

Oksana Petrenko ¹
Nadiia Rudik
Ivan Shpitun
Oleksandra Marusheva
Iryna Kharaim

Article info:

Received 19.04.2021.

Accepted 01.03.2022.

UDC – 005.336.3

DOI – 10.24874/IJQR16.03-09



WORLDVIEW AND ETHICAL FOUNDATIONS OF AUTHORITY BRANDING: QUALITY ASPECTS

Abstract: *This article is devoted to studying the public authority's quality branding based on worldview and ethical principles. The main purpose of this study is to develop ethical and attitudinal grounds for the formation of public authority quality branding and methods of their implementation on the example of Ukraine. General scientific methods of knowledge, such as analysis, synthesis, induction, and deduction, are used for getting the results. With the use of induction, the information about the formation of authority quality branding was summarized, and the basic principles of authority branding, based on the worldview and ethics, were determined. The study was conducted on the specific example of authority branding of Slavutich, which actively promotes its brand. The main values of public authority quality branding, based on the economic and social efficiency, formation of national identity and cultural values, consideration of the regional strategy of development of the territory, and communication links are proposed. The study of the legal framework of ethical regulation of the work of the authorities, allowed to identify problems and find directions for their solutions. It contributes to the formation of a positive image of the authorities. As a result, it proposed a sequence of creation and development of the authorities quality brand, which helps form a democratic society.*

Keywords: *Quality; Authorities; Branding; Ethics; Worldview; Image; Communications; Democracy.*

1. Introduction

Until recently, branding has been perceived as an exclusive function of commercial organizations. However, the experience of several countries shows that branding can also be an effective tool for the authorities. The issue of branding is quite generalized, but depending on the set goals of the state or territorial authority image, the main principles of its forming are ethics and worldview. The principle of ethics and worldview is basic and conceptual for the construction of any relationship. Given the

public crisis of morality, the alienation of representatives of government and local authorities from the people in many countries, the topic becomes particularly relevant to study.

The question of the authority's branding formation is not enough studied by Ukrainian and foreign researchers. The main reason for this is that in the administration practice, more attention is paid to the territory branding rather than the branding of authorities. Talking about the theoretical aspects of authority branding development, such studies are carried out in a generalized

¹ Corresponding author: Oksana Petrenko
Email: petrenkoo568@gmail.com

way, showing the importance of authority branding in regional development. Although, in fact, according to sociological research, branding of authorities allows to increase the level of trust of the population. Thus, effective two-way communication between people and leaders forms trust, image, and support, which is the basis for developing a democratic society.

Human values and ethical standards as the basis of authorities' image can improve public (municipal) service effectiveness. Ethical principles contribute to the regulation of conflicts of interest, combating corruption. Development and formalization of ethical standards allow increasing the role of value, moral and ethical regulators of public (municipal) servants activity and behavior.

Thus, the study has particular importance for countries that form a democratic society. One of such countries is Ukraine, which in the process of decentralization, has all conditions for the formation of good administrative teams that can significantly improve their efficiency through branding.

Thus, the main purpose of this study is to develop ethical and attitudinal ambushes of public authority quality branding formation and ways of their implementation on the example of Ukraine.

2. Literature Review

Today there is quite a large body of information concerning the branding of authorities and the formation of the country's, region's or locality's image. In addition to monographs, textbooks, analytical works, there are pretty qualitative materials in periodicals, based not only on the theory of national brand formation but also on actual statistical data, surveys, etc. Therefore, it is important to note it is necessary to form specific competencies in this area and conduct fundamental research for the successful branding of the authorities.

The studies of political marketing as one of the branches of non-commercial social marketing have been engaged in by well-known foreign and domestic researchers. The famous French sociologist and political scientist P. Bourdieu were the first who analyze the general problems of this marketing type. They believed that the field of political activity should be considered and investigated as a political market with production, demand, and supply of a special product - political parties, their programs, opinions, and positions that are promoted among the population (Poltorak, 2009). Some aspects of non-commercial social marketing were studied by outstanding manager F. Kotler and representatives of his school (Kotler et al., 2003). The issue of authority branding is slightly different from political one because the authorities already have the legitimacy of activity in a particular territory. Therefore the branding of authorities occurs in conjunction with territorial branding and is based not on propaganda but on the construction of specific strategies based on past activity results.

