

Role of corporate image in a communication strategy of an organization

(Factors that influence perception of image by its stakeholders)

Bc. Helena Lapuníková

Thesis
2010

 Tomas Bata University in Zlín
Faculty of Multimedia Communications

Univerzita Tomáše Bati ve Zlíně
Fakulta multimediálních komunikací
Ústav marketingových komunikací
akademický rok: 2009/2010

ZADÁNÍ DIPLOMOVÉ PRÁCE

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Bc. Helena LAPUNÍKOVÁ**
Studijní program: **N 7202 Mediální a komunikační studia**
Studijní obor: **Marketingové komunikace**

Téma práce: **Role image v komunikační strategii organizace
(faktory, které ovlivňují vnímání image zákazníky)**

Zásady pro vypracování:

- 1. Zpracujte teoretická východiska k tématu práce, definujte vztah image ke komunikační strategii organizace.**
- 2. Zpracujte marketingový průzkum vnímání image zvolené organizace u jednotlivých segmentů cílových skupin.**
- 3. Prostřednictvím kvantitativního výzkumu analyzujte kritéria ovlivňující image organizace.**
- 4. Navrhněte komunikační mix vedoucí k posílení image zvolené organizace, využijte závěry předchozích kvalitativních a kvantitativních výzkumů.**
- 5. Verifikujte pracovní hypotézu, shrňte zjištěná data a navrhněte doporučení.**

Rozsah práce:

Rozsah příloh:

Forma zpracování diplomové práce: **tištěná/elektronická**

Seznam odborné literatury:

AAKER, D. A., & BIEL, A. L. (1993). Brand Equity and Advertising. New Jersey: Lawrence Erlbaum Associates, Publishers. ISBN 0-8058-1283-0.

BALMER, J. M. T.; GREYSER, S. A. (2003) Revealing the Corporation, Routledge. ISBN 041528421X.

BELASEN, T. A. (2008). The Theory and Practice of Corporate Communication. New York: Sage Publications, Inc. ISBN 978-1-4129-5035-0.

DOWLING, G. R. (1993). Developing Your Company Business Assets. Long Range Planning , pages101-109.

FOMBRUN, C. J. (1996). Reputation: Realizing Value from the Corporate Image. Harvard Business School Press. ISBN 0875846335.

FORET, M. (1997). Marketingová komunikace. Brno: Masarykova universita Brno. ISBN 80-7226-811-2.

GREGORY, J. R., & WIECHMAN, J. G. (1999). Marketing Corporate Image . Chicago: NTC Business Books.

JAKUBÍKOVÁ, D. (2008). Strategický marketing, Strategie a trendy. Praha: Grada Publishing, a. s. ISBN 978-80-247-2690-8.

JONES, J. P. (1999). How to use advertising to build strong brands. Thousand Oaks, California : Sage Publications, Inc. ISBN 0-7619-1242-8.

KINCL, J. (2004). Marketing podle trhů. Praha: Alfa Publishing. ISBN 80-86851-02-8.

Vedoucí diplomové práce:

Mgr. Ing. Olga Jurášková

Ústav marketingových komunikací

Datum zadání diplomové práce:

1. prosince 2009

Termín odevzdání diplomové práce:

26. dubna 2010

Ve Zlíně dne 1. prosince 2009

doc. MgA. Jana Janíková, ArtD.
děkanka



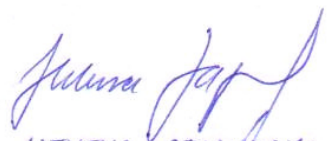
Mgr. Ing. Olga Jurášková
ředitelka ústavu

PROHLÁŠENÍ AUTORA DIPLOMOVÉ PRÁCE

Beru na vědomí, že

- odevzdáním diplomové práce souhlasím se zveřejněním své práce podle zákona č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, bez ohledu na výsledek obhajoby ¹⁾;
- beru na vědomí, že diplomová práce bude uložena v elektronické podobě v univerzitním informačním systému dostupná k prezenčnímu nahlédnutí;
- na moji diplomovou práci se plně vztahuje zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, zejm. § 35 odst. 3 ²⁾;
- podle § 60 ³⁾ odst. 1 autorského zákona má UTB ve Zlíně právo na uzavření licenční smlouvy o užití školního díla v rozsahu § 12 odst. 4 autorského zákona;
- podle § 60 ³⁾ odst. 2 a 3 mohu užit své dílo – diplomovou práci - nebo poskytnout licenci k jejímu využití jen s předchozím písemným souhlasem Univerzity Tomáše Bati ve Zlíně, která je oprávněna v takovém případě ode mne požadovat přiměřený příspěvek na úhradu nákladů, které byly Univerzitou Tomáše Bati ve Zlíně na vytvoření díla vynaloženy (až do jejich skutečné výše);
- pokud bylo k vypracování diplomové práce využito softwaru poskytnutého Univerzitou Tomáše Bati ve Zlíně nebo jinými subjekty pouze ke studijním a výzkumným účelům (tj. k nekomerčnímu využití), nelze výsledky bakalářské/diplomové práce využít ke komerčním účelům.

Ve Zlíně 13.4.2010.....


HELENA LAPUNKOVÁ.....
Jméno, příjmení, podpis

¹⁾ zákon č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, § 47b Zveřejňování závěrečných prací:

(1) Vysoká škola nevýdělečně zveřejňuje disertační, diplomové, bakalářské a rigorózní práce, u kterých proběhla obhajoba, včetně posudků oponentů a výsledku obhajoby prostřednictvím databáze kvalifikačních prací, kterou spravuje. Způsob zveřejnění stanoví vnitřní předpis vysoké školy.

(2) Disertační, diplomové, bakalářské a rigorózní práce odevzdané uchazečem k obhajobě musí být též nejméně pět pracovních dnů před konáním obhajoby zveřejněny k nahlížení veřejnosti v místě určeném vnitřním předpisem vysoké školy nebo není-li tak určeno, v místě pracoviště vysoké školy, kde se má konat obhajoba práce. Každý si může ze zveřejněné práce pořizovat na své náklady výpisy, opisy nebo rozmnoženiny.

(3) Platí, že odevzdáním práce autor souhlasí se zveřejněním své práce podle tohoto zákona, bez ohledu na výsledek obhajoby.

²⁾ zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 35 odst. 3:

(3) Do práva autorského také nezasahuje škola nebo školské či vzdělávací zařízení, užije-li nikoli za účelem přímého nebo nepřímého hospodářského nebo obchodního prospěchu k výuce nebo k vlastní potřebě dílo vytvořené žákem nebo studentem ke splnění školních nebo studijních povinností vyplývajících z jeho právního vztahu ke škole nebo školskému či vzdělávacímu zařízení (školní dílo).

³⁾ zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 60 Školní dílo:

(1) Škola nebo školské či vzdělávací zařízení mají za obvyklých podmínek právo na uzavření licenční smlouvy o užití školního díla (§ 35 odst. 3). Odpírá-li autor takového díla udělit svolení bez vážného důvodu, mohou se tyto osoby domáhat nahrazení chybějícího projevu jeho vůle u soudu. Ustanovení § 35 odst. 3 zůstává nedotčeno.

(2) Není-li sjednáno jinak, může autor školního díla své dílo užit či poskytnout jinému licenci, není-li to v rozporu s oprávněnými zájmy školy nebo školského či vzdělávacího zařízení.

(3) Škola nebo školské či vzdělávací zařízení jsou oprávněny požadovat, aby jim autor školního díla z výdělku jim dosaženého v souvislosti s užitím díla či poskytnutím licence podle odstavce 2 přiměřeně přispěl na úhradu nákladů, které na vytvoření díla vynaložily, a to podle okolností až do jejich skutečné výše; přitom se přihlídně k výši výdělku dosaženého školou nebo školským či vzdělávacím zařízením z užití školního díla podle odstavce 1.

ABSTRACT

This thesis offers an insight of a communication strategy analysis with a further spotlight on a corporate image as a tool of meeting strategic goals of a small catering business Osteria Restaurants – the Bull, in the City of London. The theoretical part explains several empirical terms related to the image itself while the practical part analyses corporate identity and image in reality as it is seen by the major target segments. The goal of this graduation thesis is to analyze the market position of hospitality operation, the Bull, within its target group, apply quantitative as well as qualitative survey (focus group), and deliver a communication improvement proposal directed to establish a long term customer relationship and revenue increase.

Keywords:

Corporate Image, Corporate Identity, Corporate Culture, Corporate Design, Corporate Communication, Factors of Imagery, Aesthetics Impact, Focus Group, Qualitative & Quantitative Survey, Mission Statement, Vision, Communication Mix, Competitive Advantage, SWOT Analysis

Acknowledgements belong to the head of Communications Department, Mgr. Ing. Olga Jurášková, for consulting and professional conducting of my work as well as to Roberto Dora, the owner of the Osteria restaurants and to Jenny Hansson, the assistant manager, for providing all practical information and satisfactory conditions needed for successful execution of my research. I also appreciate participation and willingness of all respondents concerned in the consumer audit.

I hereby proclaim that I have elaborated my diploma thesis independently and all sources I have used are cited.

In Zlín, of the day

Name

CONTENT

INTRODUCTION	9
I THEORETICAL PART	10
1 IMAGE	11
1.1 DEFINITION OF CORPORATE IMAGE	11
1.2 CORPORATE IDENTITY & CORPORATE IMAGE	12
1.3 IMAGE AS A COMMUNICATION TOOL – FACTORS OF IMAGERY	13
1.3.1 Brand Name	13
1.3.2 Corporate Identity	14
1.3.3 Public Relations	17
1.3.4 Direct Response	17
1.3.5 Sales Promotion	18
1.4 MANAGING IMAGE & IDENTITY	18
1.4.1 Attributes of Image & Identity Management	18
1.4.2 Image-Based Communication Campaign	21
1.4.3 Managing Company’s Aesthetic Impact	23
1.5 SPOTLIGHT ON COMPANY’S IMAGE	25
1.5.1 Quantitative Research	25
1.5.2 Qualitative Research	26
II PRACTICAL PART	28
2 OSTERIA GASTRONOMIA	29
2.1 ORGANIZATION’S PROFILE	29
2.2 CONTEMPORARY CORPORATE IDENTITY	30
2.2.1 Corporate Culture	30
2.2.2 Goal/Vision	31
2.2.3 Mission	31
2.3 FACTORS OF IMAGERY	31
2.3.1 Brand Name	31
2.3.2 Corporate Identity	31
2.3.3 Public Relations	33
2.3.4 Direct Response	37
2.3.5 Sales Promotion	37
2.4 SPECIFICS OF COMPANY’S CORPORATE IDENTITY AND IMAGE MANAGEMENT	38
2.4.1 Corporate Image	38
2.4.2 Corporate Reputation	38
2.4.3 Corporate Personality	38
2.4.4 Osteria’s Aesthetic Communication	39
3 CORPORATE IMAGE / ACCORDING TO THE SURVEY.....	41
3.1 QUANTITATIVE SURVEY / IMAGE FACTORS/ SEGMENTATION AND PREFERENCES	41
3.1.1 Questionnaire	41
3.1.2 Target Groups & Segmentation	42
3.2 QUALITATIVE RESEARCH / FOCUS GROUP REPORT	48
3.2.1 Focus Group Report	49

3.3	CONCLUSION	53
III	PROJECT PART	54
4	IMAGE STRATEGY PROPOSALS	55
4.1	COMPETITIVE ADVANTAGE	55
4.2	FURTHER REFLECTION ON SURVEYS	56
4.3	SIX TIPS TO DIRECT A NEW COMMUNICATION STRATEGY	56
4.4	AESTHETIC MIX SUGGESTION	59
4.5	COMMUNICATION MIX SUGGESTION	60
4.5.1	Sales Promotion	62
4.5.2	Public Relations	63
4.5.3	Web Site Presentation	64
4.5.4	Direct Marketing	64
4.5.5	Guerilla Marketing	65
4.5.6	Advertising	65
4.6	TIMING MIX SUGGESTION	65
4.7	ESTIMATED BUDGET FOR A HALF YEAR HORIZON	67
4.8	EFFECTIVENESS EVALUATION	68
	CONCLUSION	69
	BIBLIOGRAPHY	71
	LIST OF SYMBOLS AND ABBREVIATIONS	73
	LIST OF FIGURES	74
	LIST OF TABLES	75
	LIST OF ATTACHMENTS	76

INTRODUCTION

On the global markets, the necessity of adding a value to products or services is being constantly emphasized. Building a positive corporate image is definitely an asset how to reach today's demanding customers. However, this communication weapon has practically several ways of utilization and understanding by various executives. While multinational enterprises focus mainly on a global approach by highly standardized offer, the others focus with their communication activities on creation of positive image and goodwill by assembling long term relationship with stakeholders. This can be applied especially on small and middle sized companies and family businesses whose main goal is the establishment of loyal client base rather than economy of scale.

Firstly the two main terms, corporate image and corporate identity, are thoroughly examined. The aim of the thesis is to perform a research on how such market position could be developed, maintained and boosted up by analyzing a small family company like Osteria Restaurants, hospitality operation – the Bull, in particular. The extended analysis should reveal the level corporate image and it's position formed so far by applying related theories and surveys. According to the identified competitive advantage, improvements tender for the communication activities in following time periods are delivered.

Main hypothesis:

- 1/ There are some clashes between the way a company The Bull aims to be seen – the corporate identity is being directed, and the way it is actually seen by its stakeholders.
 - 2/ However, the sustainable and strong corporate image developed throughout the years, is rather positive. The communication efforts have contributed to overall reinforcement.
- .

I. THEORETICAL PART

1 IMAGE

This chapter is devoted to the term image by collecting several titles concerned with this question. Various author's points of view are introduced, furthermore the aspects and the role of image are revealed. The main attempt is to find the link between the corporate image and overall communication strategy of a corporation.

1.1 Definition of Corporate Image

Image literally means the level of reputation and an overall picture a company has been able to create in the eyes of public, competition, end-customers and other subjects involved. It is the sum of activities linked with corporate culture, corporate identity and design, delivered by company's communication.

