SECTION III: CORRUPTION MANAGEMENT AND TRANSPARENCY

CORPORATE BRAND STRATEGY AND MANAGEMENT WITH KEY STAKEHOLDERS OF COMPANIES

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Abstract:

Corporate reputation is one of the unused resources of many companies. Key people who assess corporate reputation, especially consumers, employees, stakeholders, competitors and others are that have an impact on the business sector. Corporate reputation plays a major role in achieving the objectives of each organization. It is very difficult to build a good reputation in the eyes of consumers and other stakeholders. But also once built a reputation very difficult to change. Each company in its business faces a number of different stakeholders. What is most important to determine is which of all these stakeholders are key to the company and work with them to be well managed. Management is working with stakeholders that never ends, and is aimed at balancing and integration of multiple connections and tasks arising from the interrelationships of the stakeholders. Each company is interested in building a sustainable and profitable relationship with its stakeholders. Good relations with customers and business partners, healthy corporate reputation, satisfied employees and efficient internal process to define the winners in today's global economy. Most of profitable companies have strong long term relationships with their stakeholders. As stakeholders on the Company Profile which can to some extent affect include: employees, its management, strategic partners and internal processes taking place in the Company Profile. On the other hand, are stakeholders on which company does leather affect and include: customers, distributors, suppliers and shareholders. Finally, the behavior of all these influences creating corporate reputation.

Key words: *corporation, brand, reputation, stakeholders, strategy.*

JEL Classification: *M15.*

1.1 Importance of corporate branding.

Many companies have realized the fact that in order to maintain competitive advantage in the market, it is not enough just to have a branded product. Necessary and the company has its own distinctive stamp. It is necessary to build a corporate brand. Namely, when a brand will reach 80% of consumers, he starts experiencing stagnation. Therefore, it is necessary to go further. In fact many companies have based their growth and brand-based products have now decided to build a corporate brand in order to make their actions, values and mission prominent. There is another very important reason why companies are turning to corporate brand, and it is chosen reputation. Companies have become very sensitive about their reputation. Reputation shows that, although the company has many different stakeholder - stakeholders, SKOJ of them responding to a particular aspect of it, in fact they are all concerned company to meet their expectations. Reputation takes the company as a whole.

Since changes reputation affect all stakeholders, Fombrun has detect 6 kinds of factors or pillars that affect corporate reputation:

- Emotional appeal (trust, loyalty and admiration);
- Products and services (quality, innovation);
- Vision and leadership;
- Workplace and quality (good management, superb staff);
- Financial performance;
- Social responsibility.

Many companies can not secure growth and development only of the activities of stakeholders. Is necessary to build a good reputation. In an attempt to define corporate reputation, in the literature there are several definitions of the authors, including the following: Corporate reputation is founded judgment on the basis of corporate identity and image of the organization.

According to another definition of corporate reputation concept refers to the overall assessment that the company has in the eyes of internal and external stakeholders, and is based on its past actions and assumptions about its behavior in the future.

Corporate reputation is one of the unused resources of many companies. Key people who evaluate corporate reputation, especially consumers, employees, stakeholders, competitors and others who have an impact on the business sector. Corporate reputation plays a major role in achieving the objectives of each organization. It is very difficult to build a good reputation in the eyes of consumers and other stakeholders. But also a reputation built very difficult to change.

There are several elements that are essential to creating a good reputation. Among them the most important in many literatures can be found as follows:

• ethical elements - in terms of whether the organization refers to its ethical employees, customers, competitors and other interest groups;

• employees - employees are one of the most important elements in creating a good reputation. If the company has a highly professional staff, who can answer all the challenges caused by the environment, employees who are to perform their tasks and are always willing to give a larger contribution, then it is safe to say that they create a good reputation for company;

• financial performance company - this refers to how company financially powerful, profitable and whether accomplished growth and development in its operations;

• Leadership - companies with a good reputation and are often market leaders, they are the ones who bring innovation;

• Management - the company have to have a clear vision and mission, have highly trained management team who will lead;

• Social Responsibility - the company must recognize its responsibilities to society;

• oriented consumers - all activities undertaken are aimed at satisfying the needs and desires of consumers;

• Quality - the company has a range of high quality products and services.

