

From Fragmented Messaging to Holistic Communication: Enhancing Brand Image in Cosmetic Companies

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Abstract:

In order to address the research topic and its variables, the institution DORIANE CARE located in the city of Mazlouk, Setif, Algeria was chosen. The study was conducted in 2025. The main objective of the study was determined to know the role of comprehensive communication in improving awareness of the institution and building perceptions on it. To address this topic, the survey method was relied upon, where we chose, as we mentioned previously, the institution **DORIANE CARE** and used the interview tool as a tool for collecting data, where we reached the most prominent results:

- The presence of a strong internal communication culture guaranteeing the application of disciplined internal communication technologies including Windows Latin, Notion, and Gmail, therefore guaranteeing clarity and alignment with goals. Workers show pleasure with the thorough and orderly channels of communication.
- Good application of digital technologies and platforms. Modern young-oriented platforms like WhatsApp and social media are very important for communication since they help

to improve internal social capital by means of these channels.

- As a formal ISO9001 process guarantees openness in processing complaints, responsibility, and departmental coordination, the methodical handling of feedback guarantees these aspects as well.
- Motivation and constant education. Events like salons and shows really improve the external image and stakeholder confidence of the business. Strategic media and specialist teams help to prepare events.
- The creation of a strong brand and identity whereby every brand in the company has unique and consistent graphic components appealing to its target market.
- Strategic bridging with public relations guarantees seamless communication with internal and external stakeholders, helps processes, and strengthens bonds between them. Still, a proactive, long-term public relations plan spanning over conventional commercial ties is required.
- Using influencers and the material they provide to encourage audience involvement

through focused campaigns, therefore raising awareness mostly via advertising.

- Ensuring brand cohesiveness depends on depending on a consistent messaging approach across platforms—road signs, social media, and print).
- Continually monitor brand image by routinely employing ISO9001 tools and social media data.
- Engaging in social and ethical responsibility projects helps to strengthen public confidence and brand image.

Key words: Holistic communication, brand image, brand awareness, brand perception.

1. Statement of the problem:

In an increasingly competitive global market, organizations face mounting pressure to establish strong connections with their audiences. One approach gaining prominence is holistic communication, a strategic framework that integrates all channels, messages, and stakeholder interactions into a cohesive whole. This method transcends traditional communication silos by ensuring consistency, clarity, and coherence across all organizational efforts. In Algeria, however, the adoption of holistic communication remains in its nascent stages, and its impact on brand awareness and perceptions is underexplored.

Holistic communication emphasizes the interconnectedness of various communication strategies within an organization. It integrates advertising, public relations, digital media, customer service, and internal communications into a seamless narrative. This approach not only fosters brand consistency but also enhances stakeholder engagement by delivering unified messages.

Theoretically, holistic communication aligns with systems thinking, where an organization functions as an integrated whole rather than a sum of disparate parts.

In Algeria, the utilization of holistic communication is hindered by several factors, including the lack of strategic awareness and insufficient training in communication frameworks. Many Algerian institutions rely heavily on traditional, fragmented methods of communication, which often result in mixed messages and reduced audience trust

Brand awareness, a key metric in marketing and public relations, measures the extent to which consumers recognize and recall a brand. It is the foundation for customer engagement and loyalty. High levels of brand awareness create familiarity, which in turn fosters trust and preference among consumers. In Algeria, brand awareness campaigns are typically executed through traditional media channels, such as television and radio, with limited integration of digital platforms. Despite the rise of social media usage, many Algerian organizations fail to leverage these channels effectively to build awareness.

Statistics suggest a growing potential for enhancing brand awareness through holistic communication. This highlights an untapped opportunity for businesses to adopt holistic strategies to resonate more deeply with their audiences.

High levels of brand awareness create familiarity, which in turn fosters trust and preference among consumers. In Algeria, brand awareness campaigns are typically executed through traditional media channels, such as television and radio, with limited integration of digital platforms. Despite the rise of social media usage, many Algerian

organizations fail to leverage these channels effectively to build awareness.

