

Representing a Model about the Effective Factors on Corporate Image

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Abstract

Management researchers, always focus on volume of sales, profit, costs, operations and factors which influence the improvement of organization and try to help management to better operate and differentiate the organization from their competitors. It seems that what has been neglected is the role of determining and key factors affecting the stakeholders and organization's audience mentality. Since stakeholder's mentality constitute their view about the organization and their views form their operation which would be luck for the organizations or not.

According to previous studies, few research has been conducted about the dimensions of imaging in stakeholders minds. The models provided in this paper by Kenndy (1977), Dowling (1986), Abratt (1989), Leblanc & Nguyen (1996) refers to very small area of the importance of these factors on corporate image.

In this paper, corporate imaging dimensions is viewed from three aspects of strategic and a model has been introduced in the end which includes 1) single product and multi product (each contains sub categories) strategy. 2) competitive aspect of strategy which includes geographic rang, position in the market and competitive weapon 3) operational aspect which includes managers characteristics, type of transaction with staff, competitors, customers, stockholders, market and industry.

The author believes that managers can better manage stakeholders minds by implementing these dimensions and in the end achieve success for the organization.

Introduction

Any organization, whether for-profit or non-profit is formed to achieve the purposes of its stakeholders. Strategy of a company is a plan and an executive arm of management in market position, conducting operations, customer satisfaction, success in competition and achieve organizational goals. On the other hand, the corporate image is important for organizations because it can create a unique corporate image in the minds of the audience and helps companies to gain a privileged position. Companies, like it or not, create positive or negative image in their client's mind, hence it is importance not to be denied. Since the customer's perception of the image can affect the purchase intention and customer loyalty, manufacturing firms and retail establishments traditionally apart from their tangible goods, their promotional activities at positioning products in the customer's mind, is dependent to image. (Leblanc and Nguyen, 1996). The most important factors why companies try to create a desired image include: stimulating sales; establishing company goodwill; creating an identity for employees; influencing investors and financial institutions; promoting favorable relations with the community, government, special interest groups and other opinion leaders; and achieving a competitive position. (Zinkhan et al, 2001)

Indeed, feelings and attitudes about the company as an important determinant of brand equity, should be of great interest. Companies have spent millions on communication campaigns to position their entities in a privileged area of the consumer's mind. The main argument to explain this fact lies in the difficulty to differentiate intangible products. (Bravo et al, 2010)

Considering the fact that all firms, big or small, in competitive conditions and prevailing market want to attract and retain customers and the important success factors for them is to provide service and good quality in minimum time and create good image in their customer's mind, so the satisfaction of customers is of high importance. Unfortunately the type of behavior with employees, stockholders, competitors and manager's characteristics has been neglected. So the aim of this paper is to introduce a new model for strategic corporate image which covers all theoretical dimensions.

2-The concept of corporate strategic image

An organization does not project a unique image. Rather, it may possess various images which differ according to specific groups such as clients, employees, and shareholders, each of whom has different types of experiences and contacts with the organization. Corporate image is formed in a consumer's mind through a procedure whereby information is processed and organized into meaning on the basis of stored categories. Image is described as the overall impression made on the minds of customers. It is related to tradition, ideology, business name, reputation, variety of services, and to the impression of quality communicated by each person interacting with customers. Reputation is closely tied to image in that it affects customer expectations with regard to the quality of the service offering (Leblanc and Nguyen, 1996). So the target of Managers is to have the maximum control over the information in order to have the best corporate image in their customers. (Gholipour et al, 2012).

From early research into corporate image (Kennedy, 1977; Martineau, 1958) up to the present time (Hatch et al., 2003), scholars do not agree upon the definition and the operationalization of the term (Balmer, 2001; Gioia et al., 2000). Nevertheless, research in this area is vital because corporate image is a valuable asset that companies need to manage (Abratt&Mofokeng, 2001). A favorable image can boost a firm's sales through increased customer satisfaction and loyalty (Andreassen&Lindestad, 1998), as well as attract both investors (Fombrun&Shanley, 1990) and future employees (Dowling, 1986; Lemmink et al., 2003). It weakens the negative influence of competitors, enabling organizations to achieve higher levels of profit (Fombrun&Shanley, 1990).

In Organizational communication studies in order to reveal how stakeholders gather and interpret signs and apply them is very essential. Van Riel and Balmer claim that images don't end in themselves, but also they appear in the behavioral process of different groups of stakeholders. We can say that the main aim of marketing in general is to create a change, promote or entering behavior guidelines. (Cornelissen, 2000). In other definition Decaudin et al (2006) claims that corporate image consists of three elements desired image, conveyed image, perceived image. (Radulescu, 2006) Avenarius (1993) is one of few people who defines corporate image to its elements. In his belief corporate image consists of degree of being well-known, fame and privileged characteristics. (Lee, 2004)

Fombrun (1997) establishes it as 'the picture that an audience has of an organization through the accumulation of all received messages'. These conceptualizations are also in line with other authors (Dowling, 1988; Karaosmanoglu&Melewar, 2006; Kazoleas, Kim, & Moffit, 2001). Building a strong corporate image may lead to consumer preference and loyalty to the company, generating credibility and, eventually, enabling the firm to obtain a sustainable competitive advantage (Andreassen&Lindestad, 1998; Fombrun&Shanley, 1990; Keller & Aaker, 1997).

