

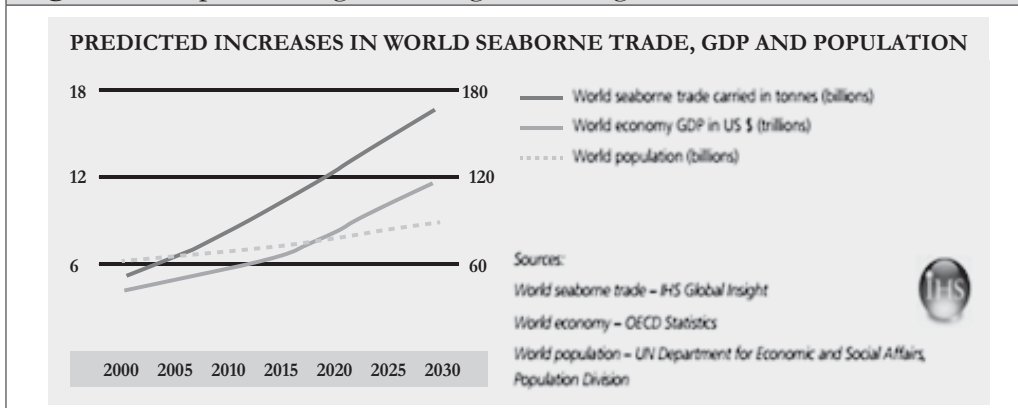
## DELVING DEEPER: BRANDING BANGLADESH THROUGH MARITIME STRATEGY

Commodore Syed Misbahuddin Ahmed, (C), NUP, ndc, afwc, psc

### Introduction

Historically, nations that have attained real greatness, some determining factors such as causes, and characteristics can generally be traced. It was not a matter of chance that attributed high honour to the Portuguese and the Dutch settlements on many lands despite being geographically smaller; that rocketed France into a formidable naval and military power; that made the US what it is today; and aspires the Chinese dream. In none of the preceding cases, is the determining source of greatness so clear and so consistently manifest as in the history of Great Britain. It is inadequately appreciated that while Bangladesh has a land area of some 148,460 sq. km (Bangladesh - the World Fact Book), the maritime zones too is 118,813 sq. km, way more than those of many developed nations. It is from this sea frontier that the nation engages in trade with other nations so that the national prosperity is enhanced. Besides, the unfavorable ratio of “population versus land resources”, underpins the country’s need to turn its attention to its own maritime zones with rich marine resources for food and well - being of its people, which is almost 81% of its land territory. To recall Mahan, “National greatness is inextricably associated with the sea.” (Mahan 2007, p.55, 78, and 82). Hence Bangladesh’s enormous stake in the Bay of Bengal (BoB), due to ever increasing trends in global maritime trade.

**Figure 1:** Graph showing increasing trends in global maritime trade



Maritime strategy though defined differently the focus remain as the ‘total response of a nation to the ocean around it’ (Tahiliani, 2000) to achieve vital national interest. Branding on the other hand has a stake to national image building; to bring forth a truly national spirit and colour. Hence the relationship between branding and maritime strategy are mutually inclusive, for they both strive to attain national greatness. It is in these contexts, that this research is carried out on, ‘Delving Deeper: Branding Bangladesh through Maritime Strategy.’

## **Means: Consolidating National Sources of Power**

### **Ends = Ways + Means**

The model is known as “ends, ways, and means model.” Where “Ends” is defined as the strategic outcomes or end states desired. For Bangladesh, this could be “developed” status or “national greatness” represented by branding. “Ways” is defined as the methods and procedures, practices and strategies to achieve the ends. For this paper this is understood, inter alia, as ‘maritime strategy of total response’. “Means” is defined as the resources required to achieve the “Ends”. The model is a calculation that balances what the country aspires, with what it is willing and able to pay.

Branding Bangladesh through maritime strategy, if the Government wants to explain the equation from left to right, it needs to state specifically the ‘end’, may be as “National Greatness”, then must identify what ‘ways’ and ‘means’ required to achieve that ‘end’. Calculating it from right to left, the Government require to identify the ‘means’ and ‘ways’ to generate resources and thus establish the “end” they are aspiring to attain.

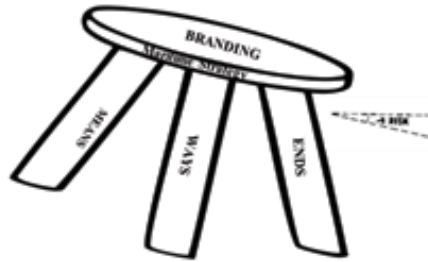
### **Strategy = Ends + Ways + Means**

Art Lykke’s theory of strategy provides the basis for clearly articulating and objectively evaluating any strategy. (Lykke, Jr., 1989, pp. 3-8). According to him strategy is all about **how** (**ways** or concepts) leadership will use the **power** (**means** or resources) available to the state to exercise control over sets of circumstances and geographic locations to achieve **objectives** (**ends**) that support national interests.

Hence maritime strategy provides the **way** (direction) for the persuasive use of this **means** (especially marine resources) to achieve **ends** (branding). In the Lykke

model the ends are “objectives,” the ways are the “concepts” for accomplishing the objectives, and the means are the “resources” for supporting the concepts. The stool at figure 2 below tilts if the three legs represented as “ends”, “ways” and “means” are not kept in balance.

