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FORMATION OF BRAND-FOCUSED COMMUNICATION MANAGEMENT SYSTEM OF INDUSTRIAL ENTERPRISE

The importance of communication in formation of industrial enterprise brand is defined in the article. The essence of the concept of “brand-focused communication management system” and the purpose of such an approach to the management of marketing communication company are investigated. The mechanism of brand-focused communication management system and investigation of its components are proposed. Peculiarities of management functions that arise from the implementation of an industrial enterprise of brand-focused communication management are analyzed.

Keywords: brand of industrial enterprise, communication system, communication management, communication management mechanism, marketing communications.

Formulation of the problem. The relationship between brand of an enterprise and a consumer are formed, maintained and developed in communications and through communication. To this purpose, companies use a variety of tools and communication channels. But our analysis of Ukrainian industrial enterprises' communication systems states that there are serious problems regarding the effectiveness of the use of communication to build a strong brand.

For example, there are such situations as improper use of logo or signature fonts and colors (basic elements of brand identification system) for various information media. Often there are different, even contradictory information that is used by brand or such media are used which quality does not meet the status and positioning of the brand. This prevents the formation of a clear positioning in the consumers' perception and greatly reduces the effectiveness of marketing efforts.

Costs of forming communication system are essential, so it is important creating any information media to be sure that these investments are efficient and capable of creating the necessary brand positioning in the perception of the target audience. Therefore, all the tools and means of communication should be focused on bringing customers the most comprehensive, accurate, meaningful, compelling messages about the nature and benefits of the brand.

Analysis of the recent research and publications. Analysis of the publications showed that they mainly deal with issues on the essence and key elements of the brand, the stages before its formation [1; 4; 6; 10; 13; 16]. Regarding problems of forming enterprise communication systems the communication policy formation, selection of optimal communication tools, study of their effectiveness, etc are focused on [3; 6; 11-14; 16].

Previously unresolved issues that are part of the problem. Outside the attention of scientists and researchers there were left some analysis issue of how to ensure the effective formation of brand through communication system at the target audience. The creation of a specific mechanism for communication management is relevant, and its implementation will enable to concentrate all communications on achieving the necessary company's goals.

The article aims to study the mechanism of the formation of such a communication system for industrial enterprises, which would allow creating the necessary industrial enterprise brand positioning at the target audience.

Among the main objectives we distinguish research of purpose, essence and mechanism elements of brand-focused marketing communication management of an industrial enterprise; analysis of management function features arising from the implementation of brand-focused communication management at an industrial enterprise.

The main material of the study. For the efficient formation of a brand experts of an enterprise should evaluate all communications at their ability to form the brand and promote sales. It should be analyzed how much advertising campaign or certain marketing messages enhance brand awareness, establish and strengthen its association. The work [4; 2; 5; 17] emphasizes that all marketing communications have to strengthen brand position in the consumer's perception, complementing and clarifying the formed idea of the brand.

The traditional tasks of creating of marketing communications add task of integrating the essence of brand to all communication messages of the enterprise that actually demonstrates the necessity of the formation of brand-focused communication management system of industrial enterprise.

Communication management is certainly a system of interrelated elements which interaction can be represented in the mechanism. We explore the essence of concept of the brand-focused communication management system of industrial enterprise.

Brand-focused marketing communication management system of an enterprise is a set of agreed communication management principles, methods, functions that are used by the management subjects in order to create a brand in perception at target audience. It covers the processes of planning, development, implementation, monitoring and evaluation of communication activities aimed at formation of a holistic image of the company in the target audience.

The main elements of brand-focused communication management system of an enterprise are: purpose; management mechanism; management structure; process of management (realization of functions).

The goal of brand-focused communication management system is to ensure brand focused communication direction, allowing forming stronger brand perception in target audience and allowing to plane result. This focus leads to some extension of tasks within communication management functions: analysis, planning, organization, motivation, implementation, monitoring and regulation. The task of brand-focused marketing message is the impact on consumer's attitudes towards the brand of the company and its products.

The main item of brand-focused communication management system is appeal to the consumer (marketing message) that contains information about the brand-coded idea that the producer sends the consumer: associations, thoughts, feelings, arguments, attitudes, arguments, etc., that has a specific form (visual, textual, symbolic). The purpose of transmitting information is informational or emotional impact on consumer behavior.

First, we examine the formation of communications tasks. Focusing on the fact that the driving force of successful businesses is a hierarchical system of strategic management tasks [7; 10; 18] we can present such a hierarchical dependency of purposes for communication management, Fig. 1. The main feature of the formation of brand-focused communications of a company is their subordination to the goals and brand concept. The hierarchical model of formation the purposes provides the unity for intra-organizational level and requires each

employee understanding of brand strategy and tactical direction of its activities within the overall concept.