2-1 Kennedy Model

The main focus of this model is on how corporate image should be. If the company is stable, then it is based upon reality and only works in operational strategies, so this belief is recognized in operational policies. If corporate image intentionally is based upon realities of company, then the obligations should be simpler and more stable. In other section of his study, he points out the role of employees in forming image. Although other researchers after him has not mentioned the significance of role of employees, but Ind has dedicated a chapter to the role of employees in his latest book in 1997. He writes down that perceptions of an organization is set directly and indirectly by managers and employees. But the model is not a complete and doesn't include all aspects of corporate strategic image. The diagram is attached in the Appendix. (Stuart, 1999)

2-2 Dowling Model

Dowling's (1986) model (Exhibit 18) followed Kennedy's model closely. One obvious improvement was the inclusion of communication (formal company policies being transmitted through internal and *employees' image* of the company – transmitted through interpersonal communications). Another point was putting "organizational culture" in as an element, which is now viewed as a common sense. Employees' image of the company, according to Dowling, is influenced by culture and influences external image. On the other hand other things such as past experience of the product and how the distribution channels transact also affect this image. Dowling has concluded that the difference in two images (staff image and foreign groups) illustrate that there is a need to improve media marketing communications. The main philosophy in Dowling model is directing communications policies in triangular of corporate strategy, corporate identity and corporate image. He believed that corporate image can affect whether direct or indirectly by advertising, brand name or logo. The model is attached in the appendix. (Stuart, 1999)

2-3-Abratt Model

Abratt's (1989) model (Exhibit 19) seems to be a significant shift from the previous models. Based on a literature review, with special regards to Olins (1978), he introduced the concept of "corporate personality".

Abratt believed that management should discover the characteristic of a corporate and by that, corporate philosophy which consists of values and assumptions of a company would promote. He called this corporate culture. In addition his model include strategic management as a characteristic of company. In summary corporate philosophy determines the values of a company which forms the culture of company. Corporate culture is a base for strategic management, corporate purposes and edit and implementation of strategy. He describes corporate identity as below. The aggregate of physical clues and behavior from which customers can

collect information and be outstanding comparing to others. This definition of identity is similar to Van Reil (1995) which explains the identity is planned by the corporate and is constituted from signs, communications and symbols of the company. Abratt understood that the concept of identity and corporate image are used interchangeably so his model was after separating these two concepts with the use of corporate identity and corporate image. It is good to pay attention to the concept of interface. Balmer in 1997 has designed number of interfaces. While Hatch and Schulz in 1997 didn't mention it directly and believed that with increase in level of transactions between corporate members and people from out of company and different roles of corporate members, a change has occurred in the inner and outer borders of the company. So we can claim that the interface of corporate image is like a boarder fading. The model is depicted in diagram 3 in the appendix. (Stuart, 1999)

2-4- Leblanc and Nguyen Model(1996)

Next model is presented by Leblanc and Nguyen in 1996. Leblanc has presented 5 dimensions as corporate image in service firms which includes: corporate identity, reputation, service offering, physical environment and contract personnel.

Although various propositions are found in the literature as to how image is formed in the consumer's mind, MacKinnis and Price (1987) report that researchers in the field agree that image is the result of a process. This sensory process arises from ideas, feelings, and previous experiences with an organization that are retrieved from memory and transformed into mental images. As a rule, the consumer is exposed to realities created by the company and may consciously or unconsciously select the thoughts and impressions on which image is based. Salient facts that are compatible with the individual's configuration of attitudes and beliefs are thus retained and thereafter retrieved from memory to reconstruct image when the company is brought to mind. From this perspective, a knowledge of the relevant information maintained in memory by the customer can lead to a better understanding of the corporate image construct. (Leblanc and Nguyen, 1996) The diagram is attached in the appendix.

2-5 Shojaee 2011 model Strategic corporate image

According to subjects discussed, few models are available to express the dimensions of corporate image. In such models the complete aspects of the corporate specially the dimensions, corporate behavior and corporate actions have not been considered. Therefore, the strategic corporate image model due to consideration of all aspects of dimensions effectiveness, competitive means has been selected. The model has been shown in diagram 1. In present report one can get corporate information on three main aspects; strategic, competitive, performance of corporate based on strategic corporate image.

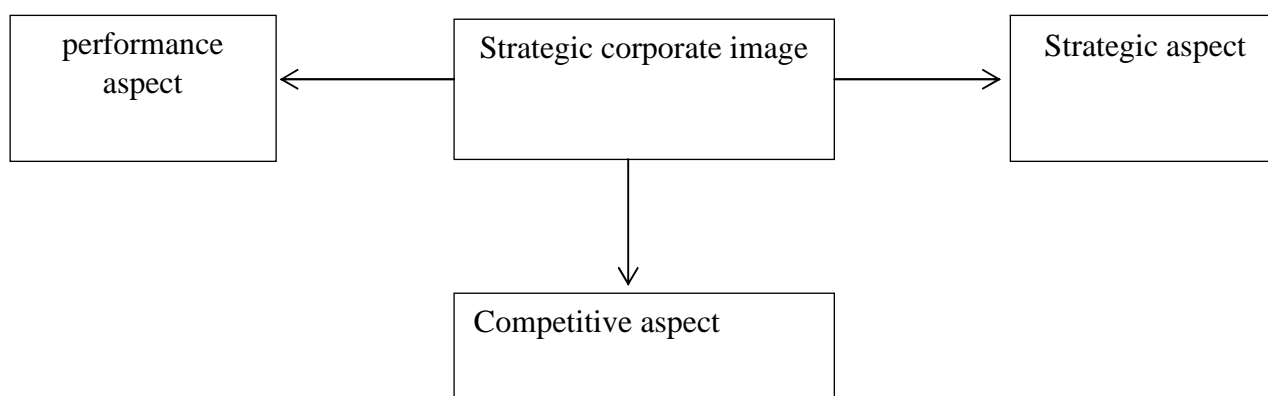


Diagram 1- Strategic Corporate image

2-5-1 Dimensions and affective factors on corporate image

First, subject to type of strategy employed by corporates, it will affect stake holders image to the corporate. What is strategy? Never heard of answer to one question to such variety of aspects. Each one of these answers defines the subject on different aspects:

Chandler (1962) Strategy is "Determination of main goals and long-term target in a corporate"

Childe (1972) Strategy is a set of fundamental and sensitive selections about the results of an activity and the tools to perform it.

