

SOCIAL COMMUNICATION AND RESIDENT PARTICIPATION IN CREATING A CITY'S IMAGE

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Purpose: The aim of this article is to characterise the actions that can be undertaken by the authorities in territorial units such as cities, municipalities, and districts, to shape their identity and image, taking into account the participation of residents. The author analyses the identity and image categories of a spatial unit as well as the implementation of participation mechanisms in social communication processes.

Design/methodology/approach: This article is a retrospective on views regarding resident participation in city promotional activities. It is based on the research of the literature, reports, and online sources.

Findings: Cities compete with each other for investors, employees, tourists, and residents. Effective place-based marketing plays a key role in sustainable local development. Creating a desirable image for a city or region through the appropriate selection of content and media promotes the unique attributes of a given location and thus attracts investment, which in turn positively impacts economic development and the quality of life.

Research limitations/implications: The limited length of the text, resulting from publishing requirements, does not allow for a comprehensive approach to the issue of residents' active participation in building the desired image of a territorial unit. Nevertheless, the author attempts to familiarise the reader with the issues of city identity and image, as well as the involvement of residents in initiatives to promote it among internal and external stakeholders. It will undoubtedly be worthwhile to conduct representative empirical research in the future, both among city officials and at least several hundred residents. The content of this article may be helpful in developing a methodology for such research, including the content of survey questions.

Practical implications: Effective management of relations with stakeholders, such as city residents, and their efficient involvement in city promotion activities are of great and constantly growing importance in creating the desired image of a given agglomeration.

Social implications: The increasing importance of cooperation between city authorities and stakeholders.

Originality/value: The results have cognitive value. The article describes the importance of social communication in creating the unique image of a city and offering a mega-product to investors, tourists, and other stakeholders.

Keywords: Territorial marketing, city promotion, image, resident participation.

Category of the paper: General review.

1. Introduction

In this age of the information society, strategic information management by public administration bodies, including local governments, should encompass communication between the authorities and the residents, as well as activities that increase the appropriate and effective use of information resources. Information policy is usually associated with reporting on government activities and creating a two-way flow of information between the authorities and the citizens. In a narrower sense, it is the conscious, planned and systematic activity of local government authorities, involving communication with their environment in order to gain active public support for the implementation of strategic development goals and create a positive image of the city, municipality or district (Sakowicz, 2006, p. 239).

New public management is a result of postmodernism in management (Doru, Yildirim, Yazar, 2023, p. 107). It is interactive, not imperative. The authorities are not perceived as the only centre of influence on society, but as an entity that aims to inspire, creating development visions, gaining supporters and negotiating the conditions for the implementation of the vision with partners and interest groups. To this end, the authorities flexibly demonstrate various forms of activity in co-managing a territorial unit, such as intervening in the existing networks of connections between public life participants, creating conditions for cooperation, building consensus and joint problem-solving (Kassim, 2003, p. 140). Contemporary standards of public sector management emphasise such values as openness, transparency, efficiency, accountability and integrity of management on the different levels of public administration.

This research article is theoretical and methodological in nature. Its aim is to highlight the role of resident participation in shaping a city's image and to explore methods for examining the local community's influence on promoting a city's image. The article employs a descriptive approach to characterising market phenomena and processes, as well as specialist literature on spatial marketing. The discussion adopts the "citizens' right to the city" paradigm, an approach that assumes that cities should develop not only to meet economic needs but, above all, to meet young people's aspirations for an improved quality of life.

The study made use of the desk research method, analysing existing empirical data and professional literature on the subject. Inductive reasoning was employed in the analysis, which made it possible to draw conclusions from the observed processes. Modernly managed local government units are opening up to new, innovative, and creative ideas in campaigns promoting their offerings in the media space. Undoubtedly, a range of tools, such as artificial intelligence, can greatly facilitate the generation and implementation of original solutions for interacting with stakeholders as well as the creation of original projects for building a city's image.