According to Philip Kotler, image represents a set of opinions, thoughts and impressions, which one creates about a firm or a product. Attitudes and acts of humans have connection with image of the firm or product. (KOTLER, p.262)

Corporate image is the eye of the receiver. It is simply the picture that an audience has of an organization through the accumulation of all received messages. It is determined by all company's actions. (IND, p.8)

It is wrong to assume that the company communicates only when it wants.

Image is powerful. It helps to determine how a person will behave towards a company. How that company is perceived: as weak or strong, open or devious, warm or cold, rigid or flexible, etc. (BERNSTEIN, p.11)

Identity is like the sun. It radiates energy from a solid mass. Image, on the other hand, is like a balloon: it is all surface and spends too much time avoiding pricks.“ (SELAME & SELAME, p.157)

Image can never be more important than the brand. But the brand may be nothing without its image – and can never be divorced from it. (OGILVY, p.117)

By image is understood a notion, which every individual generates about a company, either based on personal experience or mainly based on messages and information gained from the others or media. (FORET, p.63)

Corporate image is the combined impact of made on an observer by all of a corporation's planned and unplanned visual and verbal communications as well as by outside influences. (GREGORY & WIECHMAN, p.2)

When a customer regards your company as a good community player, honorable employee, an innovator or added value creator, then your outgrowth is trusted, you have achieved a successive level of image. (GREGORY & WIECHMAN, p.3)

1.2 Corporate Identity & Corporate Image

An organisation's identity is its sense of self – much like our own individual sense of identity. Consequently, it is unique. Identity is formed by an organisation's history, its beliefs and philosophy, the nature of its technology, its ownership, its people, the personality of its leaders, its ethical and cultural values and its strategies. It is core of an organisation's existence. (IND, p.11)

Corporate identity is a planned assembly of visual cues by which the audience can recognize the company and discriminate one company from another and which may be used to represent or symbolize the company. (BERNSTEIN, p.156)

Every organisation is unique, and the identity must spring from the organization's own roots, its personality, its strengths and weaknesses. (OLINS, p.29)

According to Gregory and Wiechman, the basic components of Corporate Identity in a firm are name and logo – a planned form of visual signs which are used to communicate via business cards, point of purchase materials, signs, cars, collateral materials or in advertising. Corporate Identity expresses the way a corporation sees itself and such a way contributes to affect the general image. (GREGORY & WIECHMAN, p.16)

The integration of the two components is essential to sustain credibility in changing environment. In general external image contributes to gain a long term relationship with customers, investors, suppliers and other stakeholders while internal identity boosts employee's loyalty. And the visual statement is one of the strongest weapons in a company's image management; therefore Corporate Image is recognized to be a beneficent marketing tool.

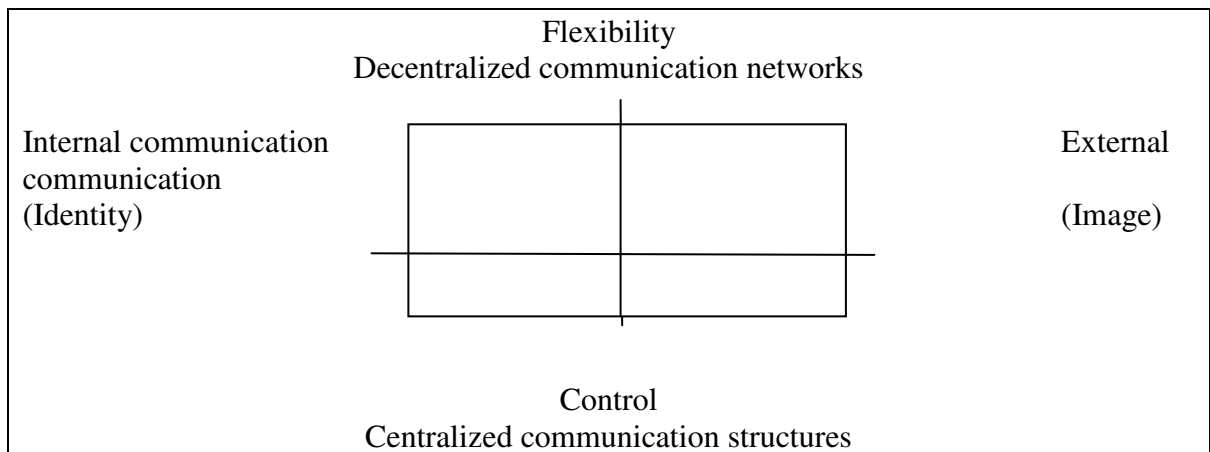


Fig. 1 Competing values framework for corporate communication dimensional qualities
source: MAWRICK, N., & FILL, C. (5. June 1995). Towards a framework for managing
corporate identity. European Journal of Marketing . Vol.31, No.5/6, p.396-409

As obvious from the figure above, Corporate Identity and Corporate Image are highly interrelated. Identity signifies the company's presentation itself and that is reflected into the image, a way an entity is perceived by its stakeholders in order to distinguish itself from the others. "Corporate identity is like a DNA blueprint, which is unique to that particular organization" (BELASEN, 2008)

1.3 Image as a Communication Tool – Factors of Imagery

Recently the importance of the term *image* has been emphasized within marketing communications and has become a base of contemporary communication strategies either of global brands or medium sized and small enterprises. The promotional campaign can be set up in addition to the image level that has been created, as well as launched to create completely new image. As mentioned before, there are several intangible factors that can not be really influenced by marketers, nevertheless there is a vast number of elements which can be followed in order to boost the picture of an entity in the eyes of stakeholders.

1.3.1 Brand Name

Corporate brand name is a core pattern for image awareness creation. Customers make associations with the product, service or company accordingly.

Added value in terms of brand image is one of the most superior objectives to be reached by an entrepreneur. Building brand equity is a long process related to the functional prop-

erties as well as positive experience, identifying oneself with the group of users, beliefs in its effectiveness or simply the way the brand looks like. Such benefits can be gained and boosted by suitable communication and advertising. As a result, the brand loyalty is reached – a consumer's positive attitude towards the corporate brand which can be easily measured by records of purchasing behavior. (JONES, 1999)

Important patterns which determine brand are the name and graphic mode. According to Aaker and Biel, 1993, brand image is driven by brand equity. "Brand equity stands for a financial concept associated with the valuation placed on a brand." (AAKER & BIEL, 1993) As a bunch of associations connected with the brand can be then described the image. These attributes can be hard and soft. Within a hard association fall for instance: premium prices, user friendliness, taste and design. By soft – emotional attributes is meant e.g. trustworthiness, excitement, masculinity, dullness etc. (AAKER & BIEL, 1993) The authors further claim image can be divided into three basic components – subimages; (a) corporate image; (b) image of the user; (c) image of the product or service.

Brand name, corporate identity and corporate image are again strongly interrelated concepts.

1.3.2 Corporate Identity

"An organization's mind identity is the set of values and philosophies that are believed by everybody in the corporation." (BELASEN, 2008)

Corporate identity is organization's „self image“ and it is a core tool which contributes to drive communication strategy and by that the external image.

- Corporate Culture

Outlines the shared values and beliefs within the business. Part of corporate culture is determination of goal, mission statement and the organization's vision.

Obviously the most motivated person within a company is the owner. To get the employees more involved and attached to the values and norms of the enterprise, the leader should create an inspiring environment. Self-respect, creativity and confidence are the terms significant for the culture of inspirational leadership.

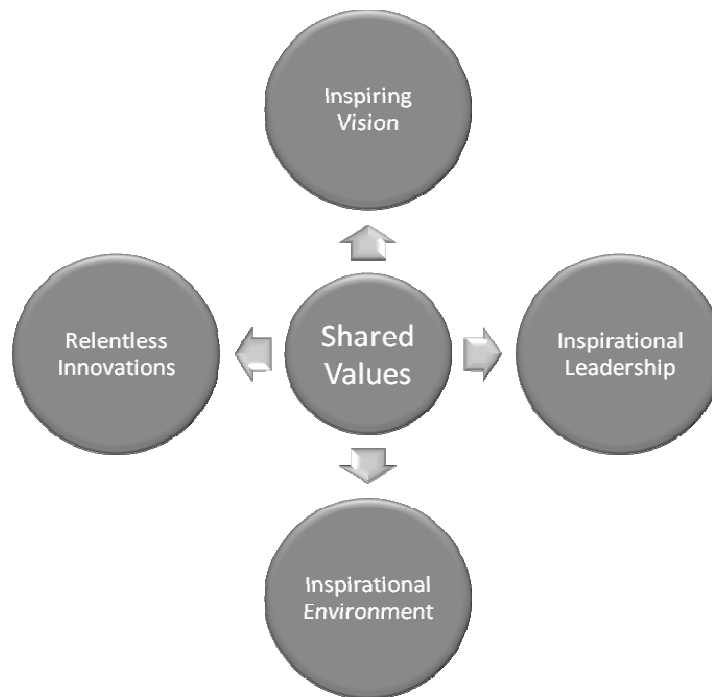


Fig. 2 Inspirational Leadership Model

source: KOTELNIKOV, retrieved April 4, 2010, from 1000ventures.com:

http://1000ventures.com/business_guide/crosscuttings/leadership_inspirational.html

- Corporate Communication

Is the process that translates corporate identity into corporate image, then it has to be communicated to employees, shareholders and customers alike. Without communication the values and strategies will not have any sense of identity. It includes everything company does from the way telephones are answered to the way product brochures are presented. CC must be consistent and work together – integrated. (IND, p.15)

- Logo

A significant part of company means of communication with corporate audience is logo. A design system which has important role of creating the visual statement which determines what the company stands for. It has limited importance (significance), because the cultural background of the audience will determine the interpretation. (IND, p.16)

- Corporate Design

The view of design is more than just concerned with aesthetics, it is a marketing tool. (IND, 1990) When the identity is used via design, the purpose is commercial, to make

greater profit out of what they do in the short term. The visual style can also add value. (OLINS, p.32)

- It can define the type of company and what it does
- Indicate the style of company
- Differentiate a company from its competitors
- Convey the logic of the corporate structure by emphasizing one element at the expense of another
- Communicate the change (IND, p.17)

Design system consists of four elements:

- Names
- Graphics
- Slogans
- Language



Fig.3 Example of Unified Visual Style in Graphic Manual

source: http://www.templateknowledgebase.com/sample_templates/corporate_stationary/pr_sampleView.htm

Names should not be changed, it takes so much time and money to establish new corporate name. Graphic systems can convey a consistent corporate style. Slogans do not always travel well but they can act as rallying exclamation.

Language is much part of corporate design, aims to convey positioning among the audience by using technical language or jargon in the corporate literature.

People, a part of the corporate personality, also play a considerable role in the company. People make impression, people pass messages – negative communication, choice of words, appearance. (BERNSTEIN, p.160)

Word of Mouth, alias orally spread reputation is one of the most powerful communication tools, therefore often the most expensive, regarding the made effort. The communication tool is a satisfied customer. Firms, which cares about customers might save some assets that would be otherwise invested in promotional campaign. It is also important, to bear in mind that even dissatisfied client communicates with others and the level of the influence is vaster than in the case of the satisfied one.

As an effective strategy is considered intentional influence of such people, that may have a key significance on target market and are able to pass the message to the others more efficiently than the firm itself. Such a process can be considered as a public relation oriented strategy. (JAKUBÍKOVÁ, 2008)

1.3.3 Public Relations

Is the most influential communication tools when it comes to image reinforcement. By building a sustainable relationship with public, employees, press, community, customers, investors etc. companies gain an impression of being an ethically concerned entity. In terms of small and middle sized family businesses, the importance of the two the relationship base of a sufficient end customer plus base is being emphasized in order to gain a strong corporate image.

1.3.4 Direct Response

Direct mail can contribute to the positive perception of an organization; however it may also evoke negative impression by urging the respondent to an action (fill in a coupon, sign, give personal details etc.).

1.3.5 Sales Promotion

This communication tool may have a negative impact on the company reputation, mainly as a result of constant utilization of price discounts and other incentives which induce lower quality notion. However a witty and creative way of sales promotion can boost the image, thus customer relationship. (AAKER & BIEL, 1993)

1.4 Managing Image & Identity

What determines image? Why is the management of Corporate Image and Identity so crucial? Mawrick and Fill argue that there are the following main influential factors:

- Need to differentiate because of increased competitive activity and rivalry
- Shortening of product life-cycles
- (De)merger and diversification/consolidation activities
- High rates of media cost inflation
- Redefinition of marketing in terms of developing/maintaining relationships
- Increasing recognition of the value of integrated marketing communications
- Finer approaches to segmentation
- Increased incidence of crisis situations impacting on organizations

(MAWRICK & FILL, p.396-409)

1.4.1 Attributes of Image & Identity Management

As mentioned earlier, image is the way an enterprise is viewed by all its stakeholders. Mawrick and Fill further claim that it is almost impossible that all, either customers, suppliers, investors or competitors perceive a company with the same approach. Therefore managing the identity is a vital issue within the corporate image building. It contains corporate image, reputation and personality management.

- Corporate Reputation

This term is often convertible with corporate image itself; however image is rather the way of perception while reputation is, more of an evaluation, a collective judgment of a firm. (MAWRICK & FILL, p.396-409)

„Reputations are more durable than images and may represent a relatively consistent store of goodwill and support in favorable cases (positive reputations) or distrust and avoidance in adverse situations (negative reputations).“ (MAWRICK & FILL, p.396-409)

- Corporate Personality

Mawrick and Fill's second element of identity management is Corporate Personality; „the total sum of the organization's characteristics from which the identity is generated.“ (MAWRICK & FILL, p.396-409) This includes behavioral and intellectual characteristics of a company.

- Corporate Vision

The vision statement is a very first step when it comes to image creation management. It outlines a goal of an organization and specifies the common task for employees on the way of reaching it. Corporate vision directs the company's human resources to behave in a certain way. Corporate culture is then further developed and formal company policies assigned. An example of spoken vision statement could be:

“The Consumer is our boss, quality is our work and value for money is our goal.”

(DOWLING, p. 101 to 110)

- Customer Relationship Management

CRM is one of those included amongst the global trends of modern marketing. Such relationships are boosted not only by a number of benefits constantly brought to the end customer, but also by a so called activity – *customization*. Either a firm focuses on a standardized mass production with a very homogenous offer and marketing mix, or on the other hand, its strategy could be specific for the delivery of products or services exactly by the various tiny local segment needs.

