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Public Image of Ukrainian Customs: Trying to Lead a Camel through the Eye of a Needle

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ABSTRACT

The World Customs Organization recommends that national customs prioritize branding and reputation management. In Ukraine, the customs authorities have been consistently ranked as one of the most corrupt sectors of public life, leading to negative perceptions. The article discusses the various factors that affect the public perception of customs, such as how the institution portrays itself and how it is perceived by the media, stakeholders, and the general public. Evidence suggests that the perception of Ukrainian customs authorities has improved slightly due to their effective response to the wartime challenges and their success in aligning with EU customs legislation. In addition, Ukrainian customs has recently significantly strengthened its reputation management through media and social networks, close cooperation with stakeholders, and taking an active public stance. However, the reputation risks remain incredibly high.

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Introduction

The reputation component plays a crucial role in the operations of customs administrations. The Communication Handbook for Customs Administrations, issued by The World Customs Organization (WCO), emphasizes the significance of branding and reputation management (WCO, 2022). Accordingly, Customs administrations must prioritize building a perception of integrity to establish reputation and credibility. This should be highlighted and showcased to strengthen core messages to the public, stakeholders, and governments. Notably, within customs administration there exists a two-way association between integrity and reputation. The WCO, addressing the problems of Building a Culture of Integrity, acknowledges that “corruption is most likely to occur in organizations where morale or ‘esprit de corps’ is low and where customs personnel do not have pride in the reputation of their administration” (Leneutre, 2020). These issues embrace the fundamentals of organizations – corporate plans, recruitment, and other staffing strategies, and the public image they project (Lewis, 2013, p. 111).

The problem of the image of a particular customs administration has long gone beyond the institution itself. It has gained broad social significance, for example, due to its effect on the general perception of customs administrations. The WCO explains the importance of reputation management by noting that the behavior of customs in one country can reflect on the international customs family (WCO, 2022). Customs is

one of the most visible administrations, both inside and outside the country, and so it is important that it provides an example of a technical and ethical organization capable of leading the way in improving governance and, in numerous cases, maintaining or restoring the rule of law (Montagnat-Rentier & Bremeersch, 2022, p. 26). Furthermore, in Ukraine, the image of the customs authorities impacts the overall perception and trust in the state authorities. There are several stereotypes regarding Ukrainian customs that have formed over time. These include excessive corruption, inefficiency, non-transparency, and biased relations with businesses. Such stereotypes inevitably harm the image of the State. However, positive changes in the image of the customs service can help build trust in both the public and private sectors. This can also promote the involvement of highly trained professionals, which can ultimately hasten and increase the effectiveness of reforms. The issues of reputation, credibility, and integrity are typically considered among the range of institutional risks the customs administration faces over the medium to long term, which may impact its ability to carry out its core functions (Nagy & Duchesneau, 2022, p. 70–71).

The WCO's recommendations for external communications suggest placing distinct emphasis on the customs administration's branding and reputation, recognizing that these two factors are closely linked and mutually influential, but not interchangeable (WCO, 2022). The branding of customs administration should be considered an active, time-limited activity focused on how it presents itself to the world; whereas reputation is the world's long-term perception of the institution. In recent years, the WCO has chosen themes for International Customs Days that focus on issues regarding the external communication of customs administrations and the formation of their public image and reputation. For example, in 2023, the slogan of International Customs Day was "Nurturing the Next Generation: Promoting a Culture of Knowledge-sharing and Professional Pride in Customs." The WCO acknowledged that an organization's reputation depends largely on its employees, who should take pride in their work and understand its connection with the government's vision (WCO, 2023). Therefore, customs administrations were encouraged to increase their visibility among their natural partners, decision-makers, and the general public to share information on the multi-faceted role of customs, the challenges it faces, and the constraints it has to manage. In 2024, the respective theme is "Customs Engaging Traditional and New Partners with Purpose" (WCO, 2024), which embraces deepening and enriching established relationships in addition to seeking and establishing new connections with a wider range of stakeholders, including financial institutions, environmental organizations, non-governmental organizations (NGOs), and academic institutions. The emphasis is on aligning all these partnerships with the overarching mission and values of customs administrations.

