

КОРПОРАТИВНА РЕПУТАЦИЈА И ДРУШТВЕНА ОДГОВОРНОСТ

CORPORATE REPUTATION AND SOCIAL RESPONSIBILITY



Тамара Л. Властелица,
ванредни професор

Универзитет у Београду,
Факултет организационих наука
Јове Илића 154, 11050 Београд
tamarav@fon.bg.ac.rs

Tamara L. Vlastelica,
Associate Professor

University of Belgrade,
Faculty of Organizational Sciences
Jove Ilića 154, 11050 Beograd
tamarav@fon.bg.ac.rs

The concept of corporate reputation management is becoming more present and important in the contemporary theory and practice of marketing and public relations, as a research topic of the academic community and innovative business approach to the planning and organization of all communication activities in practice. Based on the extensive review of scientific and expert literature, the analysis of global and local trends and empirical research conducted in Serbia, corporate reputation is presented in the monograph in the context of perceptions, attitudes, and intentions of stakeholders, but also as a result of adequate business and communication strategy, which builds corporate identity, image and reputation. The factors that influence the formation of corporate reputation are identified in the field of: products and services, business performance, social responsibility, marketing and public relations. The consequent impact of the reputation on consumer behavior and financial performance of the company is also analyzed.

Corporate reputation is a set of relatively long-term impressions, attitudes and emotions of an individual or a group related to an organization, which are formed on empirical basis or credible intermediary information in

the context of personal and social expectations, whereas they influence the intentions or behavior of an individual or a group toward the particular organization. Reputation is seen as a result of identity, performance and communication activities of the organization, through which stakeholders or the general public form beliefs and attitudes about the organization. Reputation is therefore a business construct, whose drivers (factors affecting its polarity and intensity) are manageable. Reputation is also a psychological construct in the form of beliefs and attitudes, which consequently influence the intentions and behavior of the public in relation to the organization. Beliefs and attitudes of stakeholders that are constituents of reputation can be formed through personal experience or through other sources of information that have a high level of credibility for stakeholders, such as peer reviews, professional media reports, social media content, experience sharing and others.

From the business perspective, a systematic approach to building and managing corporate reputation is based on a comprehensive process of planning, establishing and maintaining: corporate culture, corporate identity and corporate image. This approach emphasizes a

complex role of marketing and corporate communications at all stages of the reputation management. The starting point in this approach is the identification of corporate values that the organization wants to communicate primarily to its employees, for their attitudes and behavior to be consistent with the adopted values, and then to the external target audiences in order to create the desired image and build a long-term reputation.

It has been discussed and scientifically proven that the corporate reputation affects: a) consumers and their buying decision (level of consumer loyalty and satisfaction, willingness to pay higher prices than for the rival product, trust in the content of marketing communications messages); investors and creditors and their decision in which company to invest in or lend funds to and under what conditions; job applicants and employees and their decision about whether to join or stay in a particular company; the media and the way they report about the company (the frequency and tone of the publicity); representatives of public administration and their willingness to cooperate in order to improve the business environment and living conditions of citizens of the country in which the company operates.

Since there is great evidence in literature that constituents of corporate reputation are culturally biased, this monograph presents the empirical national research conducted to define a valid model for corporate reputation measurement in Serbia. The results of the research revealed that 23 business aspects influence corporate reputation in Serbia: Product/service quality; Product/service innovation; Product/service safety/harmlessness; Quality-price ratio of a product/service; Attractive employer; Quality of employees; Quality of Management; Job safety; A successful and profitable company; Market leader; Customer orientation; Legality of operations; Philanthropy/donations; Environmental responsibility; Community responsibility; Contribution to Serbian society; Communication intensity; Communication creativity; Informative and responsible communicating; Company's media coverage; Company's Events; Communication via Internet;

Quality of direct communication with employees. Among the implications of the research is that successful corporate reputation management is determined by: a) implementing corporate social responsibility in all business processes, with special emphasis on marketing and corporate communication and b) strategic approach to corporate communications.

