

INNOVATIONS IN IMAGE CREATION AND MANAGEMENT – A CASE STUDY OF AN ENTITY FROM THE TSL INDUSTRY

Patrycja KRAWCZYK

Częstochowa University of Technology; patrycja.krawczyk@wz.pcz.pl, ORCID: 0000-0002-3814-4603

Purpose: Creation of image of an entity can happen as a result of unplanned activities or it may be the result of conscious creation. As we talk about innovation we have in our minds one of its four forms: technological, organizational, marketing and process. It means that creating the company's image enters into the trend of innovation. Cooperation within a TSL triad (transport, shipping, logistics) is a process which should also enter into the trend of innovation.

Design/methodology/approach: In the first part of the paper the method of analysis of source materials will be used. In the further part a case study was used as a research method. An entity from the TSL industry will be analysed.

Findings: Creation of the company's image is important. Marketing innovations based on digitization, social media or VR are necessary. Especially, they are very important for the highly globalized TSL sector. Changes in the field of digitization and the Internet go beyond the possibilities of legal regulations. It should be remembered that all changes bearing the risk marks simultaneously lead to development.

Originality/value: The aim is to connect the three abovementioned areas (image creation, innovation, TSL industry) into one narrowly defined area of consideration.

Keywords: innovations, TSL industry, image creation.

Category of the paper: Case study.

1. Introduction – image creation, innovation and the TSL sector

Every enterprise has its own, unique image. It can be created as the result of unplanned activities or it may be the result of conscious creation. Building a proper company's image is crucial from the point of view of strategic management. Enterprises should seek an accordance of their view in the eyes of stakeholders with identity goals. A homogenous strategy that shapes a positive opinion, combined with credibility in action, is important. The image is the result of the perception of the enterprise by the environment and results from the entirety of actions undertaken by the company and having their reflection on the outside (Pokusa, 2008, p. 31).

The world-scale economy development, despite the temporary slowdown after 2009, is gaining an impressive momentum again. One of the sectors which is developing the fastest is TSL – transport, shipping, logistics. TSL sector can be defined as a complex of services which consist of: planning transport, determining the best conditions for it, storing goods and distributing products. The cooperation of three abovementioned elements is a very complicated process. Tasks set for the TSL sector serve to distribute all kinds of goods on the scale of regions, countries or entire continents and between them (micro, macro, global).

Innovativeness in a Schumpeter's classic definition meant introducing a new product to the market, introducing a new method of production or sale, opening a new sales market, acquiring a new source of raw materials or semi-finished products, introducing a new organization in industry (Schumpeter, 1960). Innovation in its modern meaning is a new idea, creative thoughts, new imaginations in form of device or method. Nowadays, the most often when we talk about innovation we have in mind one of its four forms: technological, organizational, marketing or process. It means that creating the company's image enters into the innovation trend.

In Global Innovation Index Poland ranked the score of 41.67 points out of 100 possible, it is on a 39th place. In the combination of effectiveness, the position of the economy of our country in the world is slightly weaker. The innovation effectiveness rate for Poland is 0.69, which has ensured us the 42nd position in the world (Cornell University, 2018). In Poland, the level of investment outlays in relation to innovative activity is unfortunately not high. Innovative activity is carried out primarily by large economic entities, which results mainly from their much larger economic opportunities compared to enterprises from the SME sector (Kokot-Stępień, 2016, p. 28). In addition, the innovative activity of companies focuses mostly on products and services, and much less on innovative marketing methods.

It should be agreed with Antanowicz's statement that nowadays in transport and logistics services there is an urgent need of innovative solutions to improve the quality and technology of services provided, improve the image and strengthen the market position of the sector (Antonowicz, 2015, p. 1133). Undoubtedly, in transport and logistics services, apart from technical and technological innovations, product and marketing innovations can be a source of building an advantage over competition.

I. Mendryk indicates the following stages of image creation (Mendryk, 2004, p. 265):

1. Studying the image of the organization in the environment.
2. Defining the goals for the desired image.
3. Selection of the target group of customers (segmentation).
4. Selection of the beam of appropriate instruments for creating the image.
5. Implementation and realization.
6. Control of the achieved effects.

