

## Managers of Cultural Institutions and Their Importance for the Activities Related to Building the City Brand – Results of Qualitative Research

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### Abstract

**Purpose:** The article describes a model approach to the profile of cultural institution manager in the context of their involvement in building the city brand. The research also reveals soft organizational/management skills, which can nowadays determine the effectiveness of actions for the city brand.

**Design/methodology/approach:** The background of the research was the developed brand strategy of the City of Lodz (*Brand Management Strategy for the years 2010–2016*), which assumed the direction of building the city brand based on culture (cultural resources), new media and creative industry. The empirical basis is constituted by face-to-face interviews with managers and employees in the city’s cultural institutions in Lodz. Data analysis was carried out by the principles of grounded theory methodology.

**Findings:** The analysis shows that the “psychological maturity – personality” of a cultural institution manager is more important in recognizing opportunities and threats in the environment than the “professional experience” of the manager. The “human personality” component allows for more skillful management of the city’s resource potential and for the search for positive and negative effects of action on the part of cultural institutions that have an impact on the creation of the Lodz city brand. Today’s managers are very committed and organized persons, able to observe and learn from their own mistakes and finding opportunities for development. They are managers who are aware of the opportunities offered by cultural institution involvement in activities for the city of Lodz and want to participate in such projects. On the other hand, they clearly see the consequences of lost benefits resulting from wrong decisions (e.g. the outflow of famous people, events, etc.). Despite a larger number of observed positive features of managers, the research revealed those with a negative strain, i.e. indifference, ignorance of tasks, helplessness, etc. Such behavior may result from communication and relationship problems between cultural institutions and the organizations to which they are subject. In the process of research, it could be observed that managers have very broad knowledge of different areas of life. This can also influence the perception of the environment and the accurate assessment of actions for the city brand.

**Research limitations/implications:** This study is only of cognitive character in order to understand or discover a new trend. The interdependencies observed during the research are a just a small part and

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still need to be explored. The developed cultural institution manager profile is not the final version. This may change, which is also caused by the adopted research method – the grounded theory.

**Originality/value:** The identified profile of the cultural institution manager can be helpful when employing appropriate specialists, taking into account the interests of cultural institutions and the city. In this way, it can contribute to more effective implementation of the brand strategy adopted by the city. The research results presented in the article are the effect of a systematic analysis of information collected and analyzed following the adopted research method, the so-called grounded theory.

**Keywords:** city brand, manager, grounded theory, cultural institutions.

**JEL:** M14, M31

## **Menedżerowie instytucji kultury i ich znaczenie dla działań związanych z budowaniem marki miasta – wyniki badań jakościowych**

### **Streszczenie**

**Cel:** artykuł prezentuje opis modelowego ujęcia profilu menedżera instytucji kultury w kontekście jego włączania się w budowanie marki miasta. Przeprowadzone badania ujawniają również miękkie umiejętności organizacyjne/zarządcze menedżera, które mogą współcześnie zdecydować o skuteczności działań na rzecz marki miasta.

**Metodologia:** tem badań była opracowana strategia marki miasta Łodzi (*Strategia zarządzania marką na lata 2010–2016*), która zakładała kierunek budowania marki miasta opartego na kulturze (zasoby kulturowe), nowych mediach i przemyśle kreatywnym. Podstawę empiryczną stanowią wywiady bezpośrednie z menedżerami i pracownikami miejskich instytucji kultury w Łodzi. Analiza danych została przeprowadzona zgodnie z zasadami metodologii teorii ugruntowanej.

**Wyniki:** z przeprowadzonej analizy wynika, że „dojrzałość psychologiczna – osobowość” menedżera instytucji kultury ma większe znaczenie w rozpoznawaniu szans i zagrożeń w otoczeniu niż „doświadczenie zawodowe” menedżera. Komponent „osobowość ludzka” pozwala na bardziej umiejętne zarządzanie potencjałem zasobowym miasta oraz na poszukiwanie pozytywnych i negatywnych skutków działań ze strony instytucji kultury, które mają wpływ na kreowanie marki miasta Łodzi. Współcześni menedżerowie to osoby bardzo zaangażowane i zorganizowane, potrafiące obserwować i uczyć się na własnych błędach oraz znajdować możliwości rozwoju. Są to menedżerowie świadomi możliwości, jakie daje zaangażowanie instytucji kultury w działania na rzecz miasta Łodzi i chcą w takich projektach uczestniczyć. Wyraźnie dostrzegają jednak konsekwencje utraconych korzyści wynikających z błędnych decyzji (np. odpływ znanych osób, wydarzeń). Pomimo większej liczby zaobserwowanych pozytywnych cech menedżerów, w badaniach ujawniły się te o negatywnym zabarwieniu, tj. obojętność, ignorowanie zadań, bezradność itp. Takie zachowania mogą wynikać z problemów komunikacyjnych i relacyjnych pomiędzy instytucjami kultury a organizacjami, którym podlegają. W procesie badawczym można było zaobserwować, że menedżerowie posiadają bardzo szeroką wiedzę z różnych dziedzin życia. Może to również wpływać na postrzeganie otoczenia i trafną ocenę działań na rzecz marki miasta.