This article analyses how the public image of the State Customs Service of Ukraine (SCSU) has changed since it was re-established as a separate institution in 2019. The study focuses on several aspects, including how the SCSU presents itself concerning its mission and purpose, changes in how stakeholders and the general public perceive the SCSU, and how the SCSU manages its reputation through press coverage and partnerships. For our research, we used a qualitative case study approach that employed process tracing and document analysis as the primary methods. To gather information, we relied on media publications relating to the image and reputation of the Ukrainian customs administration, and data from the SCSU site and its official social media accounts, in addition to results of opinion polls and surveys.

1. Public Image of Ukrainian Customs: Theoretical Framework

When analyzing the notion of “public image,” it is crucial to comprehend not just the core of the image of the SCSU, whether positive or negative, but also to identify the impact of this element on the performance of customs authorities, in addition to the accomplishment of more broad objectives. The idea of a “customs service image” is an essential part of the larger concept of a “public service image.” Therefore, the examination of the reputational aspects in the operations of customs authorities should be closely connected to the analysis of the political image of the government institution and the image of the civil servant, in addition to how they are perceived by the general public.

Sidney J. Levy (1963) described public images of state agencies as “a sense of how these agencies look in people’s minds and how they want to define and relate to them.” Accordingly, such public images are complex and shaped by various sources, including the overall public conception of government, concrete experiences with agencies and their personnel, media, personal political philosophy, etc. This interpretation of an organization’s image can be referred to as a multisource approach. This approach assumes that the public’s perception of government organizations is largely based on the sources that they draw their information from and the positions they evaluate the organization from.

At the same time, modern literature has adopted a multidimensional approach to evaluating the public perception of government agencies, consisting of at least three components (Carpenter, 2010; Overman et al., 2020). First, an organization’s reputation rests on its *performance* – the ability to take effective action and deliver on its mandate and policy priorities. Secondly, reputation has a *moral* aspect, influenced by an agency’s commitment to moral and ethical values and standards regarding its mandate and actions. Finally, the *legal-procedural* dimension of reputation is informed by the image of the organization regarding its adherence to procedural standards and due processes. Due to this approach, the overall image of a government agency is multifaceted. It is impacted by several aspects of an organization’s reputation, each of which is perceived by the public in its own manner and has specific evaluation criteria.

Furthermore, due to modern concepts, branding of government agencies demands a public stance is taken that articulates their corresponding values and maintains authenticity. In doing so, organizations should focus on four objectives: (i) clearly define and share their own values and those of their stakeholders; (ii) communicate and act authentically, reflecting continuity, credibility, and integrity; (iii) undertake, at a minimum, episodic engagement as part of public discourse on contentious issues relevant to their stakeholders and publics; and (iv) utilize issue- and cause-centered measurement and evaluation approaches to reduce the distance between organizational statements and actions (Capizzo & Iannacone, 2023). To form a positive reputation, modern customs administrations should take a public stance on a wide range of issues outside their core mission. This is particularly relevant for Ukraine, given the ongoing conflict with Russia and Ukraine’s desire to join the European Union (EU). The public’s perception of its customs administration is influenced not only by how effectively it performs its essential functions but also by how its activities contribute to broader goals, such as repelling Russian aggression, addressing its aftermath, and successfully negotiating to join the EU.

Again, the public image of the customs service, which is formed within the framework of its public relations, is multi-level and embraces such aspects as (i) an understanding of the brand; (ii) exhibiting and supporting leadership; (iii) embedding public relations as a core organizational competence, and (iv) excellence in planning, managing, and evaluating public relations (Gregory & Macnamara, 2019). In addition, the image of high-level management

plays a crucial role in the customs service branding concept. This image is based on its abilities, values, and socio-psychological characteristics. At the same time, management need to establish positive relationships with stakeholders and proactively contribute to the positive image of the customs service. After all, an official's image is an evaluative category consisting of objective parameters and a subjective evaluation of the official's activity by the population and institutions of civil society.

It is essential to understand that the reputation of the customs administration is influenced not only by the perception of ordinary citizens (an external factor) but also by the interpretation of officials directly involved in improving the reputation of customs authorities (an internal factor). Although media play a crucial role in publishing certain news about government bodies and employees, an important position is occupied by the efficiency of the public relations units of public authorities. The latter, through the establishment of appropriate contacts, can form the desired image of the body in the eyes of the public.

