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## IMAGE MANAGEMENT FOR THE PUBLISHING HOUSE

**Shenderivska L.P., Chumak O.S. Image management for the publishing house.** Image creation and management importance for the publishing house are substantiated. The essential characteristics of the company's image are defined and revealed its contents. The image of major publishers in Ukraine – publishing houses «А-БА-ВА-НА-ЛА-МА-НА» and «Vydavnytstvo Staroho Leva» is analyzed by master-plan components. Directions for a positive image of publishers' formation and maintaining are proposed.

**Keywords:** company's image, development, innovations, management, processual and situational approaches, master-plan.

**Шендерівська Л.П., Чумак О.С. Управління іміджем видавничого підприємства.** Обґрунтовано значення іміджу для видавничого підприємства. Визначено сутнісні характеристики іміджу підприємства і розкрито їх зміст. За складниками майстер-плану проаналізовано імідж одних з найвідоміших видавництв України – «А-БА-ВА-НА-ЛА-МА-НА» і «Видавництво Старого Лева». Запропоновано напрями формування і підтримки позитивного іміджу видавництв.

**Ключові слова:** імідж підприємства, розвиток, інновації, управління, процесний і ситуаційний підходи, майстер-план.

**Шендеровская Л.П., Чумак Е.С. Управление имиджем издательского предприятия.** Обосновано значение имиджа для издательского предприятия. Определены существенные характеристики имиджа предприятия и раскрыто их содержание. По составляющим мастер-плана проанализирован имидж одних из наиболее известных издательств Украины – «А-БА-ВА-НА-ЛА-МА-НА» и «Видавництво Старого Лева». Предложены направления формирования и поддержания положительного имиджа издательств.

**Ключевые слова:** имидж предприятия, развитие, инновации, управление, процессный и ситуационный подходы, мастер-план.

**Problem statement.** The image management of an enterprise is one of the important directions of management in modern conditions as it is essential for both consumers and business partners, and creates the prospects for the business entity. For the publishing industry image is extremely important, it is connected with both the economic nature of the product – a content distribution, and with the promotion's principles, sales of publications, namely, creating high-quality multi-channel marketing communications, which in turn effects on the market share's retention, sales market's expansion, increasing profits and profitability, investment attractiveness, information which represent the country in the world.

**Recent researches and publications analysis.** The image essence of the company research, structuring its links with economic and marketing phenomena and processes, studying the mechanism of management company's image belong to scientific works of domestic and foreign scientists such as E. M. Abd-El-Salam, A. Y. Shawky, T. El-Nahas, V. V. Bouguereau,

B. Ji, V. S. Ponomarenko, O. Yastremskaya, Sl. Vujić, S. Vujić, M. Weber, etc.

V. S. Ponomarenko, O. Yastremska define that the basic condition for creating a positive company's image [1] is building an effective enterprise's information interaction with the subjects of the environment on the principles of information openness (transparency) about its financial condition, commercial and management achievements. This principle can be among key ones for large and medium-size businesses and fulfil the requirements of normative legal acts concerning a disclosure of financial and economic activity information, or the implementation of international activities, but for small businesses predominate in the publishing industry the focus should be on informing about the level of needs, fulfillment of contractual obligations.

Among the effective technologies of image formation V. Bouguereau [2] allocates technological image-measures used in PR, technologies of unique imaging (based on the allocation of unique features), mythologizing as

image-technological model of communication, because of the fact that every generation has its own myths formed by communication's means at that time; performances' technology.

In the publishing industry, these technologies can be applied to individual publications, namely, well-known authors, the world's bestsellers, publications made in movies. E. Y. Makarenko [3] proves the relevance of publishing companies through integration in the process of creating media brands and thus obtains a synergistic effect as a result of the production of any media complex, namely, printed publications, animations, television and radio programs, internet sites, mobile applications and more.

Image management needs to study communications of company's image with parameters that characterize external and internal environment of operation. Thus, scientists E. M. Abd-El-Salam, A. Y. Shawky, T. El-Nahas [4] have proved a strong link between the company's image, service quality, customer satisfaction levels and the degree of their loyalty based on the results of empirical studies. Researcher M. Weber [5] found causal links between the company's image and corporative social responsibility, revenues, possible financial losses, the attractiveness of employer's company, that allow to determine directions of management company's image and choose evaluation indicators, application of which is relevant in the execution of planning and control. Sl. Vujić, S. Vujić [6] rightly note that in the process of image management it is necessary to conduct a thorough analysis of both the competitiveness and the current state of the image, threats, and opportunities for its saving and improvement, so it is recommended to use such methods of analysis like SWOT and benchmarking.