**Ograniczenia/implikacje badawcze:** badania mają wyłącznie charakter poznawczy w celu zrozumienia lub odkrycia nowego trendu. Zaobserwowane w trakcie badań współzależności stanowią ich niewielką część i nadal wymagają eksploracji. Opracowany profil menedżera instytucji kultury nie jest wersją ostateczną. Może on ulec zmianie, co wynika również z przyjętej metody badawczej – teorii ugruntowanej.

**Oryginalność/wartość:** zidentyfikowana sylwetka menedżera instytucji kultury może być pomocna podczas zatrudniania odpowiednich specjalistów, mając na uwadze interesy instytucji kultury i miasta. Tym samym można przyczynić się do skuteczniejszej realizacji przyjętej przez miasto strategii marki. Przedstawione w artykule wyniki badań są efektem systematycznej analizy informacji zebranych i przeanalizowanych zgodnie z przyjętą metodą badawczą, tzw. teorią ugruntowaną.

**Słowa kluczowe:** marka miasta, menedżer, teoria ugruntowana, instytucje kultury.

## 1. Introduction

Currently, cultural managers are expected to have creative ideas (creative solutions), the ability to see opportunities and threats in the future, and to flexibly adapt to changes in the environment (Kania, 2015; Krawiec, 2018; GUS, 2016; Wadden, 2011; Woodman et al., 1993). On the other hand, the documented level of education of the employed workers is becoming less and less important today. Modern technology development enables people to access knowledge and gather different experiences faster. However, technologies are developing more quickly than many people are able to acquire new skills. Therefore, there is a belief that soft skills will be the primary influence on the success of modern organizations, replacing the lack of hard skills of their employees (Bellon, 2019).

In this article, the scope of changes has been referred to managers and employees of the city's cultural institutions in Lodz. Based on the interviews and their analysis, the author undertook to develop a model approach to the profile of the manager of a cultural institution (CI), who in the context of the research is a person supporting activities related to building the city brand. This study also presents the city's cultural (tangible and intangible) resources. Special attention was devoted to one identified intangible resource of the city, called "organizational/managerial skills". It includes soft activities of various institutions associated with Lodz and their representatives, without which the use of any cultural resources for the needs of the city brand would be impossible. The research within this area also provided some insight into the impact of skills/personal characteristics of the CI manager on the perception of the environment, taking into account the good repute of the city brand. The background of the research was the developed brand strategy of the City of Lodz (*Brand Management Strategy for the years 2010-2016*, pp. 17–30), which assumed the direction of building the city brand based on culture (cultural resources), new media and creative industry.<sup>1</sup>

The empirical basis of the article is interviews with managers and promotion employees in the city's cultural institutions in Lodz. Data analysis was carried out following the principles of the grounded theory methodology. The research was carried out from December 2017 within the Department of Marketing and the Department of City and Regional Management of the Faculty of Management at the University of Lodz as part of the project: "*Cooperation between public administration and cultural institutions in the context of building a city brand*". The results presented in the article constitute a part of all gathered material; therefore, they cannot be regarded as final conclusions on the researched topic.

## 2. Managers of Cultural Institutions and Building a City Brand

Building a city brand is not only influenced by the city's resources but also by the people who can be able to use these resources. Through them, the brand can articulate its values, which are reflected in the city image. A city brand should be regarded as a particularly complex and multidimensional construct, as it results from the complexity of the territorial product. A city, similar to a company, offers its current and potential users certain products, both tangible and intangible, in the broadly understood spatial structure of the city, which become the subject of market exchange (Markowski, 2002). A city brand, therefore, connects both material elements that constitute the city's reality (infrastructure, architecture, tourism development) and intangible aspects (values and beliefs) (Korczyńska, 2002). The process of building a city brand is significantly different from the process of creating a consumer product brand. These differences come down mainly to the objectives, the level of diversification of consumer groups and the complexity of the process (Seweryn, 2013; Kotler & Lee, 2008).

