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***THE ROLE AND EFFECTS OF COUNTRY BRANDING:  
COUNTRY IMAGE IN THE ENLARGED EUROPEAN UNION***

**Thesis of doctoral (PhD) dissertation**

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## 1. The significance and the topicality of the chosen issue

During the last one and a half decade numerous European countries decided to shape the image existing abroad about them through conscious image formation. Despite the common use of the term „country image”, we might agree with SZELES PÉTER, the president of the Hungarian Public Relations Association, who thinks [2001, page 98] that **the terminology of country image is „theoretically crude and it requires separate research and scientific foundation in the future because of its importance.”**

## 2. The aims of the dissertation and the research methodology

Regarding the above-mentioned, I considered my aims as follows:

1. This is the **first comprehensive summary of the international and Hungarian literature of country image**. I made this mainly with **economist and especially with marketing expert eye**, touching upon other, connecting sciences as well.
2. Connected to this, I introduce a new-fangled aspect nearly unknown in Hungary which appeared only some years ago abroad: the **„country as brand” theory** and I look for the answer, how this is connected to classical branding, what are the similarities and what are the differences.
3. Finally, I draft **hypotheses** that have never been studied by others in an **empiric way** before. Therefore, their verification or rejection can help a lot in cultivating the theory system and in the practical utilization of country branding.

The methodology of my research can be broken down into three parts:

- The working up and modern summarizing of the English and Hungarian country image and country brand literature.
- Country image building case studies: the study of the branding practice of some European countries, drawing the consequences.
- Quantitative, online survey among Hungarian and other European college and university students.

## 3. The results of the secondary research: the characteristics of country branding

The 'branded country' shows the imagination of an outsider about a given country. As the branded products, branded countries depend on the trust and satisfaction of consumers [VAN HAM 2002, page 3-4].

Therefore, it is not accidental that **countries take over the approved global firm strategies**, because 51 from the 100 strongest economies of the world are companies, not countries. Besides, **the number of countries has increased significantly**. From the economic viewpoint, we might say, **much more competitors have appeared** in the market. While the United Nations had 51 members in 1945, it had 192 in 2006.

In the light of the previously mentioned, the **primary goals of country branding are economic**. The three major components of 'sale' are as follows:

- 1. The stimulation of tourism, the attraction of tourists into the country**
- 2. The stimulation of incoming investments**
- 3. The expansion of export; more effective merchandising of domestic products on the interior markets.**

The fact that the above-mentioned goals are not only valid with reference to foreign countries has been addressed only very tangentially in the literature. Seeing that, **the primary goals of country branding can be interpreted within a country as well**.

1. The stimulation of tourism means also domestic tourism. The more attractive our own country image is, the more gladly we travel within the country, too.
2. Investments can be interpreted also at another level: domestic enterprises should stay in the country, they should not transfer their seat and capacities to another place, e.g. to an adjoining country.
3. The sales of Hungarian products should grow also in Hungary, not only abroad.

Although the prime goals of country branding are economic, it is imperative to point out that **a good country brand can also have other additional effects**.

- 4. Bigger role in international organisations and foreign affairs**
- 5. The bettering of the citizen's general feeling**

**The branding practice of the five countries** studied by me (Spain, Great Britain, Bulgaria, Poland and Latvia) **offered numerous lessons**.

- 1. A comprehensive branding programme has to be accepted in the given country at first (by the media, the business sphere and the people respectively) a brand outwards can be built only after this.**

As ANHOLT és HILDRETH put it wittily [2004, page 81]: „*One big difference between selling a tin of beans and selling a country is that you don't need to ask the beans what you put on the label.*” Thus, the first step should be the study of the existing inner brand image, how those living here see the country, themselves and in which direction they would move it.

**2. Country building and country image building have to happen at the same time, in fact, the previous one anticipates the latter one to some extent.**

From this point of view, big aims and events, such as a big sport event (Olympics) or organising a world exhibition may have an important role.

**3. Country branding and country rebranding are long-term processes.**

Their results are likely to be seen only after having 15-20 years passed.