Perceptions refer to how stakeholders view and interpret an organization's actions, values, and overall identity. Positive perceptions are crucial for building trust, loyalty, and a favorable corporate image. In Algeria, public perceptions of brands are often shaped by cultural norms, economic conditions, and the authenticity of communication efforts. Fragmented communication strategies can create confusion or mistrust, negatively impacting how organizations are perceived.

For example, Algerian institutions in the public sector often suffer from negative perceptions due to inconsistent communication. A study conducted by the University of Algiers in 2021 revealed that 54% of respondents believe public institutions fail to communicate transparently or effectively, leading to skepticism and reduced confidence.

The interplay between holistic communication, brand awareness, and perceptions is synergistic. Holistic communication ensures that all touchpoints convey consistent messages, which enhances brand awareness by reinforcing familiarity and recognition. This, in turn, positively influences stakeholder perceptions by building trust and credibility.

In the Algerian context, adopting holistic communication could address existing challenges in brand awareness and perceptions. For instance, businesses that align their advertising campaigns with social media messaging and customer service responses can create a unified experience that resonates with audiences. Such integration not only boosts brand recall but also strengthens perceptions of professionalism and reliability.

Moreover, holistic communication can help Algerian institutions address cultural sensitivities and adapt their messages to local contexts. By doing so, organizations can cultivate positive perceptions and improve their overall corporate image. The adoption of this communication style requires a shift in mindset, emphasizing strategic planning, training, and resource allocation.

In Algeria, where communication practices remain largely fragmented, the potential for improvement is significant. By adopting a holistic approach, Algerian institutions and businesses can bridge the gap between global best practices and local realities, fostering stronger connections with their audiences and enhancing their competitive edge.

One of the leading Algerian companies in the field of cosmetics for women is **Dorian Care**, located in the municipality of Mazlouk, Setif Province, is an Algerian company founded in 2018, specializing in cosmetic products. Its ambition is to be a key player in the cosmetics industry in Algeria.

The company specializes in hair care, styling, and coloring, as well as personal hygiene. Between 2018 and 2022, its head office was located in Algiers and comprised: Sales Department, Human Resources, Communications & Marketing, Technical Department, Modern Trade, Business Analysis Department. Since 2022, the head office and production plant have officially been relocated to Setif. The current structure in Setif includes: Administrative headquarters, Finance & Accounting, Sales Administration, Information Technology, Procurement & Production, all services previously based in Algiers. Doriane Care is the official representative in Algeria of the Turkish brands Morfose and Storm, marketed by SORA (Istanbul). It has also developed its own

local brands: Gracias, Aquasoft, and Marigold, which are 100% Algerian.

Its mission is to modernize its business by providing solutions tailored to its customers' needs by developing several ranges of hygiene products.

The company started with 5 employees in 2018, and officially launched its operations in January 2019, reaching 50 employees. This number doubled in 2020 and stabilized at 107 employees in 2021. Currently, in 2025, the Doriane Care company has 127 employees.

Through this discussion, what is the role of holistic communication in building the mental image of the Dorian Care Foundation's brand?

Sub-questions:

- How does internal communication contribute to enhancing the corporate identity and unifying the messages directed to improve brand awareness?
- What is the role of public relations in building a positive brand image and enhancing the positive impression among the target audience?
- How can advertising support the comprehensive communication strategy to increase brand awareness and enhance its position in the market?
- To what extent does the relationship with the press affect the formation of the general impression and enhance the credibility of the brand among the public?
- How can event communication contribute to creating distinctive experiences that enhance the audience's connection to the brand and achieve its communication goals?

2. Study objectives:

- Understand the concept of comprehensive communication and its importance as a strategic tool in

building corporate identity and enhancing brand awareness.

- Study the impact of internal communication on unifying communication messages within an organization and its role in improving corporate image.
- Analyze the role of public relations in improving impressions and enhancing the brand's image among the target audience.
- Evaluate the effectiveness of advertising in increasing brand awareness and promoting its position in the market.
- Explore the role of relations with the press in supporting an organization's credibility and enhancing its standing in public opinion.
- Analyze the impact of event communication in creating interactive experiences that enhance audience engagement with the brand.
- Identify the challenges facing organizations in implementing comprehensive communication strategies and propose effective solutions to overcome them.

