

Árpád  
Papp-Váry

University of Sopron

**Towards a sustainable  
country branding model**

## Nation brand / Country brand

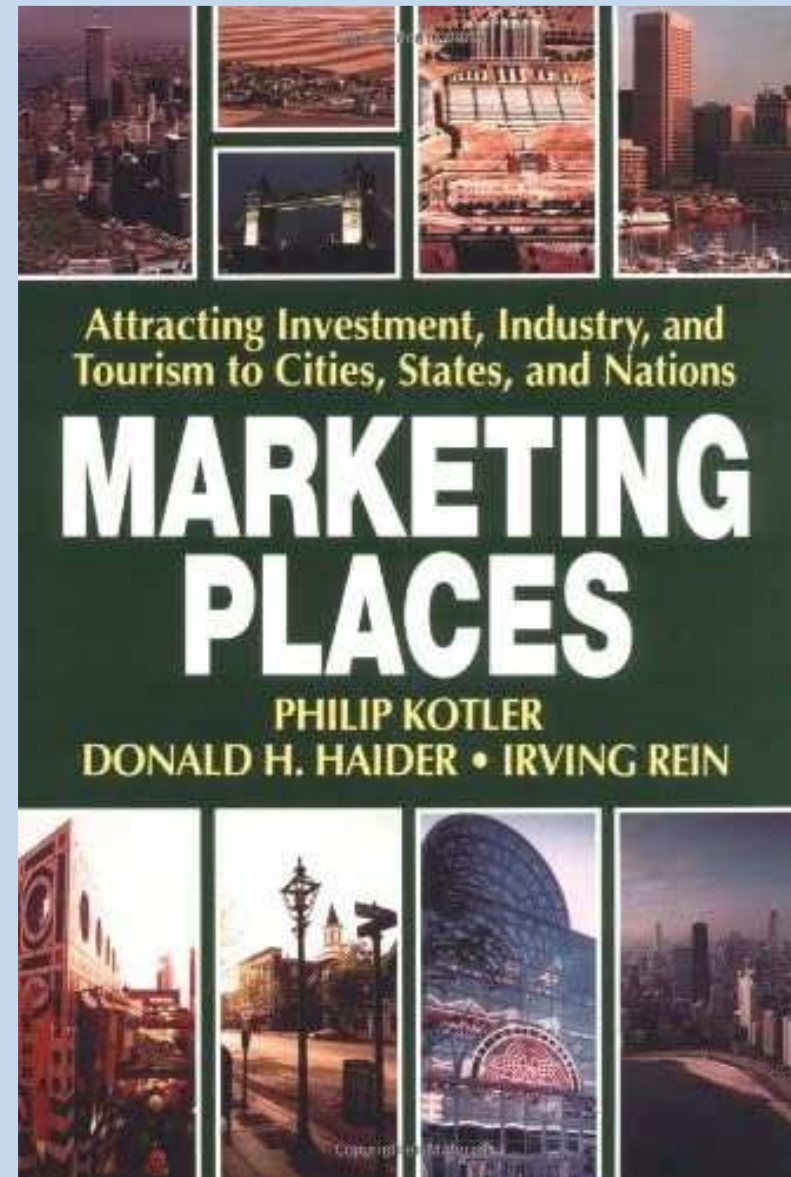
Practice Paper | [Published: 01 July 1998](#)

# Nation-brands of the twenty-first century

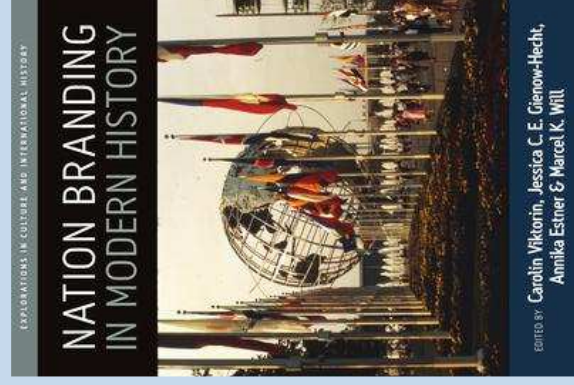
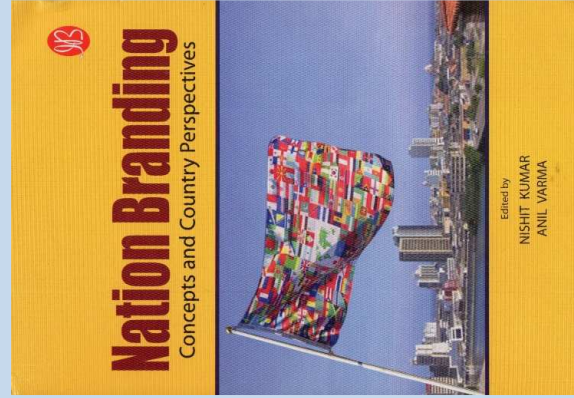
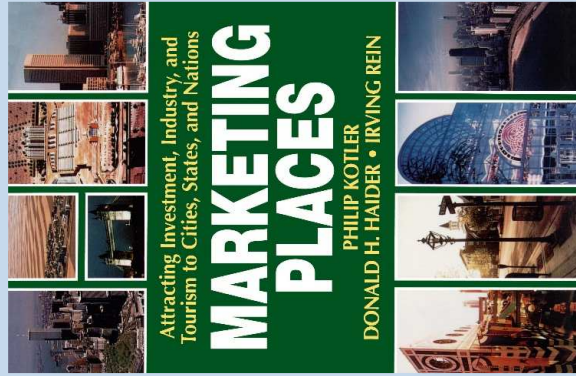
[Simon Anholt](#) 

[Journal of Brand Management](#) **5**, 395–406 (1998) | [Cite this article](#)

# Country marketing / Place marketing











The long read

# How to sell a country: the booming business of nation branding

▲ Illustration: Lee  
Martin/Guardian Design  
Team

These days, every place in the world wants to market its unique identity - and an industry has sprung up to help put them on the map.

By Samanth Subramanian

## Country image

*"There is now a long, almost old history of professional work and various efforts to consciously shape and develop country image"*

**Marketing & Menedzsment**

**The Hungarian Journal of Marketing and Management**

**1996!**



**Country Image Center**

**Country Brand Council**

**Hungarian Tourism Plc**

**Hungarian Tourism Agency**

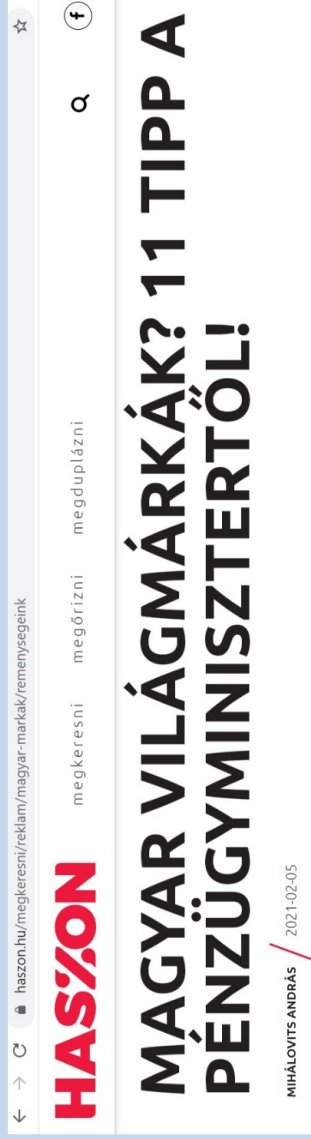
## Destination branding





# Country branding





**P**ortfolio

”Magyarország egyelőre regionális szinten ismert vállalatokkal, illetve brandekkel rendelkezik.



”Magyarországon is megvan az esély, hogy értékláncokat maga köré szervezni képes magyar vállalatok és márkák jöjjenek létre.

Példaként Dél-Koreát hozta fel, ahol néhány évtized alatt a helyi, országon belüli vállalatok világszinten ismert cégekké és brandekké váltak. Ezzel kapcsolatban egy képet is vetített a tárcavezető felsorolva ezeket a dél-koreai vállalatokat (a felsorolásban jelen volt az SK Innovation, amely épp a **múlt héten jelentette** be 3. magyarországi beruházását, ami 681 milliárd forintos értékével **a valaha volt legnagyobb** egyedi zöldmezős fejlesztés), valamint melléjük emelve néhány kiemelkedő magyar márkát. Utóbbiak kapcsán megemlítve, hogy

”Magyarország egyelőre regionális szinten ismert vállalatokkal, illetve brandekkel rendelkezik.