In general, researchers pay much attention to empirical and theoretical research in the field of the image, but there is also a need to study the directions of image management of publishing houses taking into consideration the modern operating conditions.

**Objectives statement.** The article's goal is to substantiate directions of improving the management of publishing houses' image. To achieve the goal, a number of tasks is completed: revealed the essence of the notion of publishing company's image management; the main characteristics of the company's image that form it as a category are defined; the image of publishing houses on the example of several brands is analyzed; proposed the ways of improving the management of publishing houses' image.

**Main results' presentation.** Corporate image is a collective and general image of the company, and one of its fundamental factors is the buyers' perception of the product. The company's image is created not only by marketers and advertisers but also by various events where products are represented (stocks, presentations, fairs, exhibitions), by treatment of customers (consumers) and by the ratio of staff to its employer. To achieve efficiency of activity, enterprises should be operated on the basis of forming and maintaining a positive image.

Image management of publishing house is measures aimed at creating a positive image of the company, which causes consumer's confidence in its products, thus facilitates the dissemination of progressive knowledge and promotion of the countries in the world, stimulates customers to repeat orders and business partners to collaborate on a permanent basis, employees to corporate commitment, which in aggregate provides the competitiveness of the company and its progressive development.

According to the analysis results we determined that the essential characteristics of the company's image should be considered attaching to the shaping of the image, such as:

- communication with the purpose of an enterprise functioning;
- dynamic;
- capital intensity;
- large number of criteria.

Thus, the image associated with the purpose of the company's functioning and with the means to achieve it. In particular, putting the goal of maximizing profit, an economic entity can choose different strategies to achieve it, such as the production of standardized goods at reasonable prices, the production of high-quality products, innovative products, etc, and this will affect the company's image.

Another image's characteristic is dynamic, the consequence of actions of factors internal and external environments, so the image must be the object of control. Among management approaches appropriate to apply the process approach to manage image and during the implementation of management functions' complex special attention should be paid to the development of strategic and tactical plans of realization the current assessment in order to timely regulation of image formation's process that actualizes the application of the situational approach.

For effective image management, it is necessary to develop an appropriate concept that can be performed by the enterprise or specialized companies, including outsourced advertising agencies. Therefore, different fields of economy, including publishing, require specialists in the fields of image-making and advertising guided by the principles of upgrading technologies and adapting to the changing market's environment. Thus, the image formation requires funding, namely, targeted on the development and implementation of image events, or mediated on current activities, which also affects the company's image.

An important characteristic of the company's image is numerous criteria for its assessment, which determine the complexity of the subject and the dualistic nature of image as an indicator and factor in the company's development. Image, as a category, is estimated by consumers and affects the dynamic of cooperation, the number of repeating orders. In modern conditions not only the quality, price of products, culture of service, availability of information about the product and company are relevant

for consumers, but also the level of its social responsibility, namely, the introduction of environmentally friendly technologies, charity, in which even government may be interested. The company's image is estimated also by business partners in terms of timeliness and amount of execution of contractual obligations, focusing on mutually beneficial cooperation, willingness to compromise, which is especially important in times of economic instability. The image is also determined by staff policy, and its current trends – a proper level of promotion and working conditions, promoting professional development, information for employees about the current state and prospects of company's development. The official image's estimation of economic entity is expert ratings and awards, participation in associations, councils, commissions and more. In general, there are several concepts of image management of the company, which are different in various authors.

We considered the master-planning as a concept of image formation of the company B. Gee [7] on the example of famous publishing houses – A-BA-BA-HA-LA-MA-HA and the Vydavnytstvo Staroho Leva (VSL). They were chosen because these publishing houses are known in Ukrainian and foreign markets and had proved their success.

General circulations of books issued by publishing houses are 166,100 and 225,300 copies respectively in 2014 [8; 9].

The master-planning method is used to create an algorithm for image formation and further characteristics of company's marketing to build the image in the market. It is caused by the most accurate interpretation and usability of this method, which includes four main parts [7]:

- The foundation's creation.
- The external image creation.
- The internal image creation.
- The intangible image creation.

These components of the master-plan are disclosed by us according to the results of the publications' content analysis, including the official websites of publishing houses and own observations of the publishers' activities.

Laying the foundation of the company's image includes the formulation of principles, goals, long-term objectives, corporate philosophy and standards of the company. Thus, the principles of VSL are defined as the building of effective communications with customers, attitude to the consumer as a partner. A-BA-BA-HA-LA-MA-HA is guided by principles of pleasure reading needs in children's literature, regardless of individual projects' economic self-sufficiency; the wide geography of sales publications, the book-selling level of development.

