approach or strategies adopted by the Federal Government for rebranding Nigeria. Experts' critics frowned at the steps taken for the rebranding campaign. On this note therefore, it is pertinent to assess the theoretical underpinnings for rebranding a nation/country so as to justify the tenability of government approach to rebranding.

### **2.4 Theoretical Framework on How a Country/Nation can be Branded or Rebranded**

To rebrand a country, many academics and brand ambassadors have frowned at the method adopted by Nigerian government in her rebranding campaign. (Bamiduro and Aremu, 2012; Alyebo, 2012). While some agitated that the same strategies and tactics used for re-branding tangible products like Pepsi, Coca-cola and Apple Corporation

cannot be used for a country (Airenevboise, 2009), others emphasized that, there must be a total behavioural change if a country must be rebranded at all (O'Tudor, 2009). There have been a number of theoretical approaches as to how a country or nation can be branded/rebranded. Although, the term "nation branding" was first developed by Anholt in 1996 who undoubtedly is the most prolific author on the subject (Anholt, 1998) and has played a key role in establishing nation branding through consulting practice, speaking engagements, and efforts to institutionalize it as an academic field with scientific legitimacy but another "founding father" of the term – Wally Olins who is a British Branding expert subscribes holistically to how a country can be branded or even rebranded. Olins recommended seven (7) steps for rebranding a country. These are:

- i. Set up a working party with representatives of government, industry, the arts, education, and the media to start the programme. Practically, Olins understands here that, re-branding a country like Nigeria whose image is battered greatly hinges on changing the psyche of the nation and her people, and it requires a multi-sectorial approach to tackle. In this case, adding to the sectors mentioned in the working party, socio-psychologists indeed have an important role to play as well as economists, political scientists, linguists and language Educationists among others.
- ii. Find out how the nation is perceived both by its own people and by the nations abroad through qualitative and quantitative research;
- iii. Develop a process of consultation with opinion leaders to look at national strengths and weaknesses, and compare them with the results of the internal and external studies;
- iv. Create the central idea on which the strategy is based with professional advisors. Uduji (2012,373-374) admonishes that this step needs to be a powerful, simple idea that captures the unique qualities of the nation which can be used as a base upon which the entire branding/rebranding programme can be developed. This will be regarded as the Country's Unique Selling Proposition (U.S.P).
- v. Develop ways of articulating the central idea visually including logos;
- vi. Look at how the messages required for tourism, inward investment and export can be coordinated and modulated so that they are appropriate for each audience; and lastly
- vii. Create a liaison system through the working party to launch and sustain the programme in government activities and to encourage supportive action from appropriate organizations in commerce, industry, the arts, media and so on (Olins, 1999).

In spite of these steps recommended by Olins, there are several other theoretical approaches to branding/rebranding a nation. Kaneva (2011) did an extensive review of 186 journal papers published between 1997 and 2009 on the existing terrain of scholarly works on nation branding, and recommended three common approaches on how to brand and/or rebrand a nation. These include; the Technical-economic approach; the political approach; and the cultural approach. While each of these

approaches is regarded as the 'functionalist' approach to nation rebranding targeted at branding/rebranding a specific aspect of the nation, this current study however would adopt the Olins approach particularly for critiquing the viability of the Rebranding campaign project launched by the federal Government of Nigeria in 2009. Olin's recommendation was adopted in this present study as a result of its advantage in taking a wholistic or multi-dimensional approach to rebranding a country.