**Dél-Korea** számos világszinten ismert  
vállalattal és branddel rendelkezik



**HYUNDAI**

**DAEWOO**



**SSANGYONG**



**SK**



PENZÜGYMINISZTERI



*driving emotion*



**Magyarország** egyelőre regionális szinten ismert  
vállalatokkal, illetve brandekkel rendelkezik



*otpbank*

**IKARUS**



RICHTER GEDEON



**BioTechUSA**



/// VIDEOTON



**TUNGSRAM**

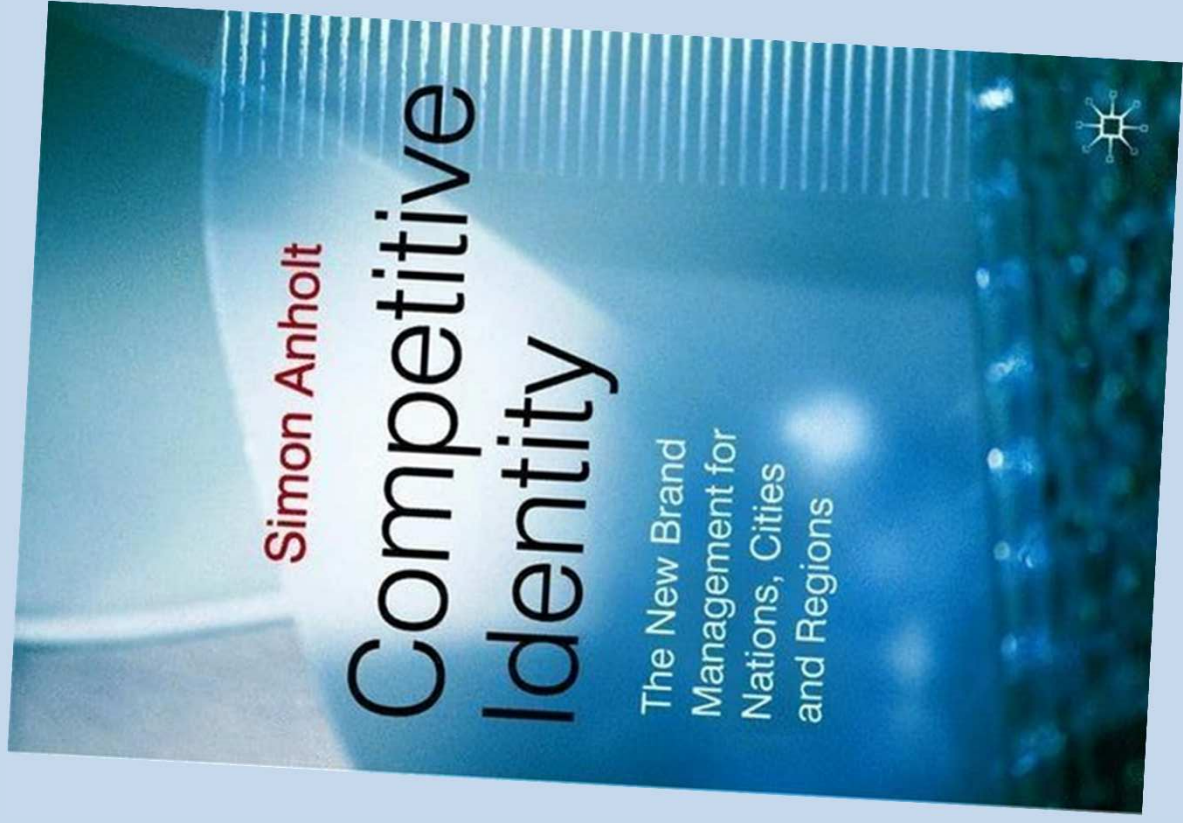


**Prezi**

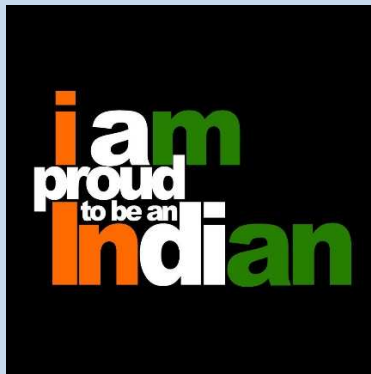


# Country branding





But this is not just about money







# **AFTER MORE THAN 20 YEARS WHAT HAVE I FOUND OUT?**

Not so surprising results on the subject,  
which at least can be justified by research

# The role and effects of country branding: Country image in the enlarged European Union

NYUGAT-MAGYARORSZÁGI EGYETEM  
KÖZGAZDASÁGTUDOMÁNYI KAR  
GAZDASÁGI FOLYAMATOK ELMÉLETE ÉS GYAKORLATA  
DOKTORI ISKOLA  
MARKETING ALPROGRAM

*AZ ORSZÁGMÁRKÁZÁS SZEREPE ÉS HATÁSAI:  
ORSZÁGIMÁZS A KIBŐVÜLT EURÓPAI UNIÓBAN*

Doktori (PhD) értekezés tézislevele

Készítette:  
Papp-Váry Árpád Ferenc

Témavezető:  
Dr. habil Józsa László CSc.

Sopron  
2007





AKADÉMIAI KIADÓ

PAPP-VÁRY ÁRPÁD

## Országmárkázás

Versenyképes identitás  
és imázs teremtése

# Országmárka-építés

Országnevek, országszlogenek, országlogók, országarculatok  
és Magyarország márkaépítési főrekvései



PAPP-VÁRY ÁRPÁD

dialóg Campus

**01**

**Country brand probably does  
exist.**



**We think of other countries as brands**

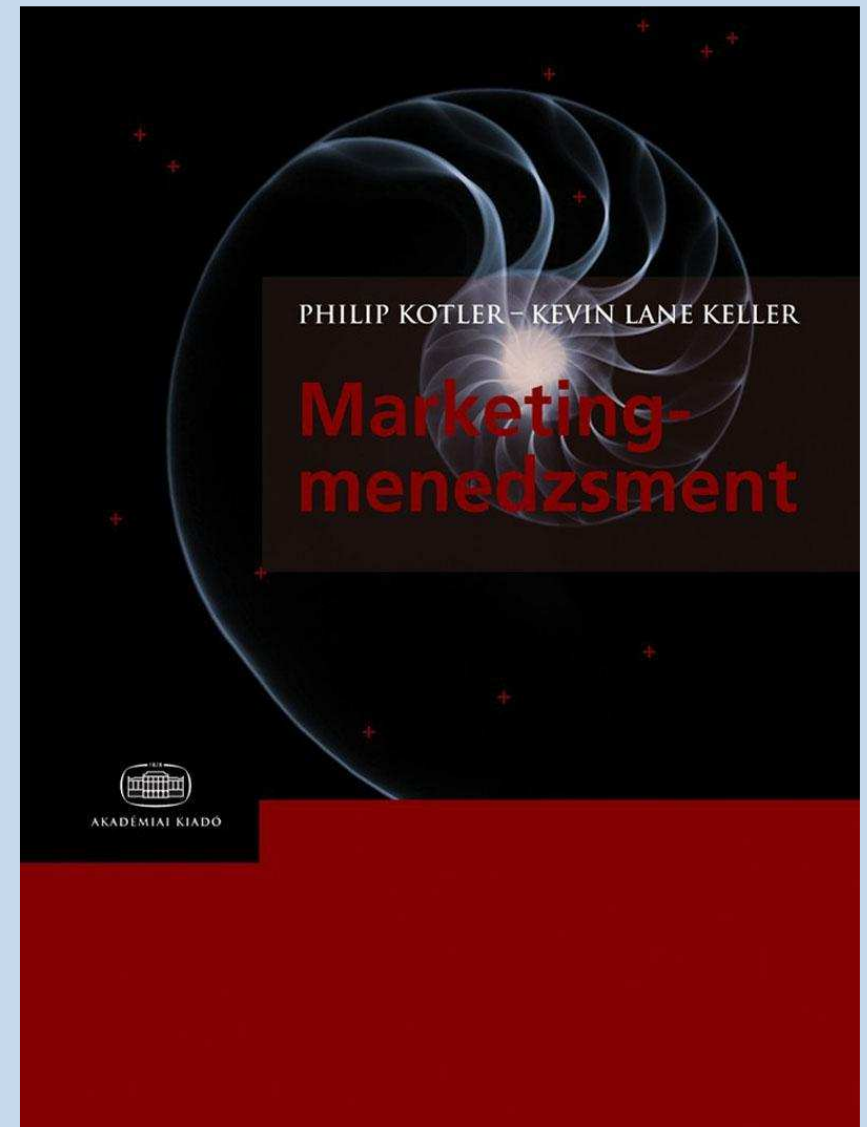


# OGILVY *David Ogilvy* REKLAM- ROL



"A brand is what the consumer feels  
about the product/service."

"Although companies encourage brand building through marketing programmes and other activities, a brand is ultimately something that exists in the minds of consumers. (...) **The strength of a brand depends on what the customer has seen, read, heard, learned, thought and felt about the brand over time.** In other words, the power of a brand lies in the minds of existing or potential customers and the experiences they have had with the brand, directly or indirectly."



02

**Country brand probably does exist.  
Country branding probably doesn't.  
And even if it exists, it is definitely  
not about slogans and logos.**





*Slogan*

"The slogan's "role is to provide the consumer with a useful grip or reference point to understand what is behind the brand and what makes it different."







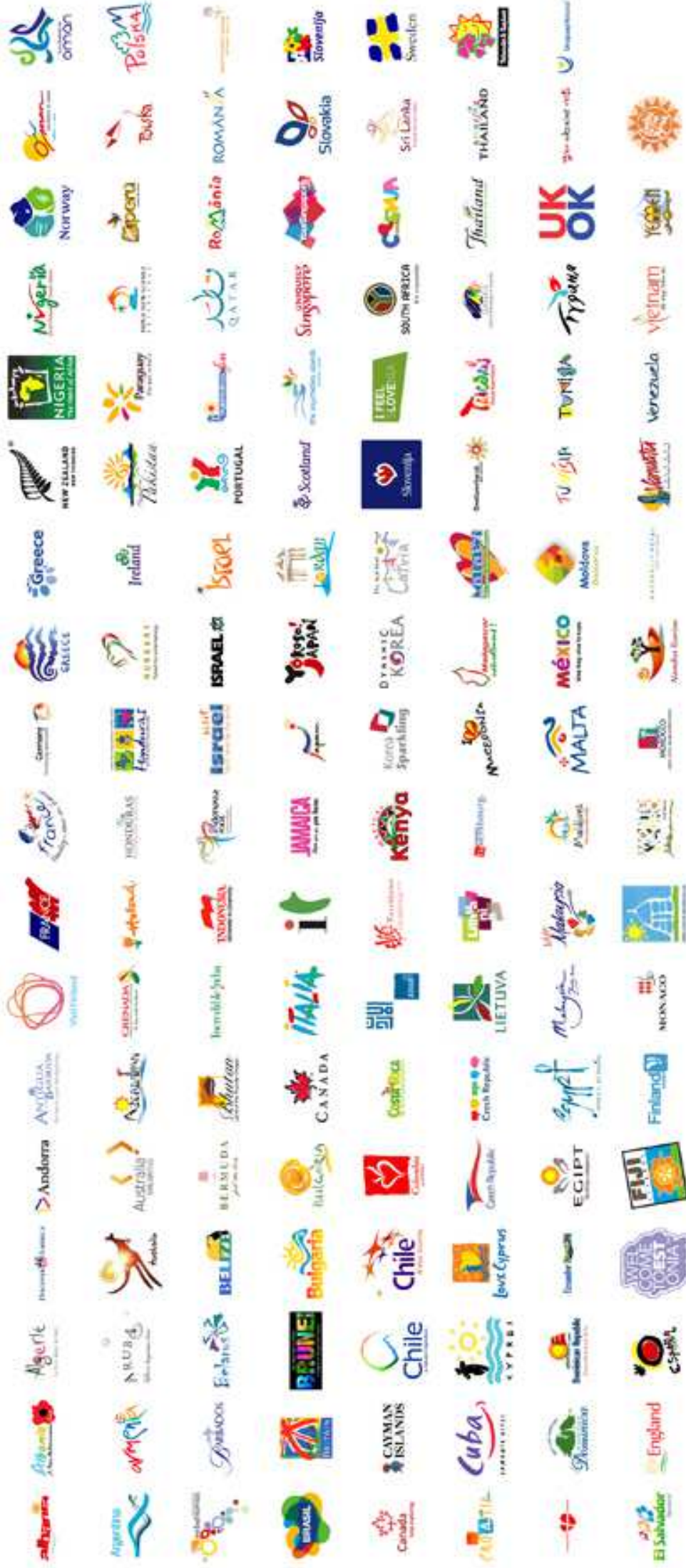




The role of the logo is no different than a visual representation of the name.