The purpose of publishing houses is to educate the reader, ensure its cultural development through the supply of high-quality publications. The corporate philosophy of VSL takes into account the specifics of the environment and is based on love and respect for the

creative professions, the individual of an author, the artist, the emotional susceptibility of readers, attention to their ideas, cultural values. The corporate philosophy of the Publishing House «A-BA-BA-HA-LA-MA-HA» is in maintaining and increasing the quality of creative achievements – illustrations, texts in Ukrainian, which will be relevant for many generations.

Long-term goals of compared publishing houses somewhat different because VSL focuses on the diversification both through the new genres of literature's development and through the publishing of translated editions, while A-BA-BA-HA-LA-MA-HA even in the future is planing to concentrate on the Ukrainian children's books publishing. Both publishing houses are aiming at high standards of editorial-publishing and polygraphic preparation of products.

The next part of the master-plan is creating the external image. It contains a number of components: product quality, tangible image, advertising, public activities, media relations, relations with investors and partners, the ratio of staff to work [7]. The analysis revealed that A-BA-BA-HA-LA-MA-HA and VSL reach a high level of editions' quality by the selection of a professional author and editorial-publishing staff, critical selection of books to publishing portfolio, quality polygraphy, and materials. A feature of the Publishing House «A-BA-BA-HA-LA-MA-HA» is the attentive attitude to the text's originality, translation in combination with excellent illustrations.

Tangible image of publishing houses is determined by its victories in various categories. In particular, in 2016 VSL was recognized as the first among Ukrainian publishing brands (rating of business magazine «Forbes»). The book «Kudy Znyklo More» («Where the Sea Disappeared») in 2014 entered the top-20 books in award «The Best Book of Publishers' Forum». «Viina, Shcho Zminyla Rondo» («The War That Changed Rondo») is the winner of the award «LitAktsept of the Year 2015» in the nomination «Poetry and Prose for Children», the book was among the winners of Bologna Ragazzi Award 2015 [8]. In 2002 The Lviv Publishers' Forum recognized A-BA-BA-HA-LA-MA-HA as the best publishing house in Ukraine. The publishing house's books are winning in the rating of «BBC Children's Book of the Year» every year. More than half of the editions of A-BA-BA-HA-LA-MA-HA gained victory in the good book contests. A-BA-BA-HA-LA-MA-HA is recorded to the Book of Records of Ukraine; it made the largest book published in Ukraine – «ABC» that has a size of three meters by four meters and weighing 250 kilograms [9].

Analyzing the advertisement as a part of the external image, we can summarize that researched publishing houses are actively using innovative and relevant advertising means – official sites, social networks, fairs (VSL is an active member of the foreign events), presentations, promotions, reading and poetry parties, forums and more.

The positive image of publishing houses is evidence from their active social position. VSL has an important

role in the social life of Lviv region and Ukraine as a whole working with libraries and community organizations and has published several publications in Braille. On April 2nd, 2014, the publishing house took part in the campaign «Lviv in Blue» held for the first time in the city with a goal to change a society's attitude to people with autism. At the same time, VSL organized its first «garage sale» to raise money for a playground for the boarding school «Trust» where children with special the needs study. The publishing house's book sales are organized several times per year and are charitable activities. In 2015, VSL created in cooperation with the Lviv Regional Children's Library «Library of Small Lion», whose main goal is to popularize reading, familiarize children of district and village libraries with the latest modern Ukrainian literature [8]. On December 31st, 2001, the Publishing House «A-BA-BA-HA-LA-MA-HA» started the charity campaign named «Mini-Miracle» to make high-quality children's book available for absolutely every Ukrainian family. 1.6 million copies of 16-page mini-versions of the publishing house's fourteen best books were distributed through the offices of Ukrposhta at the price of one hryvnia per book. This book event has become the biggest one in the history of independent Ukraine. By the end of 2002, total circulation of «Mini-Miracle» reached nearly 2.5 million copies [9].

Supporting the image with the media is important, they are implemented at the appropriate level by the analyzed publishing houses, as evidenced by numerous publications devoted to or on which are mentioned these branded publishers.

