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BRAND ARCHITECTURAL MODEL OF THREE TOURIST NATIONS

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Abstract:-This paper gives brand architectural model of three tourist nations, which are ranked amongst top 32 tourist destinations by United Nations World Tourism Organizations (UNWTO) and top 34 tourist destinations, under travel and tourism index by World Economic forum. These tourist nations are United Arab Emirates, Malaysia and Australia. The methodology used is the case study method. Identification of attributes from secondary sources journals, white papers and websites of the above mentioned three nations have been done. They have been validated with in-depth interviews of foreign nationals. This paper is unique as it is for the first time that brand architectural model has been developed for these nations using theoretical framework of destination branding.

Keywords: Brand architecture; destination branding; brand attributes; tourism industry.

INTRODUCTION

Every country or place has its own identity. We cannot market a place like a product. Just like a product has tangible properties, a place has services, which are intangible in nature. Therefore, a place needs to be branded differently. In this paper, authors are proposing a brand architecture model through brand attributes to give place, a unique identity as tourist destination.

The concept of brand architecture is getting considerable importance and attention from the researchers worldwide (R. Harish, 2010). The generally accepted definition of brand architecture is an organizational structure of a company's brand management plans. It specifies brand roles and the nature of relationships between brands (Rajagopal, 2006). It is about the relationship between national and sub-national brands. To simplify, it refers to the synergy that is achieved when sub-national (including city) brands are related to the national brand, to become part of the same 'family' (Anholt, 2009).

Similarly, destination branding, which is relatively a new concept in marketing, is also becoming very popular amongst researchers, marketers and academicians. According to Anholt (2005), countries have always been brands. Like any brand, nations too have individual identities, which are unique in themselves. In fact, no two nations are alike (Giannopoulos, et. Al. 2011). Based on their unique identities, many countries have been branding themselves systematically for centuries. Those unique identities are in fact, the features or brand attributes of that place.

However, there is comparatively very little work done that includes the concepts of destination branding and destination's brand attributes and brand architecture. It was found that there was a considerable scope for exploring the relevance of destination branding and brand attributes in developing brand architecture. This research paper aims at developing the brand architecture of three leading tourist nations in the world, i.e. United Arab Emirates (UAE), Malaysia, and Australia through their respective destination branding. These three nations have been chosen because they are very successful in tourism, especially in terms of annual foreign tourist arrivals, world ranking in tourism and travel and tourism competitive index over the years (Singh & Sunaina, 2012). The results of the brand architecture models of these three nations would be useful in the tourism industry worldwide.

The brand architectures, of the above mentioned three leading tourist nations, have been developed through an exhaustive review of the literature, in the fields of product and services branding, tourism destination image studies, studies on destination branding and tourism websites of these above mentioned nations. The main part of the literature is around the concept of destination branding, four types of brand architectures, i.e. house of brands, endorsed brand, sub brand and branded house strategies as proposed by (Aaker & Joachimsthaler, 2000), and brand attributes.

LITERATURE REVIEW

Destination branding

Destination branding is the process of developing a unique identity or personality for a tourist destination and communicating the same to visitors using a name, a tagline, a symbol, a design or a combination of these to create a positive image (R. Harish, 2010). Destination branding is to create a distinctive identity of a destination by combining all the attributes associated with that destination and making it different from its competitors (Amit, 2010). (Hu & Ritchie, 1993) have further defined a tourism destination as ? "a package of tourism facilities and services, which, like any other consumer product or service, is composed of a number of multidimensional attributes that together determine its attractiveness to a particular individual in a given choice situation". Destination branding's impact has been widespread and promotes stimulated tourism (Leonardo et al, 2010). Like any other brand, destinations have their own individual identities, which are unique and distinctive amongst themselves (Jaworski & Fosher, 2003); no two places are identical. On the basis of those unique identities or attributes, many places have been branding themselves systematically. Thus, destination branding, which is a new concept in Marketing, is an important instrument in the development of a place and in creating a strong brand of that place (Maheshwari, 2011). Destinations are places that attract tourists or visitors for a temporary stay (Wagner & Peters, 2009). Marketers usually brand a destination to bring maximum tourism. Branding a nation/place/city is all about identifying the place's true identity. According to (Jones, 1998) there is an obvious existing trend towards highly branded destinations. This means those people, who have to go out on holidays, see those places which have a trendy image (Ahmed, 1991). Countries and cities are competing worldwide not only for tourists but, also for export markets, business investment, skilled migrants, etc. These days, destination managers are applying branding principles, derived from product marketing and branding, to establish their destinations to brands (Blackadder, 2006). In place branding, the role of communications is not primarily a method for telling the world about a place, but a method for making the world aware of the actions a place performs, which best exemplifies the kind of place it is (placebrands).