Using the case studies, the following statement could be declared:

*Thesis 1*  
*Although country branding and country rebranding have emerged in the practice of more European countries, their toolkit is not unified and the results are mixed.*

Both the brand creating plans, the commercial one as well as the national one has the aspiration to bring into existence a clear, simple, “from-everything-else-distinguishable” enterprise, which is often based on the verbally and visually alike emotional elements [OLINS 2004a, page 186]. However, my researches has shown that the two brand types have a lot of differences, too:

Table 1 – The comparison of a classical brand and a country brand

<b>Classical brand</b>	<b>A country as a brand</b>
Clear property relations	There is no one real owner, everybody who lives there is a holder
The management is the owner’s competence	The ‘management’ is chosen by the citizens (in democracies)
Goal: profit for the owner	Goal: the citizenry’s welfare
From above leaded, top down control	From beneath, by community values, bottom-up (in democracies)
The brand image consists of a few elements	The brand image consists of a vast number of elements
Consistent marketing communications through a few channels	Mostly uncoordinated communications through a large number of channels
The brand name is made-up, it can be changed	The brand name is a geographical area, it cannot be changed
The brand is temporal	The brand wants to live forever

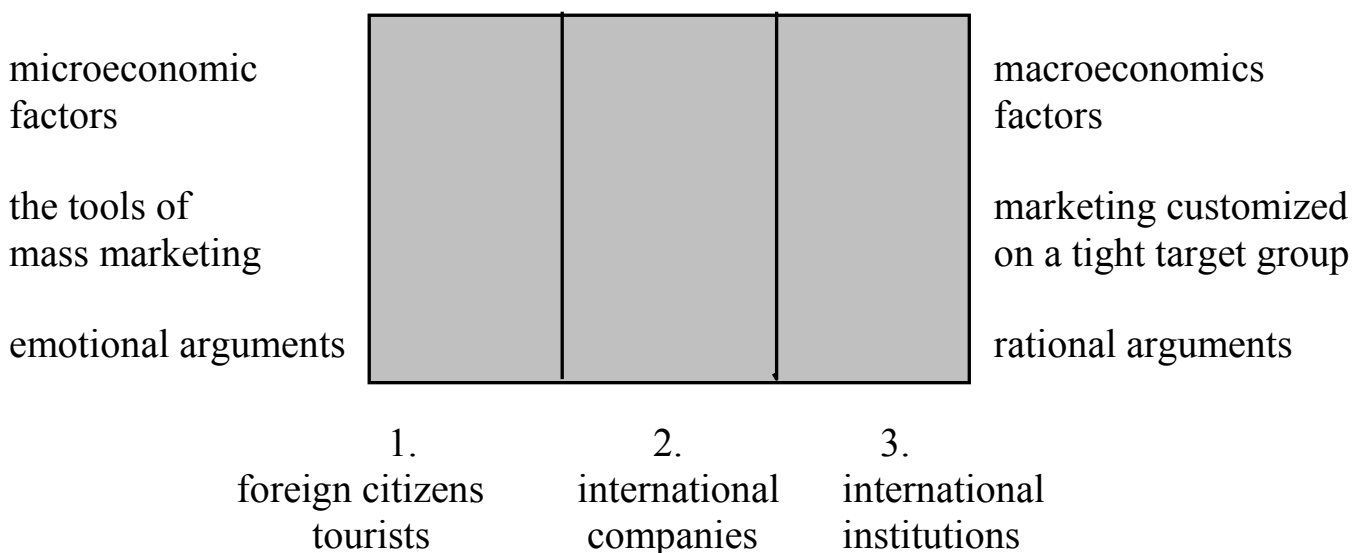
Source: own table, published: PAPP-VÁRY 2003f, page 7, and 2005c, page 256

1. The places **where the consumer gets in touch with the brand** (it can be e.g. a shop or a commercial on TV) are called **touch points** in the marketing literature. These are relatively limitable in the case of a product brand and for the most part, can be controlled in the appropriate way by the management, for instance where the product should be on the shelf, what the advertising should be, how the homepage should look etc. However, **in the case of countries, the number of touch points is much higher and most of them can be controlled only with difficulties.**

2. SERGIO ZYMAN, the former marketing director of Coca-Cola indicated that marketing is too important to leave to the marketing department, referring to the fact that in an organisation even the tiniest action amounts to marketing. This is obvious in the case of a country brand which does not have one real holder. Because it is formed by everyone who lives there, the proverb ‘A good farmer makes a good farm’ is completely right. Nevertheless, the former do not indicate that the management of the countries (the government) should not do everything to influence visitors in a positive way. Still, their endeavour by itself is not enough. When citizens are not involved, it is only propaganda, by no means marketing. According to this view, to use a popular term, country image building and country branding should be a real PPP, that is to say **public-private partnership.**

3. **A country brand is multidimensional.** Not only because it consists of more dimensions than a classical brand but because for the different target groups other things can be important from these.