Fartygina & Vovk (2014) showed in their study the practical aspects of the development of territorial branding of Lviv and Odesa. Their authorities are engaged in the development of tourist recognition of the cities. There are also several studies on the formation of ethics in public service. Still, in the context of branding, the use of ethical and attitudinal principles has not previously been studied in Ukraine or other European countries. At the same time, in Russia, where more attention is paid to the formation of the image of power than territorial branding, such studies are present. In particular, Rozanova (2017) in the article "Image-Reputation-Brand," the strategy of power value formation is based on the functional dimension, spirituality, mentality, and social peculiarities of regional development.

The concepts of "brand" and "branding of public service" emerged in the rhetoric of

scientific and practical conferences on HR branding in the 2010s and are currently still not fixed in the scientific lexicon, so scientific research on authority branding is conducted in different directions. To date, there is a shortage of profile studies of public authorities' images.

Practice shows that branding contributes to increasing public confidence in the authorities (Karens et al., 2016); at the same time, public servants understand the main strategic goals for their activities.

Thus, if we consider the public authority quality branding as the image of the power in some territory, it should be based on the region's economic, social, scientific, environmental development, and socio-cultural values and expectations of the population. Thus, the worldview and ethics are the general principles in the construction of public authority quality branding, which is the object of this study.

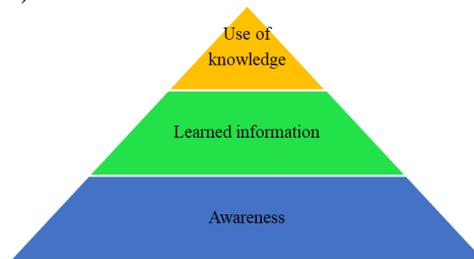
3. Research Methods

This research is based on the scientific literature and social overviews conducted to study the relationship between the government and the public. To obtain the results, general scientific methods of knowledge are used. In particular, scientific research was synthesized into several types and selected separate approaches for understanding the topic and field of study. Using induction, the information about authorities branding was summarized, and the main principles, based on the worldview and ethics, were determined. By means of deduction, the values of authorities branding have been proposed, based on economic and social efficiency, the formation of national identity and cultural values, the consideration of the regional development strategy of the territory, and communication links. The systematization of normative-legal regulation of the formation of ethical ambushes of the authorities allowed to determine the problems and clear directions

of development of the normative-legal base, which contributes to the formation of a positive authorities's image. As a result, it allowed proposing a sequence of creating the brand of authorities and achieving the study's goal.

4. Results

The formation of the brand of the authorities is based on the application of the classical model of “communication pyramid”, used in many scientific works (Romat, 2013) (figure 1).



Source: compiled by the author based on Romat, 2013

Figure 1. Communication pyramid of authorities

At the base of such a hierarchical communication pyramid is “awareness” - this is information (messages) about the availability of a new management decision. On the second level is knowledge. That means that awareness is transformed into knowledge that allows making certain decisions (Romat (2013). The intelligent use of information for one or another purpose is the last link of the pyramid.

As an example, we can present a similar communication pyramid part of the process of choosing the direction of local budget funds:

- city residents are provided with information about all possible uses of funds;
- this information is analyzed, and a decision is made based on the results of the analysis;
- awareness of the attractiveness of this or that program by an

individual and support of a certain funds direction allows municipal authorities to build territorial development strategies for the following years.

The flagship in the field of branding of authorities and territorial branding today is undoubtedly the United States. That is why the technology of formation of the American national brand can serve as a model for many countries. "Brand America. The mother of all brands." (Anholt & Hildreth, 2004) is the first book on managing the image of an entire country using technologies that are commonly considered commercial organization tools. The authors conduct a comprehensive analysis of America's influence in the world and note: although the U.S. has consciously positioned itself as a brand from the beginning of its existence, foreigners have many unpleasant stereotypes about the country.