- Segmentation

Various potential segments, principal, secondary or latent ones are vital to be untapped in order to enable picturing an image of any company. The more the marketing mix is adjusted to peculiar demand the more the positive image outcome will be reinforced. Such a kind of action is known as differentiated target marketing. (KINCL, 2004)

Segmentation phases:

- Questioning
- Analysing
- Profiling

Several criteria are applied to identify, analyze and shape the prospective target segments, e.g. geographical, demographical, behavioral, social -cultural, psycho-graphical etc.

Kiráľová claims in her publication that there are kinds of standard criteria how to shape different profiles of segments. According to her publication, some could be divided e.g. from a psychological point of view into homogenous groups; careerist, pioneer, disciplined or good neighbors.

Such segments need to fulfill these essential attributes; measurability, accessibility, copiousness, striking power, stability, expediency, liquidity etc. (KIRÁĽOVÁ, p.63)

Segmentation itself has three major phases; data gathering analysis, and profiling of the possible target clusters.

- Staff

In service-oriented company, the employee performance, loyalty and motivation are one of the core attributes of succeeding in image contraction. (AAKER & BIEL, 1993)

- Services marketing

The attention has risen in terms of marketing the services. Therefore the regular 4P marketing mix is extended with three additional components; customer service, people and processes. In order to build enduring and sustainable relationship, the importance of higher level of customer service is emphasized. (PAYNE, p.2) People, in terms of production and delivery of services have become inseparable element which relieves to gain competitive advantage. Managing the process - the procedures, mechanisms, and routines - is a key aspect of service quality uplift. (PAYNE, p.2)

The service product is “an overall concept of objects or processes which provide some value to customers, goods and services are subcategories which describe two types of product. In fact customers are not buying goods or services – they are really buying specific benefits and value from the total offering.” (PAYNE, p.221)

A part of differentiation and communication the service product is branding. Adding value in the services industry have become much more common than some 20 years ago. (PAYNE, p.2) Pricing the service is also very important aspect of building the perception of quality level and therefore image.

1.4.2 Image-Based Communication Campaign

The image creation or even image change is up to a certain level independent off corporation's subjective efforts. However, there exist several theories engaged in inquiry of image driven communication strategies.

Determining the objectives, defining the market segments, formulating the message, timing of promotion, budgeting, media selection, evaluation of results are adjusted in addition to the corporate identity.

The main goal of the image-based strategy is to build awareness, reinforce goodwill, inform and correct misleading information. Hence the choice of the audience must follow the philosophy of the whole campaign and the targeting carried out with caution. While launching a campaign with a new approach, the contracting authorities would rather bear in mind that the message's main task is to strengthen the reputation in order to assure the message would no be confusing and disintegrated.

Before launching a campaign, a company's first step to success is to implement a marketing research. The optimal solution is to apply both, quantitative as well as qualitative survey. That would help to profile the segments according to their demographic characteristics together with analyzing their needs and preferences. Moreover, in depth interviews such as focus group can facilitate to set together appropriate communication campaign.

The basic pattern of communication strategy founded on image is message. Such a message has to differentiate the company from others, involve emotional sparkle as well as practical information about the offer. Such a message can be buzzed either directly (via actual quality of services and offer; customer's satisfaction; employee's behavior and performance; equipment of the head office and the design of interior) or indirectly (via integrated marketing communications).

Message must be related to the objectives and acceptable to the market segment. Attract attention, generate interest or inform are the primary functions of messaging. Furthermore, it is necessary that the message is passed to the customer within the product consumption.

(SHEPHERD, p.15) The effect of message can be reinforced by compilation and utilization of a catchy claim – slogan.

Image advertising is nowadays common marketing notion. This branch of advertising is based on containing limited amount of text and highlighting the image – the picture. Such a picture supposes to link the product with a certain lifestyle and values. The goal is to raise attention and interest, influence buying behavior as well as brand awareness and familiarity. In this case, more important is to promote product or service rather than its functional features.

Public relations are “concerned with building up the image attempts to create a favorable attitude in the minds of present and future customers, employees, and investors.” (SHEPHERD, p.21) Public relations help to shape public opinion, therefore the corporate image. The public – either press, employee, customer, community, government, industry or investor relations etc. is influenced by means of PR. Publicity boosts the corporate image, and to reach it, several tools like annual reports, media kits, newsletters, brochures, blogs or social media are used. Positive reputation can be gained via involvement into sponsorship or various corporate social responsibility actions, but can be as well damaged by uncontrolled crisis communication.

The importance of people element in service promotion is highlighted. It is proved that personal recommendation is one of the most valuable information in the decision making, moreover people are very likely to share and spread experience with the service product acquisition with the others. Negative experience then tend to have greater impact than the positive ones. (PAYNE, p.221)

Sales Promotion is a fast way of boosting sales revenues. If overused, it can also cause harm to the overall firm reputation. However in the accurate intensity sales promotion is a perfect tool how to strengthen customer relationship. Means like price deals, loyal reward programs, coupons, contests etc. contribute to maintain positive opinion about the corporation in the eyes of regular consumers.

Merchandising – “includes all activities to increase sales, that take place within the unit, eg displays, sales by dining room staff” (SHEPHERD, p. 22)

In the personal sales and direct marketing the vast attention is paid to the way a corporation presents itself causing the direct contact with the consumer happens. The way the business letters, mails are designed, the way business partners and staff members appear, have a

great impact on the level of perceived professionalism. It is important to keep the target group regularly up-to-date via newsletters in order to create an impression of a caring vendor.

1.4.3 Managing Company's Aesthetic Impact

“From product design to office interiors, from corporate communications to architecture, aesthetics permeates most aspects of an organization.” (SCHMITT, SIMONSON, & MARCUS, *vol.28, 1995*) These terms of companies' visual output are integrated to a framework for a discipline called Corporate Aesthetics Management.

“The forms and shapes, the colors and materials, and the visual and auditory communications of an organization express its culture and values.” (SCHMITT, SIMONSON, & MARCUS, *vol.28, 1995*) The visual impression of the company contributes to the general picture the customer creates; therefore all the philosophy of an organization should be reflected in the corporate premises or places where the purchases are being made. The aesthetics in general falls within the corporate communication tools, therefore it should match with the ideology promotion is done.

Corporate Aesthetics Management (CAM) is;

- systematic
- comprehensive
- strategic

Four Stages of CAM Framework

1. Situation Analysis
2. Designing the Aesthetics Strategy
3. Building the Collection of Design Elements
4. Aesthetics quality control

(SCHMITT, SIMONSON, & MARCUS, *vol.28, 1995*)

	<i>Apparel Manufacturer with Retail Stores</i>	<i>Four-Star Hotel</i>	<i>Industrial Wholesaler of Electronics and Lighting Products</i>
Properties	Corporate headquarters, offices, retail stores	Building, gardens, limousines	Showrooms, offices, delivery trucks
Products	Line of casual wear	Guest rooms, lobby, shops, restaurant	Showrooms, offices, delivery trucks
Presentations	Packaging, tags, bags, wrapping papers, background music, scents	Staff clothing, carpeting, lighting, background scents	Signage, logos, product displays
Publications	Consumer advertising, catalogues, brochures	Consumer advertising, trade advertising, brochures, stationery, forms	Trade advertising, brochures, stationery, forms

Fig.4 4P of Aesthetics Management

source: SCHMITT, H., SIMONSON, A., & MARCUS, J. (10 1995).

Managing Corporate Image and. Long Range Planning Vol. 28, October 1995

1.5 Spotlight on Company's Image

To evaluate corporate image which has been created and suggest future communication strategy, the firm is obliged to implement necessary marketing researches. To reach broad information about what do the stakeholders think, it is useful to apply both, quantitative and qualitative techniques.

“The systematic gathering, recording, and analyzing of data about problems relating to the marketing of goods and services.” (CHISNALL, p.197) Might be also understood as collection and evaluation of data in order to help suppliers to understand their customers better. One of the most used methods for gathering primary data are questionnaires. Those require careful planning and execution. “ Questionnaire is a method of obtaining specific information about defined problem so that the data, after analysis and interpretation, result in a better appreciation of the problem” (CHISNALL, p.199)

Sample is a “number of units drawn from a population and examined in some detail. This information is considered then as applying to the whole universe.” (CHISNALL, p.201) It is generally under the control, however, regarding the perfect image of population, some distortions can occur. ESU – elementary sampling units - represent then the particular element of sampled population, e.g. a kind of person, a kind of store, etc. Stratified - *quota* – sample is specially designed group of people to be examined, while *random* type is exactly the opposite. (CHISNALL, p.201)

1.5.1 Quantitative Research

This kind of survey research generates statistics while participating large scale of questioned in a short period of time. Most common technique of quantitative survey is application of questionnaires. To make these tools very useful, their execution requires careful attention. Designing and administration of a questionnaire research could be very time and cost demanding.

There are two main types of questions, open and closed. Open questions provide data reflecting the respondent's true opinions, offer an unbiased insight of researched problems and sometimes can bring new ideas of resolutions. Their disadvantage is the time demanding evaluation, because it is impossible to generate statistic data from them. On the top of it, too many open questions in the questionnaire can tire the questioned.

Closed questions are effective in terms of saving costs and time, acquired data easy to be evaluated and questioned happy to fill them in.

The steps required to design and administer a questionnaire include:

1. Defining the Objectives of the survey
2. Determining the Sampling Group
3. Writing the Questionnaire
4. Administering the Questionnaire
5. Interpretation of the Results

1.5.2 Qualitative Research

“Qualitative research seeks deeper understanding of factors, sometimes covert, which influence buying decisions.” These exploratory, motivation, depth interviewing, attitude or opinion researches now represent about 20 % of all researches applied in UK. (CHISNALL, p.205)

Depth interview is one of the qualitative way in which the respondent is encouraged to talk about the subject rather than to answer yes or no to specific questions. This free exchange of ideas, beliefs and emotions helps to form general opinion of people sharing common interests and responsibilities. (CHISNALL, p.206)

Qualitative researches are designed in such ways so they help gain deeper information from stakeholders by using several observation and communication techniques. The amount of respondents is usually much smaller than in quantitative research, but the contact with them lasts longer. Within such methods fall interviews which can be classified as informal, unstructured, semi-structured and structured.

Focus Group

Is a semi-structured interview qualitative research method, which provides sufficient insight of what the respondents think. Focus group has been used since 1920 and in the middle of the last century it was first used for market research purposes. “Focus group is a useful tool to gather the variety of beliefs, opinions, perceptions and attitudes of stakeholders.” (CIINOGLU, 2007) In such a group usually 6 to 12 members with similar background (teachers, students, etc.) usually interact and they should not debate longer than 2 hours.

The whole procedure ought to take place in a cozy and private environment. Focus group is a time and cost efficient way of gathering quite rich data on the given subject.

The whole group interview should start with an introduction of a discussed topic and some easy questions to warm up the participants. Crucial is the role of moderator, who has to be able to manage interaction within the group and needs to know perfectly the point in issue. During the session is used pre-prepared question guide, however new questions related to the debated ideas can occur as well. Therefore the moderator fulfils duty of coordinator, psychologist, efficient speaker or empathic listener at once. (CINOGLU, 2007)

To analyze gathered data, a report should be drawn up right after the session containing such information as time, place, size of the group, character of the participants. Then researcher transcribes the recorded data and assesses the principal findings. (CINOGLU, 2007)

II. PRACTICAL PART

2 OSTERIA GASTRONOMIA

The practical part is devoted to the analysis of a hospitality operation, the Bull, a part of Osteria Restaurants business in the very heart of London City. This chapter describes the organisation profile, together with the corporate identity, culture and corporate communication. Means of marketing communication which are currently used are yet being analyzed.

2.1 Organization's Profile

In 1999 the first Osteria restaurant opened its doors to fine dining and authentic Italian cuisine in the City of London, within close proximity of Liverpool Street Station and major metropolitan business area. Osteria Appenino was the first to be opened of four local ventures by an experienced restaurateur, Roberto Dora. Roberto's talent of creating a genuine Mediterranean experience allowed Osteria Appenino to turn into one of the most visited catering places in the City of London.

Later on, Roberto Dora decided to expand his business and open three other catering premises; The Bull, Osteria Adriatico and the latest one, Enoteca da Luca, which has been opened this year. All places, together with 50 employees, have several things in common, following the mission of the first, Osteria Appenino. However, each of them has its own spirit, whereas the most distinct is perhaps The Bull's.

The Bull, opened since 16th century, used to be a theater pub, bought by Dora in 2002, is a restaurant/bar situated right opposite Osteria Appenino, Devonshire Row (just two minutes away from Liverpool Street Station). This catering premise was launched with the aim to complement the service of the actual Italian restaurant Appenino. The Bull offers menu with seasonal dishes (typically English as well as Italian cuisine) in a relaxed but sophisticated environment, with the late license to 12:30 in the evening. It is the perfect destination for lunch with friends or drinks after a long day at work. The interior was adapted in the spirit of classic London's pub style. (Figure 6)

The Bull has always encountered success and been a crowded venue, however it has been facing a massive decline in customers since 2008, the year of crisis.

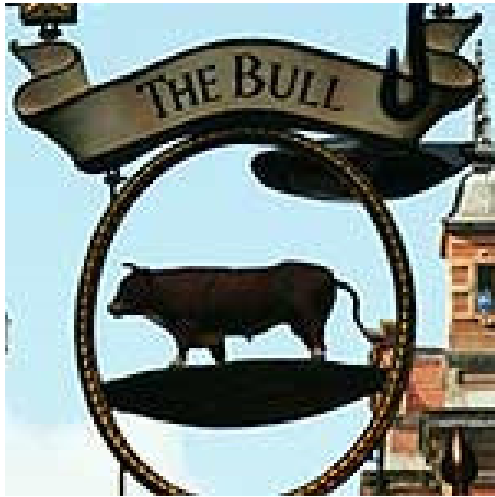


Fig.5 Sign Above the Door Entrance



Fig.6 View of the Bar Front

2.2 Contemporary Corporate Identity

Main attributes of company's identity like corporate culture, vision and mission statement, corporate communication, imagery factors and company's image management are being outlined in this section of the thesis.