While building a city brand, managers of cultural institutions (CI) can be assigned a significant role. They become, to some extent, the guardians of the city's right image. This requires cultural institutions to employ managers with an appropriate profile. It is not a simple task for any organization. Managerial psychology has long tried to create a list of features that should characterize an ideal manager. There are many approaches in the literature to describing managerial features, skills and competencies (Ciekanowski, 2015; Ciesielska, 2007; Tomaszuk, 2013). The manager's profile is described in the following dimensions: professionally (professional qualifications and managerial competencies) and personally (managerial typology: visionary, analyst, contractor, observer, theoretician, pragmatist) (Drucker, 2011; Nosal, 2001). What is worth mentioning here is the profile of the manager of the so-called "new era", whose work should be based on the 3xC model: communication, creativity, collaboration (Wierzyński, 2018). This approach is associated with a demanding market today, in which creative managers are required (Simerson et al., 2010; Williams, 2009). Increasingly, attention is given to the soft skills of managers, which influence the success of a modern organization (such as communication, interpersonal and social skills or emotional intelligence, which are much more challenging to learn than, e.g., programming) (Bellon, 2019). Therefore, the culture manager will be expected to have characteristics for creating their professional profile and intellectual potential. These should facilitate leading and managing a team of people, as well as achieving the common goals of cultural institutions. The desired characteristics of cultural managers are described in the literature on the subject. The following can be mentioned here: sensitivity, honesty and credibility, perseverance, involvement and loyalty, ability to achieve the desired goal, high level of knowledge, belief in success. Types of behavior

such as a positive attitude towards life and the environment, adaptability, ability to communicate, ability to build relationships, self-confidence and self-control are also associated with these characteristics. These behaviors require personal, interpersonal and strategic skills.

The main tasks of a contemporary cultural manager include the preparation of cultural projects (artistic undertakings and events); fundraising and patronage (sponsors); promotion and information on cultural ventures; contact with the media and external clients; cooperation with local, regional and international partners; coordination and supervision of the work of a team; the conduct of cultural education; animation of cultural life of local communities (Foehl, 2008; Fohla et al., 2016; *Information about the profession – culture manager*, 2010, p. 4).

Additionally, the cultural institution (CI) manager is also required to be involved in activities aimed at building a brand/image of the city. It is reflected in the fact that the brand value of the city is included in the events or offer of cultural institutions. However, the thought arises here: to what extent are CI managers involved in activities for the city?

### 3. Research Method

The research results presented in the article are the effect of a systematic analysis of information collected and analyzed following the adopted research method, the so-called grounded theory (Ćwiklicki, 2010). This method is designed to use very different sources of information and adapts research tactics to a specific situation. However, it requires the use of clear selection criteria (theoretical sampling) and coding of individual categories (Konecki, 2000; Wiorogórska, 2015; Mansourian, 2006).<sup>2</sup> This consists in searching for meanings hidden in data, comparing them, and developing and creating more general categories for individual phenomena that form the core of theory and are constructed from elements of a lower level. It is worth mentioning here selective coding. It consists in limiting coding and concentration on one single phenomenon. It is considered to be the main category, as a starting point (direction) for building the theory, further analysis and determining the hierarchy of codes allowing to group data, compare statements and search for dependencies/relationships (Gibbs, 2019; Niedbalski, 2014; Pace, 2004). The grounded theory also assumes that research can be conducted without any research hypotheses; at most, there may be so-called initial assumptions, which, based on research, may evolve or create new ones. It is also possible not to have them at all.

The ground theory gives the researcher the possibility to discover new phenomena, concepts, theories, classifications or, as a result, to find relations between categories which may be the starting point for the formulation of research hypotheses (Konecki, 2000).

The following test procedure was used in this test:

1. The material for analysis was obtained within the research project mentioned in the introduction to this study. In the whole research project, 50 representatives of cultural institutions in Lodz, subordinate to the City of Lodz Office, as well as to the Marshal of the Lodz Voivodeship, joined the research. However, for the purposes of this article, 15 interviews with representatives of the city's cultural institutions directly subordinated to the City of Lodz Office were deliberately selected (voivodeship cultural institutions rejected). The interviews were conducted with managers and promotion specialists. All respondents participating in the study joined it voluntarily. The respondents work in cultural institutions such as theatres, museums, cultural centers, libraries, sports and cultural institutes.

2. Selected interviews were transcribed. Next, fragments describing the potential of the city's resources in the context of building its brand were selected from them. The information obtained during the review of source materials allowed for constructing a list of cultural resources of the City of Lodz which are important for the creation of the city brand, as well as often constitute the competitive advantage of the city in the national and international context (Table 1).<sup>3</sup> While deepening the research in accordance with the adopted method of grounded theory, a significant contribution of selected persons (CI managers) to building the city brand was observed. This phenomenon allowed, among others, for determining the purpose of this article and for drawing specific conclusions.