Corporate social responsibility (CSR) as a management concept has been applied in Serbia roughly since 2000, initially by the multinational companies that have an affiliation in our country. In the initial phase, multinational companies were just applying the global CSR strategy to the local business, with small adjustments to the social and economic specifics of the country, and the dominant approach has been community investment in the form of donations, employee volunteering and other philanthropic activities. In 2009, The Ministry of Labor and Social Policy initiated the adoption of the "Strategy for the development and promotion of corporate social responsibility in Serbia for the period from 2010 to 2015", which was adopted in 2010 by the Government of the Republic of Serbia. For strategic management and integration of CSR in business strategy and philosophy, but also in daily operations and activities, this book contains the description and analysis of the main CSR aspects: definition of the term, key dimensions and actors in the process, phases and activities of the CSR management model, evaluation, measurement and indexing, as well as the impact of CSR on other aspects of the business. The complex concept of CSR is presented and analyzed through four basic dimensions: Marketplace; Workplace; Environment and Community.

The monograph contains an integrated model for the CSR management comprised of the ten phases and theoretical framework for the integration of CSR principles and philosophy with marketing and corporate communications, with special emphasis on ethics. The socially responsible dimensions of marketing and corporate communications are analyzed through the theoretical framework of "the four dimensions of social responsibility" by the author Carroll. Ethics in marketing and corporate

communications is probably the most complex dimension of the given processes. Marketing and corporate communications are not unethical processes by their nature, but they can be lead in an ethical or unethical manner. Therefore, the author of this book identified the following ethical issues in the key areas of marketing and communication:

- the ethical issues in public opinion and market research (invasion of privacy, stereotyping, protection of individuals' personal data collected by the research);
- the ethical issues in “targeting” (selective marketing in terms of deliberate exclusion of a certain group of consumers identified as undesirable, and the targeting of so-called vulnerable groups, which include children, the elderly, the poor, minorities and/or persons with special needs);
- the ethical issues in advertising (incorrect or incomplete information, concealing information regarding the total cost of a transaction, use of vague terms, comparison, misleading consumers through the visual presentation of a product or service, fake testimonials, negative advertising);
- the ethical issues in sales promotion (frauds and misleading customers in prize games, discount coupons, fake discounts);
- the ethical issues in direct marketing (spam and the use of a client or potential client database for promotional purposes without obtaining prior consent from the clients).

У монографији је представљен концепт корпоративне репутације у контексту перцепције, ставова и намера стејхолдера, али и као резултат адекватне пословне и комуникационе стратегије којом се изграђују корпоративни идентитет, имиџ и репутација. Описани су фактори који утичу на формирање корпоративне репутације у домену производа или услуга, пословних перформанси, друштвене одговорности, маркетинга и односа с јавношћу, као и утицај репутације на последична понашања потрошача и финансијске перформансе. Као кључни фактори ефикасног управљања репутацијом иденти-

The process of integration of corporate social responsibility and marketing and corporate communications is presented on the example of the “hybrid” forms of marketing and corporate communications, such as: Cause related marketing; Green or Eco marketing and Social marketing, which are presented in more details in the separate chapters of this book.

Finally, corporate communications, as a key process for successful management of corporate reputation is presented in the last chapter of the book, through its definition, strategies and key sub processes: corporate identity management; internal communication; media relations; investor relations; business networking; public affairs, advocacy and lobbying; event management; sponsorship; communicating CSR; corporate advertising and production of promotional materials; crisis communication and digital communication.

There is a great evidence of the increased usage of digital communication tools and activities (Website, Facebook, Twitter, YouTube, Blogs, LinkedIn, Social Network Sites for photo sharing – Pinterest, Instagram, E-mail marketing, Mobile marketing, Online sales, Online advertising) both by organizations and consumers. Due to its proven importance and effectiveness, the author of the monograph concludes that the future of corporate reputation management and corporate communications lies in the strategic approach and effective digital communication of the adequate content relevant to internal and external stakeholders.

фиковане су корпоративне комуникације и корпоративна друштвена одговорност.

У овој монографији указује се на значај етике у свим пословним процесима, а посебно примене етичких стандарда у маркетиншкој и корпоративној комуникацији. Као ефикасне стратегије изградње корпоративне репутације кроз друштвено одговорно пословање приказани су концепти маркетинга са друштвеним поводом, еколошког маркетинга и социјалног маркетинга, закључно са обрадом контроверзне теме промоције друштвено одговорног пословања од стране компанија.