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### **АННОТАЦИЯ к СТАТЬЕ**

#### **Social image in structure of image of the organization**

(статья приведена после аннотации)

«Социальный имидж в структуре имиджа организации»

Имидж предприятия представляет собой сложный для изучения объект. Особую актуальность в современных условиях хозяйствования приобретает социальный имидж предприятия. Именно он в большей степени формирует мнение потребителей продукции у разных групп корпоративной аудитории. Социальный имидж является частным случаем, проявлением, составной частью организационного имиджа, складывающейся под влиянием впечатлений общества от непрофильной деятельности компаний.

Под имиджем организации, как правило, подразумевается ее обобщенный портрет, который создается в представлении самых разных групп общественности на основании того, что она заявляет и, особенно, что делает. Определение имиджа организации в разрезе тех или иных взаимодействий является ключевым этапом в определении имиджа в целом. Выделение социального имиджа в структуре имиджа организации -задача, поставленная перед исследованием.

Для решения этой задачи, можно пойти двумя возможными путями: от определения понятия социального имиджа к его месту в структуре имиджа организации, или, обратным путём, - от места социального имиджа к его определению. Поскольку понятие социального имиджа организации не имеет

достаточной теоретической проработки на сегодняшний день, мы пошли вторым путём. Таким образом, мы попытались определить положение социального имиджа и дать ему определение.

Социальный имидж - элемент всех существующих структурных типологий. Выделение социального имиджа в структуре имиджа организации строится на факторах следования организации нуждам и потребностям общества, соблюдения общественно-этических норм, открытости и ответственности принципов ведения бизнеса.

Подобная трактовка социального имиджа подводит к понятию более широко известному и изученному, а именно, к концепции Корпоративной Социальной Ответственности (КСО).

Внешнее взаимодействие обеспечивает рост внешней эффективности, а внутреннее — повышение эффективности внутренних бизнес-процессов как за счет роста квалификации работников, так и за счет повышения мотивации к реализации этой квалификации в процессе функционирования корпорации.

Будучи исключительно социальным явлением, имидж поддается наилучшему изучению через призму субъекта восприятия.

Развивая свою социальную ответственность, организации следует понимать три взаимосвязи:

1. между организацией и обществом,
2. между организацией и ее заинтересованными сторонами,
3. между заинтересованными сторонами и обществом.

По словам С.В. Братющенко: «Социальная ответственность бизнеса подразумевает определенный уровень развития предприятия и добровольный отклик на социальные проблемы общества».

С.В.Братющенко приводит четыре основных подхода к определению ответственности бизнеса:

1. **Юридический.** Любые действия в рамках юридической законности считаются социально ответственными.

2. **Профессиональный.** Социально ответственными считаются действия, направленные на следования интересам организации и её собственников.
3. **Экономический.** Социальная ответственность должна вести к успеху и сохранять успех.
4. **Морально-этическая.** Социально ответственной можно называть ту организацию, которая ведёт себя морально ответственно как перед людьми, которые в ней работают, так и перед всеми, кто оказывается под воздействием ее деятельности.

Можно сделать вывод, что различные уровни социальной ответственности представляют собой комбинации требований и ожиданий к бизнесу со стороны общества и государства и выгоды/невыгоды социальной активности для бизнеса.

Подводя итоги нашему краткому обзору КСО, резюмируем, что существует три уровня ответственности: законодательная, экономическая и общественная (сама суть социальная). При этом, каждый уровень подразумевает социальную направленность действий компании, но с разной мотивацией.

Можно выделить 3 типа имиджа организации:

1. Правовой имидж - имидж организации, сформировавшийся в ходе выполнения организацией действующего законодательства, или других государственных обязательств, тех стран, на территории которых организация ведёт свою хозяйственную деятельность. Субъект - гос-во.
2. Деловой, или Бизнес, имидж - имидж организации, сформировавшийся на основании процессов и результатов её основной деятельности в сознании непосредственно вовлечённых в эту деятельность субъектов. Субъекты восприятия: партнёры, покупатели, конкуренты, сотрудники, прочие заинтересованные стороны.
3. Социальный имидж - имидж организации, сформировавшийся в результате установления и развития отношений с общественностью

посредством деятельности, оказывающей влияние на качество жизни общества. Субъект - общество.