Nowadays, in the U.S., the cluster model is most often used to position the states and local authorities as the most effective way of development and territorial promotion. The classic example of territorial promotion within the framework of an economic cluster is the "Silicon" Valley in California, where effective interaction between the scientific environment and business is observed. In the territory of the cluster, there are a large number of innovative companies, more than 87 thousand companies, 180 venture capital firms, 700 banks, dozens of research centers, and several educational institutions. This type of relationship between local government, business, and society can attract such target audiences as investors and the workforce, resulting in new financial flows and improvements in the well-being of area residents. American regional branding is a successful example of exactly sectoral image creation, based on the lobbying of the prevailing economic sphere. The promotion and emphasis on this sphere can make this industry a kind of "chip" of the territory, its distinctive sign.

More interesting is the situation with the branding of authorities in Germany. The negative history of the Third Reich is becoming a severe problem for the country, preventing it from maintaining its positive political image. To this day, Germany is perceived as a country with strict rules and a constructed order of interaction between authorities and society. Germany's response to moral discomfort and psychological pressure has been to develop a set of countermeasures. One of its essential elements is the so-called "soft power," which Germany has increasingly used in recent years in its international activities, construction of state and local government. Today, Germany unambiguously evokes associations with the quality and practicality of products, pedantry, and professionalism of employees. Furthermore, in pursuit of the attention of investors of the world and increasing investment flows into the country, Germany has decided to strengthen its attracting investment. To achieve these objectives, the country's government initiated the creation of an investment brand of Germany - "Land of Idea" (Country of Ideas). The German government decided to start not from existing investment projects, objects, or industries but from investment ideas, which will form these same investment projects, objects, and industries (Land Der Ideen, 2017).

In the context of branding of cities, it is necessary to highlight the existence of unique structures engaged in the development and implementation of the intelligent and technological brand of the country (figure 2). Thus, there is a unique City Marketing Society in Bremen, which develops basic educational marketing concepts. Similar centers are created and work in many other German cities. Such city structures carry out both representative and organizational and marketing functions. They represent the city at international educational exhibitions, prepare and publish reference books, catalogs, advertising products, invite journalists and specialists

working in science to the city, and take part in the international student exchange system. The main objective in the formation of this campaign was the promotion of peripheral cities as scientific and educational centers to shift the focus of labor force, migration, and investment flows from the main centers of Germany - Munich, Berlin, Dresden.

The “Germany - Land of Ideas” campaign emphasized sub-brands: “Investing in Germany,” “Made in Germany,” and “Research in Germany”. These names suggest that the organizers appealed to archetypes of German identity: goodness, quality, fundamentality, and rationality (Land Der Ideen, 2017).

France is another country made up of brands. It is filled and overflowing with them: gastronomy, perfumes, and cosmetics, tourism, architecture, cycling. Today France is a striking example of modern territorial branding, when countries try to move away from the direct use of their national flag images in their identity, giving the logo new ideas and richer meanings.

When it comes to a region's brand, the first thing that comes to mind is its geographical reference. We all know such historically established brands as Chinese silk, French wine, and Swiss watches. By developing “territorial” brands, companies at the same time promote the place of production. As a result, French wine, fashion, and women all become values of good taste and carry the glow of being “made in France”.

Among the possible directions of territorial branding is thematic branding, the uniqueness of the theme within the boundaries of a given destination. For example, a gastronomic brand of winemaking is developed in France, which allows targeting a large audience by offering wine routes and products, i.e., thematic branding touches upon the interests of some market segments and unites products and impressions destination can provide. All thematic brands must reflect their values when promoting the thematic brand and the

branded products of a given territory. Practical PR campaigns include the annual Bordeaux Wine Festival.

In concluding the specificity of territorial branding in France, it is essential to note the significant influence of politics on the formation of this brand. Moreover, this influence is primarily on the French themselves. Regions of France pioneered the discovery of thematic branding, gastronomic branding, glorifying France far beyond Europe with its vineyards, routes, and food festivals. (Gollain, 2014). Thus, we can conclude that in the construction of territorial branding and branding of authorities, it is necessary to investigate the territorial potential. Brand development should be considered the most efficient methodology of marketing communications of public authorities at all levels of its activity, which combines the principles of economic growth and the ethical foundations of the public.