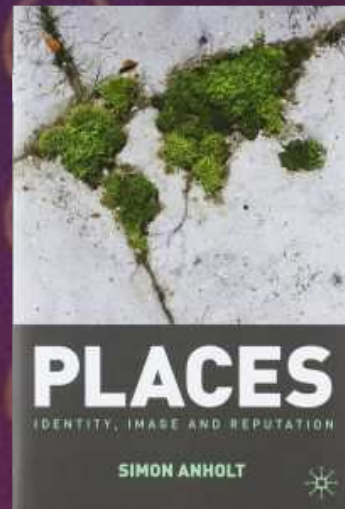
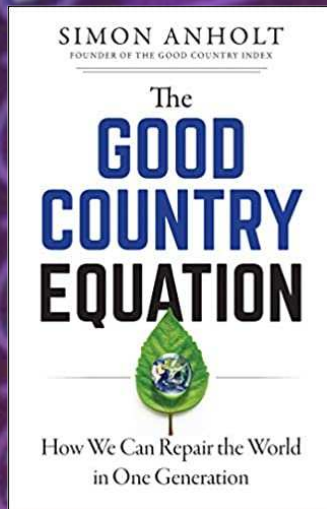
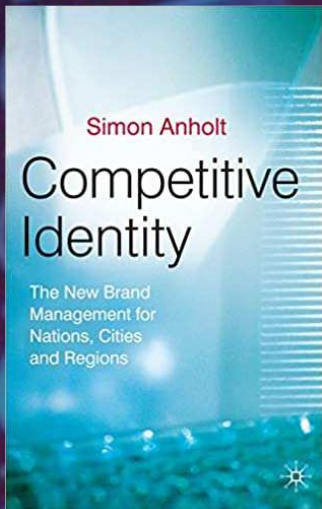
The logo for Spain, created by Miró has been used consistently since 1983  
– many countries are trying to imitate this visual approach







*"There is not a single case study showing that general country marketing campaigns change the country image."*



Simon Anholt



Good People  Great Nation



**03**

**Branding is always narrowing down –  
but the country is complex.**



What is better:  
If a country/nation has a pure, simple image?  
Or if it is rich, complex, perhaps full of contradictions?