2. Social communication

The issue of social communication in the context of involving residents in shaping a city's image encompasses various scientific subdisciplines, such as marketing, management, sociology and psychology. For local government units, these activities involve inspiring and maintaining two-way communication with internal and external stakeholders. Relationships with these stakeholders are referred to as public relations, which are most often defined as promoting a place's image, fostering positive relationships with the public, and shaping a positive media image (Pokrzycka, 2006, p. 251).

The literature offers various definitions of the term "communication". It is typically understood as the process of transmitting information, mutual understanding and interaction between people, and as a crucial element of information exchange. Its primary goal is to achieve a shared and uniform understanding of a given situation by all the participants in the process, namely the senders and recipients of information. The effectiveness of communication depends on whether the distributed information is understood identically by all the entities participating in the process. Therefore, ideal social communication involves meeting the information needs of the community while treating the recipients as equal partners. The opposite is information chaos or the deliberate manipulation of transmitted messages.

Visual identity plays a crucial role in communication. This term denotes a specific optical and aesthetic code that allows a city to build and consolidate its identity within its surroundings (Stanowicka-Traczyk, 2007, p. 53). A properly designed visual identification system is based on the repetition of certain artistic forms characteristic of a city (colours, typefaces, graphic styles).

An increasing number of public services are now becoming digital public services, which in Poland are referred to as e-government. Participants in the information exchange process actively use digital platforms, which promotes both greater transparency of communication and broader community participation in national and local affairs. E-offices help in the dissemination of information and in handling specific matters between the citizens and the authorities, as well as serving the promotional purposes for cities and municipalities (Ciechomski, 2013, p. 96). A major advantage of e-government is the 24/7 availability of the services offered. The efficiency of e-government can be measured by the percentage of basic e-services (such as residence registration, issuing an ID card, or car registration) that are fully available online. Electronic instruments for promoting territorial units include the following:

- profiles on social media such as Facebook, YouTube, Instagram, TikTok and WhatsApp, which do not so much provide access to information as connect people around issues that interest them, build new communities and are an important channel for distributing knowledge, views and beliefs,
- interactive appointment booking,

- information about the stage of handling a given case,
- electronic notice boards,
- cameras transmitting real-time images of the number of customers in an office,
- video files with content promoting a voivodeship, city, district, municipality,
- video files containing instructions on how to fill out forms and applications,
- interactive city maps,
- electronic guides to the city hall,
- local magazines available for download in electronic versions,
- online surveys,
- e-postcards,
- automatic notification of logged-in users about changes on the website,
- info24 tabs, regional weather and other applications.

Electronic resources can be used as a dedicated online communication channel and marketing tool for promoting a city's image. They can provide residents with access to information, functions, public services, descriptions of events organised or sponsored by the city, job offers, statistics on a given territorial unit, as well as many other current and comprehensive data. The range of online communication channels can include the following:

- official websites,
- social media platforms,
- mobile applications,
- e-mail newsletters,
- internet portals and platforms,
- social and discussion forums,
- live broadcasts and webinars,
- open data portals,
- online surveys and feedback forms,
- emergency information systems (Gracz, Ostrowska, Rudewicz, 2024, p. 120).

Communication of a city or municipality via the Internet should take into account the following dimensions:

- informational (efficiency of information transfer),
- interactive (building responsiveness and engagement),
- transactional (submitting applications, viewing the stages of their processing, payments),
- compatible (interoperability of a given system with others),
- participatory (establishing social contacts through blogs, forums, chats, online surveys, public consultations, electronic voting, use of online social media).

The main idea of marketing, including territorial marketing, is to optimally meet customer needs, which means identifying them and adapting the offering to buyers' expectations and preferences. Applying e-marketing in this broad sense to local government operations is connected with the following:

- demonstrating a subservient role of an official towards the client,
- fully recognising the rights of the client when they have incomplete information, doubts, are in ignorance, protecting their own interests, etc.,
- providing the client with the necessary assistance and advice,
- complying with formal procedures and deadlines,
- accepting the client and showing a positive attitude towards them,
- ensuring employee involvement and conscientious performance of duties,
- demonstrating the substantive and interpersonal competences of employees,
- adapting the quantity and quality of services to the needs and expectations of customers,
- treating the client as a person, not as a case (Smolorz, 2012).

