

Abstracts

Place branding as Concept and Method

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Nation branding contains a misleading promise that the images of countries can be directly manipulated using the techniques of commercial marketing communications. However, if a country is serious about enhancing its international image, it should concentrate on »product development« and »marketing« rather than chase after the chimera of »branding«. There are no short cuts. Only a consistent, coordinated and unbroken stream of useful, noticeable, world-class and above all *relevant* ideas, products and policies can, gradually, enhance the reputation of the country that produces them. If a country wants to be admired, it must be relevant, and in order to become relevant, it must participate usefully, productively and imaginatively in the global »conversations« on the topics that matter to people elsewhere and everywhere.

The Battle about Denmark's International Reputation 1945-2010

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The Danish State has to a certain degree always been occupied with Denmark's reputation abroad. After WW2 the main focus area was related to Denmark's security, while Danish cultural and economic reputation to a large extent was left to non-state actors. In the end of the cold War era, this changed and the state to a larger extent took in cultural elements in its dealing with the country's reputation. Towards the end of the cold war and especially in the period after the Cold War, the Danish state changed its focus so that it now to a larger extent was preoccupied with Denmark's reputation from an economic perspective.

Norway in the World 1945-2010: From Cultural Relations to Brand- management

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The article provides a historical perspective on efforts to promote Norway to the outside world from the first post-war period until about 2010. It is argued that these efforts are characterized by great continuity. Throughout this period, the Ministry of Foreign Affairs has been manager of Norway's international profile. Great continuity also characterizes the way in which Norway is exposed to the outside world. The key element of this is the emphasis on the political values that Norway represents, which is also linked to the Norwegian self-image as a small nation. However, from about 2000, efforts to promote Norway to the outside world gained much more attention and more resources were allocated to the task of brand-management. This must be seen in the context of more emphasis on states' visibility in general.

The role of the monarchy in Danish foreign relations

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When it comes to foreign relations the head of state in a monarchy works differently compared to presidents. Firstly members of the royal family can take on assignments and tasks similar to those of the monarch which makes it possible to adjust the diplomatic signal one wants to send. Secondly monarchies have the home advantage when it comes to the protocol of international diplomacy,

which is derived from 19th Century court culture, for example the exchange of decorations. Thirdly royal families have developed into celebrities and attract media attention to a much higher degree than most elected heads of state and their families. This article lists a series of cases to illustrate how this has been of importance to Danish foreign relations.

The Competition State and the Branding Race in the Foreign Service

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Organization studies most typically consider public institutions as open organizations that brand themselves in relation to their material, political and normative contexts. This article describes how the Danish Ministry of Foreign Affairs brands itself in the age of the competition state. However, the argument goes one step further. It is not only the Ministry that brands itself in relation to its Danish context; most of the Danish diplomatic missions across the world are busy branding the countries they represent. Today, we witness a sort of competition between the diplomatic missions about representing the most attractive country in the world. Commercial diplomacy has gone from »Made in Denmark« to »Made by my Embassy«.

The Reforms inside the Reforms: Municipality Reorganizations since the Big Municipality Reform

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In 2007, one of the largest reforms of the public sector in Denmark were implemented. In this reform the individual municipality was affected but had no direct opportunity to affect the demands and expectations created by the reform. In this article it is examined why so many municipalities in the period immediate following the reform decided to carry out reorganizations of the existing administrative structures. The article examines these reorganizations through the lenses of strategic change management. The analysis shows that the municipalities have created very intentional reorganizations which were initiated, formulated and carried out by the CEOs. At the more general level the analysis indicates that public managers are given a wide range of opportunities to create organizational changes, but at the same time they face restrictions on these opportunities.

Towards a Silent Privatization of the Public Administration? Private actors in European ICT Regulation

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Harmonised standards are today indispensable in EU regulation of trade in goods. A prerequisite for their formal status, however, is that the standards have been approved by an officially recognised European standards body (CEN, CENELEC, and ETSI). The new European standardisation regulation from 2012 introduced the opportunity to reference privately developed ICT standards in EU legislation. In order to »provide advice« on matters related to ICT standardisation policy, a European multi-stakeholder platform on ICT standardisation was set up in 2011. The platform selects and recognizes private ICT standards as common standards. Private actors have obtained a significant role in this process. This article analyses the 2011 and 2012 legislative openings to formal recognition of privately developed ICT standards in the EU and the important role of private actors in the recognition process.