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## THE ROLE OF CORPORATE IMAGE IN THE MANAGEMENT SYSTEM РОЛЬ КОРПОРАТИВНОГО ІМІДЖУ В СИСТЕМІ УПРАВЛІННЯ

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**Abstract.** The article substantiates the relevance of the problem of forming a corporate image as a factor of efficiency and success of organizations. Based on the analysis of psychological and pedagogical literature, different approaches to the interpretation of the concepts of "image" and "corporate image" are identified. A retrospective analysis of the development of image theory is made. The image is considered as a socio-psychological phenomenon and its features are defined. The article identifies conditions of formation of a positive image of an organization as a key factor of entrepreneurial activity and an influential factor on competitiveness of an organization.

**Keywords:** image, corporate image, positive image, reputation.

### Introduction.

The problem of forming and developing the image of organizations as a system of people's perceptions of the organization, its leaders and staff has become particularly relevant in a market economy. It should be noted that today organizations, regardless of their professional orientation, operate in a highly competitive environment, which helps to achieve a positive reputation, trust, and be known in the market of services and goods, i.e., as people say, "to be heard."

The intensification of competitive processes encourages organizations to take an active market position, requires them to stand out among other entities by the quality of services and goods, and necessitates constant monitoring and sensing of market needs. In addition, high consumer demands, constant changes in their preferences and new requests initiate timely and intensive changes in the enterprise management system, and encourage the introduction of modern tools to shape an image focused on the growth of economic performance.

**Main text.** The functioning of organizations in a changing external and internal environment requires rapid and flexible adaptability. At the same time, there is a process of development of intellectual resources and the role of the human factor, expansion of the information space and development of modern technologies, which contributes to the formation of intellectual capital as a factor of competitiveness of an organization. In this regard, there is a growing interest in the image, which takes on a new meaning and is also driven by the need to form a well-established management system and practical implementation of management decisions and communications. It is becoming a key factor in business activity and is an influential factor in the competitiveness and profitability of an organization.

As a multifunctional social institution with a developed role system, the organization has great potential to manage resources based on its own interests and taking into account the interests of certain social groups (target audience).



The English term "image" is derived from the Latin *imago*, which means "image, likeness". In modern English, the word image has different connotations, including the meaning of "idea" (of something), "reputation", "prestige", "impression".

In psychology, an image is considered to be a stereotype formed in the mass consciousness and having the character of a stereotype, a strongly emotionally colored image of something or someone [10].

Topical issues of defining the essence of the image, its impact on the success and efficiency of the organization, and the methodological foundations of image management are considered in the scientific works of foreign scholars (L. Brown, P. Baird, C. Boulding, W. Gardner and S. Levy, D. Ogilvy, and others).

Thus, Polly Byrd notes that image is "the complete picture of you as others see you. It includes the way you look, speak, dress, work; your skills, your posture, your body language, your accessories, your environment." With a perfect image, you can easily find a common language with any person - whether it's an employer, a colleague, or a client. In this case, the desired result will be achievable. In the book "Sell Yourself. Tactics for Improving Your Image" the author offers a detailed guide to radically improving your own image in the eyes of others. [14]. Characterizing the image of a brand (brand), V. Gardner and S. Levy consider the image as a long-term investment in their reputation [16].

A significant contribution to the study of the problem of image was made by domestic scholars (A. Kolodka, M. Myroshnychenko, L. Orban-Lembryk, T. Primak, E. Pereylygina, R. Storozhev, I. Khymych, etc.). Orban-Lembric believes that the image is the impression that the organization and its employees make on people and which is fixed in their minds in the form of certain emotionally colored stereotypical representations (thoughts, judgments about them) [6].

Particular attention should be paid to the works devoted to the problems of forming the image of the enterprise. The authors reveal the image as an important indicator of the enterprise's activity in the modern conditions of corporate culture development (Khimich I. G.) [13], on the basis of an integrated approach they consider the image management system (Kolodka A. V.) [2], substantiate the criteria for assessing the image of the enterprise in the consumer market (Primak T. O.) [7].

According to M. Miroshnychenko, today firms pay special attention to creating visual and semantic unity of goods and services. [3].

Highlighting certain technologies of image formation, scholars emphasized the need for simultaneous formation of certain qualities of a leader.

In the middle of the twentieth century, an official image theory began to take shape, which was used mainly in advertising practice. Its main essence was revealed by the famous English founder of advertising agencies David Ogilvy, who was characterized as "the most famous magician in the modern advertising industry". In his book "On Advertising," the author argues that for the successful sale of a product, it is more important to create a positive image of it in the minds of consumers than to simply provide information about its specific properties. [5].

In the same period, on the initiative of the American sociologist and economist C. Baldwin, the concept of "image" was introduced into business use as a



"generalization of human perception and its comprehension" and defining its role in achieving success for a business person. In the famous works of Kenneth Baldwin "Image: Knowledge in Life and Society" (1956) and "National Images and the International System" (1971), the author, analyzing the actions of an individual, group, nation, determines their conditionality by a certain behavioral stereotype. [15].

Despite the fact that the theory of image originated in the middle of the 20th century, since ancient times in the works of philosophers (Socrates, Aristotle, Hippocrates, Plato, etc.) we find a certain vision and requirements for the formation of the image of a ruler, a leader. Aristotle in his work "Politics" connects the achievement of the right kind of state system with the aristocracy, which, in his opinion, declares "the general happiness of the state on the basis of justice" The combination of three factors - freedom, wealth and virtue of the aristocracy - allows them to behave morally without committing crimes [1, p.75, 110].

