ANALYSIS OF THE KEY FACTORS OF REPUTATION MANAGEMENT IN CONDITIONS OF CITY MARKETING

Hagyari P., Bačík R., Fedorko R.[*]

Abstract: The article deals with specific aspects of the issue of reputation building as a variable of the reputational management and public relations within the city marketing in terms of a city's population. The aim of the article is to verify the existence and extract the factors affecting the perception of a city's reputation - statistically significant factors affecting reputation based on the analysis of attitudes and preferences of respondents. For this purpose we used the factor analysis together with the principal component analysis with varimax rotation to identify the factors within the group of studied variables. The research results are based on answers of 926 respondents - residents of the city. When examining the factor structure of reputation assessment we managed to extract four factors: Patriotism, Free time, Job and job opportunities, Important places. The results of the analysis were also accompanied by calculations of average values for each of the extracted factors and comparisons of the statistical significance of differences between them. The results confirmed statistically significant differences in the assessment of the factors. The article aims to evaluate general opportunities this issue brings for marketing managers as well as official representatives of cities.

Key words: reputation management, public relations, public opinion, communication strategy of a city, reputation

Introduction

People can acquire information from experience, however, their knowledge is limited by the number of people and events. In practice, people are forced to take a stand towards a number of different people and events, therefore they have to use second-hand information – experience and views of those deemed to be an authority to make their opinions on the outside world and other people. People can then form their opinions influenced by what they see, hear and read, and it is understandable that a battle rages over what should and should not be seen, heard or read. If our goal is to effectively influence public opinion, it is necessary to attract the attention of the target group, provide them with satisfactory information, motivate them to participate on the solution and call them to action (Pagano, 2003; Moraru et al., 2014).

According to Skořepa et al. (2008) no city that wants to give its inhabitants favorable conditions for life and succeed in the growing competition from other cities can nowadays do without city marketing. The need for city marketing is

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mainly based on the social and economic trends like demographic changes, changes in economic structure caused by new production processes, technical innovation and changes in value orientation of inhabitants. According to Ježek et al. (2007), Gbúrová et al. (2015), city marketing should in general ensure and increase long-term quality of life, increase the attractiveness of the city itself and improve the reputation of the city. City marketing is a concept of co-operative development of the city that aims to increase the attractiveness of a specific city and improve the quality of its services for certain target groups of citizens - customers of the city, economic entities - investors, business people and tourists and visitors. As reported by Ježek (2004), city marketing supports a mindset towards the needs and requirements of potential customers of city's products and services. Numerous authors like Nigro and González Císaro (2016), Kaufmann et al. (2016), Herget et al. (2015), Llopis et al. (2015), Nowak (2015), Wahyurini and Wardani (2014), Štefko et al. (2014), Nonthapot (2014), Luo et al. (2013), Petrea et al. (2013), Paliaga et al. (2010) have also tackled this issue.

In this context, Janečkova and Vaštíková (1999) state that the activities of public relations in terms of reputational management are not only focused on external communication but also on internal communication within city councils and municipal councils. The result of good public relations activities should be good will among those involved, understanding and if possible, a harmony of interests. Public relations activities contribute to a positive reputation of the city and deal with negative effects of the problems (Hanuláková, 2004).

Čihovská et al. (2001) states that the concept of reputation generally describes a position of a subject, and can be understood as subject's reputation or prestige. It happens that the idea of a subject about itself is different from the its reputation perceived by its surroundings. This is due to, inter alia, the fact that many market players still forget about their overall behavior and actions.

From the point of view of reputational management reputation can be defined as an attitude and a feeling arising out of particular characteristics of the organization, its products and services perceived by people who have some kind of a relationship with the organization. Reputation is made up of responses to questions relating to the characteristics of the entity and can vary depending on the market (Hannington, 2004). This reputation is formed on the basis of their own knowledge and experience and also on the basis of the information resulting from the activities and behavior of an entity. Reputation is thus a summary of ideas, thoughts and impressions that the public creates about given entity (Čihovská et al., 2001). According to Vysekalová and Mikeš (2009), Melewar et al. (2005) reputation can be also understood as a public picture of the organization's identity created by internal and external target audience. Numerous authors like Gilboa et al. (2015), Al-ghamdi and Al-Harigi (2015), Volano (2015), Pollák et al. (2015), Liu (2014), Szabo and Herman (2014), Gelders et al. (2013), Xue et al. (2012) have also tackled this issue.