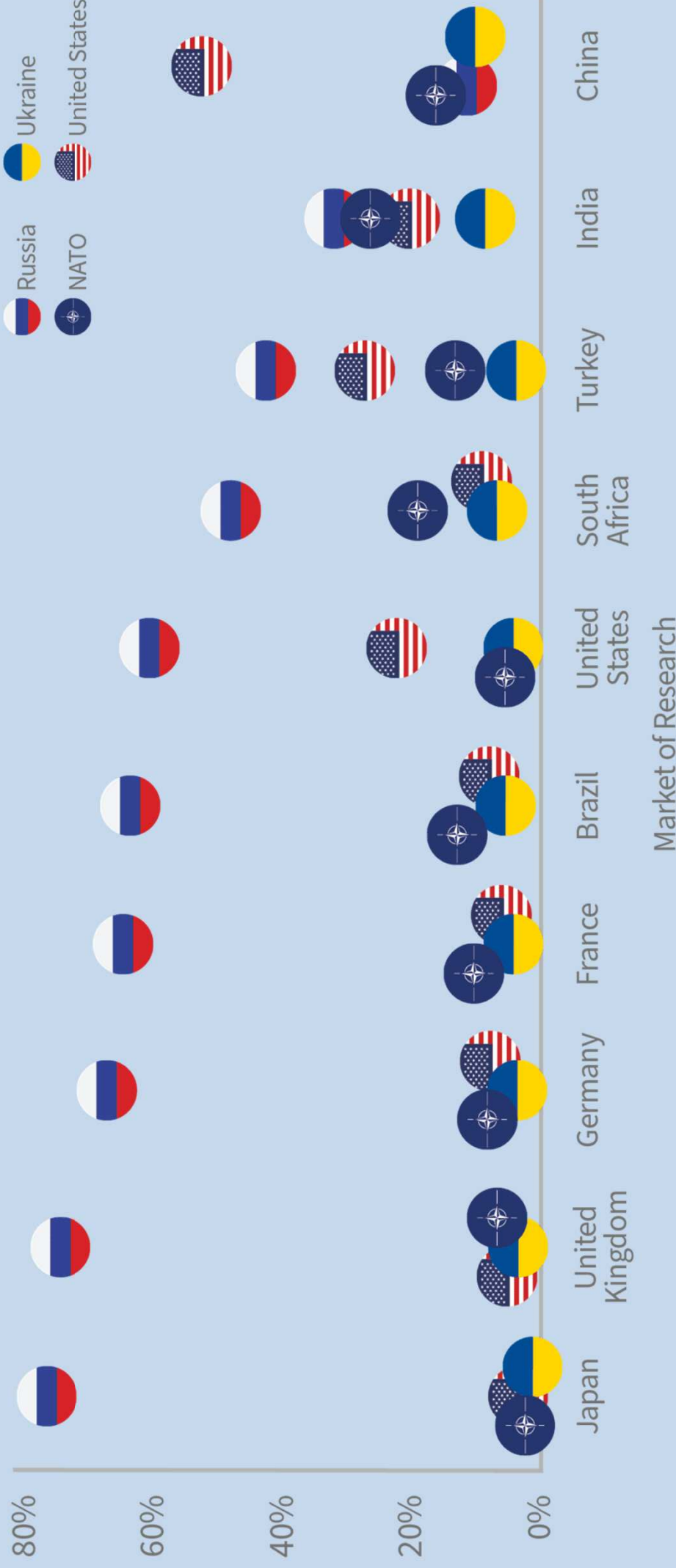



04

**In fact, there are many different  
opinions about a country –  
public opinion is not so public**




# WHO IS TO BLAME FOR THE CONFLICT IN UKRAINE?



 **BRAVE  
COUNTRY  
NEEDS  
BRAVE YOU**

**BRAVE.UA**

 **BRAVERY  
IS IN  
OUR DNA**

**BRAVE.UA**

**UKRAINE.  
HOME OF  
THE  
BRAVE**

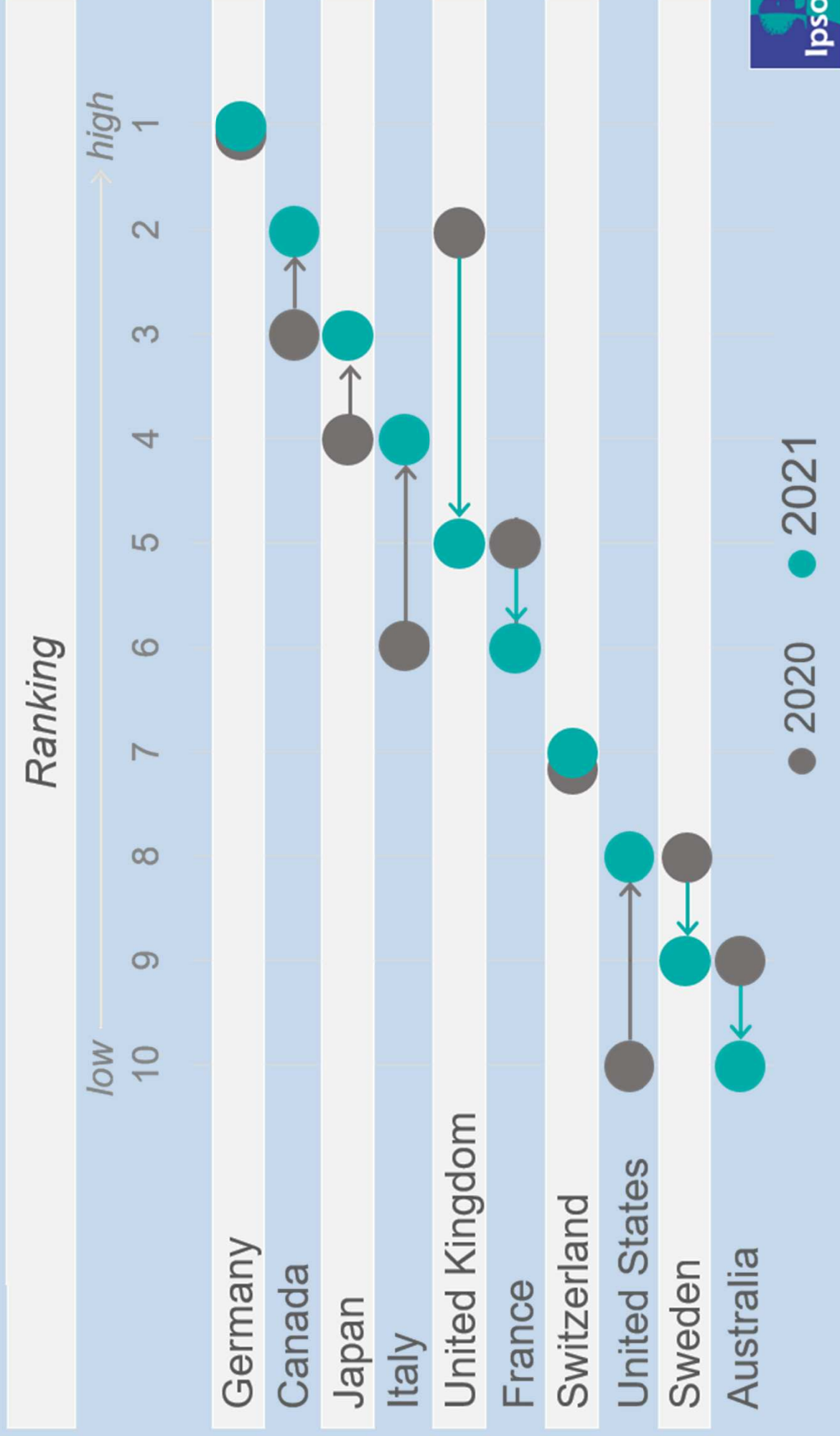


**BRAVE.UA**

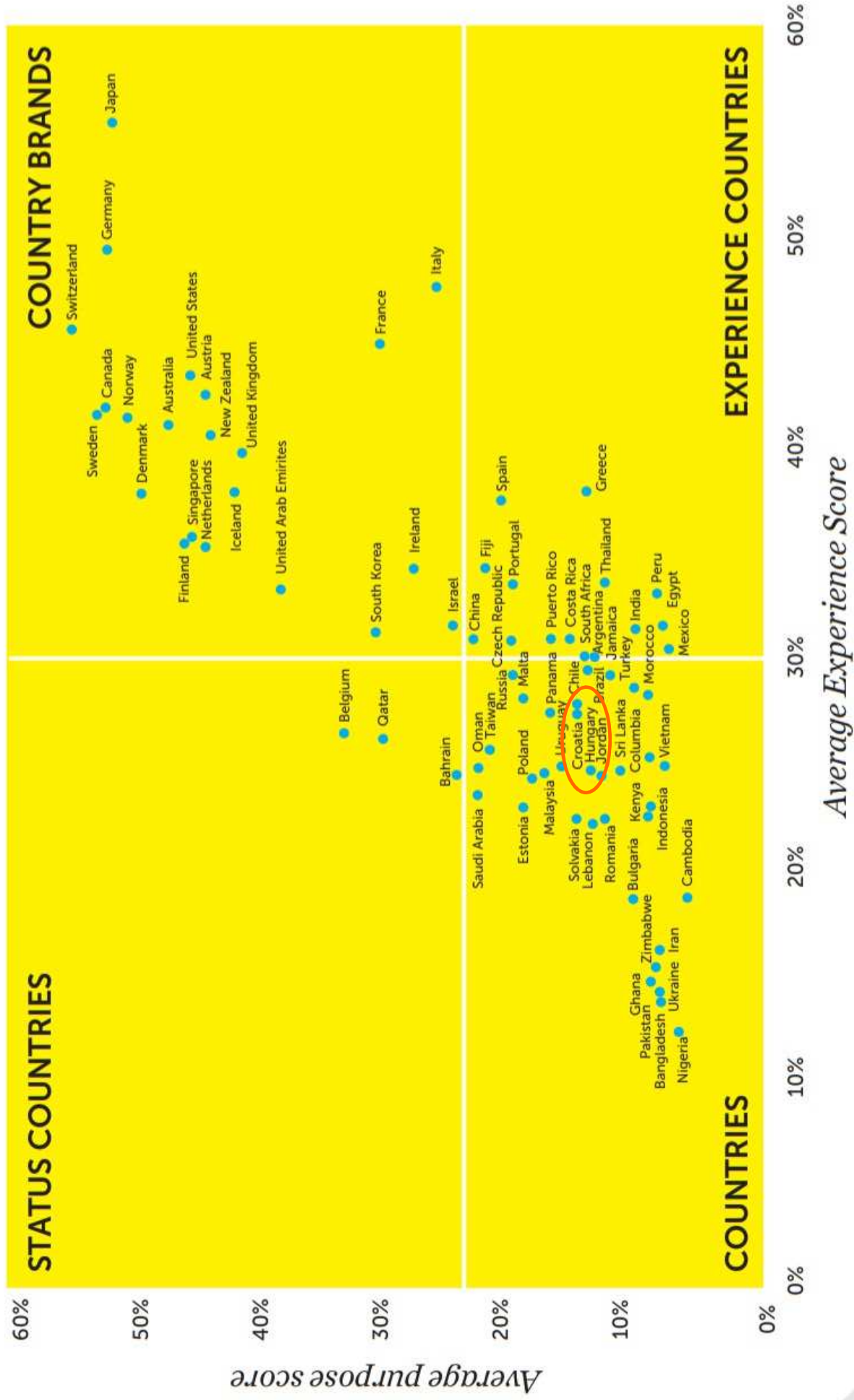


**05**

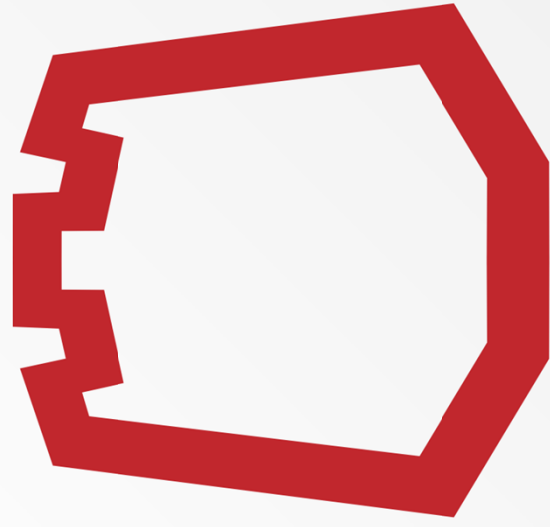
**According to global public opinion  
10-20 countries are outstanding –  
but we don't know too much about  
all the other countries and don't even  
bother**



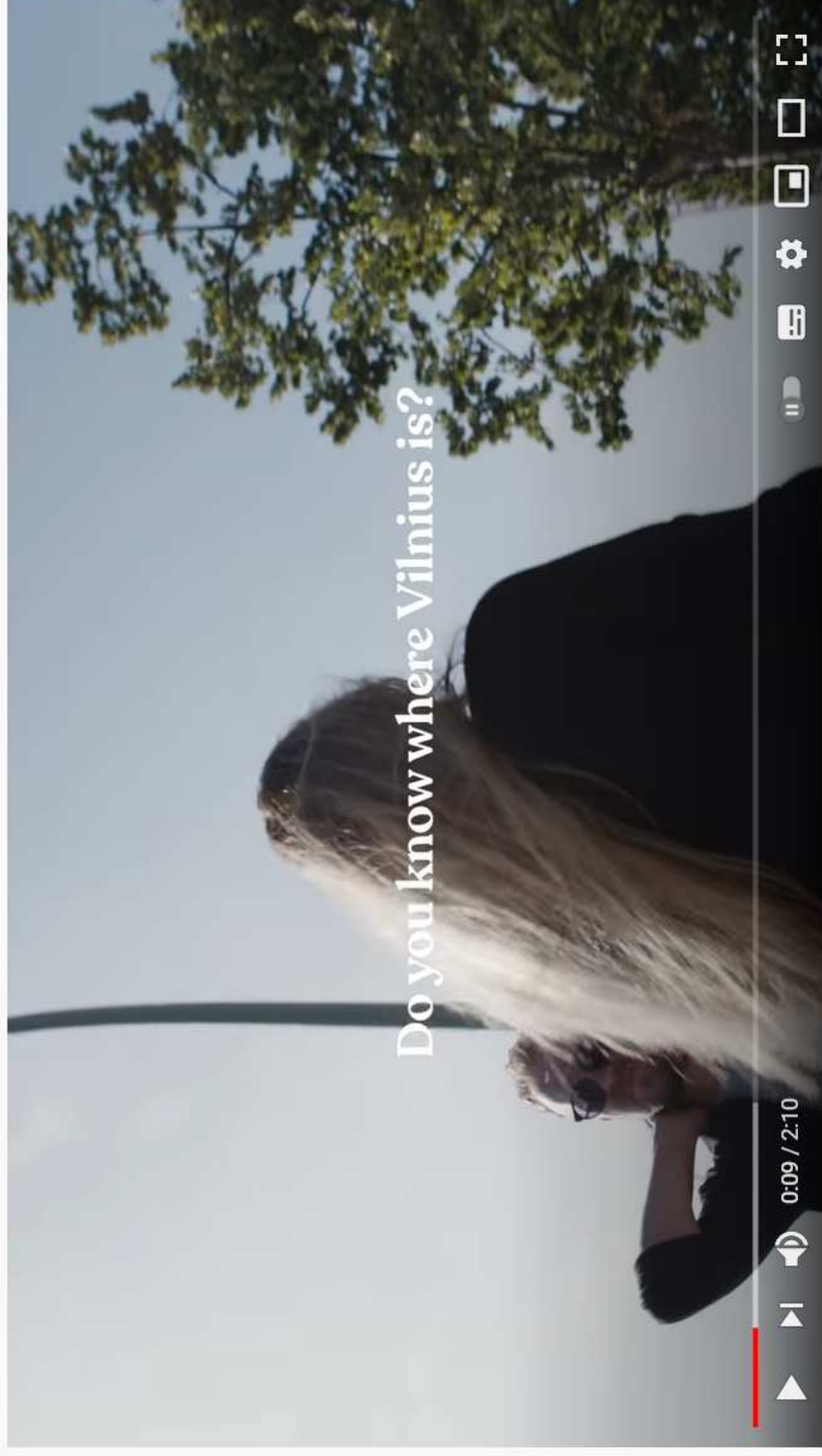
 <i>NBI</i>	 <i>Exports</i>	 <i>Governance</i>	 <i>Culture</i>	 <i>People</i>	 <i>Tourism</i>	 <i>Immigration/ Investment</i>
    	    	    	    	    	    	    







**CITY OF  
VILLINUS**



VILNIUS

Do you know where Vilnius is?

83 939 megtekintés • Premier dátuma: 2020. febr. 3.

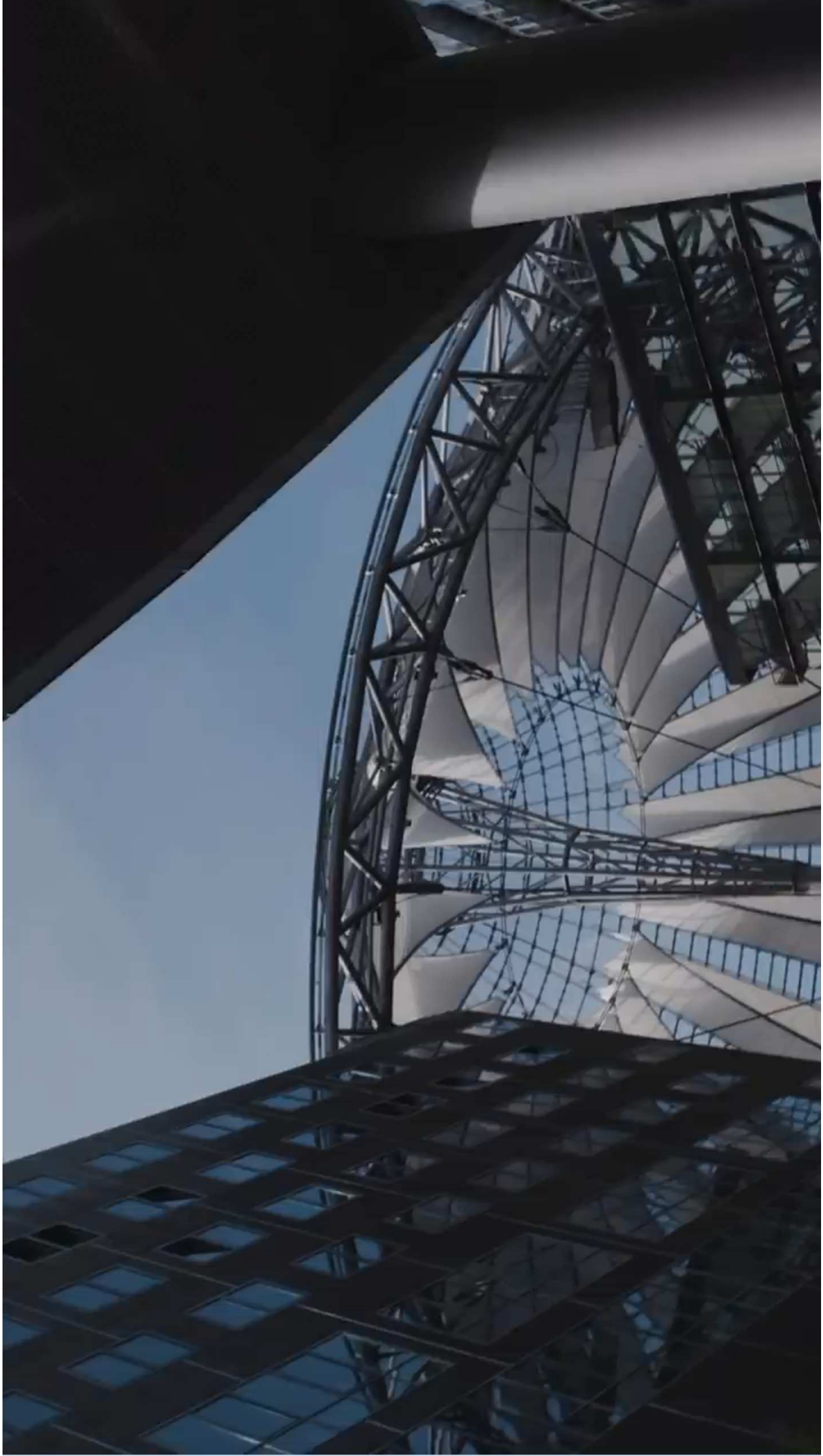
1,6 E

23

MEGOSZTÁS

MENTÉS

...