The following problem questions became the subject of the study, which was then described in the article:

- what should be the cultural institution manager who as a cultural guard, is invited to co-create the city brand?
- does the scope of cultural resources observed in Lodz by CI managers result:
  - from the manager's professional approach to the tasks delegated to them (imposed by the City Office) or from their skills to accurately assess the market situation resulting from their professional experience?
  - from personal beliefs and experiences in the area of social responsibility?

3. The categories and codes presented in the article are the results of analyses carried out in accordance with the adopted research method. It should be noted that the nomenclature used in the article is their shortest form describing the sense of the respondents' statements. Due to the publication constraints on this article, this way of writing was chosen.

## 4. Selected Research Results

### 4.1. Cultural Resources Important for Building the Lodz Brand

Based on the collected research material, the author of the article firstly referred to the resources on the cultural market (tangible and intangible), which according to CI managers have a significant impact on building the City of Lodz brand on the national and international arena (Table 1).

Codes based on the in-depth theoretical sampling of the analyzed interview content (selective approach)	Grouped subcategories constituting the categories values	Description of the main categories values	Main categories
<ul style="list-style-type: none"> <li>– historical monuments (palaces, monuments, public squares, garden squares, churches, etc.)</li> <li>– streets</li> <li>– railway stations</li> <li>– parks (green spaces and fountains, sculptures, ponds, etc.), within them)</li> <li>– tourist and business services (restaurants, hotels, pubs, offices, etc.)</li> <li>– shopping centers (galleries, supermarkets, etc.)</li> <li>– place architecture (avant-garde, Art Nouveau, post-industrialism)</li> <li>– new cultural centers</li> <li>– factories and post-industrial places</li> <li>– stadiums, sports and recreation centers, etc.</li> </ul>	<b>Urban space</b>	All physically existing objects, creations, institutions derived from manifestations of human activity. They can include immovable resources such as buildings and their works of art, such as organs, stained glass and frescoes, large industrial installations or other monumental (historical) places. They can also include movable resources: books, documents, artworks, moving machines, clothes and other artefacts that are regarded as worth retaining for the future. These include objects famous for archaeology, architecture, science and technology with a particular culture.	<b>Tangible cultural resources of the city</b>
<ul style="list-style-type: none"> <li>– theatres, cinemas, museums, libraries, sports and cultural institutions, cultural centers</li> </ul>	<b>Cultural institutions</b>		
<ul style="list-style-type: none"> <li>– training and academic centers</li> <li>– higher education institutions (technical, humanities, arts), schools at different levels of education</li> </ul>	<b>Universities and schools, Z3</b>		
<ul style="list-style-type: none"> <li>– illustrations</li> <li>– paintings</li> <li>– sculptures</li> <li>– literature</li> </ul>	<b>Artworks and exhibitions</b>		

Table cont.

Codes based on the in-depth theoretical sampling of the analyzed interview content (selective approach)	Grouped subcategories constituting the categories values	Description of the main categories values	Main categories
<ul style="list-style-type: none"> <li>– educational events (classes, training, workshops, conferences, seminars, meetings with artists)</li> <li>– cultural-artistic workshops (festivals, exhibitions, performances, animations, etc.)</li> <li>– musical events (concerts of stars, musical events, etc.)</li> <li>– tourist events (city tours, social picnics, open-air concerts, etc.)</li> </ul>	<b>Cultural offer of CIs (cultural institutions)</b>	They are non-physical. They not only represent the inherited tradition of the past, but also contemporary, creatively transformed practices in which representatives of different social and cultural	<b>Intangible cultural resources of the city</b>
<ul style="list-style-type: none"> <li>– city: young, Jewish, of various cultures and architectural styles (avant-garde, secession, post-industrialism), post-industrial, cinematic, artistic, creative (using post-industrial space), textile, design, experimental, a city with an excellent organizational background, cultural events, town getting older, learning etc.</li> </ul>	<b>Urban identity</b>	groups participate, evolve in response to the changing environment, constituting a link between the present, past and future. They can include language, music, myths, dance, theatre, lectures, performances, knowledge, communities, skills, and so on.	
<ul style="list-style-type: none"> <li>– artists, creators (cooperating with the city)</li> <li>– guests, stars (music, film, art, sport, etc.)</li> <li>– residents and tourists</li> <li>– students, graduates</li> <li>– foreign customers (tourists, investors, etc.)</li> <li>– internet users</li> <li>– famous people (e.g. Strzemiński)</li> <li>– <b>professionals</b> (educational diversity) <b>Z2</b></li> </ul>	<b>Environment, Z2</b>		
<ul style="list-style-type: none"> <li>– well-organized events</li> <li>– planning the cultural offer</li> <li>– recognizing opportunities and threats for cultural development</li> <li>– good background for the city promotion (students, music stars, tourists, proud residents, etc.)</li> <li>– attracting different audiences</li> </ul>	<b>Organizational skills/managerial (positive perception), Z1</b>		

Table cont.