2.2.1 Corporate Culture

Everyone within the family business is conducted to follow certain values and norms among which belong above all the personal, yet professional approach and care about the customer. To employ such attitudes among every member of the workforce, Dora tries to get his team excited about what they do and where they go. However, there is a lack of motivation programs which would boost and evaluate employees' efforts, strengthen the loyalty and unify the vision of each individual.

Contemporary person in charge, the assistant manager Jenny Hansson, is bringing some improvements to the venue in order to reinforce the team integrity and the sales.

2.2.2 Goal/Vision

The goal of The Bull, and all four Osteria restaurants is to gain profit and build strong correlation with all stakeholders involved. Furthermore, becoming one of the top visited chains of restaurants within the business area of Central London belongs among the very first career objectives to be achieved.

2.2.3 Mission

Being sufficiently profitable, becoming one of the best within the industry, and generating enduring relationships while delivering authentic Italian dining experience, when place customer's desires at first and offer cozy and warm atmosphere.

To offer authentic Italian experience Roberto Dora sees the key of reaching the aspirations mentioned above. That requires unquestionably a good business plan and strategic drive to develop competitive advantage and positive corporate image.

2.3 Factors of Imagery

2.3.1 Brand Name

It is pretty ambiguous which name is meant to be used as the brand name, either Osteria or The Bull. In some aspects Dora tries to integrate all four premises by giving them "Osteria" superior title, on the other hand The Bull is better known as a detached bar place. The Italian word Osteria literally means a pub/bar – a catering place, while The Bull is an indication for an animal, although it is a frequently used name for bars and pubs throughout the entire England.

2.3.2 Corporate Identity

- Corporate Communication & Design

Unfortunately the graphic manual still does not exist which is a vast disadvantage in terms of corporate communication and overall corporate identity.

- Logo

A brand new logo – a head of a bull - was designed by ex manager in 2009. This, not really professional draft, is used on some of the operational assets like the menu card and wine list. However it is not displayed on many other corporate materials including the head letters or the business card. (Figures 7, 8)



Fig.7 Wine List

- Graphics

As mentioned before, there is no graphics manual yet and only a limited number of promotional materials which would offer practical information about the place as well as attractive pictures of interior and delicious dishes from the menu.

- Slogan

Neither The Bull nor any of Osteria Operations have developed any slogan or claim so far.



Fig.8 Business Card



Fig.9 Menu Card

- Names

The Bull, corporate name has not been changed throughout centuries; therefore the image has a strong base in this respect. Lately the word *bull* is related to the stock market meaning increasing value of stocks, which has become useful since the majority of Bull customers actually works within finance. Metaphorical meaning of *bull* could therefore be the word *power*.

Pizza menu actual for the evening service offers various kinds of a real Italian pizza and is adjust to The Bull by giving pizzas bull attributes: The Big Bull, The Spicy Bull, The Bull Special, Four Cows etc.

2.3.3 Public Relations

The Bull, as a small catering place, is not an attractive subject for media; therefore there is almost no publicity. There are no annual reports published by the company and nor any media kits prepared for stakeholders, design manual does not exist yet either. Company is not involved in any corporate social responsibility actions. Nevertheless, there are quite few reviews available on the city information servers like;

- viewlondon.co.uk;
 - pubsgalore.co.uk;
 - whereinlondon.co.uk;
 - allinlondon.co.uk;
 - beerintheevening.com;
 - timeout.com;
 - ukpubfinder.com;
 - goforlunch.com;
 - trustedplaces.com;
 - citypubs.co.uk
 - fancyapint.com.
- and many others...

Some reviews provide positive and some negative comments about the venue. Hereby see some downloaded examples;

„For delicious meals, try visiting the Bull. They serve a menu full of exciting seasonal dishes in a relaxed yet sophisticated environment. It is the perfect destination for lunch with friends or drinks after a long day at work.“

(Retrieved from: www.viewlondon.co.uk/pubsandbars/the-bull-info10700.htm)

„They must be doing something right, judging by the hoards of drinkers that pack the street outside of a Thursday and Friday night. Either that or it shows the shallowness of the City Boys laughing into their Peronis and squeezing the last couple of pints out of their expense accounts before they get taken away.“

(Retrieved from: <http://www.beerintheevening.com/pubs/s/74/7477/Bull/Bishopsgate>)

„Many City pubs make an effort with real ale, but unfortunately this isn't one of them... It did sell an OK pint of Pride, but that's it apart from numerous fancy dispensers of no doubt hyper-expensive imported lagers.“

(Retrieved from: <http://www.pubsgalore.co.uk/pubs/23396/>)

In conclusion, the reviews indicate the differences the venue's image is perceived. The Bull is valued rather positively and online servers recommend the place as a good place to go for a pint or lunch. However, the most criticized are prices, lack of space (small premises) and lack of variety of British lagers, especially so traditional ales.

Event management as part of public relations has been recently integrated in a part promotional efforts organized by The Bull's management. As an example the Saint Patrick's Day celebration could be considered. This day, an Irish celebration day, when everyone drinks Guinness and wears green color has been a big success in terms of bringing incomers and rising attention of people passing by. (Figures 10, 11, 12, 13)

The premises were decorated with green Guinness's promotional materials and the Guinness company provided the place with some prices which were given to the customers as bonus for buying large amount of pints.



Fig.10 Decoration in a green hue for St. Patrick's Day



Fig.11 „Buy five pints of Guinness and get a free Guinness gift to celebrate St. Patrick’s Day!“



Fig.12 Staff in green T-shirts Guinness, St. Patrick’s Day



Fig.13 The Boss, Roberto Dora, in the middle, the assistant manager, Jenny Hansson, on his left

2.3.4 Direct Response

Direct response includes the direct means of communication by which the company informs about new facilities, new or limited offers on menu, furthermore it provides direct feedback on several concerns of suppliers, end-customers and other stakeholders. Osteria's / The Bull's direct response can be rated as follow up provided by its website. There is a mail dedicated to any questions, further comments and concerns of customers (info@osteriarestaurants.co.uk) with the possibility to submit and be able to receive every important news about Osteria's operations. Osteria restaurants are now also part of social networks, the phenomenon called Facebook and Twitter. The means of direct response are not so intense, therefore there is no fear in terms of negative impression so far, yet all these activities can be further developed risk-free.

2.3.5 Sales Promotion

In comparison to catering places residing within close proximity, corporate sales promotion activities are not that elaborated yet. Apart from few limited action offers or discount

prices, there are not many tools how to stimulate the sales likewise. Arising opportunities and new sales promotion proposal are thereafter discussed in the project part.

2.4 Specifics of Company's Corporate Identity and Image Management

2.4.1 Corporate Image

The Bull is a refurbished City pub just near a frequent station serving an Italian influenced pub menu with antipasti, pasta and salads as well as traditional British dishes such as roast of the day, fish & chips and sausage & mash.

In addition to the information gained from questionnaires as well as from website reviewing London's dining facilities, The Bull has generally created an image of a solid and posh looking British bar/pub full of smartly dressed City white collars having their beers before getting on the train home. Bull is a place loved by its regulars because they could enjoy a pint after work, delicious pizza, above all a great atmosphere delivered by friendly bar staff.

2.4.2 Corporate Reputation

Following the theoretical part, corporate reputation refers to collective judgment more durable than the corporate image itself. From applied surveys, both the questionnaire and focus group, corporate reputation of The Bull can be thus defined as positive. Moreover, in general the main objectives determined by the management are met. The Bull can be valued as a traditional British pub with a cozy and friendly atmosphere, always with cheerful staff and a good quality services.

2.4.3 Corporate Personality

The sum of characteristics from which the identity present in this case all the factors of imagery; mainly regarding to staff, means of the company's communication, aesthetics attributes of interior and exterior together with all facilities provided by the catering place. Corporate personality needs to be compatible with the mission statement and the goals of the company. Therefore following the aim of delivering authentic Italian dining experience, when the customer's desires are placed first and offers cozy and warm atmosphere.

2.4.4 Osteria's Aesthetic Communication

Since Osteria chain of catering equipment rarely uses mass media channels in its communication, the aesthetic implementation fulfils the principle role in a corporate image creation. Furthermore, in such a kind of business like catering industry, the design of interior, clean and cozy environment are of the first incentives transmitted to the customer. Each of Osteria restaurants is designed in a slightly different way, but there is always an integrating element within all of them. The Bull is specific for its leather seats and wooden tables. There is enough space for dining together with some room for vertical drinkers situated within the bar area. The attempt to mix contemporary styles into a one-roomed space is clearly obvious. Dimmed headlights, candles, crystal chandeliers, brown and gray colored walls create a nice and warm atmosphere. (Figures 14, 15)



Fig. 14, 15 The Bull's Interior Design

Following the chapter dedicated to aesthetic impact in the theoretical part of thesis, the 4P of Aesthetics Management has been designed likewise:

HOSPITALITY OPERATION OFF THE BULL	
Properties	<p>Building in Devonshire Row 4-5, Liverpool Street Station</p> <p>Refurbished posh-looking bar room, decorative bathrooms, kitchen, provisional smoking area, apartment upstairs, exclusive functional room upstairs</p>
Products	<p>Bar – range of alcoholic and non-alcoholic beverages (soft drinks, beers, wines, spirits, liquors), background music</p> <p>Restaurant – lunch menu (Italian and classical English dishes), pizza served in the evenings, take away facilities, service with personal approach to each customer</p> <p>Smoking area – facilities for smokers</p> <p>Functional room upstairs available for private parties</p>
Presentations	<p>Black & white staff clothing, wooden furniture, leather seats, crystal chandeliers, candles, dimmed headlights, marble bar, flower decorations, brick brown colored wall, gray wallpapers, background music</p>
Publications	<p>Stationery – menu card, wine list, business card, menu offer board presentation situated outside on the street</p> <p>Promotional - web site presentation, Facebook, Twitter social networking presentations</p>

*Table 1 4P of Aesthetics Management Applied on The Bull
source: self-implementation*

3 CORPORATE IMAGE / ACCORDING TO THE SURVEY

3.1 Quantitative survey / Image Factors/ Segmentation and Preferences

3.1.1 Questionnaire

There were 120 questionnaires spread within the target group. (Attachment A1 – questionnaire) First phase of gathering the data took place on the 18th of November 2009 and the second phase on the 6th of April 2010. According to the survey, the primary target group is a man in the age of 25 – 40. Therefore the preferences of this segment are most valuable for the future communication strategy and business objectives. However the other segments' attitudes and statistics are taken into account as well.

Questionnaire includes open (12) and closed (7) questions, majority of them quantitative and some qualitative wise. Accordingly, it required a special kind of attention paid to the evaluation. There are used several types of multiple choice questions, e.g. frequency questions,

The steps required to design and administer a questionnaire include:

1. Defining the Objectives of the Survey

The goal of the survey was to outline the main target group and its preference, attitudes and in general, the factors that influence the image of researched place.

2. Determining the Sampling Group

The type of sampling group was random, represented by amount of heterogeneous incomers on that specific days, 6th of April 2010 and 18th of November 2009. No matter the sex, no matter the age or frequency of the visit rate, questionnaires were distributed to almost all who entered.

3. Writing the Questionnaire

Following the goals of the questionnaire, the questions were written down to divide main target segments by creating clusters according to demographical, behavioral or psychographical perspective. To gain few subjective viewpoints, some of the questions were opened with qualitative properties.

4. Administering the Questionnaire

Questionnaires were given to the respondents and then gathered back. Some quantitative data were evaluated statistically, some had to be read and recorded one by one.

5. Interpretation of the Results

According to the results, the segments were divided into main target clusters with certain attitudes. Graphs and figures were drawn and in a report given to the chief.

3.1.2 Target Groups & Segmentation

In terms of positive image and long-term relationship establishment, stakeholders can be divided likewise; end-customers, investors, competition, suppliers, other partners, employees and media. Most profitable are seen creations of sustainable regular end-customer client bases which together with built-up employee loyalty represent the two aspects most reflected into a final corporate image.

The Bull's target group is quite wide; such culinary experience delivered by Italian catering equipment is enjoyed by various categories of consumers. On the list of primary target group there are therefore women and men in the age of 23 – 60 years, those who have several demographic and economic factors in common. The highest revenues for the company are ensured by population working within the area of City of London, those who dispose such an income or profession which allows them to consume regularly outside their offices.

To base this statements upon some reliable data, a quantitative survey has been conducted and a short questionnaire drawn up. The results revealed few major target groups with different kinds of needs, characteristics, opinions or consumption behavior.

Phase 1/Data Collection

The questionnaires have been spread amongst 70 respondents, customers who visited The Bull on Wednesday, 18th of November 2009. Wednesday, being a day in the middle of the week, was the most appropriate day due to a fact, that on Mondays the least while on Fridays the most people come in. Another survey was applied on Tuesday and Wednesday, 6th and 7th of April 2010. Again the sample contained random incomers, this time about the amount of 50.

Phase 2/Data Analysis

After gathering all the questionnaires, the segments were divided into different clusters according to various criteria like; size, geographic, demographic, social/economical, psychological or behavioral perspectives. These are essential to distinguish e.g. where do the consumers live, how old they are, how often they purchase a certain product, which religion do they believe in, what are their preferences, what do they dis/like about the offer, what is their education etc. As a result, this contributes to the creation of most or least attractive profiles of customers. An example could be; a 40years old man, with a university degree, is a regular customer, because he appreciates the fact that he works nearby, moreover he likes the interior disposition, however he would not come on Mondays, because he is busy at work etc.