The process of creation remains the same. Only instruments used in this process changed. The traditionally perceived process includes all marketing-mix elements: product, price, distribution, promotion, personnel. Nowadays, all of the elements absolutely must be translated

into the reality of the Internet. Creating an image of the organization needs constant and consistent communication with the environment. This communication should include solutions and tools that best inform about the brand and increase its recognition among customers and allow for creating relationships with clients. New media is an effective form of promotion in the conditions of a dynamically changing market (Wyrwisz, 2015, p. 212).

At this point it is worth to show the division between traditional and new media (Laskowska 2012, p. 125):

- traditional media: press, radio, television, film, traditional photography,
- new digital media: Internet, e-mail, Internet forums, Internet telephony, mobile phones (SMS, MMS), DVD, E-book, digital library, digital TV, computer game, digital photography,
- new social media: Facebook, YouTube, Google+, Twitter, Blog, podcast, network and Internet games.

The term „new media” has been functioning since the 1960s, but still there is a lack of its unambiguous definition (Jaska, 2018, p. 82). Taking into account the pace of changes, the question should be asked whether something that was referred to as 'new' yesterday should be already included in the classic commonly used category. The new media also offer further opportunities in the process of creating the image. The most important are the following (Witczak, 2013, p. 91):

- multimedia, that is, simultaneous influence on many levels on the senses of recipients at the same time,
- individualisation which is expressed in matching the form and content of messages to specific groups of recipients,
- interactivity which is mutual reactions in real time,
- durability and intangibility of messages that go to the Internet, although they do not have a material form, are permanent,
- multifunctionality which means the ability to read messages on many technical platforms (telephone, computer, tablet),
- availability which means the use of information at any time and place convenient for the recipient.

Modern tools for creating the image focus, among others, on social media, video formats and artificial intelligence. According to estimates in 2018 in Poland Facebook had 16 mln users, and Messenger more than 12 mln. Social media play many roles, including: information, image and PR, opinion-forming, advertising, trade and even recruitment. Next to Facebook, the most important are Messenger, Whatsapp, Comments, and Opinions.

Consciously shaped company's image in the Internet provides an advantage in the form of faster building of trust. When undertaking marketing innovations using new media, there are several important points to keep in mind. Firstly, the information once entered into the Internet

will stay there forever, but, on the other hand, nothing lasts forever. The image should be regularly refreshed. Moreover, the key to build the image is the consistency of marketing communication at all levels with the company's activities in reality. Poor company image means lower income. The most profitable companies are not those that are the cheapest, but those that are best perceived by customers.

Changes in the field of marketing in the net are very intensive, new innovative tools often appear. Talking about trends in 2019, the following should be mentioned:

- thanks to platforms such as YouTube, Netflix or Amazon, video messages are becoming even more popular; it is estimated that by the end of 2020 video will account for 80% of all Internet traffic.
- Augmented Reality (AR) and Virtual Reality (VR) are the best ways to engage consumers.
- Voice search will be one of the biggest, until now not fully used trends; currently the content related to digital advertising is based on SEO phrases and keywords that are targeted at written queries.

2. Research methodology

The presented paper's goal is to connect the three above-mentioned areas (image creation, innovation, TSL industry) into one narrowly defined area of consideration (see Figure 1). In such a clearly defined space the tools that are used in building the enterprise image will be presented. An attempt will be made to assess their suitability for the TSL industry, and to indicate recommendations for further actions in the discussed area, concerning which tools should be used in the near future.

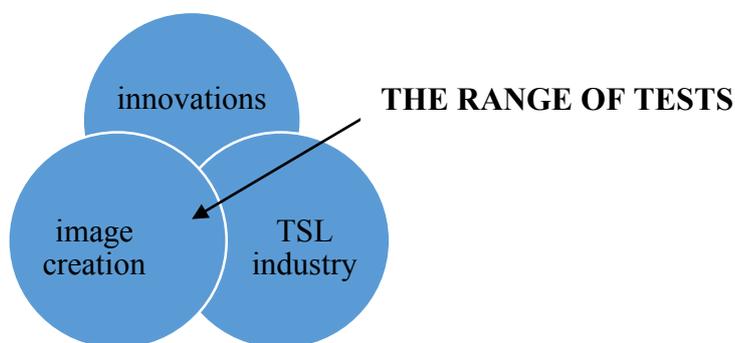


Figure 1. The range of tests. Own creation.

