

CORPORATE COMMUNICATION. ORGANIZATIONAL IDENTITY, CULTURE, IMAGE.

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„Marketing communication in conditions
of V4 countries”

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What is STRATEGY ?

"strategy" – (Greek *strategos* - a general in command of an army):

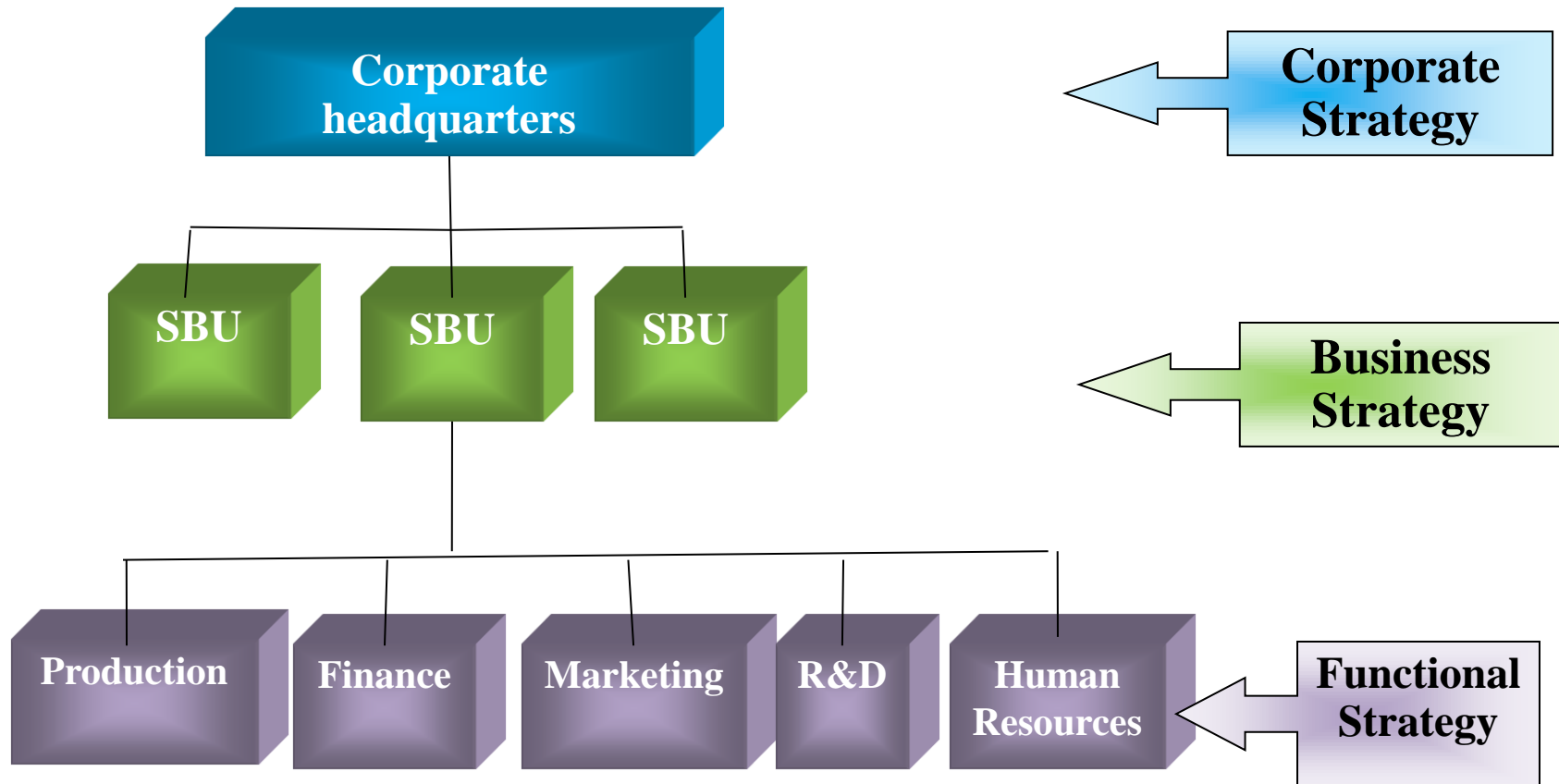
stratos - army + *ag* - to lead.