Implementing the above assumptions sometimes meets with resistance from office staff. However, implementing the spatial marketing philosophy requires empathy, and especially understanding the expectations and needs of stakeholders. An excellent way to understand these is for the recipients of marketing activities to participate in the decision-making process.

3. Participation

Participation (from the Latin adjective *particeps* – participating, taking part in something) can be defined as citizens directly taking part in social, public and political life (Wiktorska-Święcicka, Kozak 2014, p. 57). It denotes residents' willingness to act for the benefit of their community and engage in collective, self-organising activities. Nowadays, this term is understood broadly as co-participation in decision-making, co-decision-making, and active involvement in shaping the surrounding reality. In management and quality sciences, it has gained importance in the context of the development of the concept of public governance. This concept treats the public sector as a crucial element of society, interacting with members of the civil society and using consultation procedures to collaborate with stakeholders.

Participation means participating in activities, but also in bearing their positive and negative consequences. The word "social" refers to all members of a given community who possess public rights. It is therefore the participation of the public community in decision-making. An interesting description of the origins of social participation, from the Greek agora to the New Charter of Athens of 2003 and the Charter of European Planning 2013, can be found in the monograph *Rola partycytacji społecznej w kształtowaniu miast* (The Role of Social

Participation in Shaping Cities) (Mirecka, 2023, p. 10). This work devotes considerable attention to the inclusion of various stakeholder groups in spatial planning and revitalisation processes. Interesting examples relating to the Wielkopolska region are included in the work *Partycypacja społeczna – inspiracje, uwarunkowania, perspektywy* (Social Participation – Inspirations, Conditioning, Perspectives) (Marciniak, Trościak, Horodecki, 2023, p. 10 et seq.). Another original publication relating to resident participation in local initiatives is the book *Dobre praktyki w zakresie zaangażowania interesariuszy regionalnych systemów innowacji* (Good Practices in Engaging Stakeholders in Regional Innovation Systems). It contains numerous examples from Germany, France, and Scandinavian countries (Wojnicka-Sycz, Piróg, Sycz, Mularz, 2023, p. 68). Another area of resident participation in improving the quality of life is their involvement in promotional activities for their city in order to obtain favourable reviews from investors and tourists and build a favourable image of the destination.

It is also worth emphasising that participation is an effective method for preventing and resolving social conflicts. The dynamic development of the modern world is resulting in changes to access of resources and disparities in the redistribution of the national product. Competitive strivings of groups of people to achieve particular benefits generate conflicts between them. Sometimes, the mere belief in an opposing party's hostile nature initiates long-term conflict. The sources of conflict are diverse, ranging from competition to meet the same needs, through those stemming from poor work organisation, harmful stereotypes or lack of freedom in decision-making, to differing hierarchies of espoused values.

From a formal perspective, participation is based on the belief that citizens' living environments function better if they are active and can modify their environments to suit their needs. While this does not guarantee automatic success, the so-called collective wisdom reduces the number of mistakes. Furthermore, it results in the development of an integrated community striving to achieve common goals. Importantly, the primary means of satisfying the need for participation in governance is not the degree to which expectations are met, but the sense of having a real influence on the decisions made (Sanoff, 2006, p. 46). Stakeholders affected by decisions made through public participation in decision-making can be divided into four groups:

- local community (residents, property owners, tenants, users, local entrepreneurs),
- interest groups (people representing non-governmental organisations, entrepreneurs, civic groups, associations),
- representatives of public bodies (state and local government),
- locally elected officials, such as members of parliament and senators, city presidents and mayors, and councillors (Margerum, 2006, p. 49).