It is possible to determine the essential principles that stand on the basis of the authorities' quality brand development:

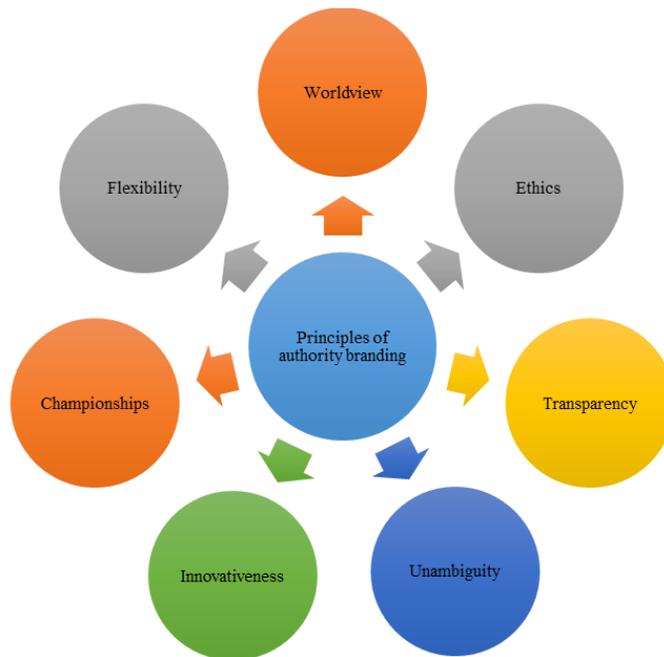
- principle of quality branding worldview should show the social mission of the authorities' activities in making managerial decisions;
- principle of ethics is based on the generalization of the attitude towards all segments of the population, taking into account their social and cultural peculiarities of development;
- principle of transparency in public quality branding should be recommended to the authorities to increase trust in society;
- unambiguity in state branding should be interpreted as a recommendation to the authorities to direct the perception of each particular brand to only one category of managerial products. One should not brand several

activities at once or rebrand, but rather create a new brand;

- innovativeness consists of introducing new essential features into the already existing brand or creating a new attractive image of a management product or service.
- principle of primacy consists in conformity with the slogan “it is better to be the first than the best”.

It means to be necessary ahead of your political and other competitors in brand development;

- flexibility and transformation should be directed to the spheres of activity that are rapidly developing and require an updated approach to decisions making.



Source: compiled by the author

Figure 2. The main principles of public authority quality branding

All above principles of public authority quality branding are not exhaustive and, of course, need to be supplemented, scientific understanding and analysis of their practical implementation. But they are the starting points in the new directions of prospective state management and marketing research. At the same time, it is necessary to constantly remember and be very careful, creative, and critical of applying norms, methods, rules, and definitions in general of any commercial or industrial commodity branding work for their implementation in the practice of noncommercial state

branding. Therefore, the general experience of the world market implementation of branding cannot be automatically transferred to the specific branding practice of state structures. This can be done only through the creative and innovative rethinking of the provisions and experience of branding in all other spheres of human activity in other markets, including the political market.

In particular, the principle of worldview and ethics should be developed by the provision of constitutional rights, freedoms, and values guaranteed to the population, but also in

accordance with the development of society, its social and political expectations. For a visual understanding of the basic principles of the development of world outlook and moral foundations of the authorities branding, let us consider the main of them on the example of the authorities' brand of the city of Slavutich (Ukraine). It is a small town, which does not have any unique outstanding data. Still, it actively built the authorities' brand during the last years, using the German scenario of the authorities' branding development, which is based on the idea realization. Today Slavutich positions itself as a city of new ideas. The slogan is placed in the city logo. The city's administration constantly holds forums, looks for ideas to implement, and attracts new technologies for development.

The basic ethical principles of quality branding of Slavutich authorities are defined in nine paragraphs of the Code of Ethics of public authorities.