STRATEGY – definitions:

- *a plan for achieving organizational goals (Newman, 1952)*
- *the overall plan for deploying resources to establish a favourable position, while a tactic is a scheme for a specific action (Grant, 1995)*
- the concept of systemic action involving the formulation of long-term goals of the company and their modifications, depending on changes in the environment, and also identifying resources and means to achieve the objectives in order to ensure the existence and development of the company (contemporary approach)



Hierarchy of strategy



Mission of an organization

Mission - *the unique purpose that distinguishes it from other companies and defines the boundaries of its operations.*

Defining the mission comes down to answer the following **questions:**

- Why we exist?
- What we strive for?
- What do we want to achieve?
- Whose and what needs we meet?
- What values we create?

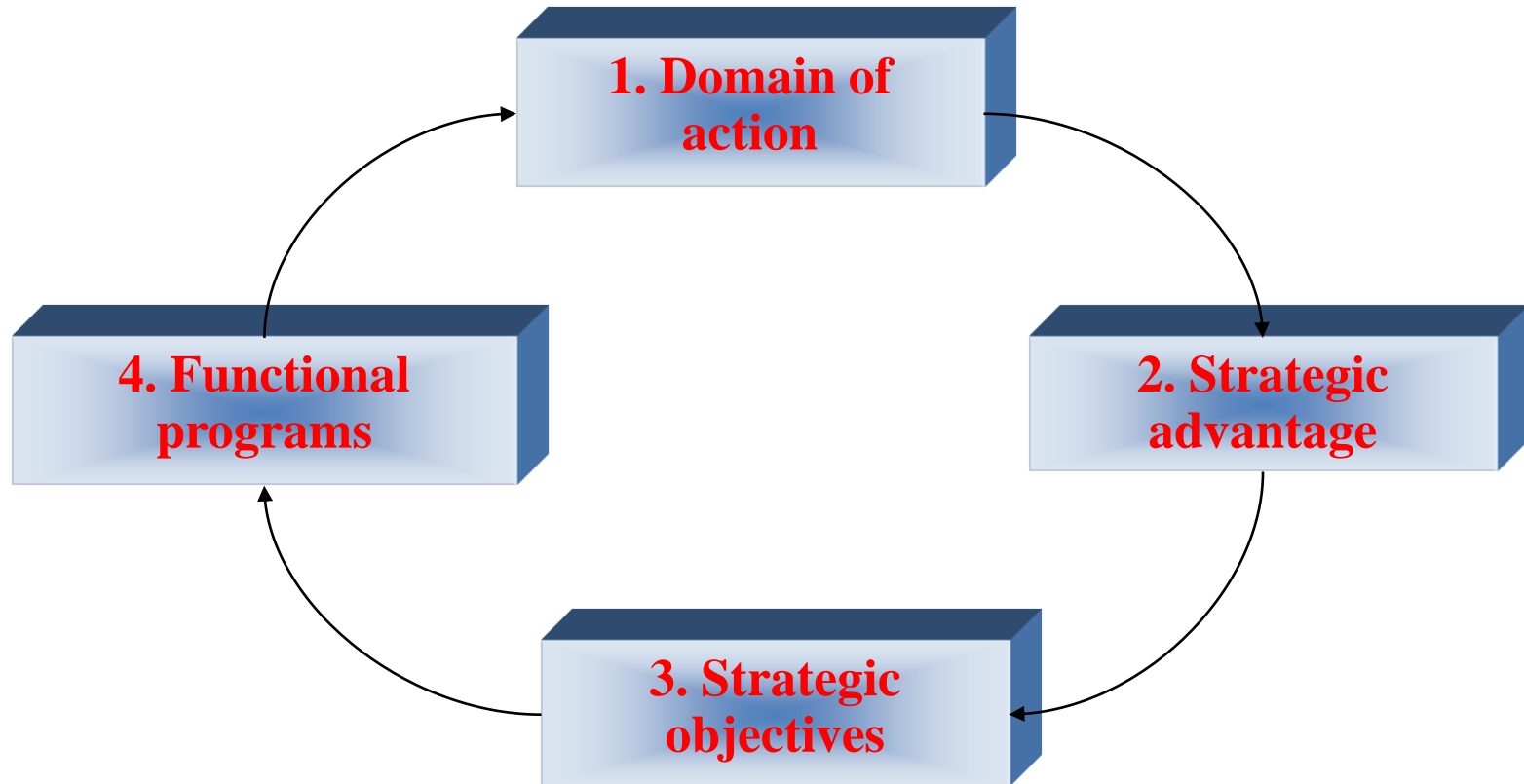


Examples of missions

- "Make people happy" (Walt Disney)
- "Product within reach of every customer in the world" (Coca-Cola)
- "We shall build good ships - at a profit if we can - at a loss if we must - but always good ships" (Newport News Shipbuilding, since 1886)
- "To be recognized as a highly rated utility-based company trading in electricity, other utility and related markets, providing excellent quality and service to customers and above average returns to investors" (Scottish Power)



