

กลยุทธ์ทางการตลาดในการตัดสินใจเข้าศึกษาในมหาวิทยาลัยเอกชน

ในมณฑลซานซี สาธารณรัฐประชาชนจีน

MARKETING STRATEGIES IN DECISION TO STUDY AT

PRIVATE UNIVERSITIES IN SHANXI PROVINCE,

THE PEOPLE'S REPUBLIC OF CHINA

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### บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษากลยุทธ์ทางการตลาดในการตัดสินใจเข้าศึกษาในมหาวิทยาลัยเอกชนในมณฑลซานซี สาธารณรัฐประชาชนจีน

การวิจัยนี้เป็นการวิจัยเชิงปริมาณ ประชากรที่ใช้ในการวิจัยครั้งนี้ คือ นักศึกษาชั้นปีที่ 1 ของมหาวิทยาลัยเอกชนในมณฑลซานซี สาธารณรัฐประชาชนจีน กลุ่มตัวอย่างจำนวน 400 คน ได้แก่ นักศึกษาชั้นปีที่ 1 ของมหาวิทยาลัยเอกชน 6 แห่ง ในมณฑลซานซี โดยใช้วิธีการสุ่มตัวอย่างแบบเฉพาะเจาะจง และใช้แบบสอบถามเป็นเครื่องมือในการเก็บรวบรวมข้อมูล สถิติที่ใช้ในการวิเคราะห์ ได้แก่ ค่าความถี่ ค่าร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และสถิติที่ใช้ในการทดสอบ ได้แก่ การวิเคราะห์ความแปรปรวนทางเดียว และค่าสัมประสิทธิ์สหสัมพันธ์ของเพียร์สัน

ผลการวิจัยพบว่า (1) กลยุทธ์ทางการตลาดในการตัดสินใจเข้าศึกษาในมหาวิทยาลัยเอกชนในมณฑลซานซี สาธารณรัฐประชาชนจีน ในภาพรวมอยู่ในระดับมาก และเมื่อพิจารณาเป็นรายด้านพบว่า อยู่ในระดับมากทุกด้าน โดยเรียงลำดับจากมากไปหาน้อย ดังนี้ กลยุทธ์ด้านการส่งเสริมการตลาด กลยุทธ์ด้านช่องทางจัดจำหน่าย กลยุทธ์ด้านราคา และกลยุทธ์ด้านผลิตภัณฑ์ ตามลำดับ และกลยุทธ์ทางการตลาดมีความสัมพันธ์กับการตัดสินใจเข้าศึกษาในมหาวิทยาลัยเอกชนในมณฑลซานซี สาธารณรัฐประชาชนจีน ในภาพรวม อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.05

**คำสำคัญ:** กลยุทธ์ทางการตลาด, การตัดสินใจ, มหาวิทยาลัยเอกชน

## ABSTRACT

The objective of this research was to study the marketing strategies in decision to study at private universities in Shanxi province, the People's Republic of China.

The research was quantitative research. The population used in this research were freshmen in private universities in Shanxi province, the People's Republic of China. The sample group of 400 people consisted of freshmen in 6 private universities in Shanxi province. Using a specific sampling method and using the questionnaire as a tool for collecting data. The statistics used in the analysis were frequency, percentage, mean and standard deviation. And the statistics used in the test were One-way ANOVA and Pearson's correlation coefficient.

Major Findings: marketing strategies in decision to study at private universities in Shanxi province, the People's Republic of China overall, it was at a high level and when considering each aspect, it was found that at a high level in every aspect ranked by descending orders as follows: promotion strategy, place strategy, prices strategy and products strategy, respectively. And marketing strategies were related to the decision to study in private universities in Shanxi Province, the People's Republic of China, as a whole with statistically significant at the 0.05 level.

**Keywords:** Marketing Strategies, Decision, Private Universities

### Research Background

Shanxi province is located in the north of China, in the east there is Mount Taihang. and has an area adjacent to Hebei Province to the west, there was Liu Liang Shan Mountain to the west and south there is the Yellow River. Its territory is adjacent to Shaanxi Province. The northwest borders with the Inner Mongolia Autonomous Region. south bordering Henan Province Shanxi Province is located behind Mount Taihang in the west. Therefore, it has been called "Shanxi" or counties on the west side of the mountain Shanxi Province has a total area of 156,579 square kilometers , accounting for 1.6% of the total area.

