



**Angela Marina
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**PORTUGAL'S NATION BRAND IMAGE:
PORTUGUESE AND CANADIAN COMPARISONS**

**A IMAGEM DA MARCA PORTUGAL: COMPARAÇÃO
PORTUGAL E CANADÁ**



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Dissertação apresentada à Universidade de Aveiro para cumprimento dos requisitos necessários à obtenção do grau de Mestre em Gestão, realizada sob a orientação científica da Doutora Sandra Maria Correia Loureiro, Professora Auxiliar do Departamento de Economia, Gestão, e Engenharia Industrial da Universidade de Aveiro

Dedico esta dissertação à minha família, em especial à minha irmã Andreia e ao meu melhor amigo Diogo pelo amor e apoio incondicionais.

o júri

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palavras-chave

Branding de nações, imagem do país, imagem cognitiva, imagem afetiva, Marca Portugal.

resumo

O presente estudo pretende identificar a imagem da marca de Portugal como nação. Após uma revisão exaustiva da literatura existente na área de *branding* de nações e imagem do país, foi desenvolvido um modelo concetual com a intenção de avaliar a imagem do mesmo em várias dimensões . Pretende-se também, identificar as perceções cognitivas e afetivas associadas a Portugal. Deste modo, foi desenvolvido um questionário *online* que foi adminstrado a uma amostra doméstica e estrangeira. Os resultados indicam que Portugal está positivamente ligado ao turismo, à cultura e património bem como, à hospitalidade. Por outro lado, o país está negativamente associado à governança, inovação e oportunidade. Ao nível cognitivo, o país é caracterizado como acolhedor ao turista e bonito, enquanto que, ao nível afetivo, o país é visto como encantador, agradável e relaxante. Contudo, Portugal gera uma imagem mais positiva na amostra estrangeira do que na amostra doméstica.

keywords

Nation branding, country image, cognitive image, affective image, Brand Portugal

abstract

The following study aims to identify the nation brand image of Portugal. An extensive literature review concerning nation branding and country image contributed to the development of a conceptual model. This was used to evaluate the image of Portugal in a variety of areas and associate it to cognitive and affective perceptions. In this manner, an online survey was created and administered to a domestic and foreign sample population. The results obtained indicate that Portugal is positively associated to tourism, culture and heritage, and hospitality. On the other hand, the country is negatively associated to governance and opportunities. On a cognitive level, the country is depicted as tourist friendly and pretty, whereas on an affective level, it is depicted as delightful, pleasant, and relaxing. Overall, Portugal generates more positive perceptions in the foreign respondents than in the domestic respondents.

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INTRODUCTION

Brands have existed since the beginning of human life, representing conveyors of information, and invoking images and meaning of status and power in ancient civilizations (Moore and Reid, 2008). Modern brands however, have evolved since the beginning of the 20th century into complex and dynamic entities that have the power to enhance economic wealth, shape popular culture, and transmit a wide range of images and values to a variety of audiences (Holt, 2002).

The images associated to brands constitutes a powerful tool for organizations as they have the potential to create and destroy prosperity, enhance reputation and status, and attract and retain investors and consumers. According to Cornelissen and Thorpe (2002, p.175) "an image is the immediate set of meanings inferred by a subject in confrontation or response to one or more signals from or about an institution. It is the net result of the interaction of a subject's beliefs, ideas, feelings, and impressions about an institution at a single point in time". Brand image theories have been applied to a vast collection of areas, as brands have extended themselves from the traditional perspective of products and services to include entities such as humans, emotions, places, and most recently, countries.

The notion of countries as brands has developed as a way for nations to compete and project themselves internationally as well as, to overcome obstacles tied to economic, political and social crises. Thus, the management and diffusion of a nation's image has become a central part of a nation's brand. Nation branding is indeed defined as the process by which a nation's images can be created or altered, monitored, evaluated, and proactively managed in order to enhance the country's reputation among a target audience (Fan, 2010).

In the last decade, Portugal has developed and implemented a wide variety of nation brand campaigns. These seek to dissociate the country from commonly perceived negative attributes, such as lack of ambition, stagnancy, and poor innovation skills, enhance positive attributes, such as hospitality and culture, and branch out from a focus on tourism to include other economic and social aspects of society. However, despite these efforts, there is a lack of literature concerning the nation brand image of Portugal, with most investigations being centered around tourism or developed within other European countries.

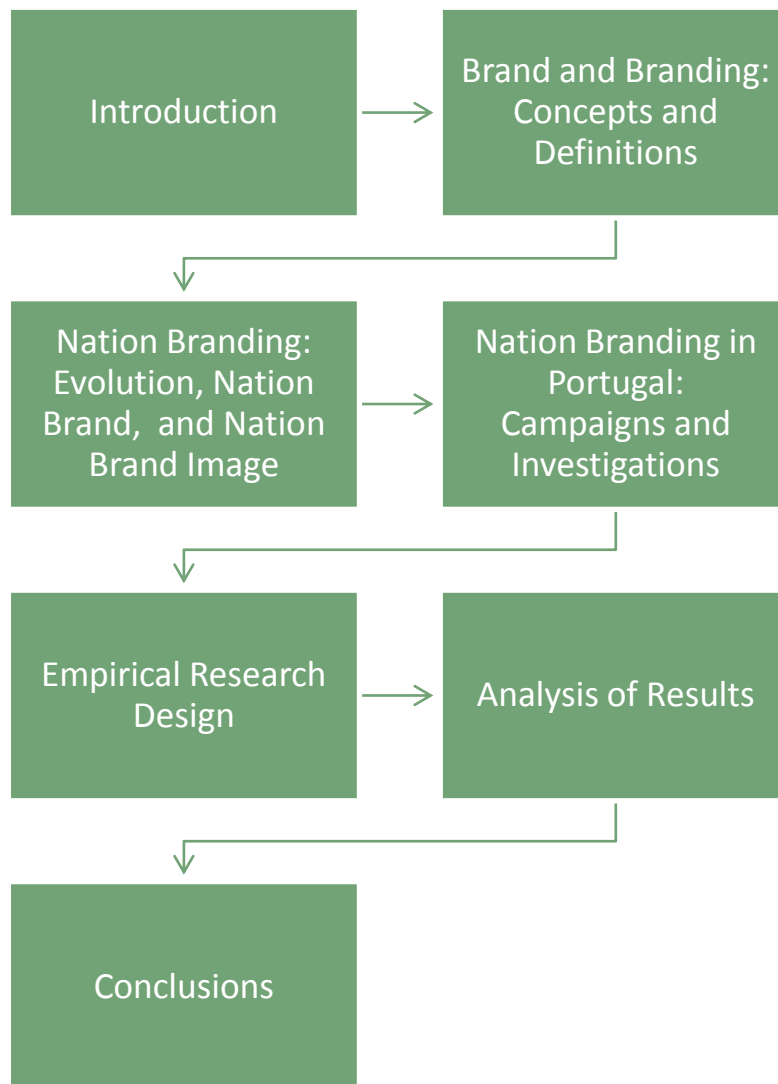
In this light, and in order to contribute to literature in this area, this study is focused on the comprehension of Portugal's domestic and foreign nation brand image in diverse areas of Portuguese society. The main objectives of this study are: the clarification of the relationship between the dimensions of the nation brand hexagon, proposed by Simon Anholt (Anholt et. al., 2008), on cognitive and affective image; the identification of the strength of the nation brand hexagon's impact on cognitive and affective image; the comparison of perceptions between the domestic and foreign sample populations regarding the dimensions of the nation brand hexagon, and cognitive and affective image. Therefore, a conceptual model was developed in order to meet and evaluate the objectives of this study.

In this manner, a survey was created, incorporating an analysis of nation brand image in the 6 areas of the nation brand hexagon (Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, People) developed by Simon Anholt and currently used in the international Nation Brand Index (Anholt et. al., 2008). In addition, the survey takes into account the traditional components of destination image (cognitive and affective image) in order to understand the overall image of Portugal. The survey was conducted online in 2 geographic areas, the regions of Aveiro and Coimbra in Portugal, representing the domestic sample population, and in the Greater Toronto Area of Ontario, Canada, representing the foreign sample population.

In addition to the introduction and conclusion, this dissertation is divided in 5 chapters. The first chapter presents a review of the concept of brand and branding, including the historic evolution and modern brand theories. In the second chapter, the concept of nation branding is discussed, with an overview of its evolution and main definitions, as well as theories concerning nation brand image. The third chapter presents a review of nation branding in Portugal, with an emphasis on nation brand campaigns and investigations concerning Portugal's image.

In the fourth chapter, the empirical research design used in this study is presented. This includes the research field, objectives, model and hypothesis development, methodology and sample characterization. The fifth chapter presents the analysis of results, including a brief overview of statistical methods used, and the results for descriptive statistics, factor analysis, comparison of means, and linear regression analysis. Lastly, the principal conclusions of this investigation are discussed, including the implications for management, limitations of this study, and the proposals for future investigation.

Figure 1: Dissertation Structure



Source: By the author

CHAPTER 1 - BRANDS AND BRANDING

The following chapter seeks to present an overview of theories regarding the concept of brands and branding. In the first section, a historical perspective of brands and branding practices is presented, taking into account the role of brands in ancient civilizations and the evolution of modern branding. The second section of this chapter is dedicated to defining and conceptualizing the brand. In this section, brand theories from diverse areas of branding studies are discussed.

1.1 HISTORICAL PERSPECTIVE OF BRANDS AND BRANDING PRACTICES

"Brands and branding are as old as civilization, existing for as long as it has been possible to trace artefacts of human existence" (Moore and Reid, 2008, p.419). In ancient business transactions, symbols and forms of writing were used for keeping record of who and what was involved in the transaction (Walker, 1990 in Moore and Reid, 2008). The word "brand" itself comes from the Germanic word "*brandr*" which refers to the mark made by burning with a hot iron (Jevons, 2005, p.117). Many civilizations used hot irons for the purpose of branding or stamping people that were considered to be wrongdoers and, to identify animals (Henning, 2000 and Arnold and Hale, 1940 in Moore and Reid, 2008). In order to understand contemporary branding, it is necessary to comprehend how it has evolved throughout the vast history of human existence.

1.1.1 BRANDS AND BRANDING IN ANCIENT CIVILIZATIONS

Moore and Reid (2008) provide evidence that branding practices existed in many ancient civilizations. According to these authors, the earliest examples of brands can be defined as "proto-brands", meaning that they are ancestral and the first of their kind. The first examples of branding practices can be traced back to various sources, including the Indus Valley civilization (2250-2000 BC), Shang China (2000-1500 BC), Cyprus (1500-1000 BC), Tyre (1000-500 BC), and Greece (825-336 BC). The results of their historical analysis are summarized in Table 1.

Table 1: Branding Practices in Ancient Civilizations

Time Period	Location	Findings Related to Branding
Early Bronze IV (2250-2000 BC)	Indus Valley	<p>Craftsmen worked with stone and bronze and sold small square seals to merchants. These usually had animal or geometric motifs;</p> <p>The patterns on the seals were used to reflect the identity of the manufacturer, merchant or distribution centre. These are considered to be the first examples of branding.</p>
Middle Bronze Age (2000-1500 BC)	Shang China	<p>People were organized by groups according to kin and occupation. Each group had a family crest with names such as pottery, cooking pots, wine vessels, fence, etc.;</p> <p>These were used to reflect the occupational unit to which the family belonged. The crests also conveyed information regarding the origin of the family, as well as the quality of their products.</p>
Late Bronze Age (1500-1000 BC)	Cyprus	<p>The region was well-known for its mining of copper. The product was traded with Phoenicians, whose craftsmen used the raw material to make finished goods;</p> <p>Copper was only considered to be of quality if it was made in Cyprus. Status was associated to copper originating from Cyprus. Phoenician traders used this status and reputation to raise the value of their goods.</p>
Iron Age Revolution (1000-500 BC)	Tyre	<p>Tyre was home to three "brands" that were extremely well known throughout the Mediterranean;</p> <p>The first was the religious cult of Melquart. The cult used power and status to encourage citizens to participate in the religion. Religious temples were used as commercial bonds between populations, where goods could be traded.</p> <p>The other two "brands" were product related. Purple-dyed garments were a symbol of Tyre, as the dye industry and technology was reputedly invented by Melquart (the aforementioned religious deity). In addition, red-slip pottery was also associated to Tyre.</p>
The Iron Age (825-336 BC)	Greece	<p>Branding became a conscious way to reflect identity. The use of branding imagery began to thrive. Pottery can be traced back to its maker as each potter used unique decorations. Vases also included an inscription of the name of its maker.</p> <p>Some products were also inscribed with mottos. These conveyed more elaborate information to the potential buyer about the maker and the quality of the product. Imagery was also used to invoke values. For example, the use of a certain god portrayed the image they represented.</p>

Source: By the author based on Moore and Reid (2008)

Moore and Reid (2008) believe that from ancient to modern times, brands have played two key roles in society. On one hand, the brand is a conveyor of information regarding the origin and quality of goods and/or services. This information is destined for the end consumer as well as other members of the distribution channel. On the other hand, the brand is used to invoke image and meaning, such as status, power, value, and personality. Through the examples of branding in ancient times, it is clear that the brand has evolved through the ages into a complex and multidimensional construct.

1.1.2 THE EVOLUTION OF MODERN BRANDING: PAST, PRESENT AND FUTURE

The widespread evolution of brands and branding practices occurred in the 20th century. Holt (2002) considers that in the early decades of the 20th century, branding was guided by two opposing ideologies. On one hand, branding was used for economic purposes. In this sense, names were given to businesses in order to convey the prestige and stability of the manufacturer, and consumers were educated about a product's functions and instructed on how to use it. On the other hand, branding was used to persuade naive and gullible consumers through inflated claims about the product (Marchland, 1985 in Holt, 2002).

According to Holt (2002), in the 1920's businesses became more aware of the potential of advertising and marketing techniques. This led to the widespread growth of scholars and specialists and eventually, to the creation of the modern branding paradigm. One of the first branding gurus, Earnest Elmo Calkins, developed the idea that manufacturers should strive to position their brands as concrete expressions of valued social and moral ideals (Lears, 1995 in Holt, 2002). Emphasis was shifted from the functional value of the brand to its psychological and social proprieties.

During this period, branding was focused on three techniques: cultural engineering, scientific investigation, and Freudian ideology. On a cultural level, brands were engineered so that they could direct customers into certain lifestyles. Therefore, brands were used as cultural authorities (Holt, 2002). In addition to this practice, many specialists believed that scientific investigation could be used to identify patterns of human behaviour (Kreshel, 1990 in Holt, 2002). Therefore, branding was guided by scientific tools that constructed consumer desires. Lastly, "clinical psychology was used to tap into the deep unconscious of consumers to magnetically pull them towards brands using archetypal images" (Horowitz, 1998 in Holt, 2002, p.81).

The cultural revolution of the 1960's altered many aspects of society, including brand consumption and branding techniques. People no longer obey the rules dictated by the market and seek to make personal and autonomous choices (Holt, 2002). In this light, brands have become a way for people to experience and express their worlds, thus reducing the impact of previous branding techniques. Therefore, the Postmodern Branding Paradigm (Holt, 2002) was not created by scholars and specialists, but shaped by surrounding evolutions in culture.

Postmodern branding techniques continue to be used in current marketing strategies and are based on experimentation and creativity. The brand is no longer a cultural blueprint for its consumers, thus, brands seek to become cultural resources that enhance self-expression. Holt (2002) argues that postmodern branding techniques include the creation of brand personas, the use of cultural epicenters, placing the brand in real life situations, and avoiding direct communication in order to escape being labeled as "mainstream" and "coerced by culture".

Although postmodern branding dominates current branding practices, Holt (2002) suggests the emergence of a new branding era. Holt (2002) believes that consumers are increasingly understanding brands as commercial entities with profit motives. In this light, consumers are starting to doubt brand authenticity. This new era of branding will see the emergence of brands as "citizen-artists" in which they will become a form of expressive culture. Holt (2002) likens this phenomenon to what is happening in film, television programs and rock bands, which are increasingly being perceived as brands. Therefore, "branding must be focused on creating innovations that will strike consumers' imagination and, inspire, provoke, and stimulate them to interpret the world around them" (Holt, 2002, p.87).

1.2 DEFINING AND CONCEPTUALIZING THE BRAND

The concept of brands and branding has been studied by innumerable marketing experts, generating a wide range of interpretations and definitions. Traditionally, and as defined in 1960 by the American Association of Marketing (AMA), a brand is a name, term, symbol or design, or a combination of them, intended to identify the goods or services of one seller and to differentiate them from those of competitors. A brand may be used to identify one item, a family of items, or all items of that seller.

Although the AMA definition continues to be a starting point for the definition of modern brands, many authors argue that it is outdated and incomplete, as it does not contemplate the complexity of the brand and branding process. Keller and Lehmann (2004) argue that, in its fundamental state, a brand labels the offerings of an organization. In this light, the brand supports the organization in its efforts to achieve recognition from the target audience. "Brands are built on the product itself, the accompanying marketing activity, and the use (or nonuse) by customers as well as others" (Keller and Lehmann, 2004, p.740).

In their thorough investigation of brand themes across literature, De Chernatony and Riley (1998) are able to conclude that a brand reflects not only the functional attributes of the product, but also the emotional and psychological values associated to firm and consumer perceptions. In this sense, the brand shifts from the traditional vision of a visual symbol or logo, into a complex construct of twelve integrated themes. Thus, according to these authors, a brand can be defined as the following:

- i) *A legal instrument*: the brand represents the firm's financial investment and legal statement of ownership;
- ii) *A logo*: the brand is represented by its visual component, such as a distinctive logo or symbol that differentiates one brand from another;
- iii) *A company*: the brand reflects corporate identity, personality and reputation;
- iv) *A shorthand*: the brand enables a functional and emotional response from consumers, creating a group of mental connections that facilitate memory recall;
- v) *A risk reducer*: the brand inspires confidence and ensures quality, thus reducing uncertainty;
- vi) *An identity system*: the brand is a holistic structure comprised of culture, personality, self-projection, physique, reflection, and relationships;
- vii) *An image in consumers' minds*: the brand represents a variety of ideas and attributes, constructed from the web of associations in the minds of its consumers;
- viii) *A value system*: the brand reflects the personal experience and cultural values of its consumer;
- ix) *A personality*: the brand is personified and represents specific personality traits;

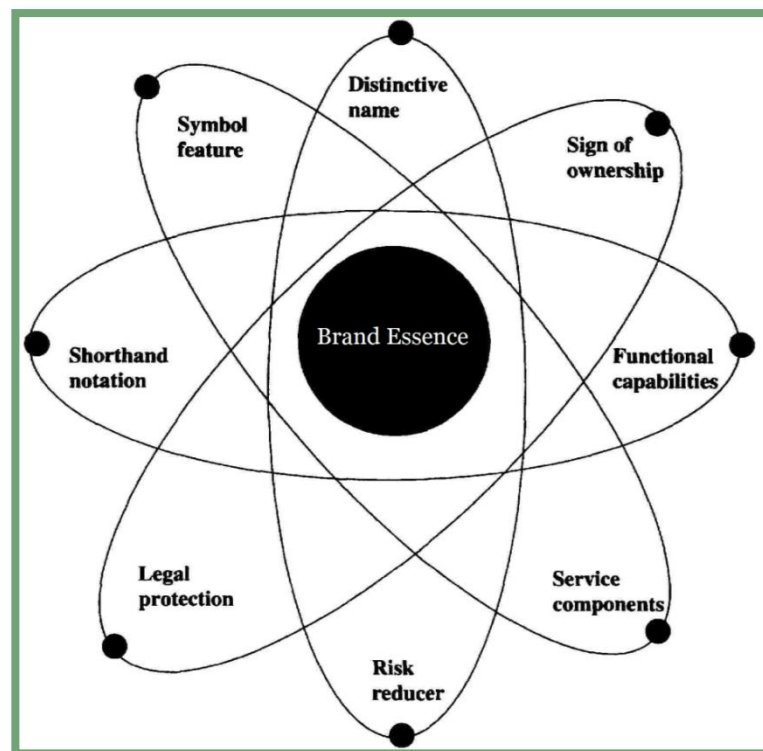
x) *A relationship*: the consumer and brand share attitudes towards each other, thus the brand expresses a relationship between the consumer and the branded product;

xi) *Added value*: the brand has attributes which differentiate it from others, providing the consumer with added functional and non-functional benefits;

xii) *An evolving identity*: brands evolve from commodities into references, representing a shift from emphasis on firm to emphasis on consumer.

According to De Chernatony and Riley (1998), many of the brand definitions identified are interrelated as they represent similar concepts and features of the brand. In subsequent studies, De Chernatony (2001) developed the atomic model in order to visually describe the components that construct the essence of a brand. In this model, De Chernatony draws from the twelve themes discussed above and fuses parallel definitions. In this manner, the core ingredients of the brand are identified.

Figure 2: Atomic Model of the Brand



Source: De Chernatony (2001)

In Figure 2, the eight components of brand essence are depicted. A first component deals with the brand as a name. This reflects the degree to which the name of the brand is distinctive and unique. Following this line of thought is the brand as a sign of ownership, reflecting the extent to which the name of the brand depicts the company that owns it (De Chernatony, 2001). In this model, the functional capabilities of the brand are also included. This contemplates not only the purpose of the brand, but also the advantages associated to its principal functions. Similar to the advantages of functional capabilities are the service components of the brand. The service aspect of the brand contemplates after-sales features that can be used to maintain a relationship with the consumer.

Another element of brand essence is the brand as a risk reducer. This reflects the brand's capability to reduce the many risks perceived by the consumer, thus, increasing their levels of confidence in the brand. On the other hand, the component of legal protection contemplates the company's perspective as it seeks to provide the brand with legal rights. This protects the brand from infringement and counterfeit, among others (De Chernatony, 2001).

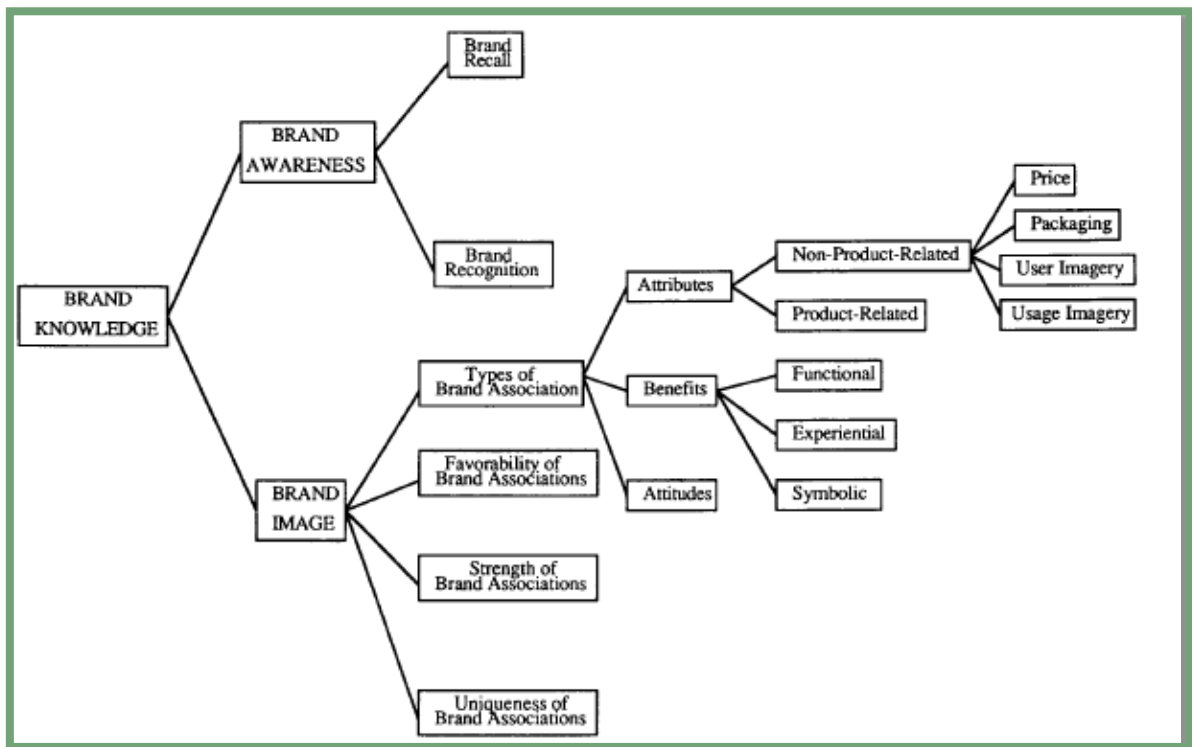
The component of shorthand notation deals with a more abstract side of the brand. The shorthand notation is a simplification of the brand's visual presentation or overall concept. This consists of a device that prompts consumers' memory to recall the brand and easily identify its characteristics (De Chernatony, 2001). The last element of the atomic model is the brand as a symbolic feature. This reflects the most complex component of the brand, as it deals with the values the brand transmits to the consumer. These values are constructed through brand personality and its association to the desired lifestyle of the consumer.

1.1.1 UNDERSTANDING BRAND IMAGE, IDENTITY AND PERSONALITY

According to Cornelissen & Thorpe (2002, p.175) "an image is the immediate set of meanings inferred by a subject in confrontation/response to one or more signals from or about an institution". Keller (1993, p.3) states that brand image is "the perceptions of a brand as reflected by the brand associations held in consumer memory". In other words, brand image is a consumer-driven concept influenced by company efforts.

Keller (1993) states that brand image and brand awareness are components of brand knowledge. In the author's model, brand awareness involves memory recall and recognition of the brand. Brand image however, is composed of various degrees of brand associations. As can be seen in Figure 3, brand image relies on 3 types of brand associations: attributes, benefits and attitudes. "The attributes of a brand are the physical features that characterize a product or service" (Keller, 1993, p.4). Benefits are the values that consumers attach to the attributes of the product or service, and can be functional, experiential or symbolic. Lastly, the attitudes of the brand reflect the consumers' overall evaluation of the product or service (Wilkie,1986 in Keller, 1993). In addition to the types of associations, Keller (1993) affirms that the favorability, strength and uniqueness of brand associations also impact the image of the brand.

Figure 3: Dimensions of Brand Knowledge

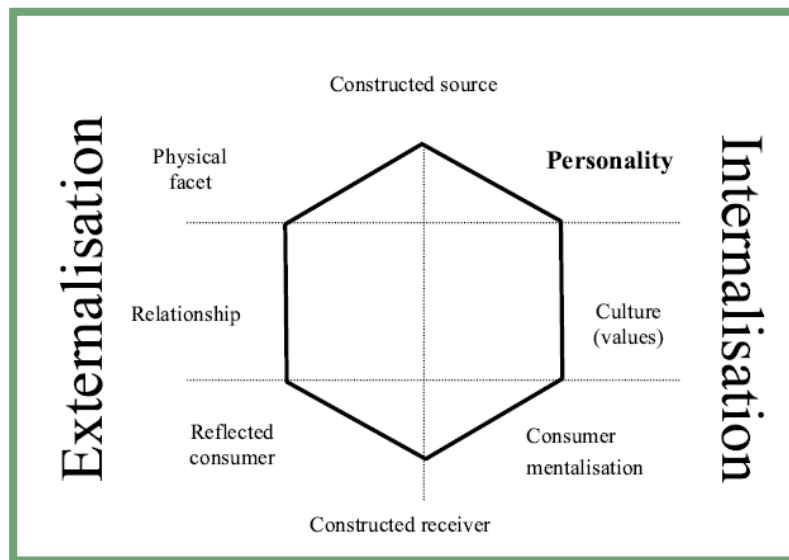


Source: Keller (1993)

Related to brand image is the concept of brand identity. According to Aaker (1996), a brand identity is a strategy driven concept intended to create a unique group of associations that provide direction, purpose and meaning to the brand. Kapferer (1992 p.11), states that "a brand is not a product. It is the product's essence, its meaning, and its direction, and it defines its identity in time and space." The identity of a brand helps firms to strengthen specific meanings behind the brand, thus, strengthening consumer perception and brand image.

