

Árpád
Papp-Váry

University of Sopron

Towards a sustainable country branding model

Nation brand / Country brand

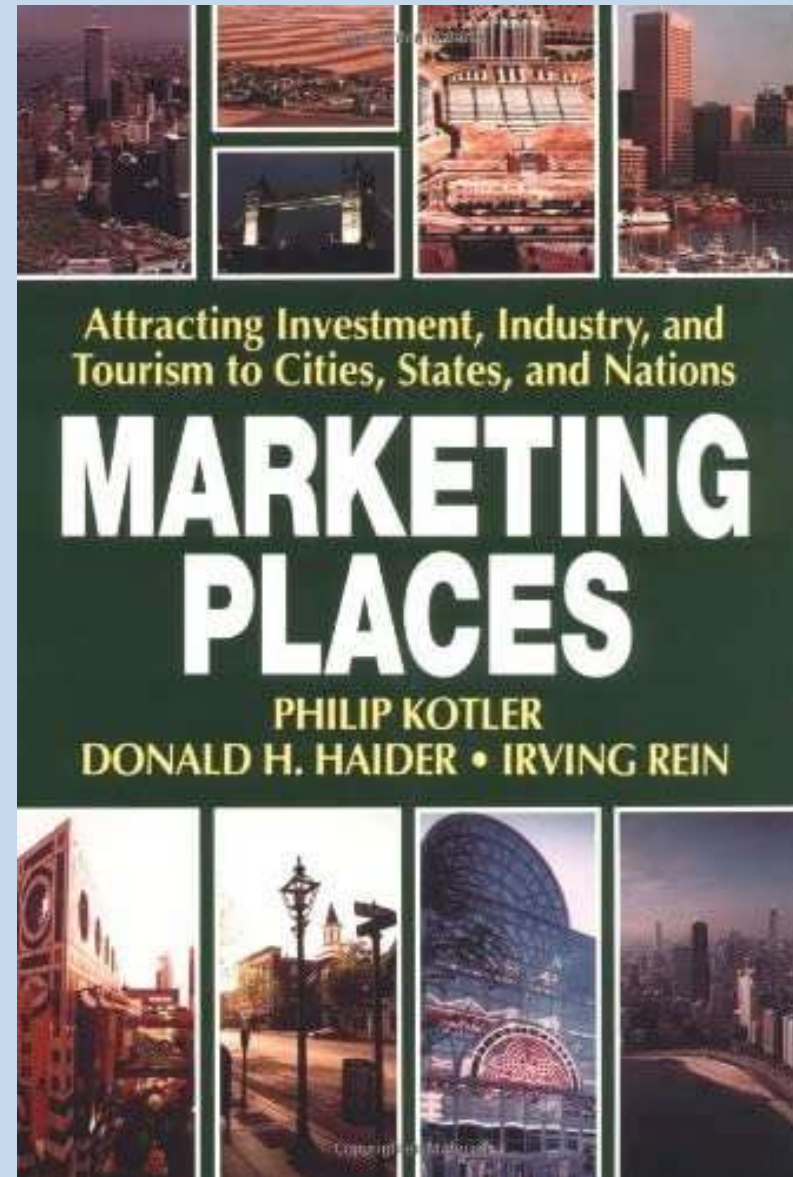
Practice Paper | [Published: 01 July 1998](#)

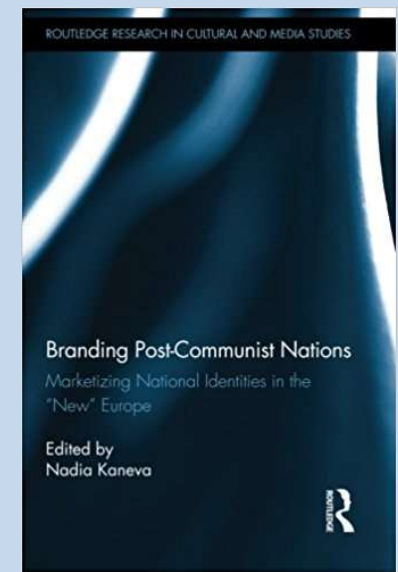
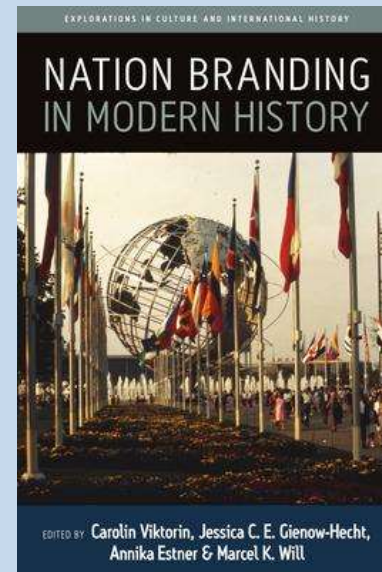
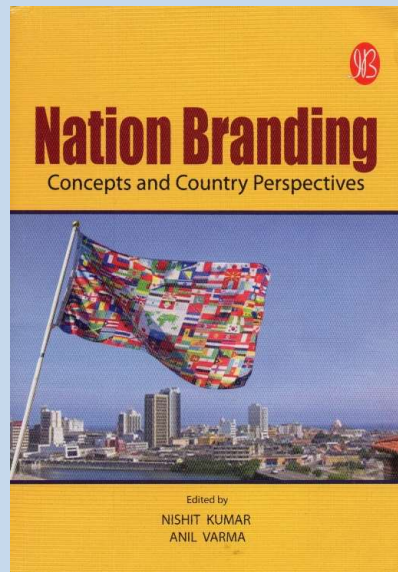
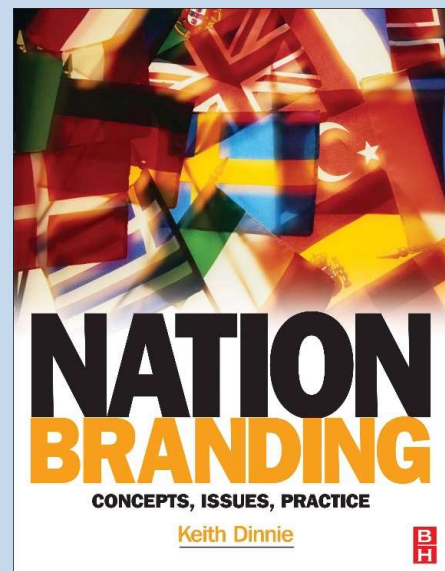
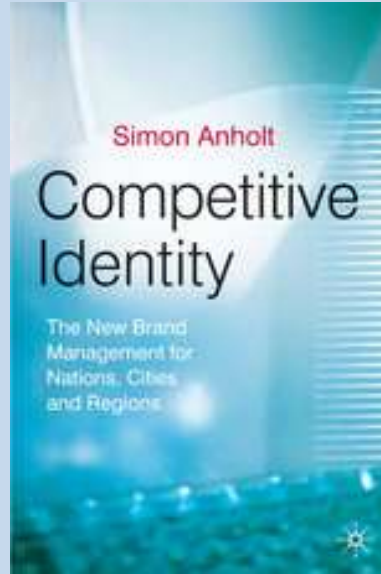
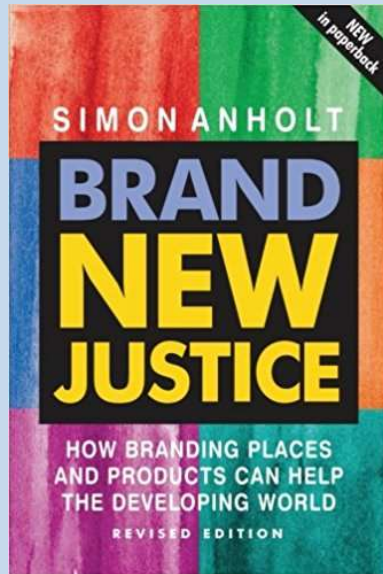
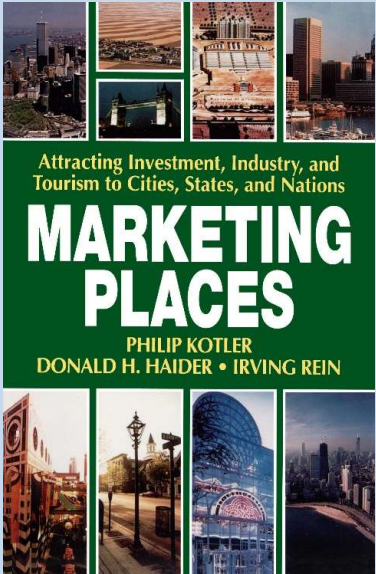
Nation-brands of the twenty-first century