## 2.5 Empirical Reviews

Quite a number of studies have been done on the effect of rebranding Nigeria projects. Bamiduro and Aremu (2012) for instance, carried out a study titled *Assessment of the Need for and Effectiveness of Rebranding in Nigeria* using survey research design. These authors based their work on the notion of Nigeria's disfigured image in the global village which has become an insignia of dishonest, dishonor and disrespect for a mighty nation of over 150 million people. Considering the fact that, majority of Nigerians are industrious, God-fearing and law abiding, and that a tiny minority is destroying the image of the country while government's ineptitude adds salt to the injury, Bamiduro and Aremu (2012) questioned the need for rebranding Nigeria as a panacea for correcting the effects of the global economic meltdown. Findings of the study revealed that the rebranding launched by government in 2009 has not been about its relevance but more of its suitability to the country at the expense of several other compelling issues. Similarly, Adebola *et al.*, (2012) did a study titled '*Rebranding Nigeria: The Role of Advertising and Public Relations at Correcting Nigeria Image*' using ethnographic methodology with the meta-analysis of existing literatures and newspapers as the data collection approach. The study was equally based on rebranding Nigeria project launched in 2009 as well as that of the Heart of Africa project launched in 1999 during Obasanjo's democratic regime. Findings of these authors revealed that the campaign project to re-brand the country has been dashed due to the neglect of the political, social, and economic stability cum non-involvement of public relations and advertising experts in the rebranding project but it quickly observed that when properly applied, effective public relations and advertising strategies cum conducive political, social, economic environment, the re-branding exercise will be fruitful. Another similar study to the rebranding Nigeria project is Alyebo (2012) which was titled *The Re-branding Nigeria Project: The Sociolinguistic Imperatives of Nigerian Indigenous Languages*.

The study was premised on the Nigerian indigenous languages as not only essential and strategic instruments in the re-branding campaign of Nigeria, but also as one of the indispensable variables. Alyebo (2012) opines that re-branding is a programme aimed at value re-orientation and attitudinal change among others. He adds that, right from inception, re-branding project is conceived as a home grown attitudinal change and value re-orientation programme as against similar projects in the past such as "Heart of Africa", which was accused of being alien.

Uchem (2009) is another existing study on rebranding Nigeria project which was titled *Re-branding Nigerian Projects in a Period of Global Economic Recession: Challenges and Prospects* using ethnographic methodology with meta-analysis of existing literatures similar to what Adebola *et al.* (2012) did. The study was premised on the notion that the re-branding Nigerian campaign by Nigerian government during the administration of Alhaji Musa Yar' adua took a huge sum of money while the

government cannot boldly provide at least, a stable power supply, good governance, employment, or eradicate poverty. By critically analyzing the proposed staged rebranding programme against its challenges and prospects, Uchem (2009) suggested that the provision of good governance and other critical needs of the over 150 million Nigerians should better be the re-branding project without the government spending its resources.

## **2.6 Gaps in the Reviewed Literature**

From the foregoing reviewed extant studies on the subject, it can be deduced that none of the studies except that of Bamiduro and Aremu's (2012) was actually done to assess the effect of the rebranding Nigeria effort particularly the one that was launched in 2009. Although, Bamiduro and Aremu's (2012) study did not sample the right respondents needed for the study. Their study titled *Assessment of the Need for and Effectiveness of Rebranding in Nigeria* used a sample of 100 respondents from Ilorin, Kwara State of Nigeria instead of foreign audiences which renders the study inaccurate. While this notion constitutes one of the essential gaps necessitating the need for this study, another important identified research gap from the extant studies is the methodology adopted by majority of the researchers. None of the studies could empirically appraise the strategies for rebranding Nigeria effort of government alongside the theoretical/conventional procedure for rebranding a country. The present study also fills the gap of other extant studies in this area by utilizing foreign respondents who naturally are in a better position to provide data on perceptual map of Nigeria's image.

## **3. Methodology**

This study examined the effects of Nigerian Government's rebranding strategies of 2009 on the image of Nigeria abroad. Survey research design was adopted. Qualitative and quantitative approaches were used. Our respondents were members of the international communities intercepted at the Murtala Mohammad International airport, Lagos and others working in selected embassies, oil companies and construction sites in Lagos Nigeria. A sample of 180 was selected for the study. Convenience Sampling Technique was used for choosing the respondents. A structured questionnaire was used for data collection. The validity of the questionnaire was done using both face and content validity methods while internal consistency was adopted for the reliability test of the questionnaire items using Cronbach's Alpha method. The reliability of the test instrument showed that the responses are reliable at **0.84** standard alpha. Two methods were adopted for the test of the hypotheses formulated for the study. Content analysis was used to test the qualitative data for hypothesis 1 while One-way ANOVA and post-hoc tests were used to test hypothesis 2.