Although brand identity is constructed and developed by brand managers and strategists, Kapferer (1992) presents a visualization of the process that includes not only the components of brand identity but also, their impact on the consumer. Kapferer's brand prism focuses on the externalization and internalization of the brand's identity. On the external end of the prism are the brand's physical facet, the relationship, and the reflected consumer. The physical facet represents the brand's features, symbols, and attributes. Kapferer (1992) believes that physical facet is the basis of the brand. The relationship component reflects the beliefs and associations that the brand wants the consumer to perceive. Thus, it represents the desired relationship between brand and consumer. Lastly, the reflected consumer component represents the consumer's perception of the brand.

Figure 4: Brand Identity Prism

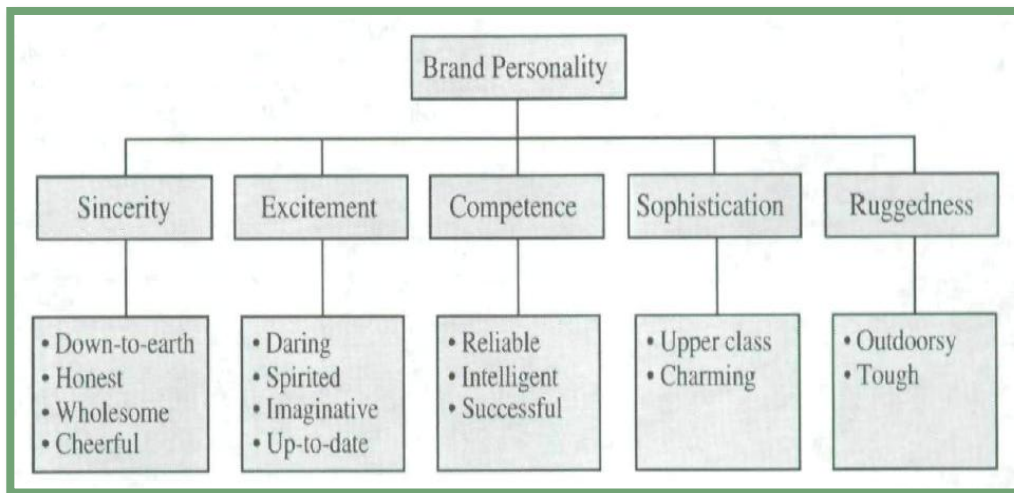


Source: Azoulay and Kapferer (2003)

On the internal end of the prism, the brand is composed of personality, culture, and consumer mentalisation. The personality of the brand reflects human-like characteristics. This component represents the brand's character and personality. The culture component represents the set of values that the brand embodies. These may also reflect upon the brand company or country of origin. The last component is that of consumer mentalisation. This component depicts the consumer's self image as a user of the brand. As can be seen in Figure 4, the identity prism also takes into account the constructed source of the brand (sender/organization) and the constructed receiver (consumer/other stakeholders).

Another important concept in brand literature is brand personality. "Brand personality is the set of human characteristics associated with a brand" (Aaker, 1997 p.347). A common thought in brand studies is that people affiliate themselves to brands when they perceive an ideal or actual correspondence between their own personality and the brand (Azoulay and Kapferer, 2003). "Perception of personality traits can be formed and influenced by any direct or indirect contact that the consumer has with the brand" (Plummer, 1985 in Aaker, 1997 p. 348).

Figure 5: A Brand Personality Framework



Source: Aaker (1997)

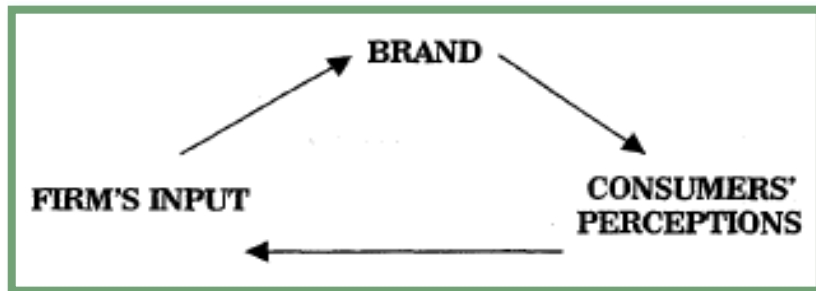
The most widely held model of brand personality is that of Jennifer Aaker (1997). According to this model, brand personality is composed of five different dimensions. These dimensions are sincerity, excitement, competence, sophistication and ruggedness. Each of these dimensions is then composed of a unique set of characteristics. These range from honesty (sincerity), imagination (excitement), intelligence (competence), charm (sophistication), and toughness (ruggedness). The full set of personality characteristics and their corresponding dimensions can be seen in Figure 5.

1.2.2 ENTITIES THAT INFLUENCE BRAND DEVELOPMENT

Upon identifying the various definitions of brands, De Chernatony and Riley (1998) conclude that brands are more than the result of firm efforts and input, they are also shaped by consumer perceptions. "The brand exists mainly by virtue of a continuous process whereby values and expectations imbued in the brand object are set and enacted by the firm's staff and interpreted and refined by the consumers" (De Chernatony and Riley, 1998 p.428).

Therefore, the brand is created and positioned by the firm and is given a unique identity and personality. In turn, the brand works to meet the functional and emotional needs of the consumer. As consumer perceptions are shaped, the firm can monitor them in order to continually refine and adjust the brand to consumer needs. The cyclical process by which these interactions take place can be seen in Figure 6.

Figure 6: Cyclical Interaction Between Firm, Brand and Consumer



Source: De Chernatony and Riley (1998)

De Chernatony and Riley (1998) stress that the brand cannot be fully constructed without the conjoined participation of firm and consumer. On the firm end of the cycle, the brand receives the characteristics, values and attributes that differentiate it from competitors and provide added benefits. However, these aspects alone cannot fully grasp the complexity the brand attains once it is received by consumers. Therefore, on the consumer end of the cycle, the brand acquires an image that is shaped by perceptions regarding brand quality and value, as well as the attitudes, associations and feelings that form in the minds of the consumer.

Holt (2003) provides a divergent yet equally interesting conceptualization of a brand. The author states that "the brand is the culture of a product" (Holt, 2003 p.2). Products are considered to be cultural artifacts and as such, they attain meaning as they participate in society. When such meanings become accepted as truths, the product, and thus its brand, acquires a culture. Throughout this process, the brand is shaped by four different entities or "authors of brand culture". The entities that shape the culture of a brand are the following:

- i) *Companies*: The company is responsible for developing the marketing strategy for the product. Through this strategy, the brand reaches the consumer and shares stories about its functional purpose, its quality, its price and its values.

ii) *Popular Culture*: Popular culture frequently comments on brands and uses them through a wide variety of media settings, for example, television, Internet, books, etc. Therefore, popular culture can shape the way the brand is presented and perceived in society.

iii) *Customers*: Keller and Lehmann (2004) state that the brand is a reflection of the complete experience that customers have with products. As customers consume and interact with the product, they create stories involving their experiences. These stories are often shared with others and thus, contribute to the creation of brand culture.

iv) *Influencers*: Influencers are those who do not directly consume the product but have influential opinions about it. Examples of influencers are trade magazines and retail salespeople.

The contributions of these authors eventually lead to the creation of stories, images and associations. Brand stories and images consist of plots and characters and tend to spur consumers' imaginations. Brand associations, on the other hand, derive from stories and images. These are the characteristics consumers attribute to the brand once they forget the specifics of the brand story (Holt, 2003). According to Holt (2003), these three components eventually evolve into a universal story that emerges in society as a common view of the brand.

CHAPTER 2 - NATION BRANDING

This chapter presents a review of the principal literature concerning the concept of nation branding. The first section presents a review of the main definitions associated to nation branding, including the evolution of the concept and the definition of the nation brand. In the second section, the theme of nation brand image is discussed, taking into account the importance of this concept and how it can be evaluated.

2.1 CONCEPT OF NATION BRANDING

The concept of nation branding is a relatively new subject and an emerging area of interest. Szondi (2010, p.333) states that "nation branding has become one of the most popular catch phrases of the last decade, bringing together scholars not only from marketing, but also from a growing number of other fields". Ongoing globalization and the resulting competition among countries within a mass-mediated marketplace have caused nations to be sensitive to the way they are portrayed (Stock, 2009). Current crises of value such as, economic, political, cultural, and moral, have raised the possibility that the protection and provisions offered by the nation-state may be powerful antidotes to the anxiety of global disjuncture (Aronczyk, 2009). Therefore, nation branding has evolved as a way to enhance a nation's involvement in the global marketplace and increase international awareness.

Gudjonsson (2005, p.285) argues that "nation branding occurs when a government or private company uses its power to persuade whoever has the ability to change a nation's image and alter the behaviour, attitudes, and identity of a nation in a positive way". Therefore, nation branding is the process by which a nation's images can be created or altered, monitored, evaluated, and proactively managed in order to enhance the country's reputation among a target audience (Fan, 2010).

In order to fully comprehend the concept of nation branding, it is necessary to understand its origins and evolution. Fan (2010) argues that the growth and development of nation branding can be traced to four different sources. These are the concepts of country of origin, destination branding, public diplomacy, and national identity. The key definitions for these concepts are presented in Table 2.

Table 2: The Origins of Nation Branding - Concepts and Key Definitions

Concept	Key Definitions
<p>Country of Origin (<i>Product Branding</i>)</p>	<p>The categorization of brands according to their country of origin (Balakrishnan <i>et. al</i>, 2009);</p> <p>Labelling the country of origin in products to indicate specific attributes to consumers and influence their attitudes towards the product (Kotler and Gertner, 2002);</p> <p>The symbolic, emotional, and cognitive perceptions of a consumer towards the country in which a product is made (Pharr, 2005).</p>
<p>Destination Branding (<i>Place Branding</i>)</p>	<p>The construction of a suitable image for a destination in order to attract and retain tourists (Ahmed, 1991 in Alcañiz, 2009);</p> <p>A complex process involving elements of product, service, and corporate branding (Balakrishnan <i>et al.</i>, 2011);</p> <p>The creation of a valid, believable, simple, appealing, and distinctive place image designed to reach a specific target market (Gertner and Kotler, 2004);</p> <p>The practice of applying brand strategy and other marketing to the economic, social, political and cultural development of cities, regions and countries (<i>Journal of Place Branding and Public Diplomacy</i>, 2012)</p>
<p>Public Diplomacy (<i>Political Branding</i>)</p>	<p>"A direct communication with foreign people, with the aim of affecting their thinking and ultimately, that of their government" (Avraham, 2009, p.203);</p> <p>The creation of a favourable image of a nation's policies, actions, political, and economic system (Gilboa, 2000 in Avraham, 2009);</p> <p>The expansion of dialogue between nation's citizens, the establishment of relationships among communities, and the comprehension of each one's culture and needs (Hassman, 2008);</p> <p>"A process of mutual influence, whereby a state (or other international player) facilitates engagement between publics or tunes its own policies to the map of foreign public opinions" (Cull, 2010, p.12).</p>
<p>National Identity (<i>Cultural Branding</i>)</p>	<p>An irrational psychological bond that binds the citizens of a nation (Fan, 2010);</p> <p>Created and communicated by brand consultants with the purpose of making the nation matter to a wide range of people (Arconczyk, 2009);</p> <p>It represents the nation's distinct and unique value among diverse international publics (Arconczyk, 2009);</p> <p>It constitutes the reality and essence of the nation (Dinnie, 2007).</p>

Source: By the author

By taking account the specific characteristics of country of origin, destination branding, public diplomacy and national identity, Fan (2010) identifies 5 main purposes of nation branding. Thus, the purposes of nation branding, according to Fan (2010, p.100) are:

1. To remold national identities;
2. To enhance a nation's competitiveness;
3. To embrace political, cultural, business, and sport activities;
4. To promote economic and political interests at home and abroad;
5. To alter, improve, and enhance a nation's image.

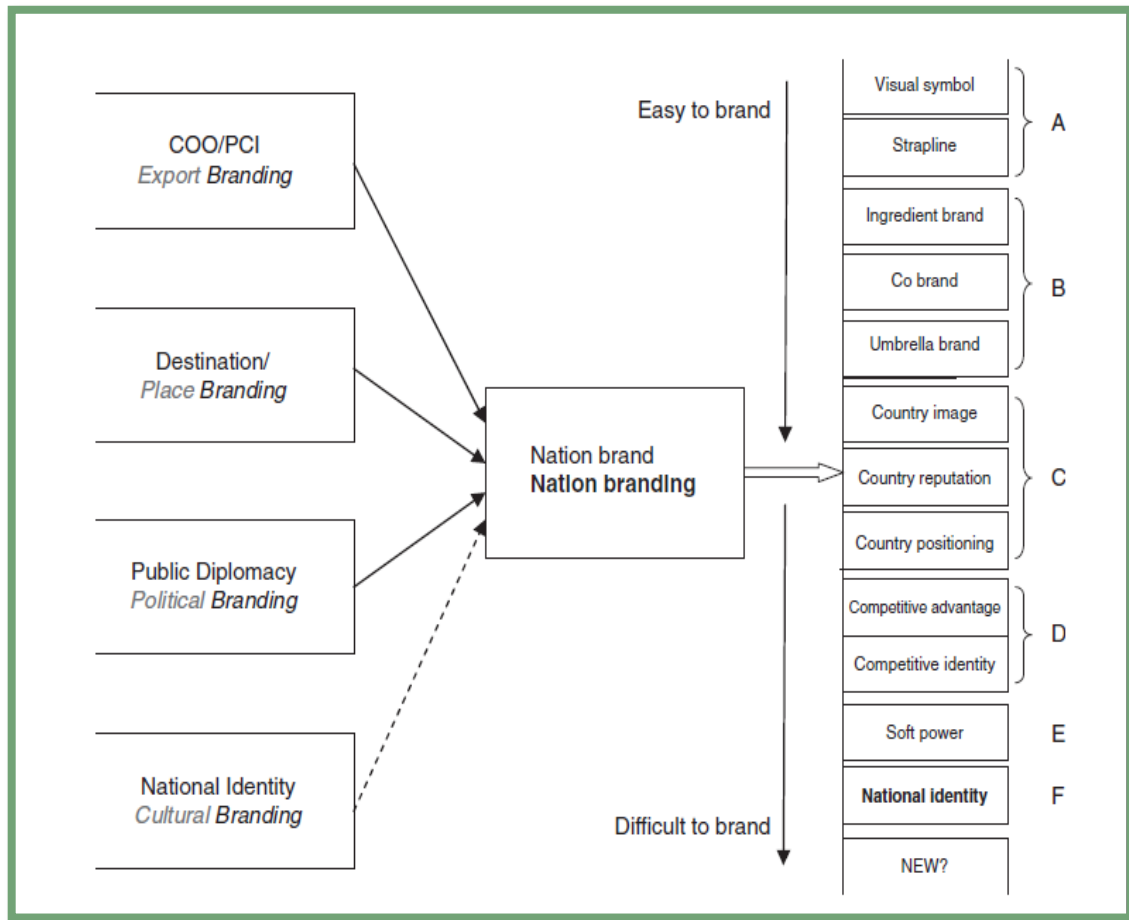
2.1.1 DEFINING THE NATION BRAND

According to Dinnie *et al.* (2010, p.199) a nation brand is a unique, multidimensional blend of elements that provide the nation with culturally grounded differentiation and relevance of all its target audiences". Fan (2010) states that every country has a unique name and images in the minds of people inside and outside of the country and therefore, every nation has a distinctive brand. A nation brand is the sum of the perceptions of a country's international stakeholders. This refers to aspects of society such as people, places, history, language, culture, celebrities, food and brands possessed by the country (Fan 2010).

In Figure 7, Fan (2010) provides a visualization of the antecedents of nation branding and the components of a nation brand. As the nation moves upward in its branding process, the level of branding difficulty and complexity increases. In level A, the nation is easily branded and communicated, as it is treated as a visual symbol or slogan. Level B presents the nation brand as an umbrella brand, co-brand or ingredient brand for various sectors, such as tourism and exports.

As the complexity increases in level C, the nation brand is constructed of its image, reputation, and positioning to target audiences. Fan (2010) affirms that at this level, the nation brand is similar to a corporate brand. As it moves into level D, branding efforts contemplate the nation's competitive advantage over other nations, aiming to build and sustain the nation's competitive identity.

Figure 7: The Concept of Nation Branding - Origins and Interpretations



Source: Fan (2010)

In Level E, the nation brand takes on a public diplomacy approach by developing and maintaining the nation's soft power. Fan (2010) states that this approach helps create a more favorable image among the international audience. Finally, at the most difficult level (F), the nation brand is a reflection of national identity. Dinnie (2007, p.127) believes that this is the central point of the nation brand, affirming that "it needs to be fully rooted in the reality of the nation rather than being merely a creation of brand agencies". As can be seen in the model proposed by Fan (2010) the last level suggests the inclusion of a new concept, which the author later defines as nation image management.

2.2 NATION BRAND IMAGE

Nation brand image is a central concept to the theory of nation branding. Dinnie *et al.* (2010) affirms that the need for nations to actively manage their image has been widely acknowledged in literature. Fan (2010, p.101) states that "nation branding is about altering the image that outside people have about the nation; it is aligning the nation's image to reality".

The importance of nation brand image has been greatly recognized by various authors. Dinnie (2008) states that country image has been predominantly studied from a consumer perspective, yet the domain of nation branding extends beyond a consumer focus on tourism promotion to encompass additional functions such as investment attraction, export promotion, and public diplomacy. Anholt (2008b, p.266) affirms that "image goes hand in hand with economic development". Stock (2009) argues that nations images are likely to influence people's decisions related to purchasing, investing, changing residence, and travelling.

"Nation images are heavily context-dependent as they vary from situation to situation and also from audience to audience" (Stock, 2009, p.121). In addition, images of places evolve over time and can be influenced to some degree (Harrison-Walker, 2011). Anholt (2007) affirms that nations cannot afford to ignore the impact of their reputations, unless they have no interest in participating in the global community and benefiting from the influences and opportunities that the rest of the world offers them.

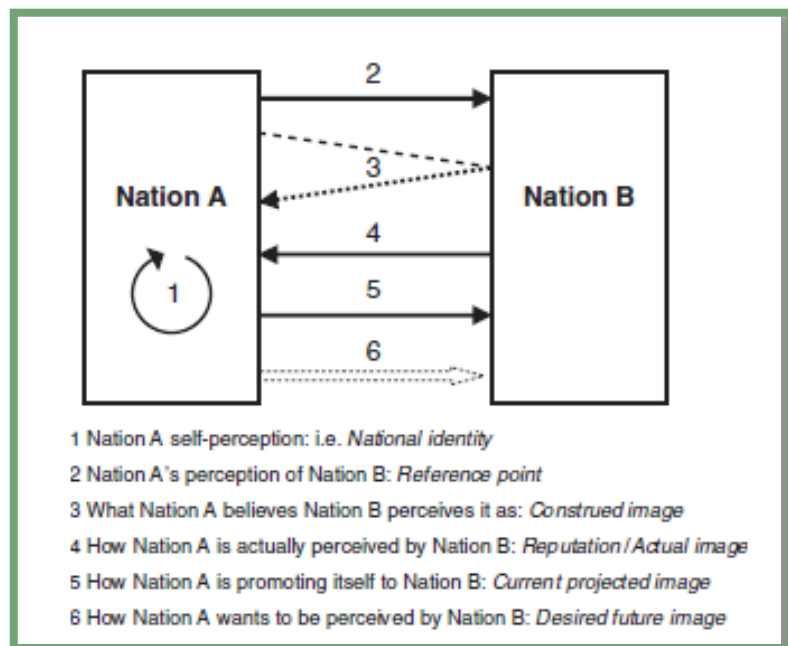
In this light, Stock (2009) argues that nation image should be managed, as it:

- Enhances tourism;
- Enhances the halo-effect (adds value to the country's products);
- Attracts foreign investment;
- Restores credibility and increases currency stability;
- Reverses international ratings downgrades and;
- Stimulates international partnerships.

In light of these considerations, nation image is defined as the total of all descriptive, inferential, and informational beliefs one has about a particular country (Martin and Eroglu, 1993, in Harrison-Walker, 2011). "A nation's image is defined by the people outside the country; their perceptions are influenced by stereotyping, media coverage, and personal experience" (Fan, 2010, p.100). Therefore, people's ideas, beliefs and impressions about a nation are the result of processing different pieces of information (Stock, 2009).

Fan (2008) presents a visualization of how nation image is perceived and constructed between 2 countries, in which Nation A is the sender and Nation B, the receiver (Figure 8). The first perspective is the self perception of Nation A. This self perception reflects the nation's identity, and is based on key elements such as historic territory, common language, laws, myths, and memory. Weak national identities result in weak nation images (Stock, 2009).

Figure 8: The 6 Key Perspectives of Nation Image



Source: Fan (2008)

The second perspective reflects Nation A's perception of Nation B. According to Fan (2008), this creates a reference point that sets the contextual frame for the image formation process, as nations may want to be perceived in different ways by different nations.

The third perspective depicts the constructed image of the nation. This component reflects what Nation A believes about how their nation is perceived by others (Nation B). Fan (2008) believes that this reflects back on national identity, as efforts to modify images are also based on the way people believe themselves to be perceived. This is contrasted by the fourth perspective, which depicts the actual image of Nation A as perceived by Nation B. This encompasses a set of associations that people outside the country believe are central, distinctive and enduring to a specific nation.

The fifth perspective reflects the image that is currently projected by Nation A. This includes the nation branding efforts that aim to form and communicate Nation A's image to the outside audience. Fan (2008) affirms that the projected image may or may not represent reality. The sixth and final perspective of image refers to the desired future image of Nation A. This is shaped by the reference point and reflects a visionary perception, depicting the image that a nation would like other nations to have of it in the future.

2.2.1 EVALUATING NATION BRAND IMAGE: THE NATION BRAND HEXAGON

Anholt *et al.* (2008a, p.3) believe that the way "a country is perceived makes a critical difference to the success of its business, trade and tourism efforts, as well as its diplomatic and cultural relations with other nations". Therefore, in order to evaluate the image of a nation in various aspects of its society, Anholt *et al.* (2008a) presents the nation brand hexagon, which is constructed of 6 key dimensions: Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, and People (Figure 9).

In the component of exports, the nation brand image is evaluated according to the country of origin effect. In other words, it measures the perception that others have of a country's products and services. In addition, it contemplates the creative energy of the country, and its contribution to the areas of science and technology (Anholt *et al.*, 2008a).

Culture and heritage measures the nation image in the areas of cultural patrimony and legacies. This dimension also measures aspects of contemporary culture such as music, films, and literature (Anholt *et al.*, 2008a). Lastly, it evaluates the nation's presence and excellence in the area of sports.

The dimension of governance evaluates the perceived competency and honesty of a nation's government (Anholt *et al.*, 2008a). This dimension also analyses the nation's respect for its citizens' rights and freedoms. Furthermore, the nation's involvement in the international arena is evaluated through the nation's contribution to peace and security, environmental protection, and reduction of world poverty.

Figure 9: The Nation Brand Hexagon



Source: Anholt *et al.* (2008a)

Investment and immigration measures the "nation's power to attract talent and capital" (Anholt *et al.*, 2008a, p.4). This dimension incorporates individuals' willingness to study, work, invest and live in the nation. In addition, it contemplates the nation's economic prosperity, equality of opportunities, and overall quality of life. This aids in the identification of the nation's economic and business climate.

The dimension of tourism is evaluated in 3 major areas: natural beauty, historic buildings and monuments, and city life and urban attractions (Anholt, *et al.*, 2008a). In addition to these evaluations, this dimension measures an individual's willingness to visit the nation and how they would rate their experience in the country.

Lastly, the dimension of people analyses the friendliness and hospitality of a nation's inhabitants. It also takes into account whether or not a visitor would feel welcome during their stay in the country (Anholt, *et al.*, 2008a). Furthermore, this dimension evaluates whether or not an individual has or would like to have friends from a particular nation. On a professional level, it measures the willingness to hire employees of a certain nationality and the perceptions regarding levels of competence and work ethic.

The nation brand hexagon, currently used in the Anholt-GFK Nation Brand Index is part of a worldwide investigation that evaluates and ranks the images and reputations of 50 nation brands (Anholt et al, 2008). According to Szondi (2010), these dimensions represent the 6 natural channels through which countries communicate with the world and contribute to the comprehension of a nation's image.

CHAPTER 3 - THE NATION BRAND OF PORTUGAL

This chapter seeks to present a review of nation branding Portugal. In the first section, Portuguese nation branding efforts and campaigns are discussed. In the second section, studies concerning Portugal's nation brand image are presented.

3.1 NATION BRANDING IN PORTUGAL

Nation branding efforts and campaigns in Portugal began in the early 1990's, with a focus on the creation of a Portuguese identity and the affirmation of Portugal's place in the international arena (Filipe, 2010 and Murraças, 2008). However, nation branding in Portugal has had a difficult and unstable implementation. According to Sousa (2007), nation brand campaigns in Portugal are mainly institutionalized efforts, as they been controlled, in their various stages, by government agencies and organizations.

The creation of ICEP (Investments, Commerce, and Tourism Portugal) in 1992 leads to the desire of promoting Portugal as a tourist destination (Melo, 2007). In this manner, the creation of a positive image and identity becomes a crucial step towards the attraction of international publics (Melo, 2007). Therefore, the need for a clear and consistent representation of the country leads to the development of Portugal's official logo, as can be seen in Figure 10, and the creation of the slogan "*Portugal, when the Atlantic meets Europe*" (Murraças, 2008).

Figure 10: The Official Logo of Portugal



Murraças (2008)

From 1993 to 1997, the image of Portugal is internationally spread with the campaign entitled "*The thrill of discovery*". The principal objective of this campaign is to reposition Portugal's image as a tourist destination and improve external perceptions of the country (Melo, 2007). In 1998, Simon Anholt, leading expert on nation branding, states that "Portugal is associated to poverty and underdevelopment" (Melo, 2007 p.27). In this light, Portugal begins to bring attention to itself through the organization of international events, namely Expo 1998, which aids in the creation of a positive image and opens the path for the development of other major events.

3.1.1 BRAND PORTUGAL PROGRAM

Although these efforts demonstrate preliminary attempts to enhance Portugal's brand image, Filipe (2010) affirms that the official launch of the Brand Portugal Program, initiated by ICEP in 1998, marks the formal implementation of nation branding in Portugal. According to Sousa (2007) and Filipe (2010), the Brand Portugal Program occurs in 3 distinct phases. The characteristics of each phase are presented below.

Phase 1 (1999-2002)

Upon initiating the program, there is a need to follow a technical and methodological path in order to establish and differentiate Portugal's identity, and evaluate the perceptions of Portuguese and international citizens (Filipe, 2010). According to Sousa (2007), the principal objective of this phase is to improve Portugal's position in the "Image of your country abroad" ranking. Filipe (2010) affirms that the strategic challenge consists of changing the current image of Portugal, which is associated to tradition, hospitality, and good weather, and repositioning it as a creative, innovative, and flexible country.

In order to implement this plan, 3 sectors were chosen as top priority: tourism, wines, and molds (Sousa, 2007). In addition, the lumber, cork, shoe, and textile industries were chosen as second priority due to their elevated potential in Portuguese commerce (Sousa, 2007). The last step of this plan includes the identification of 2 target audiences. On the one hand, national citizens are chosen as a target audience as they represent ambassadors of Portugal (Sousa, 2007).

