

Employing soft power and its indicators to build the country's reputation an analytical study of the website publications of the UAE Ministry of Foreign Affairs and International Cooperation

By

#### Rawaa Abdul Rahman Awad Ibrahim

College of Mass Communication, University of Baghdad/Iraq Email: Rawaa.abdulrahman1203a@comc.uobaghdad.edu.iq

#### Salim Jassem Al-azzawi

College of Mass Communication, University of Baghdad/Iraq Email: Drsalimjasim@comc.uobaghdad.edu.iq

#### **Abstract**

A good reputation represents a great strength possessed by many countries and distinguished from their counterparts from other countries, as a good reputation makes the state safer and enhances the feeling of satisfaction with its policy among the public at home and abroad, as well as achieving sustainable growth for the state by attracting foreign investment, tourists and residents, as well as attracting resources skill people Therefore, this study aimed to know the indicators of soft power in building the reputation of the United Arab Emirates, because the Emirates is progressing in international indicators in soft power and good reputation The researcher used the survey method, adopting the content analysis tool, to analyze the publications of the UAE Ministry of Foreign Affairs and International Cooperation for the period from 1/10/2021 to 31/12/2021. The researcher reached a number of results, the most important of which are: The Ministry focused on indicators of soft power, foremost of which are international relations, to show the areas of attraction and distinction that the UAE enjoys.

**Keywords:** The state's reputation - soft power - the Emirates

#### Introduction

Gaining a good reputation is one of the most important goals of governments because they have become aware of the importance of reputation for their countries, which gives them many advantages at various levels, especially after the communications revolution that made the world a small environment In it, news and events were transmitted in real time, with the possibility for participants in the digital world to freely express their opinions regarding countries and governments, whether these opinions were positive or negative, which affects the image and reputation of the country, Therefore, many governments have tended to establish official websites to convey their activities and news in a deliberate and planned manner to the public with transparency and clarity to build trust between the public and the state, and since the main objective of public relations is to build and reinforcement reputation, Therefore countries have adopted communication strategies for public relations in building their reputation and employing these strategies for soft power to achieve the attractiveness of the state by focusing on the attractions of the state, Which is represented by the culture of the state and the source of its foreign policy and political values to appear to the world as an ideal model of tolerance, pluralism and peaceful coexistence to achieve its goals in building the good reputation of the state,



In the Arab region, the United Arab Emirates has tended to use soft power in its foreign policy to build a positive reputation for the Emirates regionally and internationally and enhance its position as an economic, humanitarian, cultural and civilized power to influence the international community and to attract the world's attention to the UAE as a country of love, tolerance and cooperation.

In this research, we will learn how to employ soft power in building the reputation of the United Arab Emirates by analyzing the publications of the website of the UAE Ministry of Foreign Affairs and International Cooperation for the period from 1/10/2021 to 31/12/2021.

### **Methodological Frame**

#### The Problem

In the age of media and information, Countries know how to look at them, especially with great competition in many aspects, from industry to markets to tourism, This competition affects the consumer community, opening up many options for them, but what distinguishes the state and its products is what attracts the public, These reasons have prompted states to enhance their reputation by employing soft power in foreign policy as a factor of attraction to the external audience, especially since soft power is the state's ability to Among these countries is the United Arab Emirates, which is one of the first countries in the Arab world to use soft power and use it to build its reputation regionally and internationally to attract people to it and achieve its political goals. obtain what it wants through persuasion and attraction at the long term (Negi, Pant, & Kishor, 2021).

And that the UAE possesses the components of soft power in terms of culture, political values and foreign policy, which enabled it to employ these forces and place them in advanced positions in this field (Nouri, 2021).

Therefore, the research problem has been formulated to identify how soft power is employed in public relations to build the state's reputation by asking the following question: (How was soft power employed through the official website of the UAE Ministry of Foreign Affairs and International Cooperation in building the state's reputation?), and the following sub-questions fall under this question:

What is soft power and what are its sources and indicators?

What are the indicators of UAE soft power and how was it employed in building the country's reputation?