[Simon Anholt](#) 

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

Country marketing / Place marketing







<https://www.theguardian.com/news/2017/nov/07/nation-branding-industry-how-to-sell-a-country>

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





”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



PÉNZÜGYMINISZTERIUM



Magyarország egyelőre regionális szinten ismert
vállalatokkal, illetve brandekkel rendelkezik



IKARUS



RICHTER GEDEON

BioTechUSA



VIDEOTON



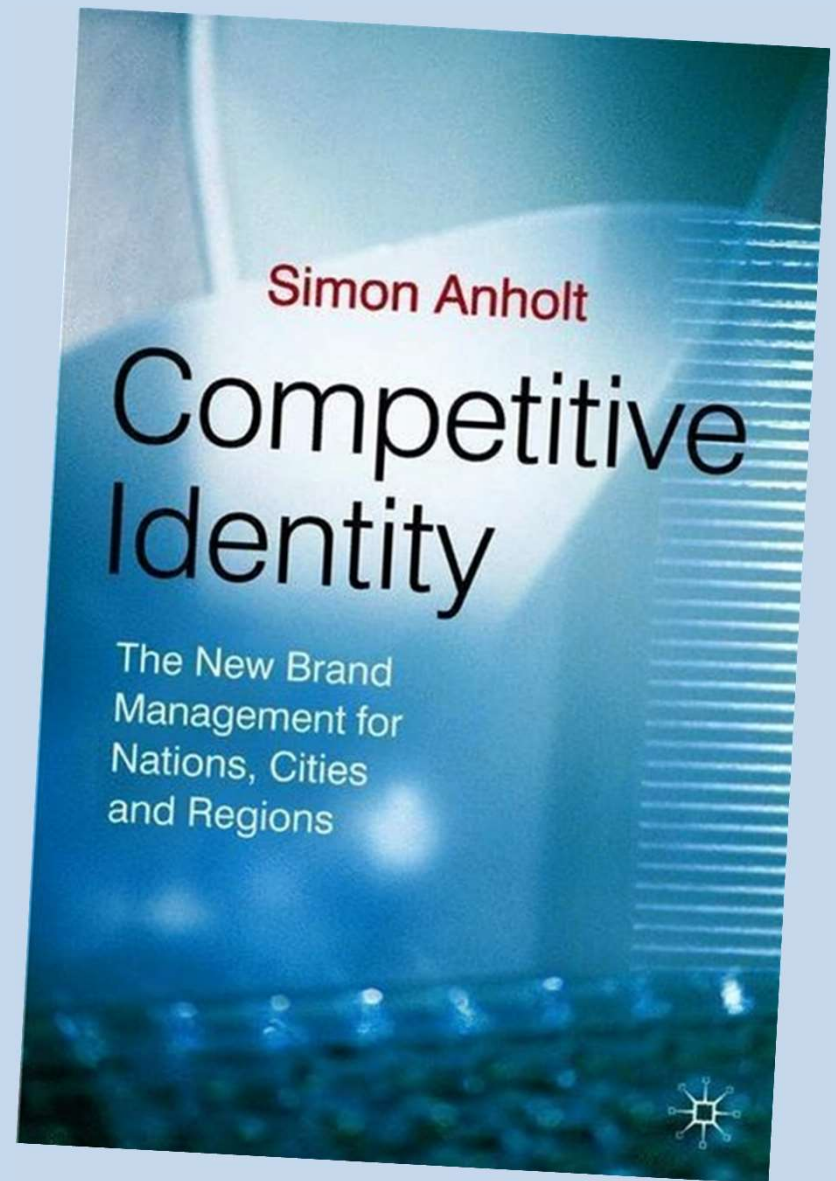
TUNGSRAM



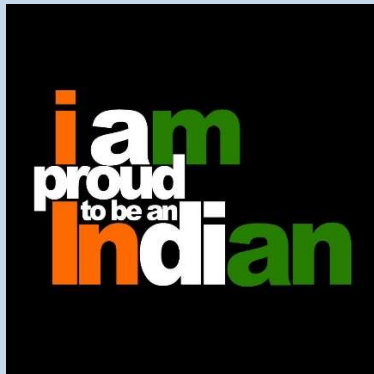
Prezi


Country branding





But this is not just about money



The image features two light bulbs against a textured, grey background. The bulb on the left is a standard incandescent bulb with a glowing yellow filament. The bulb on the right is a clear bulb containing a complex, glowing golden mechanical gear system. The text is overlaid on the left bulb.

**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



Országmárka-építés

Országnevek, országszlogenek, országlogók, országarculatok
és Magyarország márkáépítési törekvései



PAPP-VÁRY ÁRPÁD

dialóg Campus

01

Country brand probably does exist.