Figure 1 – Hierarchical formation of goals communications, (adapted from [10])

The result of this approach is a certain set of objectives of marketing communications, integrated with the objectives of the brand. Therefore, the approach of the hierarchical dependence of communication goals is used for the purposes of designing brand-focused communication management of industrial enterprise. The elements of brand-focused communication management mechanism presented in Fig. 2.

Brand-focused communication management mechanism should be understood as a component of brand-focused management communication system of the company which is based on the goal set by governing entities with using of the principles and enterprise resource and ensures the formation of a strong brand by bringing its benefits through coordinated complex means of communication.

Brand-focused communication management mechanism consists of the following elements: target subsystem; management subsystem; providing subsystem; managed subsystem. Target subsystem integrates and coordinates communication goals and objectives of the company and the goals and objectives of brand development of the company. The result of target subsystem is a set of tasks of forming of enterprise communication systems with integration of branding component into them.

The purpose of the management subsystem is to implement the existing set of objectives. Management subsystem is the governing entities that according to the organizational structure of the enterprise perform delegated functions to ensure achievement of the aims of the company. Governing entities in the implementation of management functions are guided by certain principles and criteria for evaluating the degree of the objectives achievement. Also management subsystem comprises all organizational links between employees, involved in carrying out of these functions.

The management subsystem through a providing subsystem affects the managed subsystem. Providing subsystem contains methods and management resources that are

necessary for the implementation of management functions to achieve the objectives.