Main elements of the strategy



CONSTRUCTION SCHEME OF STRATEGY



ORGANIZATIONAL CULTURE

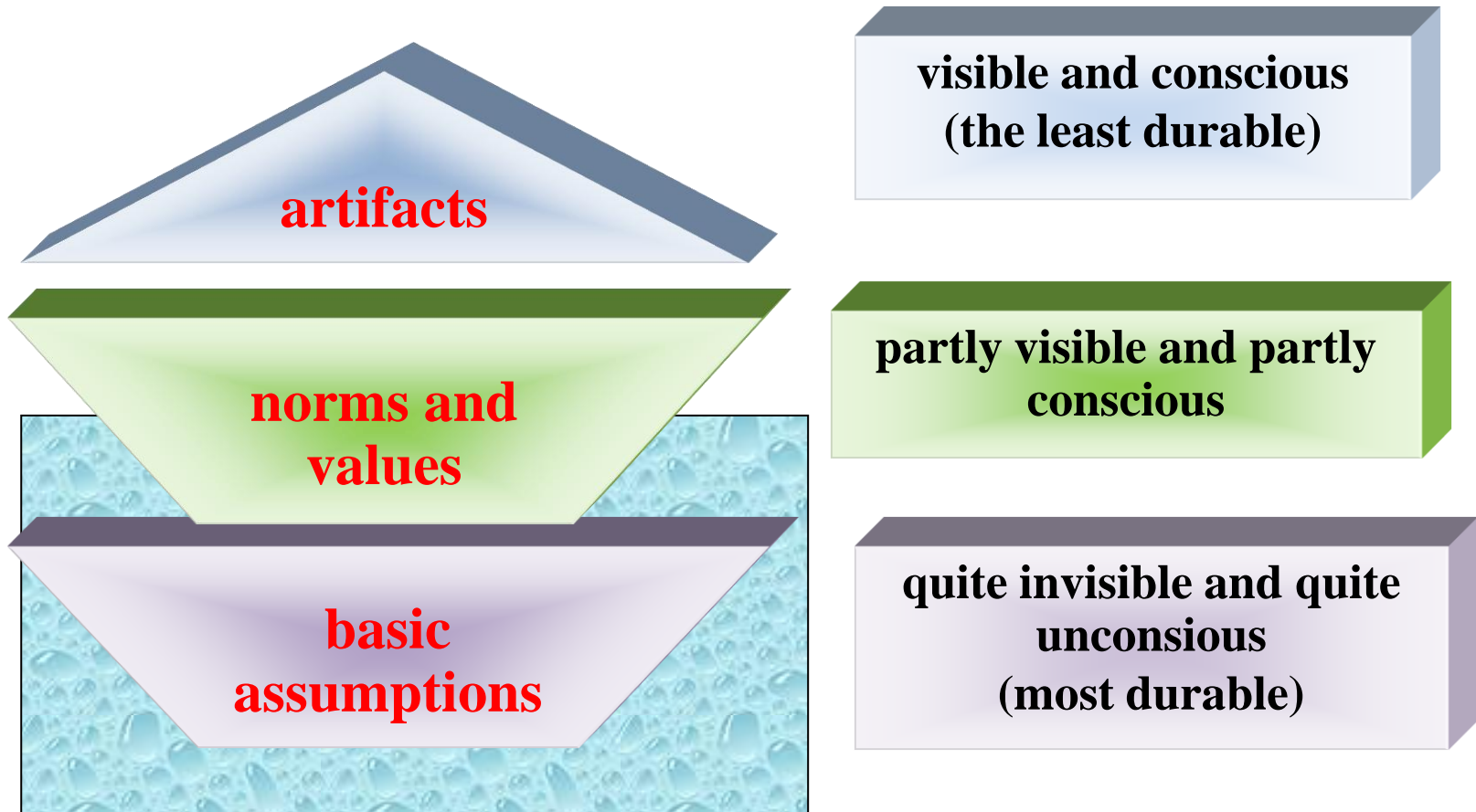
„Culture" (Latin "*cultura*,") - cultivation of the soil, the transformation of nature, in order to better serve man.