We think of other countries as brands

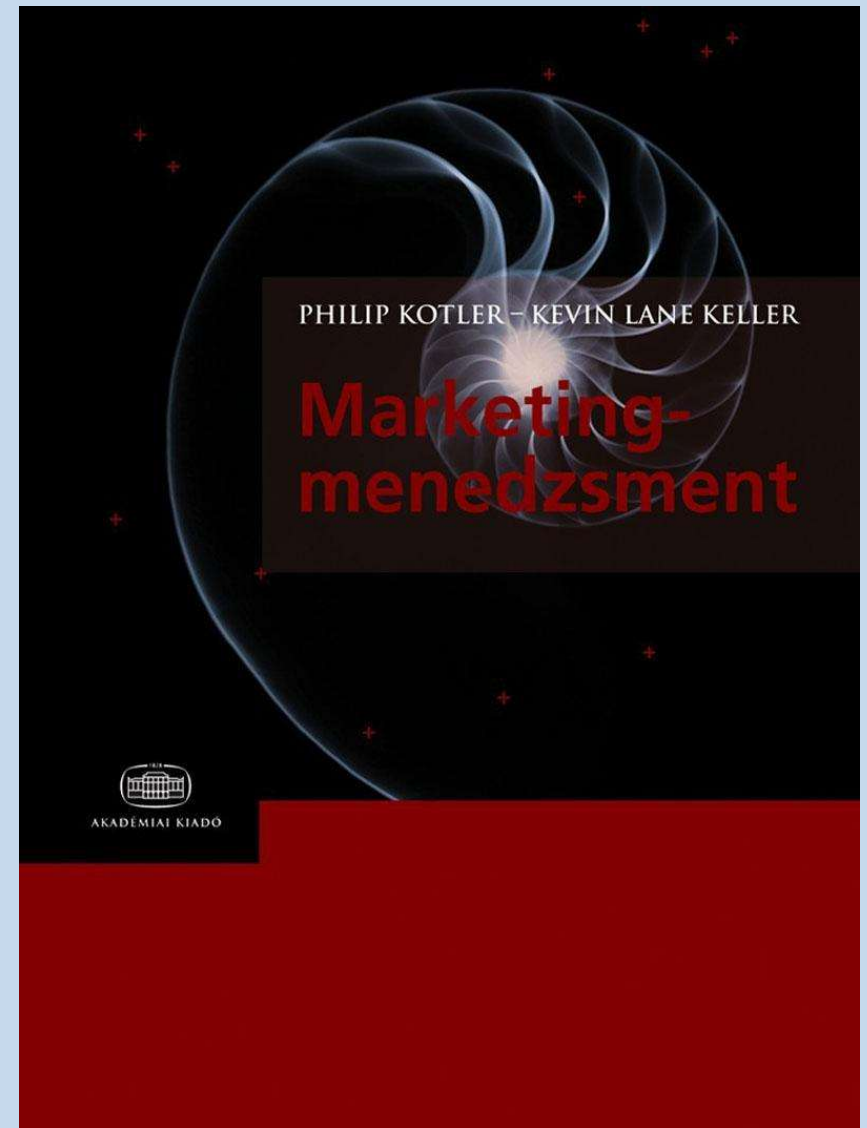


OGILVY David Ogilvy A REKLAM- ROL



"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.



"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."









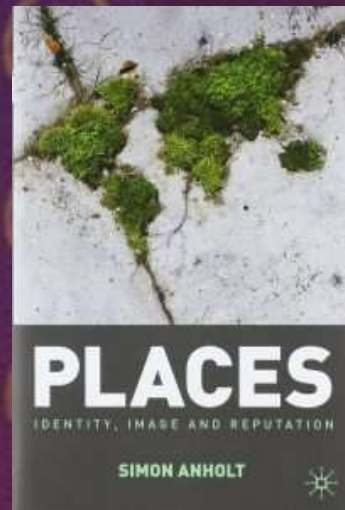
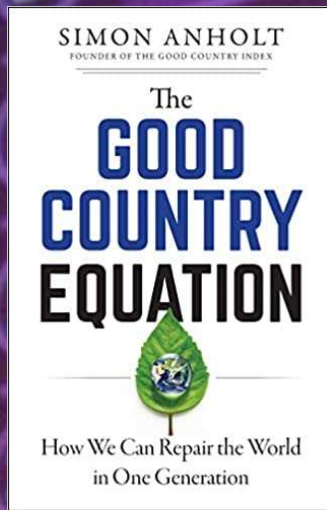
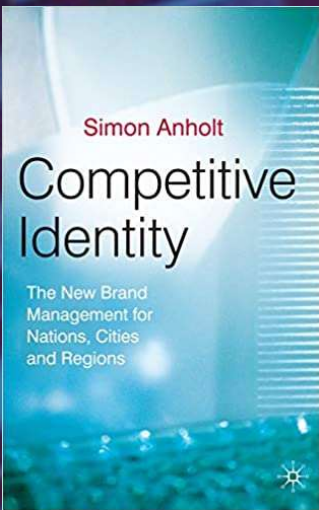
The role of the logo is no different than a visual representation of the name.

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?