**Figure 2:** Relationship Stool: Branding and Maritime Strategy



Source: Arthur F. Lykke, Jr.'s theory of strategy model (Modified by the Author)

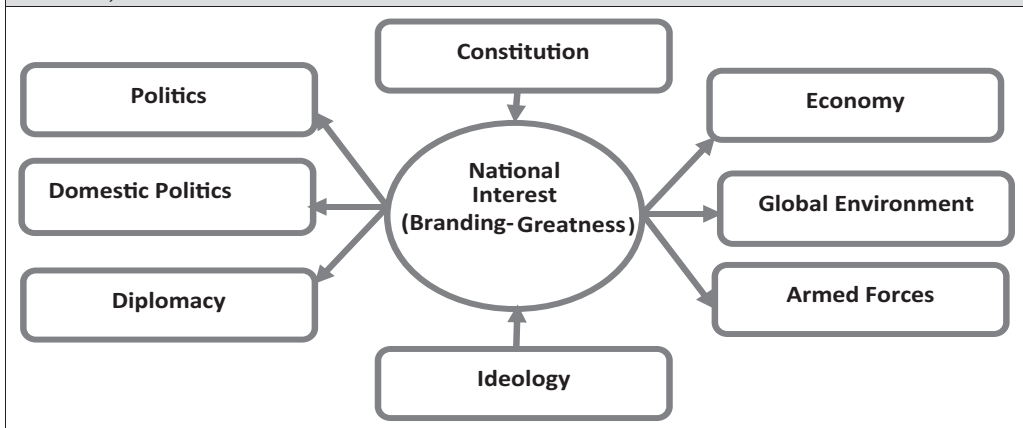
### Elements of Bangladesh's National Power

Bangladesh occupies a geostrategic position as a land bridge between South Asia and Southeast Asia. Bangladesh's geo-economic significance stands as a trade corridor for landlocked countries like Nepal, Bhutan and the seven states of India. The strategic location of Bangladesh and its proximity to the giant economies of China and India is a major component of national power. Turning so called geographic vulnerabilities of Bangladesh into 'total maritime response' – Global Maritime Fulcrum (GMF) - 'branding strategy' to act as a tool for geopolitics is about assuring Bangladesh's place in the world. In figure 3 below, the basic instruments of national power are illustrated with their consolidated relationship with the country's constitution and people's ideology, where the national interest, which could be national branding - greatness is kept at the heart.

**Map 1:** Bangladesh: Location of Strategic Importance



**Figure 3:** National Interest – National Greatness simple model (Prepared by Author)



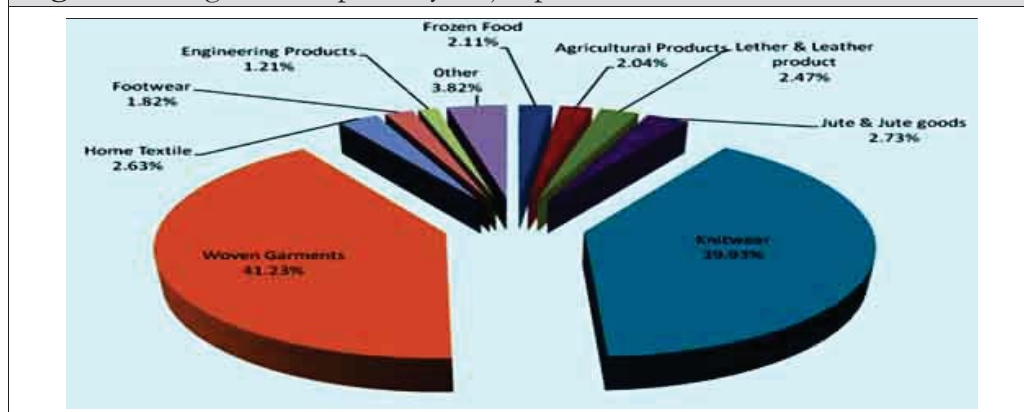
### Consolidating National Resources (means) for Branding

It may be noted that to become middle income country the investment - GDP ratio need to be 35% as opposed to current ratio of 28% and GDP growth alone need to be 8-10%. (Barkat, 2016). Besides, the issue of energy is a critical one. As such, it would be almost impossible to attain such higher GDP - investment ratio as well as growth with agriculture sector without considering the tremendous potentials of the other sectors such as marine sector, the coastal area, prioritizing and diversifying the exports. (Zillur, 2016).

**Table 1:** Bangladesh economic indicators (%). Source: Asian Development Outlook 2016

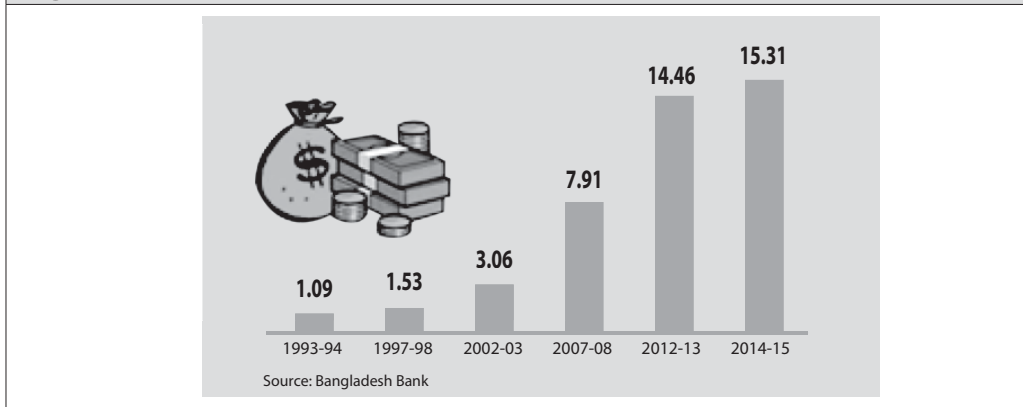
Selected economic indicators (%)-Bangladesh	2015	2016 Forecast	2017 Forecast
GDP Growth	6.6	6.7	6.9
Inflation	6.4	6.2	6.5
Current Account Balance (share of GDP)	-0.8	-0.5	-1.0

For RMG, the argument could be that it is the number one contributor in the country's export (figure 4) and employer of 3 to 5 million specially of female citizens; the counter argument could as well be firstly the compromise to the “environmental sustainability” and that without the services of the maritime sector RMG sector cannot reach its destination. Thirdly, that the lower labour wages cannot eradicate poverty and bring about sustainable development to accomplish vision 2041. Besides, according to BGMEA, a total of 618 RMG units have been closed while another 319 are about to be shut due to acute power and gas crisis.