Модель социальных ролей организации - важный вопрос, решение которого позволяет организовать все прочие сведения о явлении. Представленная модель является динамичной и видоизменяется в зависимости от стадии развития организации и общества в целом. Наивысшей ступенью развития общества, бизнеса и государства можно будет назвать тот момент времени, в котором все три социальные роли максимально совпадут.

## **Social image in structure of image of the organization**

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Image of the enterprise represents complex object for the studying, including a plenty of structural elements. Each of them influences interoperability of the enterprise with an environment. The special urgency in modern conditions of managing is got with social image of the enterprise. It all in a greater degree shapes opinion of consumers of production (services) at different groups of a corporate audience (workers, authorities, competitors, partners on business, a society as a whole).

Social image is a special case, manifestation, an integral part of the institutional image, evolving under the influence of the impressions of society from non-core activities of the companies. Those are the impressions that are not related to the quality of the products, services, markets, etc. volumes social image associated with notions such as leadership, integrity, respect for the company, social responsibility, social representation and social capital.

An amplifying attention to not profile spheres of activity of the company is connected with formation of a society of new type-an information society. There was a change of priorities in manufacture: the accent moves smoothly from area of manufacture of material assets to area of manufacture of the information. Here again we mean not the product information, and the information-means for sale of a product. Marketing info does not move any more only in one direction-from the

seller to the buyer, its movement is chaotic out badly and is subject to the control and management. Consumers have received unprecedented possibilities for an exchange of knowledge, opinions and impressions of consumption of the goods and services. There was a possibility of a feedback.

Changing system of values. Public demands from companies, not only economic, but also social problems: arise and activates the consumer rights protection society and other organizations, their activities became more diversified, the interests of a wide variety of consumers. At the same time, increasing attention is not production characteristics, and those areas of the company, who is not related to its immediate activity. Since there is interest, then formirueta and opinion.

Under the image of the organization usually means its generalized portrait created in a variety of community groups view based on what she said and, in particular, that does. Definition of image of the Organization in the context of those or other interactions is a key step in identifying the image as a whole. Maintenance of the social image of the structure of the Organization's image is a challenge for our study.

To solve this problem, we can go in two possible ways: from definition of social image to its place in the structure of the image of the Organization, or the opposite way-from the place of social image to its definition. Since the notion of the social image of the organization does not have sufficient theoretical study to date, we went to the second. So, we took a fairly extensive theoretical and practical material in the field of drawing up profiles of the image of the Organization, and then tried to determine the position of the social image and give it a definition.

Us models were discussed drawing up profiles of the image of the following authors: b. Gee, Alyoshin I.v., e. Bogdanova and Zazykina, m.v. Tomilova, v.d. Skardun and T.m. Ahtamova.

The authors offer almost one approach to drawing up profiles of the image. Namely, the selection of community groups from the environment on the nature and content of their