Drucker (1995) Strategic decisions are defined: "all decisions related to corporate targets and how to reach them"

Kej (1999) Business strategy is related to coordination of internal potentials of corporate.

Shojaee(2011) Strategy is the way and how to reach to present targets by people and the organizations. Nature of strategy is identifying major opportunities and allocate the sources to achieve the internal mains.The philosophy of strategy is mainly “opportunities”.

Unless we achieve the strategic opportunities otherwise we lose the strategic interests. and without realization of the same.Then the strategy is completely useless. Also to achieve the final target in competence with other organizations, we should use strategy. It brings business logic for organization.

If our target is “to be the best” then we should define and design strategy to lead us to the best.

The value for a strategy depends on two factors: First what competitive advantage present to us. Second how much cost will be for our competitor to fill the gap to reach us.Both these factors date back to nature and its origin.And to provide the opportunity to benefit causes to be incomplete. Opportunity is “potential” for everyone here. But the opportunity to “defacto” is based on the complete availability of particular interest belongs only to individuals and institutions.

Therefore, strategy is a special way to access the target fulfilling the 3 conditions. Regarding classification of strategies, experts opinions are different subject to different tastes and different bases, In such classifications the most common strategy used is the practical one. Strategies are divided to 1.Major 2.Minor 3.Duty 4.General groups (F,Farahmand,2006).

One organization can use 13 models of strategies, and they are:vertical integration up, vertical integration down ,horizontal integration ,market penetration, market development ,product development, assimilation diversity, horizontal diversity, participation, reduction , transfer and dissolution (Motaghi, 2014) The writer has presented another model of classification in diagram 2 and believes that in single product strategies most organizations focus on production and sale of single product. They are active in one field and naturally will be specialized and will be known to the market accordingly. However, in the long term situations change and the organization will start production of other products specially in the same family of products .In other words, single products strategy belongs to the initial years of activity in organizations although, some organizations follow the same strategy up to the end. (Shojaee, 2011).Multi product strategy which is used in companies for production of different products comprises of 2 models horizontal and vertical.

In horizontal multi product strategy , the organization is involved in a chain of activity (production,sales,distribution ...)Horizontal strategy comprises of 2 activities: family (centralized) or non-family(decentralized).In the family group, all products are belonging to one market or one industry so the organization can employ a centralized infrastructure or use split structure. In a centralized structure, the organization produce all products under one brand name such as Darugar which presents Darugar Shampoo, Darugar soap and etc. In split structure the organization set up independent entities like Paksan, Pakrokh which have SBU structure. In these companies, different products are presents to end users which do not know Pakrokh or Paksan

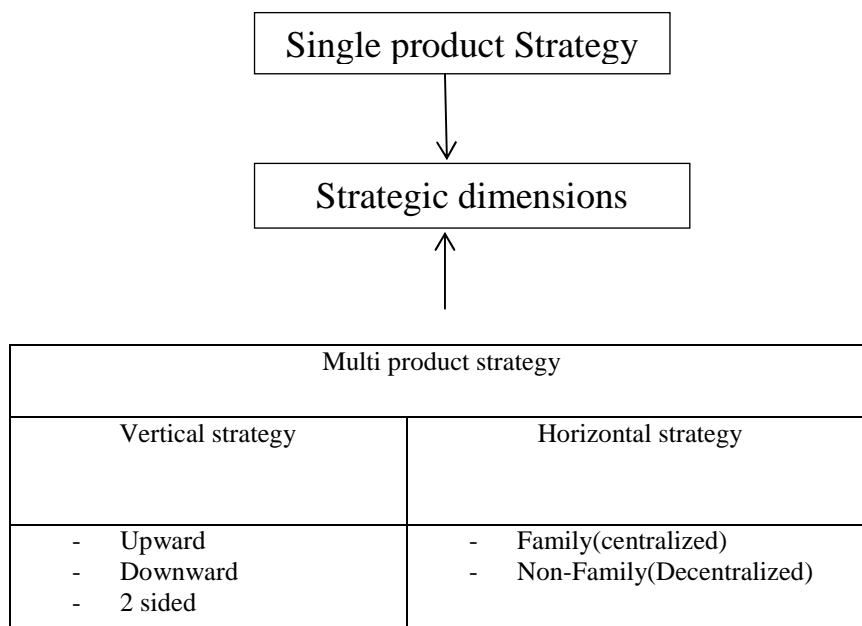


Diagram 2: Strategic dimensions of an organization

In decentralized horizontal strategy, different products are produced and the company is active organization in different product markets also different markets. If the company is active in more than one chain of product presentation then the organization has used the vertical multiproduct strategy. Considering organization as a system, if the organization himself conduct the distribution, then the model “vertical strategy up” has been used like ShirinAsal Co. Which does the sales activity by itself. In case that organization deals with incoming department then the model “vertical strategy downward” has been used, like Deland tomato juice which produces the tomato themselves. And if a company does both incoming department and outgoing department activities then the model is vertical strategy 2 sides like oil company. (Ibid, 2011)

Strategic management of corporate image:

Most of managers are worried that how the perception of their customer and clients of their products would be, since their presence is vital for the company, (Gholipour,2012) The way organizations tend to progress in organizations is the management of mental image in people. Mental image is the base for different aspects of managements and it can change the organizations activity in wholly. In each organization Different people with unique mental image has been gathered together and the art of management has contributed in directing mental image of all and forming the positive mental image of the company. Unless the company control it’s mental image, other organizations can easily take control of their move and lead it. (Jahangiri,2005) However one of the most important question about corporate image is whether we can manage it or not? In reply most critics claim that companies cannot affect their image. But according to above institutions can control and manage their inner company variables and improve. Many great American companies have successful stories which implies that corporate image if planned can get changed or affected. The change of Allegheny Airlines to US Air is one of the examples. At that time perception of consumers from Allegheny Airlines was completely negative. It costs them 3 million dollars to convert to US Air and according to top management of the company, it worth it. (Zinkhan et al,2001). We should mention that marketer’s task does not end with creating a corporate image for a brand. He has to make sure that it is similar to the company and his experience of brand is compatible with mental image. (Boytof&Boyt, 2010). In conclusion companies can be hopeful to change their image or affect it. Companies need to develop a vivid image which reflexes their mission and purposes. Corporate image should be vivid for stakeholders. (Zinkhan et al,2001).