**Figure 4:** Bangladesh exports by major products in FY 2013-14

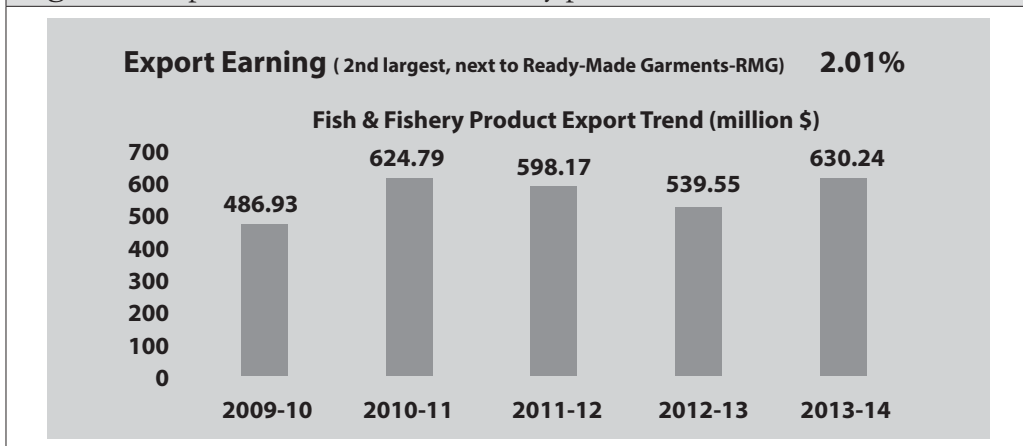
Remittance is another sector that is standing between sustainability and quick bankruptcy of the economy. But remittance alone cannot be the growth driver due to absence of country's “brand” name vis-à-vis unskilled/semiskilled labour force.

**Figure 5:** Remittance inflow from 1993-94 to 2014-15



Bangladesh ranked 5th as aquaculture producing country in the world, where aquaculture shows the growth performance of 8.2%. (FAO, 2015). Employment both full and part time in the fishery sector is 11% of total population, which makes 17.80 million of male and 1.40 (8.5%) millions of female populations. (EPB, Bangladesh 2014).

**Figure 6:** Export trend in fish and fishery product FY 2009-10 to 2013-14



The service sector is yet another growth driver and provides 28% of Bangladesh's GDP compared to that of 13% of RMG. (Barkat, 2016). Apart from other services, the maritime services can include the value-added growth such as: shipping, finance, marine insurance, and offshore ship building and repair services, port and port services, shipping and ship services, shore based maritime services and offshore and marine engineering. Even cruise liner such as Maersk is one of the fastest growing service sectors in the maritime domain. (Manzur, 2016).

## Ways: Maritime Strategy of Total Response-The Key to Branding Bangladesh

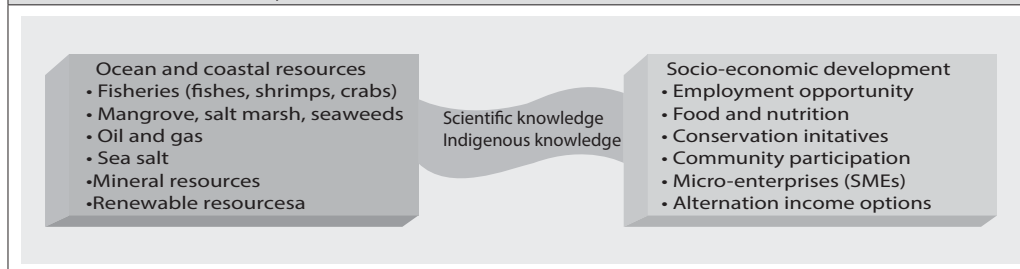
The experts posit that the internal river system in Bangladesh is naturally laid in such a way that there is no more than 5 km of distance, which cannot be reached by a river craft. (Ainun, 2016). Thus, bringing a strong analogy with the riverine hinterland connectivity of the Netherlands and making a strong case for the ‘maritime strategy of total response’ to be the key for branding Bangladesh.

### Economic Inventory of the Bangladesh’s Maritime Clusters

Considering major river inlets and estuaries, the total marine waters of Bangladesh stands at 121,110 sq. km. (MoFA, 2014). Chittagong and Mongla ports together handle almost 97% of the countries seaborne trade. Bangladesh is yet to assess the true potential of its offshore oil and gas prospects (Imam, 2013). About 30 million people are directly dependent on the marine sector. (Hossain et al., 2014).

The Bangladesh coast supports 441,455ha of mangroves i.e. the Sundarbans (Hasan et al., 2013, p.42). Hilsa shad (*Tenualosa ilisha*) is the largest and single most valuable species with annual catch of 340,000 MT, and generates employment and income for 2.5 million people valued at \$US 1.3 billion per year (Hossain et al., 2014). Sands containing valuable heavy minerals are found intermittently over the length of a 250 km coastal belt from Patenga to Teknaf. Therefore, the maritime cluster - the ocean and coastal resources have tremendous link to socio-economic development of the country as depicted in figure 7 below:

**Figure 7.** BoB and coastal resources link socio-economic development (Source: Hossain et al., 2014.)



### Global Marine Trend 2030: Oceanic Opportunity for Bangladesh

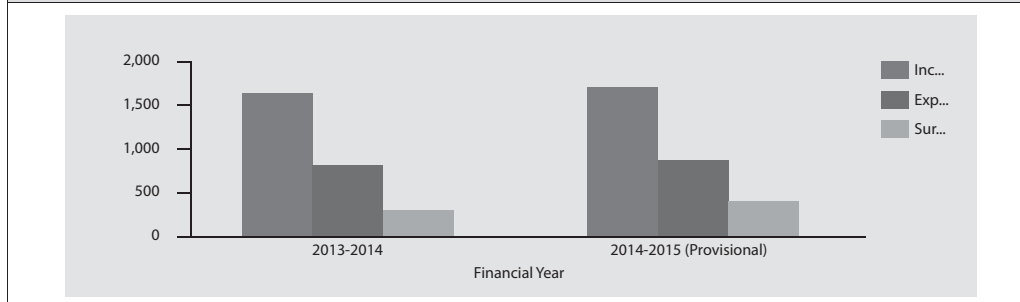
The marine world in 2030 will be almost unrecognisable owing to the rise of emerging countries and resource demand. In the “Global Commons” scenario,

even more economic growth is expected. China and emerging countries will determine the ship new building market landscape after 20 years. South Korea's market share will fall from 34% (in 2010) to around 22% (in 2030). Japan's share will fall from 21% to 9-10%. (GMT, 2030). As per this forecast, Bangladesh has oceanic opportunities in the shipbuilding to fill in the gap of South Korea and Japan.

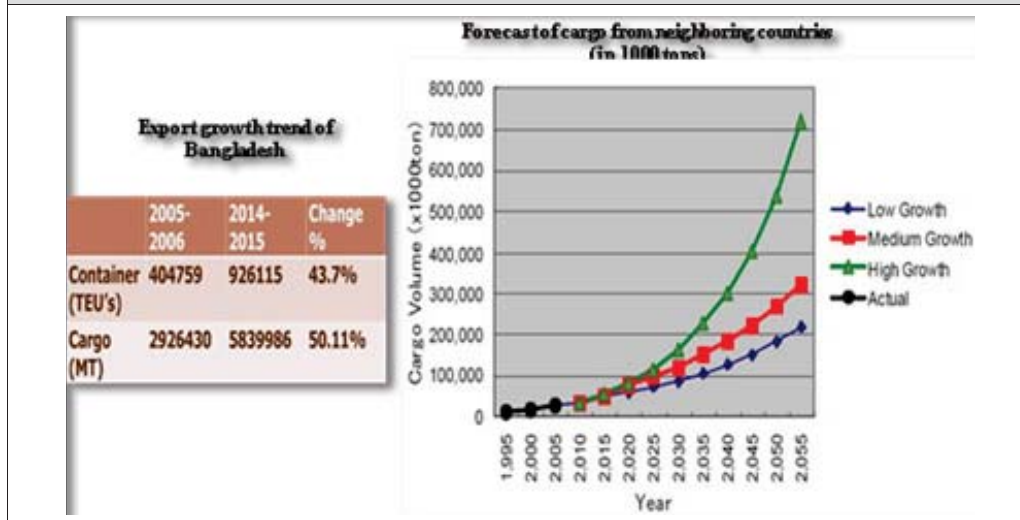
### Maritime Strategy's Uniqueness: Benefits to Use Marine Resources

Chittagong Port during the year 2012-2013 handled over 43.37 million metric tons of cargo including 1.47 million TEUs containerized cargo, which is around 92% of total maritime trade of Bangladesh. (CPA, 2016).

**Figure 8:** Bar Chart showing revenue income and Expenditure 2014-2015 (Provisional) in CPA



**Figure 9:** Export growth trend in Bangladesh 2006-2015 (Payra Port Authority, 2016.)





The GDP growth of Bangladesh economy is around 6-7% while the container traffic growth of Chittagong Port is about 14% which is double of GDP rate. Thus, Chittagong Port's contribution to the national economy is remarkable. CPA is on a steady growth as has been depicted in the bar chart at figure 8 above. (CPA, 2016). Given the fact that government wishes to see Bangladesh as a middle-income country by 2021, and before full functioning of Payra port; the Mongla Port must increase its capability to synchronize with the goal of the government. Therefore, the port has set an objective to handle 1000 ships per year by 2021. (MPA, 2016). Maximum EPZs and industries are thus established centring these two seaports. That's why Dhaka-Chittagong and Dhaka-Mongla corridor contribute 30% to GDP. (Halima, 2016).

### Strategic Approach: A Maritime Strategy of Total Response

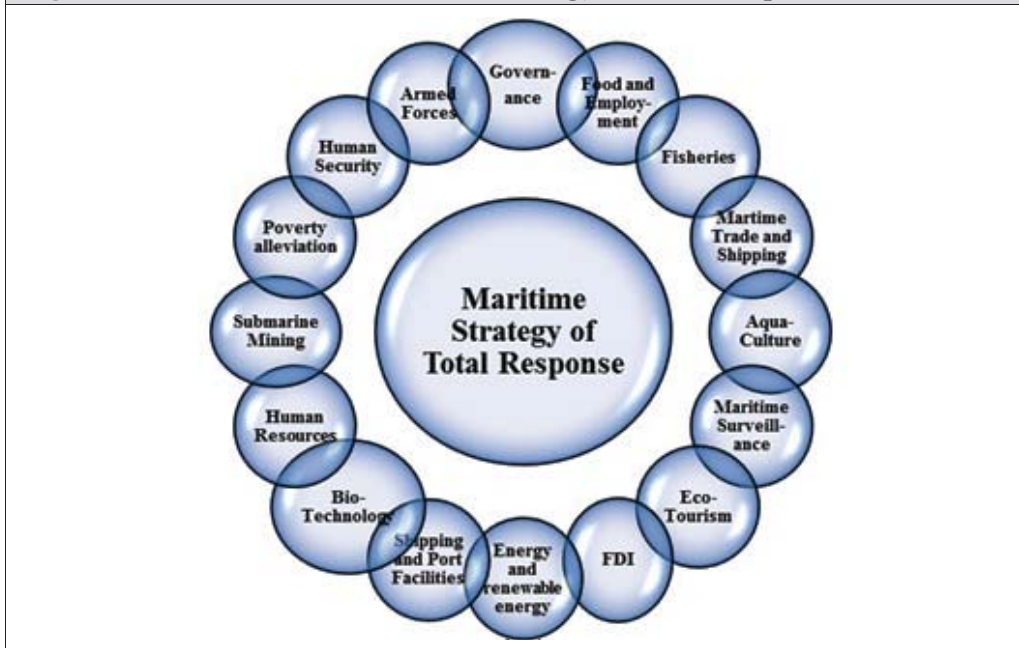
The Chinese determination to build all aspects of its economy through a 'maritime strategy of total response' to create one of the world's largest merchant fleets, ports, transportation and shipbuilding infrastructure to include one road, one belt strategy (map 2) is a case in point (Till, 2009, p.105) for Bangladesh to emulate as depicted below.