3. Defining concepts:

➤ Holistic Communication:

Terminology:

Holistic Communication is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining

favorable reputations with stakeholder groups upon which the organization is dependent¹.

in other words, can be characterized as a management function that is responsible for overseeing and coordinating the work done by communication practitioners in different specialist disciplines such as media relations, public affairs and internal communication².

Procedurally:

Holistic communication is an integrated approach that ensures all messages across marketing, advertising, public relations, internal communications, and customer interactions are cohesive and aligned with the brand's core identity and values. This approach emphasizes the interconnectedness of all communication channels to create a unified, seamless, and consistent experience for stakeholders.

➤ Brand Awareness:

Terminology:

Brand awareness can be defined as the knowledge about the brand, or the descriptive information about the brand stored in consumers' memories. Brand awareness, in combination with brand identity, brand image, brand association, and brand loyalty are described as important components of consumer brand equity that significantly influence the consumer decision-making process. A higher degree of brand awareness positively influences customer purchase

intentions and willingness to recommend the product or service³.

Procedurally:

Brand awareness is the extent to which consumers know a brand and are able to recognize or recall it in various contexts. It represents the strength of a brand's presence in consumers' minds and influences their purchasing decisions.

➤ Brand Perceptions:

Terminology:

brand perception is how a consumer views a brand as a result of their interactions and experiences with that brand, either through first-hand experiences or word-of-mouth⁴.

Procedurally:

Brand perception is consumers' subjective interpretations, beliefs, and feelings toward a brand, shaped through direct and indirect experiences and marketing communications. It represents how a brand is shaped in consumers' minds, beyond objective attributes.

4. Study methodology:

When conducting any scientific study, it is necessary to follow organized and rational intellectual steps aimed at reaching a specific result. This is achieved by following a specific methodology appropriate to the nature of the study under consideration. The survey methodology is defined as: "An attempt to collect data in an organized manner, whether from a specific audience or a sample of it, using interviews or any other research tool⁵".

¹ Joep Cornelissen, Corporate Communication: A Guide to Theory & Practice, SAGE Publications, 6th ed, 2020, p31.

² Ibid., p31.

³ Pizam, A. & Godovykh, M, Brand Awareness. In Encyclopedia of Tourism Management and Marketing, Edward Elgar Publishing, 2022, p2.

⁴ Fatima Ruby R, The Impact of Influencer Marketing on Consumers' Brand Perception of Travel Applications, Journal of Business and Management Studies, 2022, p245.

⁵ Abu Abd Allah al-Askari, Manhajyyat al-baht al-'ilmi fi al-'ulum al-nafsiyya wa al-tarbawiyya, Dar al-Namir, 2006, p. 112.

Our study falls under the category of descriptive studies because it aims to describe the role that comprehensive communication plays in improving awareness of an institution and shaping perceptions of it. This necessitated the use of the survey methodology.

5. Study community:

The researcher begins to consider choosing the appropriate sample for his research as soon as he begins defining his research problem. This is because the nature of the research, its methodology, and the tool used to collect data all influence and are influenced by the selected sample. The research community is defined as: "All the individuals or units that possess the characteristics required to be studied. The research community is usually known as the research community framework, which includes the names and titles of the research community members⁶." Thus, the research community or study refers to all the elements of the phenomenon being studied by the researcher, or all the individuals, persons, or things that are the subject of the research problem. The research sample, on the other hand, is a subset of the community selected from it to represent this community and achieve the research objectives. In our study, the research community is represented by all employees of an institution...

6. Data collection:

Data collection is an important step in conducting research. In order for the researcher to collect data related to his research topic in a scientific and organized manner, he carefully selects his research tools to suit his research problem, objective, and chosen research method. This allows him to prove his hypotheses and subsequently analyze his results. I chose the interview tool, which is defined as: "A conversation or directed dialogue between the researcher on the one

hand, and another person or persons on the other hand, with the aim of arriving at it in light of his research objectives⁷." I chose it because it is the appropriate tool for my research topic and to arrive at information in a more accurate and clear manner, and because my topic requires accurate information about the strategies, means, and methods used in building awareness and perceptions.

