

ALŽBETA BIELIKOVÁ, D.Sc.
E-mail: alzbeta.bielikova@fpedas.utc.sk
University of Žilina, Faculty of Operation and Economics of
Transport and Communication, Department of Economics
Univerzitná 8215/1, 010 26 Žilina, Slovak Republic

Section: Traffic Economics

Review

Accepted: Nov. 22, 2005

Approved: Dec. 20, 2005

TRANSPORT ORGANIZATION AND ITS CORPORATE IDENTITY

ABSTRACT

The article deals with the corporate identity and its parts in transport organization. The corporate identity is a strategically arranged idea based on the firm's philosophy, firm's vision and long-term business aim. It must be confirmed by the firm's behaviour and its internal and external communication.

KEY WORDS

corporate identity, corporate philosophy, corporate personality, corporate culture, corporate communication, corporate design

1. INTRODUCTION

In the last few years the performance and prosperity of a transport organization seem to depend on the corporate identity as well. This identity represents the homogeneous image of a company, and the homogeneous image makes the "added value" that differentiates the transport organization and its competitors and becomes the cornerstone of its success and further development. It is the result of natural actions of organization employees but also the result of systematic and goal-oriented actions of the organization managers.

2. CORPORATE IDENTITY AS CORNERSTONE OF CORPORATE EXISTENCE

The corporate identity can be understood as corporate personality that is perceived by the public and at the same time it incorporates everything about the organization – its philosophy, culture, communication and design. Therefore, a long-term business goal of each corporation should be to create an appropriate corporate philosophy in order to achieve: customers' satisfaction; advantages in the competitive environment as a result of deliberate and effective resources management; suitable management approach; and consequent marketing.

The corporate identity is not only the matter of giant organizations but also a matter of small and medium companies that should aim to gain their own originality and non-interchangeability. The experience of successful corporations obtained during the last years shows that the corporate identity working on the active participation of all its employees in the life of business has an extremely positive affect on the company's performance and efficiency. However, a manager must believe that the opportunities of an ordinary employee to support the business success have no limitations. This belief is the first step towards achieving high production and success on the market.

Nowadays, the corporate identity is in the so-called *strategic period* which is characterized by two basic facts:

- establishment of differentiation between corporate identity and corporate image;
- distinctive features of a corporation were integrated into the term "corporation identity" (mission, philosophy, culture, behaviour, communication and visual image of a corporation).

In practice, three types of corporations are mentioned:

1. Companies that do not pay much attention to the corporate identity. The majority of domestic and foreign companies belong to this group. Such an attitude entails enormous risk, i. e. the company is not profiled clearly enough, it could be confused with other companies, and its competitors could jeopardize it. The transport organizations can be also assigned to this group.
2. The companies that have their business vision and corporate identity formulated but their activities do not support the identity (the companies are not able to synchronise their planned corporate identity and their behaviour on the market).
3. The companies that have their feasible corporate identity program formulated and they are trying to fulfil it by their activities and communication. This group is the smallest.



Figure 1 - Position of the corporate identity in the transport organization goals hierarchy

Opinion research has revealed that customers permanently prefer companies with famous names. The customers of today are more demanding. When purchasing they do not evaluate only the product or the service but the company as such. Therefore, the corporate identity is becoming one of the predominant factors of business success and subject to customers' acceptance. The corporate identity awareness has increased in the last few years mainly owing to the globalisation and technical progress.

In the present days many companies cannot afford to pay attention only to the domestic market that does not offer enough attractive opportunities. Also, the effort to create corporate identity worldwide together with business activities globalisation plays a significant role. Creating of corporate identity worldwide should be the starting point and inseparable part of globalisation management.

The identity contribution to the company depends on the concrete situation and conditions in which the company acts and also on the kind of problems it needs to solve. In general, we could say that the corporate identity contribution should be seen mainly in the fact that it *makes the offer of a particular company visible and it allows to identify its structure easily*. This is important especially in the present situation when the companies and their products are very alike and they can be confused easily. The identity contribution to the company can be specified in its goals and functions.