**06**

**If someone throws stones at you,  
throw back humour!**





- Main page
- Contents
- Featured content
- Current events
- Random article
- Donate to Wikipedia
- Wikipedia store

- Interaction
- Help
- About Wikipedia
- Community portal
- Recent changes
- Contact page

- Tools
- What links here
- Related changes

Article [Talk](#)

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🔍

# Polish Plumber

From Wikipedia, the free encyclopedia

**Polish plumber** (French: *le plombier polonais*, Polish: *polski hydraulik*) was a phrase first used by Philippe Val in Charlie Hebdo and popularised by Philippe de Villiers as a symbol of cheap labour coming from Central Europe as a result of the directive on services in the internal market during the EU Constitution referendum in France in 2005.

Frits Bolkestein, the creator of the Directive, noted during a press conference that he would like to hire a Polish plumber because he found it hard to find a good handyman for his second house in northern France. The proclamation caused considerable controversy and debate in France. The mayor of the village in which Bolkestein resided gave him a list of available plumbers he found in the phone book.<sup>[*citation needed*]</sup>

The "Polish plumber" was also featured on a poster by the Polish tourism board in response to what was perceived as negative rhetoric against Poland. The "Polish plumber", portrayed by 21-year-old male model Piotr Adamski, beckoned

French tourists to come to Poland. T-shirts were also manufactured, and a follow-



Polish tourism poster featuring the so-called "Polish plumber". Caption: *I remain in Poland, do come over en masse.*







# ROMANIANS ARE DENIGRATED ON THE INTERNET





# ROMANIANS ARE DENIGRATED ON THE INTERNET

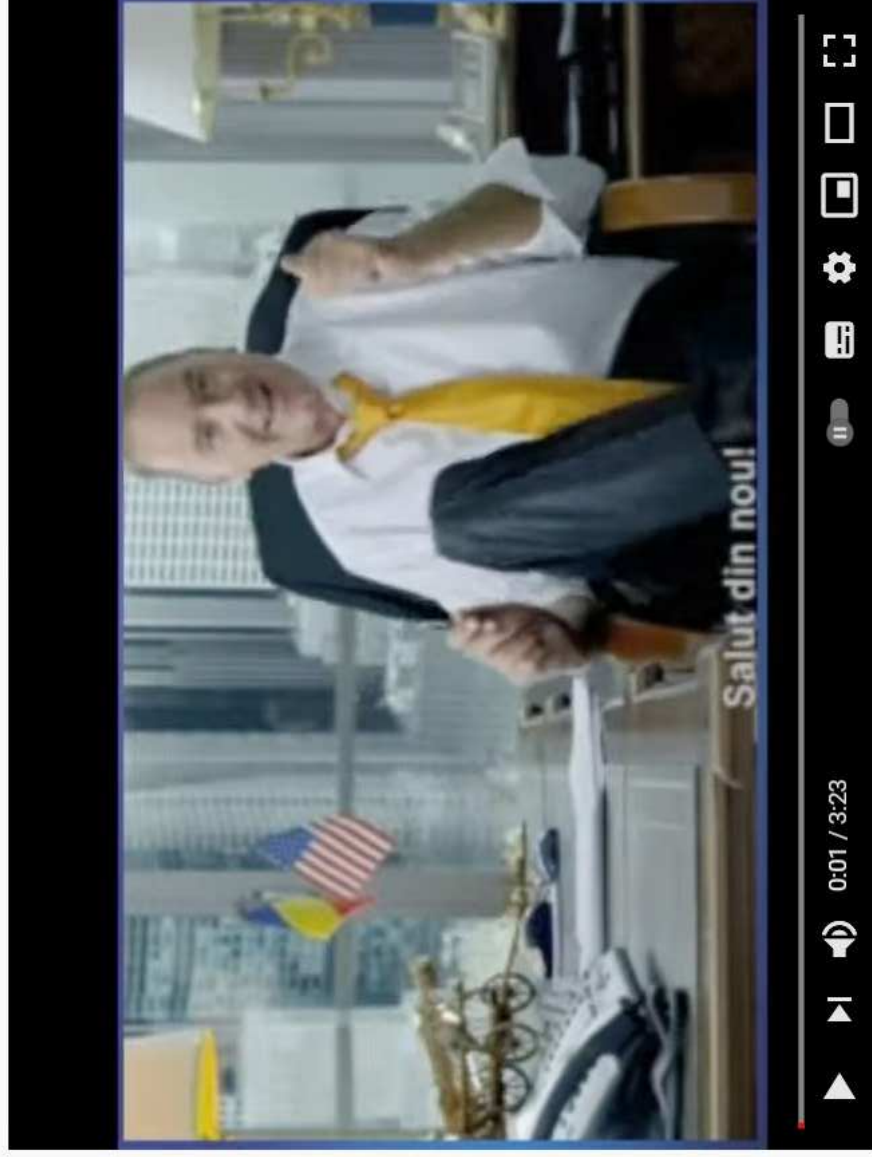
romanians are	Căutare a
romanians are <b>stupid</b>	
romanians are <b>ugly</b>	
romanians are <b>scum</b>	
romanians are <b>vampires</b>	

IF YOU'RE NOT SCUM, UGLY  
OR RUDE, THEN VISIT

[romaniansaresmurt.com](http://romaniansaresmurt.com)



AND LET'S CHANGE  
ROMANIA'S IMAGE  
ON THE INTERNET!



## ROM: Romanians are smart Case Study

8 307 megtekintés • 2013. máj. 22.



68



4



MEGOSZTÁS



MENTÉS





Google Search

romanians are smart  
 romanians are beautiful  
 romanians are latin  
 romanians are intelligent



WAKEN THE ROMANIAN!  
 BE THE INTERNET.

675.052 smart searches!