Codes based on the in-depth theoretical sampling of the analyzed interview content (selective approach)	Grouped subcategories constituting the categories values	Description of the main categories values	Main categories
<ul style="list-style-type: none"> <li>– having professional experience (human resources, education)</li> <li>– cooperation for the benefit of culture</li> <li>– cultural development projects</li> <li>– a resurgent film industry</li> <li>– creative industry paying for itself</li> </ul>			
<ul style="list-style-type: none"> <li>– underfunded cultural areas</li> <li>– lost benefits resulting from neglecting the opportunities that arise</li> <li>– neglected regions of activity (film production, textile history)</li> </ul>	<b>Organizational/managerial skills (negative perception), Z1</b>		

Tab. 1. Resources of the City of Lodz on the cultural market which are essential for building the city brand. Source: Own study based on research. The symbols in Table 1 (Z1–3) are selected relations that the author wanted to define, bearing in mind the purpose of the article. The mergers proposed are only part of many possible dependencies that can be further compared. The reason for this is publication restrictions.

Against the background of the extracted cultural resources in Table 1, the author attaches special attention in this study to the subcategory called as “**organizational/managerial skills**” in terms of a positive and negative perception of the city of Lodz’s potential on the cultural market. The research conducted in this area allowed us to observe that the contents of managers’ statements (hidden under the codes in Table 1) describing the value of the subcategory “**organizational/managerial skills**” (Z1) show a relation/dependence with the skills and capabilities of people from the Lodz cultural environment – resulting from the subcategories “**environment – professionals**” (Z2) and “**universities and schools**” (Z3). The observed phenomenon resulted in the identification of features describing managers of cultural institutions according to delegated tasks (in this case, joining the co-creation of the city brand), recorded in the present study under the categories called “**professional experience**” and “**human maturity**” (Table 2).

For further research purposes, the author derived the assumption that among the culture managers (professionals – Z2, Z3), positive and negative perception of the activities of various institutions on the Lodz market in terms of building the city brand (Z1) may be conditioned by their professional experience or personal beliefs/preferences.

#### 4.2. Model Approach to the Profile of the Cultural Institution Manager

The author of the article, suggesting the above-mentioned phenomenon/assumption, undertook to describe a model profile of a person who manages a cultural institution in Lodz and is partly responsible for creating the city brand (Table 2).<sup>4</sup>

Codes based on the in-depth theoretical sampling of the analyzed interview content (selective approach)	Grouping of selective codes	Grouped subcategories constituting the values of the categories	Description of the main categories values	Main categories
<ul style="list-style-type: none"> <li>– involved person</li> <li>– observer</li> <li>– optimist</li> <li>– target-oriented person</li> <li>– communicative person</li> </ul>	personality	<b>psychological maturity</b>	<ul style="list-style-type: none"> <li>– to the psyche, it is understood as a stage of shaping a person's personality, i.e. a set of psychological traits appropriate for a person, testifying to their individuality, which makes it possible to formulate opinions and make decisions</li> <li>– it is a period in which the physical and psychic characteristics of a human being enable them to function in society, reproduction,</li> <li>– consists of physical, psychic and social maturity.</li> </ul>	<b>Human maturity</b>
<ul style="list-style-type: none"> <li>– social/local patriotism (proud patriot)</li> <li>– organizational patriotism (proud manager)</li> </ul>	societal views	<b>social maturity</b>		
<ul style="list-style-type: none"> <li>– age</li> </ul>	<ul style="list-style-type: none"> <li>– human development period</li> </ul>	<b>physical maturity</b>		

Table cont.

Codes based on the in-depth theoretical sampling of the analyzed interview content (selective approach)	Grouping of selective codes	Grouped subcategories constituting the values of the categories	Description of the main categories values	Main categories
	– chairperson, director, manager, supervisor, leader – former workplace	<b>workplace</b>	– it is the job seniority, workplace, education, industry in which he/she worked, scope of duties and responsibility for them, skills acquired in the course of their performance.	<b>Professional experience</b>
	– clerk – businessman – non-governmental worker	<b>experience in the industry/sector</b>		
	– profession – specialty – scientific title (MA, PhD)	<b>education</b>		
		<b>skills</b>		
		<b>job seniority</b>		
		<b>workplace</b>		

Tab. 2. Profile of the cultural institution manager. Source: Own study based on research. See more: Source of Table 1.

The model approach to the CI manager profile was ordered in the course of inductive reasoning (“from detail to the total”) of the collected content. Ultimately, two main categories were identified, named “**human maturity**” and “**professional experience**”.