The issue of the public image of customs administration may also be viewed in the frameworks of the modern Open Government concept, which is typically understood as a compound governing structure consisting of government transparency (vision) and active public participation or public-private collaboration (voice) (Tai, 2021). The interesting point here is the dual (both potentially positive and negative) effect of transparency on the trust and creditability of state authorities. On the one hand, transparency can result in greater trust, trustworthiness, credibility, and legitimacy. Conversely, a decrease in trust may result from this openness and view of how the government works or does not work (Matheus & Janssen, 2020). This aspect is crucial given digitalization processes in the customs service, its broad social media representation, and other factors derived from implementing the Open Government concept. Moreover, these processes are implemented in the customs sector based on the general logic of public administration reform in Ukraine and sector-specific international customs standards, creating additional challenges.

Finally, it should be noted that there is a two-way relationship between the image of the customs service and the image of the State, as a simplification of multiple associations and pieces of information connected with a country (Kotler & Gertner, 2002). In addition to traditional slogans that mean customs serve as a country's showcase and the fact that customs officers are often the first point of contact for travelers arriving in the country, there also exist complex relationships. Many indexes that characterize a country's business climate, such as the World Bank's Business Ready (B-READY), are based on surveys and expert assessments. Regarding questions of international trade, these sources primarily include customs natural partners such as freight forwarders, customs brokers, clearing agents, shipping line agents, trade consultants, and trade managers (World Bank, 2023). Hence, the public image of the customs administration plays a vital role in the overall evaluation of the country.

However, the reverse process is also possible. In particular, many sources suggest that Ukraine has strengthened its country image since its independence in 1991, and most recently in the context of the 2022 Russo-Ukraine war (Lee, 2023). The most striking change in Ukraine's branding after 2022 is reflected on the official website Ukraine.ua. Whereas the pre-war version of the site presented Ukraine as a pleasant experience for others (visitors and investors), the current version portrays Ukrainians and their experience as defenders, heroes, and victims (Bolin & Ståhlberg, 2023). Such a strengthening and transformation of the image of Ukraine also contributes to increasing the reputation of its institutions (Kormych & Zavhorodnia, 2023). At the same time, the Ukrainian customs administration also needs to follow the general logic of transforming the image of Ukraine in its branding.

2. Public Image of SCSU: Seeking the Current Mission Concept

It is important to establish a clear mission for the SCSU to shape its public image. The customs administration's mission is traditionally defined by three fundamental elements, namely fiscal, economic, and protection and security. These elements are all related to international trade in goods. However, the importance and priority of customs' roles and functions may vary depending on the country's geographical, economic, and other features (Montagnat-Rentier & Bremeersch, 2022, p. 5). Hence, it is essential to understand that the mission of the customs service extends beyond its core functions, and should encompass the current State issues that customs aim to address through its activities. We can formulate it as a dichotomy between the customs service's core and current mission. The latter is even more critical for the public perception of customs. For the SCSU, the current mission is typically enveloped in its reform trajectory, explaining how it intends to address its internal flaws and facilitate overall State reforms.

For example, in 2019, the customs service in Ukraine underwent a reform with the focus on enhancing its institutional capabilities. A widely held belief was that stable state finances and a steady macro-financial environment depended on effective customs policies and practices (Shpek, 2019). Consequently, the customs administration was separated and established as a distinct institution under the jurisdiction of the Ukrainian Minister of Finance. Also in 2019, the then newly appointed head of the SCSU, Max Nefyodov, highlighted the urgency of enhancing electronic customs systems and integrating them with foreign customs authorities (Transparency International Ukraine, 2019). This was considered one of the key priorities in the ongoing reforms, with the primary goal of reducing corruption. However, it was also believed that digitizing the agency's operations would help to improve citizens' perceptions of the customs service.

In 2021, the government announced its intention to initiate a structural reform of the SCSU. Prime Minister Shmyhal announced a goal of eliminating 80% of customs fraud schemes through simple measures, including the maximum reduction of human involvement, introducing scanners and electronic control tools, and implementing a risk-oriented system (Schwartz, 2021). This also meant that "white businesses," as natural partners of customs, were to enjoy the most comfortable conditions. In the same year, P. Ryabikin, then head of the SCSU, noted that one of the main tasks of customs reform was "to restore public trust in customs as one of the most important state institutions through a serious personnel reset" (Ekonomichna Pravda, 2021). The principal tools to do so were testing the professional qualities of customs officers, analyzing their integrity, and increasing wages. These measures were supposed to improve the internal image of the Customs and increase the pride of customs officers in their work.