Hippocrates paid special attention to visual effects, suggesting the use of facial expressions to determine people's temperamental characteristics. Already in the early 16th century, Niccolo Machiavelli, in his work *The Prince*, although he does not directly use the term "image," provides a justification for the practical value of this phenomenon. He argues that a statesman needs to form an appropriate image in order to appear before people, and that possession of this "face" mask will help to achieve political success.

Machiavelli provides a whole list of properties of sovereigns that people notice and that deserve praise or condemnation. And then he asks a rhetorical question: "What could be more praiseworthy for a sovereign than to combine all the best of these qualities? [ 9].

An attractive image always draws attention to itself, followed by the effect of sympathy and recognition. First, you have to be able to please people, and then try to convince them of something. This problem cannot be solved without an expressive image, i.e. the ability to endear yourself to others. It is through personal charm, as a subjective factor of influence, that one can convince the audience and gain its favor.

The image of an organization (corporate image) is a reflection of the organization's values and how these values are perceived by people. It should include unique, attractive features of the organization, its advantages that will distinguish it from competitors, i.e., the formation of a harmonious image that will ensure the interest of clients, consumers, and motivate cooperation. The image reflects the social expectations of a certain group. A comprehensive set of evaluative perceptions of the target audience, formed on the basis of objective characteristics of the organization, will help to achieve and maintain an appropriate reputation in the business sector. Reputation actually determines the assessment received, the judgment about the positive properties or negative aspects of an organization. The image as an expressive side of the image, when evaluated by a social group or target audience, receives a corresponding reputation

The image of an organization is formed on the basis of diverse both internal and external information about the organization's activities, and implies its holistic perception by different social groups. When it comes to corporate image, it is defined as "an image specially designed in the interests of the company, based on the



peculiarities of its activities, internal laws, properties, advantages, qualities and characteristics, which is purposefully introduced into the consciousness (subconscious) of the target audience, meets its expectations and distinguishes the company's goods and services from similar ones." [12, p.151]

A positive image and reputation of an organization is an information asset of the company that will ensure a positive perception of the company's image (manager, employee, team, services, goods, etc.) and their recognition, and on this basis, their consolidation in the minds and memories of potential customers (target audience), facilitate the search for partners and employees, etc.

According to S. Lyubchenko, PR director at domestic and international companies (Avon, Unicredit Bank, Chumak, Inkerman, Platinum Bank), if you have managed to gain a good reputation, it means that you have managed to inspire the trust of your customers and partners. And trust is the factor that has the most direct impact on business. It can reduce the criticality of perception, overcome crises, and allow you to attract the best professionals in your industry. [4] And if you build your reputation using corporate responsibility, you can count on Western partners and, in general, on public sympathy, which always gives impetus to the company's development.

The basis of a positive image of an organization should be considered to be management efficiency, corporate culture and moral values, trust in the organization, and appropriate stereotyping of its perception. For example, a key factor of trust for banking institutions is an effective deposit guarantee system.

Image as a socio-psychological phenomenon depends on many objective and subjective factors, including changes in the organization's focus, the goals of the manager, the situation on the market of services and goods, consumer demand, their group consciousness and stereotypical perceptions. All this leads to its dynamic transformation.

A significant role in shaping the image of an organization is played by the image of the leader, which includes professional competence, moral and ethical values, psychological readiness, emotional culture, communication skills, and mastery of psychological influence techniques.

Social networks play an important role in maintaining and improving the positive image of the organization, management and staff as an affordable way to build PR campaigns. The media space as a social network with an extensive system of channels allows an organization to implement PR advertising on its own. Through the available channels of information transmission, events that reveal various areas of activity, emphasizing the special advantages of the organization that may be of interest to the target audience, are widely covered.

Of particular importance is the participation of representatives in professional events, speeches at conferences and forums, and participation in trainings, which will ensure the organization's recognition and significantly affect the corporate image.

The resulting positive image actually acts as a useful, multifunctional tool for promoting and developing business, positioning it, expanding partnerships and the client base.



## Conclusions.

On the basis of theoretical analysis of foreign and modern domestic research and practical experience, the article substantiates the conceptual foundations of corporate image and its role in the management system as an influential factor in the effective operation and competitiveness of an organization.

The analysis of various approaches to defining the concept of "image" contributes to understanding it as a socio-psychological phenomenon formed in the mass consciousness and having the character of a stereotype and an emotionally colored image.

It is proved that a positive image largely depends on the effectiveness of management, corporate culture and moral values, trust in the organization, which will ensure a positive perception of the image of the company, manager, team, services, goods and their recognition and appropriate stereotyping.

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*Анотація.* У статті обґрунтовано актуальність проблеми формування корпоративного іміджу як фактору ефективності діяльності та успіху організацій. На



основі аналізу психолого-педагогічної літератури визначені різні підходи щодо тлумачення понять «імідж» та «корпоративний імідж». Зроблено ретроспективний аналіз розвитку теорії іміджу. Імідж розглядається як соціально-психологічний феномен і визначені його особливості. В статті визначаються умови формування позитивного іміджу організації як ключового фактору підприємницької діяльності і впливового чиннику на конкурентоспроможність організації.

**Ключові поняття:** імідж, корпоративний імідж, позитивний імідж, репутація.