Phase 3/ Profiling the Target Segments

Five main internally homogenous and externally heterogeneous segment clusters have been generated after the data analysis. (Figures 16, 17)

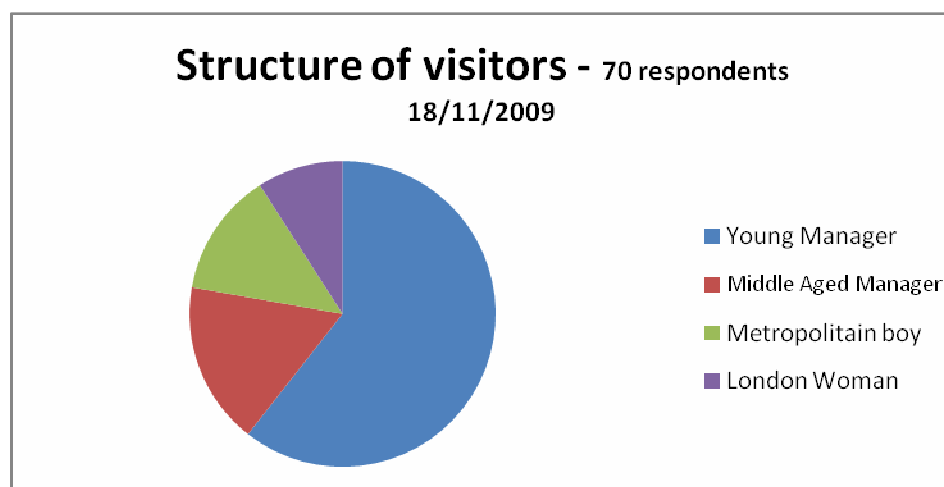


Fig.16 Structure of visitors on 18th November 2009

source: self-implementation

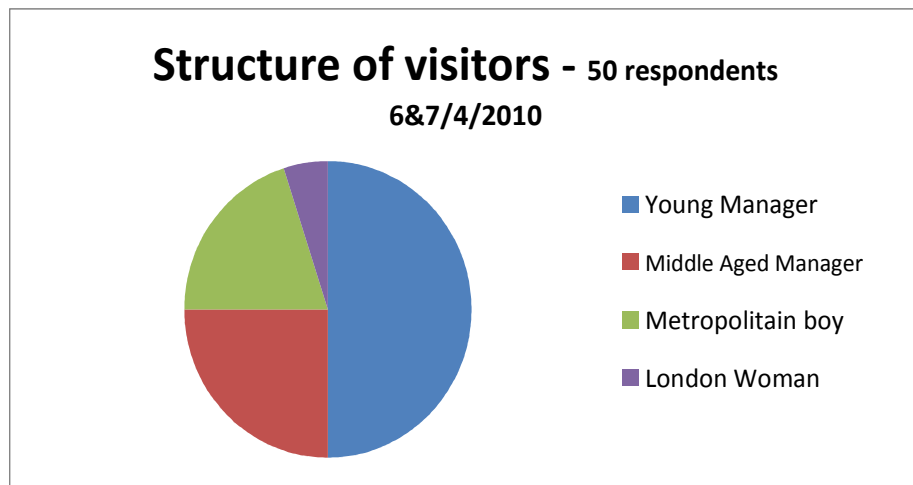


Fig.17 Structure of visitors on 6th and 7th April 2010

source: self-implementation

SEGMENT 1 – YOUNG MANAGER



(illustrative image)

MAN 25 – 40 years old represents 55 % of overall respondents, therefore the most important group. He is a regular customer of The Bull, being a sociable person, who prefers a good quality product like superior wine, whiskey, cocktails or chef's specialities (80%) to something quick and easy like a fast food, pizza, beer, fish&chips, burgers etc. (20%)

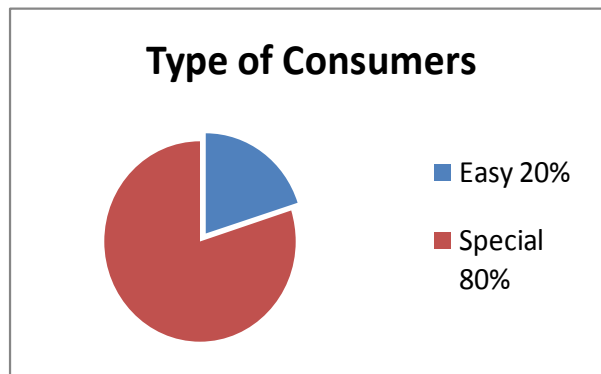


Fig.18 Types of Consumers

This customer appreciates the suitable location of The Bull's premises (Liverpool St. Station, proximate distance from workplace) The young manager first time heard about The Bull from his friends or just passed by. This man comes most likely on Thursdays and Fridays because he enjoys a drink after work. He values positively mainly the individual approach of the staff and pleasant service.

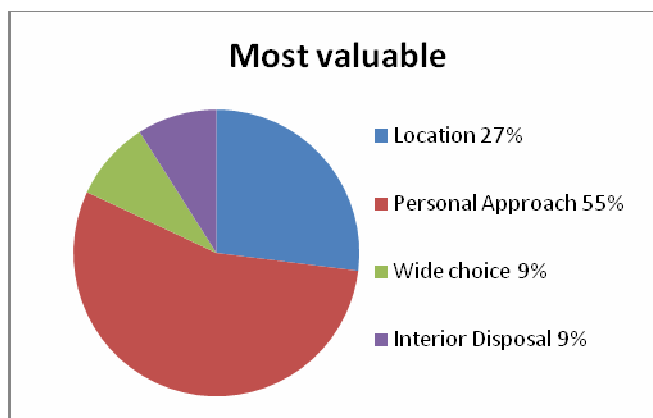


Fig.19 Most valuable reason to visit

This target group member is quite busy during the lunch time, therefore he is not likely to dine in The Bull. Most of young "managers" agree that the prices could be a little bit lower.

SEGMENT 2 – MIDDLE AGED MANAGER



(illustrative image)

This group of 40 – 55 old men represents around 20% out of the questioned sample. The middle aged manager is more or less a regular customer of The Bull (coming in at least once in two weeks), a sociable person, who again prefers quality, likes the atmosphere and the approach of the staff. In contrast with a young manager group he considers the price list accurate to the standard city level. Middle aged managers sometimes come to have a lunch with their colleagues to solve business issues.

SEGMENT 3 – METROPOLITAN BOY



(illustrative image)

Metropolitan boy is a classification for a 18 – 25 year old guy (15% of respondents). This rather younger ratio of regular arrivers having university education level are also sociable, but prefer easy, cheap and fast style of dining and refreshments. They would embrace actions and limited offers, loyalty programs, discounts & happy hours and wider range of beers.

SEGMENT 4 – LONDON WOMAN



(illustrative image)

Female aged 18 – 40 represents only 9% of all respondents. They are mainly high school educated individuals who also like to eat and drink in public, either something easy and fast or something special and superior. They are most likely to come in at the end of the week (Thursdays or Fridays), because the premises are very close to their office. They would welcome if the place was busier, had happy hours, offered discounts, had some interior improvements as well as dance floor.

SEGMENT 5 – TOURIST



(illustrative image)

This group of customers signifies so called latent demand. There are not too obvious, but they should be kept in mind anyways (5 out of total 120 respondents). They pass by normally by coincidence, since the Liverpool St. Station is behind the corner and it is always their first time in The Bull. Even though this segment is very small and not so attractive the offer is partly adjusted to their needs.

3.2 Qualitative Research / Focus Group Report

Focus Group survey was realized on 6th of April, 2010 and took place within the hospitality operation, The Bull, at 4 o'clock p.m., the least busy hours of the day. Choice of environment was appropriate because the interviewees could see the interior and were right inside the atmosphere. In total, 10 invitations were sent a week in advance, however eventually only four respondents showed up. Even though the number of participants was so low, the overall outcome turned out to be very interesting. The sample – group of interviewee was on purpose quite homogenous; it contained four regular customers whereas one became to be and employee later on. The participants – Sophie Katzel (19 years, Denmark), Cara Cemmings (28, England), Stephen Mistretta (32, England) and Renaat Vissers (40, Belgium) were provided with their favorite drinks and snacks. The whole session took 45 minutes and was recorded on a video camera. (Attachment A4 - DVD data record)

In parallel with the discussion the interviewees were given discussion guide to fill in (Attachment A3 – discussion guide). This sheet included the same eight questions like the whole group went through within the session. The paper guideline served as a subsidiary material, respondents were asked to fill in briefly and had plenty of time to turn back to any question after the session. Moderator disposed with the same guideline provided also with further instructions and was also taking notes and remarks of the whole discussion. (Attachment A3 – moderator guideline) The most valid information obtained from the focus group where those recorded on the video since also the means of non-verbal communication were interspected.

First question, to mention the favorite drink and dish, aimed to warm the participants up and enable them to get rid of shyness in front of each other. Onward questions using associations (name five first associations which come to your mind when you hear The Bull), personifications (if you were the owner, what changes would you implement), creativity (make a draft of a logo), projective techniques (displaying printed materials and viewing the interior disposal), were applied. The very illustrative task was to put together SWOT analysis of the researched place, and perhaps provided the main outcome of the whole session.

3.2.1 Focus Group Report

1/ The most favorite drinks are: vodka & tonic; Malibu & coke; whiskey & coke; vodka & cranberry juice. The most favorite dishes are: steak and pizza.

2/ The most frequent five associations about The Bull are:
friendly, cozy, warm, clean, relaxed.

3/ The third question asked respondents to put associations together in one sentence. The output is as follows:

“The Bull is a cozy pub, where I often drink and meet friends.”

“The Bull is a cozy pub, where I work.”

“The Bull is a café, where I feel comfortable.”

“The Bull is a cozy and friendly pub.”

4/ The fourth task was to compile SWOT analysis. (Figure 20)

The most often mentioned **strengths** were: good location, cozy environment, and friendly staff.

The main **weaknesses** were: prices, bad toilets and no facilities for smokers.

Major **opportunities** were seen in the upcoming World cup and displaying more sport events in general, implementing some loyalty reward programs or happy hours and in improving overall economic situation.

As principal **threats** were: local competition, rise in prices and area rebuilding.

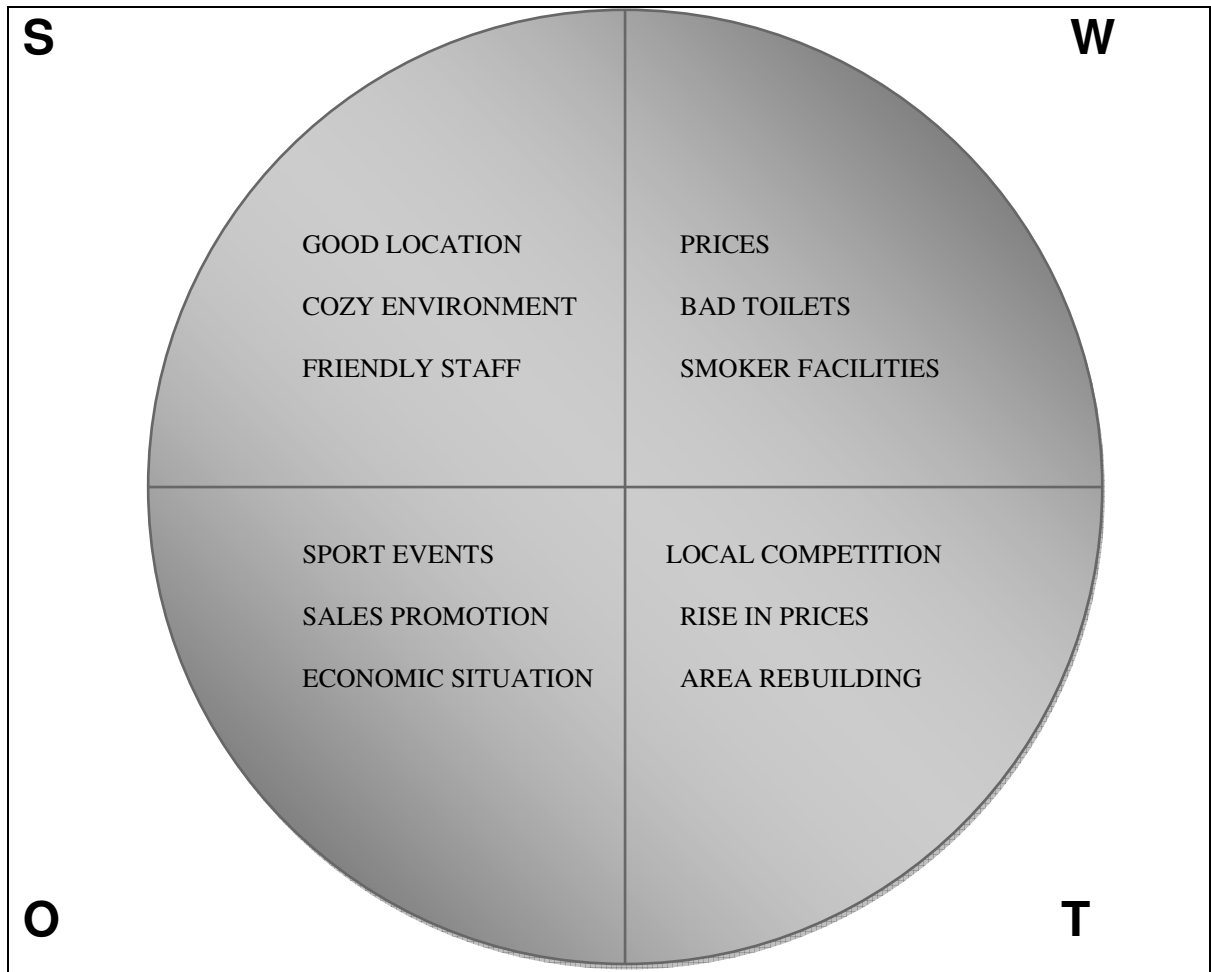


Fig.20 SWOT Analysis compiled together with Focus Group participants

source: self-implementation

5/ Being the owner of the place, primary improvements would be: introduction of updated menu, thematic events, karaoke nights, sport on TV, more and better music, improvement of equipment, customer loyalty programs.

6/ Showing the main printed graphic materials, the main comments were that all of them were too basic, not inspiring, and designed too plain. In general, respondents believed that the design of the business card should be changed. They agreed that all printed materials should show the same logo and that particularly design of the business card was too simple and too common.

7/ The results of the creative task to draft a simple logo, often reflected in association of The bull's head and also a pizza.

A hand-drawn logo draft consisting of the words "THE BULL" in a stylized, blocky, outlined font. The letter "U" in "BULL" is slightly larger and has a small dot above it.

Fig.21 First draft of a logo by Sophie Katzel

The first respondent compiled a draft reflecting on the exact name of the place, The Bull, while “U” letter was provided with horns similar to bull. The association with the visual appearance of the animal’s head and the shape of “U” is clear from this picture, yet creative and elaborated.

A hand-drawn logo draft featuring a simple line drawing of a bull's head in the center. To the left of the head is the word "THE" and to the right is "BULL". Below the head, the words "EL TORRO!" are written in a casual, handwritten style.