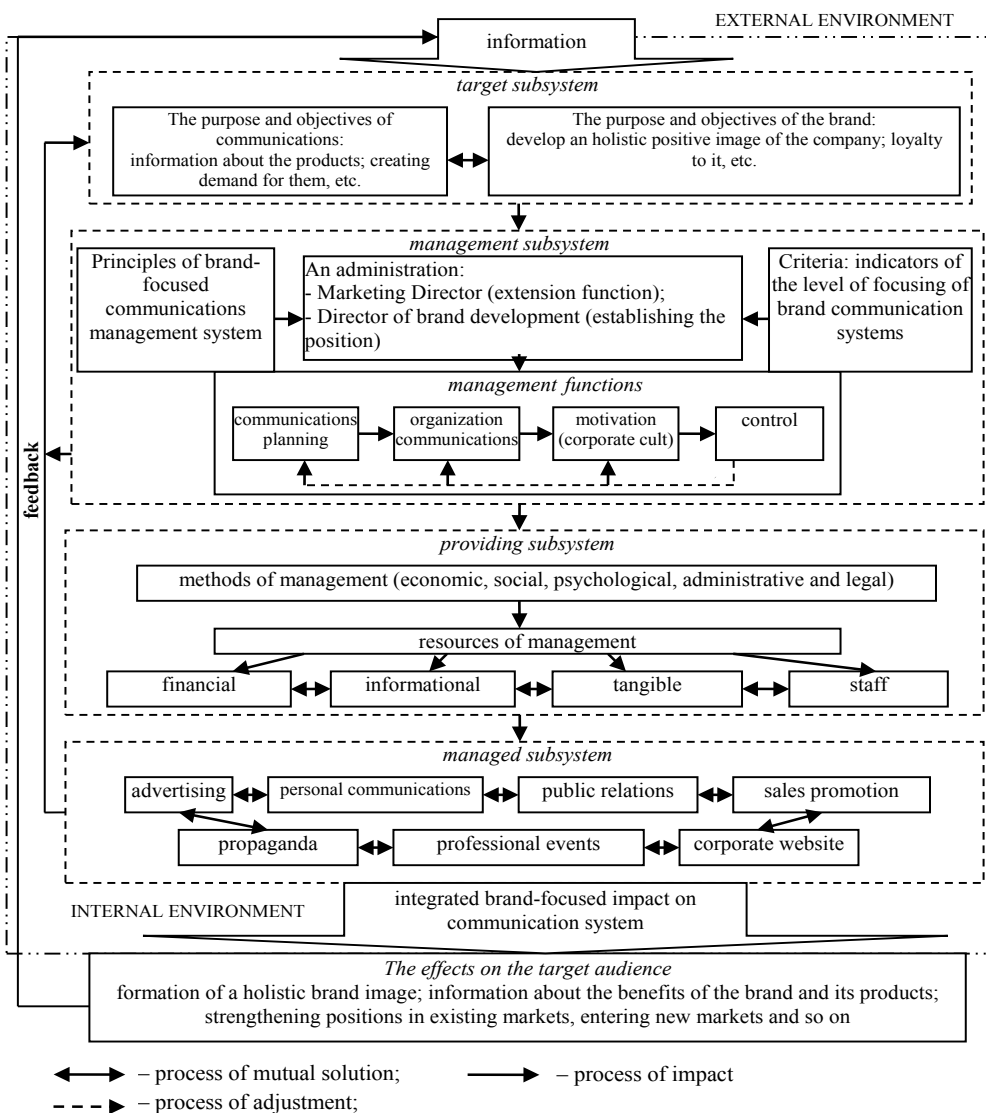


Figure 2 – The elements of brand-focused communication management mechanism of industrial enterprises, (authoring)

Management subsystem contains object of management. For the brand-focused communication management mechanism of an enterprise the object of management is communication tools.

Governing entities should follow certain principles of management that will ensure such

impact on communications when each type of marketing communication strengthens the position of the brand in the consumer perception and creates complementing, enhancing and refining an idea of the brand that is already formed. This is a way to ensure brand-focused communication management of enterprise. The issue of defining principles of brand-focused communication management of an enterprise requires additional study.

As noted above, the impact of governing entities is realized through the implementation of specific functions. Let's analyze some special features of management functions arising from the implementation of brand-focused communication management at an industrial enterprise. Semantic description of each function of brand-focused management is presented in Table 1. In addition to the traditional functions the table presents features that are modified or clarified with the introduction of the concept of brand-focused communication management of an enterprise.

Table 1 – Semantic description of the main features of brand-focused communication management of an industrial enterprise, (authoring)

Function	Strategic functions	Pitch function
Planning	Identifying the key goals of communication and their integration with the objectives of the brand. Formation sequences, technology of implementation of tasks	Defining the groups of target audience and brand perception of each group. Clarification of goals for each group of targeted audience based on their awareness and attitude towards the brand
Organization	Formation of organizational structure. Division of responsibilities between the structural units and experts	Development of essence of brand-focused messages. Selection and optimization of tools and means of communication (traditional). Adapting the creative concept of the brand to communication tools. Budgeting (traditional). Choosing specific means of communication (traditional). Adapting the presentation of brand-focused messages to each of the tools and equipment. Development of a schedule of complex communication events (traditional). Creating a complex of communications (traditional)
Motivation	Development of set of incentives that correspond to motives of experts	Formation of moral incentives, providing understanding of the essence of the brand by employees
Control	Evaluation of results (achieving communication goals of the company)	Evaluation of communicative result (compliance of developed communication systems to criteria, ability of communication systems to generate brand). Evaluation of economic output (traditional)
Adjustments	The program of further action	Formation of the list of required corrections in the consumer's perception of the brand and defining goals for the new stage of communication

Scheduling is implemented within the target subsystem and provides a solution to two problems: what the objectives should be and what the staff should do to achieve it. Planning as a deliberate management activity is carried out on the general principles of objectivity, feasibility, consistency, comprehensiveness, optimum balance [18] and specific principles of brand-focused communication management of an enterprise.

Defining the groups of target audience and brand perception of each group; and clarification of objectives for each groups of the targeted audience based on their awareness and attitudes to the brand. As the feature of the industrial markets is a relatively small number of customers and high cost of purchase, then while forming communications the individual characteristics of each groups of the targeted audience should be taken into account in maximum.

Implementation of *functions of organization* provides the solution of a number of important questions: what to say (the essence of the message), how to say (creative concept), when the say (media message).

The development of the essence of brand-focused messages. As noted in Fig. 1 a fundamental element in the brand-focused communication is a message from displaying the essence of the brand. To form a coherent brand image in communication complex the message should implement that are associated with both rational and emotional factors, social, psychological factors, depending on the context and media perception.

Adapting the creative brand concept to communications tools. Creative concept allows conveying the message content using a specific sign and symbolic system in a form easy to understand and remember. As noted in [6], ineffective communication can mean an error message was used or the message was poorly expressed. Form of the message delivering is no less important to ensure effective communication than its essence.

Adapting the presentation of brand-focused messages to each of the instruments and means of communication is the stage when the general essence of communication and creative brand concept are adapted to the specific of certain means of communication.

For example, a message at an exhibition stand is built according to specific requirements of the perception of information, contains many visual material and a limited number of textual information. Such requirements due to the fact that there are a few minutes to attract attention via a company exhibition stand and the perception of information comes from a certain distance.

