

**SECTION 5 - DIFFICULTIES IMPLEMENTING A CORPORATE IMAGE POLICY**

Throughout the literature and corporate interviews, a general consensus emerged with regards to the difficulties facing organizations attempting to implement image policies. While the design and development of corporate image policies was noted to be difficult, most sources stressed that the failure of these policies is usually attributed to the difficulties facing corporations as they attempt to implement them. Some of the difficulties mentioned include:

1. **EVALUATION** - image policies focus on influencing value judgements of individuals. Because they are working with subjective perceptions, image managers have great difficulty proving that their campaigns or policies are being successful. They cannot quantify any results. That is, they cannot prove that the increase in sales is the direct result of a new logo as opposed to a general increase in demand for the product.
2. **COST** - designing, developing, administering and monitoring a corporate image program can be very costly in terms of money, time and effort - particularly if done quickly as opposed to gradually. Since it is difficult to verify the direct benefits of these costs, corporations may question their continuation. LOEB Inc. mentioned another problem associated with cost - after paying a substantial amount of money (classified) having a New York image consultant develop their policy, they simply could not afford to administer the program to the extent required. Consequently, they disregarded the majority of the standards and guidelines set-up, and focus instead on only those deemed essential (eg. the use of their logo).
3. **MANAGEMENT** - the success of an image policy is directly related to the commitment and cooperation of management. Management must not only be directly involved in the identification of the objectives of an image policy, it must also agree to allow the corporate culture to change to meet these objectives. Often however management may agree to change the face of their organization, but not its attitude. Policies, procedures and customs may be allowed to remain even though they conflict directly with the objectives of the image policy.
4. **PERSONNEL INERTIA** - often employees will disagree with and resist change, especially if this change threatens to reduce their freedom of action - as image standards and guidelines will. If an image policy is to succeed these employees will have to be sold on its benefits.
5. **ACCOUNTABILITY** - in order to ensure that the established standards and guidelines are being followed they must be strictly monitored and consequences must be in place