7. About Doriane Care:

Doriane Core embodies excellence and innovation in the world of beauty. We are dedicated to offering high-quality products designed to enhance each individual's natural beauty. Our comprehensive line combines scientific expertise, quality ingredients, and cutting-edge formulas for visible, lasting results. Our brand is constantly evolving, introducing innovative products that meet evolving beauty needs. Our commitment to innovation ensures our customers have access to cutting-edge solutions to enhance their natural beauty.

Mission: We are committed to creating innovative and high-quality cosmetic products, through our diverse brands, to meet the diverse needs of our customers. Our goal is to inspire confidence by offering beauty solutions that enrich and enhance everyone's daily life.

Vision: We aspire to be a recognized leader in the cosmetics industry, constantly evolving and innovating to anticipate and exceed market expectations. Through our diverse brands, we aim to promote inclusive and sustainable beauty, while positively contributing to the lives of our consumers and to society.

8. Interview analysis:

⁶ Ghirbi Ali, *Abjadiyyat al-manhajiyya fi kitabat al-rasa'il al-jami'iyya*, Makhbar 'Ilm Ijtima' al-Ittisal, Jami'at Mentouri, Constantine, Algeria, 2nd ed., 2009, p. 127.

⁷ Mahmoudi, Muhammad Sarhan Ali, *Manahij al-bahth al-'ilmi*, 3rd ed., Dar al-Kutub, Republic of Yemen, 2019, p. 46.

➤ **Internal Communication :**

Question1:

When asked “*how senior management communicates with employees regarding goals and vision?*” the organization's marketing communications officer responded that the organization sets goals at the end or beginning of each month, beginning with a meeting of all management members, focusing more on vendors as the source of information for each product. The response is then divided among each department, with all employees working on two applications, the most important of which are Windows Latin and Notion, or communicating via email, which is an important tool for effective communication between employees to achieve the organization's goals.

From this, we conclude that the organization operates in an organized manner, particularly

in terms of the flow of information from the bottom up, and focuses on communication and collective participation, which ensures a positive image of the organization and provides a broad and comprehensive vision for it.

This is confirmed by Lyn Smith in his book:

- Internal communication has moved on from events and people to sharing corporate goals.
- Internal communication needs to be championed at the very top.
- Organizations need the workforce to understand what is expected of them – internal communication will help them deliver this.
- Internal communication is still a new discipline.
- Internal communication is the responsibility of everyone from CEO to line manager and supervisor.⁸

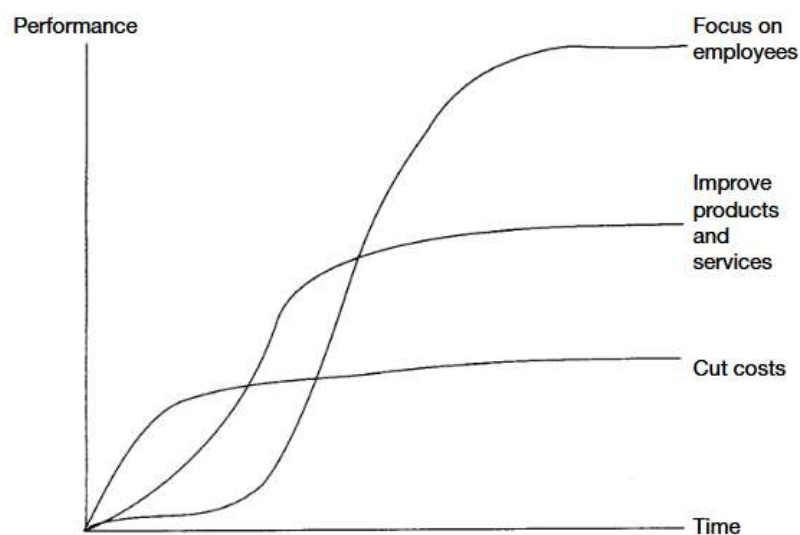


Figure01: Sources of performance improvement – the business case for internal communication.⁹

Question2:

⁸ Lyn Smith, Effective Internal Communication, KOGAN PAGE, 2008, p16.