The population data for 2018 in Shanxi Province is 37,183,400 people. An increase of 159,900 from the previous year the birth rate was 9.63 per thousand, the death rate was 5.32 per thousand, the population growth rate was 4.31 per thousand. Shanxi has been influenced by the continental monsoon. The climate is clearly divided into 4 seasons. There is not much distance from the sea and there is a mountain blocking the direction of the wind. Therefore, the summer wind does not have much influence on this county. and in the warm monsoon wind with an average annual temperature of 3-14 degrees Celsius, July is a hot month. with an average temperature of 21-26 degrees Celsius There is a high difference in the air between morning and evening. The average rainfall is 400-650 mm per year.

Administrative information Education is an important mechanism for the development of quality people. Any country if there are very qualified people That country would develop farther than other countries. For this reason, improving the quality of education is an important foundation for the development of the country.

Developing the quality of Chinese graduates today It is an urgent matter that needs to be taken care of and corrected by all relevant sectors. so that the education sector of the country can produce personnel for It is in line with the needs of the labor market and graduate users. Therefore, graduate quality assurance is important at the national level. and internationally for 4 reasons: (1) the quality of graduates of higher education institutions and graduate studies tend to be more differentiated. This will cause a negative effect on the country as a whole in the long run. (2) There is competition in terms of quality of education management. and the quality of graduates both within the country and outside the country. (3) Higher education institutions need to develop the body of knowledge to be internationalized in order to gain more international acceptance. (4) Higher education institutions need to It is necessary to build confidence in the society that it can produce quality graduates for quality assurance within higher education institutions. The framework of the certification body and assessing the quality of education determines the operational guidelines for educational institutions at all levels. Shanxi Province consists of 11 cities and 119 districts. including Datong city, Shouzhou city,

Xinzhou city, Luliang city, Taiyuan city, Yangchuan city, Jinzhong city, Linfen city, Changzhi city, Yuncheng city, Jincheng city.

6 Universities in Shaanxi Selected as a national intellectual property pilot area 19 NOV 2020 , the Ministry of Education and the Department of Intellectual Property announced the list. The country's top research institutes and academic institutions have been selected as the National Intellectual Property Demonstration Area and the National Intellectual Property Experimental Area, with six leading educational institutions in Shaanxi Province being selected. as follows

1. Xi'an Jiaotong University is the largest and most famous university in Shanxi province. It is a member of project 2 1 1 and 9 3 5 (China Education Cooperation Program), a prominent focus on developing higher education institutions by offering them in key fields and other reference to the country's economic and social development context and is also one of the 9 members. Chinese Ivy league

2 . Northwest University Polytechnic (Northwestern Polytechnical University) Shaanxi University of Science and Technology

3. Xi'an University of Architecture and Technology

4. Xi'an University of Technology

5. Xidian University

6. Shanxi Jinzhong University of Technology

Three years implementation period since Oct, 2017 Under the support of the Department of Intellectual Property and the Science and Technology Division of the Ministry of Education, whose main goal is to assist selected educational institutions in terms of patent issues, conducting experiments in new projects. other and is a central agency linked to other agencies other Related incidentally Shanxi province It is the western province with the highest number of patents and intellectual property certifications. other in 2 0 1 9 , the number of applications for patents (apply for invention patent) in Shanxi province reached 92,000 and has been approved for a total of 44,100 authorized invention patents. An increase from 2014 as much as 1.6 and 1.9 times. respectively the patents granted above can also be used for a number of business expansions. More information from Shaanxi provincial Intellectual Property Office stated that as of the end of 2019 , Shanxi province had 402,944

registered trademarks. Has been registered for geographical indication (Geographical Indication Protection Products: GI) in the amount of 86 items. and has copyrighted works (Copyright Registered Works) up to 15,982 items Increased from the same period of 2018 by 32.6 percent, 8.9 percent and 99.8 percent, respectively. in addition, Proportion of patent applications per 10,000 population also increased at 12.043 items / 10,000 people It was ranked by the Department of Intellectual Property as the 7th in the country and the 1st in the central and western regions of China.