The corporate identity goals

- Creating a positive image
- Forming a positive corporate culture
- Identification of employees with the company
- Synchronisation of internal and external corporate image
- Creating consciousness and confidence in the company

3. TRANSPORT ORGANIZATION FOCUSED ON CUSTOMERS

When utilising the method of customer-focused organization the transport organization cannot focus only on the economic indices but it must become absolutely "*customer focused*". And this is not just empty words any more, but the company must adjust its behaviour, all its activities and thus contribute to the change of its corporate identity.

Therefore, the goal of the company should be the customer benefit maximisation rather than profit maximisation. Not only a product should be in the spotlight, but the customer as a human being – a conscious customer orientation throughout the organization sections. Hence, not the product but the problems, wishes and needs of the current and the future customers are the most important.

All the transport organization employees must permanently think about which values the customers observe most and what is the best possible way to satisfy the customers' needs. Therefore, each part of the management, from the structure to the motivation methods must lead to reaching this objective. These principles, however, still remain a theory if they are not carried out as practical and fundamental changes of the structure and management methods that had been used until now.

As result of the product or service commercial success characteristics and the market price acceptability on both sides (producer – customer), the presumption of competitive and commercially successful production should be to achieve that the customer is satisfied optimally with the product (service), which means the *optimum* level of *benefit while achieving minimum costs* relating to its production

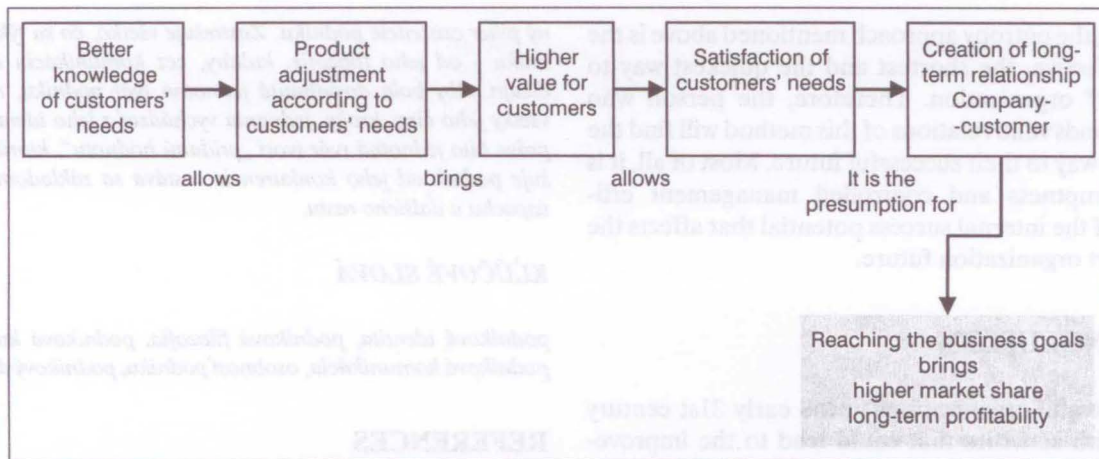


Figure 2 - The principle of the customer-focused strategy

and utilisation *i. e.* reaching maximum value for the customer.

Level of benefit for the customer is measured by proportion of benefit to costs respectively to the price necessary for achieving and utilising the benefit. In the quantification process of value for the customer, the level of benefit (numerator) is calculated as the level of customer's satisfaction. It is the calculation method that fully observes the so-called *optimisation principle*.

It is based on the thesis that the benefit is not measurable by the benefit itself, but rather must be measured by another category – need. To be more precise, it is the level of saturation¹ expected by the customer (the so-called etalon optima of the customer's need), which is the right criterion for the level of benefit *i. e.* level of customer's satisfaction. In practice this means that the parameter value (benefit) determined scientifically or by an expert with the value of etalon optima of the customer's need is compared numerically. In this way the benefit is transformed to the level of customer's satisfaction while taking into consideration the optimisation principle. In the denominator of the relation denoting the value for the customer, the total costs are represented by economically formulated resource intensity to achieve and utilise the level of benefit or the *level of customer's satisfaction* analysed above.

