

for their disregard. Finding someone willing and able to take on this responsibility may be difficult particularly in the age when unions and progressive management styles make it difficult to enforce consequences.

6. **INTERNATIONAL RELATIONS** - as corporations cross international borders they enter new cultures with different ideas, prejudices and stereotypes. A successful image policy must be flexible enough to incorporate these attitudes and adjust accordingly. This may be difficult considering the basic element of a corporate image policy is the projection of a standard and consistent identity.
7. **LACK OF COORDINATION** - many corporations develop image policies as and when they are required. This often leads to a mish-mash of policies that may or may not be known to exist. CIBC for example has many different individuals involved in the maintenance of the corporate image. This could lead to redundancy and therefore inefficiency. As well, having different sections in charge of different aspects of the corporate image could lead to costly conflicts. The person in charge of company trucks may use a logo design that is a different colour or font than the person in charge of ordering letterhead. Without a coordinated standard, there is no way to preempt this problem.
8. **TOO RESTRICTIVE** - CIBC supports the need for a comprehensive and detailed Corporate Image Manual. They feel that by setting out detailed standards they will be able to decentralize decision-making to their branches. In contrast, LOEB Inc. noted that a detailed manual reduces the ability and incentive to be creative. They also noted that their costs (particularly in advertising) rose as a result of restrictive standards. The time and effort it took them, and their suppliers, to stay within LOEB boundaries was too high, as a result they relaxed their policies.