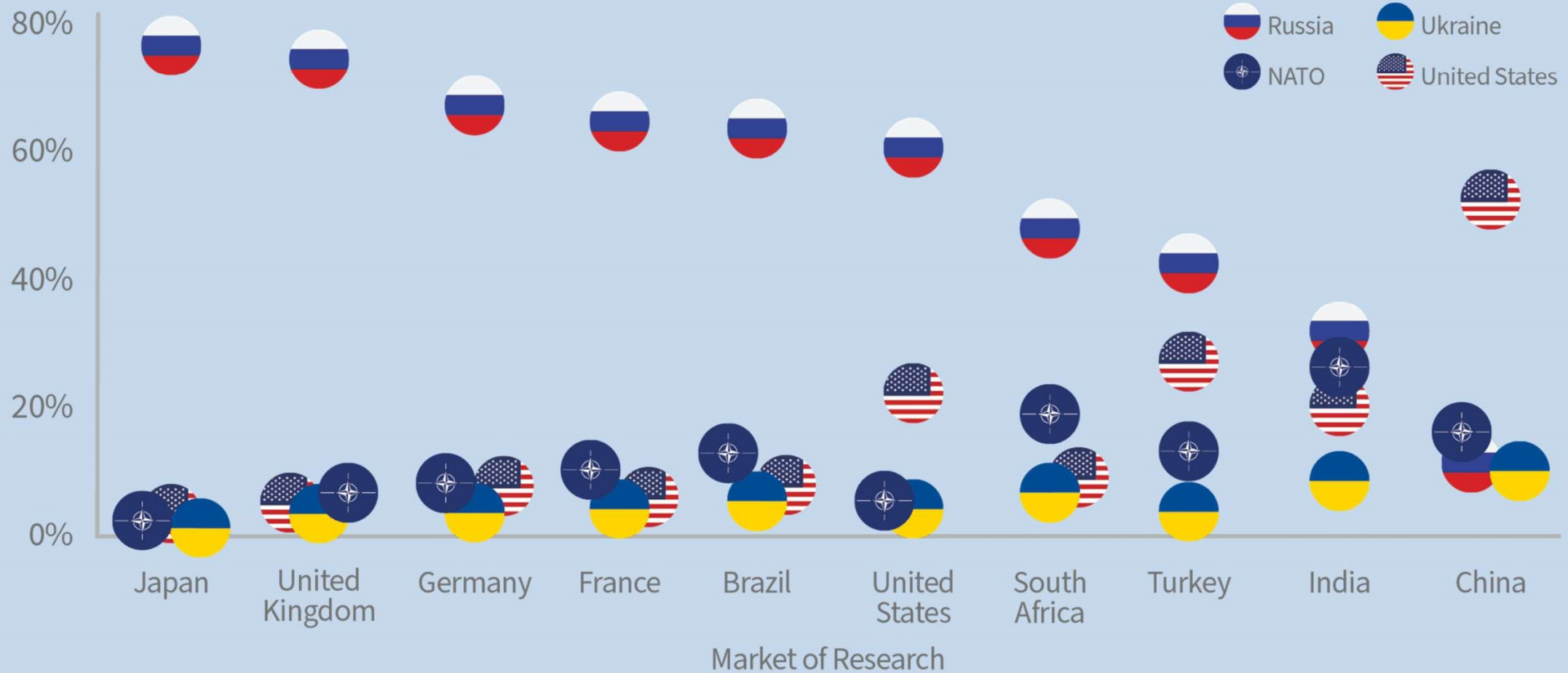


04

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

Ranking

low → high
10 9 8 7 6 5 4 3 2 1

Germany

Canada

Japan

Italy

United Kingdom

France

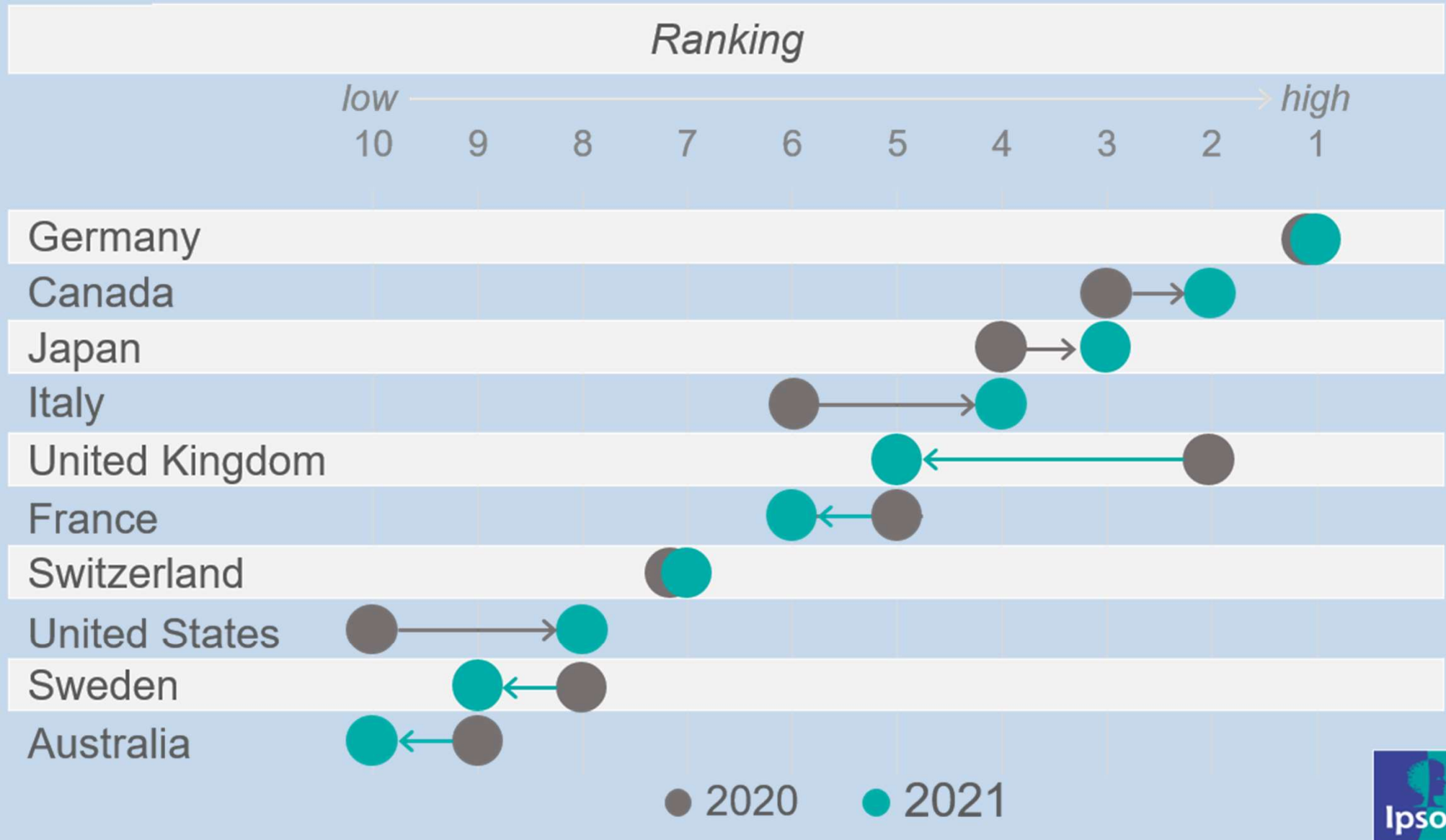
Switzerland

United States

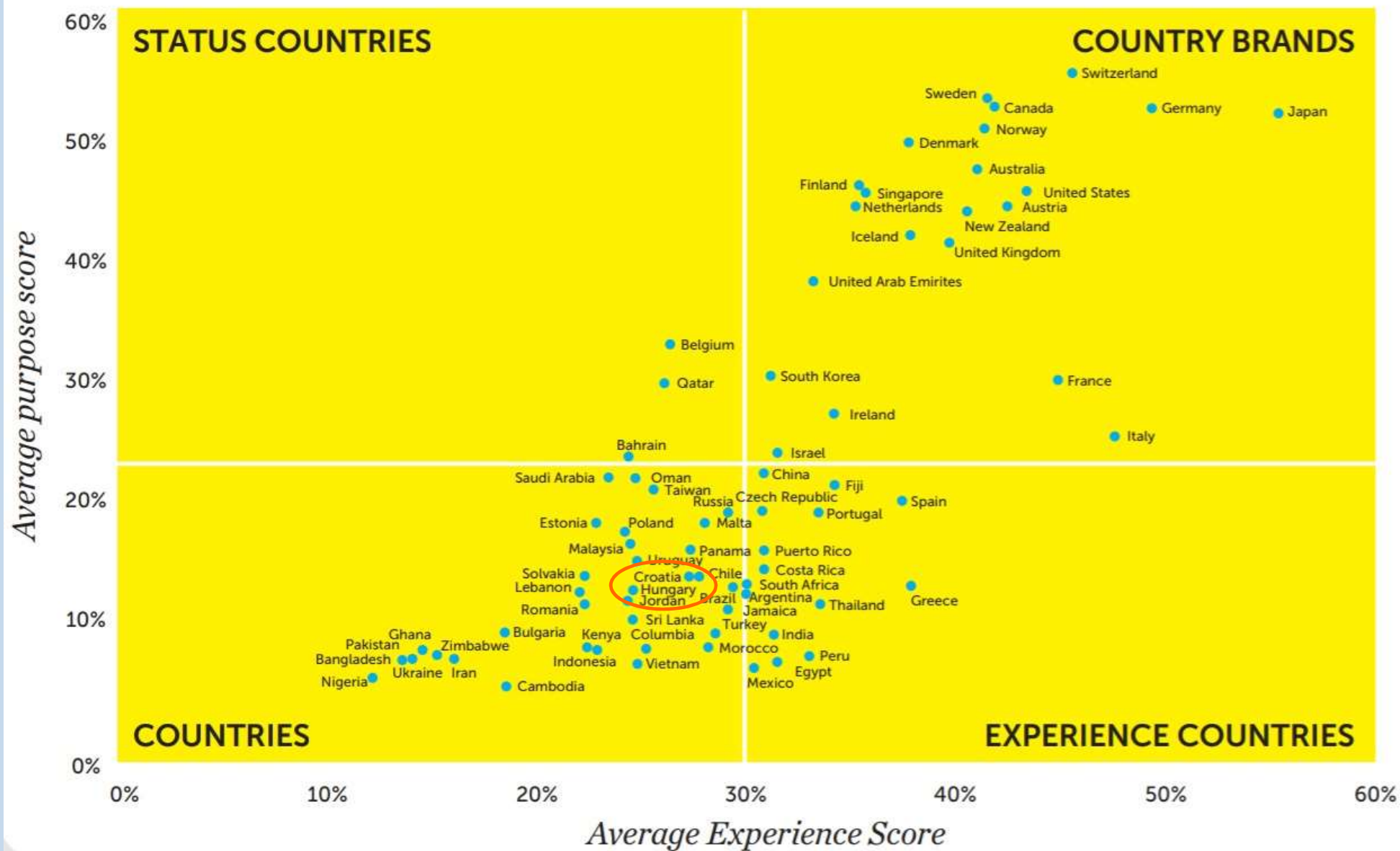
Sweden

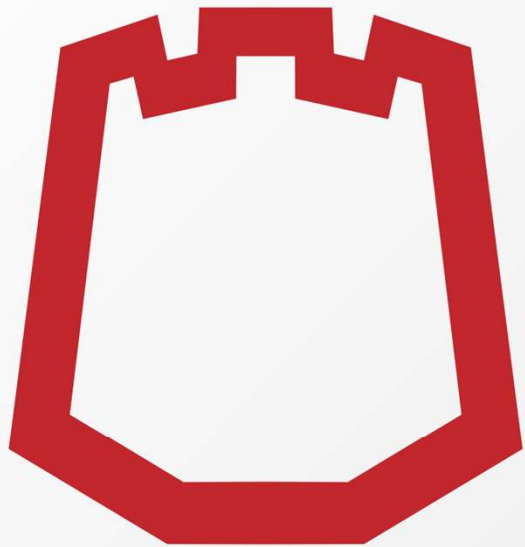
Australia

● 2020 ● 2021



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





**CITY OF
VILNIUS**



 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!**



WIKIPEDIA
The Free Encyclopedia

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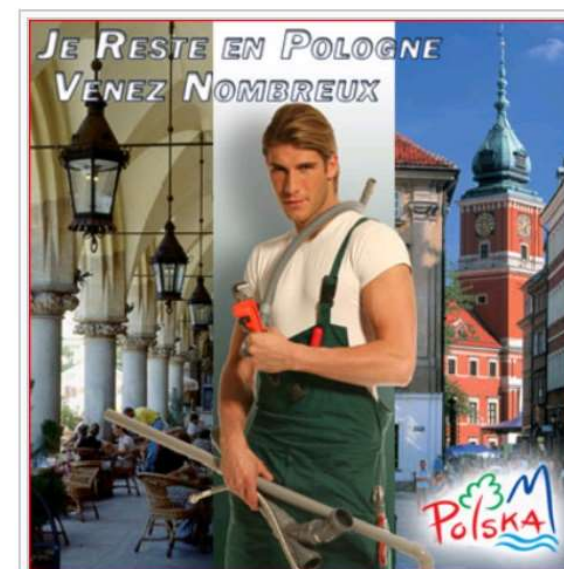
Polish Plumber

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.

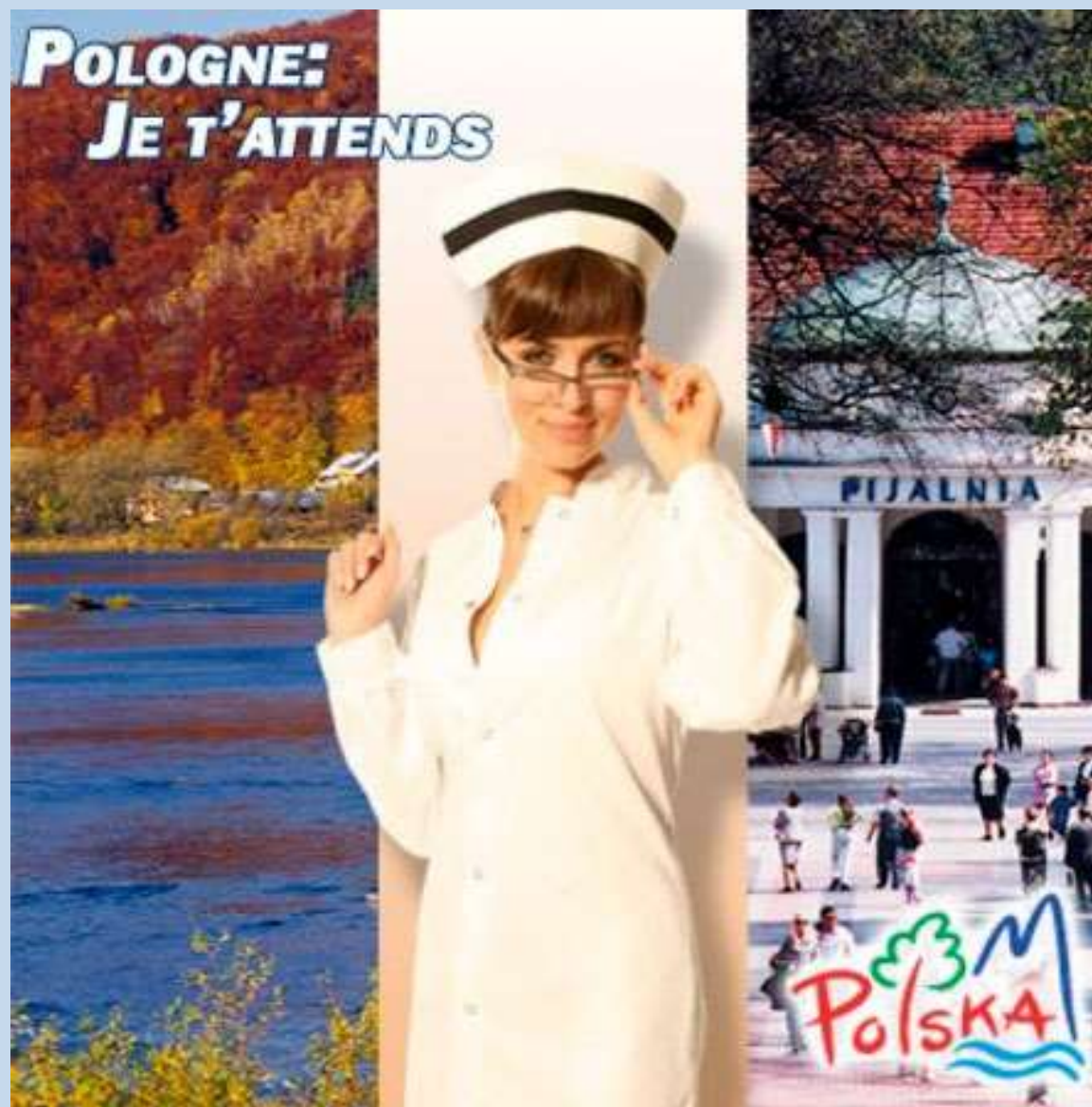
[Frits Bolkestein](#), the creator of the Directive, noted during a press conference that he would like to hire a Polish plumber because he found it hard to find a good handyman for his second house in northern France. The proclamation caused considerable controversy and debate in France. The [mayor](#)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

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-