Participation in public space encompasses different types of particular interests:

- collectivist (communal): everyone who may be affected by the consequences of a decision should have equal access to the decision-making process,
- individualistic: people as individuals are capable of participating and making decisions about the choice of public services they want to use,
- holistic: the way decisions are made encourages people to think in terms of the common good and common interest,
- particularistic: the way in which decisions are made encourages people to think in terms of interests (Długosz, Wygnański, 2005, p. 13).

It can also be seen that the percentage of people participating decreases with the amount of effort required. Residents primarily seek information about decisions made by local authorities and, if necessary, their justification. This reflects the lowest, and least demanding, level of involvement in public affairs. On average, one in ten respondents participates in consultations (Olech, 2012, p. 47). When it comes to the most time-consuming forms of participation, the number of residents engaging in them drops dramatically. For example, only one in fifty residents has ever participated in work involving the preparation of draft decisions in the form of reports or draft resolutions.

It is also worth adding that a wide range of tools for communicating and informing the public about decisions made by local authorities are discussed in the monograph *Modele partycypacji publicznej* (Models of Public Participation) (Olech, Kaźmierczak, 2011, p. 25). These include websites, local media, press conferences, e-mailing, newsletters, notice boards, and many others.

4. City identity

Creating a place's image is inextricably linked to the identity of a territorial unit, such as a municipality, district, city, region, or country. A place's image cannot be accurately created without determining its identity. This identity is a set of values and attributes that distinguish a given place from other places and give it a distinct character. Place identity is understood as a deliberately selected set of information addressed to all groups of internal and external recipients in order to build an appropriate image consistent with the set objectives (Szromnik, 2016, p. 147). Identity allows city authorities to define their own characteristics and development potential, and distinguish them from those of other cities. For this reason, a city's identity should be based on unique, attractive and memorable elements.

A. Toepfer and R. Miller created the concept of town identity, which is based on three elements: town design, understood as a unified image of the city, consisting of all the visual elements through which the city presents itself to its surroundings (architecture, urban planning,

history, monuments, famous residents, town symbols); town communications, understood as a system for communicating with the recipients of promotional activities (slogans, taglines, advertising campaigns, guides, methods of informing stakeholders about economic and social initiatives); and town behaviour, which concerns the modes of action of all city entities (residents, government representatives, managers and employees of all public and private institutions) and encompasses the "city culture", understood as social norms, ethical principles, local customs and traditions (Gracz, Ostrowska, Rudewicz, 2024, p. 14). Figure 1 presents the key components of city identity.

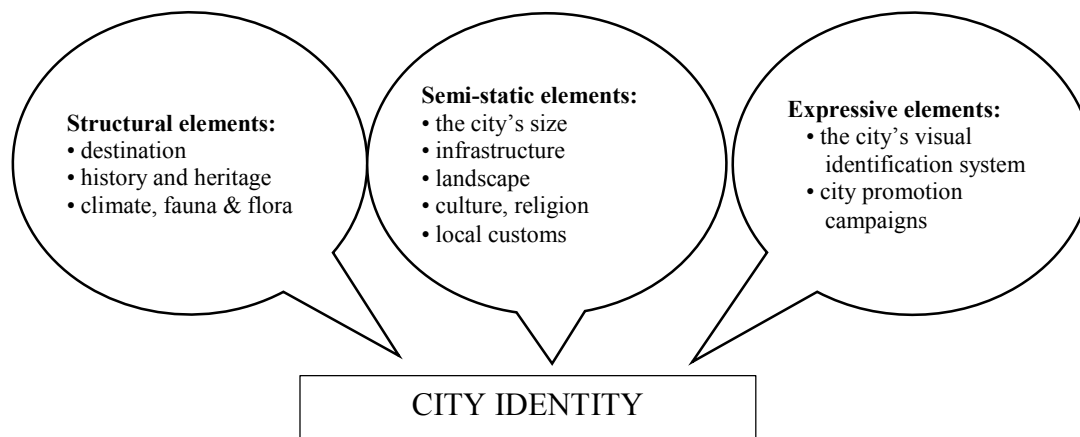


Figure 1. Elements of city identity.