Sure, we can list many more items that more or less influence in the creation of the company's reputation, but these have the greatest impact.

1.2 Interdependence of corporate brand strategy and management with key stakeholders of the companies.

Stakeholders is a person, group, organization or system that affect or are affected by the activities of the company. From this definition follows that stakeholders is anyone who has an interest of company. Also, stakeholders may be directly or indirectly involved in the activities of the company. Each company in its operations faced with many different stakeholders. The following figure presents some of the main stakeholders, which generally affect or are affected by almost every company.

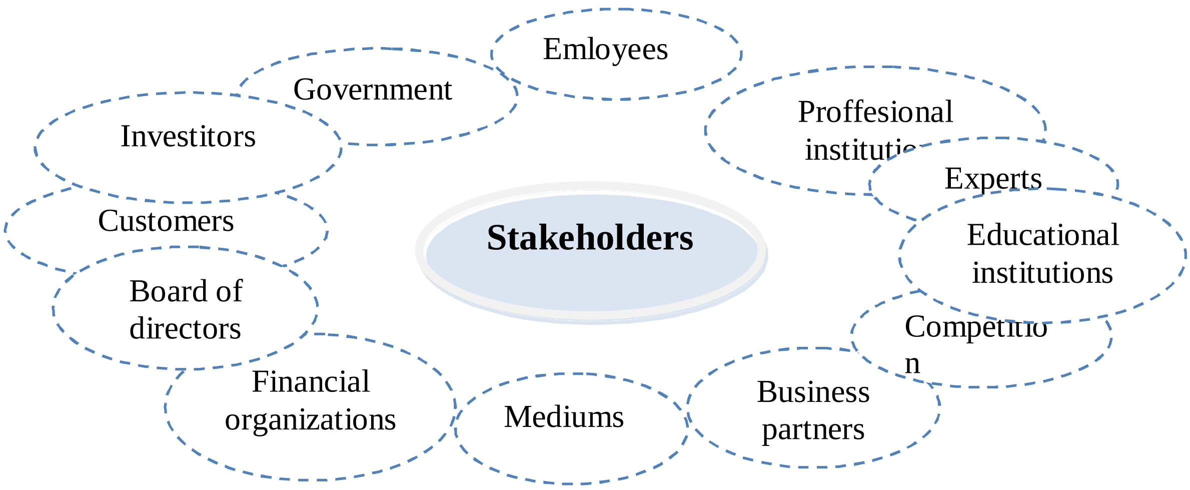

Figure 1: Company Profile of stakeholders

What is most important is to determine which of all stakeholders are key to the company's operation and good relations with them to manage. Management with stakeholders is a job that never ends, and is aimed at balancing and integration of multiple connections and tasks arising from the mutual relations of stakeholders. Management with key stakeholders is central to the effectiveness of any company.

The first step in managing stakeholders is determining what they actually want, and to know what their needs and expectations of the company. Once you define good expectations of stakeholders, the Foundation will undertake activities to meet those expectations. In this step should be especially careful, because there are different stakeholders who have different requirements. Therefore, it is necessary to make that balance, so that the specific activity to meet all the different demands of stakeholders. Company should not afford with an activity to cause a stakeholders satisfaction and dissatisfaction with another. On this particular care in the design of strategies for the company. Sure, sometimes you have to make a priority among stakeholders. It is therefore necessary, their separation and determination are key stakeholders. Key stakeholders always have priority. Any company interested in building a sustainable and profitable relationship with its stakeholders.

Good relationships with customers and business partners, healthy corporate reputation, satisfied employees and efficient internal process to define the winners in today's global economy. Most of profitable company have strong long-term relationships with their stakeholders.

The previous picture presented common stakeholders that arise in the operation of almost any company. The next image will be represented stakeholders, but grouped into two groups: internal stakeholders (those over which the company has influence and can control to some extent) and external stakeholders (those on which Company Profile can not be affected and will almost no control).