Internationally, 3 distinct levels are chosen (Sousa, 2007). Due to its proximity and importance, the first level chosen is the European Union, with an emphasis on Germany, Spain, France, and the United Kingdom. The second is level targets the United States of America and Japan, due to their economic potential. Lastly, the PALOP (African Countries in which Portuguese is the official language) and Brazil are chosen due to cultural and historic ties.

Phase 2 (2002-2005)

In the second phase of the Brand Portugal Program, Portuguese brands are the central component (Filipe, 2010). While Brand Portugal contemplates the branding and repositioning of the entire nation, the focus on Portuguese brands is exclusively economic and business related (Sousa, 2007). Therefore, the country is repositioned through its most renowned brands in an attempt to associate a positive image to products made in Portugal (Sousa, 2007). The abbreviation ".pt" is added to distinguished Portuguese products, such as *Vista Alegre* and *Mateus Rosé*, in order to differentiate them in the international market place (Sousa, 2007 and Murraças, 2008). The symbol associated to the "Made in Portugal" campaign, can be seen in Figure 11. This symbol was eventually rejected by the Ministry of Economics and updated to the official logo of Portugal.

Figure 11: Symbol Associated to the "Made in Portugal" Campaign



Source: Sousa (2007)

In parallel to this initiative, the tourism industry updates its slogan to "*The Country of Oceans*" (Filipe, 2010). During this period, Portugal becomes responsible for the organization of Euro 2004, and the majority of efforts are centered upon the creation of images to attract attention to this event (Melo, 2007). In 2003, as a preparation for Euro 2004, ICEP creates the slogan "The extra time is the best time of the game", as an attempt to improve and enhance the image of the nation as a favorable tourist destination (Murraças, 2008).

Phase 3 (2005-present)

The third phase of this program promotes Brand Portugal based on its culture, people, and products (Sousa, 2007). The principal objectives of this phase, as stated by Murraças (2008) and Filipe (2010) are:

- To improve the international reputation of Portugal;
- To facilitate the increase of national exports to external markets;
- To contribute to the development of a national business culture geared towards the global market and centered on brands, innovation, differentiation, and value adding attributes;
- To contribute to the efficiency of an institutional culture centered on the international promotion of Portugal in various areas of society (economy, culture, international relations, science, youth, sports);
- To create an instrument of continuous evaluation of the evolution of perceptions concerning Portugal and the efficiency of nation brand campaigns.

In 2005, ICEP develops "Portugality - The Portuguese Spirit", a campaign that identifies Portugal with 6 key attributes associated to products, services, people, organization, and geographic characteristics (Sousa, 2007). The logo for this campaign can be seen in Figure 12.

Figure 12: Logo for "Portugality - The Portuguese Spirit"



Source: Sousa (2007)

The most recent nation brand campaign, developed in 2007, attempts to reposition the country with the slogan of "Portugal - Europe's West Coast" (Filipe, 2010). The objective is to alter external perceptions regarding Portugal. The central attributes that are associated to Portugal in this campaign are modernism, innovation, technology, entrepreneurship, and quality of life (Filipe, 2010). The campaign consists a unique group of images reflecting various aspects of Portuguese society. The title image of the presentation can be seen in Figure 13. The entire presentation can be viewed at www.portugalglobal.pt.

Figure 13: Image from the "Portugal - Europe's West Coast" Campaign



Source: <http://www.portugalglobal.pt/EN/Portugalataglance/Pages/AboutPortugal.aspx>

3.2 NATION BRAND IMAGE OF PORTUGAL

Carvalho (2002) states that internally, Portugal sees itself as mature, adventurous and welcoming country, with a tendency to think that other countries are better. Its principal qualities are its hospitable nature and love of life, whereas its weak points are its insecurity and lack of ambition (Carvalho, 2002).

Filipe (2010) refers to an investigation concerning the image that Portuguese people have of their country. This study, developed in 1999 by ICEP and denominated "Arca do Imaginário Português", evaluates Portugal's internal image based on a series of depictions and associations.

On a sensory level, Portuguese identify themselves with the color blue, the sound and smell of the sea, the taste of salt and Port wine, and the texture of linen. In the category of personality, they identify the famous person as Mário Soares, their psychological type as melancholic, the main profession as fisherman, and word "saudade".

Table 3: Arca do Imaginário Português - Portrait of Portugal

Sensory	Color	Blue
	Sound	Sea/Waves
	Scent	Ocean Scent
	Taste	Salt/Port Wine
	Texture	Linen
Personality	Famous Person	Mario Soares
	Psychological Type	Melancholic
	Profession	Fisherman
	Word	<i>Saudade</i> (commonly translated as nostalgia)
Culture	Symbol	Caravel
	Legend	D. Sebastian
	Myth	D. Sebastian
	Legendary Figure	Giant Adamastor/ D. Sebastian
	Historic Event	25 of April
	Historic Figure	D. Afonso Henriques/ Vasco da Gama
	Writer	Fernando Pessoa
	Book	The Lusiads
	Film	<i>Pátio das Cantigas</i>
	Music	Fado
	Art	Panels of St. Vincent
	Monument	Tower de Belém
	Story	Pedro and Inês de Castro

Source: Adapted from Filipe (2010)

On a cultural level, the caravel is considered to be the symbol of the country and D. Sebastian is identified as the legend, myth and legendary figure. The historic figures identified are D. Afonso Henriques and Vasco da Gama, whereas the historic event in the 25 of April. The remaining associations identified also present key aspects of Portuguese culture. The full set of association can be seen in Table 3.

In 2000, ICEP studies the image of Portugal and its people in the business markets of Dusseldorf, London, Madrid, Paris, São Paulo, and New York (Filipe, 2010). According to the results, Portugal presents positive characteristics associated to history, past global influence, and preservation of identity and tradition (Filipe, 2010). In addition, positive evaluations are given to the wine, art, and craftwork industries. On the other hand, negative aspects of Portugal are associated to disorganization, indiscipline, poor management, and unbalanced modernization of society and businesses (Filipe, 2010).

The positive characteristics associated to Portuguese people are hospitality, friendliness, education, affection, honesty, and loyalty (Filipe, 2010). As workers, Portuguese are seen as flexible, open minded, hard working, communicative, and familiar with various languages. On the negative side, Portuguese people are associated to insecurity, lack of confidence and ambition, disorganized, excessively bureaucratic, lack of vision, and disrespect for schedules (Filipe, 2010).

Another study, developed in 2000 and based on the Brand Asset Valuator methodology, contemplates the image of Portugal in 5 European countries: Germany, United Kingdom, France, Italy, and Spain (Sousa, 2007). The results of this analysis indicate that the attributes of tradition, service, and leisure are the most positive characteristics of Portugal. On the other hand, quality, style, and innovation are considered to be the least positive (Filipe, 2010).

During Euro 2004, studies conducted to journalists and tourists identify their perceptions of the most positive and least positive aspects of the country (Melo, 2007). The journalists identify the most positive aspects of the country as hospitality, beautiful landscapes, and service quality (Melo, 2007). On the other hand, the least positive aspects are the lack of signs, poor communication channels, poor transport systems, and poor accommodations. The responses of tourists present some similarities, with hospitality and beautiful landscapes consisting of the most positive aspect, along with security and good accommodations. As the least positive aspects, lack of road signs, poor communication channels, and poor urban cleanliness are identified (Melo, 2007).

Therefore, Portugal's image is that of a hospitable, welcoming, and attractive tourist destination with a long history and nautical tradition (Cardoso, 2002). However, this vision, associated to tradition, also presents the country as antiquated, stagnant, and underdeveloped (Cardoso, 2002).

CHAPTER 4 - EMPIRICAL RESEARCH DESIGN

The literature review presented in the previous chapters allowed for the identification of key concepts and theories in the areas of branding and nation brands, as well the practice of nation branding in Portugal. Upon summarizing the literature concerning nation brands and nation branding practices in Portugal, it can be observed that there is a lack of information regarding the holistic image of Portugal both within and outside of the country.

In this manner, this chapter seeks to present the investigation that was developed in order to obtain a domestic and foreign view of Portugal's nation brand image. Therefore, the following sections explain the research field, objectives, conceptual model, methodology, variables, and research sample.

4.1 RESEARCH FIELD

This study focuses on the identification of the nation brand image of Portugal on a domestic and foreign level. In this manner, two distinct geographic areas are evaluated in this study.

The first area considered are the districts of Aveiro and Coimbra in Portugal (Figure 14), representing the domestic sample. According to preliminary results for Census Portugal 2011, Aveiro has a population of approximately 714.218 people, and Coimbra has a population of approximately 429.987 people (http://www.ine.pt/scripts/flex_provisorios/Main.html). These particular regions were chosen due to their elevated number of university students, which formed a crucial part of the diffusion of this study.

The second area chosen is the Greater Toronto Area of the province of Ontario, Canada (Figure 15 and Figure 16). This region represents the international sample. It was chosen due to the fact that it is the most populous region of Canada, with over 5.8 million inhabitants (Statistics Canada, 2012). This allows for a larger sample population. In addition, Toronto is considered to be one of the most multicultural cities in the world (Doucet, 2001), facilitating the obtainment of a diverse sample population.

Figure 14: Map of Continental Portugal - Regions Involved in the Investigation



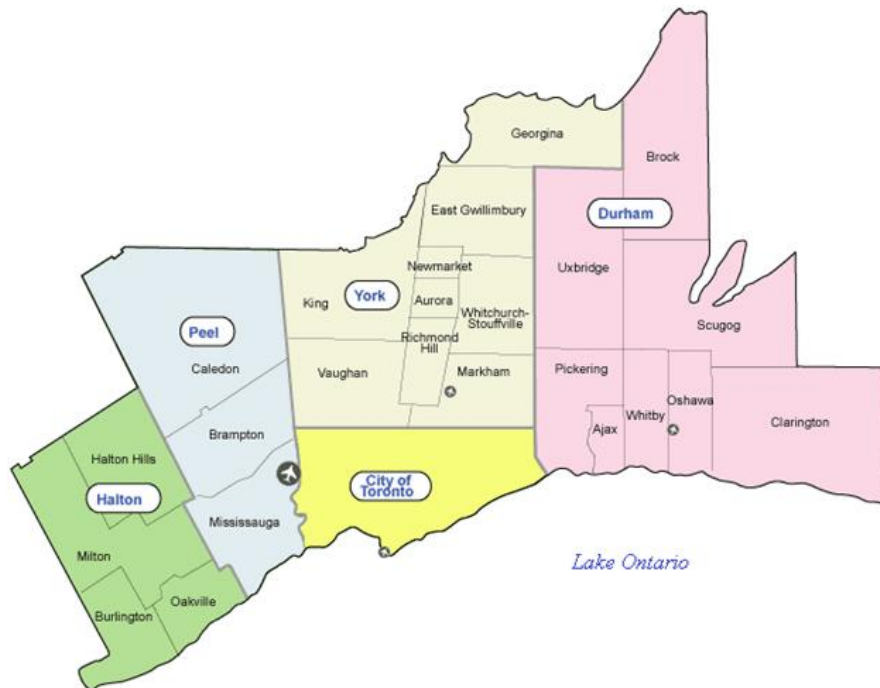
Source: http://www.santandertotta.pt/pagina/content/0,1564,716_33141_1_1_677_10_0,00.html

Figure 15: Map of Canada - Localization of Toronto, Ontario



Source: http://www.enotes.com/topic/Provinces_and_territories_of_Canada

Figure 16: Map of the Greater Toronto Area



Source: http://www.torontogta.com/toronto_gta_map.html

4.2 OBJECTIVES

This study aims to evaluate the nation brand image of Portugal on a domestic and foreign level. The specific objectives of this study are:

- The clarification of the relationship between the dimensions of the nation brand hexagon, proposed by Simon Anholt (Anholt *et al.*, 2008), on cognitive and affective image;
- The identification of the strength of the nation brand hexagon's impact on cognitive and affective image;
- The comparison of perceptions between the domestic and foreign sample populations regarding the dimensions of the nation brand hexagon, and cognitive and affective image.

4.3 MODEL AND HYPOTHESIS DEVELOPMENT

In light of the theories and concepts exposed in the literature review of this study, a number of variables were identified as fundamental to the comprehension of Portugal's nation brand image.

The first variable considered for this investigation is that of Anholt's Nation Brand Hexagon (Anholt, *et al.*, 2008). In this model, it is possible to identify the image of nation according to 6 key aspects: Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, and People. The nation brand hexagon of Portugal has yet to be evaluated by the Anholt-GfK Roper Nation Brand Index. Therefore, the use of it in this study provides an interesting and novel perspective to Portugal's nation brand image, and the identification of the country's strength and weaknesses as a nation brand. In addition, it permits the preliminary identification of differences in perceptions between a domestic and foreign sample population.

As nation branding has been heavily influenced by the concept of destination branding (Fan, 2010), the application of destination brand models is considered for this study. Although other areas have also contributed to the development of nation branding, destination branding has been chosen for this study as it also relies heavily on the concept of image and perception (Ekinci and Hosany 2006, Alcañiz *et al.*, 2009, Qu *et al.*, 2011).

Alcañiz *et al.* (2009), believe that image is a construct formed from the tourist's rational and emotional interpretations. The image of a destination consists of 2 interrelated components: cognitive image and affective image (Alcañiz *et al.*, 2006). Cognitive image refers to the beliefs and knowledge about the perceived attributes of the destination, whereas affective image reflects individuals' feelings towards the destination.

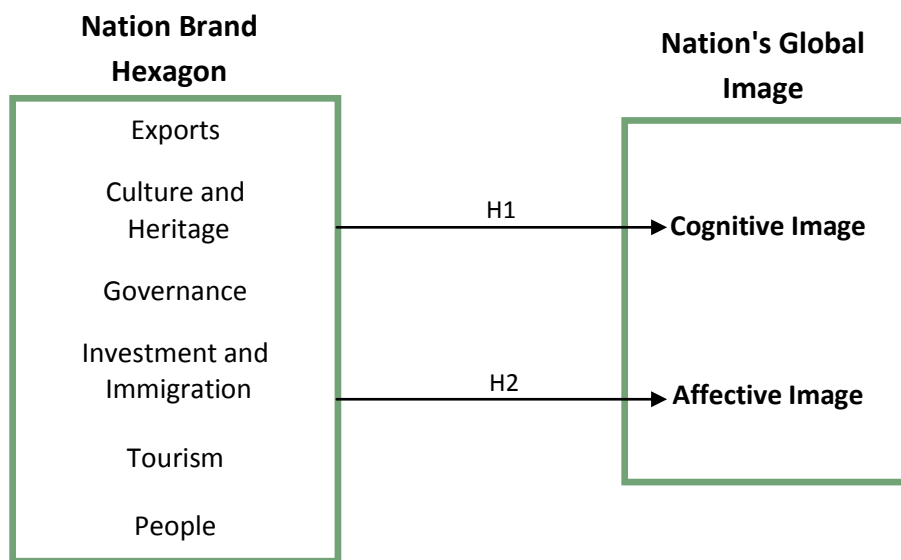
Therefore, the second and third variables considered are those of cognitive image and affective image. Traditionally, these variables are dimensions of destination image (Ekinci and Hosany 2006, Alcañiz *et al.*, 2009, Qu *et al.*, 2011). As the evaluation of overall image of the country and that of its dimensions (cognitive and affective) can be different, both of them should be measured in order to understand the image of a destination (Ahmed, 1991 in Alcañiz *et al.*, 2009). Therefore, in this research, cognitive and affective image are studied in order to obtain an overall image of the nation.

In this study, the dimensions of the nation brand hexagon are expected to affect the nation's global image, namely its cognitive and affective dimensions. In this manner, it may be possible to identify underlying connections that have not yet been explored. Thus, the hypothesis are:

H1: The dimensions of the nation brand hexagon exert influence upon cognitive image.

H2: The dimensions of the nation brand hexagon exert influence upon affective image.

Figure 17: Conceptual Model



Source: By the author

The relationships established between the variables, as well as the developed hypotheses can be seen in Figure 17. This constitutes the conceptual model used for this study.

4.4 METHODOLOGY

In order to validate the formulated hypotheses, a survey was designed to evaluate the opinions of the Portuguese and Canadian sample populations. The survey was then evaluated in a pre-test with a sample of 12 university students of Portuguese and Canadian nationality. This allowed for the collection of valuable suggestions that were taken into account in order to finalize the survey. The final survey consisted of 94 items that were divided into 4 groups.

Group 1 evaluated the dimensions of the nation brand hexagon. This consisted of 64 items adapted from definitions provided in the Anholt-GFK Roper Nation Brand Index (Anholt, *et al.*, 2008). Each of the 6 dimensions was evaluated separately, however, items were randomly dispersed throughout Group 1 of the survey. These items were evaluated through a Likert type scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Group 2 evaluated the variables of cognitive and affective image. This consisted of 26 items adapted from semantic scales used by Ekinci and Hosany (2006), Alcañiz *et al.* (2009), and Qu *et al.* (2011) in their studies concerning cognitive and affective image. However, they were transformed into Likert type scale items from 1 (Strongly Disagree) to 5 (Strongly Agree) in order to avoid confusion from respondents. Once again, items were randomly dispersed throughout the group.

Group 3 consisted of only 1 item evaluating the nation's global image. This item was adapted from Ekinci and Hosany (2006), in which respondents were asked to evaluate the overall image of a destination. The item is evaluated through a Likert type scale from 1 (Highly Unfavorable) to 5 (Highly Favorable).

Lastly, Group 4 evaluates the socio-demographic characteristics of the respondent. These include gender, age, and nationality.

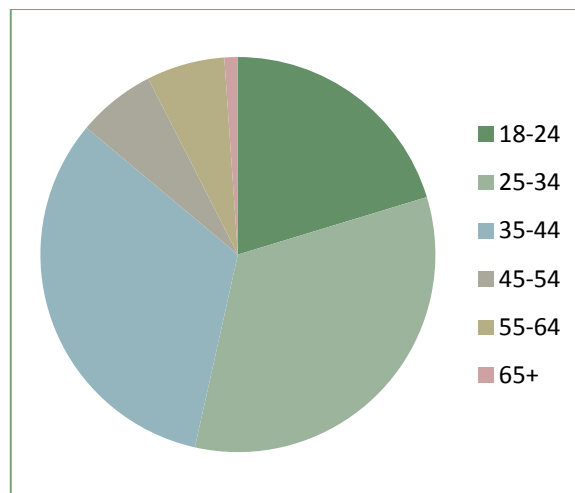
Upon completing the survey, it was distributed online in both English and Portuguese. In order to control distribution, the Portuguese version was distributed only for Portuguese respondents whereas the English version was given only to Canadian respondents. The survey was available from April 15, 2012 to May 10, 2012.

In the Portuguese areas of study, university students were given the survey and asked to send it to 5 people of varying ages and genders (Walsh and Beatty, 2007). In the Canadian area of study, contacts from a diverse range of professions, ages and genders were sent an email link with the survey and were asked to send 5 people of different professions, ages and genders.

4.5 SAMPLE CHARACTERISTICS

Upon finalizing the process of data collection, a total of 187 surveys were completed. 91 respondents were Portuguese and 96 respondents were Canadian. The majority of respondents were female (76.8%), with only 24.1% of male respondents. In Figure 18, it can be seen that the majority of respondents were between the ages of 35 and 54.

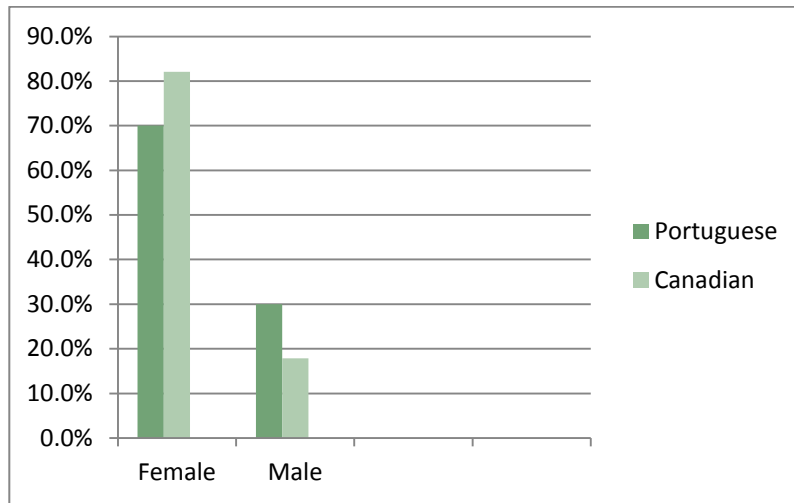
Figure 18: Total Sample Population by Age



Source: by the author

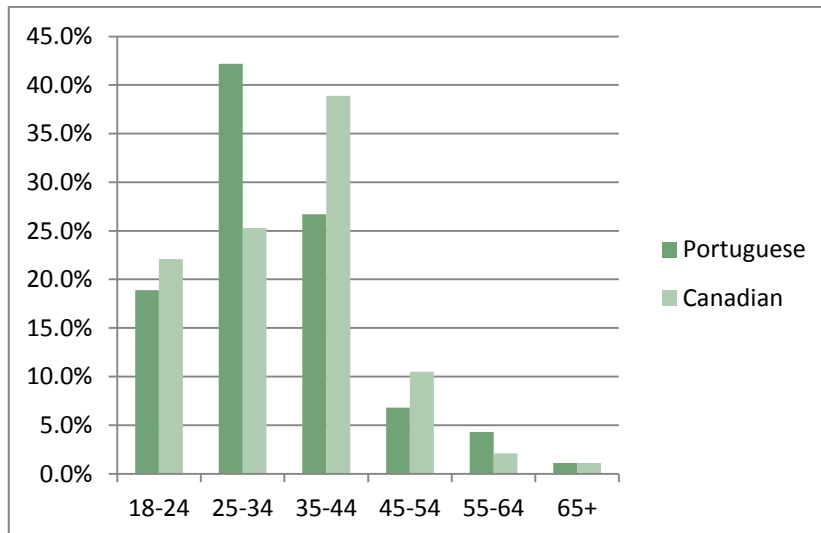
Figure 19 shows the distribution of gender by nationality. In the Portuguese sample population, 70% of respondents were female and 30% of respondents were male. The data for the Canadian sample population shows that over 80% were female and under 20% were male. Figure 20 shows that in the Portuguese sample population, the majority of respondents were between the ages of 25-34. In the Canadian sample population, the majority of respondents were between the ages of 35-44.

Figure 19: Gender by Nationality



Source: By the author

Figure 20: Age by Nationality



Source: By the author

CHAPTER 5 - ANALYSIS OF RESULTS

In the following chapter, the results gathered from the online survey are statistically analyzed. The chapter begins with a brief overview of the statistical analysis techniques used to examine the results. Following this overview, results are presented according to the various methods of analysis, namely, descriptive statistics, factor analysis, comparison of means, and linear regression analysis.

5.1 STATISTICAL ANALYSIS TECHNIQUES USED

Murteira (1993) argues that statistics are used to gather, explore, discover, and interpret groups of numerical data. The purpose of statistical analysis is to reach conclusions about a group of data in order to enrich our knowledge of reality (Silvestre, 2007). Therefore, in order to understand the perceptions of Portuguese and Canadian respondents, various statistical analysis techniques are used.

Upon finalizing the collection of data through the online survey, all results were transported to a *Microsoft Excel* spreadsheet in order to eliminate any errors. As every question was made obligatory to respondents, all 187 responses were considered to be valid. In addition, responses were separated into 3 different worksheets, reflecting the responses of each sample population (Portuguese and Canadian), as well as the entire sample population. Upon organizing the data, each spreadsheet was converted into a *SPSS 20* worksheet.

In the first analysis, descriptive statistics are used to evaluate the mean, standard deviation, and frequencies for the items within each group (Exports, Culture and Heritage, Governance, Investment and Immigration, People, Cognitive Image, Affective Image, and Overall Image). In this analysis, results are divided between the Portuguese and Canadian sample populations. In this manner, it is possible to obtain a first comparison of similarities and differences between perceptions.

Secondly, a factor analysis is conducted in order to identify sub-components within each group. It is then taken into account that items with factor loadings inferior to 0.3 and communalities inferior to 0.4 are candidates to be eliminated (Netemeyer et al., 1991; Reis et al., 2001).

In addition, internal consistency is evaluated by Cronbach's Alpha (Ping, 2004), which varies between 0 and 1. Internal consistency is considered to be excellent when superior to 0.9, good when superior to 0.8, and acceptable when superior to 0.7. Values are considered to be questionable when superior to 0.6, poor when superior to 0.5, and unacceptable when inferior to 0.5.

The third technique used is the Independent Sample t Test for comparison of means. In this study, independent samples are used in order to compare the means of scale variables regarded as quantitative variables between two different groups: Portuguese respondents and Canadian respondents. In this manner, it is possible to identify significant mean differences between the sample populations.

Lastly, linear regression analysis techniques are used in order to predict correlations between the dependent and independent variables (Guimarães e Cabral, 1997). The higher the correlation between the dependent and independent variables, the better the prediction. The existence of statistically significant linear associations between the dependent and independent variables indicates that the variables have the capacity to explain their behavioral variations.

It should be noted that in order to validate the linear regression analysis, the absence of heteroscedasticity and multicollinearity. Heteroscedasticity occurs when the variance error is not constant for all observations. Multicollinearity occurs when the independent variables have a high degree of correlation among themselves, making it difficult to isolate their effect on the dependent variable. In this study, both aspects were taken into consideration.

The results for each of the statistical analysis are presented in the subsequent sections. The first results are those of descriptive statistics. These are followed by results of the factor analysis, comparison of means, and linear regression analysis.

5.2 DESCRIPTIVE STATISTICS

In the following section, descriptive statistics are presented for each of the groups within the conceptual model. In order to depict a preliminary analysis of differences in perceptions, the results analyzed in this section are divided according to Portuguese and Canadian responses.

5.2.1 EXPORTS

The component of exports is evaluated by seven items, which can be seen in the following tables reflecting Portuguese and Canadian answers.

Upon analyzing Table 4, it can be seen that the total mean of Portuguese answers is 3.6. This reflects that the Portuguese sample population has a relatively positive view of this group.

Table 4: Descriptive Statistics for Exports - Portuguese Respondents

	Export Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Portuguese Respondents	E1: Portugal has made a contribution to innovation in science.	3.7	0.990	1.1	10.0	32.2	32.2	24.4
	E2: Portugal has made a contribution to innovation in technology.	3.5	1.073	3.3	14.4	28.9	33.3	20.0
	E3: Portugal is an innovative country.	3.3	1.036	5.6	13.3	43.3	24.4	13.3
	E4: I would purchase a Portuguese product.	4.6	0.650	0.0	0.0	8.9	22.2	68.9
	E5: I would use a Portuguese service.	3.4	1.102	5.6	11.1	37.8	25.6	20.0
	E6: Portugal is a creative country.	3.6	0.968	1.1	12.2	30.0	37.8	18.9
	E7: Portugal is a cutting-edge country.	3.0	0.924	5.6	20.0	48.9	20.0	5.6
	TOTAL:	3.6						

Source: By the author

The majority of individual means for export items are close in value to the total mean. Item E4, however, presents a significantly higher mean of 4.6. E4 also presents the greatest number of answers classified as 5, with 68.9%. This could be due to the fact that this sample population is of Portuguese nationality, and therefore, are in regular contact with Portuguese products.

It should be noted that this differs greatly from the item concerning Portuguese services (E5), which has a mean of 3.4 and 37.8% of answers classified as 3. Item E5 also has the largest standard deviation between answers, 1.102, suggesting respondents' indecisive attitudes towards Portuguese services.

Item E7, concerning Portugal as a cutting-edge country, presents a more significantly lower mean of 3.0 in comparison to the overall mean of 3.6. E7 also hold the largest number of classifications of 3, with 48.9%, nearly half of the respondents. This reflects a large uncertainty towards this item.