Brand Architecture

Brand architecture deals with structure and designs of brands which are constantly influenced by changing environment (Waddington, 2011). Brand Architecture refers to how a firm structures and organizes it's product in terms of naming, positioning and marketing the product (R. Harish, 2010). Now-a-days, marketers and managers have to manage a complex structure of brands, which is now known as the brand architecture of the organization (Aaker & Joachimsthaler, 2000). The increasing complexity of the brand portfolio has required firms and organizations to consider a number of ways in which they manage their brands effectively. An organized brand structure would not create any confusion in the minds of the customers and would help in identifying the products and brands easily (Waddington, 2011). Brand architecture acts as a link between an organization and the customer (Strebinger & Treiblmaier, 2006). Thus, brand architecture behaves like a reflection of the market in which an organization displays it's local and global brands (Sanchez & Rajagopal, 2004). Also, according to (Sanchez & Rajagopal, 2004) the brand architecture is the organizing structure of the brand portfolio that specifies brand roles and the nature of relationships between the brands. These days, consumers are bombarded with lots of information and lots of brands globally as well as locally, making the consumers confused and making the job of marketers, managers and brand owners harsh in their attempt in continuously building the brand value (Davis, 2005). Thus, brand architecture is a blueprint to guide brand building, development and marketing. It also helps in the revival, retention or merger of brands that have low market impact and tend to cause organizational conflicts with the strong brands of the company. Also, it can be used to revive weak or dormant brands and launch new brands. Brand architecture approach is also used for overcoming any conflicts in defining the role and level of brands. According to Aaker & Joachimsthaler (2000), there are four principal types of brand architecture: House of brands, endorsed brands, sub brands and branded house.

When each sub brand has a strong driver role then it results in House of brands architecture, which is a set of stand-alone brands. This strategy includes a set of sub brands that act independently of each other and the umbrella brand (Dooley & Bowie, 2005). In this way, the 'House of Brands' strategy lets the firm position its brands based on functional benefits and dominate niche segments. Here, each sub brand differentiates itself in a way that attracts a particular niche market. According to Dooley and Bowie, House of Brands architecture is applied in Spain. Spain is divided into 17 autonomous regions. Each region has its own destination branding strategy, where each region is promoting its own brand domestically and globally, independent of Tour Spain, the national tourism board.

In this strategy, the master brand is used for all the products with only a descriptive name attached for the individual products (R. Harish, 2010). In a branded house strategy, a master brand moves from being a primary driver to a dominant driver across a multiple offerings (Aaker & Joachimsthaler, 2000). Here, master brand gives an umbrella branding under which most of the company businesses operates. This strategy is like putting lots of eggs in one basket (Aaker & Joachimsthaler, 2000).

Endorser brand architecture is made up of individual and distinct product brands, which are linked together by an endorsing parent brand. Endorsed brands consist of an endorsed brand and the endorser, E.g. "The lion king" from Disney. The endorsing parent brand plays a supportive and linking role. Endorsed brands are still independent but are endorsed by another brand. The endorsement provides credibility and usually plays a minor driver role (Aaker & Joachimsthaler, 2000). Here, each

product has its own independent distinguishing values that differentiate it from the other products. Despite the distinctness of each product brand, the essential ingredient for successful endorsing brand architecture is that there is a link between (i) the higher-level brand promise of the endorsing parent brand and (ii) the product brand. This link is what provides assurance to the customer in a way that, if they like one product in the family of the endorsing brand, then a sibling brand is also worthy of consideration. According to Dooley & Bowie (2005), this kind of strategy can be applied in supranational units, like; Britain, Scandinavia and Europe because they are generally considered as umbrellas for the individual countries within them.