⁹ Ibid., p3.

When asked, “*do you have specific platforms or means for exchanging information between different departments?*” The marketing communications officer responded that they use modern applications suitable for the working class, which represents 95 percent of young people. The most prominent applications include Windows Latin, Notion, WhatsApp, and Gmail.

From this, we conclude that modern applications and communication tools are an important element in connecting employees, which in turn leads to greater sharing of ideas, integration within the group, and a love of innovation and creativity. They also play a significant role in organizing work.

This is confirmed by Wietske van Osch in his research paper:

Social media has been represented as one of the most transformative technologies for organizations, in particular for their impact on communication and collaboration. In this article, we used the conceptual framework of and its four organizational processes of Social Capital Formation, Boundary Work, Attention Allocation, and Social Analytics—to empirically explore the challenges and opportunities of ESM for workplace communication and interaction¹⁰

Question3:

When asked “*how employees' suggestions and comments are handled within the organization?*” the person in charge of marketing communications responded firstly that the company holds **ISO 9001** certification,

which is a quality and organization certification. Before this, the organization's departments were not coordinated and organized in their work, especially in terms of suggestions, complaints, and comments. However, after obtaining the certification, there is now a so-called complaints file. For example, a salesperson receives a complaint from a customer regarding a specific product. He fills out this five-page file and sends it to the communications supervisor. If the salesperson is able to resolve the issue at his level, the problem has been resolved. If he is unable to resolve it, he escalates the complaint to a higher level of the organization. Depending on the type of complaint, each department resolves it. It could be a communication issue, a technical issue, a production issue, or even a quality issue.

From this, we conclude that handling comments and complaints at DORIAN CARE takes place through organized stages, with each department involved according to the type of complaint or comment. This creates greater harmony and organization within the organization and avoids employee disputes and blame-pointing.

This is confirmed by Paul M. Leonardi:

Employees can share information in real-time through enterprise social media and messaging tools, which lowers barriers to collaboration and speeds up decision-making.¹¹

Question4:

When asked, “*how satisfied are employees with internal communication mechanisms?*”

¹⁰ W. Van Osch, C. W. Steinfield and B. A. Balogh, "Enterprise Social Media: Challenges and Opportunities for Organizational Communication and Collaboration," 2015 48th Hawaii International Conference on System Sciences, Kauai, HI, USA, 2015, p770.

¹¹ Paul M. Leonardi, Enterprise Social Media: Definition, History, and Prospects for the Study of Social Technologies in Organizations, Journal of Computer-Mediated Communication, 2013, p5.

the marketing communications officer responded, "Flexibility in communication exists. There are no communication problems. All employees use the aforementioned applications, and messages are responded to in a timely manner."

From this, we conclude that the degree of organization and use of appropriate tools for each employee reflects the level of satisfaction among employees inside and outside the organization.

This is confirmed by Mary Welch in his study:

The goals of internal corporate communication are indicated in the four arrow heads, they include:

- contributing to internal relationships characterised by employee commitment;
- promoting a positive sense of belonging in employees;
- developing their awareness of environmental change; and
- developing their understanding of the need for the organisation to evolve its aims in response to, or in anticipation of, environmental change¹².