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Reputation has the ability to substitute knowledge and mediates easier orientation in the given issue. Reputation also influences the perception and behavior of target audiences in relation to the matter. Therefore, entities should create a fair idea of their identity (Morgan, 2006; Vysekalová, 2011). Based on the opinions of several authors such as Skořepa et al. (2008); Lynch, (2004); Morgan et al. (2004) city's identity reflects how the city sees itself. On the other hand, reputation of the city reflects how public perceives the given city. The connecting element between identity and reputation in this case is an integrated marketing communication.

Methodology

In relation to the current state of the problem the aim of the article is to extract and verify the existence of statistically significant factors affecting the reputation of the city from the factors influencing the perception of the reputation of the city based on the analysis of attitudes and preferences of respondents (city residents) in terms of reputational management.
Based on the above assumptions we have formulated the following hypothesis:

H_1 - *We assume that the reputation assessment of the city is made of a factor structure*.

Questionnaires submitted by the target groups in physical and online version served as an input for the statistical analysis. The questionnaire included five identification questions, three purely economic questions, one question determining the most powerful communication medium influencing the opinion of the person and forty Lickert scale-type questions. The scale was always the same, ranging from 1 – definitely yes to 7 – definitely not. Data collection was conducted in the first four months of 2014, respondents were randomly approached in the city center and its individual parts, even active senior clubs in Prešov got involved. Electronic version of the questionnaire was created using online tools. E-questionnaire was sent out to available e-mail addresses with the consent of the persons concerned. A link to the e-questionnaire was shared by dominant Facebook pages about the city of Prešov. Only the permanent resident population of Prešov participated in the questionnaire. As a result, the questionnaire was distributed to 1.000 potential respondents. We got back 926 completed questionnaires.
For the purpose of basic quantitative research the sample consisted of permanent residents of of Prešov. Prešov is a regional city situated in the region of Prešov and in terms of population it is the third largest city in Slovakia. As we mentioned above, the research sample consisted of 926 respondents. Based on the data the average age of respondents was 34.43 years, the median value was set at 28 years. However, the most numerous age group was the group of respondents aged 22 years. With regard to marginal values, the oldest respondent was 88 years old, the youngest 15. The standard deviation points to the fact that the age of about two thirds of the respondents ranged between 18.01 and 50.85 years. The age structure of respondents, see Table 3, shows that despite the fact that the questionnaire

featured more women – 65.12% than men – 34.88%, almost every age group featured about the same percentage of men and women.

Table 1. Age of the respondents and their gender

Age	Men		Women		In total	
	Number	Percentage	Number	Percentage	Number	Percentage
15 - 25	144	44.58 %	231	38.31 %	375	40.50 %
26 - 35	85	26.32 %	131	21.72 %	216	23.33 %
36 - 45	32	9.91 %	94	15.59 %	126	13.61 %
46 - 55	18	5.57 %	77	12.77 %	95	10.26 %
56 - 65	20	6.19 %	28	4.64 %	48	5.18 %
66 - 75	16	4.95 %	22	3.65 %	38	4.10 %
76 - 85	6	1.86 %	16	2.65 %	22	2.38 %
86 - 95	2	0.62 %	4	0.66 %	6	0.65 %
In total	323	100.00 %	603	100.00 %	926	100.00 %

With regard to employment (Table 2), the largest group of respondents has a permanent employment – 46.76%. It is worth noting that 160 respondents were unemployed (17.28%), the same number goes for students (17.28%). 82 respondents were pensioners (8.86%), 36 respondents (3.89%) stated they have a business, 28 stated they are on maternity leave (3.02%) and 26 stated they work abroad (2.81%).

Table 2. Employment

Category	Number	Cumulative frequency	Relative frequency	Cumulative relative frequency
employed	433	433	46.76 %	46.76 %
unemployed	160	593	17.28 %	64.04 %
pensioner	82	675	8.86 %	72.89 %
student	160	835	17.28 %	90.17 %
maternity leave	28	863	3.02 %	93.20 %
working abroad	26	889	2.81 %	96.00 %
owning a business	36	925	3.89 %	99.89 %
not stated	1	926	0.11 %	100.00 %

As shown in Table 3, the largest number of respondents (627) stated that they have been living in Prešov since birth (67.71%). The smallest number of respondents (14) stated that they were not born Prešov but they have been living here for 10 to 15 years (1.51%).

People with secondary education accounted for the largest share – 52.16%. The second largest group with a share of 24.08% was respondents with the master degree.