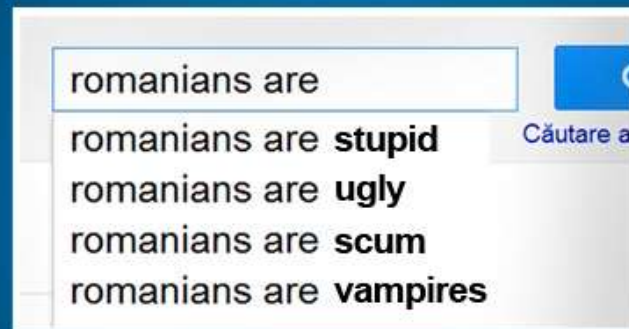


Polish tourism poster featuring the so-called "Polish plumber". Caption: *I remain in Poland, do come over en masse.*





ROMANIANS ARE DENIGRATED ON THE INTERNET



A screenshot of a search engine interface. At the top, a search bar contains the text "romanians are". Below the search bar, a dropdown menu displays five suggestions: "romanians are **stupid**", "romanians are **ugly**", "romanians are **scum**", and "romanians are **vampires**". To the right of the search bar, there is a blue button with a magnifying glass icon and the text "Căutare a".

romanians are

romanians are **stupid**

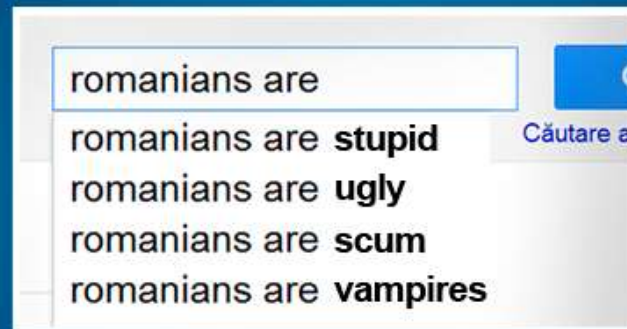
romanians are **ugly**

romanians are **scum**

romanians are **vampires**

Căutare a

ROMANIANS ARE DENIGRATED ON THE INTERNET



A screenshot of a search engine interface. The search bar contains the text "romanians are". Below the search bar, a list of search results is displayed, each starting with "romanians are" followed by a negative stereotype: "stupid", "ugly", "scum", and "vampires". To the right of the search bar, there is a blue button with a magnifying glass icon and the text "Căutare a".