Full-scale Russian aggression has altered the challenges that SCSU faces, the solutions to which affects the image of this institution. In June 2022, the then Acting Head of the SCSU, V. Demchenko, noted that the main criterion for the perception of the activities of the customs was its ability to respond to the wartime challenges. First, this concerned processing customs declarations for humanitarian aid online and easing the importation of military-related products, such as electronic equipment, body armor, and drones. Another important measure was the transfer of confiscated goods from customs warehouses to the army and law enforcement agencies. In the first four months, the customs office ensured the transfer of "1,140 vehicles, spare parts for them, computer equipment and mobile phones, clothes, shoes, products—with a total value of more than 250 million hryvnias (about US\$ 6.7 million)" (Ukrinform, 2022).

Finally, in 2024, Ukrainian customs tried to formulate a forward-looking approach to its mission as the "EU's Eastern customs hub." The platform chosen to present this mission was

indicative. The article by the deputy head of the SCSU, V. Suvorov, was published at the Atlantic Council (Suvorov, 2024). This was an initial effort to present the image of Ukrainian customs with a focus on foreign audiences. The emphasis was placed on meeting EU standards, strengthening Ukraine's credentials as a natural customs partner on the EU's eastern frontier, and utilizing Ukraine's geographical location as the Eastern customs gate for the EU markets.

3. Ukrainian Customs and Public Relations: Mission Impossible

The branding and reputation management of the SCSU is not just about forming a positive image; it is about overcoming a negative one. For example, following 2023, Ukrainians' perception of the most corrupt sectors of public life included customs (40 %), the court system (39 %), the Prosecutor's Office (32 %), healthcare (31 %), and land issues (29 %) (Engage, 2023). The customs administration has consistently ranked at the top of the corruption perception ratings for decades. This applies not only to the general public but also to business perceptions. According to surveys by the National Agency on Corruption Prevention, the customs sector has the highest prevalence of corruption. In 2022, 33.0 % of respondents who had dealings with this sector reported experiencing specific situations involving corrupt practices. This figure is slightly higher than the 32 % reported in 2021. Furthermore, customs officials initiated two-thirds of corruption situations (66.8 % in 2022 and 72.6 % in 2021) (NACP, 2023, p.119).

The most common situation where corruption is observed, by a large margin, is the speeding up of customs procedures. Such experience is reported by 27.4 % of the respondents who have dealt with customs authorities, which is several times more than all other corruption situations (Table 1). This means that most corruption in Ukrainian customs concerns creating artificial hurdles for customs clearance, resulting in adverse effects on legal businesses.

Table 1. Corruption experience in situations that could have occurred at the time of application (NACP, 2023, p. 120)

| Corruption experience in situations that could have occurred at the time of application (% of those who have dealt with this sector) | | |
|---|-------------|-------------|
| <i>Made unofficial payments to an official (cash or gifts) or rendered services for...</i> | 2021 | 2022 |
| fast passing of customs formalities | 32.6 | 27.4 |
| accepting the undervaluation of goods | 15.9 | 7.8 |
| unjustified placing of goods under customs procedure or not controlling compliance with procedure (i.e. using transit instead of import) | 7.5 | 6.9 |
| accepting incorrect goods classification | 11.8 | 6.0 |
| releasing foreign passenger cars without customs clearance | 8.2 | 5.3 |
| solving issues with customs warehousing | 6.4 | 5.1 |
| ignoring undeclared goods during customs inspections | 11.9 | 4.8 |
| customs clearance without actual delivery of goods | 7.3 | 4.7 |

Although there was a slight decrease in almost all types of corruption situations in 2022, it is difficult to determine whether this was due to improvements in customs operations or a significant change in pressing issues related to imports and exports after the full-scale Russia–Ukraine armed conflict began. In addition, it is worth noting that the general

assessments of corruption prevalence in customs decreased slightly in 2022, with 35.2 % of respondents reporting direct and non-direct corruption experience, compared to 42.8 % in 2021. This shift can be attributed to the overall increase in trust in Ukrainian state institutions following the Russian invasion. However, polls suggest that businesses and the general public still have a predominantly negative perception of Ukrainian customs.

In general, negative perceptions of customs in the media are often based on two types of publications. This can be illustrated using the popular Ukrainian newspaper “Dzerkalo tyzhnia.”