In the sub brand strategy, umbrella brand is comparatively a stronger driving force in consumer decision making (R. Harish, 2010). It consists of a master brand and a sub-brand, e.g. Honda Civic. The master brand here is the prominent brand, which is stretched out by sub-brands. The master brand plays the primary driver role, leading the sub-brands (Waddington, 2011). While, umbrella brand influences consumer decision making, sub-brands provide distinct identities to the individual product (Dooley & Bowie, 2005). There is a close proximity of the master brand with the sub brands. In tourism sector, example of sub branding is brand Western Australia, where a template of brand Western Australia, a brush stroke of the blue sky with a yellow sun, is used for all its sub brands.

METHODOLOGY

This paper used a case based approach. Cases of three leading tourist nations United Arab Emirates, Malaysia and Australia, have been taken. Detailed literature review of the studies related to destination branding, brand attributes, and brand architectures along with official tourism websites of these three nations is done, to find out the branding strategies of these three nations, which are doing relatively well in bringing tourism to their respective countries. Attributes, found on the basis of literature, have been used to form the brand architectures of these three nations. Brand architectures are finally conceptualized using the information of the branding strategies.

RESULTS

Tourists have certain expectations from a destination. A number of attributes influence the inflow of the tourists. These include climate, historic sites, beaches, adventure, nightlife, etc.

(Echtner & Ritchie, 2003). Individuals, who are more acquainted with a destination, will tend to form images that are holistic and unique in nature, whereas people being less familiar with the destination will form an image, which will be influenced more by the attributes and features of the destination. Attributes influence tourist's decision making process for travel. Also, whenever a destination is branded, it is branded on the basis of a set of physical and psychological attributes, which are associated with the product, which is a destination in this study (Simoes & Dibb, 2001). Therefore, branding is deliberately done by selecting and associating attributes because attributes are assumed to add value to the basic product or service (Knox & Bickerton 2003).

Therefore, it is very important for the marketers to identify those unique attributes, on the basis of which tourists would come to visit the destination. Then, these attributes should be included for a strong destination branding. Table 1 shows the summary of the attributes studied by the researchers for various destinations from 1979 onwards.

The following (table 1) gives the depiction of the attributes studied by the various researchers over the years.

Table: 1

Authors	History/(historical monuments/museum s), rich heritage	Landscape	shopping	accomodation	food	Friendly People	transportation	Entertainment and Nightlife	Climate	Price or Value for money	Sports and adventure	Safety	Culture	English speaking Country (No language bar)	Service Quality	Accessibility	Relaxation	Nature
Crompton (1979)	✓							✓	✓	✓							✓	
Goodrich (1982)	✓	✓	✓	✓	✓	✓					✓	✓	✓				✓	
Stemquist (1985)		✓	✓	✓	✓	✓		✓			✓		✓				✓	
Haahti (1985)	✓	✓			✓			✓		✓	✓		✓			✓	✓	✓
Gartner and Hunt(1987)	✓	✓		✓	✓				✓		✓							✓
Calantole and al.(1989)		✓	✓		✓	✓		✓		✓	✓	✓	✓				✓	
Embacher and Buttle (1989)		✓			✓	✓			✓	✓			✓			✓		
Gartner (1989)		✓			✓			✓			✓		✓					
Guthrie and Gale (1991)				✓	✓	✓		✓		✓	✓				✓	✓	✓	
Ahmed (1991)		✓	✓		✓			✓	✓		✓		✓					✓
Chon (1991)		✓	✓	✓	✓	✓	✓			✓		✓	✓				✓	✓
Etchner and Ritchie (1991)		✓			✓					✓		✓					✓	
Fakeye and Crompton (1991)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓				✓	✓
Crompton et. Al (1992)					✓			✓	✓	✓						✓		✓
Carmichael (1992)					✓					✓						✓		
Chon (1992)		✓	✓	✓	✓						✓		✓		✓	✓	✓	
Etchner and Ritchie (1993)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Walmsley and Jenkins (1993)		✓			✓					✓							✓	
Driscoll and al. (1994)		✓	✓		✓			✓	✓	✓		✓	✓				✓	
Dadgostar and Isotalo (1995)		✓	✓	✓				✓			✓		✓				✓	✓
Muller (1995)	✓	✓	✓	✓	✓			✓	✓	✓		✓	✓				✓	✓
Eizaguirre and Laka (1996)		✓	✓	✓	✓	✓			✓			✓				✓		
Schroeder(1996)		✓	✓	✓	✓			✓		✓	✓		✓				✓	✓
Ahmed (1996)		✓	✓			✓			✓		✓		✓					✓
Oppermann (1996)		✓		✓	✓		✓	✓	✓	✓		✓	✓		✓			
Baloglu (1997)		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓				✓	
Baloglu and McCleary (1999)		✓		✓	✓	✓		✓	✓	✓	✓	✓	✓					✓
Jenkins (1999)					✓				✓	✓			✓					
Olimpia B (2008)	✓	✓	✓		✓	✓	✓	✓	✓	✓							✓	
Uhrenholt (2008)		✓		✓	✓				✓	✓		✓						
Carlo et. Al. (2009)			✓						✓	✓			✓					
Prayag (2010)	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Prayag and Ryan (2011)				✓	✓			✓	✓			✓	✓					✓