romanians are

romanians are **stupid**

romanians are **ugly**

romanians are **scum**

romanians are **vampires**

Căutare a

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

romaniansaresmart.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





THE CAMPAIGN
HITS THE NEWS



ONE DAY TV MARATHON AT
ROMANIAN TOP NEWS TV CHANNEL



WWW.ROMANIANSARES.MART.COM



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**

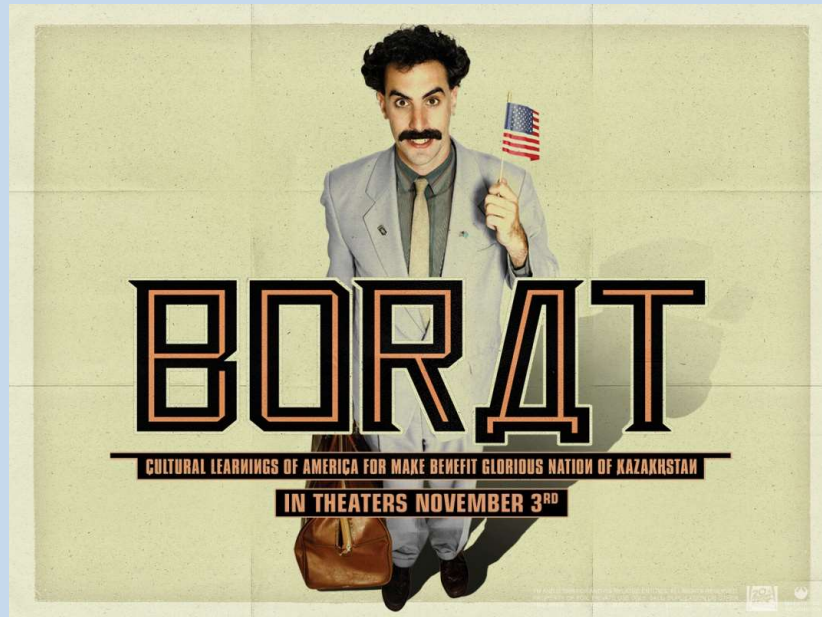
🔍 why are hungarians **so angry**

🔍 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



China — Top-of-mind associations



COM
PLEX

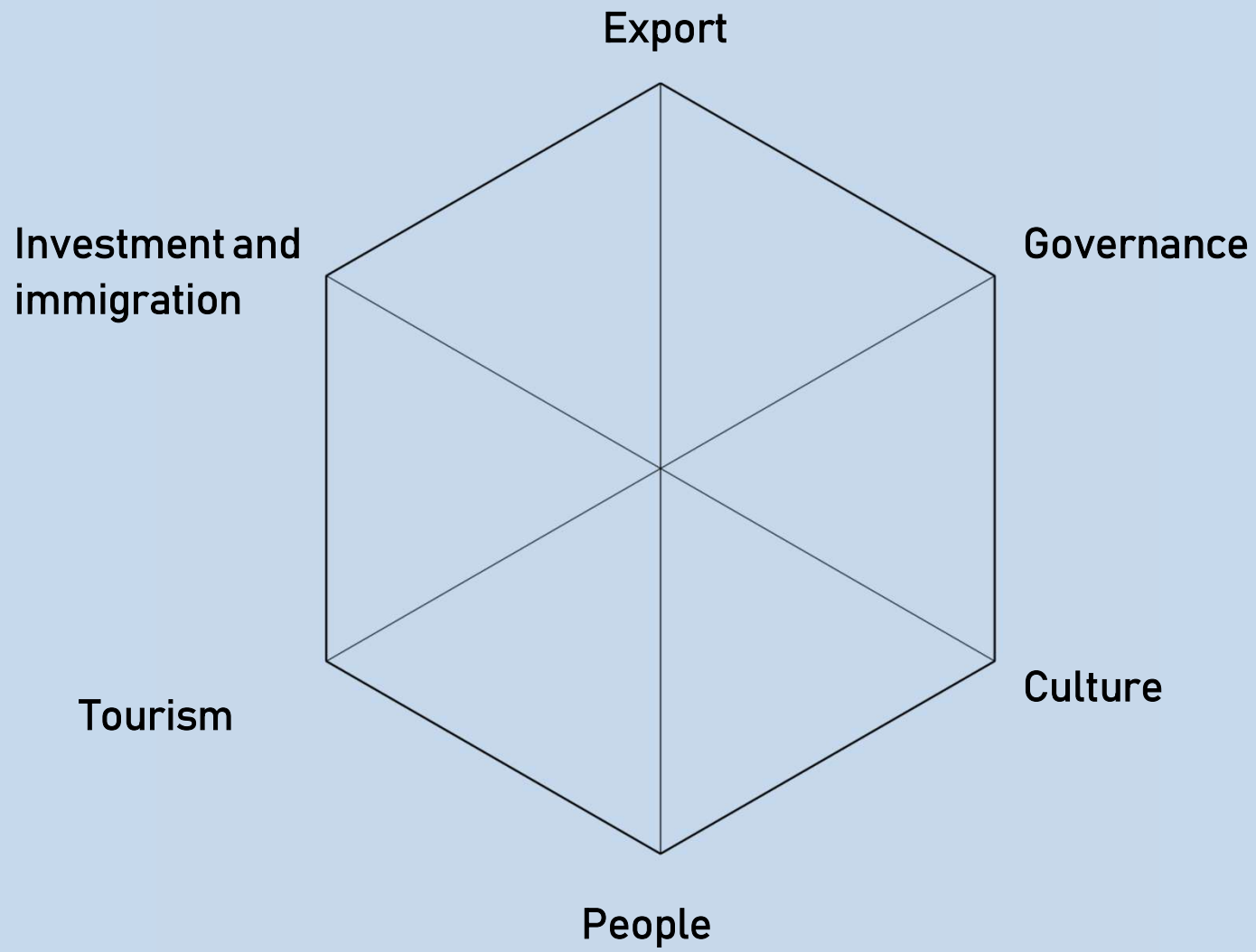


The Anholt-Ipsos Nation Brands IndexSM

*Thought Leadership Series
May 2020*

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

Scotland's example

Investment
and immigration



Export



2016 2018

Governance



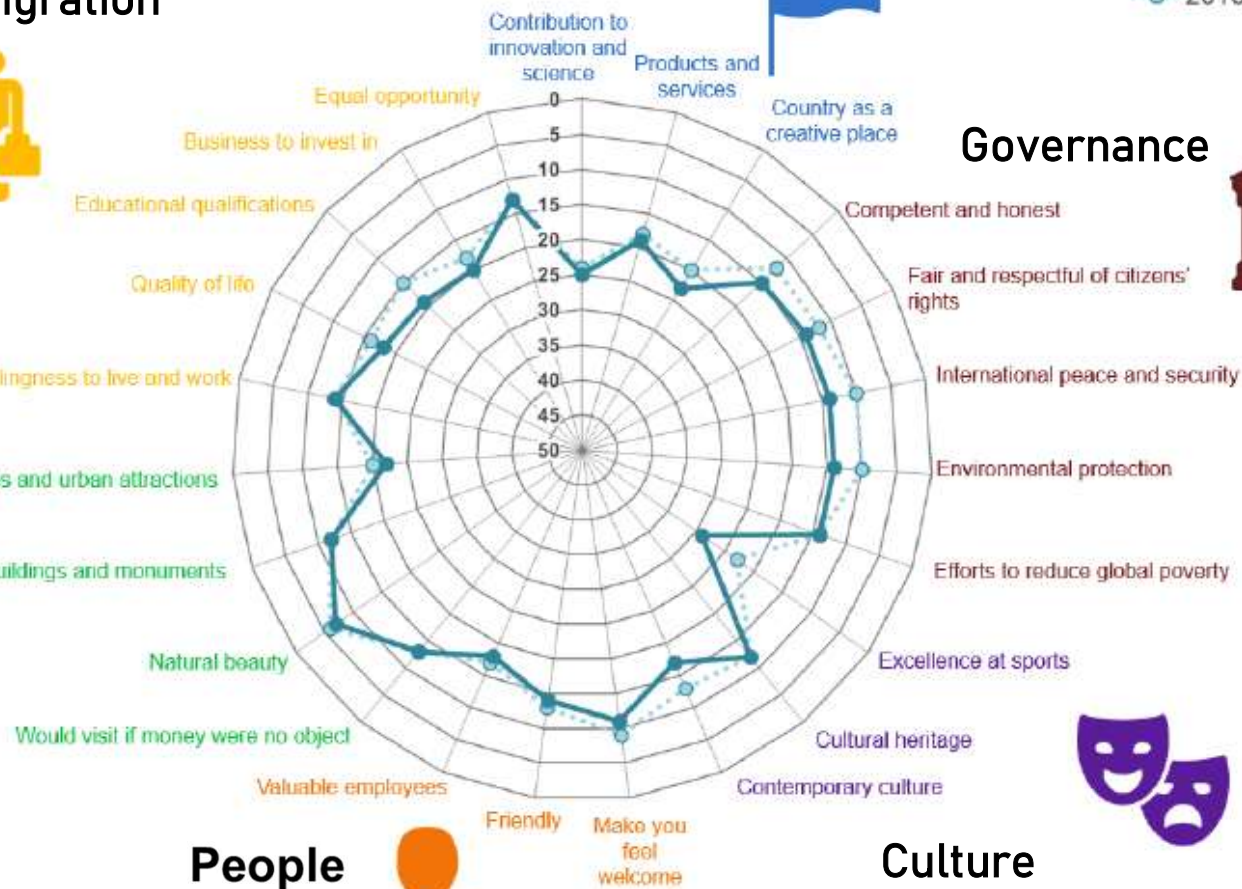