Definitions:

- historically formed system of norms, values, attitudes and patterns of behavior, which are stimulators behavior of members of the organization and affect the development of its relationship with the environment
- behaviors that a given group has invented, discovered or developed during the process of adaptation to the environment and to build internal integration



Levels of organizational culture

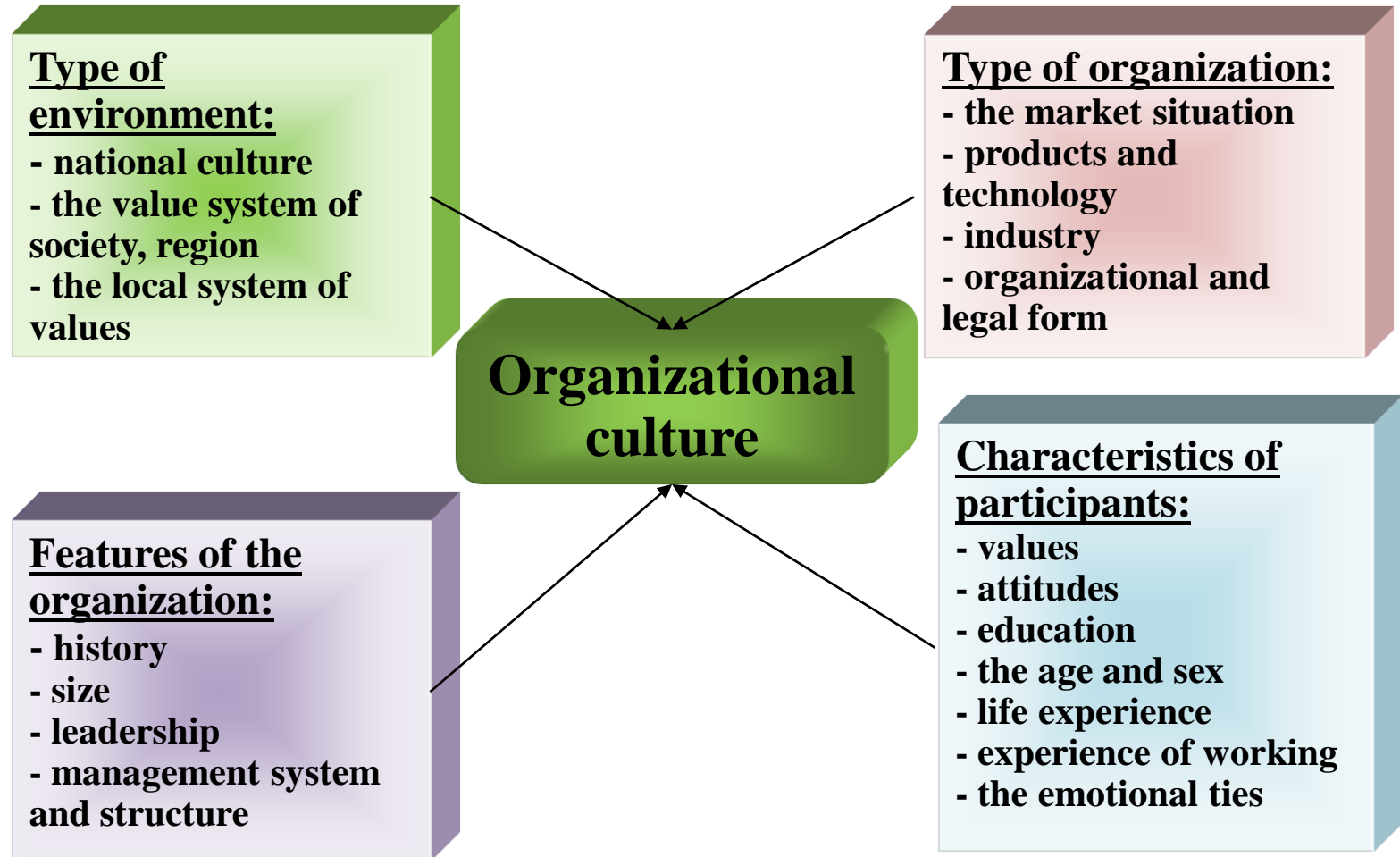


Types of artifacts

- **language artifacts** (language, myths, legends) - specific language, spoken by workers, legends and myths associated with the company's history, etc.
- **behavioral artifacts** (ceremonies, rituals), eg. a way of welcoming guests, a way the adoption of new employees, habits in terms of celebrate holidays, anniversaries, etc.
- **physical artifacts** (technology, architecture and interiors of buildings, material objects, corporate uniforms, symbols and signs and so on)