Shanxi province has always attached great importance to the development of knowledge in science and technology and recognized the importance of patents / petty patents for intellectual property protection. The Shaanxi Government has announced the Implementation opinions of the People's Government of Shanxi province on building an intellectual property powerful province on building an intellectual property powerful province. Department of intellectual Property Office of Education and Office of Science and Technology of Shaanxi province join as the main ship in supporting the budget for research, innovation and technology as well as the invention and design of various works. other in Shaanxi continued the last from the statistics from the month Jan. - Jul.2020, Shanxi has the number of valid invention patents up to 50,797. There is a total of 23,344 patent applications. An increase of 20.1 % from the same period in 2019, with 6,278 patents granted. An increase of 3.4 percent from the same period in 2019, or 13.145 items per 10, 000 population. An increase of 14.97 percent from the same period in 2019 as well

From the education budget that is up to 1 in 4 of the national budgets of the country but these enormous budgets seem to be worthless compared to the educational output that Thailand receives. Part of it comes from the knowledge gained from research at the doctoral level that is still not satisfactory. The topic of research is inconsistent with the needs of users. The top management of the education agency does not focus on research for the development of the country.

From the aforementioned problems, if the government and related educational agencies do not come in to control the amount and take care of the quality of degree graduates seriously will affect the future of the labor market in

moving towards the ASEAN community oversupply of graduates Unable to export labor These can work in member countries because the quality is not up to standard. An event like this has happened before in the labor market of foreign countries.

The main of this study is to study the marketing strategies in decision to choose study at private universities in Shanxi province, the People's Republic of China. Also, to know about the needs of the labor market with the number of graduates divided into disciplines. The results of the research will be applied to solve the degree shortage problem in the labor market or shortage in some fields in the future. And will be a guideline to guide higher education institution administrators to realize the real needs of learners. In order to bring that information to develop teaching and learning curriculum in accordance with the needs of the students.

### **Research Objectives**

To study the marketing strategies in decision to choose study at private universities in Shanxi province, the People's Republic of China.

### **Research Hypotheses**

Different on marketing strategies in decision to choose study at private universities in Shanxi province, the People's Republic of China, differently.

### **Research Scopes**

In this research, the researcher has defined the scope of research as follows:

#### **Content Scope**

Focus on the study of factors including

*Independent variable:*

1. 4Ps marketing strategies
  - 1.1 Product
  - 1.2 Price
  - 1.3 Place
  - 1.4 Promotion

*Dependent variable:*

The decision to choose to study in private university in Shanxi province.

**Area Scope**

Shanxi province, The People's Republic of China

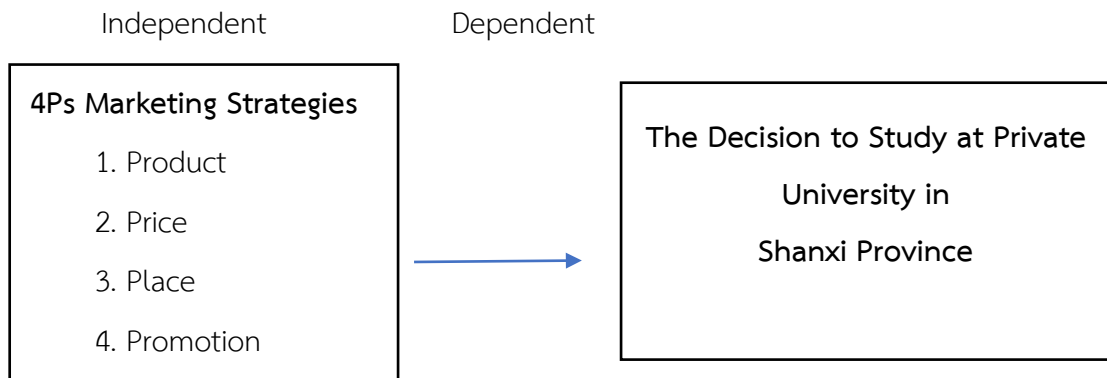
**Population Scope**

The population studied in this study were freshmen in a private university who live in Shanxi province, the People's Republic of China.

The sample group in the study was freshmen 400 people from private universities 6 locations in Shanxi province, the People's Republic of China. It was determined from Taro Yamane's formula (1973) at 95% confidence level and tolerances of 5% sample selection was accepted 400 total.

**Time Scope**

1 November 2022 to 31 March 2023

**Research Framework**

**Figure 1:** Conceptual Framework

**Expected Benefits**

1. The research content of this paper should to solve the degree shortage problem in the labor market or shortage in some fields in the future.
2. The research content of this paper should will be a guideline to guide higher education institution administrators to realize the real needs of learners.

3. In order to bring that information to develop teaching and learning curriculum in accordance with the needs of the students.