In regards to the Canadian sample population (Table 5), the total mean is of 3.6, the same as the Portuguese population. This reflects that the Canadian population holds an equally positive view of this construct. However, the individual items present slightly different responses from those of Portuguese respondents.

Table 5: Descriptive Statistics for Exports - Canadian Respondents

	Export Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Canadian Respondents	E1: Portugal has made a contribution to innovation in science.	3.2	1.012	4.2	18.9	37.9	28.4	10.5
	E2:Portugal has made a contribution to innovation in technology.	3.4	0.961	3.2	11.6	40.0	32.6	12.6
	E3: Portugal is an innovative country.	3.2	1.003	7.4	11.6	44.2	28.4	8.4
	E4:I would purchase a Portuguese product.	4.5	0.755	1.1	1.1	6.3	25.3	66.3
	E5:I would use a Portuguese service.	3.6	1.116	4.2	10.5	34.7	24.2	26.3
	E6:Portugal is a creative country.	4.0	0.956	2.1	3.2	25.3	35.8	33.7
	E7:Portugal is a cutting-edge country.	3.1	0.972	7.4	15.8	47.4	23.2	6.3
	TOTAL:	3.6						

Source: By the author

In accordance to Portuguese results, item E4 has the highest mean of 4.5 and once again, the highest classification of 5, with 66.3%. The similarity between the results of Portuguese and Canadian respondents reflects a solid positive image for Portuguese products. The results for services (E5) is once again lower, with a mean of 3.6 and the highest standard deviation of 1.116. However, it is slightly higher than the Portuguese results and has the same mean as the overall mean for this group.

Contrary to Portuguese results, item E6, reflecting the country's creativity, has a significantly higher mean of 4.0. The majority of classifications are of 4 and 5, with 35.8% and 33.7% respectively. This reflects a positive view of Portugal's creativity from the Canadian sample population.

Items E1 and E3 present significantly lower means (E1, E3, and E7). Item E1, reflecting contribution to innovation in science, has a mean of 3.2. Similarly, item E4, reflecting the country's overall level of innovation, also presents a mean of 3.2. While this may reflect an indecisive attitude, it is interesting to note that item E2, regarding innovation in technology, represents a slightly higher mean of 3.4. This suggests that Canadian respondents hold a more positive view of Portuguese innovation in technology yet are unsure of innovation in other areas.

Item E7 has the lowest mean, 3.1, and once again the highest classification of 3, with 47.4% of respondents. This is consistent with the Portuguese results, as the same item (E7) presents the lowest mean and highest number of classifications of 3. This suggests an uncertain attitude from both Portuguese and Canadian respondents

The overall mean for this construct, taking into account both Portuguese and Canadian results, is of 3.6 (Table 6). Therefore, the total means are the same for each group.

Table 6: Overall Mean for Exports

Exports	Sample	Mean
	Portuguese	3.6
	Canadian	3.6
	Overall	3.6

Source: By the author

5.2.2 CULTURE AND HERITAGE

The construct of culture and heritage is evaluated by 10 items, as presented in the following tables of Portuguese and Canadian results.

Upon analyzing Table 7, concerning Portuguese results, it can be seen that the total mean is of 3.8. This demonstrates that the Portuguese have a positive view of their culture and heritage. Within this group, the majority of items present individual means that are significantly higher than the overall mean. Item C2, concerning the quality of Portuguese athletes has a mean of 4.3 and a significantly balanced number of classifications in 4 (41.1%) and 5 (46.7%). This reflects a very positive view of Portuguese athletes. Items C1 and C3, also concerning sports, confirm this attitude as both have individual means of 3.9, thus reflecting an overall positive view of Portuguese sports.

Table 7: Descriptive Statistics for Culture and Heritage - Portuguese Respondents

	Culture Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Portuguese Respondents	C1: Portugal plays an active role in international sport competitions.	3.9	0.872	0.0	5.6	24.4	41.1	28.9
	C2: Portugal has excellent athletes.	4.3	0.734	0.0	2.2	8.9	42.2	46.7
	C3: Portugal excels in the area of sports.	3.9	0.934	2.2	3.3	23.3	41.1	30.0
	C4: Portuguese culture has many unique traditions.	4.6	0.605	0.0	0.0	6.7	22.2	71.1
	C5: Portugal has a rich cultural heritage.	4.4	0.716	0.0	2.2	6.7	40.0	51.1
	C6: Portugal has many cultural legacies.	4.4	0.905	1.1	4.4	8.9	27.8	57.8
	C7: Portugal is contributes to contemporary music.	3.2	0.912	2.2	16.7	45.6	26.7	8.9
	C8: Portugal contributes to modern art.	3.1	0.919	3.3	16.7	51.1	20.0	8.9
	C9: Portugal contributes to modern literature.	3.6	1.017	2.2	11.1	35.6	30.0	21.1
	C10: Portugal contributes to the area of cinema.	2.5	0.962	12.2	37.8	37.8	7.8	4.4
	TOTAL:	3.8						

Source: By the author

The items concerning cultural traditions, heritage and legacies also present significantly higher means (C4, C5, and C6). Item C4, regarding unique cultural traditions has the highest mean of the group with 4.6. This item also has the highest classification of 5, with 71.1% of answers. These results reflect an incredibly strong consensus regarding this item. In accordance to the results of item C4, are those of C5 and C6, which both have individual means of 4.4 and strong classifications in 5. These results suggest an extremely positive view of concerning Portuguese traditions, heritage and legacies.

In contrast to the first half of Table 7, items C7, C8, C9, and C10 present lower means than the overall mean. Item C10, concerning Portugal's contribution to cinema, presents the lowest mean of the group with 2.5. It also holds the lowest number of classification of 5, with 4.4% and the highest classifications of 1, with 12.2%. This reflects a relatively negative view of this item. Items C7 and C8, regarding contribution to contemporary music and art, are slightly higher than C10 with means of 3.2 and 3.1 respectively. However, they are still considerably lower than the total mean. Item C9, concerning contribution to modern literature, has a mean of 3.6, reflecting a more positive view of this item. However, it also presents the highest standard deviation of the group with 1.017.

In regards to the Canadian sample population, the overall mean is of 3.9 (Table 8). This is slightly higher than the Portuguese mean. This suggests that Canadian respondents have a very positive view of Portuguese culture.

In agreement with Portuguese results, C1, C2, and C3 present strong high results with means of 4.0, 4.3, and 3.9 respectively. This reflects an overall positive attitude towards Portuguese sports culture.

Items C4, C5, and C6 also present high means. C4 and C5 both have individual means of 4.6. Contrary to Portuguese results, both items present relatively balanced classifications of 5, with 66.3% for C4 and, 65.5% for C5. Item C4 has a mean of 4.4, which is slightly lower than its Portuguese counterpart, and a high standard deviation of 1.041.

Item C10 continues to have the lowest mean of the group with 2.8. However, related items C7 and C8 are considerably higher than there Portuguese counterparts. In addition, items C7, C8, C9, and C10 all present considerably high standard deviations.

Table 8: Descriptive Statistics for Culture and Heritage-Canadian Respondents

	Culture Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Canadian Respondents	C1: Portugal plays an active role in international sport competitions.	4.0	0.944	1.1	7.4	17.9	42.1	31.6
	C2: Portugal has excellent athletes.	4.3	0.836	1.1	2.1	11.6	36.8	48.4
	C3: Portugal excels in the area of sports.	3.9	0.999	2.1	5.3	27.4	32.6	32.6
	C4: Portuguese culture has many unique traditions.	4.6	0.678	0.0	2.1	4.2	27.4	66.3
	C5: Portugal has a rich cultural heritage.	4.6	0.664	0.0	0.0	9.5	25.3	65.3
	C6: Portugal has many cultural legacies.	4.0	1.041	2.1	7.4	16.8	31.6	42.1
	C7: Portugal is contributes to contemporary music.	3.7	1.097	3.2	13.7	22.1	35.8	25.3
	C8: Portugal contributes to modern art.	3.4	1.037	3.2	16.8	29.5	35.8	14.7
	C9: Portugal contributes to modern literature.	3.6	1.059	4.2	10.5	30.5	34.7	20.0
	C10: Portugal contributes to the area of cinema.	2.8	1.055	10.5	26.3	37.9	18.9	6.3
		TOTAL:	3.9					

Source: By the author

Taking into account the total Portuguese mean of 3.8 and the total Canadian mean of 3.9, the overall mean for culture and heritage is 3.9 (Table 9). This reflects a strong positive attitude towards this construct.

Table 9: Overall Mean for Culture and Heritage

Culture and Heritage	Sample	Mean
	Portuguese	3.8
	Canadian	3.9
	Overall	3.9

Source: By the author

5.2.3 GOVERNANCE

The group concerning governance is evaluated by 13 items, as can be seen in the following tables of Portuguese and Canadian results.

Upon analyzing the Portuguese sample population results in Table 10, it can be seen that the overall mean for this group is of 2.7. This reflects a relatively negative view of governance in Portugal.

Item G6, regarding Portugal's role in ensuring its citizens live freely, presents the highest mean of the group with 3.5. It also presents the highest number of classifications of 5, with 14.4%, which is a considerably low amount of responses.

Items G1 and G2, regarding the competence and honesty of Portuguese leaders, present the lowest means of the group and high classifications in the lower end of the Likert scale.. Item G1 has a mean of 1.8 and 54.4% of classifications of 1. Item G2 has a mean of 1.7 and 56.7% of classifications of 1. This suggests that the Portuguese sample population has a very negative view of Portuguese leaders.

In regards to the standard deviations of answers, the majority of items in this group present considerably high values, suggesting a strong uncertain attitude towards such items. The highest value is of 1.130 for item G9, which deals with Portugal's importance in the world.

Upon analyzing the results for the Canadian sample population, it can be seen that the overall mean for this group is of 3.2 (Table 11). This is considerably higher than the Portuguese mean and suggests that the Canadian respondents hold a more positive view of governance in Portugal.

Table 10: Descriptive Statistics for Governance - Portuguese Respondents

	Governance Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Portuguese Respondents	G1: Portugal is governed by competent leaders.	1.8	1.025	54.4	21.1	20.0	1.1	3.3
	G2:Portugal is governed by honest leaders.	1.7	0.965	56.7	23.3	15.6	2.2	2.2
	G3: Portugal is an efficient country.	2.7	0.973	13.3	25.6	47.8	8.9	4.4
	G4: Portugal respects the rights of its citizens.	3.0	1.076	8.9	24.4	32.2	27.8	6.7
	G5: Portugal treats its citizens with fairness.	2.6	1.018	17.8	28.9	34.4	17.8	1.1
	G6: Portugal ensures that its citizens live in a free society.	3.5	0.986	2.2	14.4	30.0	38.9	14.4
	G7: Portugal plays an active role in maintaining international peace	3.2	1.012	4.4	17.8	45.6	20.0	12.2
	G8: Portugal contributes to international security.	3.1	1.015	5.6	22.2	41.1	22.2	8.9
	G9: Portugal plays an important role in our world.	2.8	1.130	16.7	21.1	35.6	21.1	5.6
	G10: Portugal acts responsibly in environmental protection.	2.9	1.011	11.1	18.9	44.4	21.1	4.4
	G11: Portugal plays an active role in preserving the environment.	3.0	0.953	7.8	16.7	43.3	28.9	3.3
	G12: Portugal behaves responsibly to help reduce world poverty.	2.6	0.936	15.6	25.6	45.6	12.2	1.1
	G13: Portugal plays an active role in the reduction of world poverty.	2.2	0.949	24.4	37.8	28.9	7.8	1.1
		TOTAL:	2.7					

Source: By the author

In agreement with Portuguese results, item G6 hold the highest mean of the group, with 3.8 and the highest classification of 5, with 22.1%. This is higher than the values presented in the Portuguese results. However, item G4, concerning Portugal's respect for its citizens, and item G7, concerning Portugal's role in maintaining world peace, also present significantly high means of 3.6 and strong classifications of 5.

Also in accordance to Portuguese results are items G1 and G2 which hold the lowest means of the group, with 2.4 each. However, this value is considerably higher than those shown in the Portuguese results. In addition, most of the classifications for these two items are concentrated in 3 as opposed to 1. This continues to reflect a negative attitude towards Portuguese leadership.

Table 11: Descriptive Statistics for Governance - Canadian Respondents

	Governance Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Canadian Respondents	G1: Portugal is governed by competent leaders.	2.4	1.137	28.4	17.9	38.9	10.5	4.2
	G2: Portugal is governed by honest leaders.	2.4	1.086	26.3	23.2	38.9	7.4	4.2
	G3: Portugal is an efficient country.	2.8	0.975	10.5	26.3	44.2	14.7	4.2
	G4: Portugal respects the rights of its citizens.	3.6	0.968	2.1	10.5	27.4	42.1	17.9
	G5: Portugal treats its citizens with fairness.	3.4	0.919	3.2	8.4	42.1	34.7	11.6
	G6: Portugal ensures that its citizens live in a free society.	3.8	0.922	3.2	3.2	24.2	47.4	22.1
	G7: Portugal plays an active role in maintaining international peace	3.6	0.950	1.1	10.5	34.7	34.7	18.9
	G8: Portugal contributes to international security.	3.2	1.082	8.4	13.7	41.1	25.3	11.6
	G9: Portugal plays an important role in our world.	3.3	1.143	6.3	17.9	35.8	22.1	17.9
	G10: Portugal acts responsibly in environmental protection.	3.3	0.918	3.2	11.6	43.2	32.6	9.5
	G11: Portugal plays an active role in preserving the environment.	3.4	1.011	5.3	9.5	42.1	29.5	13.7
	G12: Portugal behaves responsibly to help reduce world poverty.	3.0	1.016	8.4	17.9	45.3	21.1	7.4
	G13: Portugal plays an active role in the reduction of world poverty.	2.8	1.044	10.5	28.4	41.1	12.6	7.4
		TOTAL:	3.2					

Source: By the author

Item G2 and G13 also present considerably lower means. Item G2, regarding Portugal's efficiency as a country has a mean of 2.8. Item G13, concerning Portugal's role in the reduction of world poverty, presents a mean of 2.8. This suggests a negative perception of these items from the Canadian sample population.

In regards to the standard deviation, the highest value continues to be presented in item G9, confirming the strong uncertain attitude towards this item.

By taking into account the total means for the Portuguese and Canadian sample populations, the overall mean for this group is of 3.0 (Table 12). This reflects an overall neutral image of this group, as a tendency towards positive or negative cannot be confirmed.

Table 12: Overall Mean for Governance

Governance	Sample	Mean
	Portuguese	2.7
	Canadian	3.2
	Overall	3.0

Source: By the author

5.2.4 INVESTMENT AND IMMIGRATION

Investment and immigration is evaluated by 11 items, presented in the following tables of Portuguese and Canadian results.

As can be seen in Table 13, the total mean for the Portuguese sample population is of 3.1. This suggests a rather uncertain or indecisive view of this group.

Items IN1, IN2, IN5, and IN7 all present significantly higher means than the total mean. IN1, concerning willingness to live in Portugal, has a mean of 3.9 and the highest classification of 5, with 36.7%. Item IN2, regarding willingness to work in Portugal, has mean of 3.7, however, it also has the highest standard deviation of 1.235. These results may be influenced by the fact that respondents already live and work in Portugal. Item IN5, regarding willingness to study in Portugal has a mean of 3.9, whereas IN7, which contemplates Portugal as a good place to study, has a mean of 3.8. Once again, this may be due to the fact that some respondents already study in Portugal.

Items IN3, IN10, and IN11 present considerably lower individual means. IN3, concerning high quality of life, has a mean of 2.5. Items IN10 and IN11, both concerning equal opportunity in Portugal, present the lowest means of the group, with 2.3 and 2.2 respectively. It should be noted that both these items present no classifications of answers in 5, suggesting a strong tendency towards a negative perception of these items.

Table 13: Descriptive Statistics for Investment and Immigration - Portuguese Respondents

	Investment Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Portuguese Respondents	IN1: I would live in Portugal.	3.9	1.068	4.4	3.3	23.3	32.2	36.7
	IN2: I would work in Portugal.	3.7	1.235	6.7	10.0	26.7	22.2	34.4
	IN3: Portugal has a high quality of life.	2.5	1.019	16.7	31.1	38.9	8.9	4.4
	IN4: Portugal has good living standards.	3.1	0.943	4.4	16.7	46.7	24.4	7.8
	IN5: I would study in Portugal.	3.9	1.030	3.3	5.6	23.3	36.7	31.1
	IN6: Portuguese education is of good quality.	3.2	1.121	6.7	21.1	32.2	26.7	13.3
	IN7: Portugal is a good place to study.	3.8	1.092	3.3	11.1	20.0	36.7	28.9
	IN8: Portugal has many business opportunities.	2.9	1.089	12.2	17.8	42.2	20.0	7.8
	IN9: I would invest in Portugal.	3.0	1.166	10.0	24.4	32.2	21.1	12.2
	IN10: Equal opportunity exists in Portugal.	2.3	1.022	27.8	27.8	31.1	13.3	0.0
	IN11: Portugal offers equal opportunities to all that live there.	2.2	0.993	33.3	26.7	31.1	8.9	0.0
		TOTAL:	3.1					

Source: By the author

In regards to Canadian results, as can be seen in Table 14, the total mean is of 3.2. This is not a significant change from the total mean of the Portuguese sample population, suggesting an indecisive view regarding this group.

Items IN6 and IN7 present the highest means of this group, with means of 3.9 and 3.7 respectively. These items both show their strongest classifications in 4, with 38.9% for IN6, and 40.0% for IN7. This reflects a relatively positive perception of these items, which both concern Portuguese education.

Table 14: Descriptive Statistics for Investment and Immigration - Canadian Respondents

	Investment Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Canadian Respondents	IN1: I would live in Portugal.	3.5	1.406	13.7	10.5	21.1	21.1	33.7
	IN2: I would work in Portugal.	3.1	1.418	17.9	15.8	29.5	11.6	25.3
	IN3: Portugal has a high quality of life.	2.9	1.024	8.4	28.4	35.8	22.1	5.3
	IN4: Portugal has good living standards.	3.1	0.938	4.2	22.1	44.2	23.2	6.3
	IN5: I would study in Portugal.	3.5	1.450	16.8	5.3	20.0	22.1	35.8
	IN6: Portuguese education is of good quality.	3.9	1.056	4.2	5.3	16.8	38.9	34.7
	IN7: Portugal is a good place to study.	3.7	1.120	5.3	9.5	17.9	40.0	27.4
	IN8: Portugal has many business opportunities.	2.9	1.099	9.5	25.3	36.8	18.9	9.5
	IN9: I would invest in Portugal.	2.9	1.293	18.9	21.1	27.4	20.0	12.6
	IN10: Equal opportunity exists in Portugal.	3.0	1.076	10.5	16.8	38.9	26.3	7.4
	IN11: Portugal offers equal opportunities to all that live there.	3.0	1.071	9.5	16.8	43.2	21.1	9.5
		TOTAL:	3.2					

Source: By the author

The items with the lowest individual means are IN3, IN8, and IN9. Item IN3 has a mean of 2.9. This reflects a slightly negative perception of Portuguese quality of life. Items IN8 and IN9 also have individual means of 2.9. These items deal with business opportunities and willingness to invest in the country. These results also show a slightly negative attitude towards these items.

In regards to standard deviation, items IN1 and IN2 show considerably high values, 1.406 for IN1 and 1.418 for IN2. These values reflect a high level of disagreement towards these items.

The overall mean for this group is of 3.2, as can be seen in Table 15. This depicts a slightly overall positive view of this group.

Table 15: Overall Mean for Investment and Immigration

Investment and Immigration	Sample	Mean
	Portuguese	3.1
	Canadian	3.2
	Overall	3.2

Source: By the author

5.2.5 TOURISM

Tourism is evaluated by 14 items, as can be seen in the following tables depicting Portuguese and Canadian results.

In Table 16, it can be seen that the total mean for Portuguese results is of 4.2. This reflects a very positive attitude towards this group.

The majority of items present balanced individual means that approximately meet the value of the total mean. In addition, the majority of items have no classifications of 1, which confirms the tendency towards the positive side of the spectrum. General consensus is also depicted through the relatively low values of standard deviation.

Item T6, concerning Portuguese beaches, has the highest mean, 4.8 and the highest classification of 5, with 83.3%. Item T4, regarding Portugal's natural beauty, also depicts a significantly high mean of 4.6 and the lowest value of deviation, 0.598.

The last items of the group (T11, T12, T13, and T14) are the only items that present considerably lower means. All have individual means under 4 and deal with museums, city life and urban attractions. The lowest mean of the group is 3.2 for item T13, regarding the excitement of Portuguese city life.

Table 16: Descriptive Statistics for Tourism - Portuguese Respondents

	Tourism Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Portuguese Respondents	T1: I would visit Portugal.	4.5	0.657	0.0	0.0	8.9	28.9	62.2
	T2: Portugal would be a great place to visit.	4.5	0.707	0.0	2.2	5.6	34.4	57.8
	T3: Portugal is a great tourist destination.	4.3	0.734	0.0	3.3	5.6	45.6	45.6
	T4: Portugal is rich in natural beauty.	4.6	0.598	0.0	0.0	5.6	30.0	64.4
	T5: Portugal has many lakes and rivers.	4.3	0.744	0.0	2.2	10.0	42.2	45.6
	T6: Portugal has many beaches.	4.8	0.605	0.0	1.1	5.6	10.0	83.3
	T7: Portugal has many forests.	4.5	0.723	0.0	1.1	10.0	26.7	62.2
	T8: Portugal has many natural attractions.	4.3	0.776	0.0	2.2	13.3	40.0	44.4
	T9: Portugal has many famous monuments.	4.1	0.931	1.1	4.4	16.7	34.4	43.3
	T10: Portugal has many historic buildings.	4.2	0.731	0.0	0.0	17.8	42.2	40.0
	T11: Portugal has many museums.	3.9	0.880	0.0	5.6	27.8	38.9	27.8
	T12: Portuguese cities are vibrant.	3.5	0.824	2.2	4.4	47.8	35.6	10.0
	T13: Portuguese city life is exciting.	3.2	0.814	3.3	10.0	53.3	28.9	4.4
	T14: Portugal has many urban attractions.	3.8	0.986	1.1	8.9	24.4	36.7	28.9
		TOTAL:	4.2					

Source: By the author

In regards to Canadian results (Table 17), the total mean is of 4.4. This is slightly higher than the total Portuguese mean and continues to reflect a very positive view towards this group.

Many items within this group present considerably high means. Items T1 and T2, both regarding willingness and desire to visit Portugal, present means of 5.8 and 4.7 respectively. These items also present some of the highest classifications of 5 within the group, with 84.2% for T1 and 83.2% for T2. This suggests that the Canadian sample population, as foreigners to Portugal, would strongly consider visiting the country.

Table 17: Descriptive Statistics for Tourism - Canadian Respondents

	Tourism Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Canadian Respondents	T1: I would visit Portugal.	4.8	0.609	0.0	2.1	3.2	10.5	84.2
	T2: Portugal would be a great place to visit.	4.7	0.829	2.1	2.1	4.2	8.4	83.2
	T3: Portugal is a great tourist destination.	4.5	0.861	1.1	3.2	8.4	23.2	64.2
	T4: Portugal is rich in natural beauty.	4.7	0.721	2.1	0.0	2.1	20.0	75.8
	T5: Portugal has many lakes and rivers.	4.1	0.838	0.0	2.1	22.1	34.7	41.1
	T6: Portugal has many beaches.	4.9	0.428	0.0	0.0	3.2	7.4	89.5
	T7: Portugal has many forests.	4.4	0.844	0.0	2.1	16.8	18.9	62.1
	T8: Portugal has many natural attractions.	4.5	0.769	1.1	1.1	7.4	31.6	58.9
	T9: Portugal has many famous monuments.	4.3	0.878	2.1	2.1	8.4	36.8	50.5
	T10: Portugal has many historic buildings.	4.6	0.807	1.1	2.1	7.4	16.8	72.6
	T11: Portugal has many museums.	4.1	0.893	0.0	4.2	22.1	32.6	41.1
	T12: Portuguese cities are vibrant.	4.0	0.893	0.0	5.3	22.1	36.8	35.8
	T13: Portuguese city life is exciting.	3.8	1.026	3.2	4.2	34.7	28.4	29.5
	T14: Portugal has many urban attractions.	4.0	0.933	1.1	4.2	22.1	34.7	37.9
		TOTAL:	4.4					

Source: By the author

In accordance to Portuguese results, item T6 has the highest mean of the group with 4.9. It also has an 89.5% of classifications of 5. This confirms that both sample populations have a strong positive attachment to this item. In addition, item T4 has a mean of 4.7, thus, consolidating the positive view of Portugal's natural beauty.

Item T13 continues to have the lowest mean of the group with 3.8. This item also presents a high value of standard deviation, 1.026. This suggests a string uncertainty towards this item.

Taking into account the total Portuguese and Canadian means for this group, the overall mean is of 4.3 (Table 18). This reflects a highly favorable perception of this group.

Table 18: Overall Mean for Tourism

Tourism	Sample	Mean
	Portuguese	4.2
	Canadian	4.4
	Overall	4.3

Source: By the author

5.2.6 PEOPLE

The group concerning of people is evaluated by the 9 items presented in the following tables of Portuguese and Canadian results.

Upon analyzing the Portuguese sample results in Table 19, it can be seen that the total mean for this group is of 4.1. This demonstrates a positive perception of the items concerning Portuguese people.

Item P5, which evaluates the number of Portuguese friends the respondent has, presents the highest mean of the group with 4.8. It also has the highest number of classifications of 5, with 82.2%. This could be due to the fact that this group of respondents already live in Portugal and have Portuguese friends. It is interesting to note that item P6, which reflects the desire to have Portuguese friends presents a slightly lower mean of 4.5 and a reduction of classifications of 5, with 60.0%.

Item P7, concerning the competence of Portuguese people, presents the lowest mean of the group with 3.3. This reflects a slightly indecisive view towards this item, which is confirmed by the high value of 1.006 for the standard deviation. In addition, items P9 and P10 also present lower means. Item P8, reflecting Portuguese people as hard workers, has a mean of 3.6. Item P9, concerning Portuguese people as valuable employees, has a mean of 3.7 and a standard deviation of 1.007. Although these items still present positive means, they are quite low in comparison to the total mean of the group. This suggests that Portuguese respondents hold a slightly more negative view of these items.

Table 19: Descriptive Statistics for People - Portuguese Respondents

	People Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Portuguese Respondents	P1: Portuguese people are friendly.	4.1	0.940	2.2	4.4	14.4	43.3	35.6
	P2: Portuguese people are hospitable.	4.3	0.810	1.1	2.2	7.8	38.9	50.0
	P3: Portuguese people are welcoming.	4.4	0.818	1.1	2.2	7.8	33.3	55.6
	P4: Portuguese people make great friends.	4.2	0.849	0.0	4.4	13.3	36.7	45.6
	P5: I have many Portuguese friends.	4.8	0.587	0.0	1.1	4.4	12.2	82.2
	P6: I would like to have Portuguese friends.	4.5	0.753	1.1	0.0	8.9	30.0	60.0
	P7: Portuguese people are highly competent.	3.3	1.006	1.1	18.9	42.2	21.1	16.7
	P8: Portuguese people are hard workers.	3.6	0.931	1.1	10.0	32.2	38.9	17.8
	P9: A Portuguese person would make a valuable employee.	3.7	1.007	2.2	8.9	33.3	32.2	23.3
		TOTAL:	4.1					

Source: By the author

In regards to the results for the Canadian sample population, the total mean is of 4.3 (Table 20). Although slightly higher than the Portuguese mean, it continues to reflect the same positive perception of this group.