Determinants of organizational culture



Functions of organizational culture

Functions for the adaptation of the external

- facilitates the understanding of the mission and strategy of the company
- enables the integration of members of the organization
- increasing the involvement of members in achieving the objectives
- allows a clear assessment of the effects through common ways of measurement and assessment criteria,
- facilitates the introduction of organizational changes

Functions for the adaptation of the internal

- facilitates communication between members of the organization up and down
- determine the limits of the group and the criteria for admission to, or rejection
- helps in identifying members of the organization
- to avoid conflicts
- reinforces the motivation system



Organizational culture in Polish enterprises according to a study in 2009-2010

Features	Polish enterprises	Foreign enterprises
Priority objectives	<ul style="list-style-type: none"> • earnings • customer satisfaction • product quality 	<ul style="list-style-type: none"> • customer satisfaction • staff satisfaction • product quality • earnings
Perception of changes	<ul style="list-style-type: none"> • resistance to change • protection to the status quo 	<ul style="list-style-type: none"> • acceptance of changes • often looking for changes
Preferred values and attitudes	<ul style="list-style-type: none"> • discipline • loyalty • cooperation • independence 	<ul style="list-style-type: none"> • creativity • responsibility • cooperation • initiative
Type of organizational structure	<ul style="list-style-type: none"> • dominance of hierarchical structures, based on a strict division of functions, powers and responsibilities 	<ul style="list-style-type: none"> • dominance of flexible structures based on teamwork



CORPORATE PERSONALITY

Personality - is a set of relatively stable, characteristic to the individual characteristics and properties that determine their behavior and help to differentiate it from others.

Corporate Personality is defined as a set of features, norms, values and principles which commonly determine decisions and behavior of an organization as a whole as well as its members.

Personality refers to „**who we are ?**”



CORPORATE IDENTITY

Corporate Identity:

- is the sum of the elements that allow the company to identify and differentiate them against other competing companies;
- the sum of the elements by which people identify the company in the environment;
- a visual way of delivering environment who and what the company is.

Identity refers to „how we see ourselves ?”



Components of corporate identity

$$\text{CORPORATE IDENTITY} = \text{CB} + \text{CC} + \text{CD}$$

- **CB - CORPORATE BEHAVIOR** – existing norms of behavior in a company
- **CC - CORPORATE COMMUNICATION** – the way in which the company communicates with its environment
- **CD - CORPORATE DESIGN** – visual identity



Visual identity mix

- company name
- logo or symbol
- corporate colours
- font style
- architecture and interior design
- corporate uniforms
- printed forms (letterheads, envelopes, business cards, advertising brochures, etc.)



Examples: Millennium and Deutsche Bank



Example: The evolution of the bottle and font (Coca-Cola)



CORPORATE IMAGE

Image is a picture of a real object (person, organization or place) created in the mind of a man.

Corporate image - a set of beliefs, thoughts and impressions about the company that a given person holds.

Image refers to „**how others see us ?**”