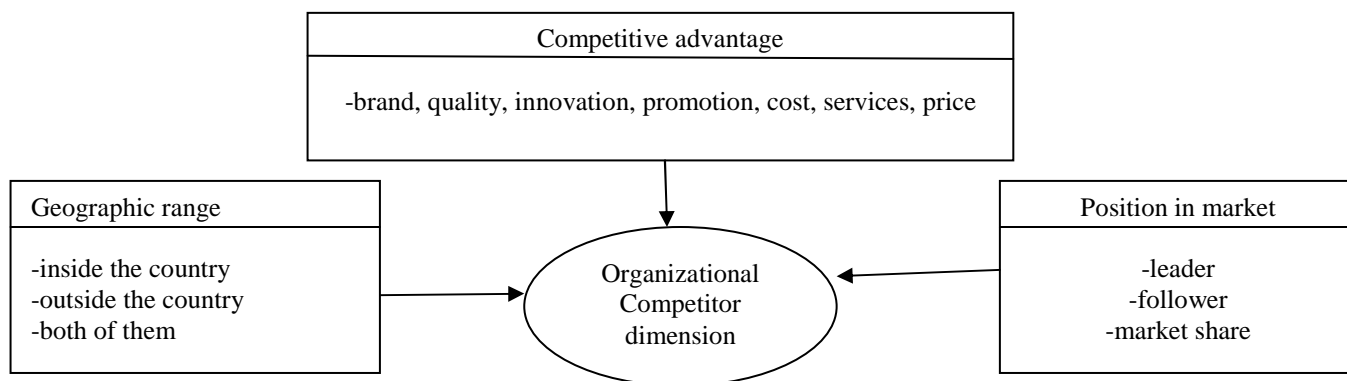


Diagram 3: Competitive aspects of the market organization Competitive Weapon and Means to Create a Positive Image

Before describing the basic factors of the sustainable competitive advantage(SCA) weapon; it should be noted that they play an important role in long term succession of all organizations. There exist a whole lots of documentations on this matter (Kim 1999). The idea of SCA dates back to 1984, when a researcher called Day; suggested different strategies which could make competitive advantages, sustainable. The term Sustainable Competitive Advantage(SCA), was suggested by Porter in 1985, where he tried to explain the factors which could make the competitive advantages sustainable. Barney(1991) argues that SCA is possible, where an organization uses a certain strategy which is not used by other competitors and it could not be copied by them (Kim and Colleagues 2012). As a result, it is obvious that the image of an organization plays a vital role in the succession of it in the market, and thus it could be considered as one of the most powerful weapons in this field. Hence, identifying the related factors to this imaging; can provide the organizations with strategical success.

2-5-2-1 Competitive weapon and tools making positive image

Strategy is a Greek word, which means employing deceit in a war in order to overcome the enemy. All the organizations need to employ kinds of weapons; while without them they can not fight. These points should be

put into consideration while choosing a weapon: A competitive weapon is a weapon which provides advantages in competition (Shojaee 2001). A sustainable competitive advantage could be provided via employing a certain strategy which has not been used by other competitors or performing a common strategy in a more effective way (Bharadwaj and Colleagues, 1993). This is the strength point of each strategy and preserves the competitive image of an organization and even promotes it. When an organization employs several certain strategies which could not be copied by other organizations; it can be claimed that it is successful as well, in following its careers (KIM and Colleagues 2012)

- The competitive advantage should be chosen from the strength points of the organization .
- The weapons should be in harmony with the market and should suit different markets' needs. They also should be important to the customers. For instance price is not a proper factor in such a case, while it is not treated the same way in all markets. Price is not that much important for the social classes with high income; while quality seems to be more significant for them.
- Advertisement and innovation are considered as suitable weapons, while they can be more effective.
- The organizations should have enough proficiency in using a certain weapon.
- The organizations should have the needed facilities to use a certain weapon.
- A weapon should be used long termed and it should suit the environment.
- The weapon should have a high performance and could make the organization distinctive from the competitors (Shojaee 2001).

According to the modeling of this article; a competitive weapon should have the following factors: Brand 4P(Price, Production, Distribution, Promotion), Quality, Costs, Innovation, Sustainability, Advertisement, Services(Before Sail, While Sail, After Sail)

Other factors in the competitive weapon is Services and Qualities:

It should be highly noted that the quality of services is the main cause of succession among the competitors and any neglect in providing the qualified services could be risky. Quality is satisfying the customers' needs and it is them who define it (Shojaee, 2011). Services are considered as subtle and impalpable activities which provide advantages and satisfactions, but they do not cause to any ownership. Services are divided into After Sail, While Sail and Before Sail in marketing (Armstrong 1991) Vallery and Colleagues described the aspects of qualified services in an article in 1988 as follows:

- Tangible aspects of services including the provision of physical facilities, equipments and personnel.
 - Reliability in terms of the ability of providing the promised services under the conditions and with accuracy
 - Accountability, which means the willingness to help customers and providing services in accordance with the promised conditions.
 - Competency, which means that the knowledge and skills of employees and their ability to attract customer confidence and trust.
 - Empathy with the customer to demonstrate the importance and attention to customer services is required.
- Lanberrey suggests ten factors, regarding the quality of services:

- Reliability in means of prolonged services in accuracy as promised.
- Responsibility, which means the willingness to help customers and providing services in accordance with the promised conditions
- .-Competence which means having the required skills and knowledge to provide services.
- Availability, which means the possibility and ease of access in different times and promptly for services.
- Humility which means politeness, respect, consideration of the employees to communicate with the customers.
- Relationship with customers which means understandable notifying of customers, listening to customers, regular interactions based on customer requirements, describing services to determine how to solve the customer's problems.
- Credit which refers to a company's reputation and personality traits of trustworthiness and honesty
- Security which means peace of mind in terms of hazard and risk, physical safety, financial security and the confidentiality.
- Understanding the Customers which means trying to understand the specific needs of the customer and putting them into consideration.
- Tangible aspects of the services regarding physical appearance, physical facilities, appearance of personnel, tools and equipment used to provide the service.

As mentioned before, all organizations have an image in minds of their customers, no matter they have made an effort on that or not. There are some uncontrollable factors which affect this image, such as the media and the general image of industry. But there are means by which they can directly improve this image. One of the most significant of such means and weapons is advertisement.

Advertisement is one of the most useful tools in the imaging management. Not only can the advertisement improve the image of an organization; but it can also disable its negative image which is bonded to the general situation of the industry or the propaganda of the media (Zinkhan et al,2001). Advertisements are made with the aim of providing positive image in customers in order to persuade them to buy the productions and services. A successful advertisement plan should hold following factors:

- Customers should be involved with the advertisement at the right place and right time.
- The applied creativity within the advertisement should attract the customers and on the other hand should not prevent the advertisement's message observation.
- The advertisement should be in balance with the customers' level of knowledge from the production.
- The advertisement should clearly demonstrate the production's level, based on the common and distinguishing points.
- The advertisement should encourage the customer to evaluate and considerate the production.
- The advertisement should function in a powerful associating way, that affects the customers while they are evaluating the product(Clare,1989).

Position in the market

One of the effective factors in the image of an organization within the market and industry is its way of behavior. This behavior and functioning leads to a certain position in the market. Regarding the organization's market position; it behaves in three methods of following, leading and market share. The number of the following organizations are totally more than the leading ones in the market. They are more risk-averse and construct most of the market's body. There are some leading organizations in the market which attempt to gain the title of "The Most...". They want to lead the market and be the most profitable, the best-selling and...

Another factor is the market share. It is defined as the percentage of its sales to total sales of a product in a year (Shojaee ,2011) As a conclusion, with respect to these three factors and the position of an organization in the market; one can get to another important factor regarding the organization's image.

Geographic Range:

Each organization functions within a certain geographic range and constantly reviles this message to its competitors that in which geographic field it activates. The organizations which tend to have promotive strategy, seek wider geographic range. The geographic range is consisted of three factors: within country, outside the country and both. In order to maintain a certain strategy for the organization, we should put its geographic range within the country(narrow and wide range), outside the country(regional and global), and both of them; into consideration. For instance, while deciding to enter a global market, we should focus on the factors which can compete the other countries organizations. We should look for the factor which are advantageous in the global opinion in order to create a positive international image of our organization (Shojaee 1999) When the organization's activity aims within the borders of a country; the proper strategies would differ from the time it functions globally or both. Activity within a country refers to a particular province (such as Bahar-e-Shiraz Newspaper) or the whole of the country (Khooshab Productions). Sometimes the organization functions beyond the country's borders and there are cases in which its activity will aim both within and outside the country(Kaleh Productions). Undoubtedly the chosen strategies towards each of these situations will be different and the geographic range of each will make a different image in the customers' minds (Shojaee, 2011).

Effective Aspects and Factors in the Image of an Organization

An organization functioning is a structure that refers to the organizational procedures (Shojaee, 2011).The most well-known functioning is suggested by Neilli and Colleagues in 2002:" The process of explanation the quality of effectiveness and efficiency, based on the former deeds". Moreover as he points out creating values for stakeholders plays a key role in the organization succession. The managers need to know how the key stakeholders evaluate their organization. Emphasizing on this point will lead the organization to measure perceptions the stakeholders. Affecting factors in practical image of an organization include the character of the manager , the type of performance or behavior of employees , type of operation with customers, shareholders and the competitors (fast or slow and gentle) , and its performance in the market (industry); which will be described in detail . (Shojaee 2011).