Table 3. Number of years living in Prešov

Category	Number	Cumulative frequency	Relative frequency	Cumulative relative frequency
up to 2 years	50	50	5.40 %	5.40 %
from 2 to 5 years	32	82	3.46 %	8.86 %
from 5 to 10 years	32	114	3.46 %	12.31 %
from 10 to 15 years	14	128	1,51 %	13.82 %
more than 15 years	171	299	18,47 %	32.29 %
all life	627	926	67,71 %	100.00 %

Respondents with bachelor degree accounted for 12.96%. An interesting finding is the fact that 8.86% of the respondents have completed only primary education.

Results

With regard to the set objectives of the research and hypotheses we have decided to use the factor analysis (principal component analysis with varimax rotation) to extract four factors from the group of studied variables (Table 4). These factors describe various aspects of the research variables designed to assess the reputation of the city as perceived by its citizens. In particular, the analysis identified the following factors that can be specified as follows:

- F_1 – patriotism, Cronbach's alpha – 0.936
- F_2 – free time, Cronbach's alpha – 0.862
- F_3 – job and job opportunities, Cronbach's alpha – 0.805
- F_4 – important places, Cronbach's alpha – 0.606

Table 4. Assigning individual items to the extracted factors

Item	F_1	F_2	F_3	F_4
Prešov is the ideal place for living.	**.674**	.190	.403	.083
Prešov has my heart and soul.	**.723**	.021	.042	.303
I like the coat of arms of Prešov because of strawberry flowers.	**.443**	-.004	.215	.344
In Prešov I feel like at home	**.797**	.087	.065	.163
Prešov is full of life.	**.490**	.376	.355	.169
I am proud of Prešov music bands (IMT smile, Peha, Komajota,...)	**.485**	.353	-.054	.254

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Prešov is ideal for raising children.	**.623**	.327	.352	.064
Prešov is ideal for growing old.	**.532**	.282	.354	.017
There are a lot of nice people in Prešov.	**.617**	.277	.075	.157
Prešov has interesting history.	**.467**	.017	-.011	.448
There is always someone for a drink.	**.563**	.257	.036	.224
I have lots of memories from Prešov.	**.715**	.174	-.045	.302
Prešov is a smiling city.	**.587**	.408	.215	.130
My family is happy in Prešov.	**.668**	.248	.314	-.040
Prešov is a cozy city.	**.594**	.256	.223	.112
My closest friends are happy in Prešov.	**.589**	.297	.369	.012
Prešov has the best working conditions of the places that I know.	.178	.129	**.817**	.144
Prešov is a „happy" city.	**.571**	.355	.361	.167
Prešov has the best business conditions of the places that I know.	.201	.122	**.798**	.103
Prešov has a number of traditional businesses.	.203	.242	**.606**	.073
There are a lot of sports events.	.305	**.471**	.360	.225
Prešov provides quality education of European standards.	.318	.385	**.426**	.174
Prices of flats (€/m2) are more favorable than in the capital city.	.188	.359	.018	.165
Prešov has enough green places in housing zones.	.158	**.514**	.203	.070
Prešov has good cuisine.	.273	**.494**	.128	.161
Only in Prešov I feel really good.	**.611**	.170	.371	.203
I can enjoy sitting on a terrace in Prešov.	.255	**.614**	.038	.180
Prešov has a great infrastructure.	.127	**.542**	.442	.071
Prešov has awesome night life.	.178	**.503**	.206	.142
There are a lot of cultural events throughout the year.	.247	**.543**	.256	.245
Prešov has a lot of cycleways.	.090	**.619**	.097	.057
Prešov offers enough housing opportunities for young families.	.126	.435	**.459**	-.125
With Prešov public transport I get wherever I need on time.	.074	**.557**	.099	.057
Prešov has a quality health care system for seniors.	.157	**.535**	.339	.035
I have many beautiful memories on amphitheater.	.087	.145	.200	**.616**
I can park my car wherever and whenever I need.	.028	.364	**.416**	.192
Prešov has free Internet access everywhere.	.097	.260	.376	.328
I like horses in the riding area.	.088	.119	.061	**.602**
I can spend quality free time in Prešov.	.414	**.471**	.314	.262

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I can always relax in the park in the city center.	.191	.294	.172	**.518**
I have good memories on Kolamanova garden.	.157	.091	.019	**.578**
I like swimming pools in Prešov. (Plaza beach, Delňa, S3)	.250	**.463**	.093	.323
I really enjoy Kalvária and its view.	.285	.155	.027	**.505**
Eigenvalues	14.757	2.620	1.803	1.373
% of the variance	34.319	6.094	4.192	3.193

Legend: F_1 – Patriotism, F_2 – Free time, F_3 – Job, F_4 – Important places.