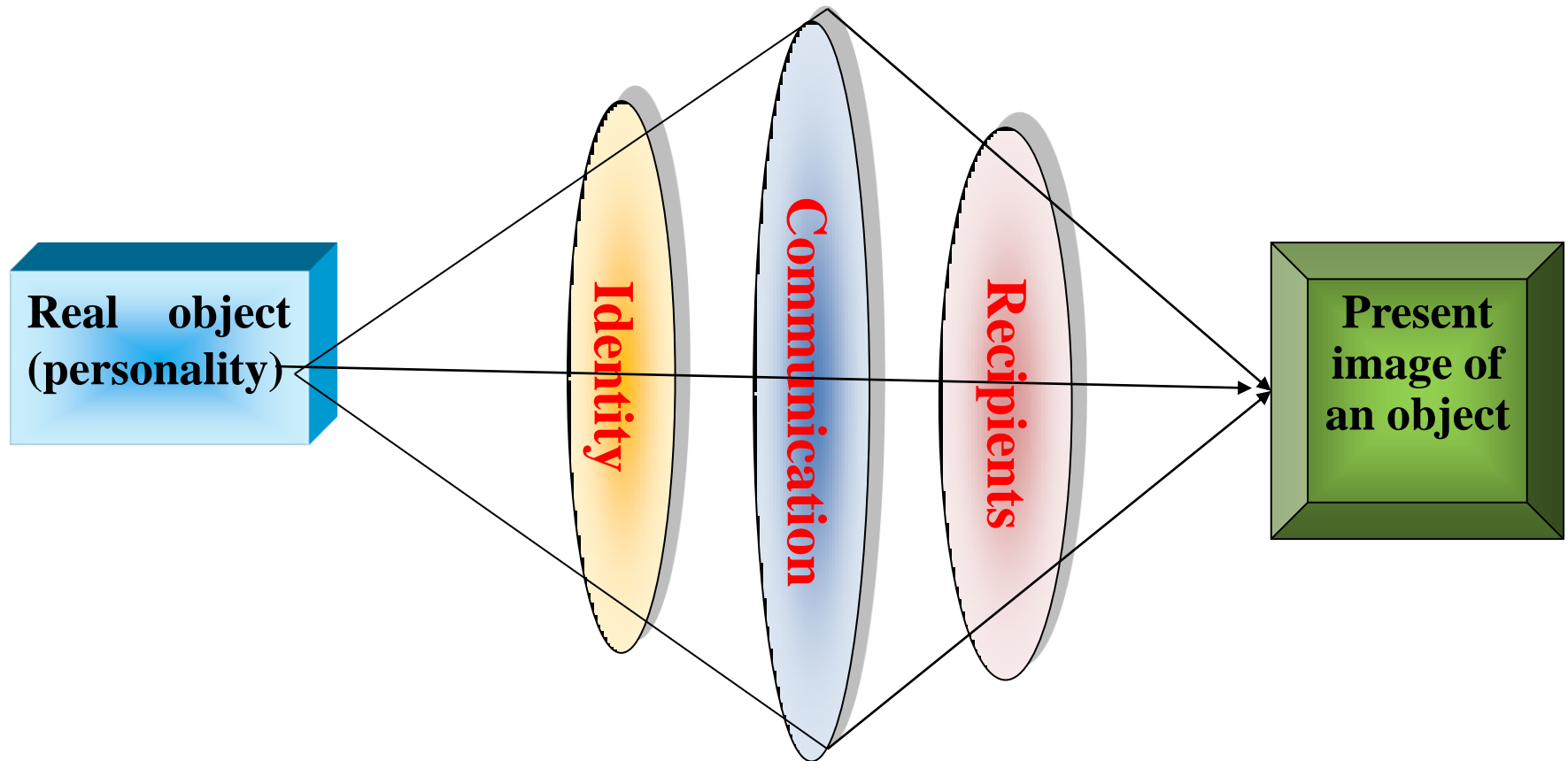


Functions of corporate image

- identification,
- informative,
- distinguishing,
- decision,
- motivational,
- competitive



Factors creating image of a company



CORPORATE REPUTATION

Definition - is the opinion about the company and its activities, formed by various stakeholders (customers, business partners, workers, investors, mas-media, local communities) based on the image and own evaluating experiences.

Reputation refers to „**how others evaluate us?**”