First, law enforcement agencies, including the State Bureau of Investigation and the National Anti-Corruption Bureau of Ukraine, notify the public of instances of corruption at customs offices. For example, during October and November 2023, reports exposed corruption schemes regarding the unhindered customs clearance at the Odesa Customs (ZN, 2023a) and the underpayment of customs fees at Volyn Customs (ZN, 2023b).

Another type of negative report about customs in the media involves experts estimating the amounts of illegal imports and the resulting loss of budget revenue. For instance, one publication compared the customs statistics of Ukraine with those of neighboring countries. Based on this comparison, experts estimated that in 2022, the potential scale of smuggling and violation of customs rules could be between 270 and 390 billion UAH (between US\$ 7.2 and 10.4 billion), which could result in budget losses of around 80 to 130 billion UAH (US\$ 2.1 to 3.5 billion) per year (ZN, 2023c). In a different publication, it was reported that of a total of 9,000 cases of humanitarian aid import, there were more than 3,000 cases where the delivery of humanitarian aid to the intended recipients could not be confirmed (ZN, 2023d).

Regarding reputation management, the SCSU, in addition to the official website <https://customs.gov.ua/>, also widely uses social networks to highlight its activities. In particular, the press service of the central apparatus of the SCSU actively maintains its official page on Facebook <https://www.facebook.com/UkraineCustoms> and its own Telegram channel <https://t.me/UkraineCustoms>. Furthermore, each of the territorial customs has official Facebook pages.

The SCSU and its departments share news and messages that fall into several categories. The most frequent include providing practical information to customs brokers and traders about customs clearance procedures, reporting cases of customs rules violations, and sharing statistical information. It has been reported that in 2023, the SCSU collected taxes totaling UAH 459.8 billion (about US\$ 12.3 billion). This is 52.9 % higher than the previous year’s transfer, which was affected by the outbreak of a full-scale war and had lower foreign trade (SCSU, 2024a). In the same year, the SCSU customs detected 11,935 violations of customs rules, totaling UAH 8.9 billion (about US\$ 0.23 billion). This was three times higher compared to the violations detected in 2022 (SCSU, 2024b).

SCSU engages in various social activities outside its scope, including social actions or actions facilitating the repulsion of Russian aggression. These activities are highlighted on the official website and social media with the aim of improving public perception. One example is the holding of blood donation days for wounded soldiers of the Ukrainian army and injured civilians. These events are organized periodically by the central apparatus and territorial customs offices (SCSU, 2024c). Employees of Kharkiv Customs, a city that suffers the most from constant Russian shelling, had a meeting with schoolchildren forced to study in the subway due to the dangerous situation. During this meeting, the customs officers discussed their work and the activities of the canine division. They also demonstrated the service dog (SCSU, 2024d). In addition, through its social media channels, SCSU regularly shares stories about its employees who protect Ukraine from Russian aggression as part of the armed forces (State Customs Service of Ukraine, 2024a).

In 2023, the SCSU launched an extensive recruiting campaign to change at least 7 % of its personnel by attracting students and graduates from various higher education institutions. The campaign involved a range of tools such as open days for students and graduates, excursions to customs posts, round tables, lectures, conferences, and joint participation in educational and scientific projects. Other tools included the presentation of promotional videos and reference materials, in addition to informing potential candidates about vacant positions and training opportunities (State Customs Service of Ukraine, 2024b). The recruitment campaign not only aimed to attract new talent but also to raise awareness among young people about the activities of the customs office and improve its general perception.

4. SCSU and Natural Partners: Cooperation and Measuring

The Public Council at the SCSU is one of the primary platforms for interaction between Ukrainian customs and stakeholders. The SCSU approved the Regulation on the Public Council in 2021, which defines this entity as a temporary consultative and advisory body promoting public participation in the formation and implementation of state customs policy (SCSU, 2021). Importantly, only representatives of civil society institutions that conduct activities, research, provide services, and implement projects, etc. related to the scope of activity of the customs can be elected to the Public Council. This ensures the involvement of customs' natural partners. The Public Council has a dedicated page on the official SCSU website containing information about its members, meeting minutes, plans, and announcements (SCSU, n.d.). In addition, the SCSU shares updates on the outcomes of Public Council meetings via news outlets and social media. The Public Council also has a Facebook page where it shares information related to customs topics and its activities (Public Council at SCSU, n.d.).