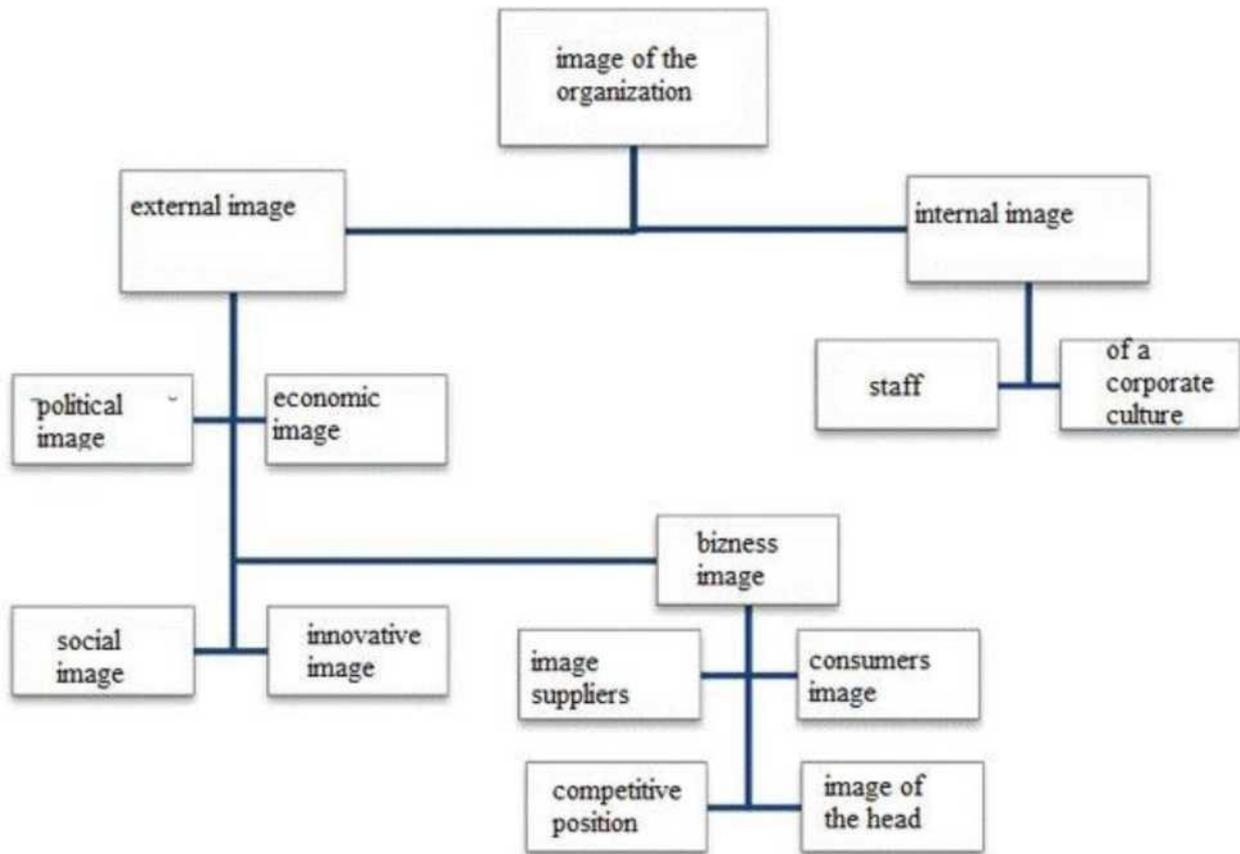
interaction with the Organization: product image, the image of the consumer goods, personnel image, Visual image, social image. Tipologizaczej with the highest level of the renaming is a division of image on the external and internal. Developing the approach mentioned by the authors, we continued to follow their logic selection types of image. But for us it was very important to adopt a more structured and universal criterion for drawing up profiles. As was, we applied the recognized and became the classic model of structure factors of the environment, known as the PEST (Political, Economic, Social, Technological) analysis. Image types selection criterion in this case will be the direction of the Organization, during which created specifically for this area of the image of the organization.

We remind that PEST analysis highlights the following elements of the environment:

- The political component of the external environment has a powerful impact on all parties of the vital activity of the Organization and is evident not only in the position of the State in the international community, but also in the relations of the organization with all branches of Government.
- Economic aspects of environmental impacts on the Organization manifested in the rate of the national currency, inflation (deflation) and other settings that affect the business activity of the organization.
- Social factors of the external environment to a large extent relate to changes in the underlying sociocultural settings, lifestyle and the environment of the population, as well as with the change in the demographic situation in the country and in the region.
- The impact of technological change on the Organization manifested in its quest to stay ahead of the competition through the timely use of the results of research and development.
- Business factors-environment, as in the vicinity of the company related to the behaviour of suppliers, customers, competitors and the labour market, each of which in its own way affects the Organization defining success, effectiveness of its external relations and place on the market.