The value of the category “**human maturity**” was created on the basis of content research in terms of emotional marking, taking into account the so-called positive and negative sentiment (Czoska, 2019).<sup>5</sup> Within it, you can find content referring to “**psychological maturity**” in the context of the manager’s “**personality**” (Nęcki, 2018).<sup>6</sup>

Based on the research, it was possible to determine the characteristic of the manager who is an engaged person (e.g. “(...) *there is one more thing, sorry, one more answer; that some of these concerts of foreign stars are also attended by people from Europe (...) ooo I don’t know if it’s so obvious (...) we’ve seen cars even from Portugal or Great Britain (...)*” – M/IK27a)<sup>7</sup>, who

has the ability to accurately observe, who is a goal-oriented person (e.g. *“it has a very positive impact (on the city image) both in financial terms and in soft elements (...) in financial terms (...), (...) even such an example, this object is balanced on an operational level, that is, the maintenance of this object is covered by revenues that generate events in which it takes place, and this is amazing and I believe that this is the goal that every object should have and then everyone is satisfied (...)”* – IK/M27b)<sup>8</sup>, who manifests an optimistic approach to the world<sup>9</sup> and who manifests the freedom to communicate with the environment<sup>10</sup> (e.g. *“(...) those concerts that are in our city are generally not insignificant in terms of the impact of these (events) on the well-being of the residents, the joy of it, a sense of pride towards other centers (...) This is the recognizability of this city on the map of Poland”* – M/IK27a).

The second subcategory of **“human maturity”** is **“social maturity”**. Social maturity describes “social/local/organizational patriotism”, i.e. love and attachment to one’s local fatherland, place of residence or birth, pride in one’s own company. Managers often referred to the “pride of the inhabitants”, but also showed it themselves because they were a student, inhabitant or compatriot of the city of Lodz (M/IK27). Such people identify themselves with the place and are more inclined to do something for the city.

The last subcategory of **“human maturity”** is **“physical maturity”**. It is a term for the state of physical maturity (in biology, it refers to the organism) and psychological maturity of a person (male or female) who is not a child. The persons studied were aged 30–50 years.

The second main category – **“professional experience”** – is not surprising when it comes to the profile of the employee. The subcategories distinguished here include **job position** (current and former, e.g. *“(...) I am the leader of the marketing and communication department (...)”* – TM/IK15), **industry/sector experience, education** (e.g. *“(...) I’m an economist by education (...)”* – M/IK13), **skills in a broad sense, job tenure** (e.g. *“(...) In this institution for 10 years (...)”* – M/IK14), **job place of employment**. However, within their scope, the author’s attention was turned to the subcategory called **“experience in the industry/sector”** – **an official** (e.g. *“(...) I worked most of the time in the cultural sector (...)”* – M/IK14), **an entrepreneur** (e.g. *“(...) I worked mainly in business (...)”* – M/IK27), **a non-governmental worker** (e.g. *“(...) I have been working in this institution for a year and in general I am from an NGO (...)”* – M/IK13). The values of this subcategory can have a significant influence on the ability to the perception of the world, but can also have an impact on the manager’s performance in the environment in which they work. Within this category, it is also possible to find dependencies between the subcategories **workplace** and **skills**. On the other hand, the subcategory **industry/sector experience** may be significantly related to the subcategory of **psychological maturity – personality** from the category of **“human maturity”**.

The research on the profile of the CI manager allowed for observing a wider meaning of the **“human maturity”** category in relation to the **“professional experience”** category. However, the researcher does not reject its importance in further research looking for some relation.

#### 4.3. Managers of CIs and Their Perception of Organizational Activities in the Area of Building the City Brand

It was observed that the values describing the figure of the CI manager could influence the perception of organizational activities and their assessment (positive or negative) in relation to the city brand. Therefore, statements of managers classified within the subcategory **“organizational/managerial skills”** in terms of positive and negative actions for the city brand (Table 1) were compared with statements from the categories **“human maturity”** and **“professional experience”** (Table 2).

Statements by managers describing positively **organizational/managerial activities** (classified as an intangible cultural resource) refer to the issue of well-organized events or co-hosted events (e.g. *“(in Warsaw) And I can hear them saying that, but, you know, during the break, you can’t hear very well (the hall sound system). Fortunately, in a few months, we are going (to Lodz), it is good there”* – M/IK27). Managers also see opportunities and threats to the development of culture while pointing out directions for change (e.g. *“(…) As far as this development is concerned (…) such related to investments, we have recently been appreciated as the most investor-friendly city (…)”* – TM/IK15). The respondents also believe that Lodz has good promotional facilities and the ability to attract various audiences (students, music stars, tourists, proud residents, a group of ambassadors: *“(…) I have even seen a tattoo from ECI”* – TM/IK15), the city has professional support (e.g. *“(…) we have a good academic center, i.e. a good potential workforce to meet the needs of employers (…)”* – TM/IK15). Managers also mention projects that develop culture, but also say that culture earns money on itself (e.g. – *“(…) Everything that in my opinion is about the strength of Lodz is also completely bottom-up movements, i.e. initiatives not only of organizations but also of individual artists, creators, some groups that are not formal groups (…)”* – M/IK14).