The effort to gain the maximum value for the customer is also *the effort to change one's identity, to create positive corporate image and subsequently, to achieve higher profit*. The maximum value for the customer (as amount of identical economic interests of customers and producers) is defined through these equalities: The customer will achieve *delights optimum* when the manufacturers produce and sell only good products (*i. e.* products and services) at the necessary benefit level (level of customer's satisfaction).

4. TRANSPORT ORGANIZATION AS BIO SYSTEM

It is extremely important for the successful transport organization management that the organization is not seen only as an economic subject but it is necessary to understand it as a vivid body whose "health condition" must be superior to its economic evaluation. The managers of this organization can no longer concentrate only on knowledge capital (as it could be seen in the customer-focused company) but they have to understand the importance of social capital (people).

The new paradigm that understands organization as a bio system requires balanced attention, which should be paid to the development of both parts of success potential, *i. e.* knowledge capital and social capital as well, as the imbalance can result in decreasing the efficiency of changes that have been made. This is why the term *entropy value*² has become crucial for the future of the transport organization that stands for *individual company processes that do not work*. Entropy fully corresponds to the organization's ability to change constantly *i. e.* to adapt to the turbulent environment. From the point of view of achieving the optimum change determination it is necessary to formulate the organization's location on the success map in Figure 3. The organization management should carefully observe the progress of its success potential and make decisions with regard to the priority of changes based on these observations.

Promptness of the changes that are being made requires constant improvement of both parts mentioned above. Social entropy decrease is associated mainly with the employee energising that should become the task with the highest priority for the company managers. After performing an elaborate company processes diagnostics and analysing the "health condition" the controlled process of changing and thus the changes of transport organization corporate identity can occur.

Utilising the entropy approach mentioned above is the most effective, the shortest and the quickest way to "healthy" organization. Therefore, the person who understands valid relations of this method will find the shortest way to their successful future. Most of all, it is the promptness and controlled management efficiency of the internal success potential that affects the transport organization future.

5. CONCLUSION

Successful organizations in the early 21st century come with activities that could lead to the improvement of their performance. Instead of the effort to achieve savings, they prefer to increase their profit by means of extra contribution for the customer. One of the ways that offers potential, which has not been fully utilised yet, is the expansion of relationship to the customers. Developing corporate identity is a permanent process, which must be improved every day. As it is rather difficult to predict how the suggested corporate identity change will affect the change in the passengers volume being transported in the next period, it can be only stated that this change should influence the corporate image, corporate culture and communication improvement and thereby it would also contribute to the improvement of the position on the transport industry market and increase of its profit.

ALŽBETA BIELIKOVÁ, MSc., PhD.
E-mail: alzbeta.bielikova@fpedas.utc.sk
Žilinská univerzita
Fakulta prevádzky a ekonomiky dopravy a spojov
Univerzitná 8215/1, 010 26 Žilina, Slovenská Republika

ANOTÁCIA

DOPRAVNÝ PODNIK A JEHO IDENTITA

Tento príspevok sa zaoberá významom podnikovej identity v dopravnom podniku. Podniková identita predstavuje základ-

ný pilier existencie podniku. Zastrešuje všetko, čo sa týka podniku - od jeho filozofie, kultúry, cez komunikáciu až po dizajn. Aby bola dosiahnutá jednotná tvár podniku, musia všetky jeho činy, kroky, jednania vychádzať z jeho identity. A práve táto jednotná tvár tvorí „pridanú hodnotu“, ktorá odlišuje podnik od jeho konkurencie a stáva sa základom jeho úspechu a ďalšieho rastu.

KLÚČOVÉ SLOVÁ

podniková identita, podniková filozofia, podniková kultúra, podniková komunikácia, osobnosť podniku, podnikový dizajn

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1. saturation (Latin) - satiety, redundancy
2. entropy /Greek/ econ. - uncertainty relating to certain phenomena set and probability of their occurrence

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