Tourism



People



Culture



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
place for
CULTURE



TOURISM
climbs to

9th place

VOLKSWAGEN DIESEL SCAM



Germany's
biggest scam?

Wirecard

The Big Read Deutsche Bank AG

[+ Add to myFT](#)

Deutsche Bank looks to escape a decade of scandal and strife

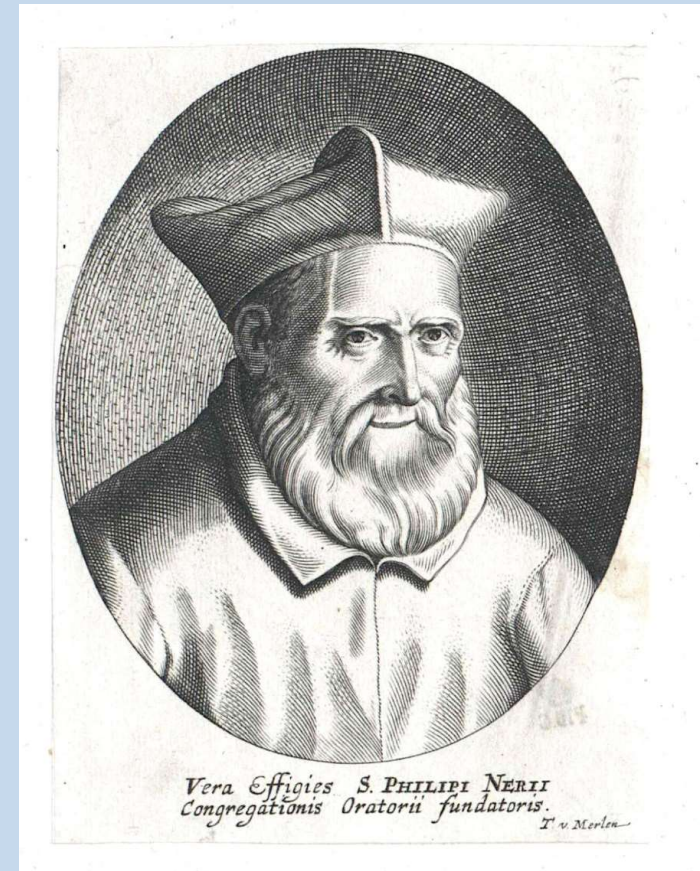
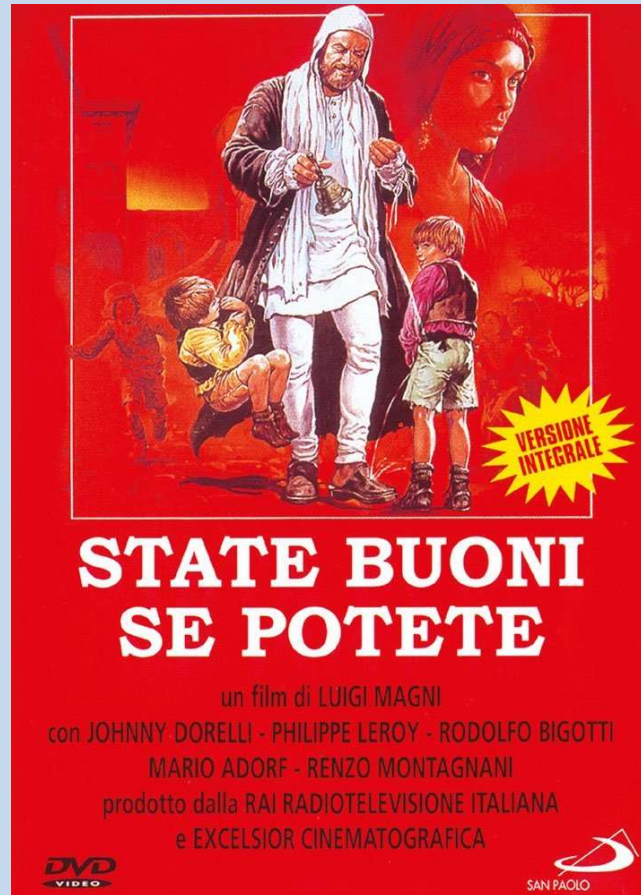


09

**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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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

The Good Country Index



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



Culture
Global Contribution



International Peace
& Security
Global Contribution



World Order
Global Contribution



Planet & Climate
Global Contribution



Prosperity & Equality
Global Contribution



Health & Wellbeing
Global Contribution



Filter...