Graphic 1: What is important to whom and what is worth communicating them?



Source: own table, published: PAPP-VÁRY [2002, 2003b,e,h, 2004a,e]

## *Thesis 2*

*A classical brand and a country brand resemble each other in many traits but important differences can be detected as well. This indicates that a country brand has to be managed in a special way.*

### **4. The aims and methodology of the primary research**

Considering the fact that **a country image / country brand is multidimensional, my primary research dealt only with one slice of it.** Therefore, I kept the following important things in mind during the study:

1. The verification of certain basic hypothesis that are used frequently as axioms, although their scientific justification has never happened before.
2. The refining of the previously explained country image and country brand model and polishing one part of it respectively – how average citizens and youngsters among them create their image from different countries.
3. All this referring to the study of a geographical region about which there are slightly researches available in the topic, thus the practical relations of the results are new and interesting in any case.

**To the verification (or to the possible rejection) of the above-mentioned in an empiric way I found the following methodology adequate:**

1. quantitative survey
2. by means of several English language and Hungarian questionnaires
3. among Hungarian and other European college and university students
4. by investigating six chosen countries from Eastern and Central Europe, with special regard to Hungary.

**The advantage of the quantitative method** is that

- it can provide hard data (it has to be added that certainly these are rather soft data arisen from the nature of image and brand research, yet, numbers and percents may appear as well),
- the investigation of more dimensions is possible with the same research
- it is possible to carry out longitudinal comparisons, if we use the same or a very similar questionnaire later.

My choice fell on the **university and college students.** They travel abroad much more often than their parents did.

Moreover, a student can become an investor in ten years, or can appear in the international diplomacy. Consequently, being aware of their opinion and the capability to influence them might be of great importance. In addition, they have spent the bigger part of their lives not in a separated, artificially ‘into East and West divided’ world, but in a free, new and unified Europe.

It was for choosing the **studied region** that except for the surveys of Gallup Institute from the years 2000 and 2002 there was no comprehensive country image research and it referred rather only to Hungary.

During recent years, **internet research as a methodology** has developed by leaps and bounds; it is more and more accepted by the market researchers and the academical sphere as well. Youngsters spend remarkable time in front of the PC. In comparison to the elder generations, they are bigger “country consumers”, too; e.g. they travel (physically and virtually as well) more. Connected to this, a thesis might be drafted also for the methodology of the research:

### *Thesis 3*

*Online research might be the future methodology of country image and country brand studies which can serve with quickly available, easily generaliseable results referring to the regular internet user groups, such as the youngsters.*

#### **I have created two homepages:**

- One **in Hungarian** to survey Hungarian university/college students’ opinion. The URL address of this one was **<http://www.countryimage.hu>**
- And another one **in English** which was curious to learn the opinion of other European countries: **<http://www.countryimagesurvey.com>**

Both websites were started on 17 October 2005 and they have been accessible for four weeks, until 14 November 2005.

**Hungarian answerers** become aware of the questionnaire in two ways: on the one hand, the link appeared on the website of many universities and colleges. On the other hand, students could offer the site to each other as well (snowball system). **536 people filled in the questionnaire altogether.**

**Foreigners** got in touch with the research in a similar way, through universities and newsletters. In this case, 428, from every aspect appropriate questionnaires were born. Inevitably, the foreign sample turned out to be more heterogenic. Nonetheless, to verify or reject hypotheses this was enough as well.

The sample numbers 536 and 428 respectively met the requirements of the country image researches, thus **the results can be generalized with regard to certain limitations:** they refer to Hungarian and other European college and university students, and in their case it is not about a representative sample.