The majority of items which present higher means have values that are very close to the total mean for this group. The highest mean is of 4.6 for item P5, with a 74.7% of classifications of 5. This reflects that the Canadian sample population also has contact with Portuguese people. Items concerning friendliness and hospitality also present strong high means (P1, P2, P3, and P4).

In agreement with the Portuguese sample population, the item with the lowest mean is P7. This item also has a high standard deviation of 1.028. This demonstrates that both sample populations have less positive perceptions of the competence of Portuguese people. In contrast, item P8 and P9 present higher means than those of Portuguese respondents and are in accordance to the total mean of this group.

Table 20: Descriptive Statistics for People - Canadian Respondents

	People Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Canadian Respondents	P1: Portuguese people are friendly.	4.5	0.796	1.1	2.1	6.3	30.5	60.0
	P2: Portuguese people are hospitable.	4.4	0.811	1.1	2.1	8.4	36.8	51.6
	P3: Portuguese people are welcoming.	4.4	0.858	1.1	2.1	11.6	24.2	61.1
	P4: Portuguese people make great friends.	4.4	0.862	1.1	2.1	12.6	28.4	55.8
	P5: I have many Portuguese friends.	4.6	0.777	0.0	3.2	8.4	13.7	74.7
	P6: I would like to have Portuguese friends.	4.5	0.810	0.0	3.2	10.5	21.1	65.3
	P7: Portuguese people are highly competent.	3.8	1.028	3.2	7.4	26.3	36.8	26.3
	P8: Portuguese people are hard workers.	4.3	0.913	2.1	3.2	9.5	36.8	48.4
	P9: A Portuguese person would make a valuable employee.	4.2	0.869	1.1	2.1	15.8	34.7	46.3
	TOTAL:	4.3						

Source: By the author

As can be seen in Table 21, the total mean for this group, taking into account the mean of Portuguese and Canadian sample populations, is of 4.2. This demonstrates an overall positive view of this construct.

Table 21: Overall Mean for People

People	Sample	Mean
	Portuguese	4.1
	Canadian	4.3
	Overall	4.2

Source: By the author

5.2.7 COGNITIVE IMAGE

Cognitive image is evaluated by 17 items, as presented in the following tables reflecting Portuguese and Canadian responses.

The total mean for Portuguese responses is of 3.7 (Table 22). This suggests a relatively positive view of this construct.

Item COG13, regarding Portugal as a pretty country, presents the highest mean of the group, with 4.6. It also holds the highest classification of 5, with 67.8%. This suggests that there is an extremely positive view of this item. Items COG4, COG9, and COG12 also present considerably higher means than the total mean. Item COG4, concerning friendliness, has a mean of 4.3. Similarly, item COG9, regarding friendliness towards tourists, has a mean of 4.4. This suggests that Portugal is seen as an overall friendly country. In addition, COG12, concerning Portugal as an interesting country, has a mean of 4.3. This reflects a positive view of this item.

In regards to the lowest rated items of the group, there are several items that present considerably lower means than the total mean. Item COG5, regarding Portugal as an overcrowded country, has the lowest mean, with 2.6. It also has the highest standard deviation of 1.057, suggesting a high level of uncertainty towards this item. In a similar way, item COG16, regarding Portugal as an underdeveloped country, has a mean of 2.7. The means of both these items suggest that respondents have a negative perception towards these items.

Items COG1, COG2, and COG15 also present lower means. Item COG1, regarding Portugal as a clean country, has a mean of 3.2. Item COG2, concerning Portugal as an innocent country, has a mean of 3.1. Item COG15, which evaluates Portugal as a sophisticated country, has a mean of 3.0. It is interesting to note that these items all evaluate positive aspects of cognitive image, however, the results suggest that the Portuguese sample population has a less positive perception of these items.

Table 22: Descriptive Statistics for Cognitive Image - Portuguese respondents

	Cognitive Image Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Portuguese Respondents	COG1: Portugal is a clean country.	3.2	0.974	4.4	18.9	40.0	28.9	7.8
	COG2: Portugal is a friendly country.	4.3	0.779	0.0	3.3	8.9	38.9	48.9
	COG3:Portugal is an innocent country.	3.1	1.110	11.1	15.6	37.8	26.7	8.9
	COG4: Portugal is a lively country.	3.9	0.934	1.1	6.7	23.3	41.1	27.8
	COG5: Portugal is an overcrowded country.	2.6	1.057	16.7	26.7	41.1	10.0	5.6
	COG6: Portugal is a quiet country.	3.8	0.909	0.0	10.0	24.4	43.3	22.2
	COG7: Portugal is an old country.	3.5	1.073	6.7	4.4	37.8	31.1	20.0
	COG8: Portugal is a poor country.	3.3	1.030	5.6	12.2	43.3	25.6	13.3
	COG9: Portugal is a tourist friendly country.	4.4	0.745	0.0	2.2	8.9	36.7	52.2
	COG10:Portugal is an easily accessible country.	4.2	0.812	0.0	4.4	10.0	42.2	43.3
	COG11: Portugal is a harmonious country.	3.8	1.016	2.2	8.9	22.2	38.9	27.8
	COG12: Portugal is an interesting country.	4.3	0.808	0.0	1.1	18.9	31.1	48.9
	COG13: Portugal is a natural country.	4.1	0.892	0.0	6.7	14.4	40.0	38.9
	COG14:Portugal is a pretty country.	4.6	0.650	0.0	1.1	5.6	25.6	67.8
	COG15:Portugal is a sophisticated country.	3.0	0.912	7.8	16.7	47.8	25.6	2.2
	COG16: Portugal is an underdeveloped country.	2.7	1.019	13.3	26.7	38.9	17.8	3.3
	COG17: Portugal is a safe country.	3.4	1.015	2.2	18.9	28.9	36.7	13.3
		TOTAL:	3.7					

Source: By the author

Upon analyzing the Canadian responses in Table 23, it can be seen that the total mean of 3.9. This reflects a positive view of this group.

Table 23: Descriptive Statistics for Cognitive Image - Canadian Respondents

	Cognitive Image Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Canadian Respondents	COG1: Portugal is a clean country.	3.8	0.874	1.1	4.2	31.6	41.1	22.1
	COG2: Portugal is a friendly country.	4.5	0.727	1.1	0.0	7.4	34.7	56.8
	COG3:Portugal is an innocent country.	3.3	1.078	5.3	13.7	40.0	24.2	16.8
	COG4: Portugal is a lively country.	4.3	0.761	0.0	2.1	12.6	42.1	43.2
	COG5: Portugal is an overcrowded country.	2.4	0.962	15.8	42.1	30.5	8.4	3.2
	COG6: Portugal is a quiet country.	3.6	0.930	1.1	9.5	38.9	32.6	17.9
	COG7: Portugal is an old country.	4.4	0.808	0.0	2.1	13.7	23.2	61.1
	COG8: Portugal is a poor country.	3.3	1.000	6.3	10.5	45.3	27.4	10.5
	COG9: Portugal is a tourist friendly country.	4.5	0.740	0.0	2.1	8.4	22.1	67.4
	COG10:Portugal is an easily accessible country.	4.2	0.963	2.1	5.3	9.5	36.8	46.3
	COG11: Portugal is a harmonious country.	3.9	0.855	1.1	2.1	26.3	42.1	28.4
	COG12: Portugal is an interesting country.	4.5	0.756	0.0	3.2	6.3	30.5	60.0
	COG13: Portugal is a natural country.	4.3	0.687	0.0	1.1	10.5	49.5	38.9
	COG14:Portugal is a pretty country.	4.6	0.657	0.0	1.1	6.3	23.2	69.5
	COG15:Portugal is a sophisticated country.	3.5	1.030	2.1	15.8	31.6	32.6	17.9
	COG16: Portugal is an underdeveloped country.	2.7	1.084	14.7	24.2	40.0	14.7	6.3
	COG17: Portugal is a safe country.	3.9	0.890	1.1	4.2	27.4	41.1	26.3
	TOTAL:	3.9						
	OVERALL TOTAL:	3.8						

Source: By the author

Item COG13 continues to hold the highest mean of the group, with 4.6. It also has the highest number of classification of 5, with 69.5%. Item COG9 also holds a high classification of 5, with 67.4%, and a high mean of 4.5. Similarly, items COG2 and COG12 also hold individual means of 4.5. This confirms the positive perception of Portugal as a friendly and interesting country. In contrast to Portuguese responses, item COG7, regarding Portugal as an old country, holds a considerably high mean of 4.4 and a classification of 61.1% of 5.

COG5 presents the lowest mean of the group, with 2.4 and the highest classification of 1, with 15.4%. Similarly, item COG16 presents a mean of 2.7 and a classification of 14.7% of 1. These confirm that respondents do not agree with the statements expressed in these items.

The total mean for this group is of 3.8, as can be seen in Table 24. This reflects that respondents have a positive view of this construct.

Table 24: Overall Mean for Cognitive Image

Cognitive Image	Sample	Mean
	Portuguese	4.1
	Canadian	4.3
	Overall	4.2

Source: By the author

5.2.8 AFFECTIVE IMAGE

Affective image is evaluated by the 9 items presented in the following tables of Portuguese and Canadian results.

Upon analyzing the results for the Portuguese sample population, it can be seen that the total mean is of 4.0 (Table 25). This demonstrates that Portuguese respondents have a very positive affective image of the country.

The majority of items present means that are very close to the total mean. Items AFF8, reflecting Portugal as a pleasant country, and item AFF9, reflecting Portugal as a delightful country, hold the highest means of the group, with 4.3 each. These items also present the highest classifications of 5, with 48.9% (AFF8) and 53.3% (AFF9). AFF8 also presents the lowest standard deviation of the group, with 0.774.

Item AFF5, regarding Portugal as a happy country, has the lowest mean of the group, with 3.3. This is considerably lower than the total mean, suggesting that the Portuguese respondents have a less positive image of this item. Items AFF3, AFF4, and AFF7 also present lower means, however, they do not deviate considerably from the total mean.

Table 25: Descriptive Statistics for Affective Image - Portuguese Respondents

	Affective Image Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
Portuguese Respondents	AFF1: Portugal is a relaxing country.	4.1	0.897	0.0	4.4	23.3	33.3	38.9
	AFF2: Portugal is an awakening country.	4.0	0.860	0.0	4.4	21.1	40.0	34.4
	AFF3: Portugal is a surprising country.	3.8	0.911	0.0	6.7	30.0	35.6	27.8
	AFF4: Portugal is a cheerful country.	3.8	0.947	1.1	6.7	26.7	37.8	27.8
	AFF5: Portugal is a happy country.	3.3	0.963	3.3	15.6	40.0	31.1	10.0
	AFF6: Portugal is an entertaining country.	4.0	0.906	0.0	6.7	21.1	38.9	33.3
	AFF7: Portugal is a calm country.	3.9	0.851	0.0	5.6	26.7	43.3	24.4
	AFF8: Portugal is a pleasant country.	4.3	0.774	0.0	1.1	15.6	34.4	48.9
	AFF9: Portugal is a delightful country.	4.3	0.810	0.0	2.2	14.4	30.0	53.3
	TOTAL:	4.0						

Source: By the author

In regards to the Canadian sample population, the total mean is of 4.1 (Table 26). This continues to reflect a very positive affective image of Portugal.

Items AFF8 and AFF9 continue to have the highest means of the group, with 4.4 each. However, item AFF1, regarding Portugal as a relaxing country, also presents a mean of 4.4. These items also show the highest classifications of 5 with 50.5% for AFF1, 50.5% for AFF8, and 53.5% for AFF9.

Table 26: Descriptive Statistics for Affective Image - Canadian Respondents

Canadian Respondents	Affective Image Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
	AFF1: Portugal is a relaxing country.	4.4	0.676	0.0	1.1	7.4	41.1	50.5
	AFF2: Portugal is an awakening country.	3.8	1.002	2.1	6.3	31.6	31.6	28.4
	AFF3: Portugal is a surprising country.	3.7	0.900	2.1	3.2	37.9	36.8	20.0
	AFF4: Portugal is a cheerful country.	4.2	0.846	1.1	2.1	14.7	40.0	42.1
	AFF5: Portugal is a happy country.	4.0	0.922	1.1	4.2	21.1	36.8	36.8
	AFF6: Portugal is an entertaining country.	4.2	0.774	0.0	3.2	11.6	45.3	40.0
	AFF7: Portugal is a calm country.	3.9	0.815	0.0	3.2	27.4	43.2	26.3
	AFF8: Portugal is a pleasant country.	4.4	0.690	0.0	1.1	8.4	40.0	50.5
	AFF9: Portugal is a delightful country.	4.4	0.760	0.0	1.1	13.7	31.6	53.7
	TOTAL:	4.1						

Source: By the author

Item AFF3, concerning Portugal as a surprising country, presents the lowest mean of the group, with 3.7. This suggests a less positive image of this item. AFF2, regarding Portugal as an awakening country, also presents a low mean of 3.8 and the highest standard deviation of 1.002. This reflects a higher level of uncertainty regarding this item.

The total mean for affective image is 4.0, as can be seen in Table 27. This confirms that respondents have a positive affective image of Portugal.

Table 27: Overall Mean for Affective Image

Affective Image	Sample	Mean
	Portuguese	4.0
	Canadian	4.1
	Overall	4.0

Source: By the author

5.2.9 NATION'S GLOBAL IMAGE

Nation's Global Image is examined by 1 item which as can be seen in the following tables. Upon analyzing the Portuguese results, it can be seen that the mean for the overall image of Portugal is of 3.2 (Table 28). This suggests a slightly positive image of Portugal. 50.0% of respondents classified overall image as 3. This reflects a strong tendency of uncertainty and indecisiveness towards the global image of the country. The standard deviation between answers is of 0.881, which is relatively low and suggests a general consensus among respondents.

Table 28: Descriptive Statistics for Nation's Global Image

Portuguese Respondents	Nation's Global Items	Mean	SDev	Frequency (%)				
				1	2	3	4	5
	IMG1: How do you rate the overall image of Portugal?	3.2	0.881	4.4	12.2	50.0	27.8	5.6
Canadian Respondents	IMG1: How do you rate the overall image of Portugal?	3.9	0.965	1.1	7.4	25.3	35.8	30.5

Source: By the author

In regards to the Canadian sample population, the mean for overall image is of 3.9 (Table 28). This is considerably higher than the Portuguese mean, suggesting that Canadian respondents have a more favorable image of Portugal. 35.8% of respondents classified the nation's global image as 4, whereas 30.5% classified it as 5. This shows a strong tendency towards the upper half of the scale, confirming positive overall image. The standard deviation of answers is of 0.965, suggesting a small deviation of answers.

Taking into account the total means of each sample population, the overall image of Portugal is classified as 3.6 (Table 29). This reflects a relatively positive image of the country.

Table 29: Overall Mean for Nation's Global Image

Nation's Global Image	Sample	Mean
	Portuguese	3.2
	Canadian	3.9
	Overall	3.6

Source: By the author

5.3 FACTOR ANALYSIS

In the following section, a factor analysis of each dimensions is presented. In order to complete this analysis, the entire sample population is taken into account and is not divided into Portuguese and Canadian respondents. The principal component extraction method is used, as well as the Varimax rotation method with Kaiser normalization.

5.3.1 EXPORTS

The value of KMO is equal to 0.830 and Bartlett's Test of Sphericity is 483.871 (sig=0.000). The principal component extraction method indicates the existence of 1 component, which accounts for 50.806% of total variance, as can be seen in Table 30.

Table 30: Total Variance Explained for Exports

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.556	50.806	50.806	3.556	50.806	50.806
2	0.962	13.737	64.543			
3	0.814	11.628	76.171			
4	0.600	8.569	84.740			
5	0.435	6.214	90.954			
6	0.368	5.255	96.209			
7	0.265	3.791	100.000			

Extraction Method: Principal Component Analysis.

Source: By the author based on SPSS 20

In regards to the communalities, the majority of values are higher than 0.3 and lower than 0.7. The only exception is item E4, which presents a value lower than 0.3, and thus, is a candidate for elimination. In regards to the component matrix after Varimax rotation with Kaiser normalization, only 1 component was extracted. All items present a factor loading superior to 0.5, with the lowest being item E4. The value for Cronbach's Alpha, calculated without item E4, is of 0.834 reflecting a good internal consistency. Results can be seen in Table 31.

Table 31: Component Matrix, Communalities and Cronbach's Alpha for Exports

Component Matrix		Communalities	Cronbach's Alpha
Factor Dimension	Component	Extraction	Internal Consistency
	1		
Exports	E1	0.671	0.450
	E2	0.820	0.672
	E3	0.800	0.640
	E4	0.515	0.266 ^a
	E5	0.591	0.349
	E6	0.773	0.597
	E7	0.763	0.582
0.834 ^{aa}			
^a item eliminated ^{aa} calculated without item E4			

Source: By the author based on SPSS 20

5.3.2 CULTURE AND HERITAGE

The value of KMO is equal to 0.848 and Bartlett's Test of Sphericity is 746.865 (sig.=0.000). As can be seen in Table 32, the principal component extraction method indicates the existence of 3 components, which account for 68.601% of total variance. Individually, component 1 accounts for 44.234%, component 2 for 12.918% , and component 3 for 11.449%.

Table 32: Total Variance Explained for Culture and Heritage

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.423	44.234	44.234	4.423	44.234	44.234
2	1.292	12.918	57.152	1.292	12.918	57.152
3	1.145	11.449	68.601	1.145	11.449	68.601
4	0.773	7.731	76.332			
5	0.537	5.375	81.707			
6	0.440	4.404	86.111			
7	0.417	4.174	90.286			
8	0.378	3.779	94.065			
9	0.328	3.280	97.344			
10	0.266	2.656	100.000			
Extraction Method: Principal Component Analysis.						

Source: By the author based on SPSS 20

As can be observed in Table?, all communalities are superior to 0.5. In regards to the rotated component matrix, after Varimax rotation with Kaiser normalization, 3 components were extracted. Component 1 refers to Modernism, component 2 refers to Sports, and component 3, refers to History. Within each component, all items have factor loadings superior to 0.6, indicating a strong correlation to the components and the group as a whole.

In regards to internal consistency (Table 33), Cronbach's Alpha for component 1 is of 0.552, indicating a poor internal consistency. Cronbach's Alpha for component 2, is of 0.809, indicating a good internal consistency. Cronbach's Alpha for component 3 is of 0.651, indicating a questionable internal consistency. Cronbach's Alpha for the entire group is of 0.855, indicating a good internal consistency.

Table 33: Rotated Component Matrix, Communalities, Cronbach's Alpha for Culture and Heritage

Rotated Component Matrix		Communalities			Cronbach's Alpha	
Factor Dimension		Component			Extraction	Internal Consistency
		1	2	3		
Sports	C1	0.190	0.825	0.153	0.740	0.809
	C2	0.228	0.756	0.239	0.681	
	C3	0.185	0.844	0.145	0.767	
History	C4	0.228	0.193	0.752	0.654	0.651
	C5	0.159	0.124	0.722	0.562	
	C6	0.078	0.159	0.751	0.596	
Modernism	C7	0.775	0.186	0.205	0.677	0.552
	C8	0.852	0.191	0.190	0.799	
	C9	0.681	0.194	0.391	0.655	
	C10	0.834	0.186	0.000	0.729	
Culture and Heritage Total:					0.855	

Source: By the author based on SPSS 20

5.3.3 GOVERNANCE

The value for KMO is equal to 0.908 and Bartlett's Test of Sphericity is of 1394.746 (sig.=0.000). The Principal Component Extraction Method indicates the existence of 2 components, accounting for 61.852% of total variance (Table 34). Individually, component 1 accounts for 50.931% of variance, whereas component two accounts for 10.911%.

Table 34: Total Variance Explained for Governance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.621	50.931	50.931	6.621	50.931	50.931
2	1.418	10.911	61.842	1.418	10.911	61.842
3	0.803	6.175	68.017			
4	0.763	5.871	73.888			
5	0.645	4.958	78.845			
6	0.523	4.024	82.870			
7	0.472	3.629	86.499			
8	0.439	3.377	89.877			
9	0.344	2.650	92.526			
10	0.313	2.409	94.935			
11	0.251	1.934	96.869			
12	0.224	1.720	98.589			
13	0.183	1.411	100.000			

Extraction Method: Principal Component Analysis.

Source: By the author based on SPSS 20

In Table 35, it can be seen that all communalities are superior to 0.3, the lowest being item G3. In the Varimax rotation with Kaiser normalization 2 components were extracted. Component 1 is Efficiency and International Presence, whereas component 2 is Leadership and Freedom. Item G3 presents the lowest factor loading, although it is slightly superior to 0.4. The remaining items are all superior to 0.5.

In regards to internal consistency, the values of Cronbach's Alpha reflect good internal consistency for each component and excellent internal consistency for the entire group. Component one has an internal consistency of 0.898 and component 2 has an internal consistency of 0.858. Cronbach's Alpha for the entire group is of 0.918.

Table 35: Rotated Component Matrix, Communalities, and Cronbach's Alpha for Governance

Rotated Component Matrix		Communalities		Cronbach's Alpha	
Factor Dimension	Component	Extraction		Internal Consistency	
		1	2		
Leadership and Freedom	G1	0.164	0.861	0.767	0.858
	G2	0.123	0.883	0.795	
	G4	0.422	0.677	0.636	
	G5	0.338	0.690	0.591	
	G6	0.440	0.534	0.479	
Efficiency and International Presence	G3	0.438	0.384	0.339	0.898
	G7	0.784	0.189	0.651	
	G8	0.684	0.222	0.518	
	G9	0.731	0.207	0.577	
	G10	0.791	0.195	0.663	
	G11	0.775	0.241	0.658	
	G12	0.775	0.352	0.724	
	G13	0.663	0.450	0.642	
Governance Total:				0.918	

Source: By the author based on SPSS 20

5.3.4 INVESTMENT AND IMMIGRATION

The factor analysis reveals that KMO is equal to 0.823 and Bartlett's Test of Sphericity is of 1050.172 (sig. 0.000). The principal component extraction method indicates the existence of 3 components. This accounts for 69.782% of total variance. Component 1 explains 43.691%, component 2 explains 16.624%, and component 3 explains 9.467%. These results can be seen in Table 36.

Table 36: Total Variance Explained for Investment and Immigration

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.806	43.691	43.691	4.806	43.691	43.691
2	1.829	16.624	60.315	1.829	16.624	60.315
3	1.041	9.467	69.782	1.041	9.467	69.782
4	0.821	7.466	77.248			
5	0.638	5.797	83.045			
6	0.504	4.584	87.629			
7	0.350	3.178	90.808			
8	0.327	2.976	93.784			
9	0.288	2.621	96.404			
10	0.222	2.023	98.427			
11	0.173	1.573	100.000			

Extraction Method: Principal Component Analysis.

Source: By the author based on SPSS 20

The majority of communalities are superior to 0.6 and inferior to 0.9. The only exception is item IN8, which has an extraction value of 0.489. In the Varimax rotation with Kaiser normalization, 3 components were extracted. The first component concerns the willingness to work and study in the country, the second component concerns education and equality, and the third component concerns quality of life and opportunities. All items have a factor loading superior to 0.5. These results can be seen in Table 37.

The value of Cronbach's Alpha for component 1 is of 0.872, reflecting a good internal consistency. Components 2 and 3 present values of 0.793 and 0.755 respectively. These demonstrate acceptable internal consistency. Cronbach's Alpha for the entire group is of 0.869, which shows good internal consistency (Table 37).

Table 37: Rotated Component Matrix, Communalities, and Cronbach's Alpha for Investment and Immigration

Rotated Component Matrix					Communalities	Cronbach's Alpha
Factor Dimension		Component			Extraction	Internal Consistency
		1	2	3		
Willingness to Work and Study	IN1	0.781	0.040	0.338	0.726	0.872
	IN2	0.752	-0.059	0.399	0.728	
	IN5	0.910	0.123	0.096	0.853	
	IN7	0.773	0.424	0.056	0.781	
Education and Equality	IN6	0.341	0.774	-0.029	0.716	0.793
	IN10	0.006	0.803	0.315	0.745	
	IN11	-0.020	0.796	0.304	0.727	
Quality of Life and Opportunities	IN3	0.128	0.466	0.659	0.667	0.755
	IN4	0.130	0.169	0.767	0.634	
	IN8	0.258	0.411	0.504	0.489	
	IN9	0.375	0.083	0.679	0.609	
Investment and Immigration Total:						0.869

Source: By the author based on SPSS 20

5.3.5 TOURISM

The factor analysis shows that KMO is equal to 0.909 Bartlett's Test of Sphericity is of 1213.524 (sig. 0.000). The principal component extraction method shows the existence of 3 components, accounting for 61.644% of total variance. As can be seen in Table 38, component 1 accounts for 46.486%, component 2 for 7.854%, and component 3 for 7.303%.

Table 38: Total Variance Explained for Tourism

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.508	46.486	46.486	6.508	46.486	46.486
2	1.100	7.854	54.341	1.100	7.854	54.341
3	1.022	7.303	61.644	1.022	7.303	61.644
4	0.838	5.989	67.633			
5	0.707	5.052	72.685			
6	0.688	4.918	77.603			
7	0.605	4.322	81.925			
8	0.506	3.614	85.539			
9	0.438	3.129	88.668			
10	0.403	2.877	91.545			
11	0.340	2.428	93.973			
12	0.321	2.294	96.267			
13	0.265	1.896	98.163			
14	0.257	1.837	100.000			

Extraction Method: Principal Component Analysis.

Source: By the author based on SPSS 20

In Table 39, it can be observed that the majority of communalities are superior to 0.5, with the exception of item T6 (0.396). The Varimax rotation with Kaiser normalization extracted 3 components. Component 1 concerns tourist attraction, component 2 concerns willingness to visit and natural beauty, and component 3 concerns city life. All items present factor loadings superior to 0.5.

Cronbach's Alpha for component 1 is of 0.782, presenting an acceptable internal consistency. Component 2 also presents an acceptable internal consistency with 0.794. Component 3 depicts a value of 0.827, reflecting a good internal consistency. The value for the entire group is of 0.908, which indicates an excellent internal consistency (Table 39).

Table 39: Rotated Component Matrix, Communalities, and Cronbach's Alpha for Tourism

Rotated Component Matrix					Communalities	Cronbach's Alpha
Factor Dimension		Component			Extraction	Internal Consistency
		1	2	3		
Willingness to Visit and Natural Beauty	T1	0.145	0.765	0.311	0.702	0.794
	T2	0.142	0.870	0.176	0.808	
	T3	0.279	0.612	0.254	0.517	
	T4	0.472	0.537	0.139	0.530	
Tourist Attractions	T5	0.774	0.074	0.072	0.609	0.782
	T6	0.506	0.369	0.062	0.396	
	T7	0.685	0.181	0.184	0.535	
	T8	0.604	0.508	0.256	0.689	
	T9	0.587	0.235	0.416	0.573	
	T10	0.524	0.399	0.431	0.619	
	T11	0.634	0.170	0.459	0.641	
City Life	T12	0.227	0.263	0.729	0.652	0.827
	T13	0.075	0.154	0.871	0.789	
	T14	0.332	0.313	0.600	0.569	
Tourism Total:						0.908

Source: By the author based on SPSS 20

5.3.6 PEOPLE

The factor analysis reveals a KMO of 0.868 and Bartlett's Test of Sphericity of 782.782 (sig. 0.000). The principal components extraction method indicates the presence of 2 components. These explain 63.803% of total variance (Table 40). Component 1 accounts for 51.191% and component 2 accounts for 12.612%.

In Table 41, it can be seen that all communalities are higher than 0.4, the lowest being item P5 (0.486). In the Varimax rotation with Kaiser normalization, 2 components were extracted. Component 1 reflects hospitality and component 2 depicts competence. All items present factor loadings that are superior to 0.5.