**Map 2: One road, One belt - Bangladesh's prospect of strategic connectivity**



Radial Venn of 'Maritime Strategy of Total Response' in figure 10 below portrays the imagination visualising the genuineness of the concept.

**Figure 10: Radial Venn of Maritime Strategy of Total Response**



## Ends: Branding Bangladesh

### Does Size Matter: The Netherlands Case Study

As a maritime trading nation, the Netherlands has succeeded in building up a strong global maritime position. This is reflected in the international leading position of the industries from the Dutch maritime cluster, which serves as a bridge with hinterland. In 2013, the maritime cluster, consisting of 12,000 companies, provided employment to approximately 224,000 people and achieved a total added value of € 21 billion, which is 3.3% of the GNP of the Netherlands. If the port industrial complex and port-related transport are added, it amounts to 7.3%. (The Dutch Maritime Strategy 2015-2025).

The Dutch Republic, wrote Mahan, “even more than the English nation, drew its prosperity and its very life from the sea.” (Mahan, 2014, p.35). Thus, “the commercial greatness of Holland was due not only to her shipping at sea, but also to the numerous tranquil waterways, which gave cheap and easy access to her own interior and to that of Germany.” (Mahan, 2014, p.21).

### **Why is Maritime Strategy of Total Response a Viable Branding Strategy for Bangladesh?**

While to other countries, the BoB is only one of the oceanic bays, to Bangladesh it is the vital sea. Bangladesh's future is dependent on the freedom of its waters and exploitation of the resources it offers. Bangladesh has the potential to be the maritime heart like that of the Netherlands.

Only through the successful crafting and subsequent application of 'maritime strategy of total response', the country can ensure the traditional national interests such as: political and territorial integrity, physical security and survival, economic stability vis-à-vis demographics and well-being, and domestic peace and stability, which accumulatively will yield to the national greatness: wealth, strength, security and glory of Bangladesh.

### **Branding Bangladesh through Maritime Strategy of Total Response**

As recent studies have made it very clear, it was the maritime economy and the British fleet-the whole system, the maritime strategy thereof, that financed Britain's industrial revolution, and underpinned Britain's strategy. (Till, 2009, p101). In this regard, the concept of blue economy within the broader ambit of 'maritime strategy of total response' is subject to multiple interpretations.

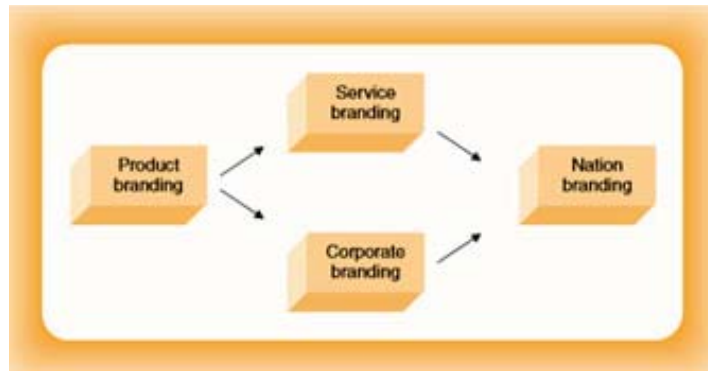
Bangladesh possesses a strong ship-building tradition and this industry plays an important role by contributing to Bangladesh economy and re-branding country's image too. The country's shipbuilding industry could become the third largest foreign exchange earner in less than ten years if the government provides support relating to bank guarantees, access through green channels and declaring export oriented shipyards as export processing zones. (JBBC, 2014). Bangladesh could explore a shipbuilding market worth nearly US\$ 50 billion, provided that the government takes necessary steps to upgrade the country's shipbuilding yards as per international standards and environmental compliances.

### **Evolution and Progression of Branding Bangladesh**

The original application of branding on a product was presented by Dinnie (2008), which has revolutionized service and corporation branding and in turn both service and corporation branding has evolved into nation branding (see figure 11). Branding is of strategic importance to the nation and the strategic

leadership of Bangladesh will have to manage it as the process would involve multiple stakeholders.

**Figure 11:** Evolution of the scope of branding (Source: Dinnie, 2008)



[The scope of branding in Bangladesh's case should also be visualized, as in figure 12, with far-sight (10-30 years) reflecting own maritime strategic context to capitalize on three strategic areas: enhanced economic capability leading to assuring domestic audience of the security and development (strategic assurance) and influencing international players and partners (strategic influence) as has been the case for the Netherlands.