On the basis of these attributes, branding of a destination is done. Hence, tourism brand architecture is also based on these attributes as well.

ANALYSIS OF UNITED ARAB EMIRATES (UAE)

The UAE is a federation of seven emirates, each governed by a hereditary emir, who choose one of their members to be the President of the federation. The constituent emirates are Abu-Dhabi, Ajman, Dubai, , Ras-al-Khaimah,Sharjah, and Umm-al-Quwain. The capital is Abu Dhabi, which is also the state's center of political, industrial, and cultural activities (www.guide2dubai.com). Dubai is the largest city which is also very famous for entertainment and adventures. Islam is the official religion of the UAE and Arabic is the official language.

UAE ranks 28th out of 140 countries in the Travel and Tourism competitiveness index (Travel and Tourism

competitiveness index, 2013) and ranks 32nd in the World Tourism ranking (Source: UNWTO barometer, 2012). According to the World Tourism and Travel Council, (WTTC) UAE ranked 18th in the world, in terms of international tourism competitiveness, which is benchmarked against the following criteria: safety and security, health and hygiene, infrastructure, information and communication, technology, price competitiveness, human capital, cultural and natural resources, air and ground transport, preordination of tourism and policy rules and regulations (Source: Ameinfo.com).

UAE has a modern and well-developed infrastructure and tourist facilities are widely available. UAE is a parent brand, which has less driving force in pulling tourism, as compared to all the seven emirates within UAE, which are unique amongst themselves and are a strong driving force in drawing several visitors and tourists throughout the year. Each emirate brands itself on the basis of its own unique brand attributes. For example, Abu Dhabi is the cultural and entertainment hub of UAE. Dubai brands itself for it's shopping malls, adventure and entertainment. Sharjah is branded for rich culture and heritage. It is also very famous for its traditional souqs, mosques, museums, and luxurious hotels. Ras Al Khaimah is branded for its picturesque desert, ancient sites, local history, nature and culture. It has spectacular scenery, natural and cultural attractions (www.rasalkhaimahtourism.com). Emirate of Fujairah is totally mountainous and its brand attributes are; clean beaches, mosques, caves and archeological sites (www.uaetourguide.com). It attracts tourists across the world for its mountain scenery, relaxing beaches and resorts (www.fujairhinfocus.blogspot.in). Emirate of Ajman is famous for its culture and shopping luxuries. Emirate of Umm al-Quwain is smaller than other emirates. It's branded for its natural and wildlife attractions that make it an excellent place for tourists. There are also several land and water sports facilities here.