Managers also spoke openly and honestly about the wrong decisions of the City Authorities, but also about the people who could have contributed to it. Against the background of the interviews, it was possible to identify organizational/managerial omissions such as insufficient financing of events, maintenance of buildings; lack of funds for promotion, especially of niche events; insufficient salaries of employees (e.g. *“(…) but unfortunately all this is due to financial instability. It means those festivals that do not have permanent financing and do not know what they can count on when planning their next years, (…)* it will simply cause some destabilization” – TM/IK11; *“(…) so that (…)* from (the City Office) there will be more and more money

*for cultural infrastructure, i.e. for renovations or even large investments (...)* – TM/IK07). The respondents also pointed to the lost benefits resulting from wrong decisions or unused opportunities, e.g. loss of long-range flagship events for Lodz, i.e. The CameraImage International Film Festival (e.g. “(...) *there are a few events that Lodz has unfortunately lost, which were the brand, I’m talking about CameraImage, even if it was a unique film music festival (...)*” – TM/IK11), or Fashion Week (e.g. “(...) *relocation of Fashion Week is a significant loss for Lodz, lost benefits (...)* I do not go into details why it happened, but undoubtedly it is another huge loss for the city (...)” – TM/IK11). Lost benefits also include the outflow of people and opportunities offered by such enormous events for the city brand (e.g. “(...) *I have seen it very clearly also there are no people who have always been there (...). They were coming to Fashion Week. The most eminent bloggers came, a lot of world-famous media came, and it was written about*” – TM/IK11). Not without importance are the neglected areas of building the city image, i.e. the textile history, workers’ culture, etc., but also activities such as film production (e.g. “(...) *Lodz should position itself as the film city, and for years we have had studios here, but unfortunately, it is a great regret that here it was so dispersed and that this is how it works. Well, we have power, that is the Film School (...), we have people who are interested in it, we have a one-of-a-kind Museum of Cinematography, which is not the only one in Europe, so we have the film potential (...)*” – TM/IK11).

Based on the analysis of the source material, it was possible to identify the personal characteristics of the surveyed managers. They can generally describe them as good observers, able to diagnose the positive and negative actions of various entities and subject them to their assessment. They are also capable of suggesting solutions to errors or predicting their consequences in the long term (in terms of development, finance, etc.). They also see positive actions that have been attempted at in order to correct mistakes made earlier (attempt to rebuild the film industry, or the National Contest – “Golden Strand” in place of “FashionPhilosophy Fashion Week Lodz”). They treat activities for the city personally, identify with them, often speak through local patriotism, but also express pride in the contribution of their CI to activities for the city (e.g. “(...) *I happen to be in this position quite strongly because I originate from an artistic family, so I know exactly the environment (...)*” – TM/IK11).

They are people who are aware that they act for the benefit of the majority (“*we have*”). They are communicative and able to get involved in the tasks they perform, but often feel unmotivated by the City Council and by the impossibility to act (e.g. documents that “*contribute nothing*”; as well as a sense of poorly delegated tasks that do not match the profile of the individual, lack of money, etc.).<sup>11</sup> They display entrepreneurial behaviors, can arrange financial resources or manage despite their lack or limitation. They can listen carefully and translate the acquired information into actions.

They see opportunities and threats to Lodz's development; they show an optimistic attitude towards what is happening in the city and what the city has at its disposal. Their statements about Lodz are very lofty and they often have a lot to say. Statements are characterized by emotions (i.e. grief, sadness, joy, pride, disappointment, etc.). They usually have knowledge about Lodz from different areas of its activity and often indicate points that are good for Lodz and see those that have not been sufficiently used. They are goal-oriented managers. They have a broad view of changes for the better. From the perspective of their own professional experience, these are people who have worked in business most of the time in managerial positions or for a short period of time had such an opportunity.

The research confirms their higher economic education, a doctoral degree, e.g. "in humanities in the field of history", specialization in marketing and communication, computer science. In the course of the research, the features of CI managers with a negative undertone, e.g. indifference, disregard, helplessness, etc., were also revealed.