### The Importance

The research derives its importance from the topic it deals with, which is the issue of employing soft power in building the state's reputation through analyzing the publications of the official website of the Ministry And soft power is important in building the state's reputation through the attractions it contains and highlighting the aspects that characterize the state in all industrial and cultural fields, tourist places, social responsibility and other elements of attraction of Foreign Affairs and Cooperation. The research also gains importance from the fact that the United Arab Emirates ranked first in the Arab world and eighteenth globally for the soft power index for the year 2020, and at the level of global positive reputation, the UAE ranked twenty globally according to the global report of the soft power index issued by the British "Brand Finance" institution, which is internationally accredited (Information Resources Management Association, 2018, p. 87) and The UAE advanced in its rankings for the year 2021

## **Social Science Journal**

to become the seventeenth in the world, maintaining its leadership in the Arab world.

#### The Aims

The Aims of the scientific research are considered one of the criteria for judging it, and the value of the scientific research appears in these objectives. The objectives of the research can be determined by the following:

- 1- Identifying soft power and its indicators
- 2- Getting to know the indicators of the UAE's reputation at the international level.

### The type and method of research

Our research falls within the survey method, which is defined as a set of phenomena under study that includes a number of vocabulary constituents of the research community and for a sufficient period of time in order to form the basic base of data and information in a particular field of specialization and processing (Al-Mashhadani, 2019, p. 163).

#### The research community and its sample

Our research identified the official website of the UAE Ministry of Foreign Affairs and International Cooperation as a community for research. The researcher identified the website of the Ministry of Foreign Affairs to consider foreign affairs as one of the indispensable foundations in building the nation's reputation and achieving the national interest (Nunes et al., 2020).

The researcher has adopted a comprehensive inventory method for the publications of the UAE Ministry of Foreign Affairs and International Cooperation for a period of three months from 1/10/2021 to 31/12/2021, as this extension allows for some monitoring and analysis to come up with a vision about the use of soft power in building the state's reputation.

#### The search tools

The researcher used the content analysis tool to analyze the publications of the official website of the UAE Ministry of Foreign Affairs and International Cooperation, and the researcher employed the most important units of content analysis, which is the backbone of media studies analysis, and it is the unit of idea or topic through which the contents of the website of the UAE Ministry of Foreign Affairs and International Cooperation are revealed to build its reputation.

#### The concept of soft power

In 1990 Joseph Nye indicated that there is an alternative way to hard power in a country's foreign policy to win the support of others by introducing the concept of soft power (Bridoux, 2011, p. 4). Soft power has emerged as a tool that states use in their foreign policy to interact in the international community without using coercive means to convince other states of what the state wants, or to persuade global actors, or to build a positive international reputation, to achieve its goals. Objectives, whether economic, political or other objectives that achieve the interest of the state.

Countries choose the soft power strategy as an ideal and important means to achieve their peaceful rise internationally, and soft power is characterized by the possibility of using it by countries to achieve the desired results, whether they are large countries that have military capabilities or small countries that lack them, bearing in mind that the soft power of any country depends on sources The soft power of the state (Karki & Dhungana, 2020, p. 170).

Nye dealt with the term soft power in his first book, "Bound To Lead: The Changing

## **Social Science Journal**

Nature Of American" published in 1990, In his book, Nye distinguished between the leadership power associated with military and economic power, and the containment or soft power represented in the power of attracting others and setting the agenda for other countries, In his book, Nye pointed out the importance of effective communication with the public through what the state accomplishes and transmits it to the outside world through its foreign policy. Soft power has identified ways and tools that countries resort to to gain influence in the global power structure, obtain the support of the international community, and achieve their goals that are in their interests (Nye, Jr, 1990, p. 154).

In order for countries to achieve the desired results through soft power, five steps must be taken (Nye J. S., 2021, p. 2):

Determining the sources of soft power available to the state

Determining the objectives to be achieved.

Converting the available resources into soft power.

Targeted response.

the desired results

#### Definition of soft power

With the increasing use of the term soft power, we present the most expressive definition of the concept of soft power, which is the definition of Joseph Nye, the theorist of international relations at Harvard University and the founder of the philosophy of soft power, where he defined it as "the ability to get what you want through attraction rather than coercion or payments and the ability to shape the preferences of others" (Nye Jr, 2004, p. 5).

Nye presented several different definitions of soft power, as a result of his continuous development and revision of the concept, and Nye points out that what distinguishes soft power from other forms of power is that it is based on two criteria (Moawad, 2019, p. 20):

The softness of the methods and mechanisms of exercising power: that soft power has a moral, psychological and intellectual character over the material character. Soft power is not based on threat or coercion, but rather on attraction through persuasion.