Table 40: Total Variance Explained for People

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.607	51.191	51.191	4.607	51.191	51.191
2	1.135	12.612	63.803	1.135	12.612	63.803
3	0.941	10.451	74.254			
4	0.534	5.938	80.191			
5	0.460	5.111	85.302			
6	0.409	4.541	89.844			
7	0.346	3.839	93.683			
8	0.318	3.529	97.212			
9	0.251	2.788	100.000			

Extraction Method: Principal Component Analysis.

Source: By the author based on SPSS 20

The internal consistency of component 1 is of 0.864, reflecting a good internal consistency. Cronbach's Alpha value for component 2 is of 0.798, reflecting an acceptable internal consistency. As can be seen in Table 41, the total value for the group is of 0.877, which presents a good internal consistency.

Table 41: Rotated Component Matrix, Communalities, and Cronbach's Alpha for People

Rotated Component Matrix			Communalities	Cronbach's Alpha	
Factor Dimension	Component		Extraction	Internal Consistency	
	1	2			
Hospitality	P1	0.684	0.366	0.601	0.864
	P2	0.707	0.372	0.639	
	P3	0.794	0.270	0.704	
	P4	0.728	0.371	0.668	
	P5	0.696	0.049	0.486	
	P6	0.727	0.149	0.551	
Competence	P7	0.236	0.824	0.734	0.798
	P8	0.252	0.781	0.673	
	P9	0.189	0.807	0.686	
People Total:				0.877	

Source: By the author based on SPSS 20

5.3.7 COGNITIVE IMAGE

The factor analysis depicts a KMO equal to 0.877 and a Bartlett's Test of Sphericity of 1184.124 (sig. 0.000). As can be seen in Table 42, the principal component analysis indicates the presence of 5 components. These explain 65.225% of total variance. Component 1 accounts for 35.103%, component 2 for 9.110%, component 3 for 8.278%, component 4 for 6.578%, and component 5 for 6.156%.

Table 42: Total Variance Explained for Cognitive Image

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.968	35.103	35.103	5.968	35.103	35.103
2	1.549	9.110	44.213	1.549	9.110	44.213
3	1.407	8.278	52.491	1.407	8.278	52.491
4	1.118	6.578	59.069	1.118	6.578	59.069
5	1.047	6.156	65.225	1.047	6.156	65.225
6	0.827	4.863	70.087			
7	0.762	4.479	74.567			
8	0.686	4.034	78.600			
9	0.600	3.529	82.129			
10	0.493	2.902	85.031			
11	0.472	2.776	87.808			
12	0.458	2.691	90.499			
13	0.393	2.312	92.811			
14	0.368	2.166	94.977			
15	0.322	1.894	96.871			
16	0.297	1.749	98.620			
17	0.235	1.380	100.000			

Extraction Method: Principal Component Analysis.

Source: By the author based on SPSS 20

In Table 43, it can be seen that all communalities are superior to 0.5. The lowest is in item COG10 (0.532). The Varimax rotation with Kaiser normalization indicates the extraction of 5 components. Component 1 concerns friendliness and component 2 concerns safety and cleanliness. In addition, component 3 depicts the underprivileged state of the country, component 4 indicates urbanization, and component 5 depicts old age. All items present factor loadings superior to 0.5.

Table 43: Rotated Component Matrix and Communalities for Cognitive Image

Rotated Component Matrix							Communalities
Factor Dimension		Component					Extraction
		1	2	3	4	5	
Friendly	COG2	0.795	0.189	0.006	0.089	-0.057	0.679
	COG4	0.677	0.322	0.072	0.234	0.086	0.629
	COG9	0.780	0.103	0.097	0.173	0.067	0.662
	COG10	0.593	0.006	-0.339	0.091	-0.238	0.532
	COG11	0.503	0.471	0.070	0.327	-0.039	0.588
	COG12	0.780	0.209	-0.164	0.056	.0124	0.697
	COG13	0.651	0.436	-0.024	-0.011	0.074	0.621
	COG14	0.802	0.111	-0.020	-0.054	0.110	0.671
Safe and Clean	COG1	0.284	0.559	-0.326	0.298	0.190	0.625
	COG3	0.076	0.763	-0.009	0.133	0.226	0.657
	COG6	0.292	0.669	0.203	-0.127	-0.378	0.734
	COG17	0.306	0.679	-0.195	0.065	0.036	0.598
Underprivileged	COG8	0.043	-0.182	0.754	0.010	0.062	0.607
	COG16	-0.064	0.077	0.738	0.117	-0.039	0.570
Urbanized	COG5	0.030	0.016	0.190	0.832	-0.148	0.751
	COG15	0.331	0.299	-0.110	0.635	0.230	0.666
Old	COG7	0.117	0.125	0.047	-0.038	0.876	0.801

Source: By the author based on SPSS 20

Cronbach's Alpha for component 1 is of 0.882, indicating a good internal consistency. Component 2 depicts a value of 0.550 which is considered to be a poor internal consistency. The internal consistency of component 3 and component 4 are not calculated as they consist of only 2 items. The is also applied to component 5 as it only consists of 1 item. Cronbach's Alpha for the entire group is of 0.828, which depicts a good internal consistency. These results can be seen in Table 44.

Table 44: Cronbach's Alpha for Cognitive Image

Cognitive Image	Cronbach's Alpha
Friendly	0.882
Safe and Clean	0.550
Underprivileged	-
Urbanized	-
Old	-
Cognitive Image Total	0.828

Source: By the author based on SPSS 20

5.3. 8 AFFECTIVE IMAGE

The factor analysis revealed a KMO of 0.898 and Bartlett's test of Sphericity of 818.566 (sig.000). The principal component extraction method indicates the presence of only 1 component. This accounts for 55.190% of total variance (Table 45).

Table 45: Total Variance for Affective Image

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.967	55.190	55.190	4.967	55.190	55.190
2	0.842	9.357	64.547			
3	0.744	8.265	72.812			
4	0.610	6.775	79.587			
5	0.485	5.385	84.972			
6	0.437	4.855	89.826			
7	0.347	3.855	93.682			
8	0.309	3.436	97.118			
9	0.259	2.882	100.000			
Extraction Method: Principal Component Analysis.						

Source: By the author based on SPSS 20

In Table 46, it can be observed that all communalities present a value higher than 0.4, the lowest being AFF5 (0.424). The Varimax rotation with Kaiser normalization results in 1 component. All items present a factor loading superior to 0.6. Cronbach's Alpha is of 0.894, which indicates good internal consistency.

Table 46: Component Matrix, Communalities, and Cronbach's Alpha for Affective Image

Component Matrix		Communalities	Cronbach's Alpha
Factor Dimension	Component	Extraction	Internal Consistency
	1		
Affective Image	AFF1	0.742	0.550
	AFF2	0.739	0.546
	AFF3	0.716	0.513
	AFF4	0.791	0.626
	AFF5	0.651	0.424
	AFF6	0.775	0.601
	AFF7	0.675	0.456
	AFF8	0.827	0.685
	AFF9	0.753	0.567
			0.894

Source: By the author based on SPSS 20

5.5 COMPARISON OF MEANS

In this section, the comparison of means t test is used to analyze the differences between the perceptions of Canadian and Portuguese respondents. In the first analysis, this study takes into account the differences between the perceptions of the dimensions of the nation brand hexagon (Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, and People) as well nation's global image and its dimensions of cognitive and affective image. In the second analysis, dimensions with more than 1 factor component are analyzed.

5.5.1 COMPARISON OF PERCEPTIONS BETWEEN PORTUGUESE AND CANADIAN RESPONDENTS

Upon analyzing the results of the first t test, Levene's Test for Equality of Variances reveals that all mean differences have equal variances. The dimensions of Culture and Heritage, Investment and Immigration, Tourism, and Affective Image present significant mean differences (Table 47). The t test takes into consideration the differences in perception between the Canadian and Portuguese respondents. Thus, it is verified that Canadian respondents have a more favorable perception than the Portuguese respondents.

In regards to the t test for factor components, Levene's Test for Equality of Variances reveals that some of the factor components do not have equal variances (Table 48). These are willingness to work and study, and old. In addition, both these factor components indicate significant mean differences, in which Canadian respondents present higher means than Portuguese respondents.

The factor components that reveal equal variances also present cases of significant mean differences. The factor components with significant mean differences are: leadership and freedom (Governance), efficiency and international presence (Governance), education and equality (Investment and Immigration), city life (Tourism), competence (People), and safe and clean (Cognitive Image). As the sub-components present these results, this demonstrates that there are significant mean differences within the majority dimensions. The only exception is the dimension of Culture and Heritage, in which no factor component presented significant mean differences. Once again, Canadian respondents present higher means than Portuguese respondents.

Table 47: Independent Samples Test for Nation Brand Hexagon, Cognitive Image, Affective Image and Nation's Global Image

Variable	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
Exports	0.652	0.515	0.06	-0.11650	0.23145
Culture and Heritage	4.298	0.000	0.44	0.23980	0.64670
Governance	0.791	0.430	0.09	-0.13144	0.30753
Investment and Immigration	2.326	0.021	0.18	0.02778	0.33793
Tourism	2.399	0.017	0.22	0.03832	0.39287
People	1.503	0.135	0.14	-0.04367	0.32307
Affective Image	2.752	0.007	0.19	0.05318	0.32246
Cognitive Image	-0.281	0.779	-0.03	-0.24752	0.18571
Nation's Global Image	0.652	0.515	0.06	-0.11650	0.23145

Source: By the author based on SPSS 20

Table 48: Independent Samples Test for Factor Dimensions

Factor Dimension	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
Sports	-0.444	0.657	-0.05	-0.26735	0.16906
History	-0.867	0.387	-0.08	-0.25123	0.09784
Modernism	1.939	0.054	0.24	-0.00417	0.48030
Leadership and Freedom	5.176	0.000	0.60	0.37229	0.83087
Efficiency and International Presence	3.077	0.002	0.34	0.12357	0.56502
Willingness to Work and Study	-2.239	0.026	-0.34	-0.64305	-0.04062
Education and Equality	6.012	0.000	0.76	0.51200	1.01219
Quality of Life and Opportunities	0.103	0.918	0.01	-0.22434	0.24912
Willingness to Visit	1.867	0.063	0.15	-0.00873	0.31716
Tourist Attractions	1.149	0.252	0.10	-0.06965	0.26395
City Life	3.848	0.000	0.42	0.20516	0.63687
Hospitality	0.615	0.539	0.06	-0.12456	0.23747
Competence	4.576	0.000	0.53	0.30371	0.76405
Friendly	1.474	0.142	0.13	-0.04349	0.30024
Safe and Clean	2.576	0.011	0.27	0.06389	0.48195
Underprivileged	-0.264	0.792	-0.03	-0.26998	0.20634
Urbanized	0.878	0.381	0.10	-0.12914	0.33610
Old	6.736	0.000	0.93	0.658	1.204

Source: By the author based on SPSS 20

5.6 LINEAR REGRESSION ANALYSIS

In the following section, the results of the linear regression analyses are presented in order to evaluate the impact of nation brand image (exports, culture and heritage, governance, investment and immigration, tourism, and people) on cognitive and affective image. The analyses are divided by sample population, that is, Portuguese respondents and Canadian respondents. In this manner, it is possible to identify similarities and differences between perceptions.

In addition, all regression analyses are completed in 3 separate phases. In the first and second phases, the independent variables consist of the sub-components identified in the factor analysis. However, in the first phase, sub-components are separately analysed by construct whereas in the second phase, all sub-components are analysed at once. This allows for the identification of the sub-components that have greatest impact within their dimension, as well as the dimensions that have greatest overall impact. Lastly, in the third phase of the regression analysis, the overall impact of each dimension is analysed.

5.4.1 IMPACT OF NATION BRAND HEXAGON ON COGNITIVE IMAGE: PORTUGUESE RESPONDENTS

This section presents results concerning the Portuguese sample population. In the first analysis of the impact of nation brand image on cognitive image, factor dimensions were separately analysed according to their construct. The analysis of residuals does not reveal any increasing or decreasing tendencies, and therefore reflect normal distribution. In this manner, residuals reflect constant variance and do not show homoscedasticity. As can be seen in Table 49, all tolerance values are superior to 0.1 and all VIF values are inferior to 10, demonstrating the absence of multicollinearity. Given the sample size, all Durbin-Watson value reveal the inexistence of autocorrelation.

Table 49: Cognitive Image Regression Analysis-Impact of Dimension Related Sub-Components (Portuguese Respondents)

Model 1	Un-standardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	R ²	Collinearity Statistics	
	B	Beta						Tolerance	VIF
(Constant)	2.346		11.014	0.000	39.521 (0.000)	2.013	31.0%		
Exports	0.383	0.557	6.287	0.000				1.000	1.000
(Constant)	1.270		3.789	0.000	22.772 (0.000)	1.971	44.3%		
Sports	0.064	0.092	0.976	0.332				0.722	1.384
History	0.334	0.399	4.396	0.000				0.785	1.273
Modernism	0.203	0.322	3.211	0.002				0.643	1.554
(Constant)	2.410		13.617	0.000	26.303 (0.000)	1.986	37.7%		
Leadership and Freedom	0.133	0.212	2.030	0.045				0.656	1.523
Efficiency and International Presence	0.326	0.465	4.452	0.000				0.656	1.523
(Constant)	2.136		11.522	0.000	23.919 (0.000)	1.949	45.5%		
Willingness to Work and Study	0.175	0.327	3.395	0.001				0.684	1.462
Education and Equality	0.154	0.263	2.889	0.005				0.767	1.303
Quality of Life and Opportunities	0.159	0.253	2.559	0.012				0.649	1.541
(Constant)	0.547		1.785	0.078	36.776 (0.000)	2.015	56.2%		
Willingness to Visit	0.461	0.499	5.030	0.000				0.518	1.931
Tourist Attractions	0.095	0.114	0.994	0.323				0.384	2.604
City Life	0.181	0.264	2.882	0.005				0.606	1.651
(Constant)	0.883		3.266	0.002	55.869 (0.000)	1.944	56.2%		
Hospitality	0.498	0.580	7.003	0.000				0.734	1.362
Competence	0.168	0.263	3.174	0.002				0.734	1.362

a. Dependant Variable: Cognitive Image

Source: By the author based of SPSS 20

Cognitive Image can be explained in 31.0% by Exports, 44.3% by the sub-components of Culture and Heritage, 37.7% by the sub-components of Governance, 45.5% by the sub-components of Investment and Immigration, 56.2% by the sub-components of Tourism, and 52.2% by the sub-components of People. The only sub-components that do not present statistically significant coefficients are sports and tourist Attractions. The statistically significant variables all have a positive effect on Cognitive Image. Hospitality (Tourism) has the highest impact, whereas modernism (Culture and Heritage) has the lowest.

The second part of the analysis takes into account all sub-components as independent variables. In this manner, it is possible to identify which sub-components have the greatest overall impact on Cognitive Image. As can be seen in Table 50, there are significant differences from the results presented above.

The analysis of residuals does not reveal any increasing or decreasing tendencies, and therefore reflects normal distribution. In this manner, residuals reflect constant variance and does not show homoscedasticity. The value of Durbin-Watson is of 1.995, which, given the sample size, reveals the absence of autocorrelation. All tolerance values are superior to 0.1 and all VIF values are inferior to 10, demonstrating the absence of multicollinearity.

Cognitive Image can be explained in 74.9% by all the sub-components. Contrary to the previous analysis, only sports, modernism, willingness to visit, and hospitality present statistically significant coefficients. Sports presents a negative impact on Cognitive Image, with a Beta value of -0.185. The remaining variables all present a positive impact on Cognitive Image. The sub-components with the highest impact on cognitive Image is willingness to visit.

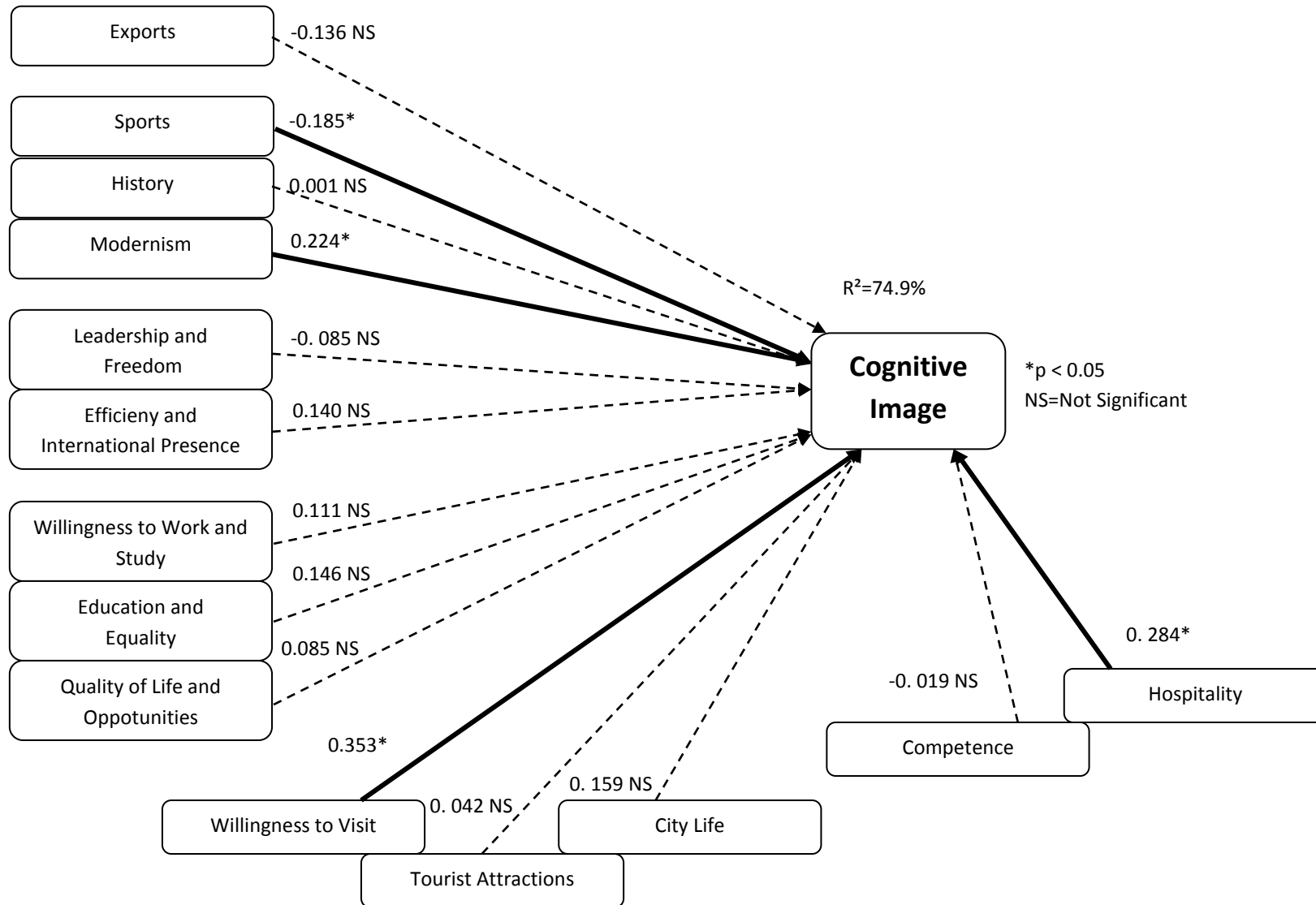
The complete visualization of these results can be seen in Figure 21. The values presented indicate the Standardized Coefficient Beta values and the value of R^2 .

Table 50: Cognitive Image Regression Analysis-Overall Impact of Sub-components (Portuguese Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	Collinearity Statistics	
	B	Beta					Tolerance	VIF
(Constant)	0.299		1.097	0.276	16.028 (0.000)	1.955	0.309	3.240
Exports	-0.094	-0.136	-1.311	0.194			0.429	2.332
Sports	-0.129	-0.185	-2.100	0.039			0.436	2.293
History	0.000	0.001	0.006	0.995			0.367	2.724
Modernism	0.141	0.224	2.348	0.021			0.333	2.999
Leadership and Freedom	-0.053	-0.085	-0.850	0.398			0.241	4.158
Efficiency and International Presence	0.098	0.140	1.189	0.238			0.549	1.823
Willingness to Work and Study	0.059	0.111	1.417	0.161			0.367	2.727
Education and Equality	0.085	0.146	1.527	0.131			0.484	2.065
Quality of Life and Opportunities	0.053	0.085	1.020	0.311			0.334	2.993
Willingness to Visit	0.326	0.353	3.526	0.001			0.281	3.553
Tourist Attractions	0.035	0.042	0.389	0.699			0.447	2.240
City Life	0.109	0.159	1.836	0.070			0.387	2.583
Hospitality	0.244	0.284	3.062	0.003			0.468	2.138
Competence	-0.012	-0.019	-0.221	0.826			0.309	3.240
Dependant Variable: Cognitive Image								

Source: By the author based on SPSS 20

Figure 21: Cognitive Image Regression Analysis-Overall Impact of Sub-components (Portuguese Respondents)



Source: By the author

The last part of this analysis takes into account whole dimensions as opposed to their corresponding sub-components . The constructs evaluated as independent variables are those of nation brand image, in other words, Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, and People. It is therefore possible to identify which dimensions have significant impact on Cognitive Image.

The analysis of residuals does not reveal any increasing or decreasing tendencies, and therefore reflect normal distribution. Thus, variance is constant and does not show homoscedasticity. As can be seen in Table 51, the value of Durbin-Watson is of 2.040, which reveals the absence of autocorrelation. All tolerance values are superior to 0.1 and all VIF values are inferior to 10, demonstrating the absence of multicollinearity.

Cognitive Image can be explained in 82.8% by the dimensions of the nation brand hexagon. Investment and Immigration, Tourism, and People are the only dimensions which present statistically significant coefficients. People presents the highest impact, with a Beta value of 0.353. The remaining dimensions (Exports, Culture and Heritage, and Governance) do not present statistically significant impact on Cognitive Image.

The complete visualization of these results can be seen in Figure 22. The values presented indicate the Standardized Coefficient Beta values and the value of R².

Figure 22: Cognitive Image Regression Analysis-Impact of Nation Brand Hexagon Dimensions (Portuguese Respondents)

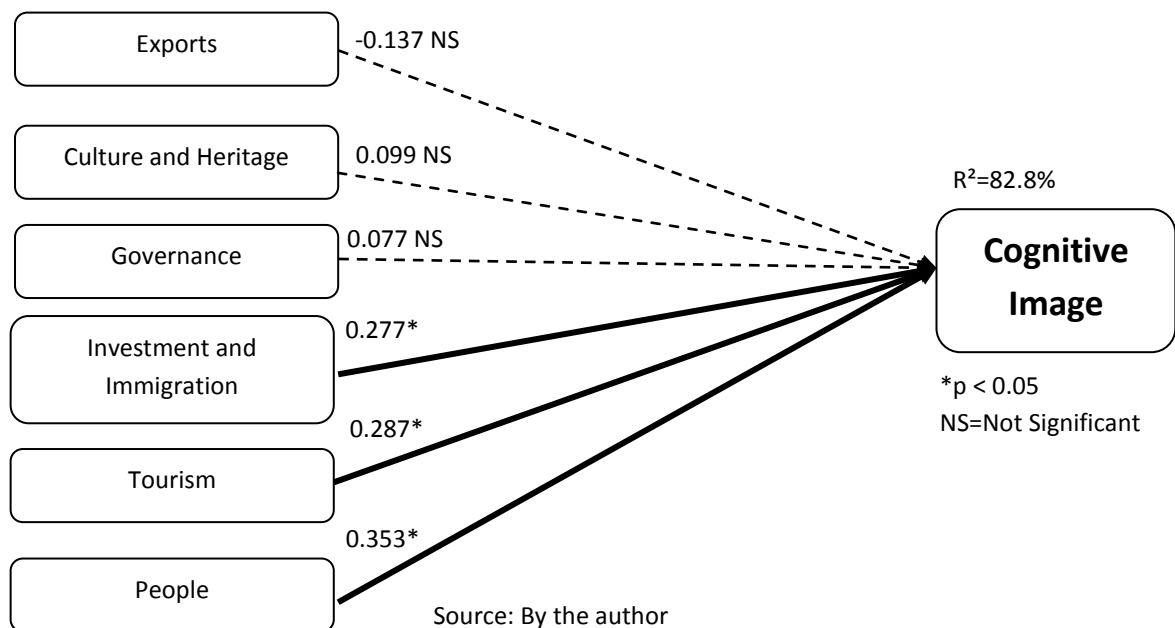


Table 51: Cognitive Image Regression Analysis-Impact of Nation Brand Hexagon Dimensions (Portuguese Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	Collinearity Statistics	
	B	Beta					Tolerance	VIF
(Constant)	0.521		2.021	0.046	30.145 (0.000)	2.040		
Exports	-0.105	-0.137	-1.308	0.194			0.344	2.911
Culture and Heritage	0.086	0.099	0.935	0.352			0.339	2.949
Governance	0.058	0.077	0.733	0.465			0.342	2.926
Investment and Immigration	0.200	0.277	2.853	0.005			0.401	2.492
Tourism	0.270	0.287	2.556	0.012			0.300	3.332
People	0.310	0.353	3.556	0.001			0.385	2.599
a. Dependant Variable: Cognitive Image								

Source: By the author based on SPSS

5.6.2. IMPACT OF NATION BRAND HEXAGON ON AFFECTIVE IMAGE: PORTUGUESE RESPONDENTS

The following section presents results of Portuguese respondents. In the first analysis of the impact of nation brand hexagon on Affective Image, sub-components are separately analysed according to their dimension. The analysis of residuals does not reveal any increasing or decreasing tendencies, and therefore reflects normal distribution. In this manner, residuals reflect constant variance and does not demonstrate homoscedasticity.

As can be seen in Table 52, all tolerance values are superior to 0.1 and all VIF values are inferior to 10, demonstrating the absence of multicollinearity. Given the sample size, all Durbin-Watson values reveal the absence of autocorrelation.

Affective Image can be explained in 23.1% by Exports, 37.8% by the sub-components of Culture and Heritage, 20.5% by the sub-components of Governance, 38.3% by the sub-components of Investment and Immigration, 57.0% by the sub-components of Tourism, and 40.3% by the sub-components of People. The sub-components that do not present statistically significant coefficients are sports, modernism, leadership and freedom, education and equality, tourist attractions, and competence.

The statistically significant sub-components all have a positive effect on Affective Image. Of the statistically significant factor dimensions, willingness to visit (Tourism) has the highest impact, whereas willingness to work and study (Investment and Immigration) has the lowest.

Table 52: Affective Image Regression Analysis-Impact of Dimension Related Sub-components (Portuguese Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	R ²	Collinearity Statistics	
	B	Beta						Tolerance	VIF
(Constant)	2.393		7.717	0.000	26.489 (0.000)	1.926	23.1%		
Exports	0.457	0.481	5.147	0.000				1.000	1.000
(Constant)	0.661		1.353	0.180	17.456 (0.000)	2.082	37.8%		
Sports	0.154	0.161	1.611	0.111				0.722	1.384
History	0.490	0.425	4.428	0.000				0.785	1.273
Modernism	0.153	0.176	1.659	0.101				0.643	1.554
(Constant - Governance)	2.701		9.799	0.000	11.238 (0.000)	1.956	20.5%		
Leadership and Freedom	0.196	0.227	1.922	0.058				0.656	1.523
Efficiency and International Presence	0.272	0.281	2.385	0.019				0.656	1.523
(Constant)	2.058		7.562	0.000	17.789 (0.000)	2.004	38.3%		
Willingness to Work and Study	0.200	0.271	2.650	0.010				0.684	1.462
Education and Equality	0.067	0.083	0.857	0.394				0.767	1.303
Quality of Life and Opportunities	0.332	0.382	3.630	0.000				0.649	1.541
(Constant)	-0.354		-0.847	0.399	37.973 (0.000)	2.191	57.0%		
Willingness to Visit	0.723	0.567	5.768	0.000				0.518	1.931
Tourist Attractions	0.031	0.027	0.237	0.813				0.384	2.604
City Life	0.267	0.282	3.107	0.003				0.606	1.651
(Constant)	0.676		1.552	0.124	29.346 (0.000)	1.881	40.3%		
Hospitality	0.627	0.529	5.469	0.000				0.734	1.362
Competence	0.151	0.172	1.776	0.079				0.734	1.362

a. Dependant Variable: Affective Image

Source: By the author

The second part of this analysis takes into account all sub-components. In this manner, it is possible to identify which sub-components have a greater overall impact on Affective Image.