## **4. Analyses and Discussions**

Out of the 180 copies of questionnaire administered, 12 copies were not returned while 168 were retrieved. These returned copies indicated a success response rate of **93.3%** from the survey. This can be said to be significant enough for drawing valid conclusions on the perception of the international community about the image of

Nigeria ever since the rebranding project of Nigerian Government was launched in 2009.

The two sets of data collected for this study were used to test the hypotheses formulated. The results are presented below.

#### **4.1 Test of Hypothesis One**

H<sub>01</sub>: The strategies adopted by Federal Government of Nigeria did not conform to the conventional rebranding-a-country procedure.

The assessment of the conventionality of the rebranding Nigeria project was done by comparing the steps/strategies the Federal Government of Nigeria adopted in rebranding Nigeria in 2009 with Olin's (1999) recommended steps/procedure for rebranding a nation (Content analysis). Olin's recommendations was chosen because of its unique advantage of utilizing a multi-dimensional approach to rebranding a country.

##### **Step 1 of Olin's Approach**

First step of Olin's (1999) theoretical approach to rebranding a nation; advises *that the country should set up a working party with representatives of government, industry, the arts, education, and the media to start the rebranding programme*. In the case of Nigeria, there was no working committee from all the stakeholders as recommended by Olin's. The Information Minister who initiated the campaign in 2009 relied more on her experience as the former Director General of National Agency for Foods and Drugs Administration and Control [NAFDAC] and therefore personalized the rebranding Nigeria project. The government used only the media ignoring other working parties.

##### **Step 2 and 3 of Olin's Approach**

As for the second and third steps of Olin's (1999) approach which says *"Find out how the nation is perceived both by its own people and by the nations abroad through qualitative and quantitative research;...Develop a process of consultation with opinion leaders to look at national strengths and weaknesses and then compare them with the results of the internal and external studies"*. Nigerian Government approach did not match both steps. In a bid to develop a brand proposition for the country, the Federal Government of Nigeria rather sought the views of 3,000 Nigerians out of a population of about 170million with over 200 languages. In other words, the views of insignificant number of audience from Nigeria were sought in the choice of brand proposition and not necessarily about the image of Nigerians. There was no formal research on Nigerians' perception by foreigners.

##### **Step 4 of Olin's Approach**

Olin's (1999) fourth step advises *that the country should create the central idea on which the rebranding strategy is based with professional advisors*. Nigerian government approach failed to consider this step. Rather the then Minister of Information, believed Nigerians would be willing to rally round a good cause that speaks to their needs, and ready to take over a rebranding Nigeria campaign if they

believe in it (Uchem, 2009). The Federal Government felt that Nigerians would understand the central idea about rebranding and change their behavior. They also relied on advertising campaign/persuasion method to change the attitude of Nigerians whereas there were no desired reactions by Nigerians. Nigerians could not understand the essence of the country's rebranding project and could not live according to the purport of the rebranding message.

### **Step 5 of Olin's Approach**

The fifth step of the Olin's theoretical approach which advises *that the country should develop ways of articulating the central idea visually including logos*. It was only at this step that the rebranding strategy of the Federal Government of Nigeria conformed to Olin's recommendations. Nigerian government formulated a rebranding message slogan called "Nigeria, Good People, Great Nation" in order to market Nigeria.