Another element is the creation of the external image links with investors and partners. In particular, VSL cooperates with various organizations in the fields of media, philanthropy, marketing publications, namely, with the following organizations: the Ukrainians (online magazine about the Ukrainians, initiative and responsibility), Tabletochki (international charitable foundation protects the interests of children with cancer diseases in Ukraine), !Fest (network of creative restaurants and projects with original concepts), Chulan Bookstore (independent bookstore), Yakaboo (Ukraine's largest online store of books, gifts and children's products), Arsenal Book Festival, Publishers' Forum, bookstore «E», «MoIa Knyzhkova Polytsia» («My Bookshelf», bookstore-cafe), «Knyharenka» (supermarket of children's and teen's books), «Green Wave» (Odessa's international book fair) [8]. Publishing House «A-BA-BA-HA-LA-MA-HA» is implementing innovative activities works with the developer of mobile applications – the company «Timecode»; with the publishing house that produces a series of books about Harry Potter – Bloomsbury Publishing; with the Publishers' Forum; with online store «Amazon» and others.

Among the key factors of the image, is the ratio of staff to work. As advantages, the founders of VSL Mykola Sheiko and Mariana Savka define high skill level of translators, ability to compromise with authors

and their desire of improvement, and among the urgent tasks distinguish the selection of employees responsible for the technical quality of the text – proofreaders, literary editors; initiative of readers, translators to provide recommendations for publishing company on the perspective for published editions. In the Publishing House «A-BA-BA-HA-LA-MA-HA» an attitude of the staff to work is formed under direct reputable featuring of director Ivan Malkovych on all stages of preparation publications, starting with the books' selection to the portfolio, concept's development, control on stages of editing, art design, typesetting, completing with planning of the products' promotion and marketing.

An important motivating factor of staff is the ability of professional development. So publishers are paying enough attention to staff development, training. Besides measures aimed at the professional growth of staff publishing houses for a formation of internal image conduct effective personnel policy, focusing on the stimulating of labour's discipline and also carry out financial planning to provide sources of funding, high reversibility of funds.

The analysis of one more component of the company's image is revealed as the invisible image, all its formative elements is a program to encourage the development of staff, a consumer's «I» and own image of consumer [7] are applied by publishers «A-BA-BA-HA-LA-MA-HA» and «Vydavnytstvo Staroho Leva».

Taking into account the close relationship of the publishing industry with other subjects of publishing and printing sector, the increasing importance of public opinion and acceleration the pace of the information's dissemination, the realization of such areas of improving the publishing houses image management is relevant:

- The conceptual approach implementation in image management considering the connection with the development of the company to achieve long-term effects.

- The effective interaction between the government, public organizations and publishers for the purpose of reading promotion, development policy of publishing promotion (preferential taxation, support the exhibition activities, combating with illicit proliferation of publications, targeted releases's funding and distribution of socially relevant media, elaboration policy of country's information security based on democracy, reconciling the interests of publishing and printing complex's subjects).

- Development of international cooperation in standardization and certification; implementation of measures designed to increase export and import rights on production of publications and reduce the negative balance of foreign trade in this area; joint publishing projects' preparation, exhibitions; expanding sources of funding; exchanging of progressive experience in the image's management.

- Increasing of the research component in the development of the publishing houses marketing commodity policy to identify and enjoy actual needs of consumers, thus ensuring the products' competitiveness; socially important projects' implementation.

– Improving interaction of the publishing house with the author's environment by expanding the forms of cooperation (intermediary links involvement, including literary agencies) and authors' participation in the process of publications' promotion,

– Introduction of sales publishing products' advanced technologies, timely and quality information support and supply of goods in the book-selling section.

– Integration with other fields of activity, such as culture, education, science, etc. to form an integrated product offering from various forms of products, promotion, expansion of sales market.

– Increasing the marketing communication policy's effectiveness by forming a content which complies with the target audience, and the application of marketing communications' current channels.

– Enhancing innovation activity at all stages of the closed cycle from the formation of contract portfolio to the publications' sales and funds' reinvestment.

**Conclusions.** In modern terms, the importance of the company's image as a factor of competitiveness

is growing. The image is an intangible capital that forms the company's potential, but also the image is characterized by high dynamic, depending on external factors requires additional expenses of management. According to the analysis of publishing houses «A-BA-BA-HA-LA-MA-HA» and «Vydavnytstvo Staroho Leva» determined that they developed and applied effective master-plans of image's formation. Each part of the master-plan aims to fulfill three main objectives: achieving a high level of competence and effective work with the consumer; image support of successful enterprise to create trust among consumers; establishing an emotional connection with the consumer and society. Thus, the image management needs development of all its related components and to balance the external and the internal interests enable to effective management of the publishing house as a whole.

Further researches are expedient to be devoted to quantitative methods of publishing company image's evaluation in the context of different evaluations.

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