



Ministerstwo
Sportu i Turystyki

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ZADANIE PUBLICZNE PN. MARKA POLSKA
– PODSTRATEGIA TURYSTYCZNA DOFINANSOWANO
ZE ŚRODKÓW MINISTERSTWA SPORTU I TURYSTYKI ZGODNIE Z ZAWARTĄ
UMOWA NR 2025/0014/1251/UDOT/DT/BP/IS Z DN. 5.06.2025

Think tank
Marka Polska

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EXECUTIVE SUMMARY

Poland's national brand strategy was developed in response to growing competition in the area of international image and the increasing fragmentation of promotional activities carried out by various institutions. In the context of global competition for investments, talent, tourists, and political trust, a coherent and long-term national brand becomes a key strategic resource for the state, and not just a communication tool.

1. Problem and context

The Polish national brand operates in an environment of intense international competition. Despite its real economic, technological, and cultural achievements, the country does not have a coherent, long-term image communication strategy. Promotional activities are carried out in a fragmented manner by various institutions, which results in:

- a lack of a single, consistent narrative on international markets,
- the dispersion of promotional efforts and insufficient institutional coordination,
- the image being susceptible to current political and media tensions,
- the perpetuation of stereotypes perceptions Poland as a peripheral or low-cost market,
- insufficient use of real advantages in the areas of innovation, culture, science, and human capital.

2. Key diagnostic findings

The analyses conducted (PEST, competitive analysis, IDI/FGI qualitative research) reveal a fundamental paradox: Poland has real, measurable competitive potential, but lacks consistency, coherence, and long-term commitment to brand building.

At the same time, the research confirms the existence of strong, untapped image potential based on:

- credibility and competence,
- social resilience,
- the successes of Polish talent on the international stage,
- authenticity and readiness to invest in the future.

3. Poland's target image

Poland should be perceived as a modern, creative, and safe European country—combining high competence, creative energy, landscape diversity, and high quality of life. As a credible, hospitable, and inspiring country where it is worth investing, creating, living, and exploring.

4. Four pillars of the brand strategy

Innovative – Poland as a hub for technology, startups, and creative industries. **Open** – Poland as a tolerant, multicultural partner in international dialogue.

Friendly – Poland combines tradition with modernity, safety with adventure.

Inspiring – Poland as a source of cultural, scientific, and social inspiration.

5. Key communication narratives

The strategy is based on four main narratives:

1. **Technological Poland** – a country of innovation, startups, and technological talent.
2. **Economic Poland** – a modern economy and hub of the future for investors.
3. **Cultural Poland** – creative energy, heritage, and contemporary creativity.
4. **Poland for living** – a safe, green, and people-friendly place to live.

6. Strategic objectives (2026–2028)

- strengthening the consistency of the state's actions in the area of international image,
- increasing the effectiveness of public spending on promotion,
- improving Poland's long-term competitiveness on the international stage,
- building stable reputational capital that is resistant to short-term crises,
- advancing Poland's position in international national brand rankings by 8–12 places.

7. Implementation plan (2026–2028 phases)

Phase 1 (January–June 2026): laying the foundations

- establishment of the Polish Brand Office (BMP) as a central coordinating institution
- development of the Polish Brand Identity and Communication Guidelines, Visual Identity System, and Tone of Voice
- launch of the PolandPulse system monitoring perceptions in real time
- budget: PLN 90–120 million

Phase 2 (July 2026–December 2027): communication expansion

- implementation of full-scale cross-channel campaigns in Europe, North America, and Asia
- launch of the PolskaHub platform with immersive experiences
- personalization of communication for 12 priority markets
- budget: PLN 170–220 million

Phase 3 (2028): scaling and optimization

- maximizing ROI based on data
- personalization of content using AI
- implementation of Polska Persona – an advanced targeting system
- budget: PLN 65–90 million

8. Total budget (2026–2028)

The estimated operating budget for the strategy is PLN 520–670 million and includes mechanisms to ensure transparency, control, and flexibility in the allocation of funds.

9. Management model – to ensure the sustainability of activities regardless of election cycles, a new institutional order has been proposed:

- The Polish Brand Office (BMP) – a central operational unit coordinating inter-ministerial activities,
- Program Council – an expert body with a six-year term of office, ensuring strategic continuity and protecting the core of the strategy from political changes.
- Protection mechanisms – prohibition of arbitrary changes to the brand's identity and values during the strategy's term.

10. The importance of implementing the strategy

- ✓ strengthening the consistency of activities in the area of international image,
- ✓ increasing the effectiveness of public spending,
- ✓ improving Poland's long-term competitiveness on the international stage,
- ✓ building stable reputational capital,
- ✓ improving the position in global national brand rankings,
- ✓ increasing foreign investment, tourism, and the influx of talent.

11. Conclusion

Poland faces a historic opportunity to leverage its potential as an innovative, open, ambitious, and dynamic country. The presented strategy is a practical action plan showing how to translate this potential into a sustainable and recognizable position in the global ecosystem.

The success of the strategy will require consistency, coordination, and the involvement of institutional, business, and civic partners. If the actions planned for 2026–2028 are implemented as intended, Poland has a real chance not only to improve its image, but above all to build a strong, attractive, and competitive national brand based on facts, values, competencies, and authenticity.