Fig.22 Second draft of a logo by Stephen Mistretta

The second draft “El Torro” (a bull in Spanish) is a clear and simple proof of a strong relation with the name and its meaning. The author has not thought about any deep associations or metaphors, perhaps a logo is not such an important element in the overall image he gets.

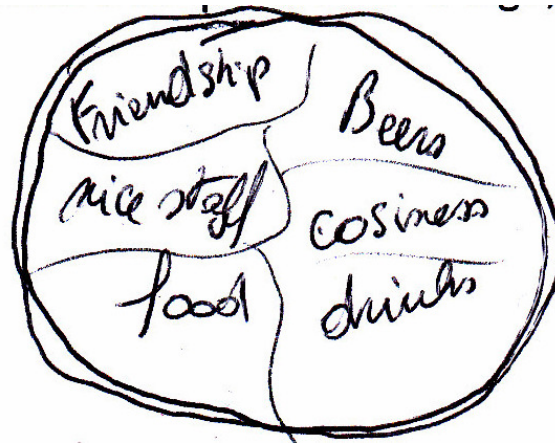


Fig.23 Third draft of a logo by Renaat Vissers

Pizza wise logo draft is probably the most creative of all. The person has the place strongly related to the pizza consumed in the evening. The respondent was able to connect something which is consumed by him with the way he feels when visiting The Bull, association like friendship, relax, pleasant service etc. But would such a logo perform well in practice?

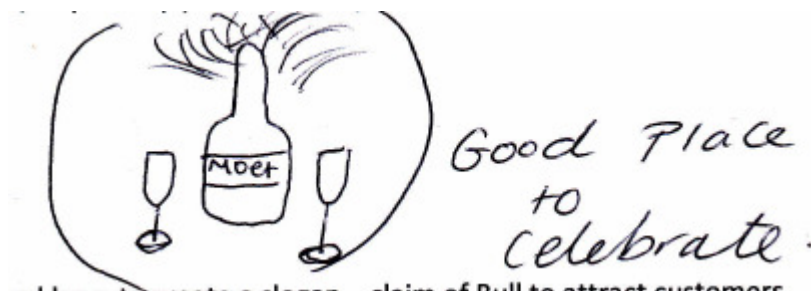


Fig.24 Fourth draft of a logo by Cara Cemmings

Simply a bottle of sparkling wine and glasses wise image refers clearly to the association of having a drink after work. In this case it is obvious that the name and its sense do not have to play the most important role, however the main association – the purpose of the visit and the drink do.

8/The last task to discuss was to put the interviewees to a place of a communication agency and to try to create a slogan. These were the outcomes:

“The Bull – Drinking & Dining”

“The Bull, my second home”

“The Bull, good place to celebrate!”

“Cheers!”

3.3 Conclusion

The Bull is a place with a long tradition and throughout the years it has been operating on Devonshire Row, it has managed to create quite a satisfactory level of positive corporate image. Therefore the second hypothesis could be partly verified, whereas communication efforts have not contributed to the overall reinforcement. Even though it is concerned to be a tiny business, the communication of The Bull is not intense enough, carefully formulated and not even integrated. Survey confirmed the main part of image is created right within the place by the overall atmosphere and staff. Wherefore the company's communication activities have not really contributed to the reputation The Bull has acquired.

2/ However, the sustainable and strong corporate image developed throughout the years, is rather positive. The communication efforts have contributed to overall reinforcement.

One of the main aims and goals seen by the company is to deliver extraordinary Italian dining experience; however it has been revealed that The Bull has rather character of a cozy British pub suitable for drinking after work. According to the questionnaire, the majority of respondents prefer good quality dining (chef's specials) and drinking (cocktails). Whereas the most consumed dishes in The Bull are English fish&chips, sandwiches and several kinds of lagers. Therefore The Bull is not a place to offer extraordinary Italian dining experience, but rather something easy like a sandwich or pizza and a pint of beer. If the demanding customer fancies something special, he or she does not obviously go to get it at The Bull. The first hypothesis can be again verified.

1/ There are some clashes between the way the company aims to be seen – the corporate identity is being directed, and the way it is actually seen by its stakeholders.

III. PROJECT PART

4 IMAGE STRATEGY PROPOSALS

In addition to Chapter 2 there were some clashes found between how the company is actually viewed and how the company aims to be seen externally.

Data valuable for developing the image strategy proposal include acquisitions retrieved from survey, focus group, general observation and analysis of imagery factors. The survey was applied on various members of stakeholders, mainly end-customers and partly employees.

For the focus group survey was chosen a sample of 7 – 8 stakeholders (mentioned above) who were questioned in order to gain qualitative data. Despite sending invitations to ten chosen people only four of them actually showed up at the day of the session. Even if the number of participants was not appropriate, the outcome turned out to be very beneficial and interesting. Simultaneously, questionnaires were given to regular end-consumers with a view to gather quantitative facts and figures.

In this chapter, qualitative and quantitative outcomes are followed, furthermore, there are few major characteristics marked out in order to determine the competitive advantage of The Bull. Following competitive advantage statement, there are some tips for directing the campaign and communication in future horizon. The main outcome within the project part are a new 4P aesthetic management model concept and communication campaign proposal which also includes timing proposal, estimated budget and suggestion for effectiveness evaluation.

4.1 Competitive Advantage

The overall image of the hospitality operation of The Bull could be classified as positive and quite strong. Most of the questioned visitors characterized the place as a cozy and friendly pub where they enjoy a pint of beer or drink after work hours, mainly from Wednesday till Friday. The place is unique for its neighborly atmosphere of a classical British place with a friendly and personal approach of the staff (this strength has been mentioned by vast number of respondents in both qualitative and quantitative surveys). The biggest advantage is the location, therefore lots of customers simply get to know the place by passing by or working nearby.

4.2 Further Reflection on Surveys

In accordance to the survey none of the visitors have actually read about The Bull on the internet, while quite a few of them have heard positive reviews from their friends and colleagues. Therefore it is assumed that any vast ATL - above the line communication efforts would be pointless. In the understanding that word of mouth is the fundamental information source, means of BTL - below the line communication should be pivotal.

Part of the respondents is aware of the possibility to have lunch, a very small number has had lunch there, whereas the majority of questioned would like to try it. Consequently, there is an interest in having lunch which could be boosted by attracting incomers.

The place gets definitely busier in the evening hours when the primary target group enjoys most often a pint of lager or Jack Daniels&Coke while consuming Italian pizza which is served there from 6 p.m. The main profit is hence gained from approximately 6 o'clock till 9 o'clock a.m., Wednesdays to Fridays.

There have been also uncovered some negatives about The Bull. One of the main disadvantages found is the fact it gets very often busy mainly with men. Some people find the prices too high, however some assume they are corresponding to the city standards. Following this outcomes, some improvements to bring more women to the venue should be launched. Instead of lowering the prices, some sales promotion tools could be used in order to keep the high-standard wise corporate image.

4.3 Six Tips to Direct a New Communication Strategy

Regarding the main goals of the company – image reinforcement and profit enhancement - six steps to focus on before putting together a brand new communication mix are proposed:

1/ FOCUS ON COMPETITIVE ADVANTAGE

Earlier in this chapter, the competitive advantage is determined. Therefore the company should stick with the core image of a classical British pub and the Mediterranean wise character should be just an additional element. Such an idea should be reflected into the overall corporate culture and philosophy. The Bull is facing some struggles with the number of incomers during lunch time and that the most consumed dishes are still the traditional English fish'n'chips, pork belly, sausage and mash etc. Offering Italian specials does not make much sense considering the fact there is a high quality Italian restaurant across

the road. The main suggestions are then to broaden the English menu and offer more typical English dishes while keeping always a few Italian meals.

The Bull has gained the image of an “after working hour place”, where city office employees enjoy their pint, watch football matches and maybe have a bite of served pizza. It might be a good idea to extend the selection of snacks (nuts, nachos, crisps etc.) currently popular with evening drinkers.

The most often drunk beverage is undoubtedly beer, so it should be reconsidered whether the number and choice of beer brands available at the bar is sufficient.

2/ DISPLAY YOURSELF

Second, a rather communication proposal is to intensify the popularity by showing the major qualities on photos. Professional and attractive images of the premises and meals offered would definitely help to picture the place and contribute to the overall image promotion among customers.

Such images can be displayed as a slide show on the LCD TV screen which is situated right inside the bar. Photos would include not only dishes and the bar itself but also attractive functional room, pictures of staff or reports from successful events. Furthermore, that image would be printed out and distributed as promotional material in a form of a brochure.

To boost viral communication a short movie should be shot and linked to download or watch it through social network web sites like Facebook, Twitter or Youtube.

3/ATTRACT MEDIA

In order to gain publicity and interest of media, the organization of extraordinary events is proposed. Celebrations are so popular in Great Britain and have also a big emotional potential, so that the management of The Bull should take an advantage of that fact. The Saint Patrick’s day was very successful in terms of bringing even brand new people to the venue, what confirms the relevance of such efforts.

One option how to raise such attention is to connect event management with guerilla marketing means of communication. A creative proposal is to organize a celebration (e.g. Osteria Birthday Party) and invite all people from generated client base. The creative concept is to unroll a red carpet in the middle of Devonshire Row in order to connect Osteria Apennino and The Bull. The restaurant could offer all the meals, while at The Bull the drinks,

dance floor and DJ/live band would be provided. Devonshire Row is a very busy and narrow street and such an extraordinary object like a red carpet would definitely attract attention by people passing by and also the press.

4/ATTRACT WOMEN

Cocktail menu and limited actions (e.g. buy three glasses of wine and get the whole bottle) for women should be introduced with the view of increasing the very low number of women visiting The Bull. According to the survey, women would appreciate more music in the venue and even dance floor, therefore the alternative of dedicating a thematic evening for women should be taken in account.

Even though women are not the primary target group, they are definitely an element which would raise the overall number of men.

4/ BE INTEGRATED

Improvement of the overall corporate identity is essentially needed. A new and unified logo should be designed by a professional graphic designer. Clear and unified corporate colours must be determined and accordingly all means of corporate communication (business card, uniforms, menu cards, interior, website) adjusted. Such a new identity has to appear from the competitive advantage. Since everyone tends to see image in a little bit different way, the need to frame up an unified visual style is emphasized. You must know who you are before trying to reach the audience!

5/UPGRADE THE OFFER – ADD MORE QUALITY

First of all the offer should be adapted according to the findings gained from the survey (e.g. new beer brands) while the competitive advantage should be taken into account. It means to upgrade the menu particularly with more dishes in the British style.

The level and style of music should be changed according to the preferences and the parts of both the interior (basically the bathroom area) and exterior (the smoking area) should be redecorated and renovated. Improvement of the offer of services is appropriate (offer e.g. a free newspaper, higher quality of WIFI signal). Finally, those members of staff who are the core and the best within the team should be kept and more motivated.

In general, improvement of the aesthetic management attributes is needed according to the brand new aesthetic 4Ps proposal (see chapter 4.4 – Aesthetic Mix Suggestion)

6/MAINTAIN REGULARS & EMPLOYEES

Loyal customers are advised to be kept by giving them extra benefits (club cards, happy hours, discounts, gifts)

The survey has revealed that staff has been evaluated as the most distinctive advantage of the place, therefore it is necessary to keep the core members of the bar team and to motivate them, follow the inspirational leadership model mentioned in theoretical part. By providing the employees with some bonuses (collecting points for selling chef’s specials or a certain kind of brand, organize a celebration etc.) the loyalty will be boosted which would lead to happier staff, therefore a happier customer.

4.4 Aesthetic Mix Suggestion

Following the theoretical and practical parts dedicated to aesthetic impact, the 4P of Aesthetics Management Proposal has been designed likewise:

HOSPITALITY OPERATION OF THE BULL	
Properties	Building in Devonshire Row 4-5, Liverpool Street Station Redecorated bar room, tidier bathrooms, kitchen, improved smoking area, apartment upstairs, better promoted functional room upstairs
Products	Bar – range of alcoholic and non-alcoholic beverages must be enriched by bringing new brands of beers and a new cocktail menu. Background music should be adapted to customer needs, the intensity and choice adapted to the time of the day Sport events should be displayed on the LCD TV screen Restaurant – lunch menu should be extended by more English specials like burgers, Shepherds pie, wider range of sandwiches (Italian and classical English dishes), pizza served in the evenings promoted in a more intensive way In general, the overall offer of services should be improved
Presentations	Black & white staff clothing replaced by staff uniforms – T-shirts with logo Background music should be adapted to customer needs, the

	<p>intensity and choice adapted to the time of the day</p> <p>Outworn and out-of-date furniture and equipment (+ smoking area) should be redecorated and restored following unified corporate colors and corporate style</p>
<p>Publication</p>	<p>Stationery – menu card, wine list, business card, menu offer board situated outside on the street must be adapted according to the new design manual proposal following the new corporate communication drive</p> <p>Promotional - web site presentation has to be updated, restored, enriched with interactive facilities, texts and attractive images of premises and dishes and new paper brochures have to be printed out</p> <p>Short promotional movie should be placed within social network web sites such as Facebook, Twitter, Myspace and Youtube</p> <p>Slide show with images of premises and deliciously looking dishes displayed on the LCD screen.</p>

*Table 2 New of 4P of Aesthetic Management Concept
source: self-implementation*

4.5 Communication Mix Suggestion

It is wrong to assume that just big corporations need to boost image and create corporate identity. Earlier, the two main presumptions to succeed on the market are highlighted, the competitive advantage and the target segments. The questions WHAT? and WHOM? are thereafter answered. This chapter identifies an answer on the following fundamental questions like: HOW? WHEN? FOR HOW MUCH?

There are some key implementations initial for the image-boost oriented strategy. The business must look professional, therefore the need to communicate the core strength to the target audience. Firstly the contemporary ambiguous corporate identity should be looked after by coming up with the Design manual for The Bull. Identity package should be launched, including identity package containing design of promotional brochures, new logo, headletters, business cards and slogan (claim). A new web site, independent from Osteria chain - www.thebull.co.uk – should be launched. Even though The Bull is an offi-

cial part of Osteria restaurants, its corporate image is based on totally different concept which requires individual brand name and communication strategy

Communication tools ought to be further developed by emphasizing bellow the line activities involving direct marketing, event management, guerilla marketing and sales promotion. .