FASTENERS VIDEO POTENTIAL SMART ROMANIANS

WWW.ROMANIANSARESMAAT.COM



THE CAMPAIGN  
 HITS THE NEWS

ONE DAY TV MARATHON AT  
 ROMANIAN TOP NEWS TV CHANNEL



CRISTIAN MANAFI

Romanian sunt oameni buni

LAUTA



I SEARCHED FOR  
 AND ALL I GOT IS THIS  
 LOUSY T-SHIRT

TOP BLOGGERS ADOPTED  
 THE CAMPAIGN

PEOPLE PROUDLY SUPPORT  
 ROM'S MOVEMENT

🔍 why are hungarians|



🔍 why are hungarians - Keresés: Google

🔍 why are hungarians called mongols

🔍 why are hungarians so dark

🔍 why are hungarians so miserable

🔍 why are hungarians so beautiful

🔍 why are hungarians so angry

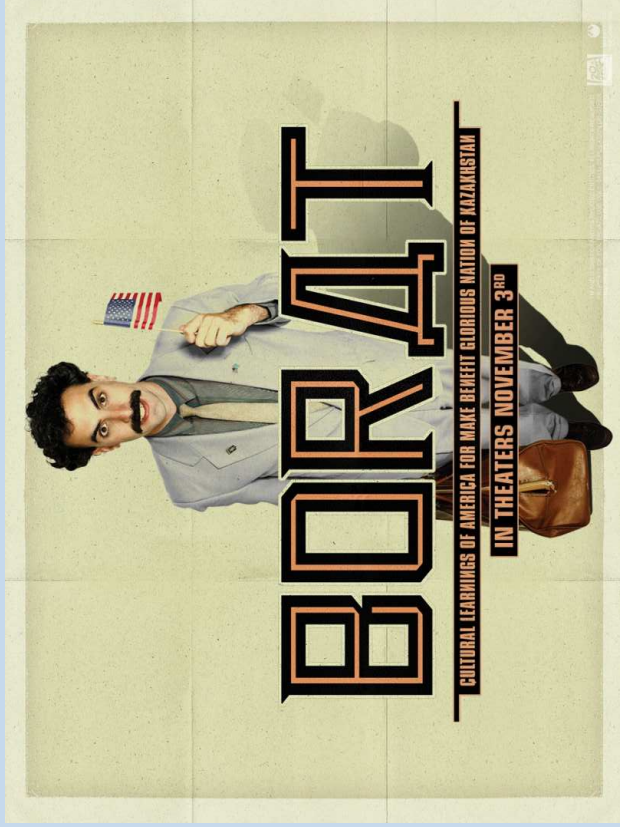
🔍 why are hungarians depressed

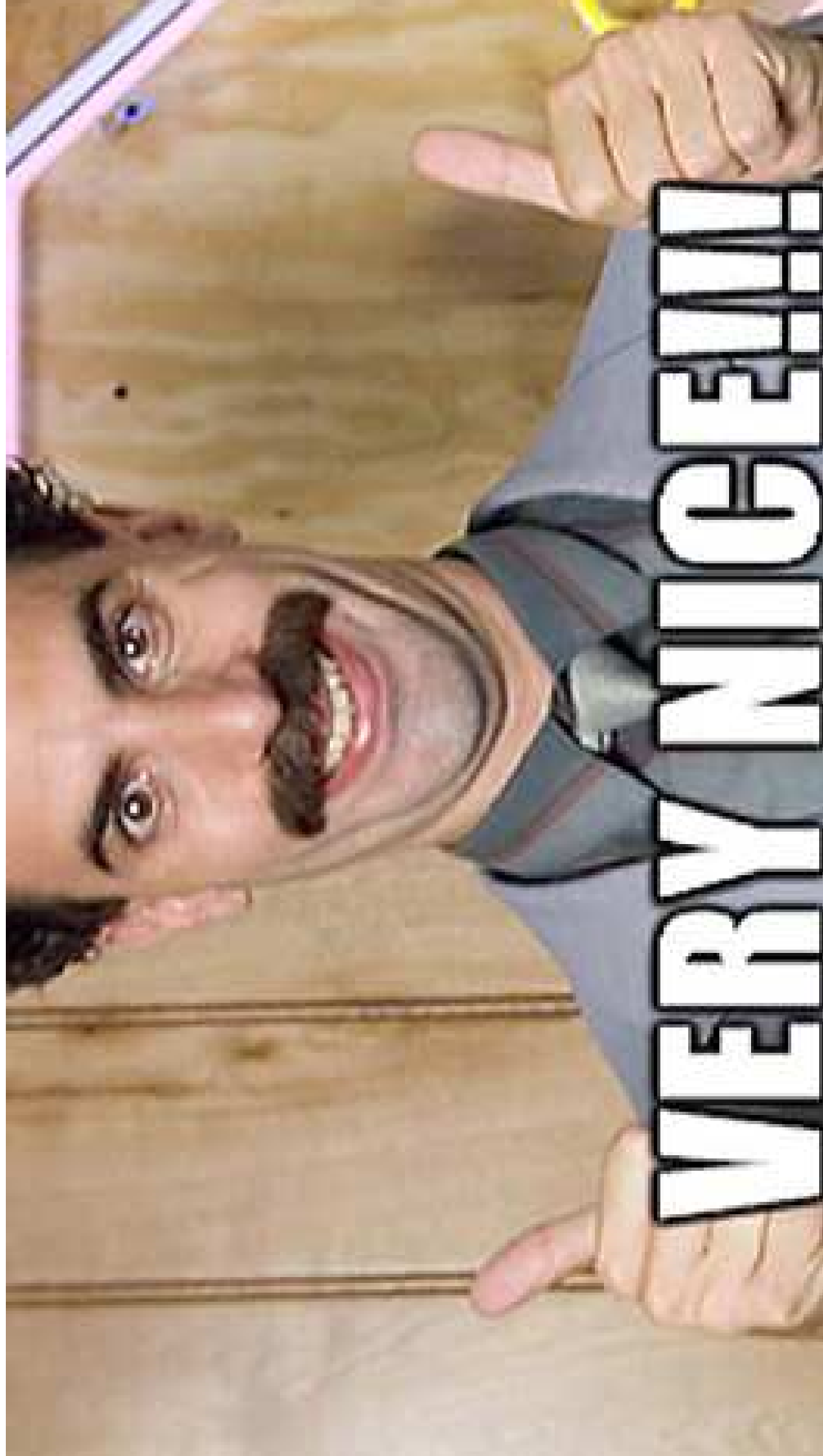
🔍 why are hungarians obese

🔍 why are hungarians so smart

🔍 why are hungarians called hungarians









**kazakh  
tourism**

NATIONAL COMPANY



kazakh  
tourism

NATIONAL COMPANY

KAZAKHSTAN. VERY NICE!

**07**

**Although people don't know too much about most of the countries of the world, they can still have an opinion – that is why country brand models and rankings can be useful**





---

## UK – Top-of-mind associations

London Wealth Environment Tradition Serenity Palace  
Countryside Pleasure Kingdom Advanced Stability Superb Inspiring Financial  
Exciting Architecture Dynamism Tourism Queen Developed  
Happiness Castles Technology Kind Friendly Family Cosmopolitan Modern  
Dream Innovative Fish and Chips Royal Family British  
Relax Unique English Economy Royalty Elegance Premier League Brexit  
Tea Pub Language  
Education Beautiful Freedom  
Heritage Secured Diversity  
Politically Strong Rain Football Global Theatre Stylish Safe Wales

# Culture

## China – Top-of-mind associations

---

History   Innovative   Lively   Grow   Intelligent   Education  
Karate   Advanced Technology   Cell Phone   Smartphone   Appreciation   Sophisticated   Diligent  
**Technology**   Travel   Progress  
**Business**  
Pleasure   New Superpower   Sight Seeing   Culture   Coronavirus Epic Country  
Import   No Comments   Traditions   Populated   Food   Price   Ecology   International  
Dusty   Population   Wall   New   Landscapes   Wealthy   Infrastructure

GOAL KEEPER



# The Ansholt-Ipsos Nation Brands Index<sup>SM</sup>

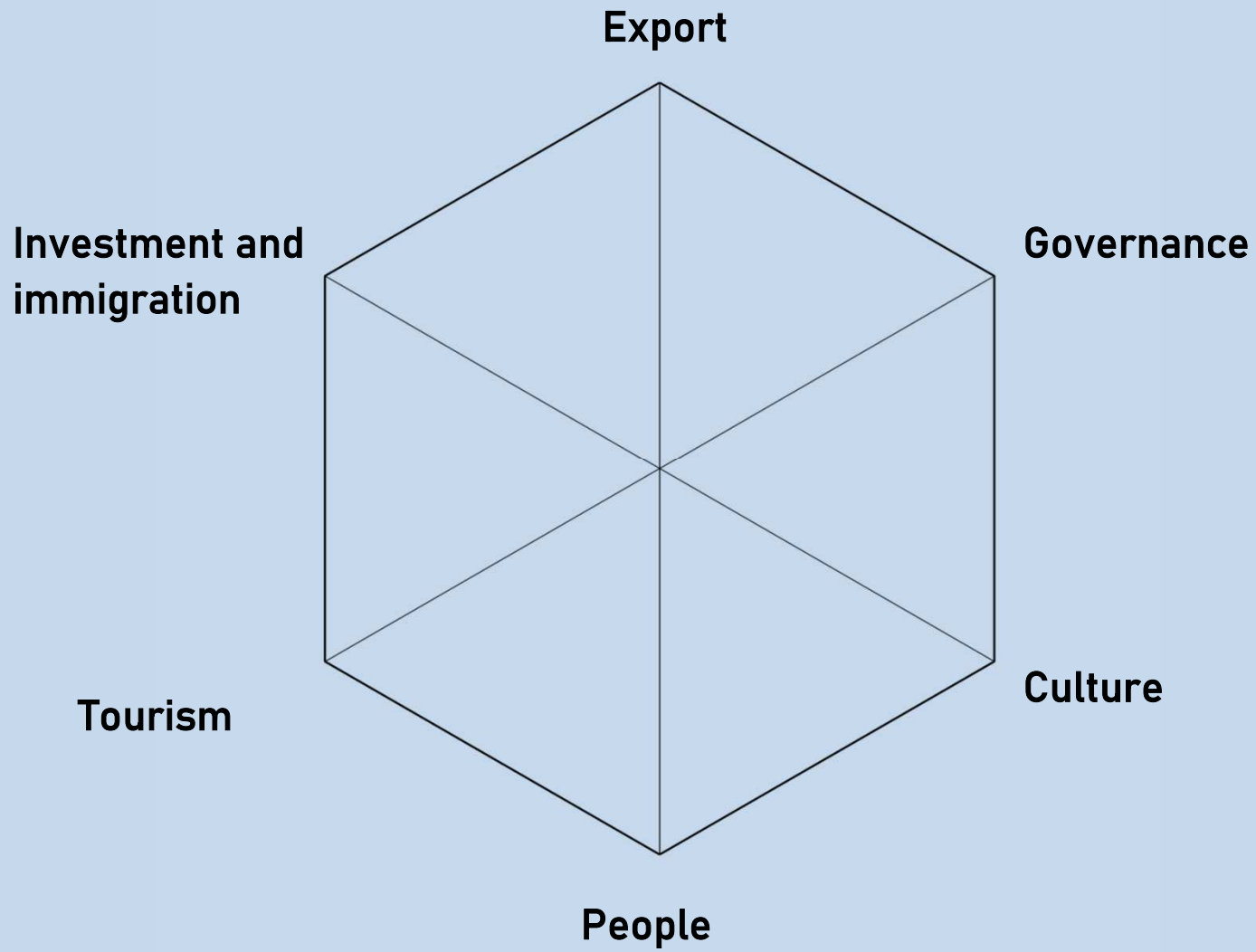
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Thought Leadership Series

May 2020



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Dimension	Individual factors for each dimension
<b>Tourism</b>	Travel to the country in case money were no object; Natural beauty; Historic buildings; A city with a lively atmosphere
<b>Export</b>	Science and technology; Buying products; Creative place
<b>Governance</b>	Competent and honest; Rights and fairness; Peace and security; Environment; Poverty.
<b>Immigration and investment</b>	Work and life; Quality of life; School qualifications; Business investment; Social equality
<b>Culture</b>	Sport; Cultural heritage; Contemporary culture
<b>People</b>	You are welcome; A close friend; Employability

## Scotland's example

Investment  
and immigration



Export



Governance



Tourism



People



Culture





**08**

**It is hard to build up  
a good country image (country brand),  
but it is easy to destroy it –  
although it is not that easy to destroy either.**

## Anholt-Ipsos Nation Brands Index 2020

For the sixth  
successive year,  
**GERMANY**  
is no.

# 1



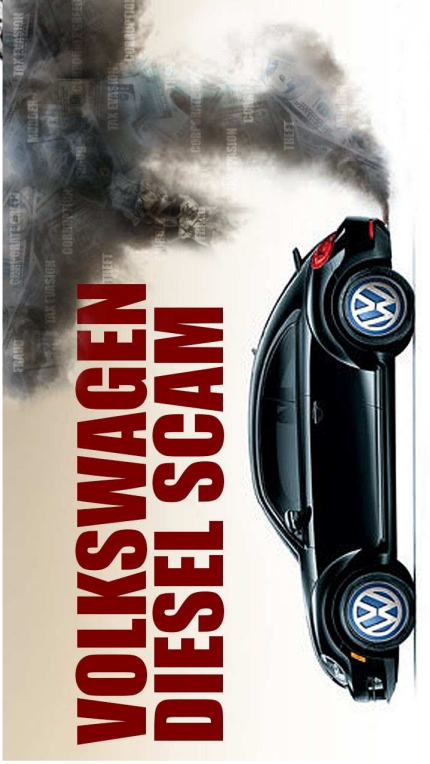
as a worldwide  
brand in a comparison  
of 50 countries