**Figure 12:** Basic Chevron Process showing progression in national branding



## The Road Ahead

### Analytical Summary

Despite branding being considered as a recent concept, the spirit has been carried in the heart of the people since antiquity as even mentioned in the Muqaddima (Prolegomena) of Ibn Khaldun. (Hourani, 2013). In the context of enhancement of Bangladesh's international reputation, nation branding as a matter of national policy of critical importance appear to be logical. Despite being number one export sector, RMG is one of the less technology intensive sector having low productivity leading to lower wages. (Mahmud, 2016). Consequently, Bangladesh cannot alleviate poverty, thus enhance human security as well as its international

standing by making lower wage earning.

Once analysed, it appears that maritime connectivity of Bangladesh is itself representative of the strong evidence that the country has tremendous potentials in the maritime sector to make the country ‘the maritime heart’ of South Asia - of some of the provinces of China and North Eastern Indian states as well as can act as the bridge between landlocked states: Nepal and Bhutan. Thus the ‘maritime strategy of total response’ qualifies to be the “key” - the “maritime fulcrum” to nation branding.

Statistical analysis also reveal that the economy of Bangladesh is heavily dependent on maritime sector, as 92% of international trade are transported through it. The average MDF in Bangladesh is about 35%. The growth drivers: agriculture, industry and infrastructure - all sectors are greatly dependent on maritime sector. (Halima, 2016).

The case study of the Netherlands has aptly demonstrated that geographical size does not matter, if the leadership translate their vision to reap benefit from the maritime cluster of the country. Bangladesh economy is at present dependent only on a few export items. For its sustainable growth, it seriously needs export diversification.

The shipbuilding sector, among other marine clusters, has the potential to expand the country’s export basket to earn foreign currency as well as generate employment. However, without an aggressive branding plan to enhance the national image, it would be difficult to attract the new breed of entrepreneurs to obtain a notable slice of the 400-billion-dollar global shipbuilding business. (Khan, 2011).

The virtuous branding circle, at figure 13 exhibits an impression of what it will be like if Bangladesh is branded through maritime strategy.

**Figure 13: The Virtuous Branding Circle (Prepared by the Author)**



### **Maritime Cluster is the Road Ahead to Development and Prosperity**

The analytical summary has led to the virtuous branding circle (figure 13) as to how Bangladesh would look like if branded through maritime strategy. The fact that maritime strategy of total response to make right use of the potentials of the maritime cluster is currently the right choice, the silver bullet for Bangladesh. The increasing trend of international trade and investment has made marine cluster to be a key factor in export earnings, job creation, business development and infrastructure. As such, to attain national greatness i.e. to brand Bangladesh through maritime strategy, development of the maritime cluster appears to be currently the most viable road ahead to development and prosperity for Bangladesh.

Although the initial stage of the strategy formulation will naturally be critical as it would require the formation of the necessary policy framework to conceive and implement the idea of Bangladesh as a maritime power. Materializing this idea would thus require the convergence of several elements such as:



- A creative idea needs to be articulated and debated in detail to transform maritime cluster as a strategic industry.
- A good deal of political support in the form of good governance.
- Creation of an efficient domestic infrastructure for the development, production, and interfacing of technology and equipment, and
- A positive international image (country branding) for FDI.

### Why is Maritime Cluster the Road Ahead?

In addition to the “Roadmap” given at figure 14 to reflect upon own maritime strategic context to totally conceive the Bangladesh’s GMF and to capitalize on three strategic areas such as enhanced economic capability through strategic industries, strategic assurance, and strategic influence, following five pillars and three important issues forming the concept, the maritime cluster is the road ahead:

- Rebuilding Bangladesh’s maritime culture;
- Development and adaptive management of Bangladesh’s maritime resources; infrastructure and connectivity;
- Intensifying Bangladesh’s maritime diplomacy;
- Strengthening Bangladesh’s armed forces, especially the maritime force and;
- Transforming Bangladesh’s maritime cluster as a strategic industry.

The three important issues are:

- The importance of building up Bangladesh’s maritime identity;
- The importance of Bangladesh’s regional maritime engagement;
- The building blocks of the GMF as a long-term national maritime policy.

**Figure 14:** The Roadmap 2041 and beyond - A Prosperous Maritime Bangladesh



## A Creative Idea of Strategy Formulation – Transforming Maritime Cluster as a Strategic Industry

The strategy, while being formulated should include stakeholders from all social strata to make it functional and to be laid linking Conceptor-Enabler- Accelerator-Regulator-Catalysator representing: academic/think-tank, entrepreneurs/ business people, maritime and non-maritime community, concerned ministries/ organisation of the Government, and print and electronic media respectively. The strategy will be formulated in line with the “roadmap” given at figure 14 and in the self-explanatory modified Pentahelix model as illustrated in the figure 15 below.

**Figure 15:** Modified Pentahelix Model of Strategy Formulation (Prepared by Author)





**Table 2:** Stage 1- Strategy Implementation



**Table 3:** Stage 2- Strategy Implementation based on BAS

WAYS	TRIGGER			
Marketing	SLW Spirit of the Liberation War 1971	GMA General Maritime Awareness	NAG National Aspiration for Greatness (Golden Bengal)	
Promotion	B Branding	A Advertising	S Selling	
Media	P Print Media	E Electronic Media	S Social Media	E Endorser

The implementation of the strategy also demands creativity and as such may be implemented in various stages. For this paper, the author envisages a two stage Strategy Implementation as illustrated in the tables 2 and 3:

### **Benefits of Transforming Maritime Cluster as a Strategic Industry**

Successful implementation of the strategy to transform maritime cluster to a strategic industry will bring good national reputation (Country branding) and in turn fetch following advantages toward achieving national greatness as summarised in the pyramid below:

**Figure 16:** List of advantage due to good national reputation (Country Branding)



## Recommendations

Keeping in view the facts and figures illustrated in this paper, the following recommendations are made to brand Bangladesh through maritime strategy:

Bangladesh should appreciate the need for a maritime identity owing to its rich maritime cultural heritage to exploit the opportunities offered by maritime engagement domestically, in the region and beyond to build a foundation for benefitting from the concept of GMF through articulation of a long-term integrated national maritime policy.