Service quality could be enhanced by facility and selection enlargement, together with training of the professional team. The company can also focus on Social responsibility engagement – by following SCR policies like ecological efforts, philanthropy, ethical codes etc.

New Communication Mix involves sales promotion, direct marketing, public relation, event management, aesthetic communication and word of mouth - viral marketing initiatives.

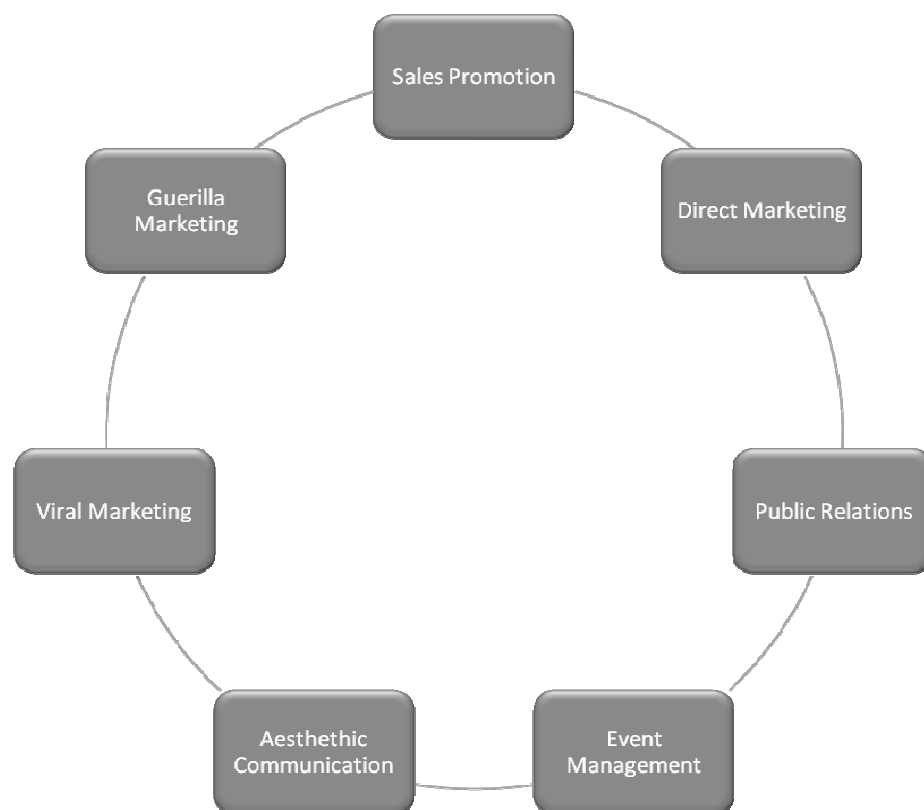


Fig.25 Scheme of a Proposed Communication Mix

source: self-implementation

4.5.1 Sales Promotion

There are hardly any contemporary sales promotion activities in comparison to the surrounding competition bar and pub places. The survey results also confirmed the necessity and lack of such limited motivation activities. There have been implemented only minor discounts or promotions within The Bull operation. Example like St. Patrick's Day, when Guinness beer supported the sales by providing incentives like various prices and merchandising materials (e.g. buy five pints of Guinness and get a gift to celebrate St. Patrick's Day).

Loyalty programs like collecting points cards offering discounts and bonuses to reward those who are regulars or who spent a lot should be implemented.

A special emphasis should be placed on the days and times Roberto Dora wants to bring more people, Mondays and Tuesdays lunchtime and everyday evenings after 9 o'clock p.m. In this case tools like happy hours, third pizza free, special deal lunch menus on Mondays and Tuesdays or offers attracting women (buy three glasses and get a bottle) etc. Time to time thematic evenings could be held, e.g. thematic Tuesdays (Ale/Guinness/Smirnoff's etc. Tuesday).

A great way how to connect virtual world with sales promotion tools, advertising and viral communication are the online deals - online dining vouchers (Figure 26)



Fig.26 KGB Deals Advertisement

source: Free Newspaper Metro, 6th April 2010

These means of sales promotion work on the base of selling meal deals with 50% discount on average. Website company purchases for less than 50% of the original price (e.g. exclusive menu for £50 is bought for £20 and sold online for £25), selling companies gain immediate profit, while online companies make 10%. Your deal is displayed as a deal of the day as the only offer for 24hours on their website.

My City Deal is the most successful deal in Britain so far offering up to 90% off the price. It boosts viral communication by incentives like “recommend to your friend and get a free deal“ “invite your friends for a deal“ . Label links of Facebook, Twitter and email links are placed on the home web page. It also shows how many deals have been purchased.



Fig.27 My City Deal Flier

source: My City Deal Sales Agent

4.5.2 Public Relations

As all the BTL communication tools, also PR is interrelated with Event Management, Guerilla Marketing and basically all tools which can raise interest of media and publicity. New venue, functional room upstairs is perfect on gaining new clients and get public's attention, especially if an authority is taking part.

Another, maybe a bit exaggerated proposal, is to organize a contest day – called e.g. Texas Festival, holding various cowboy attractions like mechanical bull or competitions like fast drinking, pizza eating contest etc.

A great way of PR would be getting some positive reviews on big companies' intranet websites. There is a vast number of global enterprises head offices within the Liverpool street area. People do not often have time to waste so that they check reviews about places to eat or drink online written by their colleagues. Offering such a review supervisor a free dinner The Bull can get some positive comments and publicity.

4.5.3 Web Site Presentation

In relation to corporate identity, a new professional web site should be designed separately for The Bull. Following new designer proposal, logo, corporate colours it should be representative and offer more practical information as well as more information about the history and tradition of the place. Professional and attractive images of interior and delicious meals ought to be displayed in order to attract incomers. [Www.thebull.co.uk](http://www.thebull.co.uk) could offer panorama images, could be more interactive, have music background and cooperate with tourist information servers.

A set of professional photos should be collected and framed up into a slide show to be displayed either on the web site itself or on the LCD screen hanging on the bar room wall. A short promotional movie about the place should be made and implemented on Youtube and the link should be posted on the web presentation.

4.5.4 Direct Marketing

Direct marketing efforts should be definitely intensified and a client base generated. The web site should offer the possibility to sign up and send newsletters regularly to invite people to special actions, interesting events or the news. Some pubs and bars offer a free glass after signing up, that is how they get the personal data to extend their database to bring new visitors to the venue. There should be a feed back mail box or public inquiry displayed on the home page reflecting satisfaction of customers to facilitate analysis of the actual image perception. [Www.thebull.co.uk](http://www.thebull.co.uk) should be linked to Facebook, Twitter, Myspace, Youtube social networking websites in order to initiate higher level of viral communication.

4.5.5 Guerilla Marketing

The creative concept of red carpet Osteria celebration is an idea how to shock people passing by. Another guerilla proposal is to start baking the evening Bull pizza with bull horns. This might be very effective since it does not cost anything at all and the pizzas have already had bull-wise names (e.g. The Big Bull, The Bull Special, Four Cows, Spicy Bull etc.)

More guerilla marketing could be used even by following the myth there is a ghost in the bar. Such a fake ghost can appear in the short movies or within the slide show on LCD, or even walk time to time through the restaurant.

4.5.6 Advertising

Advertising as a mean of above the line communication can reach a big number of audience, however it is very expensive for such a small kind of family business. The Bull could advertise indirectly via barter cooperation with online deal servers. It could be attempted to collaborate with free newspaper, lifestyle/gastronomy publications by offering some benefits in form of free dining.

4.6 Timing Mix Suggestion

Timing proposal of implementing each tool of campaign is divided into three main phases.

Phase 1

The 1st month the communication campaign would be prepared and planned by installation of graphics and design manual together with the upgrade of images, shooting the movie, innovation of interior + smoking area, menu improvement, staff T-shirts, creating a new slogan

Phase 2

The 2nd month the movie is placed on web site as well as new texts and images. In terms of direct marketing, the update of client base would be generated, which would give some time for gaining new contacts. Sales promotion activities would be all implemented.

Phase 3

During the 5th month some of the event management proposals would be implemented together with one of the guerilla marketing concept.

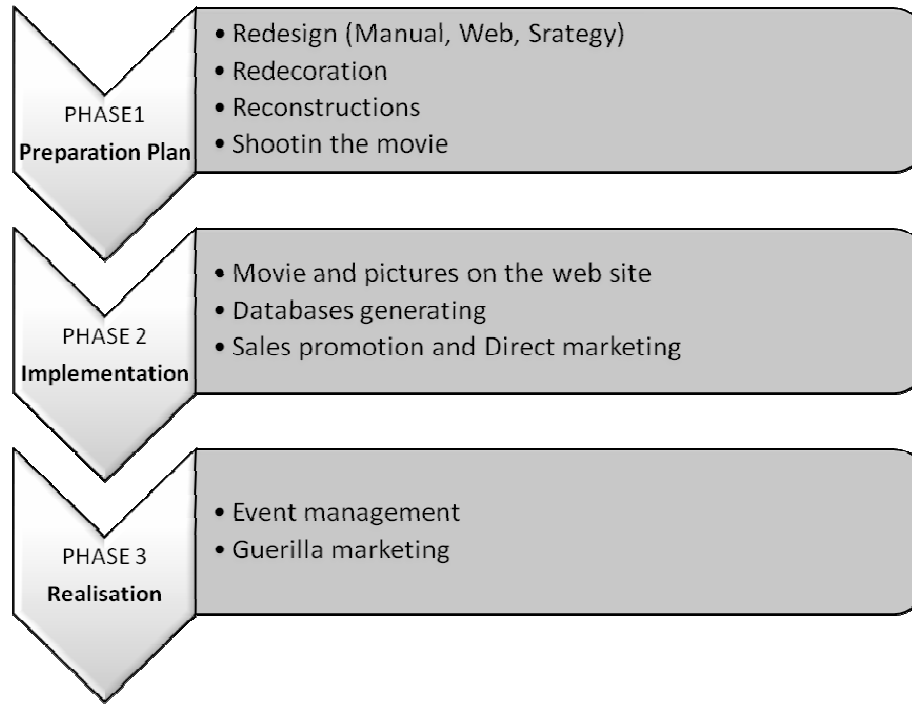


Fig.28 Half Year Horizon Timing Model

source: self-implementation

Short term timing would be oriented on the less busy times of the week Mondays, Tuesdays evenings and Mondays till Wednesdays lunch times by implementing always one short term sales promotion incentives. They can vary week by week.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Lunch Time 11:30 – 15:00	- Lunch deal - Special menus - Happy hours	- Lunch deal - Special menus - Happy hours	- Lunch deal - Happy hours	- Once a month thematic lunch	
Evening 18:00 – 23:00	- Third pizza free - Women deal - Happy hours	- Third pizza free - Women deal/ - Happy hours	- Third pizza free	- Once a month thematic evening	- Women deal

*Table 3 Short scale oriented timing**source: self-implementation*

4.7 Estimated Budget for a Half Year Horizon

There are two possible ways of budgeting:

- According to competition
- According to estimated costs

It is very difficult to gain such information from the competition, therefore it is more appropriate to forecast expenses according to the estimated costs of the campaign.

Communication means, medium	Cost in Pounds £
Design Manual – designer graphic proposal	£1.000
Photographer	£300
Print – 500 pieces	£300
Web site upgrade	£500
Short Movie (2 minutes)	£300
Events	£500
Smoking area renovation	£500
T-shirts	£150
Additional costs	Up to £500
Reserve	£500

<u>Total Estimated Costs</u>	<u>£4.550</u>
-------------------------------------	----------------------

Table4 Estimated Campaign Budget

source: self-implementation

4.8 Effectiveness Evaluation

In terms of meeting economically oriented goals, the effectiveness could be evaluated and proved by increase in profits. In one month after the half year long campaign there should be a return of investments spent on the campaign.

The new survey focused on image investigation should be realized after the campaign. It would evaluate if the image actually changed in the eyes of customers, compare and contrast differences between data gained from the survey executed before and after the campaign.

The level of people visiting the website, the number of clients in the database (signed up) or the number of friends on Facebook, Twitter, the number of times the video has been watched via Youtube are other ways of evaluating effectiveness and predicate of meeting communication goals.

For an immediate and direct feedback, there should be a chat/discussion forum implemented within the new web site Thebull.co.uk.

CONCLUSION

The framework for corporate identity and corporate image has been outlined in the theoretical part. Using the literature research process, 4P aesthetic management model has been detected and applied later in the practical as well as the project part. The new 4P aesthetic model draft in the project part is one of the most valuable benefit of the whole thesis.

Corporate identity, company's main goals and vision, together with communication strategy have been analyzed in the practical part. Quantitative survey revealed the percentage of the main target group clusters and analyzed them from demographical, psychographical and behavioral point of view. The main preference of primary target group - young manager – were spotted, and factors influencing the image outlined.

Focus group report revealed some further psychographic facts about attitudes of 4 regular customers. It contributed as well to specify the main core competence, therefore target the brand new communication mix proposal in the project part.

The most important outcome was finding that corporate identity – the vision and the goal – vary partly from the actual corporate image created in the eyes of stakeholders. Dora's met objectives are placing customer at the first place and provide for quality and personal service. Delivery of authentic Italian experience is though a wrong aspiration due to the uncovered fact that The Bull is perceived mainly like a traditional English bar/pub. Hence the first hypothesis has been verified.

1/ There are some clashes between the way the company aims to be seen – the corporate identity is being directed, and the way it is actually seen by its stakeholders.

The survey detected that there is quite a strong positive image built, mainly due to the quality and the pleasant service which the customers always get. The absence of integrated corporate communication is clear from the analysis in the practical part. There has not been created the design manual yet and the overall communication efforts are fragmented and poorly targeted. Accordingly second hypothesis can be only partly confirmed.

2/ However, the sustainable and strong corporate image developed throughout the years, is rather positive. The communication efforts have contributed to overall reinforcement.

Apart from the competitive advantage – strong image of a British catering place, the communication drive is drawn out in the project part. Self-implemented 6 tips for promotional orientation are the crucial points to design new marketing communication mix and the aesthetic mix as well.