Interior:
1. Management
2. Employees
3. Strategic partners
4. Internal processes

External:

5. Consumers
6. Distributors
7. Suppliers
8. Shareholders
9. Corporate Reputation

Figure 2. Separation of key stakeholders both internal and external

As stakeholders on which Company Profile may to some extent be affected are: employees, its management, strategic partners and internal processes taking place in the Company Profile. On the other hand, there are stakeholders on which the company does care provider so affecting, and these include: customers, distributors, suppliers and shareholders. In the end, the behavior of all these influences creating corporate reputation.

1.3 Strategic implications of branding.

Branding is not just giving the name of the brand and the market signaling that such a product exists and is launched by the organization. When we talk about branding is necessary to make long-term involvement of corporate relations and to invest vast resources and skills. The brand is a direct consequence of the strategy of market segmentation and product differentiation. This means that the brand is created for a specific market segment exactly know what consumers buy brand. Differentiation in turn, means that the brand with its own characteristics different from other products that fall into this category.

Companies are oriented towards meeting the expectations of specific customers through a combination of different attributes of the product that are important to consumers. When talking about the brand you need to know what benefits it offers, which benefits are realized from it. Branding is not to be top of something, but to be top in something. Some brands with their slogans fail to define the functional characteristics of the product.

Brand-management has a long history, but the rapid changes occurring in the business environment, global competition and ever more specific demands of consumers who are now more informed than ever, gave greater importance. Now the corporation through brand management has been able to position and maintain the market easier. In other words, a strong brand of the company will enable it to survive. Global competition is very intense. At the same time, consumers are more informed and selective in their choice of products and services. They are becoming more and more increasing their demands. Under such conditions each brand gets bigger meaning.

The brand is a platform on which the corporation can stand and win customers. When the corporation has established brand, much easier to launch their new product lines, because it is a well known brand that has been tempered in the minds of consumers. The brand also makes it possible to realize a premium price. In other words the company brand is a powerful tool that enables successful positioning and survival in the market.

In fact, using the brand, the company is different from its competitors. But today goes beyond the brand differentiation. Today is a very complex, dynamic and multidimensional matter when it comes to brand management. In addition, corporate brand management requires strong support from marketing strategies. In other words, managing the corporate brand is not only design the visual identity of a company logo or slogan through. At the end requires three basic elements of a strong corporate brand, such as: a clear vision, strong leadership and consistency. The main goal must be clearly defined and universal for a longer period. At the same time corporate brand is a reflection of the company's vision.

What are the corporate values? Corporate values could define as a source of opportunity the company to offer products and services that meet the needs values market and society.

1.4 Corporate strategy and the design of individual brand strategies.

When we talk about corporate strategy, what should first make a distinction between brand strategy and corporate strategy. Corporate strategy is primarily focused on the scope of activities of the firm. Corporate strategy refers to markets where the company wants to perform. Corporate strategy concerns the scope of the goods and products which category fall. For example, Golden Oak is in the category of beer products Prilepska gazoza falls into the category of soft fizzy drinks. Furthermore, corporate strategy includes the geographical scope of the company, how and what part it serves the market. Also, the corporate strategy includes vertical connectivity of the activities of the company.

There are two dimensions that relate to corporate strategy, such as: diversification and vertical integration of the organization. Diversification occurs when a company decides to participate in a new industry that had never worked. Vertical integration however, appears when the company decided some activities that had been left to run another company, it can take its responsibility. For example, deciding to produce components that are needed to produce the products, purchased from a supplier. Vertical integration is present in Prilep Brewery. In previous years, brewery, beer yeast required for production of the beer purchased, and today it produces. Also, the brewery has a few own wells for water.

On the other side we have a business strategy that is still known as a competitive strategy. Business strategy includes the part about how the company competes with competition, it refers to activities undertaken by the company in order to achieve a competitive advantage in the marketplace. The goal of any company is to provide leadership in the market. This position can be achieved only if a step ahead of the competition with its offer.

The difference between corporate strategy and business strategy we can see the following: corporate strategy refers to where company compete, and business strategy refers to how company compete. But of course, there must be a connection between these two strategies. They should complement each other and be directed towards achieving the goals of the organization, its mission and vision

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