In its dealings with natural partners, in addition to solving the current problems of interaction between customs and traders, SCSU prioritizes the digitization of customs procedures as well as the implementation of modern international standards and EU customs laws. This approach has yielded positive results, with experts in the private sector noting that Ukraine has experienced positive changes in customs procedures, processing times, and anti-corruption measures since the introduction of the electronic customs declaration and the "single window" system (Zeldi, 2023). However, the SCSU found it challenging to promote some of the European integration measures, specifically the common transit system and the Authorized Economic Operators (AEO). The primary difficulty was that acquiring the necessary authorizations and simplifications involves complicated bureaucratic procedures, which demand substantial organizational and financial efforts from businesses (Ostrikova, 2022).

Since 2021, the SCSU has been posting the results of monthly surveys of CEOs on its official website, which are conducted as part of the "For Fair and Transparent Customs" project financed by the European Union. The survey panel includes more than 500 industrial enterprises located across different Ukrainian regions (Institute for Economic Research and Policy Consulting, 2023). The reports include a Customs Perception Index, which assesses the effectiveness of customs work on a scale ranging from -1 (indicates a complete need for changes) to +1 (indicates no need for changes). In 2020, the highest score was 0.43; in 2021, it slightly decreased to 0.36; and in 2022, it remained relatively stable at 0.37. Interestingly, opinions differ between exporters and importers regarding the efficiency of customs operations. While 36 % of exporters consider customs to be efficient, only 16.2 % of importers agree. It is also worth noting the changing expectations from the customs reform. In 2020 and 2021, reducing corruption was the most expected outcome among 47.7 % and 51.6 % of respondents, respectively. However, in 2022, only 19% of respondents put it in first place.

Although this type of survey has an advantage in tracking business views dynamics, it also poses a significant disadvantage in its lack of anonymity, which can affect evaluations. However, positive changes in the perception of customs were observed, especially during wartime, when the business community's priorities shifted. If the customs administration maintains its remarkable level of resilience and actively supports businesses in overcoming the harmful effects of the armed conflict on cross-border trade, then these efforts have the potential to significantly improve the public image of the SCSU.

Conclusions

Improving the SCSU's public image and reputation remains challenging given years of negative perceptions of Ukrainian customs. However, effective branding and reputation management are critical. First, this can positively impact the internal climate of this institution, attracting new and qualified personnel and helping to successfully implement the tasks of customs reform. In addition, improving the perception of customs by businesses is necessary for establishing effective partnerships. Such partnerships are crucial for many aspects of European integration, including increasing the number of AEOs, improving interaction within the Common Transit System, and more.

In 2022, SCSU effectively responded to the challenges of the Russian–Ukrainian conflict and successfully tackled problems of European integration, giving it the opportunity to reset its public image and reputation. A range of data indicates an improved perception of the SCSU by stakeholders and partners who have direct contact with customs authorities in 2022. It is vital that it maintains the trust that has been established and avoids returning to business-as-usual practices that can result in negative consequences. However, there are signs that the public perception of customs authorities in Ukraine is in danger of deteriorating.

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Кормич Л., Краснопольська Т., Кормич А. Публічний імідж української митниці: спроба провести верблюда крізь голчане вушко. – Стаття.

Всесвітня митна організація рекомендує національним митницям приділяти пріоритетну увагу брендингу та управлінню репутацією. В Україні митні органи вважаються одним із найбільш корумпованих секторів публічної сфери, що призводить до негативного сприйняття їх діяльності. У статті окреслюються фактори, що впливають на суспільне сприйняття митниці, зокрема як ця інституція позиціонує себе та як її сприймають медіа, стейкхолдери і громадськість. Факти свідчать про те, що ставлення до українських митних органів дещо покращилося завдяки їх ефективному реагуванню на виклики воєнного часу та успіхам у наближенні до митного законодавства ЄС. Крім того, останнім часом українська митниця значно підсилила свій репутаційний менеджмент за допомогою медіа та соціальних мереж, тісної співпраці зі стейкхолдерами та активної громадської позиції. Однак репутаційні ризики все ще залишаються достатньо високими.

Ключові слова: публічний імідж, репутація, брендинг, митна адміністрація, реформа публічного управління, корупція, управління репутацією, Україна.