Source: own compilation based on: Glińska, 2011, p. 37.

There is a feedback loop between the objective identity of a given city and its subjective image, because a unique identity facilitates the creation of an optimal image, while a unique image determines the undertaking of specific actions to build the identity, including visual identification elements such as the city's brand logo, the coat of arms, the flag, the markings of city vehicles etc.

The local government must reconcile four key goals:

- increasing the well-being of residents in the long term,
- maximising the profitability of local enterprises,
- increasing the satisfaction of visitors,
- ensuring a sustainable balance of operations (maximising economic benefits and reducing environmental and social costs) (Buhalis, 2000, p. 97).

The identity of a city or region is shaped by the attributes and resources offered to various stakeholder groups. Entrepreneurs value the availability of qualified workers and attractive markets, which are influenced by the wealth of the residents and tourists, and the benefits offered by modern urban infrastructure. Tourists, in turn, value the presence of historical monuments and other tourist attractions, amusement parks, museums, theatres, landscape parks and other areas of outstanding natural beauty. Residents prioritise safety, access to housing, jobs, shops, services and green spaces. The availability of healthcare and social care facilities, schools and preschools, as well as the level of urban infrastructure, public transport, culture and

recreation are all important factors. A place's identity is not something gratuitously acquired, but rather the result of well-thought-out and systematically implemented actions that make a given spatial unit stand out from others. Therefore, it is not a phenomenon, but a social, cultural and economic process which must be included in the development policy of a given place (Adamus-Matuszyńska, Dzik, 2022, p. 239).

5. City image

Effective image management helps build a positive, coherent image of a place. In this context, effective communication between city authorities and residents; including, for example, participatory budgeting or grassroots promotional initiatives; becomes essential for residents' participation in democratic decision-making processes. Furthermore, these activities contribute to greater satisfaction with choosing a given city as a place to live. The image of a given place is a subjective perception formed in people's minds, as well as the associations that come to mind when thinking about it. Image is one of the city's intangible assets and can constitute an important element of competitive advantage and is an instrument for creating marketing and development strategies (Adamowicz, Zwolińska-Ligaj, 2019, p. 99).

Building a desirable image is a subject of interest for many marketing theorists and practitioners. This applies to businesses, product brands, non-profit organisations as well as local government units. A suitable image for a city or region does not appear automatically; it is a consequence of time-consuming and relatively expensive promotional activities, including public relations and other promotional instruments. Building an optimal image for a spatial unit, such as a city, municipality, district or region, is one of the main tasks of territorial marketing (Ciechomski, 2017, p. 130).

Image is the sum total of subjective representations of reality, created in people's minds as a result of perception, media influence and casual information. A city's image is characterised by a range of features, including the following:

- it is an internally complex and individualised feature,
- it is not constant, it is shaped over a long period of time,
- it may increase or decrease the city's competitiveness,
- its identification requires marketing research (Szromnik, 2016, p. 142).

A favourable image of territorial units is an extremely valuable intangible asset, as it facilitates the ability to influence the expected behaviour of the recipients of promotional activities (Ciechomski, 2014, p. 370). Creating an optimal image of a territorial unit is a long-term process. This process should not only be properly planned and implemented, but also monitored and corrected. The ability of city authorities to respond to crisis situations also plays a significant role (Ciechomski, 2020, p. 58).

Image and identity are not synonymous. These concepts are often mistakenly perceived as identical, even though they are complementary. Their precise definition is essential, among other things, for a proper understanding of the process of branding a settlement, which involves transforming the initial, original image of a city into a target image consistent with the place brand being developed. Appropriately designing and creating a place identity is essential to achieving the desired image and is a key element initiating the process of building a city brand.

Figure 2 shows the basic stages in creating a city's image.