The regression analysis of residuals does not reveal any increasing or decreasing tendencies, and therefore reflect normal distribution. Thus, variance is constant and does not show homoscedasticity. The value of Durbin-Watson is of 2.097, as can be seen in Table 53. Given the sample size, this reflects the absence of autocorrelation. All tolerance values are superior to 0.1 and all VIF values are inferior to 10, demonstrating the absence of multicollinearity.

Affective Image is explained in 66.8% by all sub-components. Modernism, quality of life and opportunities, willingness to visit, and city life are the only sub-components that present statistically significant coefficients. All have positive impact on Affective Image. Willingness to visit presents the highest impact, with a Beta value of 0.488.

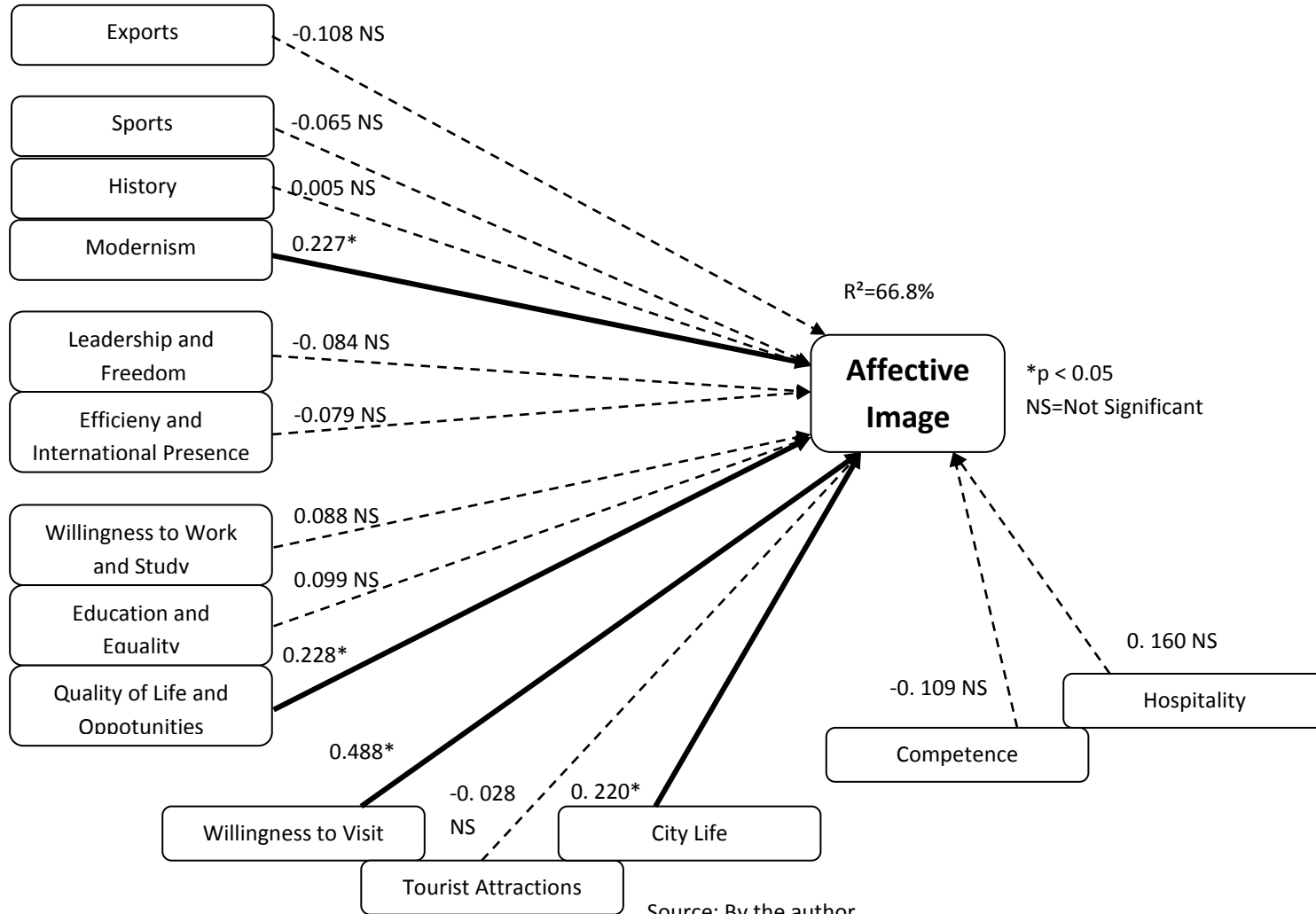
A visualization of these results can be seen in Figure 23. The values presented indicate the Standardized Coefficient Beta values and the value of R^2 .

Table 53: Affective Image Regression Analysis-Overall Impact of Sub-components (Portuguese Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	Collinearity Statistics	
	B	Beta					Tolerance	VIF
(Constant)	-0.578		-1.337	0.185	10.777 (0.000)	2.097		
Exports	-0.103	-0.108	-0.901	0.370			0.309	3.240
Sports	-0.063	-0.065	-0.644	0.522			0.429	2.332
History	0.005	0.005	0.047	0.963			0.436	2.293
Modernism	0.197	0.227	2.065	0.042			0.367	2.724
Leadership and Freedom	-0.072	-0.084	-0.725	0.470			0.333	2.999
Efficiency and International Presence	-0.077	-0.079	-0.583	0.562			0.241	4.158
Willingness to Work and Study	0.065	0.088	0.978	0.331			0.549	1.823
Education and Equality	0.080	0.099	0.903	0.370			0.367	2.727
Quality of Life and Opportunities	0.198	0.228	2.385	0.020			0.484	2.065
Willingness to Visit	0.622	0.488	4.235	0.000			0.334	2.993
Tourist Attractions	-0.032	-0.028	-0.225	0.823			0.281	3.553
City Life	0.208	0.220	2.207	0.030			0.447	2.240
Hospitality	0.190	0.160	1.500	0.138			0.387	2.583
Competence	-0.096	-0.109	-1.124	0.265			0.468	2.138
Dependant Variable: Affective Image								

Source: By the author based on SPSS 20

Figure 23: Affective Image Regression Analysis-Overall Impact of Sub-components (Portuguese Respondents)



The last part of the regression analysis contemplates entire dimensions as opposed to their corresponding sub-components. Therefore, the independent variables are Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, and People. In this manner, it is possible to identify which dimensions of the nation brand hexagon have significant impact on Affective Image.

The analysis of residuals does not reveal any increasing or decreasing tendencies, and therefore reflect normal distribution. Thus, variance is constant and does not demonstrate homoscedasticity. In Table 54 It can be observed that the value of Durbin-Watson is 2.181, which, given the sample size, reveals the inexistence of autocorrelation. All tolerance values are superior to 0.1 and all VIF values are inferior to 10, validating the nonexistence of multicollinearity.

Affective Image can be explained in 58.7% by the dimensions of the nation brand hexagon. Investment and Immigration, as well Tourism, are the only dimensions which have statistically significant coefficients. These dimensions both present a positive impact. Tourism has the highest impact of Affective Image, presenting a Beta value of 0.461.

The complete visualization of these results can be seen in Figure 24. The values presented indicate the Standardized Coefficient Beta values and the value of R².

Figure 24: Affective Image Regression Analysis-Impact of Nation Brand Hexagon Dimension (Portuguese Respondents)

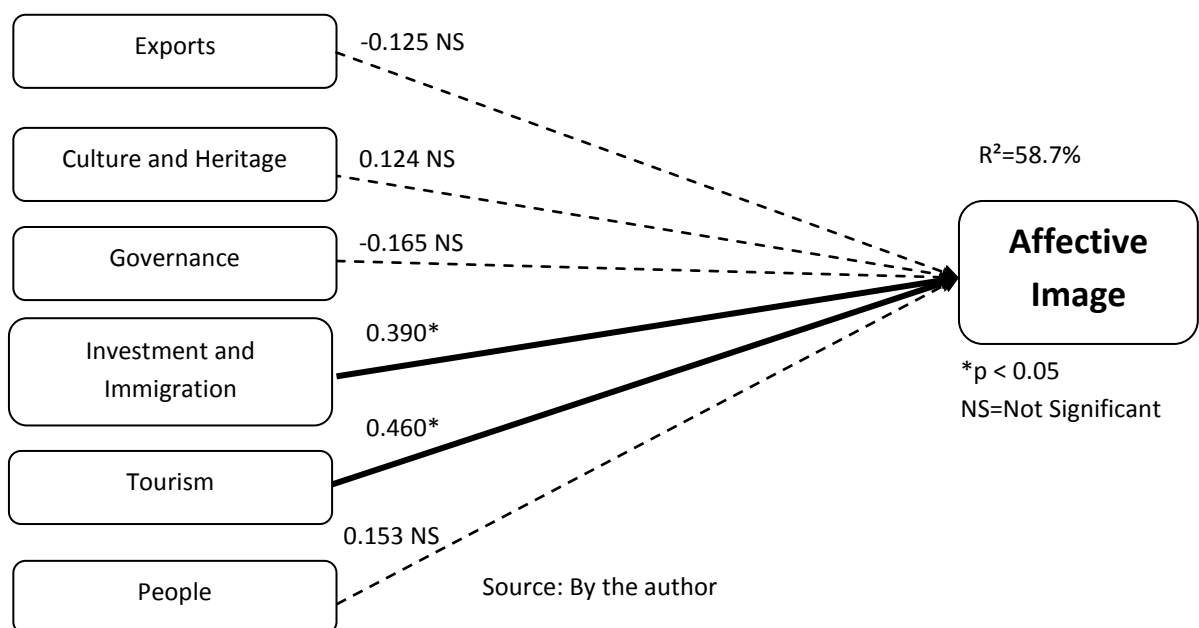


Table 54: Affective Image Regression Analysis-Impact of Nation Brand Hexagon Dimensions (Portuguese Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	Collinearity Statistics	
	B	Beta					Tolerance	VIF
(Constant)	-0.152		-0.373	0.710	19.640 (0.000)	2.181		
Exports	-0.131	-.0125	-1.037	0.303			0.344	2.911
Culture and Heritage	0.150	0.124	1.026	0.308			0.339	2.949
Governance	-0.171	-0.165	-1.367	0.175			0.342	2.926
Investment and Immigration	0.388	0.390	3.501	0.001			0.401	2.492
Tourism	0.595	0.460	3.568	0.001			0.300	3.332
People	0.186	0.153	1.347	0.182			0.385	2.599
a. Dependant Variable: Affective Image								

Source: By the author

5.6.3 IMPACT OF NATION BRAND HEXAGON ON COGNITIVE IMAGE: CANADIAN RESPONDENTS

The results presented below reflect those of Canadian respondents. In the first analysis of the impact of nation brand image on Cognitive Image, sub-components are separately analysed according to their dimension. The analysis of residuals does not reveal any increasing or decreasing tendencies, and therefore reflects normal distribution. In this manner, residuals reflect constant variance and does not reflect homoscedasticity.

As can be seen in Table 55, all tolerance values are superior to 0.1 and all VIF values are inferior to 10, demonstrating the absence of multicollinearity. Given the sample size, the Durbin-Watson values for each dimension reflect absence of autocorrelation.

Cognitive Image is explained in 33.7% by Exports, 44.0% by the sub-components of Culture and Heritage, 37.3% by the sub-components of Governance, 47.4% by the sub-components of Investment and Immigration, 49.3% by the sub-components of Tourism, and 46.2% by the sub-components of People. The majority of sub-components present statistically significant coefficients, with the exception of sports, leadership and freedom, quality of life and opportunities, willingness to visit, and competence.

The statistically significant sub-components all have a positive effect on Cognitive Image. Of these, the dimension with the highest impact is Exports, with a Beta value of 0.580, whereas education and equality (Investment and Immigration) presents the lowest impact with a Beta value of 0.281.

Table 55: Cognitive Image Regression Analysis-Impact of Dimension Related Sub-components (Canadian Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	R ²	Collinearity Statistics	
	B	Beta						Tolerance	VIF
(Constant)	2.757		16.701	0.000	47.198 (0.000)	2.115	33.7%		
Exports	0.325	0.580	6.870	0.000				1.000	1.000
(Constant)	1.906		7.544	0.000	23.810 (0.000)	2.171	44.0%	0.658	1.520
Sports	0.053	0.096	0.991	0.325				0.672	1.487
History	0.282	0.398	4.160	0.000				0.709	1.411
Modernism	0.150	0.305	3.267	0.002				0.658	1.520
(Constant)	2.765		17.275	0.000	27.313 (0.000)	2.257	37.3%		
Leadership and Freedom	0.061	0.110	0.977	0.331				0.543	1.842
Efficiency and International Presence	0.286	0.531	4.737	0.000				0.543	1.842
(Constant)	2.722		19.514	0.000	27.324 (0.000)	2.022	47.4%		
Willingness to Work and Study	0.188	0.498	5.366	0.000				0.670	1.492
Education and Equality	0.140	0.281	2.557	0.012				0.480	2.082
Quality of Life and Opportunities	0.007	0.013	0.113	0.910				0.425	2.352
(Constant)	1.679		5.820	0.000	29.483 (0.000)	2.310	49.3%		
Willingness to Visit	-0.006	-0.008	-0.069	0.945				0.435	2.300
Tourist Attractions	0.299	0.383	3.536	0.001				0.475	2.105
City Life	0.225	0.395	3.572	0.001				0.456	2.193
(Constant)	1.876		8.300	0.000	39.501 (0.000)	2.214	46.2%		
Hospitality	0.369	0.567	5.619	0.000				0.574	1.742
Competence	0.084	0.156	1.550	0.125				0.574	1.742

a. Dependant Variable: Cognitive Image

Source: By the author

In the second analysis, sub-components are entered together as independent variables. The analysis of residuals does not reveal any increasing or decreasing tendencies, and therefore reflects normal distribution. In this manner, residuals reflect constant variance and does not show homoscedasticity.

Table 56 shows that all tolerance values are superior to 0.1 and all VIF values are inferior to 10, indicating the nonexistence of multicollinearity. Given the sample size, the value of Durbin-Watson is of 2.095, demonstrating the absence of autocorrelation.

Cognitive Image is explained in 64.9% by all sub-components. The only sub-components that present statistically significant coefficients are willingness to work and study, and hospitality. Willingness to work and study presents a Beta value of 0.239 and hospitality presents a Beta value of 0.277. Therefore, both sub-components have comparably positive impacts on Cognitive Image, with the impact of hospitality being slightly higher.

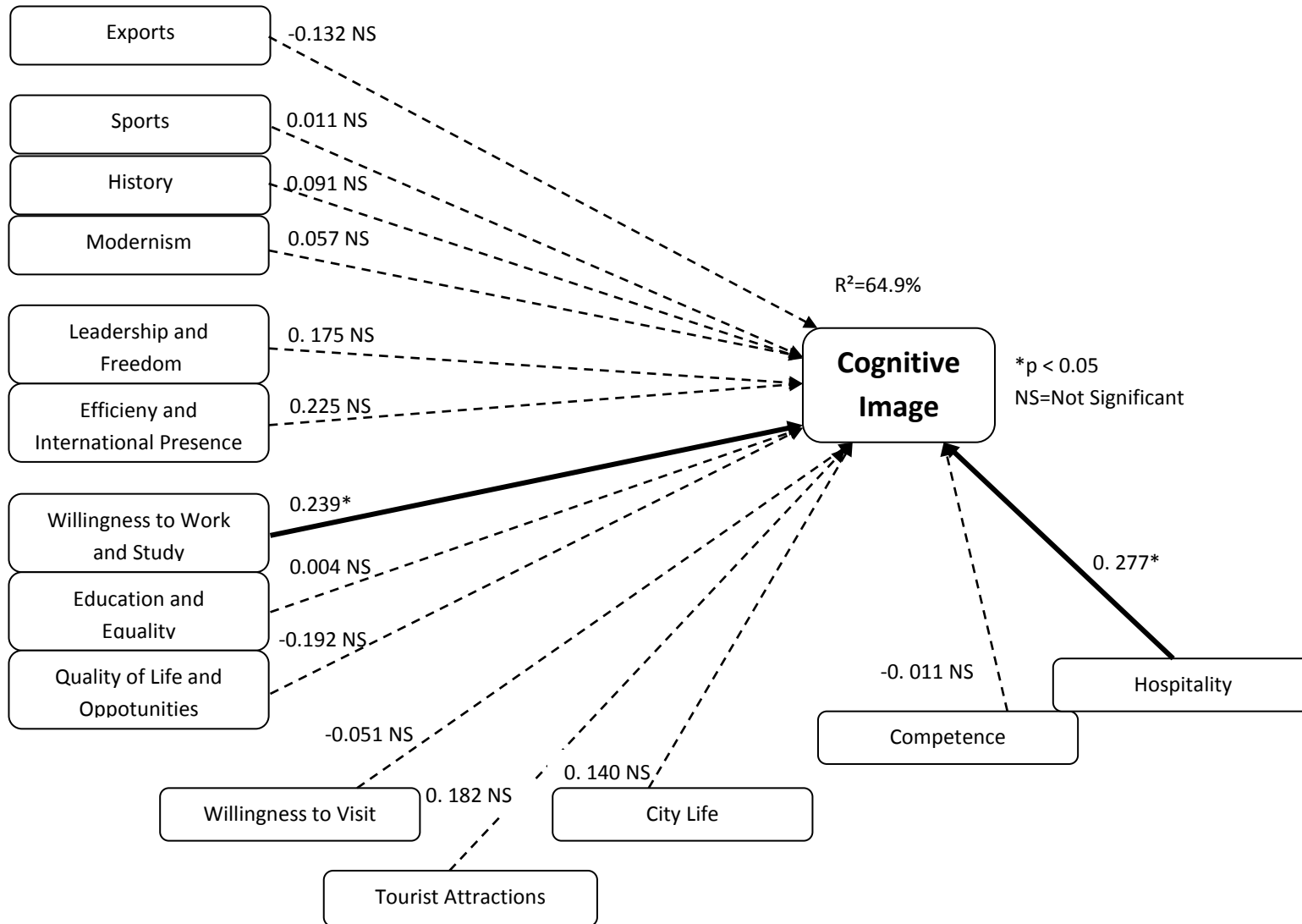
These full array of relationships is depicted in Figure 25. The values presented reflect the Beta value of Standardized Coefficients and the value of R^2 .

Table 56: Cognitive Image Regression Analysis-Overall Impact of Sub-components (Canadian Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	Collinearity Statistics	
	B	Beta					Tolerance	VIF
(Constant)	1.444		5.179	0.000	10.559 (0.000)	2.095		
Exports	-0.074	-0.132	-0.964	0.338			0.232	4.302
Sports	0.006	0.011	0.122	0.903			0.549	1.821
History	0.065	0.091	0.751	0.455			0.296	3.374
Modernism	0.028	0.057	0.495	0.622			0.332	3.008
Leadership and Freedom	0.097	0.175	1.627	0.108			0.379	2.640
Efficiency and International Presence	0.121	0.225	1.621	0.109			0.228	4.393
Willingness to Work and Study	0.090	0.239	2.427	0.017			0.454	2.202
Education and Equality	0.002	0.004	0.032	0.974			0.268	3.728
Quality of Life and Opportunities	-0.099	-0.192	-1.535	0.129			0.279	3.579
Willingness to Visit	-0.037	-0.051	-0.462	0.645			0.366	2.734
Tourist Attractions	0.142	0.182	1.415	0.161			0.266	3.760
City Life	0.080	0.140	1.158	0.250			0.300	3.336
Hospitality	0.181	0.277	2.418	0.018			0.334	2.997
Competence	-0.006	-0.011	-0.103	0.918			0.370	2.699
Dependant Variable: Cognitive Image								

Source: By the author

Figure 25: Cognitive Image Regression Analysis-Overall Impact of Sub-components (Canadian Respondents)



Source: By the author

The last analysis evaluates the impact of the nation brand hexagon dimensions on Cognitive Image. Therefore, the independent variables are Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, and People. Upon completing the regression analysis, it is possible to observe that residuals do not reveal any increasing or decreasing tendencies, and therefore reflect normal distribution. In this manner, variance is constant and does not demonstrate homoscedasticity.

All tolerance values are superior to 0.1 and all VIF values are inferior to 10, indicating the nonexistence of multicollinearity. Given the sample size, the value of Durbin-Watson is of 2.300 and is considered to be inconclusive.

As can be observed in Table 57, Cognitive Image is explained in 59.1% by the dimensions of the nation brand hexagon. Tourism and People are the only dimensions that present statistically significant coefficients. Tourism presents a higher impact on Cognitive Image, with a Beta value of 0.313. The construct of People presents a lower Beta value of 0.252. Therefore, both dimensions have positive impacts on Cognitive Image.

Figure 26 depicts the relationships identified within this regression analysis. The values presented reflect the Beta value of Standardized Coefficients and the value of R².

Figure 26: Cognitive Image Regression Analysis-Impact of Nation Brand Hexagon Dimensions (Canadian Respondents)

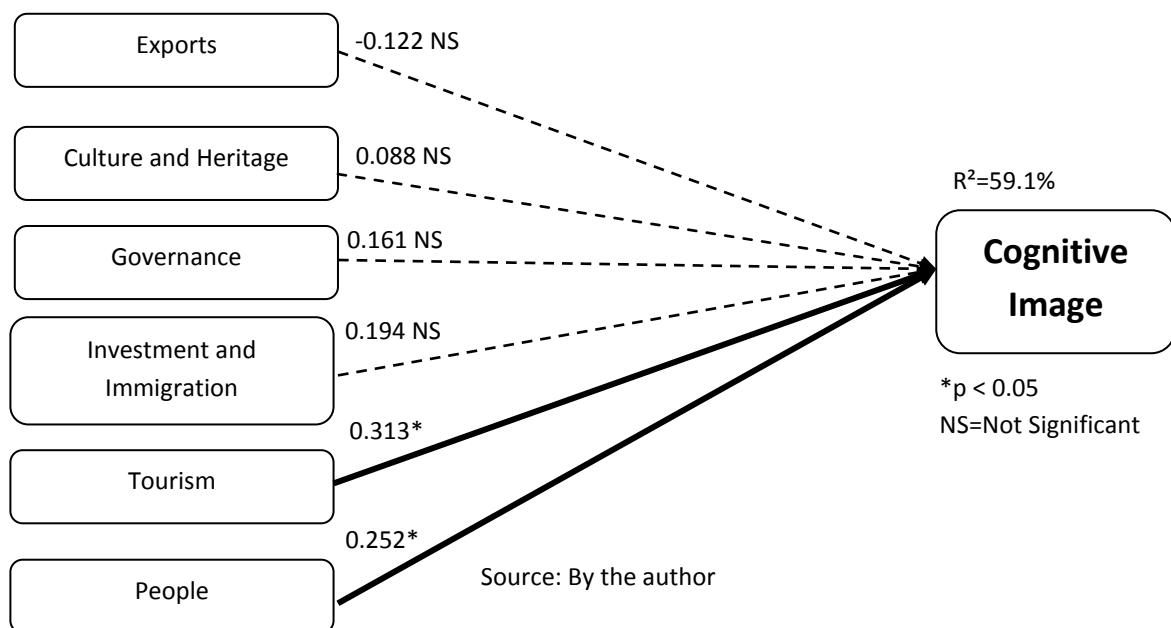


Table 57: Cognitive Image Regression Analysis-Impact of Nation Brand Hexagon Dimensions (Canadian Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	Collinearity Statistics	
	B	Beta					Tolerance	VIF
(Constant)	1.429		5.450	0.000	21.167 (0.000)	2.300		
Exports	-0.073	-0.122	-0.864	0.390			0.233	4.284
Culture and Heritage	0.060	0.088	0.672	0.504			0.274	3.649
Governance	0.096	0.161	1.241	0.218			0.276	3.629
Investment and Immigration	0.103	0.194	1.297	0.198			0.207	4.823
Tourism	0.252	0.313	2.653	0.009			0.334	2.997
People	0.167	0.252	2.312	0.023			0.393	2.547
a. Dependant Variable: Cognitive Image								

Source: By the author

5.6.4 IMPACT OF NATION BRAND HEXAGON ON AFFECTIVE IMAGE: CANADIAN RESPONDENTS

The results reflected in this regression analysis are those of the Canadian sample population. In this analysis, the independent variables consist of sub-components separated according to their corresponding construct. Upon completing the regression analysis, it is possible to observe that residuals do not reveal any increasing or decreasing tendencies, and therefore reflect normal distribution. In this manner, variance is constant and does not show homoscedasticity.

As can be seen in Table 58, all tolerance values are superior to 0.1 and all VIF values are inferior to 10, indicating the nonexistence of multicollinearity. Given the sample size, the values of Durbin-Watson for each dimension demonstrate the inexistence of autocorrelation.

Affective Image is explained in 30.4% by Exports, 40.7% by the sub-components of Culture and Heritage, 36.3% by the sub-components of Governance, 51.9% by the sub-components of Investment and Immigration, 58.7% by the sub-components of Tourism, and 46.3% by the sub-components of People. The regression analysis reveals that 5 components do not present statistically significant coefficients: sports, leadership and freedom, quality of life and opportunities, willingness to visit, and competence.

The sub-components that present statistically significant coefficients within their dimensions all have positive impacts on Affective Image. The sub-component with the highest impact is efficiency and international Presence, with a Beta value of 0.562.

Table 58: Affective Image Regression Analysis-Impact of Dimension Related Sub-components (Canadian Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	R ²	Collinearity Statistics	
	B	Beta						Tolerance	VIF
(Constant)	2.709		11.957	0.000	40.646 (0.000)	2.030	30.4%		
Exports	0.414	0.551	6.375	0.000				1.000	1.000
(Constant)	1.538		4.417	0.000	20.861 (0.000)	1.880	40.7%		
Sports	0.053	0.073	0.731	0.466				0.658	1.520
History	0.409	0.431	4.378	0.000				0.672	1.487
Modernism	0.168	0.255	2.660	0.009				0.709	1.411
(Constant)	2.698		12.479	0.000	26.166 (0.000)	2.221	36.3%		
Leadership and Freedom	0.043	0.058	0.510	0.611				0.543	1.842
Efficiency and International Presence	0.406	0.562	4.972	0.000				0.543	1.842
(Constant)	2.504		14.010	0.000	32.761 (0.000)	2.099	51.9%		
Willingness to Work and Study	0.251	0.496	5.589	0.000				0.670	1.492
Education and Equality	0.278	0.416	3.971	0.000				0.480	2.082
Quality of Life and Opportunities	-0.064	-0.093	-0.831	0.408				0.425	2.352
(Constant)	0.975		2.792	0.006	43.032 (0.000)	1.999	58.7%		
Willingness to Visit	0.045	0.046	0.446	0.656				0.435	2.300
Tourist Attractions	0.337	0.322	3.295	0.001				0.475	2.105
City Life	0.366	0.478	4.788	0.000				0.456	2.193
(Constant)	1.458		4.819	0.000	39.714 (0.000)	2.096	46.3%		
Hospitality	0.471	0.540	5.352	0.000				0.574	1.742
Competence	0.138	0.192	1.906	0.060				0.574	1.742

a. Dependant Variable: Affective Image

Source: By the author

In the following analysis, sub-components were conjointly analyzed as independent variables. The regression analysis shows that residuals do not reveal any increasing or decreasing tendencies, and therefore reflect normal distribution. In this manner, variance is constant and does not demonstrate homoscedasticity.