- 1) The Ukrainian idea is a single conciliar Ukraine, national dignity, patriotism, state independence, respect, and trust in the legally elected government.
- 2) Patriotism is a civic feeling, the content of which is love for the homeland, devotion to its people, pride in the achievements of national culture, readiness to act in the interests of the fatherland, and to stand up for it in case of need. It means that global goals can be achieved through national, sincere love for Ukraine and your hometown. It's the ability to represent Ukraine and the city of Slavutich with dignity, reverence for the city's state symbols (flag, coat of arms, anthem), keeping and multiplying the traditions of their native city.
- 3) Humanity can build relationships based on universal values - respect, courtesy, tactfulness, honesty,

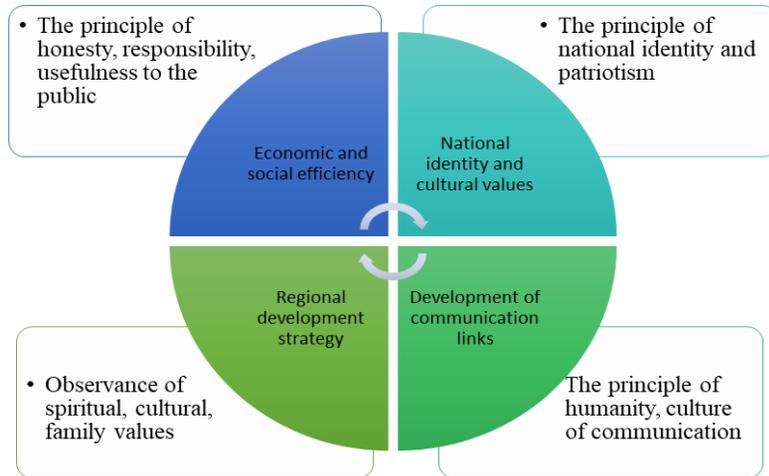
willingness to help, desire to find common ground.

- 4) Spirituality is the ideal to which the person in her own development, the orientation on the highest, absolute values. The true vocation of man is to build the temple of his spirit, bringing it to the foundation of the Good, Beauty, Truth. Raising the authority of spiritual achievements of the Ukrainian people: traditions, culture, and above all, the native language.
- 5) Family values - the foundation of any society, a set of ideas about family, selects family goals, ways of organizing life, and interaction.
- 6) Communication culture is a part of the culture of human behavior - a set of forms of daily human behavior (in everyday life, in communication with other people), in which the moral and aesthetic norms of such behavior are externally expressed. Behavioral culture is not outside of communication culture, and vice versa. Speech etiquette is an important component of national culture.
- 7) Honesty is truthfulness, conscientious fulfillment of one's social as well as production duties.
- 8) Efficiency is the rational use of the resource potential, creation of conditions for a better standard of living, self-realization of a person, initiative, and creativity in everything.
- 9) Responsibility is a form of activity that involves predicting outcomes that will not harm others (Slavutych City Council, 2018).

The principles indicated in the code show the ethical ambush of branding authorities in the ratio of formation and development of shared human values in society. The directions are used to form the image field of the authorities. Based on the code of ethics

of public authorities and the city development strategy, we propose to build the image field of values in the formation of

worldview and ethical principles of authority branding (figure 3).



Source: compiled by the author

Figure 3. Image field of values in the formation of worldview and ethical principles of public authority quality branding

1. Economic and social efficiency. The image of helpful power is associated with its pragmatic, material properties, the profitability of power as a social institution. Honest authorities have the opportunity to implement its strategy for the development of territorial society. Responsible, socially-oriented decisions made by power are adequate to the population's needs, interests, and value preferences, including consumers, residents, and entrepreneurs. At the same time, useful, honest and responsible power raises the individual's importance in forming the territorial order.
2. National identity and cultural values find their concentrated expression in its mission of assuming local and state and global responsibility. Particularly relevant is the issue of selecting public servants whose activities will not jeopardize the country's national interests, despite the specific needs of the population or the peculiarities of the development of certain regions. The issue also concerns the everyday practice of support of the national language, religion, culture, and traditions.
3. Regional development strategy. Local self-governance bodies must formulate development strategies that are entirely consistent with the expectations of the population, its interests, and the ability to implement this strategy. The main goal of regional development is to study the needs of people while considering economic and historical, cultural, spiritual, and family values.
4. Development of communication links. Strategically oriented rational management of social processes must meet citizens' expectations, adequately and timely respond to society's requests, dissatisfactions,

or wishes. Public servants must understand society's problems and try to solve their problems, promoting a communication culture. Mechanisms, ways, and means of public administration should be innovative and meet the XXI century paradigms (Atamanchuk, 2013), i.e. with the use of digital systems of information collection and processing.