## **5. The results of the primary research and their utilisation**

### **H1. The most important factor in the creation of a brand image (country image) is whether the person has ever been to the given country.**

The basic principle behind the verification of this hypothesis was a simple ranking question. I borrowed four (visit in the country, a friend's or relative's trip to the country, news in the media, country advertisements) from a previous research by ASHWORT and VOOGD [1997, page 159-160], and added two further ones.

On the one hand, I used the 'Internet', whose pivotal role in the internalization of youngsters' scope cannot be too often asserted, especially in contrast to that of their parents. That is why I was allowed to assume that the information obtained from here could be essential in judging the countries. On the other hand, the 'studies' got into as well, since the here acquired (or not acquired) knowledge may be also important when shaping the image of a given country, especially because the respondents are also today students of educational institutions.

As it became apparent from the results, based on the averages, in the case of both the foreign sample and the Hungarian one the personal visit was ranked number one. Having examined the lists, we can conclude that in the second place is also a kind of personal visit, maybe not ours, but that of our family members and acquaintances who give us later an account of their experiences.

*These indicate that Hypothesis 1 has been verified, in other words, when forming a country image, the personal visit is of the greatest importance.*

That is why it is critical to remain focused on the fact that a great part of these experiences cannot be influenced, the branding means solely the creation of a communicational 'unity platform': the emphasis of certain elements, characteristics that are faced either verbally or visually by the visitors.

### **H2. Considering the brand image (country image), the country advertisements and campaigns play a slight role in comparison to other factors.**

This hypothesis was addressed partly by the ranking question mentioned in the previous part. Among the aspects on the grounds of averages this one was ranked in the last place. However, because people do not like to admit the influence exerted on them by the advertisements, I used an open-end question to prove the hypothesis. This put to the respondents asked whether they were able to remember any campaigns or advertisements. In the Hungarian 536-person sample, no more than 10% could remember an advertisement of any of the five countries, whereas 90% did not write anything.



Most people (20) managed to recall a Poland-advertisement, whereas the fewest ones (5) an Estonia-advertisement. However, it turned out when recalling the advert that many people could remember only the country, but not the content of the advertisement. By all means, the only exception was the 'Polish plumber' that was mentioned literally by many people. (The situation was the same in the case of the international sample.) The aforementioned campaign received a warm response from the press, thus it could be met at many places in the media. From this view, it was rather about PR than advertising.

*Hypothesis 2 has been proved in this way, in other words:  
in the development of a country image / brand the role of country advertisements  
and campaigns is negligible compared with other factors.*

The image/brand - which is assembling from many factors in our mind - is not determined by the advertisements of the country. We need to keep in mind also that this does not query the raison d'être of commercials which play certainly an important role in the polishing of country image. Moreover, the less information we know about a certain country, the more important role they may have. Nevertheless, it is essential to be notable for the actual commercial among the competitors. A good example on this point is the Polish plumber.

### **H3. The deep of the country knowledge determines the positiveness of the country image.**

Concerning this hypothesis, I devised three subhypotheses that I examined one by one in order to find significant connections. The third question of the questionnaire – which referred to the six examined countries – constituted the foundation of the surveying. The respondents received 25 statements so as to mark by each one which country from the six one it is valid for in their view (certainly, they were allowed to mark more countries, too). The basic principle behind the interpretation of the results was how many percent of the respondents marked a certain country in connection with the different aspects.

#### **H3a. The image is more positive when the judger knows somebody personally from the given country.**

The research has indicated that it does not matter which country is the matter at issue, those who know somebody from there rate it higher in the case of the most aspects. Furthermore, the significant connection is for the most part also in existence.

In the light of all this Subhypothesis H3a gained verification, in other words, the country image is more positive if the judger knows somebody personally from the given country.

This goes to show that the citizens themselves are the best brand delegates of their countries. If a branding programme is able to influence them positively, for instance in the way they speak about their country to their foreign acquaintances, this effect can become even stronger. Certainly, this does not mean that citizens have to provide information learnt by heart about their country. It is rather about common values and goals which – if conveyed at least partly – can create an even more positive (and more consistent) country image.

**H3b. The image is more positive when the judger knows at the very least some words in the given language.**

The hypothesis has been analyzed in a similar way to the previous case and results were partially akin as well. The simple idea is that those who know at least one word in the given language, will judge it more positive taken together.