1. Initial analysis: • city identity, • selection of distinguishing features, • defining resources, • current image
2. Defining goals: • vision of the desired and promoted image, • determining the benefits, • determining the needs
3. Identifying recipients: • customer segmentation, • selecting target groups and subgroups
4. Developing messages: • the meaning and type of content dependent on the strategy, • the content and type tailored to the client
5. Selecting tools and channels: • identification of trends, • availability of channels, • guarantee of message delivery
6. Constant monitoring: • regular image measurements, • control of implemented solutions

Figure 2. Stages in creating city image.

Source: own compilation based on: Florek, 2013, p. 84 et seq.

Image serves important functions, both for a given city and for the current and potential buyers of its services. Key image functions include the following:

- it carries the city's character and determines choice decisions (related to, for example, the location of investments, residence, recreation, etc.),
- it makes it possible to simplify and select the information that is necessary to make a given decision,
- it makes it possible to subjectively distinguish and differentiate between cities,
- it organises information into a coherent and logical whole,
- it generates a positive image of the place and increases trust, which in turn reduces the risk of making bad decisions (Glińska, Florek, Kowalewska, 2009, p. 34).

In the literature, a city is referred to as a megaproduct because its shape and size are historically determined, yet are constantly changing and evolving. It is a multi-element product, consisting of both tangible elements (housing and transportation infrastructure, urban greenery) and intangible ones (atmosphere, culture, tradition). Together, these elements create an effect, i.e., an experience available to the recipient for a specific price or free of charge (Markowski, 2002, p. 112). The following components of a megaproduct, such as a city or region, can be distinguished:

- the brand of the city/region and its image,
- spatial development,
- communication infrastructure,
- availability of commercial and service outlets,
- openness to entrepreneurship,

- local cultural climate (local customs, regional dishes),
- products from local producers,
- monuments and art,
- dominant denominations,
- tourist attractions,
- famous figures (statesmen, politicians, athletes, influencers) from a given city.

6. Crowdsourcing

Forms of citizen participation in socio-economic life include public consultations, participatory budgeting, village funds, guarantees of the involvement of social organisations in administrative proceedings, referenda, citizens' legislative initiatives, petitions and institutions monitoring, e.g. the use of EU funds.

The purpose of utilising the concept of social participation is to efficiently manage the modern city. The book *Minimalizm formalny. Stosowanie instytucji partycypacji społecznej w Krakowie w świetle koncepcji smart city* (Formal Minimalism: The Use of Social Participation Institutions in Krakow in the Light of the Smart City Concept) (Galon, Plebańczyk, Sieklucki, Świstak, 2022, p. 35 et seq.) is devoted to this issue. The literature on the subject lists six dimensions of a "smart city":

- environment (smart environment): a smart city operates on the principles of sustainable development and optimises the use of resources, e.g. supports the use of renewable energy sources;
- economy (smart economy): cities should demonstrate high productivity, a climate of innovation as well as flexibility of the labour market,
- people (smart people): changes in cities should be initiated by their inhabitants, who, with appropriate technical support, are able to prevent excessive consumption of energy and water and environmental pollution, as well as striving to improve the quality of life,
- transport and communication (smart mobility): thanks to the ICT sector, the city is a gigantic network of high-speed connections,
- quality of life (smart living): a smart city provides its residents with a friendly environment, in particular by offering a wide range of public services, infrastructure, cultural and entertainment events as well as green areas,
- smart governance: creation and implementation of flexible procedures requiring cooperation between local authorities and internal and external stakeholders, as well as the use of modern technologies in the functioning of the city (Griffinger et al., 2007, p. 12).

The smart city concept combines elements of new technologies and citizenship: where the former is dealing with data sources, while in the latter it is the residents who have a significant influence on public services through constant interactions and activities in the life of the city (Mora, Bolici, Deakin, 2017, p. 3).