- The Organization, its personnel, culture, goals and tasks are defined as internal environment.

We accept the listed elements "as is" and we transfer to our model of typology of the image, shown on picture:



Apparently, that the author's model is close by a principle of construction and a content earlier considered. But we shall emphasize still time, that for us it was important to define the most structured basis for types of image. The offered typology contains all elements of image of other models, but invests them with the completed form where to each probably new display of image there is a seat. As we could make sure in works of researchers of image, social image - an element of all existing structural типологий. Here some of definitions:

1. M.V.Tomilova: « Social image of the organization: concepts of the general public about social objectives and roles of the organization in an economic, social and cultural life of a society » [4].

2. V.D.Shkardun and T.M.Ahtjamov: « Social image of the enterprise includes: social actions spent by the enterprise, an information openness of the enterprise, compliance by the enterprise of ecological standards, quantity of provided workplaces, public's pictures about the declared mission of the enterprise » [1].

3. The PEST-analysis: social image as a public assessment of retaliation actions of the company on variations in base values of a society, style and a standard of living; an assessment of the attitude of the company to work and rest, reaction to demographic variations; concept of the company in mass-media.

From the presented definitions we can come to the conclusion, that allocation of social image in structure of image of the organization is under construction on factors of following of the organization to needs and demands of a society, compliance socially-ethical standards, opennesses and the responsibility of principles of business dealing.

The similar treatment of social image steadily brings us to concept much more widely known and studied, namely, to the concept of the Corporate Social Responsibility.

Recourse to the concept of CSR is justified for several reasons. Firstly, the very essence of the concept of CSR is to identify and follow the interests of the various stakeholders: corporate social responsibility (CSR) is a concept whereby organizations take into account the interests of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, local communities and other stakeholders of the public sphere [6].

The orientation of social responsibility may be presented focusing on positive interaction with the environment and the improvement of the situation inside the Corporation. External interaction enables greater external effectiveness and internal — improving the efficiency of internal business processes by increasing the qualification of employees, and motivation to achieve this skill in the operation of

the Corporation [3]. This approach directly affects the interests of creating a typology based on areas of interest.

Secondly, being solely a social phenomenon, the image can be the best study of the subject through the lens of perception. CSR just offers a vision of the environment of the Organization as a set of entities. The use of the concept for our purposes it seems appropriate that the principles of CSR, by definition, meet the criteria of image object: importance and publicity.

October 28, 2010 was published the international standard ISO 26000:2010 'guidance on social responsibility' [5]. One of the recommendations is as follows: 'developing its social responsibility, the Organization should understand three relationship:

1. between the Organization and society,
2. between the Organization and its stakeholders,
3. between stakeholders and society.

In terms of institutional image, 'society' and 'stakeholders' as proposed in the model are the subjects of the image. In the process of interaction, these entities associate organization with personal expectations and interests. Based on this map, a certain image of the organization.

According to S.v. Bratusenko: 'corporate social responsibility implies a certain level of development of the enterprise and the voluntary response to the social problems of society. This response means compliance with the statutory rules and regulations and activities beyond those requirements '[2]. Hence, according to the author, social responsibility is a 'contract between the businessman and the society in which it operates. The interpretation of this contract may be different. S.v. Bratusenko generates four basic approaches to determining the responsibility of business:

1. Legal. Any actions within the legal rule of law are considered to be socially responsible.
2. Professional. Socially responsible are regarded as acts aimed at the interests

of the Organization and sequence of its owners is allowed to deviate from the law, and ethical standards in order to achieve the main goal of.

3. Economic and social responsibility should lead to success and maintain success. And if it fails this test, either now or sometime in the future, it can be discarded for pragmatic reasons.
4. Moral and ethical. Socially responsible can be called the organization that behaves morally responsible as the people who work in it, and to all who are under the influence of its activities.

These approaches can be seen as an evolutionary stage of development organizations in the area of social responsibility. Using certain techniques, it is possible to define at what stage is the Organization at a particular point in time and in which direction it is moving. We recognise trends towards development, and reverse.