Thus, Dubai, Sharjah and Abu Dhabi have a powerful place branding, whereas other four emirates i.e. Fujairah, Ajman, Ras Al Khaimah and Umm al Quwain still need to build their strong branding like Dubai and Abu Dhabi. Therefore, brand architecture of UAE is more like "House of Brand" strategy, where all the sub units i.e. all the seven emirates have its unique and distinct branding under the parent unit i.e. UAE which has a lesser thrust in fetching tourism than its emirates. Following is the case of Dubai, one of the seven emirates, which tell us how Dubai made it's branding so successful.

Dubai is a city-state in the United Arab Emirates, located within the Emirates of the same name. Dubai has tremendously gained popularity in the world with its ambitious projects and unique events. Dubai is a very hot tourist destination presently. Credit for promoting Dubai as tourism and a commerce hub goes to Dubai Department of Tourism and Commerce Marketing (DTCM). DTCM's broad objectives, are to increase the awareness of Dubai to global audience and to attract tourism and foreign investments into Emirate by ensuring safety and security to the tourists. Dubai offers the most safe and comfortable attractions for tourists (Bhat, 2010). Dubai is branding itself for tourism on the basis of duty free & great shopping experiences, great hotels, great sports and adventures, fascinating street life and a great cosmopolitan atmosphere. Sheikh Mohammed, the crown Prince of Dubai, is the thrust behind many multi million dollar projects and in promoting tourism. He created the concept of "Dubai Shopping Festival" and "Destination Dubai". Dubai is also famous for its gold markets, which offer good quality and duty free gold to the tourists. Along with this, there are many sports and adventurous activities, like camel racing, desert safari, sand skiing, wadi-bashing and golf in the "The Desert Miracle". Dubai has most spectacular and luxurious hotels, shopping malls, commercial buildings in the world. Thus, Dubai has its own distinct branding i.e. Dubai brands itself for shopping festival, sports, entertainment, and adventures.

Fig. 1 shows the branding of four out of seven emirates. The rest of the three emirates do not have a very strong branding till date. Otherwise, all the emirates of UAE have their own individual and distinct branding. All the emirates act as a stand alone brand i.e. all the brands are unique in themselves and from their parent brand, UAE. Therefore, brand architecture is more like a 'House of Brands' architecture.

Fig.1. Brand Architecture of UAE – House of Brands

United Arab Emirates

Authors own Interpretation. (Picture source - Meloden Stephens & Kerr Greg, 2013)

Analysis of Malaysia

Malaysia is located in the heart of Southeast Asia and is known as the land of immense charm. Malaysia is home to diverse cultures, hospitable people, exotic cuisines, fascinating festivals, quaint villages and modern skylines. Malaysia is a multicultural society formed by Malaysians (60%), Chinese (25%) and Indians (10%). Hence, everything, from art, architecture, gastronomy and daily life, is under the influence of these nationalities (Irina, Andrei, 2011). Malaysia ranks 9th in the world tourism (Source: UNWTO barometer, 2012) which is pretty good. Also, it ranks 34th out of 140 countries in the World Travel and Tourism competitiveness index (Source: The Travel & Tourism Competitiveness Report 2013, World Economic Forum) and ranks 10th in the world in international tourist arrivals (Source: UNWTO tourism highlights, 2013). Malaysia is a colorful amalgam of Southeast Asia's major cultures (Malay, Chinese and Indian, plus a rich array of other ethnic races). It is a fascinating land of interesting and colorful places, customs, festivals, arts and delicious cuisines. A wide array of local, oriental, as well as western and continental foods are available throughout the country. Eating is a favorite pastime of Malaysians. Malaysia is bestowed with endless stretches of beaches, lush tropical greenery, mountain ridges, waterfalls, rainforests and numerous species of birds and wildlife. Malaysia is an excellent place for adventures and activities like, trekking, white water rafting, mountain climbing, trekking, camping, underwater adventures like, diving, snorkeling, swimming, yachting, boating, game fishing, underwater photography, etc. The country offers an exotic blend of old and new.