### **Step 6 of Olin's Approach**

As for the sixth step which advises *that the country should look at how the rebranding messages required for tourism, inward investment and export can be coordinated and modulated so that they are appropriate for each audience*. Nigerian government did not consider the significance of the sub-brands of Nigeria such as – the potential of Nigerians in Football/Soccer around the world; the potential of Nigerians in Athletics; the potential of Nigeria in Crude Oil supplies; and many more potentials which could help to promote the mother brand – *Nigeria* in the sight and mind of the international audiences.

Based on these findings, it could be deduced that the Federal Government of Nigeria's rebranding strategies did not conform to the conventional approach to rebranding a nation thus, the alternate hypothesis [ $H_1$ ] was rejected while the null hypothesis was accepted.

## **4.2 Test of Hypothesis Two**

$H_{02}$ : There is no significant difference in the way the international community perceives Nigeria and its people after the campaign was executed in 2009.

To test this hypothesis, the data on how the international community perceives Nigeria were gathered using 39 items. The perception index by the international community audiences [across the 18 countries surveyed] are presented in fig. 1 below. (see appendix II and III for the data on perception index/scores of the international community by country)

From the chart below, the perceptions of the international community audiences regarding the image of Nigeria particularly in terms of the Economic, Political, Emotional/Social and Public Safety situations are presented. While Brazil and Australia seem to have some varied perceptions regarding the economic and political situations about the country which are different from the perceptions of the audiences from other countries, deducing a valid conclusion from this bar chart may not be realistic. For clarity purpose therefore, the data were subjected to a hypothesis test

using ANOVA and post-hoc test methods. The results and findings thereof are presented thus:

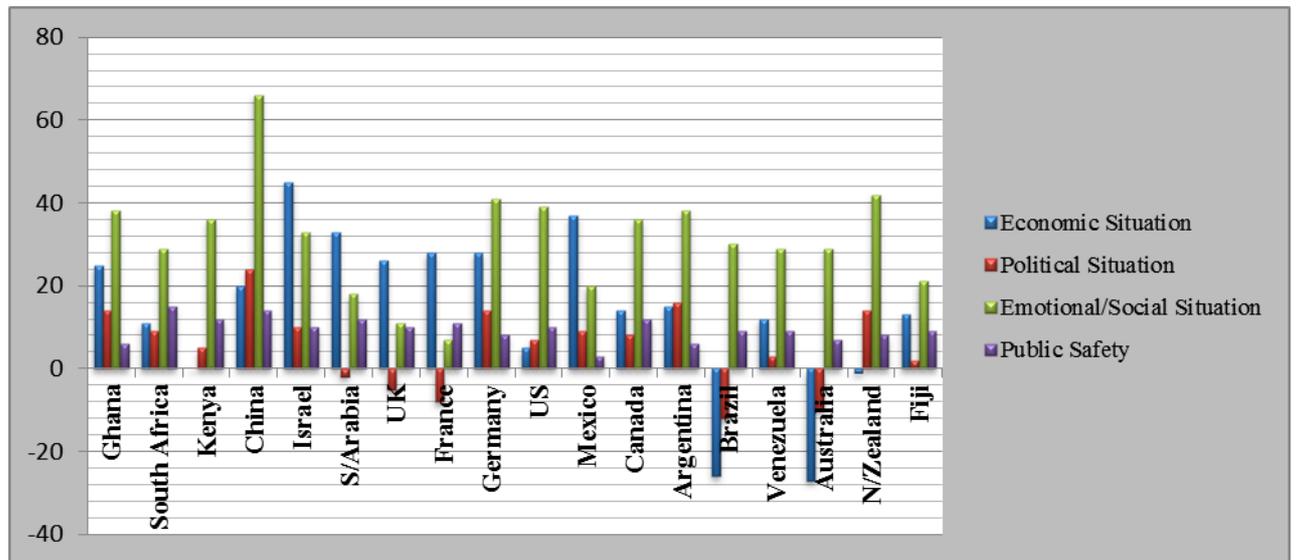


Fig. 1: The Perception of the International Community Audiences about Nigeria's Image Source: Field survey, 2014