Speaking about the implementation of the worldview and ethical principle of branding of public authorities in all cities, the practice of ethical regulation is reduced to the normative-legal enshrining of principles and rules of behavior of public servants (Bratashova, 2016).

Today, in many countries, special codes of worldview and ethical ambush activities of public (municipal) servants do not reflect the requirements for official conduct, depending on the type of activity of the public authority and the cultural and national characteristics of the region or territory. For example, the Code of Ethics of a prosecutor and a social service employee contains several rules of conduct specific to the professional activities of employees. Still, they are included in the general list of rules (Gerikhanov, 2016). Most codes of Ukraine list the basic principles and practices of the official conduct of civil servants. At the same time, a clear definition of concepts and behavioral standards is not presented in the codes, just as there are no specific functions and principles specific to certain types of authorities.

Rules of official conduct are formed based on moral principles, the duty of public servants to the State and society. However, in the Model Code and a number of departmental and regional codes developed on its basis, the principles of public service are equated with the rules of the official conduct of public servants. For this reason, the strategical public service goals are not

defined, taking into account the specifics of the activity of a public servant and the development of the region. At the same time, the brand of public authorities is focused precisely on the performance of strategic tasks.

The assimilation of these goals by civil servants is an essential factor in forming moral self-awareness, which determines the moral meaning of their stay in public service.

Considering the above, let us propose a sequence of implementation of worldview and ethical principles of branding authorities (figure 4.).

Thus, applying the worldview and ethical principles of the authorities' activities allows forming a regional development strategy taking into account the population's opinion. Furthermore, this allows the implementation of a transparent branding concept based on the authorities' image and reputation.

The brand formation is always a multi-step and responsible work, which is based on reputation and image. This is one of the main problems faced by the regions in the development process.

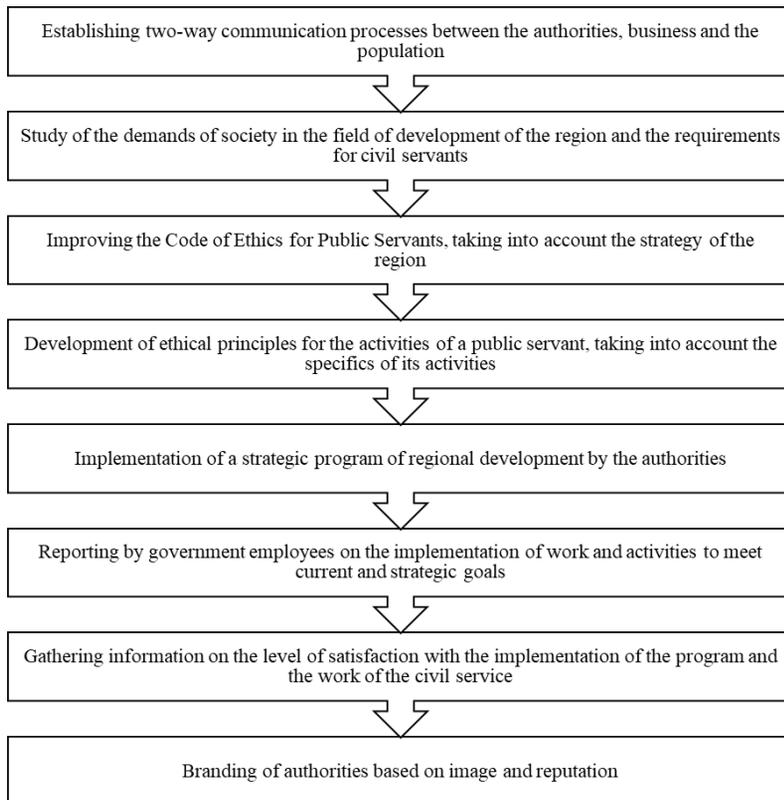
Considering the fact that up to now, in many cities of Ukraine, the authorities serve the people only formally, it is important to build a favorable field for the development of moral and human values at all levels of government. Such actions should be based on special documents defining the principles of professional service ethics - the Code of Professional Morals. But, unfortunately, the development and approval of the paper will not be enough to build a democratic society and public confidence in the authorities. The effectiveness of state branding will directly depend on the internal ideological values of civil servants, who will want to apply all the principles of branding in practice.