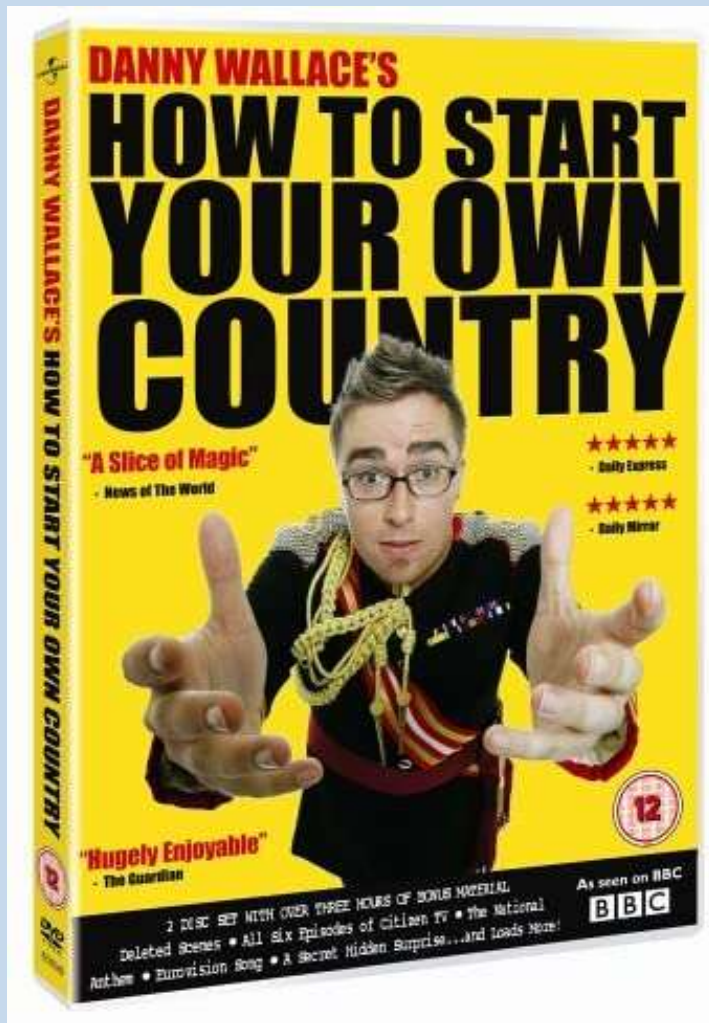
1	Sweden	14th	5th	31st	9th	4th	9th	3rd
2	Denmark	7th	4th	49th	7th	21st	2nd	4th
3	Germany	22nd	12th	38th	1st	8th	19th	1st
4	Canada	28th	14th	18th	11th	11th	21st	8th
5	Netherlands	9th	2nd	25th	3rd	47th	25th	5th

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.

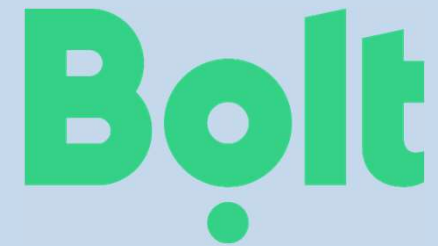
STRATEGIC

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

The image shows a large exhibition booth for e-Estonia. The main feature is a large, three-dimensional white sign that reads "e-Estonia" in a sans-serif font. The sign is mounted on a blue structure and is illuminated from below. To the right of the sign, there is a red vertical banner with the text "DIRECT CARRIER BILLING". To the left, there is a green vertical banner with the text "TRANSPORT / MOBILITY". The booth is set up in a large hall with a high ceiling and industrial lighting. The overall color scheme is blue and white, with some red and green accents.

e-estonia

world's
most advanced
digital society

A video screen displays a scene of children playing in a grassy field at sunset. The children are silhouetted against the bright orange and yellow light of the setting sun. The text "e-estonia" is visible in the top right corner of the video frame. The overall mood is peaceful and natural.

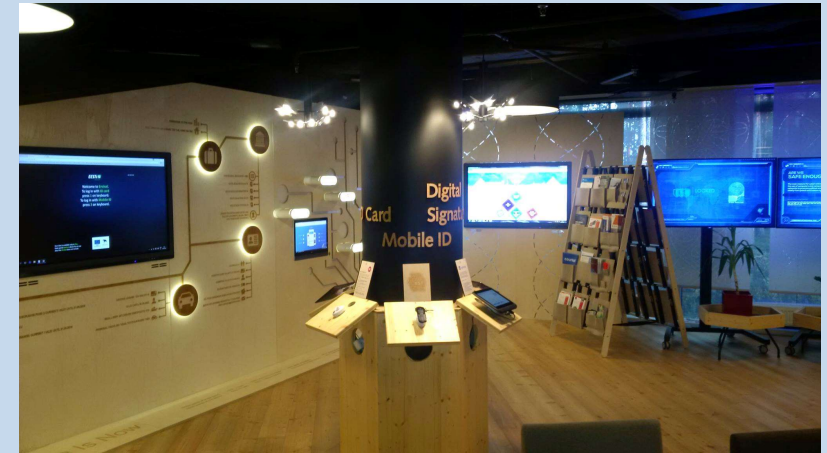
e-Residency

Apply here!

A large vertical banner for e-Residency. The text "e-Residency" is written in a large, bold, blue font. Below it, "Apply here!" is written in a smaller, black font. To the right of the text, there is a list of services and benefits, including "e-Residency", "e-Residency for business", "e-Residency for investment", and "e-Residency for citizenship". The banner is set against a blue background with some white text and graphics.



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.



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invest estonia



explore estonia

visit estonia

freedom to discover the nature.
and yourself.



explore estonia

freedom to discover
the nature. and yourself.



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spring 2017 issue.

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that extends beyond
its borders.

delivery robots created
by estonian engineers
are transforming the world.

views.



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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"

Fiatals, lendület és lenyegre törő összeállítás az országmárkák építésének fontosságáról, folyamatairól és korlátairól. Hiánypótló munka, amely a rendszerezett elméleti alapot tekintése 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 országmásképzését innovatív módon formálni.

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

A kötet friss szemlélete szerint az országimázs formálása alapvetően asszociáció- és reputáció-építés. Komplex, változékony és kihívásokkal teli szakterület. Papp-Váry Árpád nemzetközileg elismert szakemberként pártatlan 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 vitathatatlán érnyo, hogy ezeken felülemelkedve szakmai kereteket ad, strukturált vízot, példákat hoz, ellentétes álláspontokat villant föl, miközben nehézségekre is rámutat, köztük talán a legfontosabbra: nincs országmárka-építés országepítés nélkül, hisz a márkát végső soron megécsik maga a termék határozza meg.

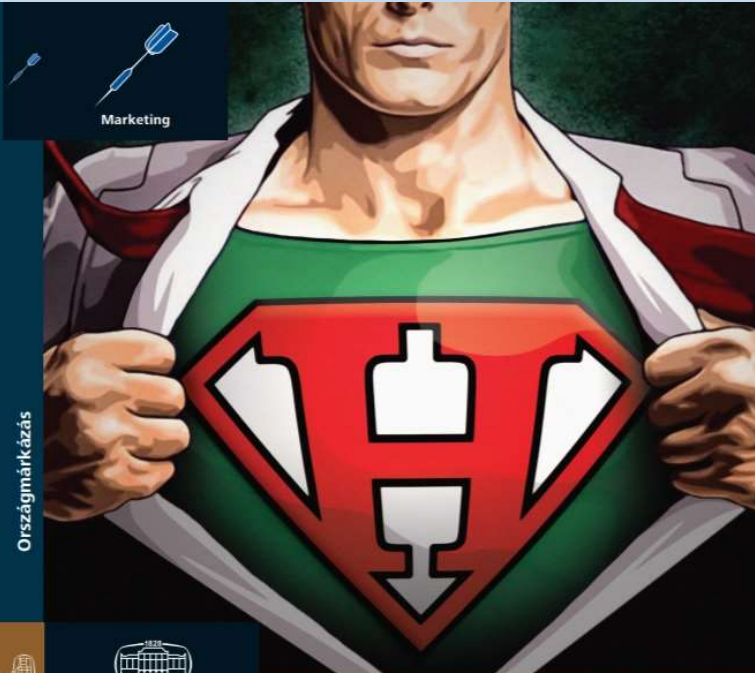
*Dr. Nagy Bálint, az International Business School (IBS) marketing tanszékének vezetője,
az Országmárka Tanács (2009–2012) tagja*

Magyar nyelven ilyen alapos áttekintés az országmárkázásról még nem jelent meg. Átfogó, alapos, olvasmányos, az olvasót egy új világgal ismerteti meg, amelynek akarva-akaratlanul ő maga is szerves része. A könyv egy ígért: 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*

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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



THINGS TO DO →

PLACES TO GO →

HUNGARY FOR →

PLAN YOUR TRIP →

*National Blue Trail
Bükk Mountains
Eger region*