Remains in **4<sup>th</sup>**  
place for  
**CULTURE**



**TOURISM**  
climbs to  
**9<sup>th</sup>** place





+ Add to myFT

The Big Read Deutsche Bank AG + Add to myFT

# Deutsche Bank looks to escape a decade of scandal and strife

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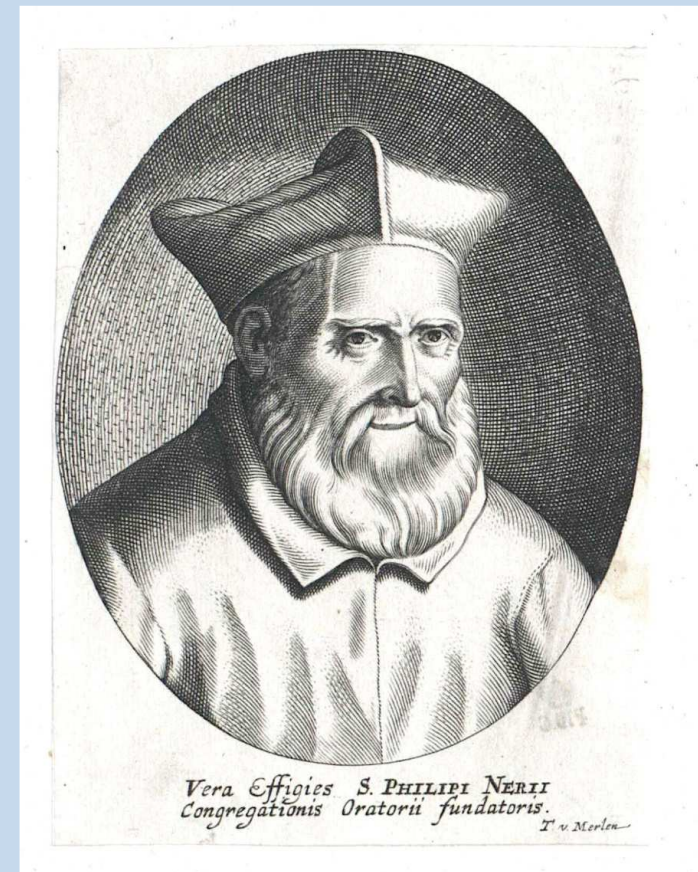
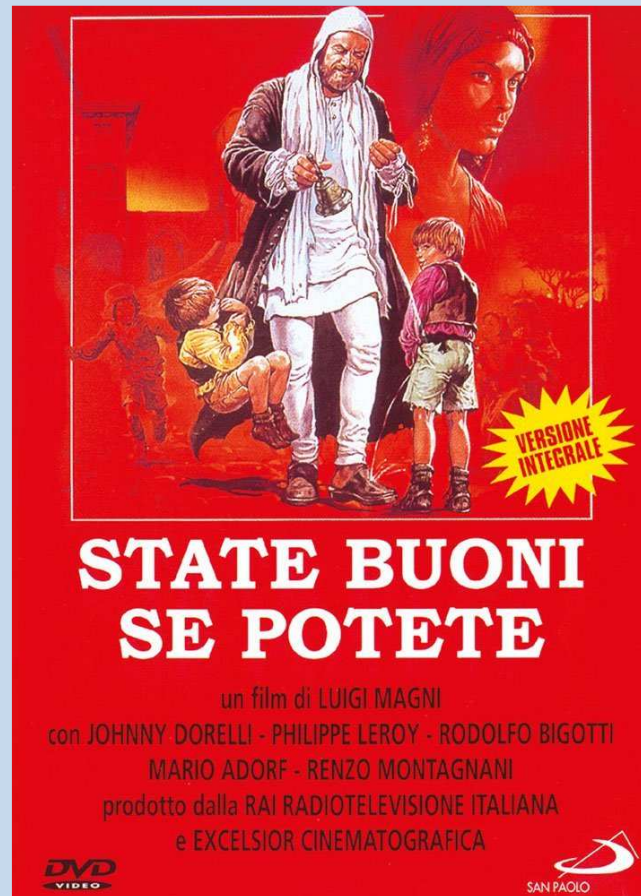
**09**

**Don't just do good for ourselves –  
but also for other countries.**





*"Be good if you can, and the rest  
doesn't matter!"*





# The big problems are global problems

- Migration
- Terrorism
- Deep Poverty
- Inequality
- Climate change
- **Pandemics and biosecurity**
- War conflicts
- Human rights



-> They cannot be solved by inward-looking thinking.

Anholt: "We need more cooperation, more collaboration, a little less competition."

## HOW DO WE MAKE THE WORLD WORK?

HOW CAN WE DEFEAT GLOBAL CHALLENGES such as climate change, pandemics, war, poverty, migration, and extremism?

Simon Anholt describes his decades advising leaders—dining with Vladimir Putin at his country home, introducing Felipe Calderón's staff to the Mexico City subway, visiting a hospital in war-torn Afghanistan—and tells how he began answering that question. The Good Country Equation is his formula for empowering governments and future generations to collaborate.

"From the loveliest descriptions of people and places he's encountered over the years, Anholt distills some marvelous and delightful insights. He ruminates on our wretched condition . . . and offers up a gem of a proposal to reverse that trend."

—**Zeid Ra'ad Al Hussein**, former UN High Commissioner for Human Rights

"Anholt's book is a remarkable achievement. Not only does he explain the challenges facing the world with unique clarity, he also provides genuinely new, informative, practical, innovative solutions . . . a must-read for anyone who cares about humanity's shared future."

—**His Excellency Mohamed Abdullahi Mohamed**, President of Somalia

"An inspiring book with practical recommendations on how to build a better world."

—**Peggy Serame**, Minister of Investment, Trade, and Industry, Botswana

"Trying to make sense of what is going on in the world? This is your answer. Simon Anholt, one of today's most original and influential thinkers on international affairs, makes a convincing case for why countries should cooperate rather than compete in today's world of global disorder."

—**Alexander Stubb**, former Prime Minister of Finland

"This important new book is a must-read for anyone who cares about the future of humanity and the planet. Anholt's message of cooperation and collaboration is a true beacon of hope in troubled times."

—**Bocchit Edmond**, Minister of Foreign Affairs, Haiti

"The ability to accurately observe and understand the complexity of our world is not so common. Anholt is one of the rare people who have it."

—**Valdis Zatlers**, former President of Latvia



**Simon Anholt** has advised fifty-six countries on more effective international engagement.



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ISBN 978-1-9230-8961-1  
US \$16.95  
CAN \$25.95



SIMON  
ANHOLT

# THE GOOD COUNTRY EQUATION

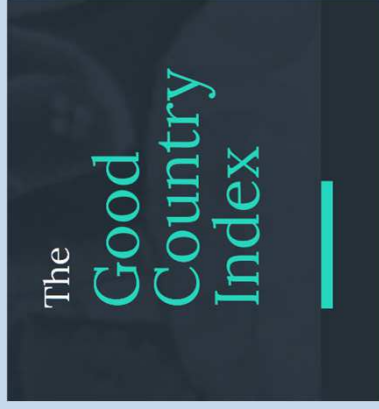


SIMON ANHOLT  
FOUNDER OF THE GOOD COUNTRY INDEX

# The GOOD COUNTRY EQUATION



How We Can Repair the World  
in One Generation



A screenshot of a TED talk video player. The video shows Simon Anholt on a stage with a large screen behind him displaying a close-up of his face. The stage is lit with blue and red lights. The audience is visible in the foreground. The video player interface includes a progress bar at the bottom showing 0:33 / 17:54, a volume icon, and a full screen icon. Below the video, the title 'Which country does the most good for the world? | Simon Anholt' is displayed. Below the title, the view count '4 964 583 megtekintés • 2014. júl. 2.' is shown. To the right of the view count are icons for likes (85 E), a rating (9,1 E), a share icon (MEGOSZTÁS), a playlist icon (MENTÉS), and a more options icon (three dots).

Which country does the most good for the world? | Simon Anholt

4 964 583 megtekintés • 2014. júl. 2.

85 E 9,1 E MEGOSZTÁS MENTÉS ...



Ranking of selflessness

# The Good Country Index

About

Version

1.1

1.2

1.3

1.4

Science & Technology  
Global Contribution



International Peace & Security  
Global Contribution



World Order  
Global Contribution



Planet & Climate  
Global Contribution



Prosperity & Equality  
Global Contribution



Health & Wellbeing  
Global Contribution



Filter...



1

Sweden



14th



5th



31st



9th



4th



9th



3rd



2

Denmark



7th



4th



49th



7th



21st



2nd



4th



3

Germany



22nd



12th



38th



1st



8th



19th



1st



4

Canada



28th



14th



18th



11th



11th



21st



8th



5

Netherlands



9th



2nd



25th



3rd



47th



25th



5th





## The lesson learned

*“Bragging about your own country, which is what governments so often end up doing, is like a standup comedian who goes onstage and tells the audience how funny he or she is.  
Don’t tell them to laugh. Be funny.*

*And likewise, for countries:  
Don’t tell them to admire you. Be admirable.”*

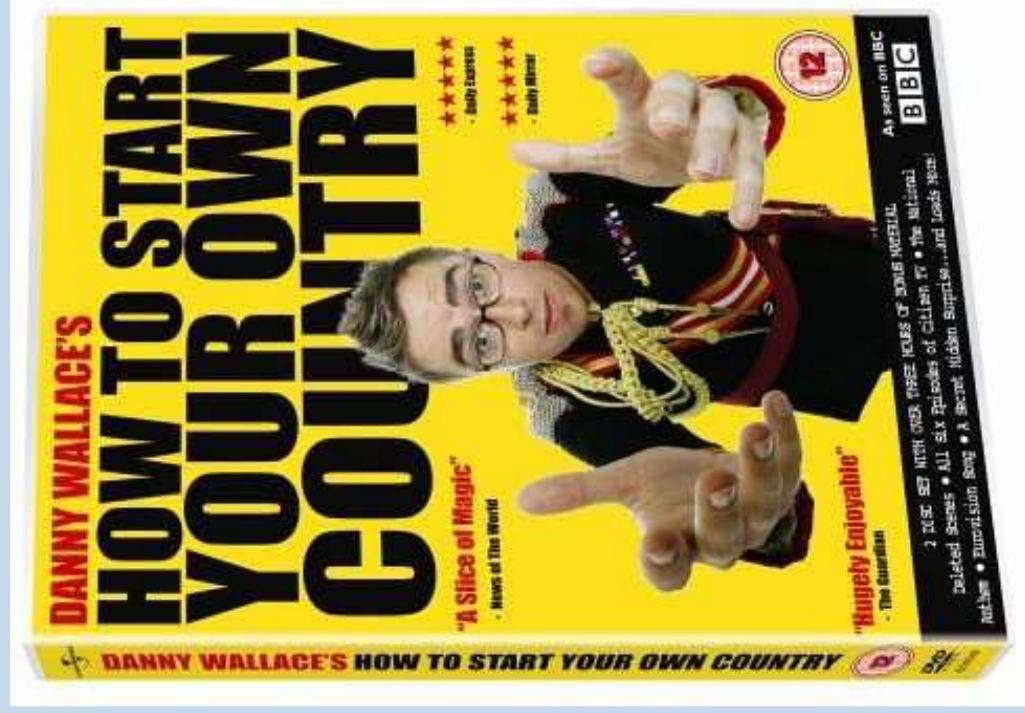
(Simon Anholt)



Scruffy presenter Danny Wallace doesn't look much like a king but what the heck, he seems like a nice boy — and either way, he's hell-bent on becoming one in this enjoyable six-episode romp, aired on BBC2 earlier this year.

The end results are pleasantly futile — the only territory the wannabe ruler can lay claim to is his flat; his constitution consists of one rule ('Be Good'), his government ministers are mates and the poshest tailor in Savile Row won't knock him up a regal parka.

What's more fascinating is the globe-trotting research he does to learn the legal and moral complexities of statehood and leadership.



**It is rarely possible to shape the whole country brand, but there are examples**

# Criteria for good positioning in the case of countries

## RELEVANT

Ideas that can be incorporated are ones that are related to an existing one

## DISTINCTIVE

Make it different from the others'.  
Very different.

## CONCRETE

Something concrete is memorable.  
Something general is not.

## TRUE

You must not lie.  
Positioning is the truth told well.

## NARROWING

We need to define what the country is a  
and what it is not.  
Say less, keep it short and simple!

## MOTIVATING

Move tourists and locals alike.