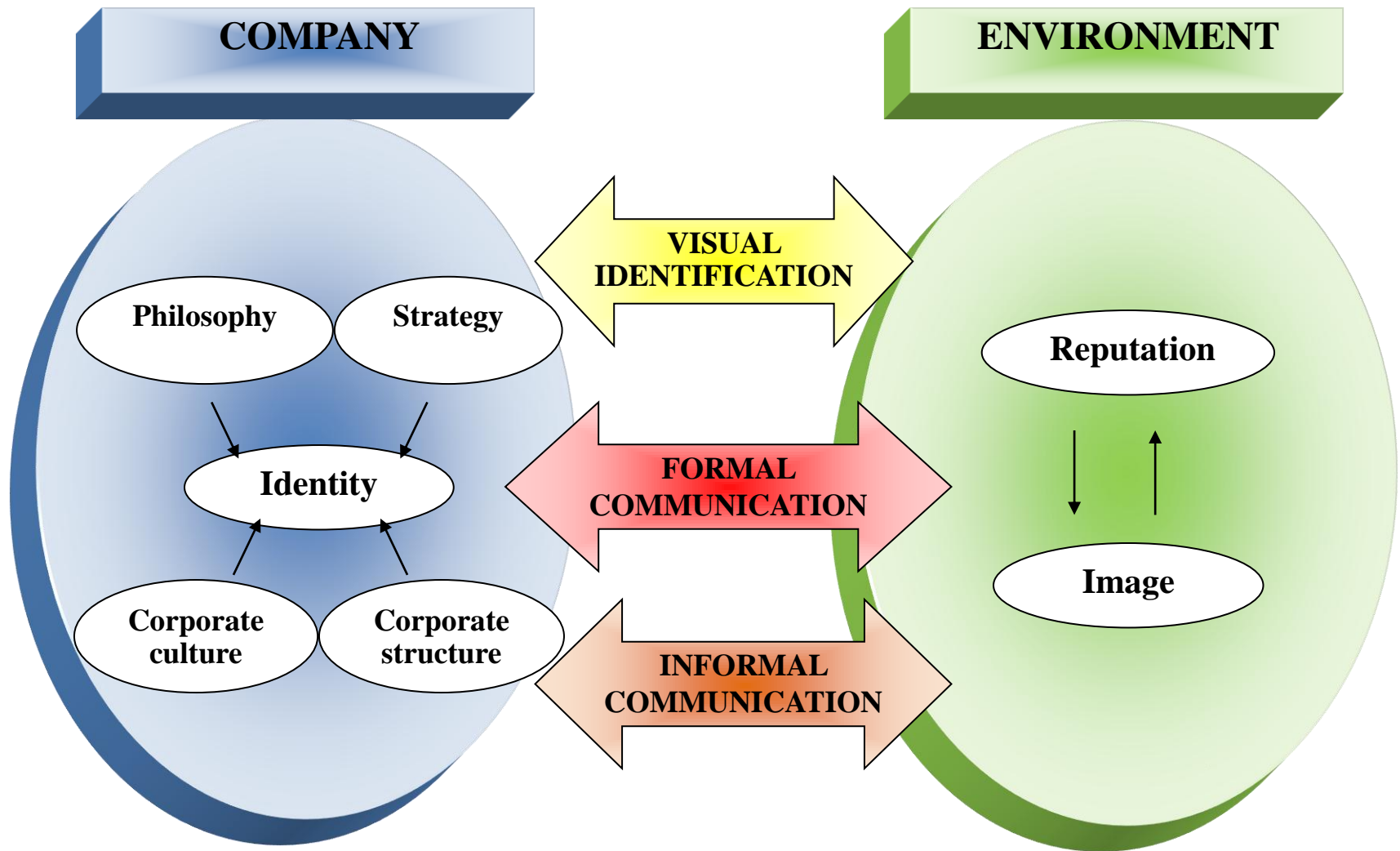


Benefits of good reputation

- the increase of sales revenues due to rising customer's loyalty,
- lower costs of establishing co-operation with contractors resulting in better negotiating position,
- easier, wider and faster access to capital due to clients' trust,
- the possibility of employing better workers and lower costs of gaining them,
- bigger stability of performance



The model of building company reputation



The tools of creating corporate reputation

- 1. *Connected with marketing and sales*** : advertising, direct mailing, shows and fairs, customer service, direct sales, leaflets, telemarketing
- 2. *Connected with PR***: articles in professional press, membership in clubs and organizations, speeches, specific events
- 3. *Beyond marketing area***: charity activities, corporate social responsibility, workers training, relations with investors, lobbying, joint ventures