### **Literature Review**

The topic in this research is Marketing Strategies in Decision to Study at Private Universities in Shanxi Province, the People's Republic of China. For the research objective, to study the marketing strategies in decision to choose study at private universities in Shanxi province, the People's Republic of China. In this chapter represents on literature review is divided into 4 parts:

2.1 Definition and Theory of Marketing Strategies

2.1.1 Definition of Marketing Strategies

2.1.2 Theory of Marketing Strategies

2.1.3 Marketing Strategies for Service Business Management

2.2 Graduate Management Studies

2.2.1 Standards of learning at the degree level

2.2.2 Principles and reasons for improving the quality of graduates

2.3 Definition and Theory of Decision Making

2.3.1 Definition of Decision Making

2.3.2 Theory of Decision Making

2.4 Related research

### **Research Methodology**

#### **Research Model**

There are 5 steps to perform as follows

Step 1: Study the information to form a research conceptual framework with the following actions:

Research and collect theories as well as research and documents related to concept Theories and models of marketing strategies. Private Universities used to attract the attention of those who come to study. Bring the results from the study of relevant documents according item to summarize the framework of the research.



Step 2: Brings the conceptual framework derived from research and collection of theories as well as research and related documents be used as a guideline for constructing a questionnaire which is used as a research tool by constructing a segmented questionnaire and sections according to the research concept.

Step 3: Collect data from the sample. using non-specific random sampling method, A total of 400 samples were collected, and analyze the data using a statistical program

Step 4: Summarize research results by using statistical analysis, including percentage, mean, standard deviation. and tested the statistical hypothesis. for the completeness and accuracy in bringing the research results to further use

Step 5: Summarize the results, prepare marketing strategies and disseminate and consider the strategy that will be used in private universities.

The researcher conducted the study according to the research process and quantitative research methodology. By using a questionnaire to collect information from a sample of the population, it is descriptive research.

## **Population and Sample Size**

### **The population**

This research divides the population into two groups:

1. Student of the 2016 academic year of private universities in Shanxi province under the ministry of university affairs first-year students are those who have just decided to enroll in private university in Shanxi province and are considered to be a group that has transformed from a marketing target group to a marketing customer group of private university in Shanxi province.

2. A group of high-level personnel at private universities in Shanxi province, including administrators and academic advisors. These groups of people play an important role in the concept of the marketing strategy of private universities in Shanxi province.

### **The sample size**

1. Determine the sample size from population by using the formula for calculating the sample size of Taro Yamane. By requiring that the error in the survey

is not more than 5 percent with a confidence level (level of confidence) 95%, which has a formula for calculating as follows (Yamane, 1973, p.125).

$$n = \frac{N}{1 + Ne^2}$$

where n is the sample size.

N represents the population

e represents the allowable tolerance by giving equal to 0.05

You can substitute the values in the formula.

$$\begin{aligned} N &= \frac{268,979}{1 + (0.05)^2} \\ &= 400 \end{aligned}$$

From the number of samples that can be calculated is 400 samples, because in this research the samples were collected 6 institutes were selected from private universities in Shanxi province, the People's Republic of China.

### Research Tool

A questionnaire was used to collect data from the first sample group, which was the opinion of the student group towards capacity building and graduate program marketing of the private universities in accordance with the direction of sustainable development of the country in which the questionnaire divided into closed-ended questionnaires and open-ended questionnaires, totaling 6, 2 questions divided into 6 part Each section contains the following questions:

Part 1 : Question involved in the preparation of marketing strategies,

Part 2 : Questions about product strategy

Part 3 : Questions about price strategy

Part 4 : Questions about place strategy

Part 5: Questions about promotion strategy

Part 6 : Questions about ideas and additional advice, amounting to 2 items.

For the second group of samples, namely the university administrators, the interview form was used to suggest questions. which has the following questions

1. The Competitive situation of education business at the higher education level of the university, private university.

2. Marketing strategies in terms of products, prices, locations and marketing promotions. At private university, it is currently being prepared to attract students interested in entering their institution.

3. Development trends and improvements in marketing strategies in terms of products, prices, locations and marketing promotions. At private university will be held in the future.

#### **Data Collection Methods**

In This research the researcher has collected the data as follows:

1. Primary Data collected questionnaires from the sample group.
2. Secondary Data The researcher gathered the data from the study of related documents.

#### **The Statistics Used in Data Analysis**

Analyzed using statistical values From the SPSS for Window program, the analysis is divided into 2 parts:

1. Analysis of descriptive statistics to explain the following data.

Using the analysis as Frequency Distribution Percentage

$$\text{Formula } P = \frac{n \times 100}{N}$$

N

when P represents the percentage

N instead sample size

n represents score value or data value

2. Data analysis multivariate (multivariate statistics) for proof of research hypothesis and analysis of factor variables by analyzing statistics as follows:

Test the hypothesis by a single population method (One Sample T-Test). The mean value of marketing strategy should be more 2.51, which is the initial score in the stratified stratification scale, that is interpreted as having a high level of influence.