Subhypothesis H3b has been verified in this way: that is to say that the country image is more positive when the judger knows at the very least some words in the given language.

This shows the importance of the activity of the Hungarian Cultural Institutes. Then again, it may be of some importance also from another aspect that indicates the infiltration of some Hungarian terms into the communications aimed at foreign countries. For instance, the term ‘Egészségedre!’ (Your good health!). Furthermore, instead of ‘Hungarian’ the word ‘Magyar’ could be used.

**H3c. The image is more positive, when the judger has ever learnt about the given country.**

The above-mentioned method could have been used also when examining this field. Because we are told frequently that the negative prejudices against neighbouring countries appear when riding the school bus, these questions may be of great importance. However, considering the studied ‘new generation’, I assumed the very opposite: studies (mainly the knowledge being examined now that was attained at tertiary educational institutions) influence in a positive way. Interestingly, the hypothesis did not gain verification in the case of Romania’s and Slovenia’s judgement by the Hungarians. The judgement of the both countries was better in many cases, but not to a significant extent.

As opposed to this, when evaluating the Czech Republic, Poland or Estonia in the Hungarian sample, or precisely when judging Hungary in the foreign sample the results have arisen significantly.

*Owing to this, Subhypothesis H3c is can be verified only partially.  
It can be stated that the country image can by no means be more negative,  
when the judger has learnt about it at the college / university.  
(That is to say that the image is more positive or the same.)*

Consequently, it may be important to get into the curriculum, which might be a rather difficult mission: it needs not only strong lobby, but ‘news value’ as well.

*Hypothesis 3 has been proved for the most part with the aid of  
the three subhypotheses, in other words, the deep of the country knowledge  
determines the positiveness of the country image.*

#### **H4. Those who have lived in a foreign country for a long time judge every foreign country more positively.**

Those who have already lived abroad, judge indeed every country to be better concerning almost every aspect. Nevertheless, it should be remarked that the number of significant cases was materially less than that of in the case of Hypothesis 3a and 3b.

*Therefore, Hypothesis 4 could have been accepted only with a slight modification:  
those who have lived in a foreign country for a long time  
judge every other country at least likewise or more positively  
than those who have not lived for a long time abroad.*

This means that the write-up of other countries by itself will not indicate the bettering of the country image. (See group effect.) Consequently, countries have to excel on their own merits; the success of their brand is in their own hands.

#### **H5. Those who travel often abroad judge every foreign country more positively.**

This hypothesis was tested in a similar way to the previous one. The consequences worked out correspondingly as well: those who travel often (five or more times yearly) abroad estimate every country from almost every aspect more positively than those who travel hardly ever. However, the number of significant divergences was substantially less than by the previous hypotheses: it was not outstanding in any of the countries’ cases, and none of the aspects proved to be significant to every country.

*Therefore, Hypothesis 5 could have been accepted with a slight modification: those who travel a lot judge every other country at least likewise or more positively, than those who do not travel at all.*

For this reason, we may put this similarly to the previous paragraph: the ‘cosmopolitanism’ does not signify that we build up a better picture of every country. Only the knowledge of the given country leads to a better judgement, not the experiences gathered generally, in connection with other states.

**H6. To the new generation, the educated youth (college and university students) the idea of interpreting a country as a brand is not strange.**

Contemporary youngsters have grown up in a real ‘brand world’, they are surrounded by brands. Thus, there was ample reason to scrutinize what they think about regarding their country as a brand. The majority of college and university students do not have an aversion to this approach (it is accepted by 89% in the international sample and 77% in the Hungarian one).

In the case of this question, respondents were required to answer more than a simple yes or no; they had to give reasons for their decisions. Very interesting answers could have been read here:

Among the approving answers is to be found:

- *“A country has special values, characteristics, and the country name substitutes this in our mind.”*
- *“Countries can advertise themselves in the same way as companies their products.”*
- *“There are some unique characteristics about every country which enable them to become a brand.”*
- *“It helps people to change their prejudices. It raises interest.”*
- *“In general, we do not have a richer impression of a country than of a product.”*

Those who repudiate that a country can be a brand:

- *“People always speak in special terms of other people and countries – I don’t know why.”*
- *“Because this is only business.”*
- *“It is very difficult to label a country.”*
- *“A country is too complex to this.”*

*Hypothesis 7 could have been verified in this way: in other words, to the new generation, the educated youth (college and university students) the idea of interpreting a country as a brand is not strange.*

Youngsters perceive the competition between countries as the battle of brands: they choose between brands when deciding where to travel or study. This kind of acceptance of the word “brand” among young people indicates as well that they are likely to range on the side of a country-branding programme, they would support it.