If the authorities identify the initiative to develop their region according to the sequence proposed in figure 4, the first step

of this development is the establishment of communication processes.

The better the communication processes between the state and the population are organized, the higher the attractiveness and value of a particular authority brand will seem to citizens and individual social groups. The establishment of effective communication processes between the authorities and society is a topic for research

development. In particular, Marland et al. (2017) point to the importance of digitalization in shaping authority branding. Effective public websites make it easy to organize two-way communication between authorities and society, resulting in the rapid collection of relevant problems, processing them, finding solutions, and implementing them. The topic of building digital branding is a field for further research in this area.



Source: compiled by the author

Figure 4. Sequence of implementation of the worldview and ethical ambiguities in the formation of the public authority quality branding

5. Discussion

The issue of authority branding today is conducted from different perspectives; they are divided into two fields. The first group of studies shows the importance of authority branding in terms of social management, and the second group shows authority branding

in terms of employment.

Research on authority branding in the context of labor relations is regularly conducted in contemporary sociology and marketing. In particular, Reichenberg (2002) investigated representing the government as a preferred employer, which shows the basic

principles of building a competitive image of the government. Furthermore, according to Eshuis & Klijn (2012), the branding approach is a way to address the issue of public service employment that many countries face. Actual problems and prospects of such development of the authorities were also investigated by Temporal (2015) and Reghunathan (2021), but in these studies, the emphasis is on the importance of branding for the organization of the management of the population of some territory.

Let's consider the branding of authorities in terms of employment. It is necessary to emphasize the prospects of employment, particularly the material and non-material incentives for service personnel, but also take into account the socio-cultural characteristics of development and the expectations of the population.

Today, the public sector does not have the ability to provide a sufficient level of material motivation for employees compared to the commercial sector. Also, the issue of control and monitoring of the observance of ethical and attitudinal principles of the authorities suffers. As a result, a negative image is created in the public administration system of many countries or territories, which not only does not contribute to the development of regions but also reduces the level of public confidence in the authorities demotivates people to work for the state. Given the demographic factor, when the majority of civil servants around the world are moving into retirement age, the issue is gaining particular relevance. But regardless of the goals applied to form a brand, at the base of this strategy are always worldview and ethical values, which are the basis for developing effective authorities and an administrative team.

6. Conclusion

Thus, the study proposes a model of forming an image field of four components, at the base of which are worldview and ethical principles. Ethical norms and standards become the basis for implementing the formation of economic and social efficiency of power. For the administrative team, it is necessary to be responsible, useful to society. Observing national values, it is especially important to apply the principles of national identity, patriotism, humanity. Considering the regional development strategies, it is necessary to pursue traditional, spiritual, and family values, which should not contradict economic development. Finally, the development of communication links should be based on the general principles of humanity, understanding, and the desire to help. Regardless of the purpose of branding authorities, ethical principles should always stand about the foundation of the image field.

Implementing public authority quality branding is impossible without establishing communication contacts with society, which should initiate and guide the development of their territory. Communication with the community allows to find main problems and methods of solving them, which forms the image, reputation, and as a consequence, the brand of the authorities. During establishing communication processes, it is essential to use new technologies that allow doing such work quickly, thus understanding the priority of development tasks. Furthermore, by developing a legal framework to regulate the principles and field of action of the representatives of the authorities, the public will get the standards of work, and civil servants will understand the primary goal of their activity. As a result, it will allow to implementation of the authorities quality brand and create new standards of relations between power and society.