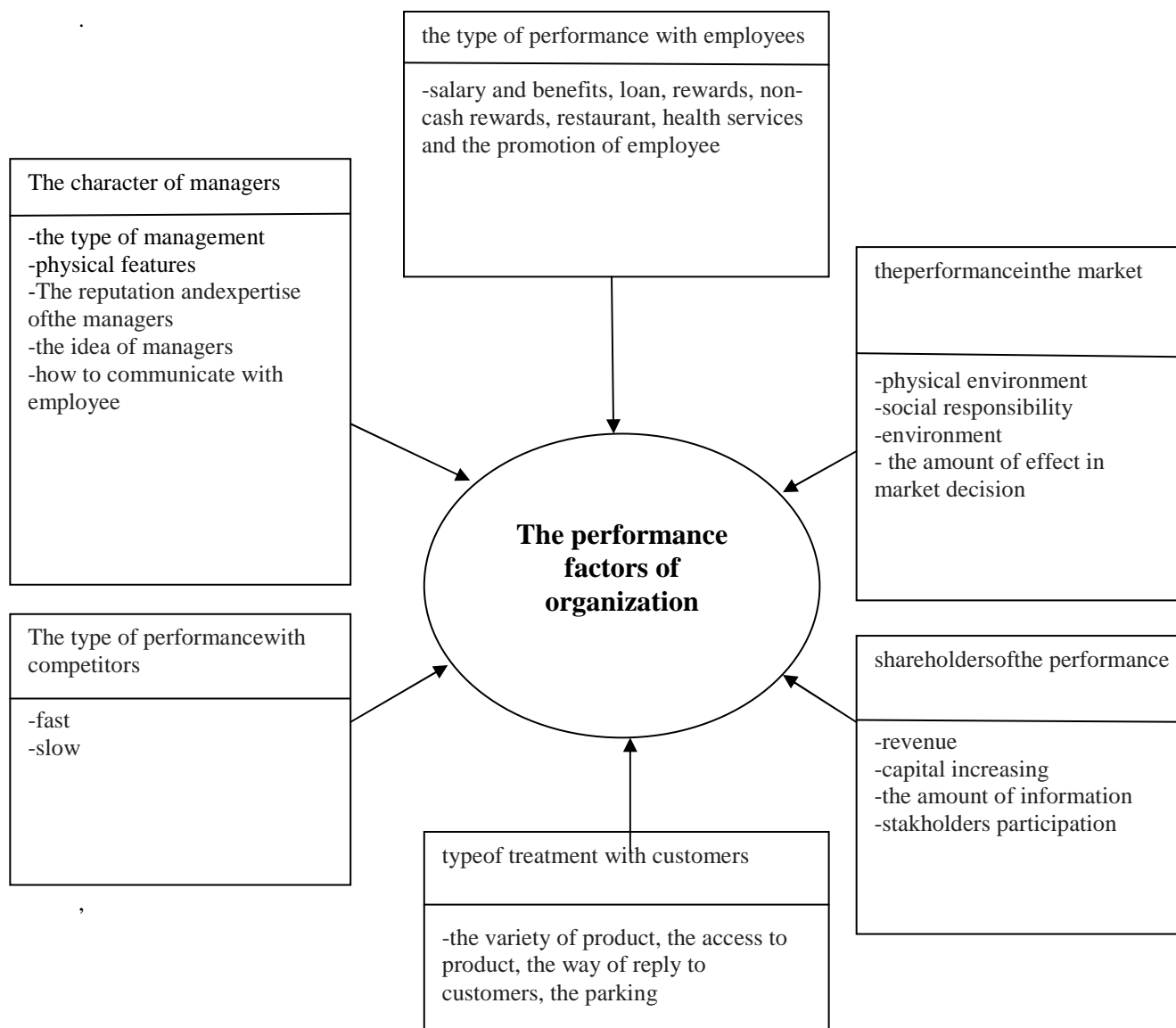


Diagram 4: the performance factors of organization

3-5-2- Effective performance Dimension and factors that effective on organizational image

Over all performance of organization is a construct that refers to how organizations operate (Shojaee, 2011). The most famous definition is presented by tili(2002) that is the effectiveness of quality process according to past did. Also the process of creating value for beneficiary is a key factor that has role in organizational successful. Factors affecting performance include an image the characters of the managers, the type of performance with employees, type of treatment with customers, shareholders of the performance, the type of performance with competitors(fast or slow and gentle), the performance in market (industry) which will be described in detail(shojaee, 2011)

1-3-5-2- The character of managers

Sometimes, Knowledge aboutan organization is for identifyingcertain characteristicsthat the managers have in that organization. Some of the organization, the character of their managers effect of all the organization. And some features such as the type of management, physical features, The reputation andexpertise ofthe managers, the idea of manager, how to communicate with employee causes that people identify the organization with this features (Shojaee,1390).

Reputation is an important factor that effect on organizational image that encompass both managers reputation and organizational reputation. Reputation management is essentially means the strategic use of resources to have a positive impact on attitudes, beliefs, opinions and actions of various stakeholders, including customers, employees, investors and the media.

The company acquired the reputation of profit, risk level, the market value of the Company's shares as well as other factors, such as vision, concern for social issues, the size of the company dividend rate, the type of advertising is used and... (hosseinghorban, 1391)

Redulesca with studying the literature of this scope, the seven factors that help build reputation can be identified: financial performance, employee behavior, social responsibility, respect for customers, quality products and services, quality management team and the ability to Community (redulesca, 2009)

Carroll argues that five factors in establishing the reputation of the organization, are involved: the size and age of the firm, company involvement in more than one business segment, the proximity of a particular news source, covering being leaders of the amount of Prestige organization (redulesca, 2009).

In another definition, there are eight factors such as: quality management, quality of products or services, financial security, education and the ability to attract and retain talent, use of corporate assets (lebelank et al, 1996)

Reputation by Hrbygand colleagues (1994) as a measure of stability over time is described. According to Lebelank the reputation of a service as described in this variable is created via valid measures of management. Management's belief that the claims asserted will do.

Lebelank in definition and description of reputation stress that the managers should be sure about the access to their customers.

Evral and chuaz (2005) use from cognitive and affective dimension for measuring the reputation of companies. The cognitive dimension encompass the performance and competitors dimension but the emotional dimension encompass the kind of treat with customers (bravo et al, 2010)

There are some study about the effect of reputation on the persistence of companies. some of the findings show that the reputation is the important qualitative source in organizational situation (moghbel et al, 1378)

2-3-5-2- The type of performance with employee

There are some factors such as: salary and benefits, loan, rewards, non-cash rewards, restaurant, health services and the promotion of employee that effect the attitude of employee about the organization. Also these factors effect on the work quality of employee that it cause the success or failure of companies. The organizations that have the special attention to their employee have an special advantage than other companies (shojaee, 2011). Phantasm of every person in companies are effected by physical and environmental factors that cause the negative or positive image about the organization (alipour, 1383)

3-3-5-2. The type of performance with customers

There are Different Factors in shaping the image of the organization (OSI) clients. Some of the main factors and variables are: the quality of goods and services, how to treat and deal with clients, informing appropriate speed, accuracy manufacturer doing client work, the amount of goods and services. The type of performance or behavior of customers and the importance of our customers, especially for organizations that are active in the service sector, The most important success factor is the variety of factors such as (major and minor), access to services, staff in contact with customers, how to answer customers, customer satisfaction, number of the branches and parking. These factors can lead to customer loyalty and make the organization more successful and more powerful against their competitors. A good example in this regard can be behavior of personnel in private banks with government customers, particularly at the beginning of the establishment of private banks and private banks regarding state banks that led to the success of the agent. Generally in organizations direct contact with

customers, employees who have a direct relationship with customers located has the key role in the success of the management strategy is perhaps more critical.