**Table 1: One-way ANOVA Test Result**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	404.883	17	23.817	.953	.510
Within Groups	17086.667	684	24.981		
Total	17491.550	701			

Source: Field Survey, 2014

Table 1 above presents a one-way ANOVA test result on the comparison of the international community audiences' perception regarding the image of Nigeria ever since 2009. Based on the result, it can be deduced that there is no significant ( $F=0.953, p > 0.05$ ) difference in the perception of the international community audiences regarding the image of Nigeria thereafter. Hence, the alternate hypothesis [ $H_2$ ] was rejected while the null hypothesis [ $H_{02}$ ] which states that *there is no significant difference in the way the world (international community) perceives Nigeria and its people* was accepted.

## 5 Conclusion and Recommendations

The approach adopted by government in its rebranding efforts did not conform to the conventional rebranding-a-country procedure; and that there is no significant difference in the way the international community perceive Nigeria and its people before and after the campaign. The rebranding Nigeria campaign strategies of the Federal Government of Nigeria did not achieve the aim for which it was set up as a result of the strategies adopted in its execution. Several burning issues such as allegations of corruption, poverty, insecurity of lives and properties, political and

religious unrest, cybercrime, drug and human trafficking, bad leadership etc. that made the image of the country seemingly battered in the first instance have not been adequately handled. Not until government addresses more aggressively those things that went wrong in the first place, rebranding Nigeria remains an illusion and a sheer waste of resources. The steps followed in rebranding a country should also be systematic, convincing and all-embracing before results can be achieved.

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## Appendix I: Countries Captured across the Six Continents of the World

<b>Africa</b>	<b>Asia</b>	<b>Europe</b>	<b>North America</b>	<b>South America</b>	<b>Australia</b>
1. Ghana	4. China	7. UK	10. US	13. Argentina	16. Australia
2. South Africa	5. Israel	8. France	11. Mexico	14. Brazil	17. New Zealand
3. Kenya	6. Saudi Arabia	9. Germany	12. Canada	15. Venezuela	18. Fiji

*Source: Field Survey, 2014*

## Appendix II : Perception of the International Community about the Image of Nigeria

	Perception Index	Africa			Asia			Europe			S/America			N/America			Australia		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	<b>Economic Situation</b>																		
1	Growing economy	2	-8	-	4	1	-	-	-	2	-4	2	-2	-6	-6	-2	-5	-6	-4
2	Sizeable market for businesses	6	4	6	10	2	6	4	2	6	7	2	4	6	-4	1	-2	4	3
3	Poor economic value	2	8	4	6	2	4	7	10	4	8	3	6	2	4	6	2	6	7
4	Low wages	4	-8	-	4	1	-	-	-	2	6	2	-2	4	-6	-2	-5	2	-4
5	High productivity level	2	8	-	-6	6	4	7	10	4	8	3	-2	-6	4	6	2	-5	-4
6	Skilled labour availability	-	-	-	-	1	-	-	-	-	-	2	-2	-4	-6	-2	-5	-8	-4
7	Low input costs	6	-4	4	10	2	6	4	2	8	10	2	6	6	-4	1	-2	4	3
8	Ease of doing business	2	2	-	6	4	4	7	10	6	-8	3	6	2	4	6	2	6	7
9	Stable currency	-	-	-	-	2	6	2	1	1	-8	-1	-3	-4	4	-5	2	-8	-5
10	Innovation	-	-	-	-	1	6	8	10	2	-6	2	-2	4	-6	-2	-5	-4	-4
11	Good infrastructure	2	-4	8	-8	2	4	7	10	0	-8	3	-4	-6	4	-2	2	-6	7
12	Well-run country	-	-	-	-	1	6	8	10	0	-4	2	-2	2	-6	-2	-5	-4	-4
13	Good governance	-	-	-	-	2	6	4	2	2	-4	2	-8	-2	-4	-5	-2	-2	3
14	Raw material availability	2	8	6	2	6	4	7	10	4	8	3	6	2	4	6	2	6	7
15	Reliable power supply	1	-6	8	0	2	4	8	-6	8	10	-9	10	-4	-4	-8	-2	-6	-9
16	Good financial systems	2	4	4	-4	6	4	7	10	2	2	3	-4	1	4	-2	2	-4	7
17	Favourable tax incentives	-	-	-	-	1	6	8	10	2	-6	2	-7	-4	-6	-2	-5	-4	-4
18	Abject poverty	2	8	6	6	6	4	7	10	4	8	3	6	2	4	6	2	6	7
19	High crime rate	4	2	-	4	1	1	2	2	4	8	2	4	4	-6	-2	-5	2	-4
20	Cheap labour market	6	8	6	10	2	6	4	2	6	7	2	6	6	-4	1	-2	4	3
21	High inflation rate	2	8	6	6	6	4	7	10	4	8	3	6	2	4	6	2	6	7
22	High level of corruption	2	5	6	6	6	6	2	1	5	6	-1	6	2	4	6	2	6	-5
23	Copy-right Protection	4	8	6	10	2	6	4	2	6	7	2	6	6	-4	3	-2	4	3
	<b>Political Situation</b>																		
24	Unstable political	4	1	-	4	1	-	-	-	2	-4	2	-2	4	-6	-2	-5	2	-4