IMAGE VS REPUTATION

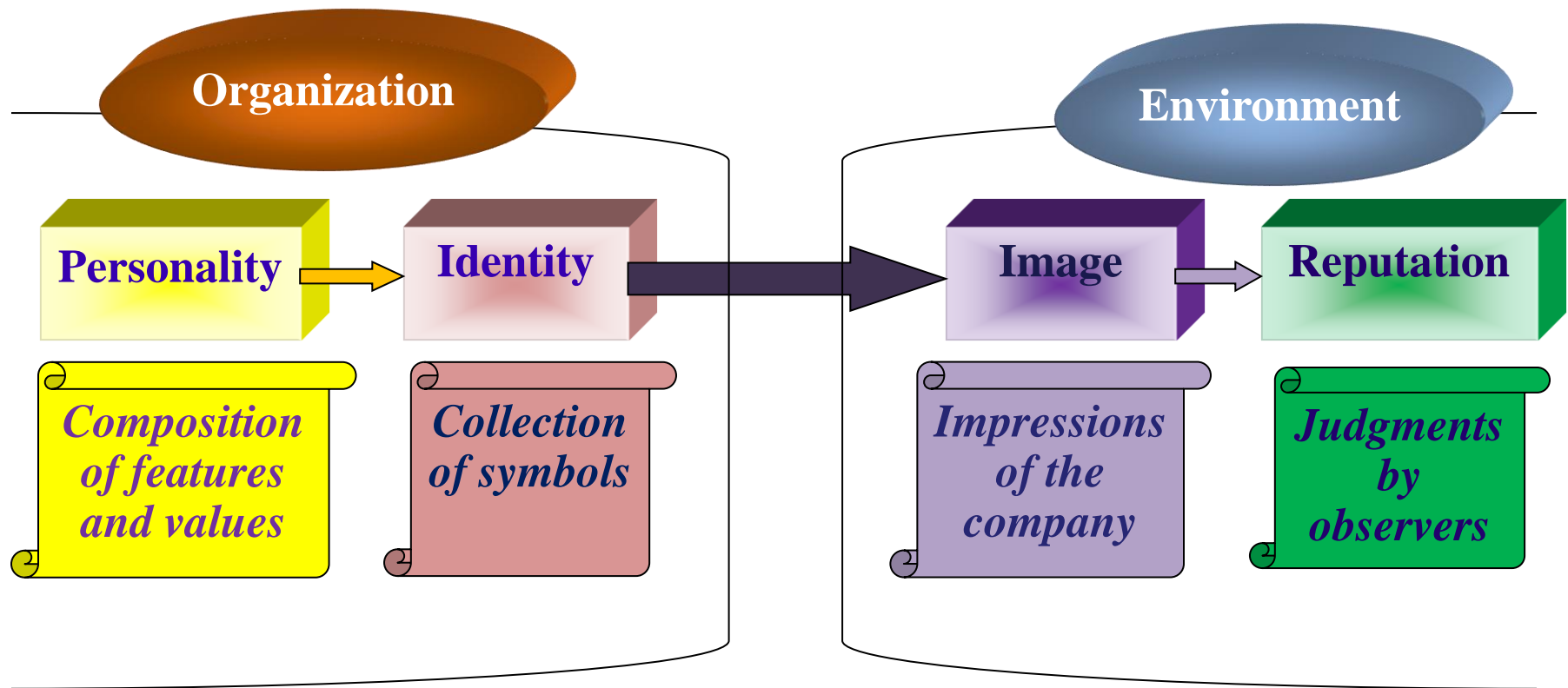
Image

- Beliefs, impressions
- Based on imaginations
- Built in a relatively short time
- Created by marketing activities and PR
- More easily to control and manipulate

Reputation

- Opinion, judgment
- Based on experience
- Built in a relatively long time
- Built by comparing words and acts
- More difficult to control and manipulate

PERSONALITY, IDENTITY, IMAGE AND REPUTATION



CASE STUDY – Image of the Polish bank PKO BP

PKO BP (founded in the year 1919) is the oldest and the largest Polish bank in terms of the number of customers, number of branches and amount of income, operating on the Polish financial market. In the period of centralized economy (years 1945-1989) it was operating as a state bank and after the change of the system it was privatized. PKO BP has been perceived for many years as an old-fashioned, hardly modern and non-flexible institution with stiff structures, providing service for older customers mostly. It was seen as a stable pensioner with permanent views and rules, resistant to changes.

Marketing actions taken by PKO BP in the years 1990-2010 in the area of promotion and public relations proved to be ineffective in creating a better, desired image.

In 2011 the bank's management has developed and implemented a three-year advertising campaign. Its main goal was to reposition the PKO BP brand in the recipient's mind.



Assumptions and goals of PKO BP brand repositioning

1. Campaign's title	Brand repositioning campaign
2. Range	Whole Poland
3. Target market	About 5 million of recipients in Poland in the segment of the age of 26-55 years old, the town of 10 thousand residents, with income over PLN1000 per person
4. Goals	<ol style="list-style-type: none">1) Image improvement in the area of the following characteristics: modern, dynamic, close, friendly and at the same time maintaining the features: Polish, strong, trust-worthy2) Distinguishing the bank's communication in the view of the competition – increasing advertisements' perception3) Diverting a negative trend of customers leaving4) Rejuvenation of the bank's customers – increasing the share of people up to 35 years old in the bank customers' structure
5. Main media	TV, internet, professional magazines, posters



The results of the PKO BP brand repositioning campaign at the end of 2013

The main objectives have been achieved:

- 1) extended the range of people considering PKO BP to be modern, dynamic and close
- 2) PKO BP's communication was positively standing out from the competition
- 3) the bank opened almost 820 thousand of personal accounts in a year after the launch of the campaign
- 4) the customer structure the share of people up to 35 years old rose to 56%



Literature

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