A- Softness of power resources: Nye compares with the resources and mechanisms of the military and economic power of the state, which is predominantly material in nature and is easy to measure, such as (the size of the military forces, the volume of spending on armaments, the volume of aid), while the soft power resources are immaterial, such as culture, principles, values, and internal and foreign policy. The state, which generates a positive reputation for the concerned state and creates attraction and sympathy with its polic

Soft power has great importance in international relations as well as in economic relations, and several ways can be identified through soft power to benefit the state (Li & Worm, 2009, p. 7):

- A Building a positive reputation for the state.
- b- Create a sound environment for economic growth
- C Enhancing the country's exports to other countries.
- D Attracting businessmen and foreign investment directly.

Attracting tourists and residents and creating a thriving tourism for the country.

## **Social Science Journal**

It can make the cultural products of the country attractive to others

Attracting foreign students to study, which makes these students ambassadors of the state in their countries. Attracting the most talented foreign students gives the state one of the most important competitive advantages for modern countries and is the most important tool in soft power (Cowan & Arsenault, 2008, p. 23).

#### Soft power sources

In his book Soft Power, Nye stresses that soft power has three sources that translate into attractive behavior that can influence others to achieve the desired results, which are: (Nye, 2007, pp. 32-37)

Culture: Nye points out that culture is a set of practices and values that characterize society and make others attractive to it, including the higher culture that the elite admire, such as arts, festivals, international conferences, international forums, literature, architecture, education and media, and what the masses like in general is popular culture. When promoting the country's culture and values other countries can easily recognize it, which makes it attractive to others.

The source of the state's political values: There are two aspects to the state's political values, the internal values, how the government governs its people, and the values are entrenched in internal politics, such as democracy, freedom, human rights, and equality.

The other aspect is the state's foreign policy, that is, the policies and principles when the state deals with other countries, for example, but not limited to: state sovereignty, globalization, environmental sustainability, good neighborliness, international security, global economic and financial development, terrorism, organized crime, human rights, respect for freedoms and international security, And helping countries during disasters and crises, these sources create a friendly and peaceful image of the state in the international community, which generates a positive reputation.

The source of the state's foreign policy: which is viewed internationally as legitimate and moral, and the state's foreign policy is a double-edged sword, either to enhance its soft power or dissipate it, when the state respects its neighbors and abides by international legislation and laws and international agreements, especially agreements that protect freedoms such as the Geneva Convention and others And providing assistance to those in need and supporting the weak, in addition to the fact that the state possesses a soft power that enables it to influence other countries in an indirect way.

Nye stresses in 2007 that the international image is important in being a source of soft power, and Nye added another important source of soft power, which is the economic temptation of the state. for example, you will support state (X) on non-economic issues, so state (x) will have a soft power over state (y) in pressuring it to put policies in its interests (Worm & Li, 2011, p. 73).

#### Soft Power Tools

Countries use a number of soft power tools to achieve their goals, and these tools vary according to the country's resources and its political and economic conditions. The researcher will present the main soft power tools as follows(Nantulya, 2020, pp. 508-509):

A- International education, cultural exchange, and cultural events to promote the state and

## **Social Science Journal**

- spread its language and work to support the study of the state's culture and society. These tools allow the use of soft power to create or enhance a good mental image that the state seeks, and thus it is the first steps of soft power.
- B- Establishing festivals and establishing youth forums to deepen ties with emerging elites through communication and exchange of experiences in all scientific, economic and political fields.
- C- Media by employing mass media and means of communication, employing journalists and media professionals in various countries of the world, promoting the state and its culture and confronting negative news in various languages.
- D- The use of an emotionally charged ideology in diplomatic communications by receiving international guests in supportive and friendly terms, consoling governments in cases of mourning and disasters, congratulating nations and peoples on their occasion, as well as congratulating governments, politicians and diplomats on assuming political office
- E- The participation of the state in the international arena through the presence of the state and its actual participation of other countries in the international reality (Sharifi, 2021, p. 40)
- F- Participation in international conferences, including environmental conservation conferences.
- G- Empowering and supporting women, gender equality, and reproducing gender stereotypes, by enhancing the role of women in scientific professions and disciplines and making them accessible to girls (Corat, 2017, p. VII).