In the final part of the thesis, there is a new promotional campaign proposed, together with timing suggestion and alternatives of effectiveness evaluation. It is highlighted that a new campaign should stick with the competitive advantage, below the line communication tools, mainly sales promotion, direct marketing, public relations and guerilla marketing.

BIBLIOGRAPHY

- [1] AAKER, D. A., & BIEL, A. L. (1993). *Brand Equity and Advertising*. New Jersey: Lawrence Erlbaum Associates, Publishers. ISBN 0-8058-1283-0.
- [2] BALMER, J. M. T.; GREYSER, S. A. (2003) *Revealing the Corporation*, Routledge. ISBN 041528421X.
- [3] BELASEN, T. A. (2008). *The Theory and Practice of Corporate Communication*. New York: Sage Publications, Inc. ISBN 978-1-4129-5035-0.
- [4] BERNSTEIN, D. (1984). *Company Image and Reality*. East Sussex: Holt, Rinehart and Winston Ltd. ISBN 0-03-910574-1.
- [5] DOWLING, G. R. (1993). Developing Your Company Business Assets. *Long Range Planning* , pages101-109.
- [6] FOMBRUN, C. J. (1996). *Reputation: Realizing Value from the Corporate Image*. Harvard Business School Press. ISBN 0875846335.
- [7] FORET, M. (1997). *Marketingová komunikace*. Brno: Masarykova universita Brno. 275 p., ISBN 80-7226-811-2.
- [8] GREGORY, J. R., & WIECHMAN, J. G. (1999). *Marketing Corporate Image* . Chicago: NTC Business Books, 274 p., ISBN 0-8442-3307-2.
- [9] CHISNALL, P. M. (1992). *Marketing Research*. London: McGraw-Hill Book Company. ISBN 0-07-707429-7.
- [10] IND, N. (1990). *The Corporate Image*. London: Kogan Page Ltd. ISBN 0-7494-0041-2.
- [11] JAKUBÍKOVÁ, D. (2008). *Strategický marketing, Strategie a trendy*. Praha: Grada Publishing, a. s. ISBN 978-80-247-2690-8.
- [12] JONES, J. P. (1999). *How to use advertising to build strong brands*. Thousand Oaks, California : Sage Publications, Inc. ISBN 0-7619-1242-8.
- [13] KINCL, J. (2004). *Marketing podle trhů*. Praha: Alfa Publishing. ISBN 80-86851-02-8.
- [14] KIRÁL'OVÁ, A. (2006). *Marketing hotelových služeb*. Praha: EKOEXPRESS, s.r.o. ISBN 80-86929-05-1.

- [15] KOTLER, P. (1995). *Marketing Management*. Praha: Victoria Publishing a. s. ISBN 80-7079-527-1.
- [16] MAWRICK, N., & FILL, C. (5. June 1995). Towards a framework for managing corporate identity. *European Journal of Marketing* . Vol.31, No.5/6, p.396-409.
- [17] OGILVY, D. (2001). *On Advertising*. London: Prion Books Limited. 223 p., ISBN 1-85375-196-0.
- [18] OLINS, W. (1994). *Corporate Identity*. London: Thames and Hudson. ISBN 0-500-27808-3.
- [19] PAYNE, A. (1993). *The essence of Services Marketing*. Hertfordshire: Prentice Hall International. ISBN 0-13-284852-X.
- [20] PORTER, M. E. (1985). *Competitive Advantage: creating and sustaining superior performance*. University of California: Free Press. ISBN 9780029250907.
- <http://www.thefreelibrary.com/The+use+of+image+as+a+part+of+corporate+strategy+builds+reputation...-a0140912578>
- [21] SELAME, E., & SELAME, J. (1988). *The Company Image*. New York: John Wiley & Sons, Inc. ISBN 0-471-62424-1.
- [22] SHEPHERD, W. J. (1982). *Marketing Practice in the Hotel and Catering Industry*. London: Batsford Academic and Educational Ltd. ISBN 0-7134-04981.
- [23] SCHMITT, H., SIMONSON, A., & MARCUS, J. (10 1995). Managing Corporate Image and. *Long Range Planning* .
- [24] SOUKALOVÁ, R.: *Strategický marketing*, učební text FMK UTB Zlín.
- [25] SVĚTLÍK, J.: *Marketing a reklama*, učební text FMK UTB Zlín.170 p.

LIST OF SYMBOLS AND ABBREVIATIONS

CRM Customer Relationship Management

PR Public Relations

ATL Above The Line Communication

BTL Bellow The Line Communication

LIST OF FIGURES

Fig. 1 Competing values framework for corporate communication dimensional qualities

Fig. 2 Inspirational Leadership Model

Fig. 3 Example of Unified Visual Style in Graphic Manual

Fig. 4 4P of Aesthetics Management

Fig. 5 Sign Above the Door Entrance

Fig. 6 View of the Bar Front

Fig. 7 Wine List

Fig. 8 Business Card

Fig. 9 Menu Card

Fig. 10 Decoration in a green hue for St. Patrick's Day

Fig. 11 „Buy five pints of Guinness and get a free Guinness gift to celebrate St. Patrick's Day!“

Fig. 12 Staff in green T-shirts Guinness, St. Patrick's Day

Fig. 13 The Boss, Roberto Dora, in the middle, the assistant manager, Jenny Hansson, on his left

Fig. 14 The Bull's Interior Design

Fig. 15 The Bull's Interior Design

Fig. 16 Structure of visitors on 18th November 2009

Fig. 17 Structure of visitors on 6th and 7th April 2010

Fig. 18 Types of Consumers

Fig. 19 Most valuable reason to visit

Fig. 20 SWOT Analysis compiled together with Focus Group participants

Fig. 21 First draft of a logo by Sophie Katzel

Fig. 22 Second draft of a logo by Stephen Mistretta

Fig. 23 Third draft of a logo by Renaat Vissers

Fig. 24 Fourth draft of a logo by Cara Cemmings

Fig.25 Scheme of a proposed Communication Mix

Fig.26 KGB Deals Advertisement

Fig.27 My City Deal Flier

Fig.28 Half Year Horizon Timing Model

LIST OF TABLES

Table 1 4P of Aesthetics Management applied on The Bull

Table 2 New 4P of Aesthetics Management applied on The Bull

Table 3 Short scale oriented timing

Table 4 Estimated Campaign Budget

LIST OF ATTACHMENTS

Attachment A1: Questionnaire

Attachment A2: Focus Group Discussion Guide

Attachment A3: Focus Group Moderator Guideline

Attachment A4: Focus Group Data Record

ATTACHMENT A 1: QUESTIONNAIRE

The purpose of this questionnaire is to find out about factors that influence customer's preferences in choice of places to attend after work hours. Please, answer a few questions bellow by marking the suitable option or filling in blank space. It will not take you more than five minutes and will contribute to the satisfaction of both counterparts.

1. You would describe yourself as a person who...

- a) Likes eating and drinking out in a favorite bar/restaurant/café and socialize with people
- b) Prefers to enjoy food'n'drinks at home in privacy
- c) Does not really care, depends on time and occasion, fast food is the best option since I am always in a rush

2. What kind of catering is the most preferable for you of the ones bellow?

- a) Easy – beer, burgers, pizza, fish'n'chips, that's my style!
- b) Good quality – wine, whiskey, cocktails, rich specialties of chef
- c) Healthy – not much alcohol and various salads, seafood and fish

3. Bull bar is a place you visit...

- a) Regularly, more than two times a week
- b) Time to time, once in two weeks
- c) It is my first time here

4. Where did you get to know about Bull from?

- a) Colleagues from work/friends/family members
- b) By chance, I passed by
- c) From the official internet website
- d) From online restaurant reviews
- e) Advertisement in newspaper
- f) Other source

5. Which are the days of the week you are the most likely to visit Bull?

.....
.....

6. What is the main reason you come to Bull?

- a) I enjoy a pint of beer or a drink after work
- b) I enjoy taking breakfast there before going to work and read the daily press
- c) I enjoy a business/casual lunch with my colleagues there

7. What is the main reason you would go to another place?

.....
.....

8. What do you most appreciate about Bull? Why would you choose Bull off the other equipments within the area?

- a) The location (close to a place you work)
- b) The offer, nice menu, wide range of drinks
- c) Personal approach of the staff, convenient service
- d) Cozy environment

9. Would you visit this bar on Mondays/Tuesdays, why?

- a) Yes, because.....
..
- b) No, because.....
....

10. What kind of improvement would make you come more often at the beginning of the week? (happy hours, wider range of drinks, improvement of the interior, different music, etc...describe briefly)

.....
.....

11. Do you know about the possibility to have a lunch in Bull?

- a) Yes
- b) No

12. Have you ever had a lunch in Bull?

- a) Yes, and I was very satisfied
- b) Yes, and I missed
- c) No, but I would like to try
- d) No, because

13. Bull's most drunk beverages are beer, wine and mixed drinks. Is there any particular brand of a beer, wine you are missing in the offer?

.....

14. The Bull's price list is

- a) Accurate for the standard city prices
- b) Not very cheap, I would appreciate some discounts
- c) Cheap, I would be even able to pay a little more

15. Would you recommend visiting Bull to your friends/colleagues/family?

- a) Yes
- b) No

16. Say one best and one worst thing about Bull

Best

Worst

17. Sex

- a) Male
- b) Female

18. Age

- a) 10 – 25
- b) 25 – 40
- c) 40 – 55
- d) 55 –

19. Education

- a) Basic
- b) High school/Grammar school/Training college
- c) University

That's the end, thank you indeed for the time dedicated to this questionnaire!

ATTACHMENT A2: FOCUS GROUP DISCUSSION GUIDE



Agenda:

- *Wellcome*
- *Review of agenda*
- *Review of goal of the meeting*
- *Review of ground rules*
- *Introduction*
- *Questions and answers*
- *Wrap up*

Welcome and thank you for coming to this focus group. Each of you has been selected to participate because your point of view is important to us. The purpose of this focus group interview is to determine your ideas and opinions about The Bull, a place you work (in the eyes of an employee), the place you often visit (in the eyes of a regular customer).

There are a few guidelines I would like to ask you to follow during the focus group interview. This sheet serves as subsidiary material, therefore the answers may be brief, the main attention is paid to the conversation which is going to be held within the session. You will also have plenty of time to go back and fill in the answers after the interview.

QUESTIONS & ANSWERS

Firstly, please fill in a few personal details (voluntary):

Name.....

Sex.....

Occupation.....

Age.....

Nationality.....

1. To warm up, name please your favourite drink and dish

.....
.....

2. Please, first You all know Bull very well, say five most significant associations – images which first come to your mind when hear „Bull“

.....
.....

3. Try to express in a sentence the impression you get from the Bull, (hints bellow might help you) which category you assume Bull falls within? What adjective would bet the most suitable?

pub-bar-restaurant-club-cafe- alehouse-tavern-cabaret....etc.

posh-dodgy-cosy-expensive-cheap-comfortable-friendly-small...ETC.

The Bull is awhere I

.....
.....

4. Try to tag together a brief SWOT analysis of Bull

Strenghts

.....

Weaknesses

.....

Opportunities

.....

Threats

.....

If you were the owner of the place (hav ing unlimited power), what would you do, what changes or innovations would you implement in a half year horizont?

.....
.....

5. Look at these materials, what do you think about them? Do you like them? Would you do something in a different way? (logo, menu, business card...)

.....
.....

6. Make a simple draft of a logo, inspired by your own imagination.

7. Imagine you are an agency and have to create a slogan – claim of Bull to attract customers, try to think up most catchy statement...

.....
.....
.....
.....

This is the end, thank you again to everyone for coming and I believe this would contribute to satisfaction of all counterparts involved.

ATTACHMENT A3: FOCUS GROUP MODERATOR GUIDLINE

Agenda:

- *Wellcome*
- *Review of goal of the meeting*
- *Review of agenda*
- *Review of ground rules*
- *Introduction*
- *Questions and answers*
- *Wrap up*

Welcome and thank you for coming to this focus group. Each of you has been selected to participate because your point of view is important to us.

The purpose of this focus group interview is to determine your ideas and opinions about The Bull, a place you work (in the eyes of an employee), the place you often visit (in the eyes of a regular customer).

There are some rules I would like to mention before we start. Everything said and done is confidential and will not be used outside the room except for the purposes of this research; every statement is right; please do not hesitate to disagree with someone else; but do not all talk at once.

Firstly we will shortly introduce ourselves to each other and explain the relation to the hospitality operation, the Bull. My name is Helena and I have worked for Roberto Dora, the owner, for more than free years. By the following session I would like to help him to direct his future activities.

There are a few guidelines I would like to ask you to follow during the focus group interview. This sheet serves as subsidiary material, therefore the answers may be brief, the main attention is paid to the conversation which is going to be held within the session. You will also have plenty of time to go back and fill in the answers after the interview.

QUESTIONS & ANSWERS

Firstly, please fill in a few personal details (voluntary):

Name.....

Sex.....

Occupation.....

Age.....

Nationality.....

8. To warm up, name please your favourite drink and dish

.....
.....

9. Please, first You all know Bull very well, say five most significant associations – images which first come to your mind when hear „Bull“

.....
.....

10. Try to express in a sentence the impression you get from the Bull, (hints bellow might help you) which category you assume Bull falls within? What adjective would be the most suitable?

pub-bar-restaurant-club-cafe- alehouse-tavern-cabaret....etc.

posh-dodgy-cosy-expensive-cheap-comfortable-friendly-small...ETC.

The Bull is a where I

.....
.....

11. Try to tag together a brief SWOT analysis of Bull

Strenghts

.....

Weaknesses

.....

Opportunities

.....

Threats

.....

If you were the owner of the place (hav ing unlimited power), what would you do, what changes or innovations would you implement in a half year horizont?

.....
.....

12. Look at these materials, what do you think about them? Do you like them? Would you do something in a different way? (logo, menu, business card...)

.....
.....

13. Make a simple draft of a logo, inspired by your own imagination.

14. Imagine you are an agency and have to create a slogan – claim of Bull to attract customers, try to think up most catchy statement...

.....
.....
.....
.....

To wrap up our session we can say, and correct me if I am wrong, that

.....

This is the end, thank you again to everyone for coming and I believe this would contribute to satisfaction of all counterparts involved.

ATTACHMENT A4: FOCUS GROUP DATA RECORD