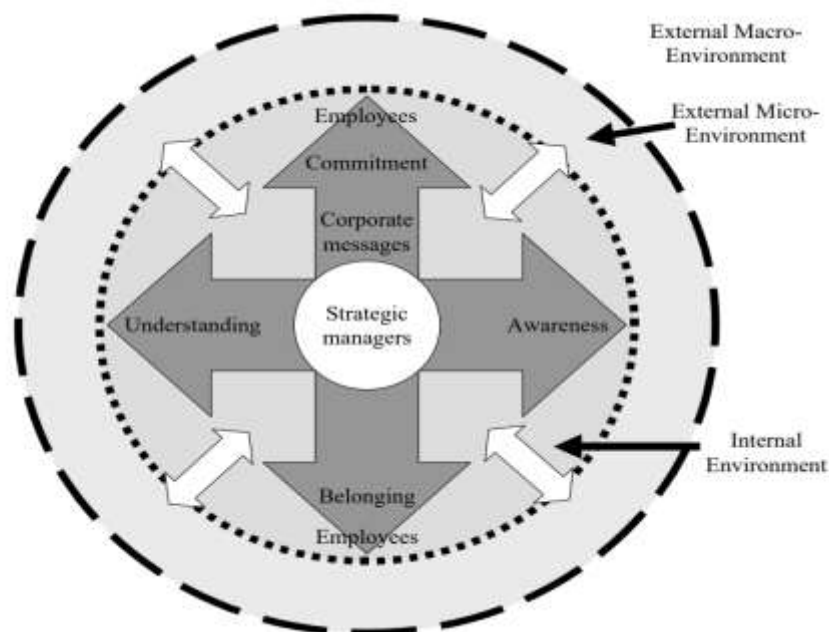


Figure02 : Internal corporate communication¹³.

Question5 :

When asked, "***Does the organization conduct training courses for employees?***" the marketing communications officer responded, "There is a law regulating work in economic institutions that requires the organization to provide free training courses for employees."

Funding is 2 percent of the organization's core revenues or is collected from the tax office."

In the past few months, two training courses have been conducted at the INCG Institute and the MBI.

From this, we conclude that conducting employee training courses increases

¹² Mary Welch, Rethinking internal communication: a stakeholder approach, University of Central Lancashire, UK, 2007, p188.

¹³ Ibid., p186.

employees' awareness of their roles within and outside the organization and sharpens their various communication skills, which reflects professionalism at work.

This is confirmed by Salas, Ein his study:

These training and development activities allow organizations to adapt, compete, excel, innovate, produce, be safe, improve service, and reach goals. Training has successfully been used to reduce errors in such high-risk settings as emergency rooms, aviation, and the military. However, training is also important in more conventional organizations. These organizations understand that training helps them to remain competitive by continually educating their workforce. They understand that investing in their employees yields greater results. However, training is not as intuitive as it may seem. There is a science of training that shows that there is a right way and a wrong way to design, deliver, and implement a training program¹⁴.

Question6:

When asked, ***"Does the organization provide subsidies and incentives to employees?"*** The marketing communications officer answered, "Yes," especially in the communications and marketing department. There are three individuals called project leaders who have goals they work to achieve each month, specifically the organization's goals. If the goal is achieved by 80 percent, then there is a monthly salary increase.

From this, we conclude that financial incentives for employees accelerate the pace of

work, achieve faster results, and achieve greater goals for the organization.

This is confirmed by Steven J. Condly in his study:

employees and other research participants who received performance incentives in the 64 comparisons we analyzed achieved an average 22% increase in work performance when compared with people who performed similar work and did not receive incentives (a standardized mean gain of 0.65 of a standard deviation). This 22% gain included all incentive programs, including those that did not work well. Much larger gains were achieved with some types of incentive programs and much smaller gains (and losses) with others to achieve this average. For example, the average performance gain realized for team incentives when all other incentive programs were removed from the analysis was a highly significant 48%. In the review that follows, we present the percentage increase in performance due to each of the nine factors described above accompanied by tables that list the average change in incentivized performance, the range of effect sizes in the studies that were examined and the number of studies or comparisons that were analyzed to yield our estimate of performance gains¹⁵.

Question7:

When asked, ***"Does the organization develop a communication culture within the organization among employees?"*** The marketing communications officer answered, "Most of the employees are young. This facilitates communication without obstacles or

¹⁴ Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. The Science of Training and Development in Organizations: What Matters in Practice. Psychological Science in the Public Interest, 2012, p74.

¹⁵ Steven J. Condly, The Effects of Incentives on Workplace Performance: A Meta-analytic Review of Research Studies 1, Wiley Library, 2008, p51.

lack of understanding, which in turn ensures simple and smooth communication." From this, we conclude that making good use of human resources and treating them with respect for all psychological and intellectual aspects will foster a culture of communication within the organization, reflecting the organization's goals and vision for the future.