#### Soft power indicators

Scholars have paid great attention to measuring soft power in various countries. There are indicators of soft power that have become an important topic for academic debate. Among these indicators are the country's scientific progress, reform and openness, economic strength, economic development, science and technology, scientific and cognitive capabilities, leadership and government ideology, and diplomatic capacity (Huiyun, Kai, & Feng, 2017, p. 211), The Global Soft Power Index from Brand Finance is one of the globally accepted indicators. The Global Index measures were developed by specialized experts. The country is evaluated based on a survey of the public in all countries of the world and on all continents by the general public at 75% and another survey of specialized audiences of analysts Politicians, businessmen, academics, economic analysts, think tanks, journalists and non-governmental organizations by 25%, The Global Index contains a comprehensive assessment of the country that consists of several main indicators of soft power, starting from awareness and familiarity with the identity of the country that people know and have a mental perception of (Haigh & Temporal, 2020, p. 23):

- A- The general influence of the state at the global level and in another country is the use of soft power with it.
- B- The country's global reputation Does the country have a positive reputation at the global level?
- C- The state's performance in the basic pillars of soft power, which are seven, including: the pillars of energy, business and trade, international relations and governance, heritage, culture, media and communication, education and science, people and their values and perceptions(Finance, 2021, p. 21).
- D- Performance in addressing the COVID-19 pandemic has several pillars, health and welfare, aid and international cooperation,

## **Social Science Journal**

After the outbreak of Covid-19, countries competed to limit the spread of the epidemic, by supporting research centers and scientific research institutions to find a vaccine for the epidemic, a new indicator was added within the indicators of soft power (Abdel Mawla, 2020, p. 4), It indicates the extent of the state's response and dealing with Covid-19, the extent to which the number of injuries and deaths and the number of those recovered, and the extent to which the state provides aid to other countries (Finance, 2021, p. 48).

The main performance of soft power consists in seven pillars, namely business and trade, which consists of the state's economy, commercial activities and the brand, and is determined by a set of data sources issued by the International Monetary Fund (IMF), the International Institute for Management Development (IMD) and the World Economic Forum (WEF) (Zhou, Maumbe, Deng, & Selin, 2015, p. 75) and tax collection, trade and foreign investment, transparency, corruption rate, state infrastructure and future growth opportunities.

Governance is based on indicators of rule of law, human rights, crime rate, security, constitution, and the political elite of the state. Governance refers to structures and processes designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity, inclusion, empowerment and broad participation (Disha Experts, 2021, p. 79).

As for international relations, they are based on the diplomatic relations of the state, international organizations, peaceful solutions to the conflict, international aid and the climate plan.

Culture includes heritage, tourism, sports, arts, literature, music, cinema, games and fashion Media and communications are based on traditional media and social media As for education and science, higher education and technology are among its indicators Values represent the personal character of individuals and society.

#### The importance of soft power in building a country's reputation

As we mentioned in the soft power theory, countries use this power to achieve their interests by improving the country's image and building its reputation in front of public opinion, through attraction and persuasion by providing initiatives and assistance to other countries. development from a number of economic, political and cultural angles(Spohr & da Silva, 2017, p. 159). As the state's strategy in its foreign policy is through communication with the external public.

One of the main measures to gain influence and the ability to influence other countries, especially since the state's reputation gives it the support of the international community as well as value and influence in this society through attraction away from coercion, and states use their resources to create attractiveness and build a positive reputation, which makes them more competitive at the level The international level, as the vital role of soft power contributes to building the country's reputation through the messages received by the target audience that give the country global competition (BALAKRISHNAN, 2017, p. 111).

#### Indicators of soft power in the United Arab Emirates

Through the results of analyzing the publications of the UAE Ministry of Foreign Affairs and International Cooperation, it was found that the ministry is keen to build its reputation and that of the country digitally through its website according to a well-studied communication plan based on achieving international reputation indicators, foremost of which is the attractive environment, which is achieved through soft power that gives the state attractiveness in various These areas are considered one of the main factors that help the government build its reputation, as the Ministry of Foreign Affairs relied on achieving