The extracted factors explain 47.8% of variance. Extracted factors can be contextually explained. The structure of factors is also evident from the graphic processing of the Screen plot (Figure 1). This structure of factors is also supported by the Cronbach's alpha values outlined above.
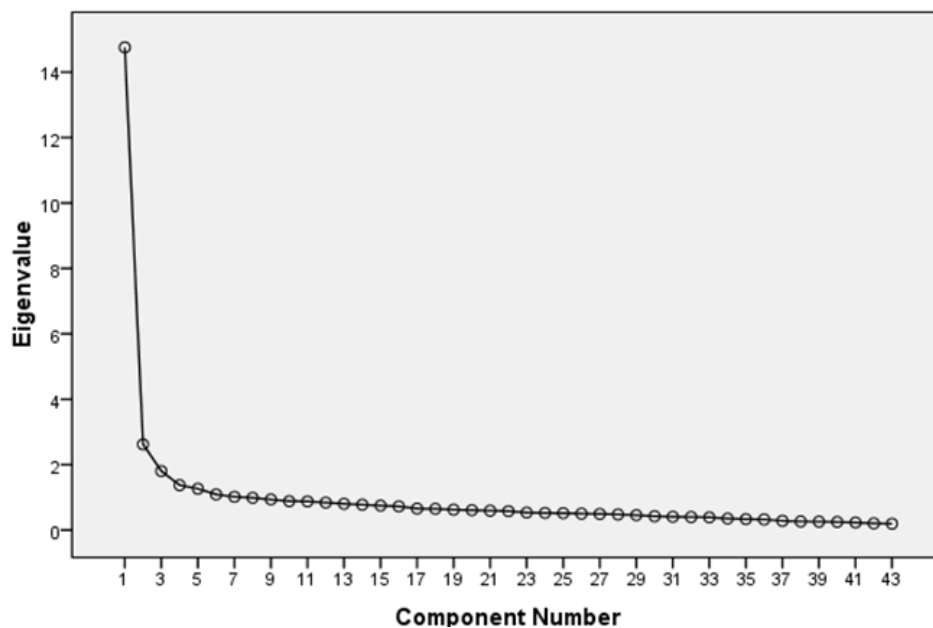

Figure 1. Screen plot of the extracted factors from the reputation assessment of the city

In favor of the extracted structure factors from the reputation assessment of the city speak the values of the intercorrelation coefficients found between the extracted factors listed in Table 5. The findings confirm that the individual factors are significantly positively related and at the same time they correlate highly positively with the total score. It means that when citizens give high score to one factor, they also give high score to the other factors as well. These correlation results, the screen plot and the percentage of variance between the different factors suggest

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one-dimensional solution to the above methodology. In the following analysis we will therefore take into account the overall evaluation of the city's reputation.

Table 5. Intercorrelation coefficients between the extracted factors

Factors	F_1	F_2	F_3	F_4	In total
F_1		0.716**	0.634**	0.518**	0.865**
F_2			0.710**	0.494**	0.884**
F_3				0.367**	0.828**
F_4					0.718**

*Legend: F_1 – Patriotism, F_2 – Free time, F_3 – Job and job opportunities, F_4 – Important places; * statistical significance at the level of significance 0.05, * Statistical significance at the level of significance 0.01*

The results of the analysis were also complemented by calculations of average values in each factor and comparisons of their statistical significance (Table 6). The results confirmed statistically significant differences in the assessment of individual factors regarding reputation. The most favorable factors were considered patriotism and important places in Prešov. Conversely, the factor "job and job opportunities" came out as unfavorable. The above assessment is related to high unemployment rate and the lack of vacancies on the labor market.

Table 6. Differences in average values

Factors	Average value	Friedman's test Chi-Square	Significance
F_1	2.5220		
F_2	3.2767		
F_3	4.5161	1597.571	0.000
F_4	2.8441		

*Legend: F_1 – Patriotism, F_2 – Free time, F_3 – Job and job opportunities, F_4 – Important places; * statistical significance at the level of significance 0.05, * Statistical significance at the level of significance 0.01*

Summary

Based on the results of factor analysis, Cronbach's alpha, intercorrelation analysis and the results of the Friedman's test we can conclude that there indeed exists the factor structure in the assessment of the city's reputation – the hypothesis has been confirmed.

Extracted factors explain 47.8% of variance and we were able to define their content: F1 – patriotism, F2 – Free time F3 – Job and job opportunities, F4 – Important places. This structure is supported by the values of Cronbach's alpha. Intercorrelation coefficient values between the extracted factors are also in favor of this extracted structure. The above findings confirmed the fact that the individual

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factors are significantly positively related and also correlate highly positively with the total score. It means that when citizens give high score to one factor, they also give high score to the other factors as well.