Test the hypothesis that the mean. The importance of university marketing strategy, private universities are different between central and regional with population testing technique 2 Independent Samples T-Test

$$\text{test statistics } t = \frac{\bar{x} - a}{s / \sqrt{n}}$$

Where  $\bar{x}$  is the sample mean

$n$  is the sample size

$s$  represents the sample standard deviation.

Using results from the SPSS program as a one-sided test,  $H_0$  was rejected if both of the following conditions were true.

1.  $t > 0$
2. Sig. ( 2-tailed ) <  $\frac{\alpha}{2}$

Factor analysis to group related variables into the same group. using factor analysis techniques

Factor estimation equation is

$$F_j = W_{j1} X_1 + W_{j2} X_2 + W_{j3} X_3 + \dots + W_{jp} X_p + e$$

where  $X_j$  = variable  $j$

$W_j$  = coefficient of the the variable

## Conclusions

### **Marketing strategies in decision to choose study at private universities in Shanxi province, the People's Republic of China**

Different marketing strategies such as product, price, place and promotion in decision to choose study at private universities in Shanxi province, the People's Republic of China differently. Overall, it was found that at a high level in every aspect The order of the mean values from the highest to the lowest is as follows: product, promotion, place and price, respectively. Founder's reputation teaching staff image of the institute teaching equipment. Diversity in the fields of study and the number of doctoral students. The factor that has the greatest influence on location

strategy is travel convenience and the marketing promotion strategy which the most influential factor is Education funding and payment of credits in installments price strategy which has important factors such as credit fees and educational tuition fees.

The conclusion on the marketing strategies in decision to choose study at private universities in Shanxi province, the People's Republic of China. Which is divided into 4 aspects according to the marketing mix and the opinions of the executives about the factors that play a part in the decision to choose to study in educational institutions. It was found that each strategy had different effects on students' decision to study further. Strategies The one that is brought up as an important tool in today's competition is the product itself. This is in line with the findings of the research that students' opinions gave the most importance to the product -related factors. The university's current product strategies are as follows: -

1. Universities nowadays prefer to open courses for teaching and learning in more specialized or different subjects. Universities claim to be the result of research surveys based on market or student needs. This is in line with the research findings that the diversity of teaching disciplines and the emphasis on foreign languages in teaching and learning That is important at the highest level.

2. Presentation of modern teaching and learning, whether it is modern teaching equipment. Or the teaching style that emphasizes realism with real working life, making the image of the university modern and the quality of graduates who graduated to be accepted by various agencies in this strategy, research has confirmed that it actually affects the decision to choose a university. From the topic of teaching equipment and information technology and the reputation and image of the institute These two topics received the highest level of importance in the research results.

Modifying the angle of use Marketing promotion strategies from the use of advertising media in a wide range (Mass Media) to use more specific media. Product aspects, such as making advertisements with various magazines, such as posting research results or having articles that create reputation of instructors or using alumni who are famous in various fields such as the entertainment industry Come out and

talk about the institution where they study. These are hidden advertising media that will be absorbed into the minds of customers.

Nowadays, students almost do not have to search for information about educational institutions. But educational institutions will be presented through various media as mentioned above. These are advertisements that are hidden around the target audience. Make the target group absorb and remember the name of the institution. From the research results, it can be confirmed that these factors actually influence student decision making. both the factor of emphasizing the quality of alumni research results that benefit society foreign language focus in this same point.

In addition, Place or location factor was the second most important strategy in students' opinions. whether it is convenient to travel or the beauty of the school which will see that private universities try to strengthen these points not to be weak points. Whether organizing seminars or organizing modern teaching and learning

Pricing strategy; The educational institution will focus on the issue of scholarships or reduction of credit fees. But from the research results, it was found that These factors are the things that students give priority to. because it will consider the quality and reputation of the institution more Therefore, institutions that focus on pricing strategies to attract students are likely to be small universities or have little reputation through the media.

### **Suggestions**

Each university has a different progression. It depends on the marketing strategy of each institution. Although some universities were established later. may be more prosperous It depends on the way of administration of each university. and experience and social trust towards private universities can be used It is entirely free to use the marketing mix.