indicators of soft power to achieve the state's goal in building its reputation and highlighting the image of the UAE, its identity, heritage, culture and the UAE's contributions to the world. The Ministry adopted a foreign policy based on "International Relations", which expresses the state's interaction in the international community to build its reputation as a state that seeks to establish close relations with various countries of the world, where it ranked first, with a percentage of (%31.29) and a number of (642) recurrences, As for the "Economy and Business" category, it came in second place (15.74%) and (323) recurrences, focusing on the country's economy, which enhances its economic position and builds the country's reputation as an economically advanced country. As for the "Culture" category, it came in third place (11.06%). The number of repetitions reached (227) times in which the UAE presented positive morals, principles and values, foremost of which is tolerance and peaceful coexistence, in order to build its reputation as a country that supports peace and dialogue, and "governance" came. It ranked fourth with a rate of (8.24%) and the number of its recurrences (169). Through this category, the ministry focused on the state's fight against terrorism and crime and its support for human rights, which gives the impression that the UAE is a safe country that respects people and protects their rights. The "Government Policy" category came in fifth place. With a rate of (7.55%) and a number of (155) recurrences, the ministry explained the government's performance in various fields, its most prominent achievements during the past fifty years and its future plans for the next fifty years by 2071, which contributes to building a vision of the state's future and building its reputation as a developed state that lays down future plans. The "Women's Empowerment" category ranked sixth with a rate of (5.02%) and (103) recurrences. Through this category, the UAE Ministry of Foreign Affairs demonstrated the state's interest in women, their empowerment and protection, and gender equality in various fields, which creates an impression and a perception of the extent of the state's development in the field of women's empowerment and rights. As for the category of projects and development, it came in seventh place with a rate of (4.68%) and (96) recurrences The UAE Ministry of Foreign Affairs focused, through it, on presenting the UAE as an investment-attracting country, and a developed country looking for innovation in various fields, creating a reputation for the country as a developed country that provides an investment environment. For countries and companies (4.04 percent) and (83) recurrences, through which the Ministry demonstrated the role of the state in confronting Covid-19, which reflects the social and humanitarian responsibility of the state during the pandemic and enhances its reputation for its interest in providing Aid to other countries

As for the "global commons" category, it ranked ninth, with a percentage of (3.17%) and (65) recurrences, such as preserving the environment and climate and achieving peace, and the category of "welfare and happiness" ranked tenth, with a percentage (2.73%) and (56) Repetition, through this category, the Ministry focused on the efforts of the state to achieve the welfare and happiness of its people. As for the "agreements" category, it ranked eleventh, with a percentage (2.68%) and (55) recurrences. The UAE Ministry of Foreign Affairs presented, through this category, the role of the state in agreements that contribute to the international community, and the "Youth Care" category came in twelfth place, with a percentage (2.00%) and a number of. (41). The frequency with which the Ministry expressed the state's interest in youth increased. Sectors are vital in society and have an important role in its development in various fields. As for the "Education" category, it ranked thirteenth with a rate of (1.80%) and the number of repetitions (37), where the Ministry presented the state's interest in the education sector and its quality.

All these elements are perceptions of the progress and development of the state, its social responsibility towards various issues and the pursuit of well-being and happiness for its

# MILITARIS

## **Social Science Journal**

people. He cares about young people and their future. Education is one of the components of sustainable development that it seeks, creates a positive reputation for the state, and attracts it from the international community in various fields. See Table No. (12).

**Table (12).** Shows the main categories of soft power adopted by the UAE Ministry of Foreign

Affairs through its website in building the country's reputation

Rank	the percentage Repetition		The main categories of soft power	N.
first place	%31.29	642	International Relations	Α
Second place	%15.74	323	economics and business	В
3rd place	%11.06	227	the culture	C
fourth place	%8.24	169	Governance	D
5th place	%7.55	155	government policy	E
6th place	%5.02	103	Women's Empowerment	F
7th place	%4.68	96	projects & development	Η
8th place	%4.04	83	The state's role in confronting COVID-19	I
9th place	%3.17	65	global commons	G
tenth place	%2.73	56	luxury and happiness	K
eleventh place	%2.68	55	conventions	L
12th place	%2.00	41	Attention to youth	M
thirteenth place	%1.80	37	education	N
100%		2052	Total	