Malaysia is replete with interesting cultural traditions, arts, crafts, dance forms, food and architecture. No other country combines the three major races of Asia (Malay, Chinese and Indian) and other ethnic groups into a single destination, except Malaysia. Also, no other country offers so many cultural sites, festivals, customs and traditions of these great Asian civilizations. On this philosophy Malaysian brand was created: "Malaysia: Truly Asia, which promises to deliver a unique experience, grouping elements from all across Asia" (Irina & Andrei, 2011). Thus, diverse culture, customs, festivals and cuisines are the prime attributes on the basis of which Malaysia has developed its brand architecture. Through multicultural branding, Malaysia increased its revenue eight times in sixteen years. Today, Malaysia is a very popular tourist destination with a great mix of tourists from all over the world. Malaysia does not have any unique features of its own due to the presence of diverse nationalities. Malaysia combines three major races of Asia, i.e. Malay, Chinese and Indian. Thus, Malaysia- Truly Asia brand was created. The ad in (Fig. 3) represents five girls representing the nationalities of Malaysia- Malay, Chinese, Indian, Sarawak and Sabahan. The ad represents Malaysia as a land of many cultures and attractions. Also, the ad represents white sandy beaches, lush forests, exotic events, celebrations and festivals of various cultures of Asia.

Fig. 2: Branding of Malaysia - Supra- National Brand Architecture

**Authors own Interpretation (Picture source – Irina & Andrei, 2011)**

Analysis of Australia

The first inhabitants of Australia were the Aborigines, who migrated there at least 50,000 years ago from Southeast Asia. Australia was then invaded by Britain in 17th Century. Gold was discovered in New South Wales and central Victoria in 1851. The wealth from gold brought immense investment to Melbourne and Sydney and by 1880s, they were transformed into stylish modern cities. Australia's six states became a nation under a single constitution on 1st January, 1901. Today, Australia is home to people, from more than 200 countries (www.australia.com). Australia is the sixth largest country in the world. It is an island, surrounded by water. It is located on the smallest continent in the world. Australia has varied landforms. It has large areas of grasslands, mountains, plateaus, beautiful coastal beaches and, the Great Barrier Reef, located on the northern coast of the continent. Today, Australia has been ranked 11th by the World Travel and Tourism competitiveness index (Source: The Travel & Tourism Competitiveness Report 2013, World Economic Forum) and ranks 10th in the world international tourism receipts by UNWTO (Source: UNWTO, tourism highlights, 2013), which is quite good. Tourism of Australia relies heavily on sites like, Australia.com, to promote its tourism (Hopewell, 2010). Tourism Australia evolved its tourism campaign as "There's nothing like Australia" in May 2010. This campaign was designed to focus on quality and highlight the very best products and experiences that Australian tourism offers. This branding of Australia is done to show energetic, inspiring and adventurous Australia (www.australia.com).

Australia is very unique from other destinations and brands itself in terms of its natural beauty, adventure, coastal lifestyle, aboriginal Australia, food and wine. Australia tourism branding says that by visiting Australia, one becomes relaxed and forgets his worries and tensions. Thus, it embodies lifestyle, adventure, relaxation, food & wine and nature as its branding attributes.

In case of Australia, a formal agreement exists between brand actors at the state level, the tourism organizations of the state governments, which manage state destination brands and the Australian Commonwealth government, which is responsible for national destination branding (Hall, 2007). There is a perfect coordination between the Australian government and state branding actors (Hall, 2010). All the six states of Australia, Western Australia, Northern Territory, South Australia, Queensland, New South Wales and Victoria, brand themselves on similar attributes, in which Australia's national branding is done. New South Wales brands itself in terms of nature, national parks, beaches, food & wine, culture, and activities. Western Australia brands itself as an extraordinary holiday destination due to its extraordinary beaches, forests, vineyards, activities, landscapes and most importantly as an extraordinary experience. Similarly, South Australia, Northern Territory, Queensland, and Victoria have branded their destinations in terms of similar attributes i.e. food & wine, lifestyle, relaxation, natural environment, adventure and aboriginal culture, which are also used to brand Australia as a tourist destination. Fig. 4 represents the umbrella branding of Australia, where all its states are branded under the same theme as that of national branding of Australia. This strategy is more like sub brand strategy, where all the states have their own individual branding strategies under the common parent brand of Australia.