**H7. The judgements of the six studied countries (Poland, the Czech Republic, Hungary, Slovenia, Estonia, and Romania) resemble each other to a great extent, except for the only ‘Non-EU Member State’ Romania.**

This hypothesis was answered again by the evaluation of the six countries. The assumption that the judgement of five countries from the six will be very similar did not gain verification, since there were serious differences between the certain aspects. The supposition that the judgement of the only Non-EU Member State is much worse did not prove to be true, either. The rationale behind this is that in the case of the positive statements in the international sample Estonia has been marked by the less people, not Romania. This might root in the fact that Estonia is a very young state, and respondents have only little information about it. On the other hand, Slovenia is among the leading ones on grounds of the evaluation. In any case, this has refuted the conjecture that merely because of being an EU Member State the country will have a more positive judgement than outsiders.

*For this reason, Hypothesis 7 – that the judgments of the studied countries are very similar to each other, except for the only Non-EU Member State – could not have been verified with statistical methods.*

**H8. The country image, the brand image changes only slowly; the Hungary-image of the European college and university students, the educated youngsters does not differ; they join the ‘habitual’ elements to Hungary.**

The testing of this hypothesis was solved simply, with an open question: “*Which are the things coming to your mind when hearing the word ‘Hungary’?*” I presumed in advance that the image created by the youth would be consistent with the well-known Hungary-stereotypes: considering the spontaneous, top-of-mind mentioning, this generation joints the same elements to Hungary. And the results: although an image element (Puskás) has completely disappeared and one new element (Sziget) has appeared (but only a few mentioning), nothing else remarkable has happened.

*Consequently, Hypothesis 8 has been verified: the country image, the brand image changes only slowly, the Hungary-image of European college and university students, the educated youth does not differ; they join the ‘habitual’ elements to Hungary.*

The assumption that the judgement of brands changes only slowly proved true. This is characteristic in the business life as well, but in the life of countries, even longer periods have to be reckoned with. The perceptions evolved do not keep exchanging from day to day, they are transmitted by the generations to each other.

Then again, a deliberate branding programme, including positioning and communications coordination is likely to accelerate the process, although it can take decades even in this case.

### **H9. The Hungary-image of Hungarian youngsters is much more negative than the picture of foreigners created about us.**

This hypothesis could be tested with reference to the judgment of the country on the one hand:

- whereas we position ourselves in every cultural subfield than foreigners us (‘country with a glorious past, great history’, ‘country of great inventions, big scientific achievements’, ‘rich in monuments’, ‘land of literature masterpieces’, etc.)
- the foreigners tend to think of Hungary as an ‘economically developed country’, a ‘safe country’, a ‘cheap country’, a ‘tidy, clean country’, a ‘happy, cheerful country’ or as the ‘country of honest and fair people’ – rather than we do.

On the other hand, Hungarian youngsters perceive Hungarian people intrinsically with regard to every feature worse, than foreigners us. The only exception arises in the case of the beautiful-ugly scale: we seem to see ourselves more beautiful considering the appearance than others do. However, ‘inner’ features give the impression of more negative things. What is more, we think of ourselves only 5 times from 10 cases in a positive way. In one case, the value is right in the middle, while in 4 cases the right side of the feature-pair has won: according to this we are pessimistic, corrupt, conservative and sad. (From these, conservatism is certainly not a negative label, but the three other ones are.)

*As a consequence, Hypothesis 9 has gained verification:  
the Hungary-image of Hungarian youngsters is much more negative,  
than the picture of foreigners created about us.*

All this is distressing also because, as it was drafted ten years ago by JÁNOS SERÉNYI, the leader of the advertising agency McCann-Erickson, “*the positive foreign image cannot be imagined without inner harmony*” [M&M 1996, page 29]. Nonetheless, a branding programme possibly will provide common values and aspirations that may change attitude when followed.