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From the perspective of the senior management figures of towns and cities the identified factors are variables which in case of their implementation into the reputational management strategies and activities of towns and cities can positively influence the public opinion of residents – city's reputation in the eyes of their citizens. The identified factors of the reputational management can be identified and implemented in the framework of classical forms of public relations, as well as communication activities carried out in the online environment of the Internet. The field that would greatly benefit from the identified factors is Public Relations (eg. Media Relations, Government Relations, Public Affairs, Investor Relations, Employee Relations, Events, Crisis Communication, etc.). PR would also benefit from the subsequent systematic media support with a dominant focus on online marketing communication tools. With regard to the reputation management it is essential to develop and optimize processes that would focus on the positive reputation building of the city and then distribute them to the target audience. We also want to emphasize the importance of the feedback since its evaluation is essential for optimization and implementation activities of Public Relations.

With regard to the research we can point out the results of Zenker et al. (2013), who focused their attention on The Citizen Satisfaction Index - CSI. The author states that one's overall satisfaction with a city can be explained by four main factors: Urbanity and diversity, Nature and recreation, Job Opportunities and Cost-Efficiency. According to these authors, these four factors explain 50% of the total variance of the overall citizen satisfaction with a city, sampled in German cities.

From a global perspective it can be stated that the area of research focusing on the factors affecting the reputation of a city from the point of view of its population is largely an unexplored field of knowledge. The major attention of the city marketing research is devoted to branding – the topic explored by several authors like Herget et al. (2015) Gbúrová et al. (2015), Vanolo (2015) Wahyurini - Wardani (2014) or Petrea et al. (2013). It should be emphasized that the issue of reputation building from the point of view of its population, as variable of the reputational management or public relations in the marketing environment of a city, is an area of knowledge that has a potential to reveal significant connections affecting city marketing from within.

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ANALIZA KLUCZOWYCH CZYNNIKÓW ZARZĄDZANIA REPUTACJĄ W WARUNKACH MARKETINGU MIEJSKIEGO

Streszczenie: Artykuł dotyczy szczególnych aspektów kwestii budowania reputacji jako zmiennej zarządzania reputacją i public relations w marketingu miasta pod względem populacji danego miasta. Celem artykułu jest zweryfikowanie istnienia i wyodrębnienie czynników wpływających na postrzeganie reputacji miasta - statystycznie istotnych czynników wpływających na reputację w oparciu o analizę postaw i preferencji respondentów. W tym celu zastosowaliśmy analizę czynnika wraz z analizą głównych składowych z rotacją varimax w celu identyfikacji czynników w grupie badanych zmiennych. Wyniki badań opierają się na odpowiedziach 926 respondentów - mieszkańców miasta. Badając strukturę czynników oceny reputacji udało nam się wyodrębnić cztery czynniki: patriotyzm, czas wolny, praca i możliwości pracy, ważne miejsca. Wynikom analizy towarzyszyły również obliczenia średnich wartości dla każdego z wyodrębnionych czynników i porównania statystycznej istotności różnic między nimi. Wyniki potwierdziły statystycznie znaczące różnice w ocenie czynników. Celem artykułu jest ocena ogólnych

możliwości, jakie ta kwestia przynosi menedżerom marketingowym, a także oficjalnym przedstawicielom miast.

Słowa kluczowe: zarządzanie reputacją, public relations, opinia publiczna, strategia komunikacji miasta, reputacja

聲譽管理的關鍵因素在城市營銷條件分析

摘要：在一個城市的人口方面的聲譽建設為城市營銷中的聲譽管理和公共關係的變量問題的具體方面的文章交易。本文的目的是驗證是否存在，並提取影響一個城市的聲譽感知的因素 -

基礎上的態度和喜好的受訪者在分析影響聲譽統計學顯著的因素。為了這個目的，我們一起使用的因子分析與最大旋轉的主成分分析，以確定該組研究了變量內的因素。研究結果是基於926受訪者的答案 -

這個城市的居民。當檢查聲譽評估的因素結構，我們設法提取四個因素：愛國，自由時間，工作

和就業機會，重要場所。分析的結果也伴隨著對每個所提取的因素與它們之間的差異的統計顯著性比較的平均值的計算。結果證實在的因素的評估統計學顯著差異。本文旨在探討這一問題帶來了營銷經理一般機會，以及城市的官方代表。

關鍵詞：聲譽管理，公共關係，輿論，市，口碑傳播策略