From the comparisons of managers' statements, it can be concluded that it is the psychological and social features of a person that largely determine the ability to look for opportunities and threats to the good of the city brand. However, acquired skills (those related to professional experience) are likely to be of greater importance when implementing various tasks in practice. However, this requires further research to verify the observed phenomenon.

## 5. Limitations of the Research

The results presented in the article are subject to **certain limitations**. The content of the paper does not describe all the "codes" adopted in the course of the study and lacks total descriptions of the "notes" due to their large number. The article narrows down the discussion to 15 statements by representatives of municipal cultural institutions subordinate to the City Office. Therefore, this study cannot be treated as representative. These studies are only of cognitive character in order to understand or discover a new trend. The article does not describe all the observed assumptions the categories. They would provide a basis for the consideration of more problem threads or for the development of hypotheses. The full quotes from managers were omitted from the paper. The arrangement of observed phenomena in tables, by means of specific codes and categories, was aimed at the readability of observed events, following an inductive approach to research (creation of future theories).

## 5. Conclusion

Managers of cultural institutions are able to see the potential of the cultural resources possessed by the city, which in their opinion constitute the city's national and international potential. At the same time, this fact does not mean that they can use these resources in the process of building the city brand. The analysis shows that the "psychological maturity – personality" of a CI manager is more important in recognizing opportunities and threats in the environment than the "professional experience" of the manager. The "human personality" component allows for more skillful management of the city's resource potential and for the search for positive and negative effects of action on the part of cultural institutions that have an impact on the creation of the Lodz city brand. Today's managers are very committed and organized persons, able to observe and learn from their own mistakes and find opportunities for development. They are managers aware of the opportunities offered by CI involvement in activities for the city of Lodz and want to participate in such projects. On the other hand, they clearly see the consequences of lost benefits resulting from wrong decisions (e.g. the outflow of famous people, events, etc.). Despite a larger number of observed positive features of managers, the research revealed those with a negative strain, i.e. indifference, ignorance of tasks, helplessness, etc. Such behavior may result from communication and relationship problems between cultural institutions and the organizations to which they are subject. Another subcategory – "industry/sector experience" – has also emerged significantly in the course of the research. Managers who have seen most development opportunities for the Lodz brand have mainly experience in the business sector. They have a high level of general education (i.e. PhD), also economic. In the process of research, it could be observed that managers have very broad knowledge of different areas of life. This can also influence the perception of the environment and the accurate assessment of actions for the city brand. In conclusion, the interdependencies observed during research are a small part of them and still need to be explored. The developed IC manager profile is not the final version. This may change, which is also caused by the adopted research method – the grounded theory.

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### Endnotes

- <sup>1</sup> In order to understand the essence and potential of the creative approach to the city brand, a document describing activities related to the development of culture, entitled "Culture Development Policy 2020+ for the City of Lodz" was prepared.

- <sup>2</sup> The main elements of the grounded theory are theoretical sampling, coding, theoretical saturation and continuous comparison.
- <sup>3</sup> This phenomenon was checked in the author's earlier research. This study presents an overview of the categories and codes without providing accurate information. A detailed description of the codes and categories in this topic and their methodological basis are described in a separate article by the author (see: Krawiec, 2019a).
- <sup>4</sup> Transcripts from interviews were subjected to theoretical sampling to be able to identify the codes selectively. Based on these activities, the researcher identified categories giving the basis for building theories within them. The presented model may undergo further transformations in the course of further comparisons of the collected information from research (this results from the principles of grounded theory).
- <sup>5</sup> Basic emotions, e.g. Ekman (joy, sadness, fear, anger, surprise, disgust) or Plutchik (joy, trust, fear, surprise, sadness, disgust, anger, expectation).
- <sup>6</sup> Personality (a set of relatively enduring characteristics or mental dispositions of an individual who reacts in a relatively constant way to the socio-natural environment and the way in which he or she interacts with it. Personality is considered to be a way of thinking, behaving and feeling that distinguishes a person from others).
- <sup>7</sup> Engaged person (you can see emotional involvement in the work being done, action; expressively expressed thoughts, e.g. "one more thing, sorry..." , „noo I don't know").
- <sup>8</sup> Observer (ability of a person who can listen, see and draw conclusions for the future; ability of inductive analysis). Goal-oriented person (sees the strategic goal of the organization and refers to it continuously in conversation and actions).
- <sup>9</sup> Person with an optimistic attitude (a person with a positive attitude, i.e. expressing their joy and pride in what they do or expressing their pride in what they see).
- <sup>10</sup> Communicative person (person who has no problem with establishing relations with the environment).
- <sup>11</sup> The research on the factors motivating and demotivating managers to engage in building the city brand is described in another article by the author. See: Krawiec, 2019b.

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