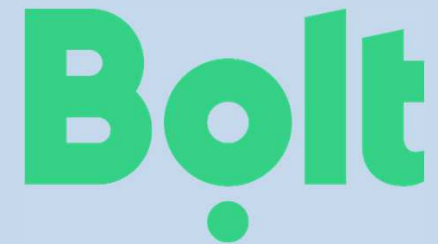
## STRATEGIC

Can be used in the long term, it has impact on the  
country's activities, not just communication

## EXPERIENCE

Feelings like WOW , AHA. or HA-HA

Which countries are these brands from?





# e-Estonia

DIRECT CARRIER  
BILLING

TRANSPORT /  
MOBILITY

## e-Residency

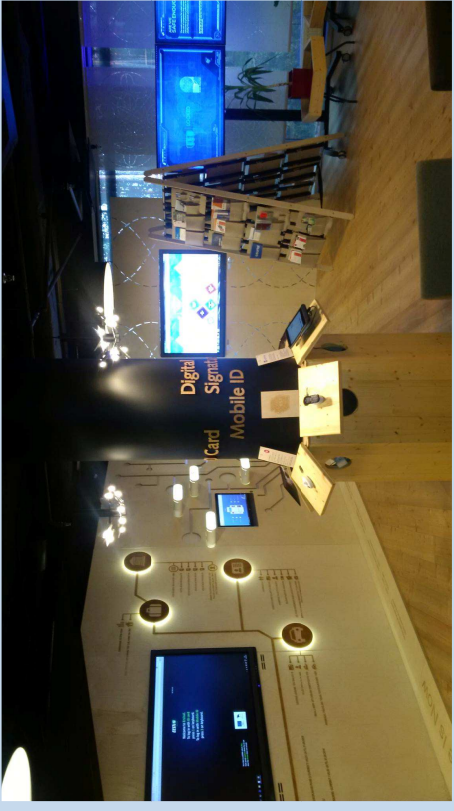
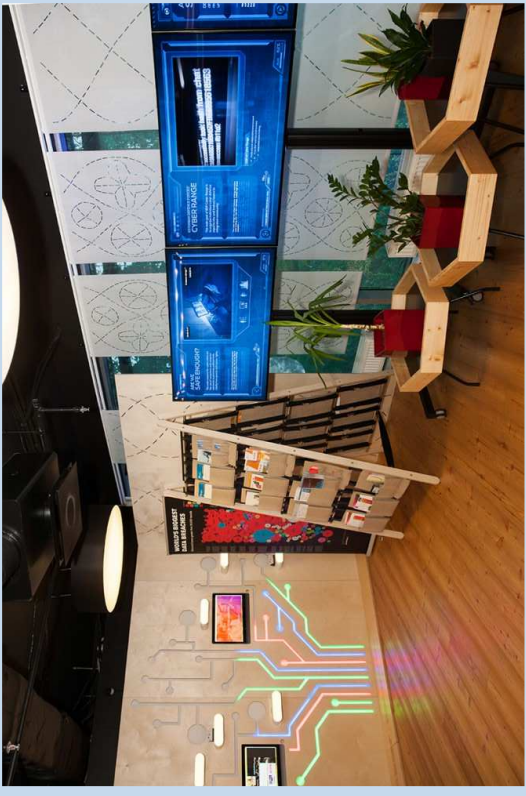
Apply here!





Can be translated into both concrete actions and communication





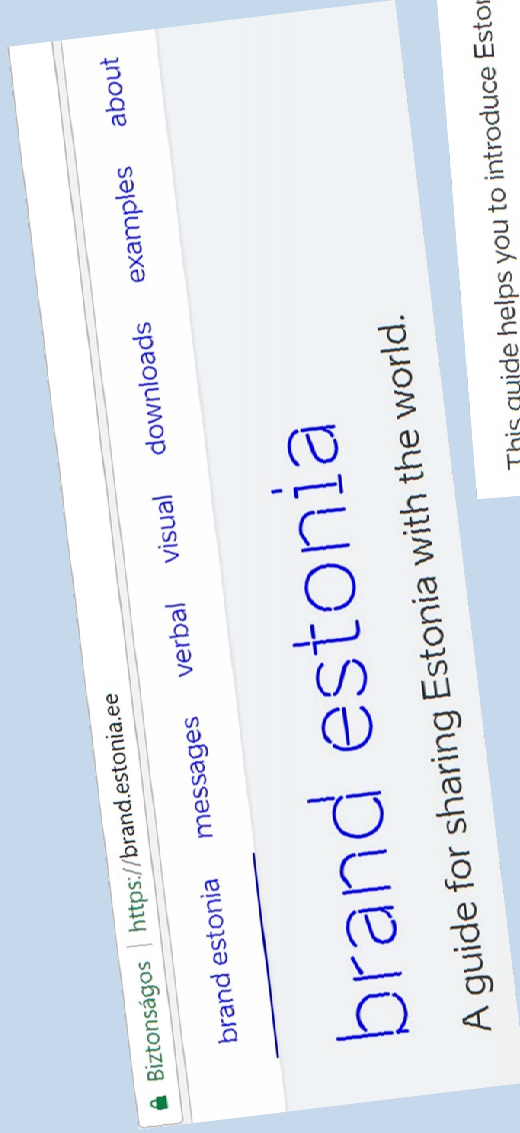
10 million "citizens" from 1,4 million?

## E-RESIDENCY EXPLAINED

- It is a secure digital identity issued by Estonia which allows digital authentication and the digital signing of documents.
- Since December 2014, foreigners (including Indians) can apply for it
- It is not a citizenship nor a visa (It does not provide any rights of entry to Estonia or any EU country)
- An E-resident can set up a company in Estonia, and the digital signature recognized across EU facilitates ease of doing business in the region
- At present, applicants have to travel to Estonia to apply for E-residency, which is awarded after a two week wait period, background check and payment of 50 euros (approximately Rs 3,500)



# Estonia Brand Book



This guide helps you to introduce Estonia in a way that raises interest, gains trust and makes you proud. It provides a framework and a set of tools to talk about our country and connect it with what you want to say about yourself, your company or organisation. Just remember, please do not start with "It's a small country..."

[READ MORE](#)

## story

**Estonia is a place for independent minds, where things get done and there is always room for new ideas.**  
That's Estonia in one sentence.





investeering  
tulevikku

invest estonia

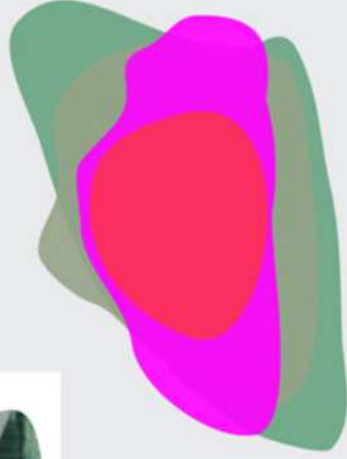


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freedom to discover  
the nature and yourself.

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**+1**

**We can still try branding a country  
– but marketing is only a small  
part.**

**„80% of country branding is innovation,  
15% coordination and only 5% communication.”**

**(Simon Anholt)**

1. Central idea
2. Stakeholder management
3. Public policy and professional policies
4. Digital identity
5. Marketing

JOSE FILIPE TORRES

FOUNDING PARTNER AND CEO ●  
BLOOM CONSULTING

▶ ▶| 🔊 0:07 / 2:23



Bloom Consulting - What is Nation Branding?



# The steps of a sustainable country branding "project"

Fiatalos, lendületes és lényegre törő összeállítás az országmárkák építésének fontosságáról, folyamatáról és korlátairól. Hiánypótló munka, amely a rendszerezett elméleti alapok áttekintése után gyakorlati iránymutatásokat fogalmaz meg a témával elméleti vagy gyakorlati szinten foglalkozók számára. Ajánlom a könyvet mindazoknak, akik szeretik az igényes és olvasmányos szakkönyveket, és akiket érdekel, hogy miként lehetne Magyarország országmázsát innovatív módon formálni.

*Dr. habil. Deli-Gray Zsuzsa,*  
kutatóprofesszor, ESSCA School of Management

A kötet friss szemlélete szerint az országmázs formálása alapvetően asszociáció- és reputáció-építés. Komplex, változékony és kihívásokkal teli szakterület. Papp-Váry Árpád nemzetközileg elismert szakemberként páratlan és nélkülözhetetlen útmutatót biztosít azok számára, akik a témában bármilyen módon is érdekeltek.

*Dr. habil. Fehér Katalin,*  
tudományos főmunkatárs, Budapesti Gazdasági Egyetem

Termékmárkát építeni nem könnyű feladat, országmárkát építeni ennél is nagyobb kihívás. Itt a professionalizmus mellett számos más, szakmán túli faktor gazdagítja a képletet. A szerző vitathatatlan erénye, hogy ezeken felülemelkedve szakmai keretet ad, struktúrát vázol, példákat hoz, ellentétes álláspontokat villant föl, miközben nehézségekre is rámutat, köztük talán a legfontosabbra: nincs országmárka-építés országmázs nélkül, hisz a márkát végső soron mégiscsak maga a termék határozza meg.

*Dr. Nagy Bálint,* az International Business School (IBS) marketing tanszékének vezetője,  
az Országmárka Tanács (2009–2012) tagja

Magyar nyelven ilyen alapos áttekintés az országmárkázásról még nem jelent meg. Átfogó, alapos, olvasmányos, az olvasót egy új világgal ismerteti meg, amelynek akaratlanul is maga is szerves része. A könyv egy ígéret: olvasója megértheti a helymárkázás sajátos határterületét, a marketing, a márkázás, a fogyasztói pszichológia, a stratégiai tervezés és a közösségépítés sajátos elegyét.

*Dr. habil. Kádár Magor,*  
egyetemi docens, Babeş-Bolyai Egyetem, Kolozsvár

Marketing

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## The steps of a sustainable country branding "project"

- 1) Introduction, clarifying the objectives of country branding
- 2) Setting up a country branding work group
- 3) Country brand research, surveys and their analysis
- 4) Positioning: the central idea behind the country brand strategy
- 5) Integrating positioning into product development
- 6) Creating a consistent visual and verbal image
- 7) Using an integrated marketing communication mix
- 8) Regular monitoring, evaluation and feedback

## Required for country branding

- *Wisdom:* between short-term promotion and long-term image management.
- *Patience:* because the image of places changes very slowly, taking years, even decades.
- *Imagination:* because it is innovation and creativity that really drive things forward.
- *Attention:* always being cautious about what is best for the country, nature, the economy, society and the community.

# WOW Hungary - Wellspring of Wonders

**Thank you!**

**Árpád PAPP-VÁRY**  
[papp-vary.arpad@uni-sopron.hu](mailto:papp-vary.arpad@uni-sopron.hu)



THINGS TO DO →

PLACES TO GO →

HUNGARY FOR →

PLAN YOUR TRIP →

*National Blue Trail  
Bükk Mountains  
Eger region*