	environment			8			6	8	10										
25	Political parties strife	2	3	4	6	6	4	7	10	4	8	3	6	2	4	6	2	6	7
26	Rigging of elections						-	-	-										
		4	3	3	4	1	6	8	10	2	-4	2	-2	4	-6	-2	-5	2	-4
27	Political unrests	4	2	6	10	2	6	4	2	6	7	2	6	6	-4	1	-2	4	3
	<b>Social Relationships</b>																		
28	Malaise	2	5	6	6	6	6	2	1	5	6	-1	6	2	4	6	2	6	-5
29	Social Dissension			-			-	-	-										
		4	-8	2	4	1	6	8	10	2	-4	2	-2	4	6	-2	5	2	-4
30	Pessimism	6	8	6	10	2	6	4	2	6	7	2	6	6	-4	1	2	4	3
31	Hostility	2	8	6	6	6	4	7	10	4	8	3	6	2	4	6	2	6	7
32	Envy	6	8	6	10	2	6	4	2	6	7	2	6	6	4	1	2	4	3
33	Narrow-mindedness	2	8	6	6	6	4	7	10	4	8	3	6	2	4	6	2	6	7
34	Lack of Belonging			-			-	-	-										
		4	-8	2	4	1	6	8	10	2	-4	2	-2	4	6	2	5	2	-4
35	Wickedness	2	8	6	6	6	4	7	10	4	8	3	6	2	4	6	2	6	7
36	Stereotypes/ Favouritism			-			-	-	-										
		4	-8	2	4	1	6	8	10	2	-4	2	-2	4	6	2	5	2	4
37	Dissatisfaction	6	8	6	10	2	6	4	2	6	7	2	6	6	-4	1	2	4	3
	<b>Public Safety</b>																		
38	Robbery /Cyber Crimes	2	5	6	6	6	6	2	1	5	6	-1	6	2	4	6	2	6	5
39	Violence/Kidnapping	4	10	6	8	4	6	8	10	3	4	4	6	4	5	3	5	2	4

*Source: Field Survey, 2014*

### Appendix III: Perception Index/Scores of the International Community [By Country]

Perception Index	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Economic Situation	25	11	0	20	45	33	26	28	28	5	37	14	15	-26	12	-27	-1	13
Political Situation	14	9	5	24	10	-2	-5	-8	14	7	9	8	16	-12	3	-10	14	2
Social Situation	38	29	36	66	33	18	11	7	41	39	20	36	38	30	29	29	42	21
Public Safety	6	15	12	14	10	12	10	11	8	10	3	12	6	9	9	7	8	9

*Source: Field Survey, 2014*