Other requirements are needed for creating an information booklet which can contain many technical information, tables, diagrams, models, photographic materials, etc. Information perception in a booklet has another nature: a potential customer has opportunity for the detailed study of the characteristics of the products, the advantages offered by the company brand. Thus, for each means of communication the best adapted content presentation should be formed.

Creating of the communication complex includes direct physical embodiment of communication tools and their distribution through the channel of communications. Often this stage is given to outsourcing under the supervision of the company. In the market of marketing services, there are many specialized companies with manufacturing exhibition equipment, printing, specialized media, producers of souvenirs and so on. An important aspect of using different contractors is to provide information and stylistic unity of marketing messages.

Realizing of *motivation* within the formation of brand-focused communication management system it is important to note that for the industrial markets enterprise personnel is an essential carrier of the brand, so formation of the moral and psychological climate and overall brand-focused corporate culture is a prerequisite of brand-focused management. Moreover, to create a strong enterprise brand it is important to provide understanding of its essence and the organization of work of all the enterprise units (not only the units that accomplish communication with a customer directly) according to the brand benefits offered to customers and partners of the company [9].

Realization of *control* of communication tools quality is to assess compliance except for traditional criteria (economic efficiency, etc.), and brand-focused criteria: 1) conformity of brand identification; 2) reflection of the brand benefits; 3) consistency. But we should understand that long-term investment in the company's reputation doesn't give out immediately.

Regulation is a response to the results of monitoring and correction tool of specific actions to achieve the goal.

To influence the control object (managed subsystem) management subsystem uses some management methods and management resources. Among the methods of control are distinguished such as [8; 18] economic; organizational and legal; social and psychological. Given the need to forming a brand-focused corporate culture the priority management methods except for the traditional economic are socially-psychological ones.

Management resources include the enterprise existing potential, which provides its function and achieve of goals. The classic list of resources includes material, labor, financial, information resources. But recently such resources as intangible, time, technological have been distinguished due to complicity of enterprise functioning, increase competition, globalization of markets [15; 19].

Conclusions. The research highlights the importance of communication in the formation of industrial enterprise brand. The model of the brand is depicted through the use of enterprise-oriented brand communications. The essence of the concept of "brand-focused communication management system" and the purpose of such an approach to the management of marketing communications of company have been investigated.

The mechanism of brand-focused communication management is suggested and its components are investigated. Specifications of the proposed brand-focused communication management system of industrial enterprise are: the harmonization of brand objectives and communications within the target subsystem; integration of principles and criteria of brand-focused management that are used by management subsystem for realization of their functions, corporate culture role allocation for securing a brand-focused communication management, therefore among the management methods the priority is given to a social psychological one.

Peculiarities of management functions arising from the implementation of a brand-focused management communication at industrial enterprise are investigated.

Future research. Additional research is required to define principles of brand-focused communication management of an enterprise that will ensure such impact communications when each type of marketing communication strengthens the position of the brand in the consumer perception and enforce complementing, enhancing and refining an idea of the brand that is already formed.

Another important area for a future research is development of an appropriate organizational structure that would ensure quality and harmonious functioning of brand-focused communication management.

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Н.В. Івашова. Формування бренд-орієнтованої системи управління комунікаціями підприємства

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Формування бренд-орієнтованої системи управління комунікаціями підприємства

У статті висвітлене значення комунікацій у формуванні бренду промислового підприємства. Досліджено сутність поняття “бренд-орієнтована система управління комунікаціями” та мету впровадження такого підходу до управління маркетинговими комунікаціями підприємства. Запропоновано механізм бренд-орієнтованого управління комунікаціями та досліджено його складові елементи. Проаналізовані особливості функцій управління, що виникають зі впровадженням на промисловому підприємстві бренд-орієнтованого управління комунікаціями.

Ключові слова: бренд промислового підприємства, система комунікацій, управління комунікаціями, механізм управління комунікаціями, маркетингові комунікації.

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Формирование бренд-ориентированной системы управления коммуникациями предприятия

В статье показано значение коммуникаций в формировании бренда промышленного предприятия. Исследованы суть понятия “бренд-ориентированное управление коммуникациями” и цель внедрения такого подхода к управлению маркетинговыми коммуникациями предприятия. Предложен механизм бренд-ориентированного управления коммуникациями и исследованы его составные элементы. Проанализированы особенности функций управления, возникающие при внедрении на промышленном предприятии бренд-ориентированного управления коммуникациями.

Ключевые слова: бренд промышленного предприятия, система коммуникаций, управление коммуникациями, механизм управления коммуникациями, маркетинговые коммуникации.

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