Nguyen & LeBlanc believe that in service industries, the relation between organization image and service, due to the intangible nature of services is very difficult. Here is another tangible characteristic such as service provider, to make easier and more specific mental image. In order to influence customer behavior, service organizations tend to be in contact personnel and physical environment through the eyes of their customers. For example, an airline, insists on the flight crew on the size and comfort of the seats in the strategy of creating a favorable image.

With this description, those employees, whom customers received the services, they are facing a major role in creating a mental image - particularly customers. This is why the first thing the customer sees in their relationships with the organization, are employees in contact. Unfortunately, in many cases this has not importance in terms of level of staffs and low levels in the hierarchy are considered for these staffs. But it should be noted that since the initial impressions, visions are crucial, personal in contact with customers as part of the service environment, have a vital role in corporate image management service companies. Contact staff includes all employees in the forefront of those who have direct contact with customers. These staffs keep their role until the completion of the service. These features of contact staffs will be used often in the organization's communications strategy. In addition to evaluating the role of sales, this group of employees considered as a mirror of the values of organization.

As a fact the staffs in contact with customers through their attitudes and behaviors indicate the level and quality of services provided by the organization and the staff influence on customer satisfaction. Bytnz and colleagues (1990) believe human interaction has a significant effect on the assessment process regarding to the client's services.

In the minds of customers, performance of staff in contact can be measured by three elements: appearance, competence and Behavior. In regard to the three factors for evaluating the performance of personnel in contact, causing them to focus on specific features. Appearance of staff in contact with clients is an important factor during face to face contact, because has an important effect on the initial image of the customer. Appearance includes clothing, hair styles, makeup and cleanliness. Competence of staff in contact indicates their expertise through training and experience, and the ability to communicate with the customer is to comply with the processes and standards of service delivery. Behavior of the staff is a result of personal characters and social interaction with the customer.

In order to maximize the synergistic effect on public perceptions, personal style is perfectly congruent with the company's image. LeBlanc and Nguyen's research suggests that the chosen style should be evaluated based on four dimensions: distinctiveness, appropriateness, professionalism and evocativeness.

Distinction is to improve the company's image, style. Staff in contact must and should be unique in the scope of distinction strategy.

Appropriateness means personal style, to reveal the nature of services. To prevent possible harm to society, or to destroy a corporate image to fit the purpose of compliance with industry standards is usually a good style does not necessarily mean the old fashion, or is the pioneer of

Professionalism to build trust and respect of customers than agents, and helps plan will be based on good service, And competent staff, staff in contact should be trained to perform their duties precisely because of carelessness may create doubts in the mind of the customer and create an image that the service organization are not capable of carrying out its roles and responsibilities.

Evocativeness; staffs in contact (the contact personnel should be able to remember customers and their background services), an affiliate of the prominent information stored in the minds of customers. Thus, it is likely that, when the customer is looking for the same service, the basic information is retrieved and the image is transferred from his mind. In this case, the style is reminiscent of the personnel, may lead to greater customer loyalty.

1-3-3-5-2-Services presented

How products and services are made can be determined on image of organization of customer's. What is the number of company's branches or the number of stores and service centers or how the company is Easy access

by customers or vice versa could lead to products or services offered by the organization Obviously these influential audiences is subjective. This applies to limited or extensive after-sale service and quality of after-sales service centers of organization.

2-3-3-5-2-Access to services

As mentioned extension of after-sale service centers provide faster and easier access to product by customers so at the result that would contain greater customer satisfaction. Then after-sale services will prompt trust to quality of products and as well make loyalty client and satisfactions. So this has the valuable effect on the image of the organization, customers.

When determining the mix of services to provide customers, Management must ensure that services are provided in a manner responsive and at the right time. So customers won't wait for the services. Waiting for service has a negative effect on the valuation of services and corporate image, especially when the service provider has visual control over the expected time.

Waiting for services is a strategic variable that directly affects the competitiveness of financial institutions. In fact, in an effort to gain market share, financial institutions are now emphasized by the speed of the services as their main advertisers in their communication strategies. For example the Toronto Dominion bank pays 15 dollar for each 15 minute wait of the customers and as the Access to services have a direct impact on customer perception of service, Management must ensure that quality standards for all components of the service delivery system, in order to ensure timely services and meet customer expectations, comply with the As a result, internal marketing efforts should be focused on persuading staff to create an image that is part of the job, and all staff should be involved in the establishment of quality standards Because the customer experience in all aspects of the company, the service delivery

4-3-5-2.The type of performance with stakeholde

The major stakeholders of the organization are its shareholders, Influential stakeholders, particularly shareholders and holders that they have a significant number of shares, through participation, contribution and involvement in the decision making, planning and organization.... Significantly affect the fate of the mental image of the organization can be a determining role in the future. The most important factors that influence the mental image, dividends, capital increases, their participation in the organization, accountability, and information is about the organization.