Generally, like that of the EU, and specifically like the Netherlands, to be truly explored, developments strategy of maritime clusters through realistic interpretation of the long-term maritime policy; 'a maritime strategy of total response' needs to be firstly coined as well as implemented according to the weightage of geopolitics, strategic significance and economic importance keeping maritime cluster at the centre to synthesize all other sectors to achieve sustainable, smart and comprehensive growth.

To make informed decisions, acquiring adequate information about the branding tools and technicalities of developed countries needs to be seriously reflected

upon to efficiently manage the entire gamut of branding Bangladesh through maritime strategy.

Bangladesh to emerge as an esteemed maritime nation to have a glorious international standing by 2041 needs to manage: its maritime resources; develop connectivity and infrastructures and 40,000 MW electricity; strengthen the armed forces especially maritime forces proportionate to the sea area, resources, and threats; intensify maritime diplomacy; attract \$ 1 trillion investment and transform Bangladesh's maritime cluster as a strategic industry.

## **Conclusion**

In its quest to fulfil constitutional obligation to “prosper in freedom”, to ensure well-being of its people and enhance human security through poverty eradication, Bangladesh has been striving hard since independence. It's with the successful attaining of most of the MDG goals in recent years and entry into the lower middle-income club that inspired Bangladesh to aspire to fulfil vision 2021, SDG 2030 goals and in turn to emerge as a developed nation by 2041. However, the issue of development paradox in Bangladesh is also a reality.

In this context, this research paper posits that branding the country through creative formulation and functional implementation of the ‘maritime strategy of total response’ taking maritime fulcrum and maritime cluster at its core within the auspices of an integrated maritime policy is of great significance. While the policy would provide visionary guidelines, maritime fulcrum would integrate, and synthesize all other sectors such as agriculture, remittance, manufacturing, services and knowledge etc. The maritime cluster would then act as the growth driver and add value to overcome the paradox of development through export diversification attaining required GDP growth to sustain the ongoing development and link the country's formal and informal economy to achieve developed status and accomplish higher international standing.

## **Bibliography**

### **Books**

1. Anholt, S., and K. Dinnie., (ed.), (2008). From nation branding to competitive identity – The role of brand management as a component of national policy. Oxford: Butterworth-Heinemann.

2. Commodore Alam, M. K. (2004) Bangladesh's Maritime Challenges in the 21st Century. Pathak Shamabesh Bangladesh.
3. Gilmore, F. (2002). A country – can it be repositioned? Spain – the success story of country branding <[https://placebranding.files.wordpress.com/2013/01/a-country-spain\\_gilmore.pdf](https://placebranding.files.wordpress.com/2013/01/a-country-spain_gilmore.pdf)> Retrieved on 29 April 2016.
4. Hasan, et al 2013, Agricultural land availability in Bangladesh. SRDI, Dhaka, Bangladesh.
5. Hourani Albert. (2013) A History of the Arab Peoples, London: faber and faber.
6. Imam B (2013) Energy Resources of Bangladesh. 2nd edition, Bangladesh University Grants Commission, Agargaon, Dhaka.
7. Keith Dinnie, (2016), Nation Branding, concepts, issues, practice, Second edition, Routledge, Taylor & Francis Group, London, NY.
8. Khan, MAH et al 1991, Environmental aspects of surface water development projects in Bangladesh. Ed. Dhaka: University Press.
9. Mahan, A. T. (1890) The Influence of Sea Power upon History, 1660-1783. Emereo Publishing.
10. Tahiliani, R.H. (2000) Maritime Strategy. US Journal, January-March 1981. Also cited in GVC Naidu, Indian Navy and South East Asia, Delhi: Knowledge World.
11. The Dutch Maritime Strategy 2015-2025.
12. Till, G. (2004) Seapower. 2nd Ed. Routledge, Taylor and Francis Group.
13. Till, G. (ed.) (1994) Seapower Theory and Practice. Frank Cass & Co. LTD.
14. Watkins, James D. (1986) The Maritime Strategy. United States Naval Institute Press, Annapolis Maryland.

### **The Holy Scripture**

15. Muhammad, M., Khan and Muhammad, Taqi-ud-Din., A. (1420 AH) The Noble Qur'an, English Translation of the meaning and commentary, KSA.

### **Interviews/Interactions**

16. Professor Dr Ainun Nishat, interviewed on 24 March 2016 at NDC, Dhaka.

17. Dr Hossain Zillur Rahman, Executive Chairman, PPRC, interviewed on 25 April 2016 at NDC, Dhaka.
18. Dr. Barkat -e- Khuda, Dhaka University, Department of Economy, interviewed on 02 May 2016 at NDC, Dhaka.
19. Dr AH Wahiduddin Mahmud on “Development Strategy of Bangladesh” at NDC, Dhaka, on 17 May 2016.
20. Rear Admiral Mohammad Khurshed Alam (Retd), Secretary Maritime Affairs Unit, MoFA, on 03 October 2016.
21. Ambassador Farooq Sobhan on “Bangladesh China Relations”, at NDC, Dhaka, on 04 October 2016.