Private universities, there are aspirations and objectives that are not very different. Its aim is to help lighten the education of the nation. but the policy and operation vary according to the academic aptitude of private university, which has no

different environment. Whether in the location of at private universities in Shanxi province, the People's Republic of China, Students of various universities, sources of full-time professors and part-time professors. Various expenses within the university that must have and depend on the same economic system. So, in various fields, thus being able to conduct marketing strategies in internal and external operations. The private universities in Shanxi province, in addition, various factors that will influence the university are university-related institutions The institutions that are directly and closely related to the university are the Ministry of University Affairs, which is the representative of the state in supervising the university. Building reputation for the private university. There can be a number of different methods, but depending on the original reputation that private universities in Shanxi province existed before and social trust towards private universities in Shanxi province, too. Building a reputation may be able to:

1. In terms of disseminating reputation to society, there is a seminar. various training for businesses or granting scholarships to full-time teachers to study both inside and outside the country There is also a loan to continue studying. Provide opportunities for full-time teachers to continue their studies within the country.

2. The aspect of student support is to provide scholarships to students in their universities. Finding internships for students who are studying to create experience Encouraging students in terms of morals, ethics and etiquette, dress, etc.

3. Public relations in other areas such as social assistance in various fields according to current events at that time.

For promoting the reputation of the college, it depends on the management of various aspects, namely in terms of education. in terms of tuition and the location of the college, especially in terms of education management that doing well will promote private university by to create a reputation that has a lot moreover, it depends on the graduates who graduated to each person that will cause a good reputation as well.

Comparison of 4P's using the secondary data shown. May indicate the effectiveness of educational services. not as pronounced as it should be Therefore, research will be conducted using primary data. To point out the use of marketing

strategies at private university has become more pronounced and to show how has the marketing policy been put into practice.

1. The concept of senior university administrators in terms of Social Responsibility is to be viewed in terms of marketing is the social marketing concept.

2. In providing educational services (Product) to society and from a business point of view.

3. Regarding tuition fees, various maintenance fees (Price) of each university

4. In terms of educational institutes, buildings, libraries, and locations of educational institutions (Place).

5. In terms of building a reputation and create values for each university (Promotion).

6. Various problems arising in the operation of the university.

From the study will reveal the real details. for the operation of the university as a whole and each of them, as well as being aware of the future projects of that university as well.

Private University has used marketing mix. Different It can be seen from the comparison with the use of marketing strategies of all universities. has already shown and from studying the perspectives of senior management in universities, it clearly shows the objectives that the university has implemented the policy according to the stated objectives. And know how to use marketing strategies of the university taking into account the external environment which is an uncontrollable factor (Incontrollable factors) of the university for use in the planning. Just like marketers have used a marketing program with their business ventures but the university considers social service more than commercial profit. But it has to make a profit to improve the university as well. In conclusion, the use of marketing mix as follows:

1.Product (Education Management)

Universities offer different educational arrangements. which creates a different image of education management (Product image) and different education management (Product technology differentiation), which makes it a distinctive feature of each university that education is divided into 2 levels: Bachelor's degree and Graduate level.



## 2. Price (Tuition fees, maintenance fees and other fees)

Tuition fees, maintenance fees and other fees (Price) University tuition setting Most of them are determined from the total expenses of the university. whether the cost of personnel Expenses that must bring the university in various fields to meet the standards set by the Ministry of University Affairs, for example, the ratio is the ratio of full-time professors. and special teachers to students. The ratio of the number of room areas in private university to students the ratio of the number of books in the library to students, which the various ratios set by the Ministry of finance require all funds. And in addition, there must be improvements and changes to the university as well as expanding the university. All funds can be obtained from tuition fees, tuition fees, and other fees only. University, on the other hand, cannot charge tuition fees that are in excess of what is necessary. Because if there are no students to study Universities are not trusted. Universities are in a difficult position. Universities want the freedom to collect their own tuition fees. and according to the characteristics of the university and various needs

## 3. Place (the location)

The location of the university is also important. Because most of the students studying in private universities in Shanxi province. There will be a residence in the vicinity for the most part. This is because the location in Shanxi province it deals with various factors, namely traveling to study in, it convenient to go to universities in Shanxi province. There is a car park.

## 4. Promotion (promoting the reputation)

Promoting the reputation of private universities in Shanxi province. That is a very important factor. This is because if compared to the product. Services are the hardest to sell because buyers cannot see or touch them. Especially in providing educational services might see a modern building spacious area Sports grounds are motivating, but they are not as important as their reputation.

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