All tolerance values are superior to 0.1 and all VIF values are inferior to 10, demonstrating the absence of multicollinearity. As can be seen in Table 59, the value of Durbin-Watson is 2.222, which given the sample size, reveals the absence of autocorrelation.

Affective Image is explained in 71.4% by the sub-components. The analysis indicates that only 4 components present statistically significant coefficients. These are willingness to work and study, education and equality, tourist attractions, and city life. All sub-components demonstrate a positive impact on Affective Image and have comparable Beta values.

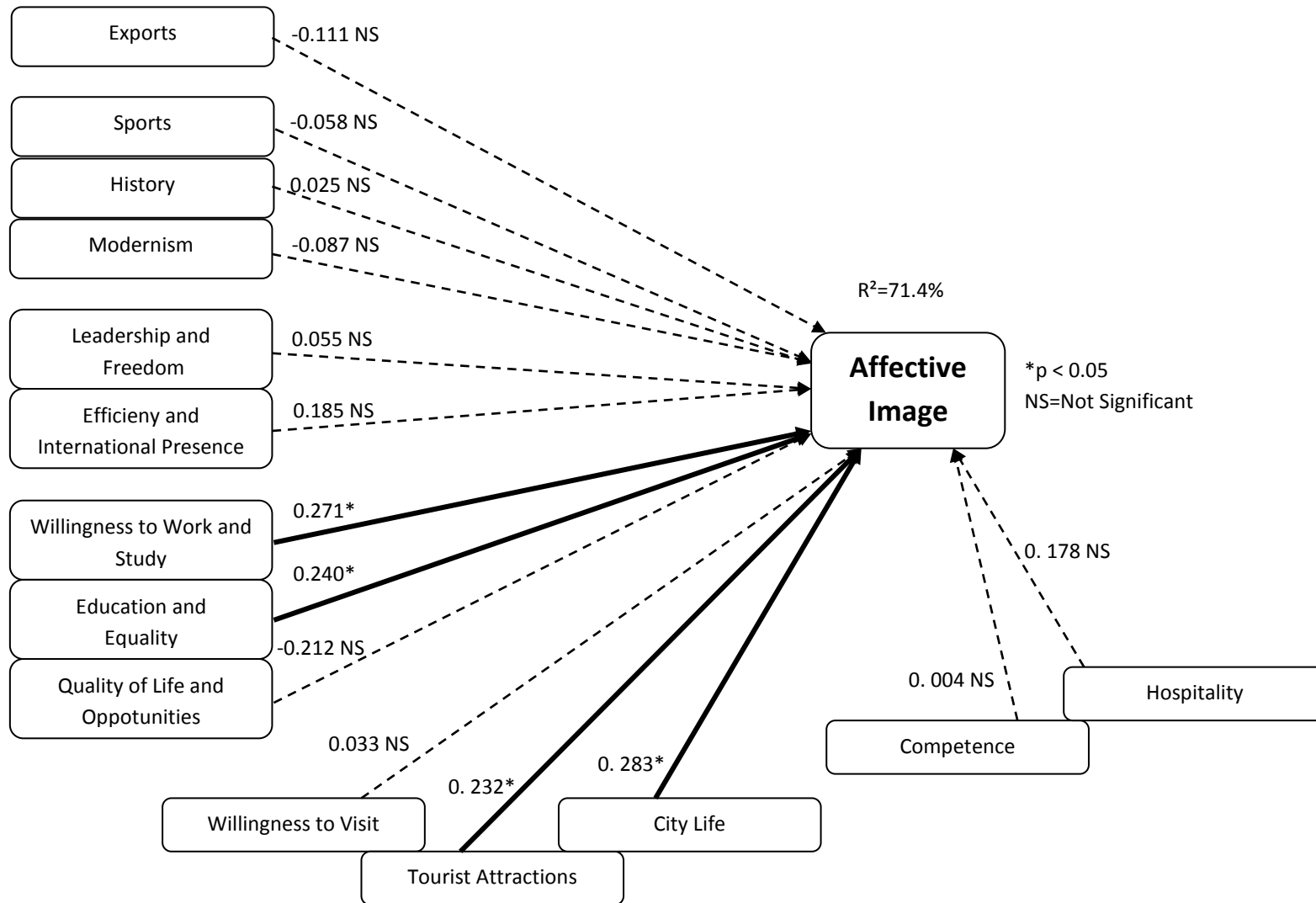
In Figure 31, it is possible to observe the relationships identified within this particular regression analysis. The values presented reflect the Beta value of Standardized Coefficients and the value of R^2 .

Table 59: Affective Image Regression Analysis-Overall Impact of Sub-components (Canadian Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	Collinearity Statistics	
	B	Beta					Tolerance	VIF
(Constant)	0.839		2.485	0.015	14.235 (0.000)	2.222		
Exports	-0.111	-0.148	-1.190	0.238			0.232	4.302
Sports	-0.043	-0.058	-0.721	0.473			0.549	1.821
History	0.024	0.025	0.231	0.818			0.296	3.374
Modernism	-0.057	-0.087	-0.838	0.404			0.332	3.008
Leadership and Freedom	0.041	0.055	0.561	0.576			0.379	2.640
Efficiency and International Presence	0.133	0.185	1.472	0.145			0.228	4.393
Willingness to Work and Study	0.137	0.271	3.056	0.003			0.454	2.202
Education and Equality	0.160	0.240	2.079	0.041			0.268	3.728
Quality of Life and Opportunities	-0.146	-0.212	-1.870	0.065			0.279	3.579
Willingness to Visit	0.032	0.033	0.331	0.742			0.366	2.734
Tourist Attractions	0.243	0.232	1.998	0.049			0.266	3.760
City Life	0.217	0.283	2.593	0.011			0.300	3.336
Hospitality	0.155	0.178	1.720	0.089			0.334	2.997
Competence	0.003	0.004	0.044	0.965			0.370	2.699
Dependant Variable: Affective Image								

Source: By the author

Figure 27: Affective Image Regression Analysis-Overall Impact of Sub-components (Canadian Respondents)



Source: By the author

In the last analysis, the independent variables are the dimensions of the nation brand hexagon (Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, and People). The analysis of residuals does not reveal any increasing or decreasing tendencies, and therefore reflect normal distribution. Therefore, variance is constant and does not reflect homoscedasticity.

As can be seen in Table 60, all tolerance values are superior to 0.1 and all VIF values are inferior to 10, demonstrating the absence of multicollinearity. Given the sample size, the value of Durbin-Watson is 2.167, which reveals the inexistence of autocorrelation.

Affective Image is explained in 65.4% by the dimensions of nation brand image. The regression analysis indicates that Investment and Immigration, as well as Tourism present statistically significant coefficients. Tourism has the highest impact on Affective Image, with a Beta value of 0.539. Investment and Immigrations presents a slightly lower Beta value of 0.325. Therefore, both dimensions have a positive impact on the dependant variable of Affective Image.

The relationships identified within this regression analysis can be seen in Figure 32 . The values presented reflect the Beta value of Standardized Coefficients and the value of R².

Figure 28: Affective Image Regression Analysis-Impact of Nation Brand Hexagon Dimensions (Canadian Respondents)

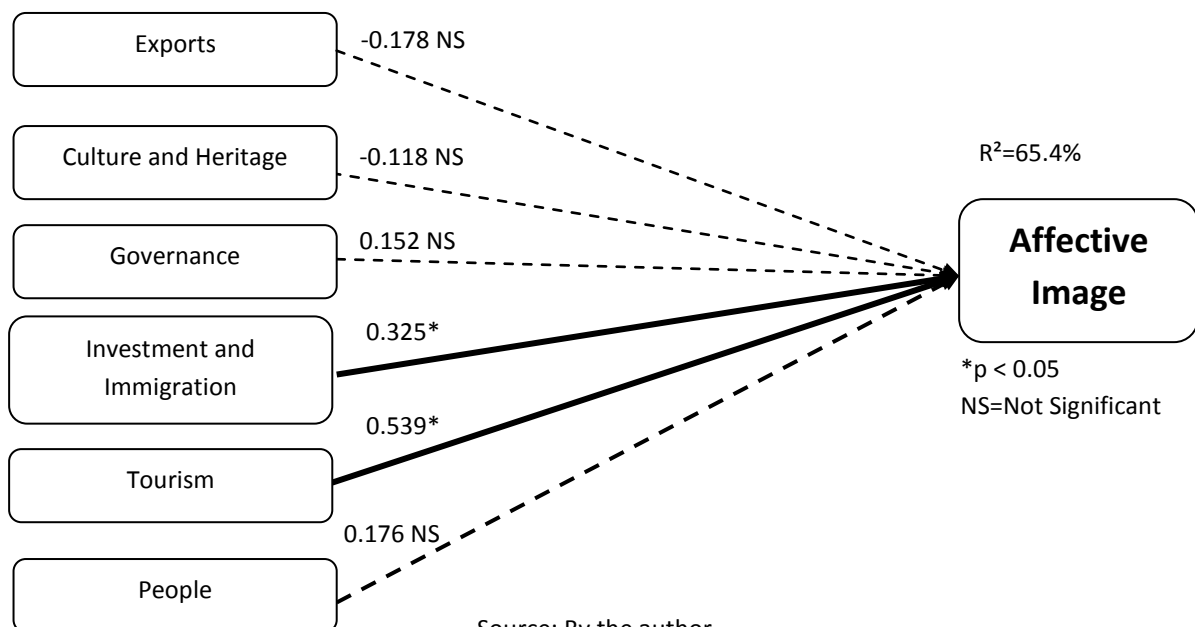


Table 60: Affective Image Regression Analysis-Impact of Nation Brand Hexagon Dimensions (Canadian Respondents)

Model 1	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F (sig.)	Durbin-Watson	Collinearity Statistics	
	B	Beta					Tolerance	VIF
(Constant)	0.700		2.167	0.033	27.682 (0.000)	2.167		
Exports	-0.144	-0.178	-1.375	0.173			0.233	4.284
Culture and Heritage	-0.108	-0.118	-0.983	0.328			0.274	3.649
Governance	0.120	0.152	1.269	0.208			0.276	3.629
Investment and Immigration	0.231	0.325	2.362	0.020			0.207	4.823
Tourism	0.581	0.539	4.966	0.000			0.334	2.997
People	0.156	0.176	1.753	0.083			0.393	2.547
a. Dependant Variable: Affective Image								

Source: By the author

CONCLUSIONS

In this study, the dimensions of the nation brand hexagon, as well as the cognitive and affective dimensions of the nation's global image, are the object of analysis. The main objectives of this study are: the clarification of the relationship between the dimensions of the nation brand hexagon, proposed by Simon Anholt (Anholt et. al., 2008), on cognitive and affective image; the identification of the strength of the nation brand hexagon's impact on cognitive and affective image; the comparison of perceptions between the domestic and foreign sample populations regarding the dimensions of the nation brand hexagon, and cognitive and affective image.

The developed hypotheses consider that the nation brand hexagon, composed of 6 dimensions, exert an impact on cognitive and affective images. In order to test these hypotheses, a online was survey was conducted to 2 sample populations, a domestic sample consisting of Portuguese respondents, and an external sample consisting of Canadian respondents. The items in the survey were based on a Likert type scale from 1 (Strongly Agree) to 5 (Strongly Disagree). The item concerning the favorability of the nation's global image, was based on a Likert type scale from 1 (Highly Unfavorable) to 5 (Highly Favorable). In this manner, the survey was able to evaluate respondents' agreement with the items evaluated and their perceptions towards the various dimensions being studied.

The results for the nation brand hexagon were analyzed according to the dimensions of Exports, Culture and Heritage, Governance, Investment and Immigration, Tourism, and People. The results for Exports demonstrate that it is a one-dimensional construct. In the Portuguese sample, results demonstrate favorable classifications for the willingness to use Portuguese products (mean of 4.6) and the country's contribution to innovation in science (mean of 3.7). On the other hand, the Portuguese do not perceive the country as cutting-edge (mean of 3.0).

In the Canadian sample, results for Exports indicate once more that there is a strong willingness to use Portuguese products, with a mean of 4.5. In addition, the Canadian respondents see Portugal as a creative country (mean of 4.0). On a less favorable note, Canadian respondents have a lower classification of Portugal's contribution to innovation in science, with a mean of 3.2, which sharply contrasts Portuguese results. Furthermore, Portugal is also less favorably seen as an innovative and cutting-edge country (means of 3.2 and 3.1, respectively).

The results for Culture and Heritage demonstrate that it is composed of 3 sub-components: sports, history, and modernism. In the Portuguese sample, results demonstrate that the country is favorably associated to unique traditions (mean of 4.6), rich cultural heritage (mean of 4.4), and cultural legacies (mean of 4.4). Respondents also value the excellence of Portuguese athletes (mean of 4.3). However, the country's contribution to music and modern art are rated less favorably, (means of 3.2 and 3.1, respectively) and the country is negatively associated to its contribution in cinema (mean of 2.5).

Results for the Canadian sample population indicate that the country is also favorably associated to unique traditions and rich cultural legacies, both having individual means of 4.6. In addition, the quality of Portuguese athletes is valued, with a mean of 4.3. On the other hand, the results depict a negative evaluation of Portugal's contribution to cinema (mean of 2.8) and a less favorable evaluation of the country's contribution to modern art (mean of 3.4). Thus, the results are mainly in accordance to those of the Portuguese sample.

The results for Governance indicate the existence of 2 sub-components: leadership and freedom, and efficiency and international presence. In the Portuguese sample, results indicate that the country is more favorably associated to ensuring that its citizens live in a free society (mean of 3.5). However, this is the only item that shows a significantly positive classification, with a majority of items ranking below 3 on the Likert scale. The lowest classifications are given to the competency and honesty of Portuguese leaders, with means of 1.8 and 1.7, respectively. This demonstrates a highly negative evaluation for these items and for the entire construct.

The results for the Canadian sample demonstrate some similarities and some differences. Portugal is again favorably associated to ensuring that its citizens live in a free society (mean of 3.8). However, the Canadian sample also favorably perceive Portugal as having respect for its citizens and playing an active role in maintaining international peace (means of 3.6, respectively). The most negative association are those of the competence and honesty of Portuguese leaders, both with individual means of 2.4. However, Canadian respondents also have negative perceptions of Portugal as an efficient country, and the country's role in the reduction of world poverty (means of 2.8, respectively).

In regards to Investment and Immigration, results show that this construct is composed of 3 sub-components: willingness to work and study, education and equality, and quality of life and opportunities. The results for the Portuguese sample demonstrate a strong desire to live and study in the country, with means of 3.9 respectively. In addition, the quality of Portuguese education and the desire to work in Portugal are also highly valued (means of 3.8 and 3.7, respectively). On the other hand, Portuguese respondents negatively associate the country to quality of life (mean of 2.5), the existence of equal opportunities (2.3), and the availability of opportunities to its citizens (mean of 2.2).

The results for the Canadian sample demonstrate similarities in regards to highest ranking items. The quality of Portuguese education is favorably evaluated (mean of 3.9). In addition, Portugal is perceived as a good place to study, with a mean of 3.7. In regards to the lowest classifications, these are different to those of Portuguese respondents. Portugal is less favorably associated to business opportunities and desire to invest in the country (means of 2.9, respectively).

The results for Tourism indicate that it is composed of 3 sub-components: willingness to visit, tourist attractions, and city life. Portuguese respondents favorably classify the majority of items within this group, confirming the country's high level of association to this sector. Items concerning Portuguese beaches and the natural beauty of the country present the highest means of the group, with 4.8 and 4.6, respectively. The items concerning Portuguese cities present the lowest classifications, with the excitement of Portuguese city life being the lowest (mean of 3.2).

The results for the Canadian sample are very consistent with those of Portuguese respondents. Portugal is favorably classified in all areas of the group. The country is associated to having many beaches (mean of 4.9) and respondents show high desire of visiting the country (mean of 4.8). The item with the lowest classification is the excitement of Portuguese city life, with a mean of 3.8, which continues to be a favorable classification.

Concluding the nation brand hexagon is the construct of People. The results depict that this construct is composed of 2 sub-components: hospitality and competence. Portuguese respondents highly associate people with quantity of Portuguese friends and the desire to have Portuguese friends (means of 4.8 and 4.5). However, they show a less favorable classification of the competence of Portuguese people, with a mean of 3.3.

The Canadian sample presents similar results. Canadian respondents favorably associate people to quantity of friends (mean of 4.6), desire to have Portuguese friends (mean of 4.5), and friendliness (mean of 4.5.). The lowest classification is that of competence, with a mean of 3.8, which represents a more favorable opinion than that of Portuguese respondents.

The results for the variable of cognitive image depict that it is composed of 5 sub-components: friendly, safe and clean, underprivileged, urbanized, and old. Results for Portuguese respondents indicate that the country is most favorably seen as pretty (mean of 4.6) and tourist friendly (mean of 4.4). The lowest classifications are those of Portugal as an overcrowded and underdeveloped country (means of 2.6 and 2.7, respectively), showing that respondents do not associate these attributes to the country.

Canadian respondents perceive the country as pretty (mean of 4.6), interesting (mean of 4.5) and tourist friendly (mean of 4.5). The lowest classifications are given to overcrowded (mean of 2.4) and underdeveloped (mean of 2.7). These are in accordance to Portuguese respondents and confirm that Portugal is not associated to these attributes.

The results for affective image indicate that it is a one-dimensional construct. The Portuguese sample population sees Portugal as pleasant (mean of 4.3) and delightful (mean of 4.3). Portuguese respondents show a less favorable evaluation of Portugal as a happy country, with a mean of 3.3. In regards to the Canadian sample population Portugal is perceived as a delightful, pleasant, and relaxing country, with individual means of 4.4 each. The lowest classification is that of Portugal as a surprising country, with a mean of 3.7, which continues to be a favorable evaluation.

In regards to the nation's global image, Portuguese respondents have an slightly indecisive attitude towards the image of the country, with a mean of 3.2. However, Canadian respondents have a more favorable image of Portugal with a mean of 3.9.

The results for the Independent Sample test show that there are significant differences in the perceptions of Portuguese and Canadian respondents regarding the constructs of Culture and Heritage, Investment and Immigration, Tourism, and Affective Image. Upon analyzing the sub-components, significant differences in perceptions emerge in the following dimensions: willingness to work and study, old, leadership and freedom, efficiency and international presence, education and equality, city life, competence, and safe and clean. In this manner, it is possible to conclude that perceptions Canadian respondents are more favorable than those of Portuguese respondents .

In regards to the linear regression analysis for Portuguese respondents, the regression analysis for the nation brand hexagon shows that Investment and Immigration, Tourism, and People all contribute significantly to a favorable cognitive image. In the regression analysis for the Canadian sample population, Tourism and People emerge as the only dimensions to present a significant impact on cognitive image. Thus, H1 is only partially supported as not all dimensions present a significant impact on cognitive image.

The regression analysis for affective image in Portuguese respondents demonstrates that that Investment and Immigration, as well as Tourism, are the only dimensions that have a significant impact on affective image. The Canadian sample population demonstrates the same results, suggesting that these 2 construct are highly associated to affective image. However, this does not fully support H2 as the majority of constructs do not impact affective image.

In this manner, upon reviewing the results of all statistical analyses, it can be concluded Portugal is positively associated to tourism, culture and heritage, and people. This is consistent with studies referred to by Filipe, (2010), Melo (2007), and Murraças (2008), in which tradition, tourism, and hospitality are the most favorably viewed aspects of Portuguese society. In contrast to Cardoso (2002), both Portuguese and Canadian respondents demonstrate that they do not perceive Portugal as a poor and underdeveloped country. This also contradicts Simon Anholt's affirmation in 1998, which was referred to by Melo (2007). A novelty to this area is the favorable perceptions concerning Portuguese education, an area which has not been contemplated in previous studies.

On the other hand, some negative aspects referred to by Filipe (2010) also emerge from the results of the study. These are lack of innovation, inefficiency and poor management. Portugal is in fact given unfavorable evaluations in the area of governance, especially by the Portuguese sample. In the Canadian sample, there is unfavorable evaluation of desire to invest and business opportunities. This constitutes an important contribution as, to the best of knowledge, these items have not yet been contemplated in literature.

In regards to cognitive image, the country is depicted as tourist friendly and pretty, once again showing a heavy association to tourism and confirming Euro 2004 studies referred to by Melo (2007). In contrast, the respondents of this study perceive Portugal as a clean country, which was a negative attribution during Euro 2004. On an affective level, Portugal is seen as delightful, pleasant and relaxing. Although these characteristics can be easily tied to tourism and hospitality, they emerge as new depictions of Portugal. Overall, the nation's global image is much more favorable in Canadian respondents than in Portuguese respondents. The comparison of image in between a domestic and foreign sample is a novelty in literature concerning Portugal's nation brand.

IMPLICATIONS FOR MANAGEMENT

The results obtained suggest that Portugal's image continues to be heavily associated to tourism, culture, and hospitality, despite efforts to associate it to attributes such as innovation and business opportunities. Therefore, nation branding campaigns have proved effective in enhancing Portugal as a tourist destination, yet ineffective when trying to associate the country to novel attributes. In this light, further nation branding campaigns could benefit from the results of this investigation and attempt to improve other positively viewed aspects such as Portuguese education and products.

Internally, there is a highly negative perception of the construct of governance, namely Portuguese leadership and international contributions. In order to improve the country's internal image (national identity), nation branding campaigns should make an attempt to focus on positive aspects of Portuguese leadership. In addition, Portugal's international contributions should be highlighted in order to generate greater sense of self-perception and international awareness.

On an external level, Portugal is perceived as a country with few business and life opportunities. Further efforts in nation branding could borrow from positive perceptions identified within this study in order to attract foreign investors, students, and consumers. In addition, the quality of Portuguese workers should be highlighted in order to attract multinational corporations and business investment.

LIMITATIONS

The main limitation of this investigation is centered around the fact that it was only carried out in 2 small samples. In addition, the survey was not answered by as many respondents as was initially expected, thus limiting the scope of results. Another limitation of this study is the fact that the Canadian sample represents an area with a high level of Portuguese influence, which in turn could sway the opinions of foreign respondents, resulting in biased results. Lastly "a nation's image naturally lags behind reality and is very slow to change" (Stock, 2009, p121). Thus, the conclusions of this study may not be a true reflection of Portugal's current image.

FUTURE RESEARCH

In this light, an avenue for future research is the widespread study of Portugal's nation brand image using the conceptual model developed. Further research should consider targeting a larger Portuguese sample population, in order to truly understand the country's self-perception. In addition, other foreign samples should also be considered and comparatively analyzed. In this way, it would be possible to identify similarities and differences in international perceptions of Portugal. In this manner, it would be possible to develop personalized nation brand campaigns for key target audiences.

Furthermore, the link between the nation brand hexagon and cognitive and affective image should continue to be explored. This study revealed that some aspects of the nation brand hexagon impact both components of destination image. In addition, many of the sub-components analyzed within their dimensions revealed a strong impact on both cognitive and affective image. In this way, further research should contemplate these connections and consolidate the link between traditional image dimensions and nation brand image. In this manner, it would be possible to contribute to nation branding literature, which is still in the early stages of its conceptual development.

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APPENDIX: NATION BRAND IMAGE OF PORTUGAL SURVEY



University of Aveiro

This survey is part of an investigation concerning Nation Branding in Portugal. It was developed within the Dissertation Course Unit of the Masters in Business at the University of Aveiro. The survey was designed to take 15-20 minutes to answer and is divided in 4 groups. All answers are anonymous and the information gathered will be statistically analyzed. Please answer according to your own opinions and remember that there are no right or wrong answers. - Thank you for your collaboration!

Group 1

The following statements describe different areas of Portuguese society. Please answer each statement according to your level of agreement or disagreement.

	Strongly Disagree		Strongly Agree		
	1	2	3	4	5
Portugal has made a contribution to innovation in science.					
Portugal has made a contribution to innovation in technology.					
Portugal is an innovative country.					
I would purchase a Portuguese product.					
I would use a Portuguese service.					
Portugal is a creative country.					
Portugal is a cutting-edge country.					
Portugal is governed by competent leaders.					
Portugal is governed by honest leaders.					
Portugal is an efficient country.					
Portugal respects the rights of its citizens.					
Portugal treats its citizens with fairness.					
Portugal ensures that its citizens live in a free society.					
Portugal plays an active role in maintaining international peace					
Portugal contributes to international security.					
Portugal plays an important role in our world.					
Portugal acts responsibly in environmental protection.					
Portugal plays an active role in preserving the environment.					
Portugal behaves responsibly to help reduce world poverty.					
Portugal plays an active role in the reduction of world poverty.					
Portugal plays an active role in international sport competitions.					
Portugal has excellent athletes.					

Portugal excels in the area of sports.					
Portuguese culture has many unique traditions.					
Portugal has a rich cultural heritage.					
Portugal has many cultural legacies.					
Portugal is contributes to contemporary music.					
Portugal contributes to modern art.					
Portugal contributes to modern literature.					
Portugal contributes to the area of cinema.					
Portuguese people are friendly.					
Portuguese people are hospitable.					
Portuguese people are welcoming.					
Portuguese people make great friends.					
I have many Portuguese friends.					
I would like to have Portuguese friends.					
Portuguese people are highly competent.					
Portuguese people are hard workers.					
A Portuguese person would make a valuable employee.					
I would visit Portugal.					
Portugal would be a great place to visit.					
Portugal is a great tourist destination.					
Portugal is rich in natural beauty.					
Portugal has many lakes and rivers.					
Portugal has many beaches.					
Portugal has many forests.					
Portugal has many natural attractions.					
Portugal has many famous monuments.					
Portugal has many historic buildings.					
Portugal has many museums.					
Portuguese cities are vibrant.					
Portuguese city life is exciting.					
Portugal has many urban attractions.					
I would live in Portugal.					
I would work in Portugal.					
Portugal has a high quality of life.					
Portugal has good living standards.					
I would study in Portugal.					
Portuguese education is of good quality.					
Portugal is a good place to study.					
Portugal has many business opportunities.					
I would invest in Portugal.					
Equal opportunity exists in Portugal.					
Portugal offers equal opportunities to all that live there.					

Group 2

The following statements can be used to describe Portugal. Please answer each statement according to your level of agreement or disagreement.

	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
Portugal is a clean country.					
Portugal is a friendly country.					
Portugal is an innocent country.					
Portugal is a lively country.					
Portugal is an overcrowded country.					
Portugal is a quiet country.					
Portugal is an old country.					
Portugal is a poor country.					
Portugal is a tourist friendly country.					
Portugal is an easily accessible country.					
Portugal is a harmonious country.					
Portugal is an interesting country.					
Portugal is a natural country.					
Portugal is a pretty country.					
Portugal is a sophisticated country.					
Portugal is an undeveloped country.					
Portugal is a safe country.					
Portugal is a relaxing country.					
Portugal is an awakening country.					
Portugal is a surprising country.					
Portugal is a cheerful country.					
Portugal is a happy country.					
Portugal is an entertaining country.					
Portugal is a calm country.					
Portugal is a pleasant country.					
Portugal is a delightful country.					

Group 3

The following questions deal with the overall image of Portugal. Please answer each question according to your opinion.

	Highly Unfavorable			Highly Favorable	
	1	2	3	4	5
How do you rate the overall image of Portugal?					

Group 4: Socio - Demographic Characteristics

Please state your gender:

- Female
- Male

Please state your age:

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

Please state your nationality:

- Portuguese
- Canadian