Crowdsourcing is a key element of local stakeholder e-participation in city governance. Citizens are not passive recipients of public services, but thanks to the development of online communication channels, they can effectively interact with public organisations and actively engage in policymaking and public service delivery. Crowdsourcing initiatives can be helpful in creating a city's brand. It is expected that crowdsourcing initiatives will be used in local governance on an increasingly large scale (Ilczuk, Glińska, 2018, p. 105).

The term *crowdsourcing* refers to the acquisition of solutions (services, ideas) from a crowd (an undefined, large group of people) through an open invitation distributed online, often via social media platforms. Its essence lies in its appeal to the wisdom of crowds, as under certain circumstances, groups are extremely intelligent and often generate intelligent solutions by leveraging synergies. Collective wisdom, therefore, is not an abstract concept and can yield very good results – it just needs to be skilfully explored. "Citizensourcing" is a crowdsourcing practice employed by local governments seeking to leverage the collective intelligence of their citizens.

The most important benefits of resident involvement include an increase in the number of investments implemented in the city; stimulating entrepreneurship; and reducing negative migration trends, particularly among those representing the creative and educated classes (e.g., Nunkoo, Ramkissoon, 2011, p. 964). Obtaining and understanding residents' opinions on a city's image is also crucial for shaping a city's strategy and is one of the methods for introducing modifications and improvements to aid its development. Some researchers suggest viewing the process of creating a city's image as a constant dialogue between the city's internal and external stakeholders (Kavaratzis, Hatch, 2013, p. 69).

A pioneering example of crowdsourcing by city authorities is the Change by Us crowdsourcing platform, created in 2011 at the request of the Mayor of New York City (Ilczuk, 2024, p. 82). The idea was to create a place where every city resident could submit ideas for what they would like to change in their immediate neighbourhood to make the city a better place to live. The Mayor of Mexico City, in turn, appointed thirty local leaders representing various areas of city life. Subsequently, the online platform Change.org was created to enable citizens to actively participate in the governance process by completing online surveys, adding comments and submitting petitions, while simultaneously recording all relevant events related to urban governance. The platform generated significant interest – over 350 petitions were created and signed by over 280,000 people in total, with the most popular petitions concerning the functioning of smart cities, animal rights, combating corruption, and tax changes. Similar initiatives have been implemented by the Mayor of London and the Madrid City Council. In Poland, examples of cities with consultation platforms include Warsaw, Gdańsk,

Gdynia, Poznań, Ruda Śląska, Olsztyn, and many others. Large urban areas undoubtedly enjoy a more favourable situation in terms of resident participation in government initiatives, including those related to creating a unique image. In the case of small towns, problems can include a lack of uniqueness and recognition, a lack of development vision, an aversion to innovative decision-making by local authorities, and limited financial resources (Sztuk, 2025, p. 58).

7. Conclusions

The ability to make decisions about oneself, to have freedom in all its dimensions, and to influence one's environment constitutes one of the fundamental human needs, equally important as meeting existential needs. Identifying and satisfying the need to participate in important matters helps to create an internally cohesive community. Social participation is the opposite of totalitarian systems, as it allows each individual to have a real impact on matters important to them. One of these is the quality of life in the city or village where they live. Thanks to the dynamic development of electronic communications, members of local communities increasingly need not be a silent, passive majority, but rather an active community engaged in local affairs.

The intense interest in the image of Polish cities is linked to the changes taking place within territorial units as a result of broadly understood globalisation and digitalisation. Cities have begun to resemble each other and simultaneously compete with each other for various benefits, such as attracting new residents and investors, organising sporting and cultural events, and so on. The distances between them, figuratively speaking, have become much shorter, and the world has become a "global village". Another important determinant of the development of territorial marketing in Poland has been the significant and dynamic development of new information and telecommunications technologies (Ciechomski, 2015, p. 94). It can be assumed that the promotion of Polish cities and regions will develop very dynamically in the future. This is driven by strong competition among territorial units. Many of them are already conducting large-scale promotional activities, creating their desired image, which serves as the basis for building a territorial brand.

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