We can conclude that the different levels of social responsibility represent a combination of demands and expectations towards business by society and the State and benefit/disadvantage of social activity for business. The higher level of social responsibility of the companies, the more voluntary commitments. In line with this, one can imagine the social responsibility such as the pyramid (by level of socially responsible behaviour).

Pyramid consists of three levels:

1. First level, bottom, baseline-mandatory component of social responsibility is the enforcement of laws (tax law, labour and civil codes).

The second and third tiers-belong to a voluntary social responsibility component. these two stages are different motifs implementation of socially responsible behaviour.

2. The second level represents the realization of socially responsible behaviour for the sake of economic benefits.

3. Third level covers those kinds of socially responsible behaviour, which does not seek to obtain economic benefits.

Summarizing our brief survey of CSR, we summarize, there are three levels of responsibility: legislative, economic and social (the essence of the social). At the same time, each level includes the social orientation of the company's actions, but with different motivation. In other words, CSR is all the company's actions through the prism of society and sees in them a social component. Indeed, with a broad view of the activities of any organization it is obvious that what is called the factors external and internal environment, is nothing but a variety of community groups and representatives of society. In addition, similar to the image detail that can move from latency to active individuals, society representatives are also able to move from one group to another public. Thus, the division of society into groups on environmental factors, is only speculative, and it seems appropriate only in the medium-term plans of the organization.

Plans for a long-term strategic development must necessarily be based, first and foremost, for the sake of interaction with society as a whole as a single organism and the environment.

Based on the foregoing, we propose the following model of graphical image of the organization:

legal

social

business

In the model, we have identified the following types of image of the organization:

1. Legal image - the image of the organization, which was formed in the course of the organization of the current legislation, or other government obligations, those countries in which the organization conducts its business. The key subject of perception - the state.

2. Business or Business image - the image of the organization, which was formed on the basis of the processes and outcomes of its core business in the minds directly involved in the activities of the subjects. Subjects of perception: partners, customers, competitors, employees, and other stakeholders.
3. Social image - the image of the organization, which was formed as a result of the establishment and development of relations with the public by means of activities affecting the quality of life of society. The subject - society.

Introducing this model, we solve several problems. First, we make the assumption that the first definition of social image of the organization. The proposed definition has a rather general interpretation of the concept, but at the same time, contains such important characteristics of the concept as a condition of its formation, the subject and nature of the activities done by the organization.

Secondly, we propose a model typology of the image quality level of generalization of environmental factors. But more accurately and expressively determine the model should be proposed as a "role model of social organization." Indeed, the task that we have been able to solve, creating superior image of another typology.

Based on CSR we were able to identify three key roles of any organization and to understand the relationship between these roles in it. Types of image indicated in the model are the result of the company of their roles.

Dominant social image in the graphical model can be regarded as conditional and artificial selection by the author of the subject of his research. However, we are convinced that such a focus on the social image and, therefore, on the social role of the organization, is well founded. As mentioned earlier, a focus on social, society as a whole, is a long-term and most extensive task of any organization. The social role is performed in more applications, the operating activities of the company, whether intentionally or not.

Here is an example - the research conducted by the company. In terms of environmental factors, the company's actions are aimed at following the pace of technological development and striving to get ahead of the competition through the timely use of the results of R & D, thereby fulfilling economic role, interacting with the business environment. At the same time, it clears the social role of the organization sponsoring the research. We make no assumptions about the public reaction to the actions of the organization, and as a result, do not try to assess this factor when forming the image. But the place of the social role is obvious.

Model social roles of the organization - an important issue that allows you to organize all the other information on the phenomenon. The model is dynamic and changes depending on the stage of development of the organization and society as a whole.

The highest stage of development of society, business and government can be called one at a time, in which all three social roles as much as possible match. Such a moment will be characterized by the highest public information and high public awareness of what it means to be conscious consumers in a competitive environment, and is an active member of civil expression.

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