### **Results**

- A-Soft power is what it wants, the state through the gravity arising from the sources of this power and soft power, a number of indicators, some of which depend on objective information and others depend on basic indicators, and international opinion data, and soft power indicators employed the reputation of the Emirates, its interest in international relations and the state's participation in responsibility Social towards the international community and countries of the world About international relations and countries of the world.
- B-The UAE Foreign Ministry focused on highlighting the country's quest to be among the economically leading country, which gives it economic attractiveness by presenting the efforts of the UAE to form a strong economy by creating and developing opportunities for cooperation in various fields with organizations and countries.
- C-The ministry was interested in presenting the values that the UAE believes in and that are rooted in the government's behavior with its people, such as equality, human rights and democracy. The UAE Foreign Ministry focused on the UAE's possession of a culture based on tolerance, freedom of religion, peaceful coexistence and addressing hate speech.
- The UAE Foreign Ministry focused on the state's capabilities and its quest to achieve Dsustainable development and achieve its government's vision of making the UAE a global commercial center by creating a safe environment in various fields, especially in the field of investment and business. And creating a safe environment through the participation of the UAE with the countries of the world in combating money laundering and terrorist financing and combating financial crimes and cross-border crimes.
- E-The UAE Foreign Ministry focused on presenting the country's efforts to achieve prosperity and happiness for the Emirati people by developing the UAE's relationship with the countries of the world to achieve development and prosperity for the people,

## **Social Science Journal**

as well as investing the country's various resources to achieve the country's attractiveness and build its reputation as a country that seeks the welfare of its people.

### **Conclusions**

The researcher concluded from the findings that the state's reputation is an element that distinguishes the state from other countries, and the following is a set of conclusions:

- A- The UAE has employed soft power because it possesses many of its components, with the aim of appearing as a country with an exemplary system, highlighting its areas of distinction and attraction, and using them to reflect a positive reputation for the country.
- B- We conclude from the UAE's interest in international relations that the UAE aspires to be a country that has an influence on the global level, and not only on the regional level, meaning that it aspires to reach globality.
- C- Due to the UAE government's realization that technological development will build a good reputation for the country in a record period, the publications of the UAE Ministry of Foreign Affairs have focused on the economic progress of the UAE, and that it is a country capable of industrialization and innovation, and given the UAE's endeavor to attract capital in line with its future plan based on diversifying sources Income and not dependence on oil, the UAE has provided the world with the advantages of a safe and stable investment environment in the country.
- D- The publications of the UAE Ministry of Foreign Affairs confirmed that the UAE is a country open to other cultures, and that it is a tolerant country that seeks regional and international peace, because the world sees that Arab and Islamic cultures are dominated by intolerance and intolerance. intolerance of the other. Therefore, the Emirates focused on highlighting its Arab and Islamic culture, with its character based on tolerance, acceptance of others and openness to other cultures.
- E- The UAE has focused on its technological development in several areas, including its interest in space sciences and access to Mars, with the aim of changing the world's view of it as developing countries and proving its progress and development to the countries of the world.
- F- The UAE government realized that adopting social responsibility issues would enable the state to market itself and give it a positive reputation and a positive influence in the international community. Therefore, the UAE has adopted social responsibility issues and provided support through it to countries in time of need, especially developing ones, such as providing assistance in various aspects (humanitarian, health and development). The UAE also deals with environmental and climate issues, as well as its support for youth and women locally and internationally.

#### References

- Abdel Mawla, E. E. (2020, 3 29). What is the vital force? Corona and testing the traditional concept of state power. Retrieved from Al Jazeera Center for Studies: https://studies.aljazeera.net/ar/article/4623
- Al-Mashhadani, S. S. (2019). Scientific Research Methodology. Amman: Osama publishing house.
- BALAKRISHNAN, M. S. (2017). PERSPECTIVES:countrie reputation. In M. S. BALAKRISHNAN, I. A. MOONESAR, R. AWAMLEH, & R. ROWLAND-JONES, UAE: PUBLIC POLICY PERSPECTIVES ACTIONS AND INSIGHTS MIDDLE EAST NORTH AFRICA (pp. 103-160). london: Emerald Publishing Limited and