Formulating research questions points to the problem and causes the necessity of choosing the method of solution. Both the problem and the method of its solving may have a scientific or practical character. It should be noted that management sciences arise from economic

practice and are inseparably connected with it. In order to solve a scientific problem in management, practical implications are desirable. Therefore, the case study method will be used next to the source material analysis. The case study research design has evolved over the past few years as a useful tool for investigating trends and specific situations in many scientific disciplines. The advantage of this research method is that it can focus on specific and interesting cases. This may be an attempt to test a theory with a typical case or it can concern a specific topic that is of interest. Research should be thorough and note taking should be meticulous and systematic. Although case study methods remain a controversial approach to data collection, they are widely recognized in many social science studies, especially when in-depth explanations of a social behaviour are sought (Zainal, 2007, p. 2). A small enterprise from TSL sector will be examined. After a short presentation of the profile, actions undertaken as part of image creation, including marketing innovations, will be presented.

3. Results – case study

The paper uses a case study method. An enterprise which was under the analysis is an entity from TSL industry. It was founded in 2007, the activity of the company is focused on the area of transport and shipping. The company has specialized equipment and is managed by experienced, trained staff, which allows to provide high-quality services. Currently, it employs 21 people (office – 5, drivers – 12, maintenance and workshop – 3, IT specialist – 1).

Because of the level of the employment turnover and size of the balance sheet total, it should be classified into the group of small enterprises. In order to provide the highest quality services, an offer is adapted individually for each client. The offer includes: domestic transport, international transport, oversize transport, pilotage and assistance in the area of transport permits, as well as providing workshop and vulcanization services.

A big competition in this industry, market trends and gained experience caused that from 2015 the company has undertaken a number of projects in the area of conscious image creation. A strategy of positioning as a company providing services of the highest quality has been adopted, taking into account the individual needs of clients, especially in the area of non-standard cargo transport services. This kind of transport is usually non-standard, it needs many arrangements and additional permits, especially on international routes. The image of stable, solid company which is focused on the client's needs was built because of such market requirements and thanks to professional staff. Activities in the field of image building should be divided into traditional and modern ones. Among the traditional ones, there are:

- adoption of a formalized logo design;
- preparation of folders with advertising brochures which were sent to both existing and potential clients;

- fleet vehicles have been labelled (company name, logo, contact details, website);
- personalized workwear with company logo prepared for all employees;
- participation in trade fairs;
- small gadgets with the company logo were purchased (pens, T-shirts, high-visibility vests, wall clock).

Another phase (since 2016) was an adoption of a strategy in the area of image building in the Internet space. In the initial phase of operation the actions included:

- preparation of folders with advertising brochures;
- rebuilding the existing website, adapting it to the version for mobile devices, the site is monitored, updated, a particular emphasis is placed both on the high level of content and interesting graphic design;
- adjusting the e-mail addresses to the website address;
- creating a company account in social media – Facebook;
- direct involvement of the company's employees in updating the content of the website and account on Facebook (new photos from completed orders, comments);
- authentication of high quality services through customer feedback, recommendation list of permanent associates;
- current monitoring as part of Google search engine - encouraging customers to express their opinions about the company, quick feedback on any comments and opinions.

In 2017 the cooperation with the external company was undertaken, which took care about creating the image in the Internet. In the field of this cooperation the following steps were undertaken:

- rebuilding the existing website, adapting it to the version for mobile devices, a virtual multimedia presentation was created on YouTube, which was sent out to existing and potential contractors;
- a campaign was launched as part of the word-of-mouth marketing, which was designed to reach a wider audience with the marketing information;
- implementation of advertising campaigns in the Google Adwords platform, in the field of advertising: on Google search engine, for products: large-size transport, transport of tires;
- technical optimization of the website in terms of SEO;
- geotargeting;
- Ads account was launched;
- sponsored links' campaign was launched;
- SEO activity for the website including technical error optimization, SERP optimization, link building, keyword research, keyword positioning.