This is confirmed by Pacanowsky, M when he said in his research paper:

"Each organizational culture has its system of facts which members use to explain how and why the organization operates the way it does. These facts make up what might be viewed as the "social knowledge" of the organization"¹⁶.

➤ **Event communication :**

Question1:

When asked, *"Does the organization rely on organizing events as a means of communicating with internal and external audiences?"* the marketing communications officer responded that the organization uses exhibitions to showcase products, with explanations from employees, and also uses salons and salons.

From this, we conclude that exhibitions and events fundamentally help improve the organization's image among external audiences and build positive perceptions of it. This helps the organization expand its competitive edge and reach more customers.

• ¹⁸.

This is confirmed by Judith Mair in his study:

Throughout the centuries, a multitude of events have been staged as fairs, festivals, sporting and cultural events, exhibitions and business events (among others). Events have played, and continue to play a significant role in society as "the desire to celebrate particular dates and occasions is an essential part of human nature.

Events provide a means of marking important personal and public occasions and celebrating important milestones in our lives¹⁷.

Question2:

When asked, *"What types of events do you typically organize?"* the marketing communications officer responded, "Cosmetics exhibitions to enhance the organization's image among external audiences, and events within the organization, inviting all employees and stakeholders to build trust among the team."

This is confirmed by Judith Mair in his study:

- event impacts and legacy (socio-cultural, environmental/sustainable and economic impacts).
- community engagement with events.
- events and heritage/culture/identity.
- event governance, policy and politics.
- events and the inclusion/exclusion debate

¹⁶ Pacanowsky, M. E., & O'Donnell-Trujillo, N. (1982). Communication and organizational cultures. Western Journal of Speech Communication, p121.

¹⁷ Judith Mair, An exploration of events research: event topics, themes and emerging trends, International Journal of Event and Festival Management, 2013, p16

¹⁸ Ibid., pp 13-14.