## 6. Further practicable directions of the research

The studying of a country image can be interpreted from uncommonly many aspects, and a wide range of disciplines may take part in it. From this point of view, the possible fields of research could be listed on many hundreds of pages. The one that I have dealt with is the marketing aspect that regards countries as brands. I have tried to lay down the foundations of this. Further researches may tinge and widen these foundations.

Expressly upon the basis of this essay, the possible directions of investigation may be attached to the fields as follows:

- longitudinal, long-term continuous brand surveying, brand audit
- analysis which covers the other target group segments, too
- the investigation of the effect of media on brand image, including the Internet
- further comparative country branding case studies
- and the quantification of country image, brand value calculation.

As the foregoing show, the research carried out by myself can start out for uncountable directions. This luck springs from the newness of the topic: many more things that are new may be found. Notwithstanding, this may cause difficulties for the prospective researchers of the topic: the investigation of country image / country as a brand inevitably demands compromises: to survey everything at the same time is impossible.

### The publications of the author in the topic of the dissertation

#### Part of a book (in Hungarian):

PAPP-VÁRY Árpád Ferenc [2007e]: Márkaépítés a 21. században (*Building brands in the 21st century*) (In: SVÉHLIK Csaba (ed.): *Marketing a 21. században – Kihívások, trendek, szemléletváltás*, ISBN 978-963-87553-1-5)

#### Foreign language journal article published in Hungary:

PAPP-VÁRY Árpád Ferenc [2006b]: „*Brand new world*”: *The Brand Values of Nations* (*Marketing és Menedzsment*, 2006/2-3., pp. 114-119., ISSN 1219-03-49)

#### Foreign language paper published in international conference publication:

PAPP-VÁRY Árpád Ferenc [2003a]: *Repositioning Hungary: Brand-New Image or New Brand-Image?* (In: *4th International Conference of PhD Students*, University of Miskolc, Hungary, 11-17 August, 2003, pp. 173-178., ISBN 963 661 585 3 ö, ISBN 963 661 589 6)

PAPP-VÁRY Árpád Ferenc [2004a]: ***The country of origin effect and the position of Hungarian products*** (In: KACZ Károly - LUKÁCS Gábor - RADNICS Zsuzsanna (ed.): *Within the European Union – Menedzsment és marketing kihívások a regionális agrárgazdasági és vidékfejlesztésben*, Mosonmagyaróvár, 6-7 May, 2004., Summeries of presentations and posters: p. 57., ISBN 963 9364 39 8, WEU Conference CD, pp. 1-10., ISBN 963 9364 40 1)

PAPP-VÁRY Árpád Ferenc [2005a]: ***Sell the country, sell the product! The theory and practice of country of origin effect*** (In: KADOCSA György (ed.): *3rd International Conference on Management, Enterprise and Benchmarking – Proceedings*, Budapest Tech, Hungary, 24-25 June, 2005, pp. 139-155., ISBN 963 7154 40 X)

PAPP-VÁRY Árpád Ferenc [2005b]: ***Girl Power in Tourism – How to Marketing a Country to Women*** (In: *5th International Conference of PhD Students*, University of Miskolc, Hungary, 14-20 August, 2005, pp. 179-184., ISBN 963 661 673 6 ö, ISBN 963 661 676 0)

#### **Hungarian language journal article:**

PAPP-VÁRY Árpád Ferenc [2003f]: Brand-new image vagy new brand-image? Hogyan használjuk a vállalati márkázás technikáit az ország mint márka felépítésében? (***Brand-new image or new brand-image? How to use the techniques of corporate branding in building up a country as a brand?***) (*Marketing és Menedzsment*, 2003/3., pp. 4-11., ISSN 1219-03-49)

PAPP-VÁRY Árpád Ferenc [2003g]: Lengyelország imázsának újrapozicionálása – és amit Magyarország tanulhat belőle (***Repositioning Poland's image – and what Hungary can learn from it***) (*Comitatus: önkormányzati szemle*, 2003/10., pp. 24-30., ISSN 1215-315X)

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