**Magazines/Articles/Reports/News Paper/Online Sources**

22. Arthur F. Lykke, Jr. (1989), “Toward an Understanding of Military Strategy,” Carlisle Barracks, PA: U.S. Army War College, <[www.au.af.mil/au/awc/awcgate/.../00354.pdf](http://www.au.af.mil/au/awc/awcgate/.../00354.pdf)> accessed on 31 March 2016.
23. Asian Development Bank<<http://www.adb.org/publications/asian-development-outlook-2016-asia-potential-growth>> accessed on 20 April 2016.
24. Bangladesh becoming a big ship-owning nation in South Asia<<https://bangladesheconomy.wordpress.com>> accessed on 19 April 2016.
25. Bangladesh Constitution<[http://bdlaws.minlaw.gov.bd/pdf\\_part.php?id=367](http://bdlaws.minlaw.gov.bd/pdf_part.php?id=367)> accessed on 22 April 2016.
26. Bangladesh Country Profile <<https://www.cia.gov/library/publications/the-world-factbook/geos/bg.html>> accessed on 11 March 2016.
27. Bazlul, H. Khondker and Tahera, Ahsan (2015) Background Paper On Tourism Sector, accessed on 16 May 2016 <[www.plancomm.gov.bd/.../2015/.../5\\_Prospect-and-Strategy-for-Tourism-](http://www.plancomm.gov.bd/.../2015/.../5_Prospect-and-Strategy-for-Tourism-)>.
28. BIWTA official website<[www.biwta.gov.bd/](http://www.biwta.gov.bd/)> accessed on 29 April 2016.
29. Begum Halima (2016) The Role of Maritime Cluster in Enhancing the Strength and Development of Maritime Sectors of Bangladesh, CPA News, Vol 01, Issue 01, April 2016.
30. Chittagong Port Authority official website <<http://cpa.gov.bd/>> accessed on 16 April 2016.

31. Dhaka Tribune of 09 July 2014, <<https://issuu.com/dhakatribune/docs/140708224558-ab003ef702db1446>> accessed on 31 May 2014.
32. Explanation of Nation Branding <<http://www.cfr.org/diplomacy-and-statecraft/nation-branding-explained/p14776>> retrieved on 10 May 2016.
33. EU Maritime Affairs <<http://ec.europa.eu/maritimeaffairs.pdf>> accessed on 23 April 2016.
34. Global Marine Trend 2030<[http://www.w2m-net.de/bsk-downloads/bsk8/vortrag\\_bollwinkel.pdf](http://www.w2m-net.de/bsk-downloads/bsk8/vortrag_bollwinkel.pdf)>retrieved on 20 March 2016.
35. Hossain, S et al 2014, Background paper for preparation of the 7th Five Year Plan, Opportunities and Strategies for Ocean and River Resources Management, FAO of the UN Bangladesh Country Office <<http://www.plancomm.gov.bd/wp-content/uploads/2015/02/19>> retrieved on 27 March 2016.
36. International Journal of Business Strategy, Volume 11, Number 2, 2011. Retrieved on 05 Jul 2016. <<http://ashesi.org/wp-content/uploads/2016/03/Country-Branding.pdf#page=127>>.
37. IHS Maritime Trade: 2016 Global Trends Outlook, accessed on 15 March 2016<<https://www.ihs.com/Info/1115/maritime-voyage-touchpoint.html>>.
38. Khan, S. (2011) Rebranding Country's Image as Ship-Building Nation<<http://www.thefinancialexpress-bd.com>> accessed on 17 April 2016.
39. Mongla Port Authority official website<<http://www.mpa.gov.bd/>>accessed on 16 April 2016.
40. Nadia Kaneva. (2011) Nation Branding: Toward an Agenda for Critical Research. International Journal of Communication 5 (2011), 117–141 1932–8036/20110117 <<http://ijoc.org>>, Retrieved on 30 March 2016.
41. Prospects of Shipbuilding and Maritime Sector <<https://bangladesheconomy.wordpress.com/category/shipbuildingmaritime-sector/page/2/>> accessed on 17 April 2016.
42. Risen, C. (2005). Branding nations. The New York Times Magazine<<http://www.nytimes.com/section/magazine>>retrieved on 05 March 2016.
43. Shaikh Naim M. (2008) Maritime Strategy and Nation Building Technology, Defence Journal June 2008<<http://defencejournal.com/2008-6/index.asp>>retrieved on 10 March 2016.

44. Steven M. Benner, (2004) Strategy Research Project, Evolution of Maritime Strategy...Is Sea Power 21 The Answer? < handle.dtic.mil/100.2/ADA423622>.
45. WB Annual Report 2015, <<http://www.worldbank.org-shows-bangladesh-as-middle-income-back-to-low-income>> accessed on 10 May 2016.

## **Author**

Commodore Syed Misbahuddin Ahmed, (C), NUP, afwc, psc, of Bangladesh Navy (BN) joined in the Executive Branch of BN on 14 Jan 1986 and underwent the Joint Military Training with 17th Bangladesh Military Academy (BMA) Long Course. Having done his Basic Cadet Training in BMA and Bangladesh Naval Academy, he was selected to undergo basic and advance officers training to erstwhile Federal Republic of German Naval Academy, where he passed out as best all round midshipman and was commissioned on 01 July 1988 in the Executive Branch. In his early carrier, he served in various highly demanding staff and instructional appointments and attended number of professional courses and training both at home and abroad. He successfully completed BN Junior Staff Course in 1995 and attended Communication Specialization Course in Pakistan in 1997. He did Staff Course at Defence Services Command and Staff College, Mirpur, in 2002, did his second staff course and became a top distinguished graduate from US Navy War College (NWC) in 2003. He is a graduate of AFWC 2008. Commodore Misbah has served in different ships and establishments in various command, operation and staff assignments. He has commanded couple of BN ships and one missile Corvette (BNS DHALESHWARI). He also served as secretary to the Chief of Naval Staff of BN. He attended UN Peace Keeping Operation in Sudan as Military Observer in 2005. The officer has recently been awarded with the Navy medal of excellence. Prior to joining NDC as a course member, he served as Directing Staff (Navy) of the Armed Forces War Course Wing at National Defence College for three consecutive academic years. The officer visited a good number of countries for training and other official purposes.