Undertaken actions required time and financial resources but they allowed to create the desired company image in the Internet space. This image is supported in the awareness of many receiver groups, including: employees, current and potential contractors, local community and competition.

Among rational effects of the undertaken actions the following can be indicated:

- entering the company name in Google search engine results in showing it in the first position;
- entering the company name on YouTube - the multimedia presentation of the company appears in the first place;
- high efficiency in the area of Adwords.

Kampania ↑	Budżet	Stan	Typ strategii ustalania stawek	Typ kampanii	Strategia ustalania stawek	Kliknięcia	Wyświetlenia	CTR	Sr. CPC
Opony UK - Londyn	48,00 zł dziennie	Odpowiednia (nauka)	Maksymalizacja liczb...	Szukaj	–	5	1 935	0,26%	3,42 zł
Polska ponadgabarytowy	80,00 zł dziennie	Odpowiednia (nauka)	Maksymalizacja liczb...	Szukaj	–	42	1 297	3,24%	1,57 zł
Łącznie: kampanie						47	3 232	1,45%	1,77 zł
Łącznie: konto						47	3 232	1,45%	1,77 zł
Łącznie: sieć wyszukiwania						47	3 232	1,45%	1,77 zł

Figure 2. Google Key Words results. Adapted from: compny reports.

Intensive actions in the field of creating the image, both in the field of traditional and modern tools, in combination with high quality services, have built a stable image of the enterprise. Actions taken fit into the field of marketing innovations of the analysed entity. We can see some results in Figure 2. Further cooperation with specialized external entities is advised in the field of new marketing services in new digital media. Further actions should be taken as a part of emerging new trends and opportunities created by the identity of the economic entity in the digital space.

4. Discussion

Case study, despite its high popularity, is criticized for its weak point among witch the following factors are indicated: lack of scientific reliability and solid basis for generalization of conclusions. However, this method is in fact a very useful way of solving not only scientific but also practical problems. This method was also used in the case of the presented study. The Internet and digitization are not a cure to all evil but they are very important for many areas of the economy.

The development of TSL industry is a pillar of economic globalization. The issue which has a key meaning for the development of modern economy is how to take advantage of changes such as innovation, globalization or the Internet and, at the same time, avoid potential threats.

There are many voices against the development based on these phenomena. Some of them are mentioned by Grzybowska, as she states that globalization may lead not to total integration, but to total disintegration (Grzybowska, 2013, p. 16). The problem of transport is mainly the traffic congestion, especially on roads and in the air. Traffic congestion in Europe causes losses of around 1 per cent of GDP each year and increases emissions of carbon dioxide and other pollutants (KE, 2014). Changes in the field of digitization and the Internet go beyond the possibilities of legal regulations. It should be remembered that all changes bearing the risk marks simultaneously lead to development.

That is why, conscious creation of the company's image is so important. Marketing innovations based on digitization, social media or VR are necessary. Especially, they are very important for the highly globalized TSL sector.

5. Summary

Using a positive company's image is very important in its functioning. There are many marketing tools that are used in activities heading towards the image creation. Lately, thanks to the Internet and social media many new tools have appeared. They make work easier and they foster the achievement of effects. Of course there is no need to use them all at once, as nowadays their number is growing rapidly, almost overnight. Moreover, a tool that was considered innovative yesterday, tomorrow will be already traditional and its effectiveness will fall.

The goal of this article was to show the meaning of innovation in image creation. The essence of the undertaken topic was presented which resulted from combination of three areas: innovation, TSL sector and image creation. Using the case study as a scientific research method, an example of using innovative marketing tools by an entity from the TSL sector was analysed. First of all, instruments such as the Internet website, ads, positioning on Google and an account in social media were indicated. The effectiveness of the actions taken has been confirmed.

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