Fig. 3: Brand Architecture of Australia (Sub brand strategy)
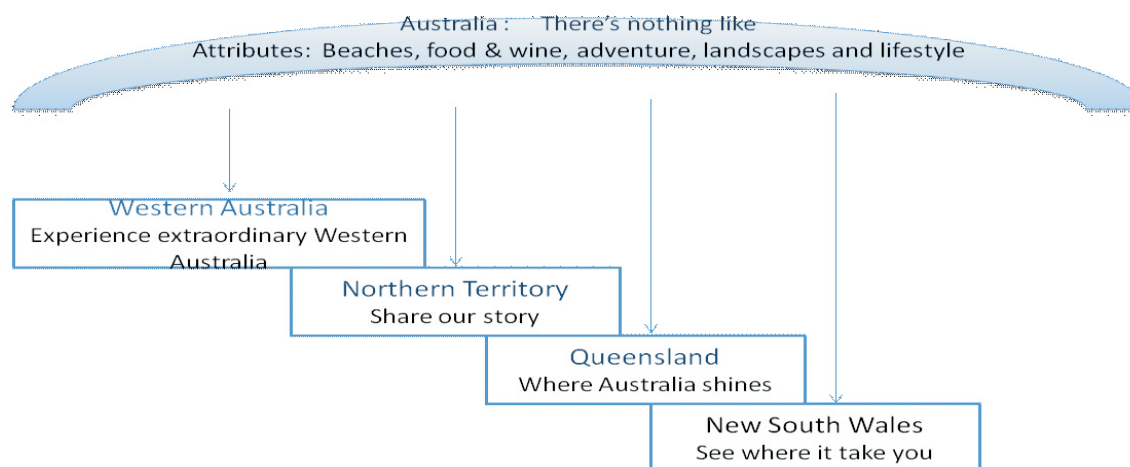
Source: Author's own representation

CONCLUSION AND IMPLICATIONS

This paper is aimed at developing destination brand architectures of three nations; i.e. UAE, Malaysia and Australia. This paper builds the brand architectures of the above mentioned nations, on the basis of its destination branding, its unique and important brand attributes. Brand architectures of these three nations are summarized and concluded in the following

paragraphs.

All the emirates of UAE are quite distinct and unique from each other. Here, parent brand, which is UAE, is quite recessive and product brands i.e. all the seven emirates are quite visible. All the seven emirates together maximize the potential market for UAE portfolio. The role of the parent brand i.e. UAE here is just to strengthen all the individual emirates, in terms of cultural, economic and political stability. Thus, all the emirates of UAE have their own individual and distinct branding i.e. all the emirates act as a standalone brand that are unique in themselves. Therefore, brand architecture is more like a 'House of Brands' architecture.

Malaysia has Supra- National brand architecture, which means that it encompasses the branding of many nationalities and cultures in one single brand like that of Europe or South America (Buncle, 2010). There is no individual branding for the cities of Malaysia. Cities like Kuala Lumpur or Langkawi, which are very important tourist places of Malaysia, have no specific branding of its own. So, Malaysia is branded as a complete single unit without any sub brands.

Australia is an excellent example of horizontal coordination between state wise branding and country's national destination branding strategy. Government of Australia, positions Australia as a high spirited place, down to earth and welcoming. Australia offers stunning natural landscapes and varied forms of wildlife. Australia's national branding as well as all the states' branding is based on lifestyle, adventure, relaxation, food & wine and nature. Therefore, Australia's branding strategy is more like sub brand strategy, where all the states have their own individual branding strategies, under the common parent brand of Australia. Also, all the six states of Australia, take same brand attributes for branding as the parent brand, Australia.

This paper gives a broad framework to develop branding strategy for tourism nations like, India and other South East Asian countries, where there is potential for it. Brand architectural model will help them streamline their branding strategy, to enhance revenue from tourism by attracting more and more international tourists. Thus, it becomes a useful reference material while developing policy framework and guidelines for these nations. The results are useful for developing brand models to improve tourism industry.

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