References:

- Anholt, S., & Hildreth, J. (2004). *Brand America: The mother of all brands*. Cyan.
- Atamanchuk, G. V. (2013). *Problems of increasing the efficiency of administrative and legal regulation of public administration in the Russian Federation*. Moscow University Bulletin.
- Bratashova, Y. (2016). Ethics of civil service at the present stage of Russia's development. *Russian justice*, 11, 6-8.
- Slavutych city council | devex. (n.d.). Retrieved July 27, 2018, from <https://www.devex.com/organizations/slavutych-city-council-136219>
- Eshuis, J., & Klijn, E. H. (2012). *Branding in governance and public management* (0 ed.). Routledge. <https://doi.org/10.4324/97802031451599>
- Фартыгина, В. И., & Вовк, А. В. (2014). Research of territorial branding technology. *Technology Audit and Production Reserves*, 2(2(16)), 53. <https://doi.org/10.15587/2312-8372.2014.23403>
- Gerikhanov, S. (2016). Peculiarities of the ethics of a civil servant. *Actual problems of law*, 3, 34-37.
- Germany—Land of ideas. (n.d.). Retrieved July 27, 2018, from <https://land-der-ideen.de/en>
- Gollain, V. (2014). *Réussir sa démarche de marketing territorial: Méthode, techniques et bonnes pratiques*. Territorial éditions.
- Karens, R., Eshuis, J., Klijn, E.-H., & Voets, J. (2016). The impact of public branding: An experimental study on the effects of branding policy on citizen trust. *Public Administration Review*, 76(3), 486–494. <https://doi.org/10.1111/puar.12501>
- Kotler, P., Wong, V., Saunders, J., & Armstrong, G. (2004). *Principles of Marketing: European Edition*. Prentice Hall Europe.
- Marland, A., Lewis, J. P., & Flanagan, T. (2017). Governance in the age of digital media and branding: Governance in the age of digital media. *Governance*, 30(1), 125-141. <https://doi.org/10.1111/gove.12194>
- Poltorak, V. (2009). *Marketing. Sociology of Politics: An Encyclopedic Dictionary*. Kiev.
- Reghunathan, A. (2021). Branding of government services: Benefits and challenges. *IIM Kozhikode Society & Management Review*, 10(2), 232-235. <https://doi.org/10.1177/22779752211017600>
- Reichenberg, N. (2002). *Branding the government as an employer of choice. In International recruitment and selection strategies*. Washington, DC: IPMA-HR.
- Rice, E., Rice, L. (2004). *The Origin of Brands or Natural Selection in the Business World*. Moscow. Knowledge Press.
- Romat, E. (2013). *Advertising. St. Petersburg: Peter*. Branding. St. Petersburg: Williams.
- Smolensk State University Przhevalsky str., 4, Smolensk, Russia, 214000, & Rozanova, N. N. (2017). Mage - reputation - brand: Strategy of forming of value of the power. *RUDN Journal of Political Science*, 19(4), 392–402. <https://doi.org/10.22363/2313-1438-2017-19-4-392-402>
- Temporal, P. (2015). *Branding for the public sector*. Chichester: John Wiley and Sons.

Oksana Petrenko

Department of applied
economics, entrepreneurship
and public administration,
National Technical University
“Dnipro Polytechnic”
Ukraine
petrenkoo568@gmail.com
ORCID 0000-0001-9126-2863

Nadiia Rudik

Department of Public
Administration and Local Self-
government,
Dnipro University of
Technology
Ukraine
n.m.rudik@ukr.net
ORCID 0000-0002-8535-075X

Ivan Shpitun

Department of Philosophy and
Pedagogy,
Institute of Public Administration
Department of Public
Administration and Local
Government,
Dnipro University of Technology
Ukraine
kaf_du@i.ua

Oleksandra Marusheva

Public Administration and
Information Management
Department, Private Higher
Educational Institution
“Innovative Technology
University”
Ukraine
marusheva.o@gmail.com
ORCID 0000-0001-9126-4674

Iryna Kharaim

Public Administration
Department, Interregional
Academy of Personnel
Management
Kyiv, Ukraine
irina_kharaim@ukr.net
ORCID 0000-0001-8890-8758