5-3-5-2-The type of performance with competitors

Performance or responses of some organizations are very fast, quick and strong, and some are slow and gentle. Study of the reaction against environmental changes, particularly to competitors actions are necessary to issue avoidance some organizations attempt to environmental changes and competition, respond quickly, not to lose customers and its market rivals may benefit. However, some other organizations in such cases have delayed and late respond. Each of these different types makes different effect of audience reaction. For example, the company "A" knows when to perform certain actions, such as lowering prices or advertising, which of the competitors react quickly therefore should be careful of their reaction and which have delay and there is no need to take care promptly.

So the image of organization will be warranted for any company to increase its sales through customer satisfaction and loyalty, this is achieved attracting investors and future employees and will reduce negative image and increased competition will increase the profitability of the company.

6-3-5-2-The type of performance in market

Picture Industry: The overall picture of the industry in which a company operates, it can affect the company's image.the case can consider when the client prior to the call for an inquiry about car insurance, does not know anything about an insurance company The customer relationship begins without any background image about the company or companies, the insurance industry is in the mind of the same image?So the stakeholders use their image of the industry which has little knowledge about the particular industry, as the representative.

Illustration of country of origin: Consumers are generally born unconsciously the concept of "country of origin" as a criterion for the initial evaluation of foreign products is. It is natural and pleasant good understanding consumers' perceptions about a country have led to the assignment and its relation to its products is. It is therefore desirable and pleasant perception of the country of origin, the initial assessment of each product to facilitate and accelerate the decision-making of consumer's plays. As a result, knowledge of the country of origin, will affect the company's image. The interaction follows a halo effect (stereotypically) associated with

Japanese cars and German machine helps. For example, customers may deal directly with the company without having any visual form that Mitsubishi is a manufacturer of high-tech cars. Just because Mitsubishi is a Japanese company

The performance of organization in the industry or market the products and the characteristics of the market or industry specific Include the physical environment, social responsibility, the environment and the amount of influence on market decisions whose is All the performance and functioning of the organization and the image that is created in the minds of audience impact

2-5-3-6-1 Physical Environment

As explained in the Quality and services, Quality obligation is one of the most important dimensions of service quality which is related to the process of providing service to people. In the process of providing service, physical environment is one of the most important factors which influence mental corporate image and in the end satisfaction. Since in services, production and use of services are simultaneously presented in a physical environment and controlled by service organizations. Also in case of big services like Banks, insurance companies, training organizations with professional services are not available. However, in the process of delivery serviced presence of customer is compulsory as a result elements as physical environment signs may constitute fatal means in customer understanding from service organizations. But this does not mean that other factors like name of company, communication strategies and other marketing activities have little effect on customer understanding before getting in touch with organizations. (Leblanc & Nguyen, 2002).

In an appeal targeting the effect of service environment on customer, Bitner (1992/1990) states that physical signs are means to match the organization targets with customer image. In addition atmospherics has a strong effect in staff and quality of interacting services.

Physical environment which is named as service package is constituted from 3 parts: ambient conditions, spatial layout, orientation signals. Ambient conditions has got various elements as colors, smell, temperature, noise, wind, sound which all of them are effective on customer understanding and reaction to such elements. Spatial layout is the design and arrangement of buildings, accessories subject to process of service delivery. Orientation signals are visual means in the organization to lead the customers in a suitable manner all through the service process.

Reaction of customers to physical environment may come from cognitive, physical, emotional senses. In case of cognitive, customers upon considering non verbal signs learn about the nature of presenting services and value or frame of company who furnishes the services. For example when a customer visit a service office in the first time, type of decoration and office furniture may present the signal for company success or expenses for its services. Physiological reactions is a result of ambient condition. This means that due to conveniency or inconveniency during the process the customer may proceed to buy the services or stop such process and this may put effect on the staff who is supposed to give service to him.

Finally the physical environment may trigger the customer emotion that will affect his behavior and personal treatment to others. (Leblanc & Nguyen, 2002)

In the process of forming the company image, physical environment is an important element as regards to beauty valuation and may enforce a strong effect in staff performance in the visit. Physical environment has to be designed to satisfy two types of needs: practical needs to maximizing the organization efficiency and marketing needs to prevail an atmosphere to affects the customer attitude regarding company image. Upon practical needs, spatial layout of environment must help the performance of customer and staff duties smoothly. The design of environment may be worked out considering two dimensions space and time. Regarding space dimension, management should be well aware of definitions of staff/customer relations that might lend to negative affect on performance of services. Generally, the staff prefer to have control over working situations. A wildly opened setting without limitation to access the customers may produce physical and mental differences in the working area.

2-5-3-6-2 Corporate social responsibility

Another attractive aspect that writers have pointed is the social responsibility of companies. Now a days social responsibility of a company has turn to one of important issues in marketing. (Chattananon et al, 2007) Many companies worldwide has dedicated part of their annual income to social responsibilities. It is very common to spent part of their income in Environmental issues and charities also their balancesheet can grab attention of stockholders, customers and Governmental institutions. In our country in the recent years same behavior in conducted in charities and educational centers, which is expected to develop in future. There is no doubt about the effect of these behaviors in mental image. (Shojaee, 2011) Thus, cause-related campaigns are frequently implemented to promote a socially responsible image (Keller & Richey, 2006), which positively

differentiates them from competitors (Karaosmanoglu & Melewar, 2006; Kay, 2006) and heightens the company evaluation (Brown & Dacin, 1997). Customers and other groups of stakeholder asked for moral behavior in the company, since moral behavior create good corporate image which ends to good business. Now a day stockholders pay attention not only to financial returns but also their environment and social operations within the company. The continuous transaction with environment leads to bigger responsibility toward the society. Annual reports show how hard the companies tried to be fair, green and responsible (Mattila, 2009) Arendt and Brettel explain that management, corporate identity when promoted by social responsibility.

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