## **Social Science Journal**

- Academy of International Business.
- Bridoux, J. (2011). American Foreign Policy and Postwar Reconstruction: Comparing Japan and Iraq. LONDON AND NEW YORK: Routledge Taylor&francis Group.
- Corat, S. G. (2017). UNESCO's soft power today: fostering women's empowerment and leadership. Paris: United Nations Educational, Scientific and Cultural Organization.
- Cowan, G., & Arsenault, A. (2008). Moving from Monologue to Dialogue to Collaboration: The Three Layers of Public Diplomacy. Annals American Academy of Political and Social Sciences, 616(1), 10-30. doi:https://doi.org/10.1177/0002716207311863
- Disha Experts. (2021). NTA UGC NET Paper 1 Topic-wise 52 Solved Papers (2020 to 2004) 2nd Edition. New Delhi: Disha Publications.
- Finance, B. (2021). Global Soft Power Index. London: Brand Finance.
- Haigh, D., & Temporal, P. (2020). Global Soft Power Index 2020. London: Brand Finance.
- Huiyun, F., Kai, H., & Feng, L. (2017). Chinese Scholars Debate World Politics. Chinese Journal of International Politics, 10(2), 211-239.
- Information Resources Management Association. (2018). Brand Culture and Identity: Concepts, Methodologies, Tools, and Applications. USA: IGI Global.
- Karki, S., & Dhungana, S. (2020). Soft Power in International Relations: Opportunities for Small States like. Journal of International Affairs, 3, 162-179. doi:https://doi.org/10.3126/joia.v3i1.29092
- Li, X., & Worm, V. (2009, 7 28). Building China's soft power. Asia Research Centre, CBS, Copenhagen Discussio. Retrieved from https://www.econstor.eu/bitstream/10419/208627/1/cbs-cdp2009-28.pdf
- Moawad, A. J. (2019). The concept of soft power and foreign policy analysis. Alexandria-Egypt: Bibliotheca Alexandrina - Center for Strategic Studies.
- Nantulya, P. (2020). Strategic Application of the of Soft Power. The African Review, 47, 481-529. Retrieved from https://brill.com/view/journals/tare/47/2/article-p481 10.xml?language=en&ebody=pdf-49903
- Nunes, S., del Moral Agúndez, A., da Fonseca, J. F., & Chemli, S. (2020). Impacts of positive images of tourism destination exhibited in a film or TV production on its brand equity: the case of Portuguese consumers' perspective. *Transnational Marketing Journal*, 8(2), 271-295. https://doi.org/10.33182/tmj.v8i2.1036
- Nye Jr, J. S. (2004). Soft Power the Means to Success in World Politics. New York: Public Affairs. Retrieved from https://www.academia.edu/28699788/Soft\_Power\_the\_Means\_to\_Success\_in\_World\_Politics\_Joseph\_S\_Nye\_Jr
- Negi, A., Pant, R., & Kishor, N. (2021). Effects of COVID-19: Redefining Work from home & Employee Engagement. *Transnational Marketing Journal*, 9(3), 521-538. <a href="https://doi.org/10.33182/tmj.v9i3.1298">https://doi.org/10.33182/tmj.v9i3.1298</a>
- Nye, J. S. (2007). Al-Thunayan, translated by Muhammad Tawfiq Al-Bajirmi and presented by Abdulaziz Abdul Rahman Al-Thunayan. Soft power is the means to success in international politics. Riyadh city: Obeikan Publishing and Distribution.
- Nye, J. S. (2021). Soft power: the evolution of a concept. Journal of Political Power, 14(1), 2-13. doi:https://doi.org/10.1080/2158379X.2021.1879572
- Nye, Jr, J. S. (1990). SOFT POWER. Foreign Policy, 80, 153-171. Retrieved from https://www.wilsoncenter.org/sites/default/files/media/documents/page/joseph\_nye\_s oft\_power\_journal.pdf
- Nouri, B. A. (2021). The Impact of Service Climate and Personality Traits on Customer-Oriented Behaviour of Employees. *Transnational Marketing Journal*, 9(2), 427-446. https://doi.org/10.33182/tmj.v9i2.1065
- Sharifi, M. A. (2021). The United States of America squandered the opportunity. Academic



- House for Publishing and Distribution.
- Spohr, A. P., & da Silva, A. L. (2017). Foreign Policy's Role in Promoting Development: the Brazilian and Turkish Cases. Contexto Internacional, 39(1), 157-178. doi: https://doi.org/10.1590/S0102-8529.2017390100008
- Worm, V., & Li, X. (2011). Building China's Soft Power for a Peaceful Rise. Journal of Chinese Political Science, 16, 69-89. doi:DOI 10.1007/s11366-010-9130-2
- Zhou, Y., Maumbe, K., Deng, J., & Selin, S. W. (2015). Resource-based destination competitiveness evaluation using a hybrid process (AHP): The case study of West Virginia. Tourism Management Perspectives, 15, 72-80. Retrieved from https://isiarticles.com/bundles/Article/pre/pdf/46515.pdf