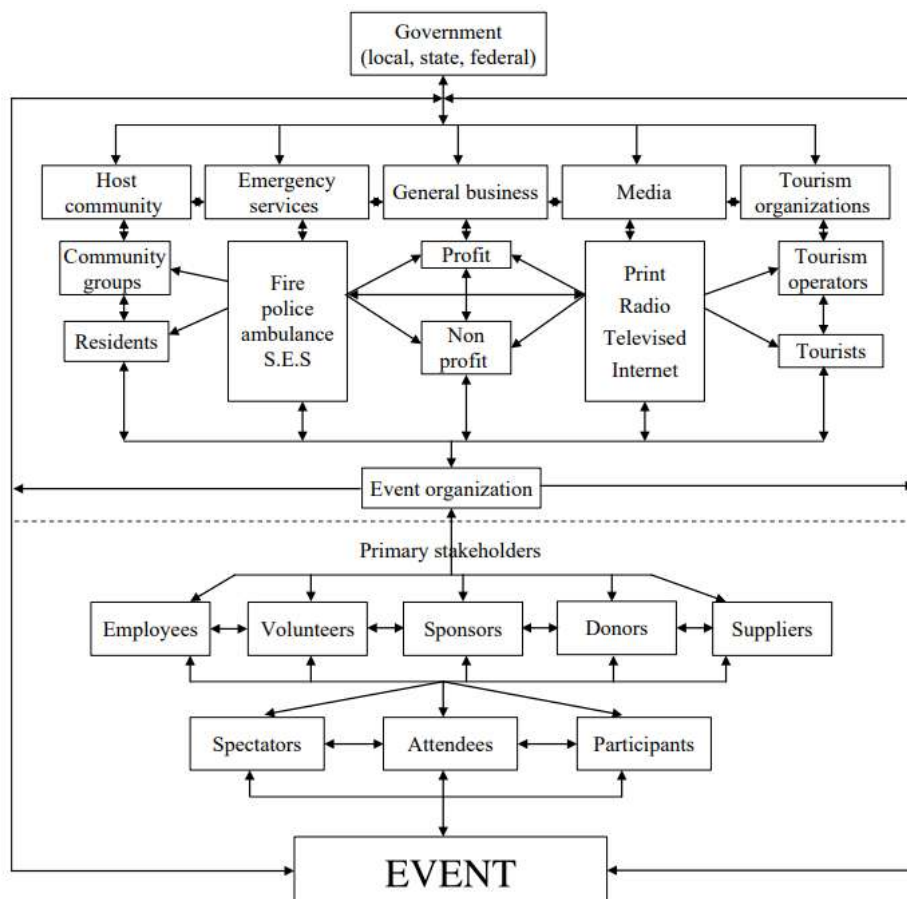


Figure03: an example of event¹⁹.

Question3:

When asked, *"How do you plan these events in terms of targeted messages and audience?"* The marketing communications officer responded that planning begins 2 to 3 months before the event. An example was given: There was an exhibition to be held in Setif in September 2005. Actual planning began by the project leaders, and work was assigned to each department. The objectives to be achieved from the exhibition were explained, as well as the focus. The work was

also assigned to a separate team dedicated solely to events, which would prepare content, images, colors, posters, advertisements, etc.

From this, we conclude that organizing events in a systematic manner clearly helps achieve the organization's goals, ultimately achieving the vision the organization aspires to achieve through the achievement of the desired results.

This is confirmed by William O'Toole in his book:

¹⁹ Sacha Reid, Event stakeholder management: developing sustainable rural event practices, International Journal of Event and Festival Management, 2011, p25.

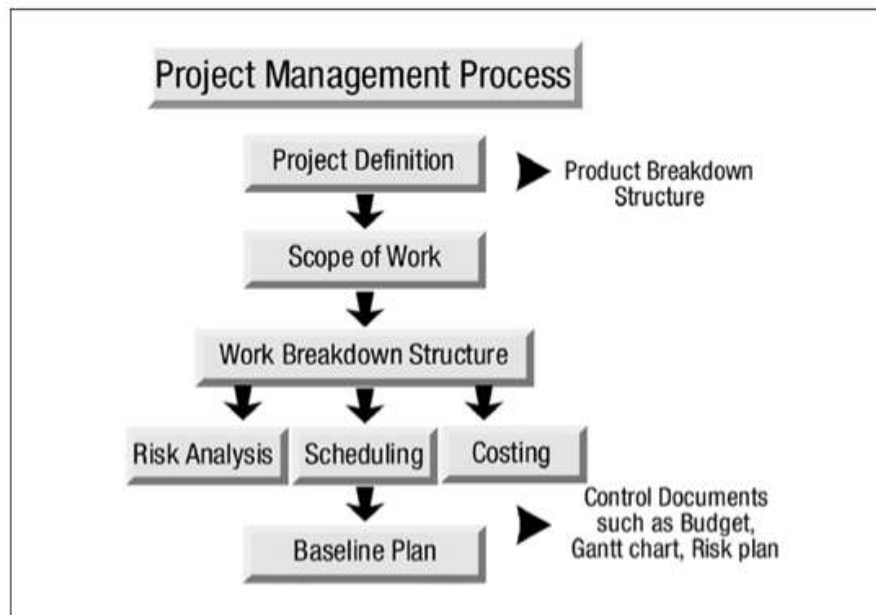


Figure04: Project Management Process²⁰.

Question4:

When asked, *"Do you believe that event communication actually contributes to building the organization's image and strengthening its relationships?"* The marketing communications officer responded, "Yes." The company began operations in 2018, but its actual launch was in 2019, with the EVE exhibition, coinciding with International Women's Day on March 8. For the first time, the external public learned about the organization and the products it offers, with some purchasing the products and others receiving awards. From this, we conclude that event communication and its characteristics truly contribute to building a corporate image and strengthening its relationships, because the organization communicates directly with external audiences. This facilitates the process of delivering necessary and sufficient information to the public, which reflects the organization's objectives.

This is confirmed by Daniel, M in his study:

- for establishing the industrial standards; for influencing the legislative and political businesses.
- the improvement of the relation between employers and employees
- the building up of some scientific knowledge by publishing books and articles; the dissemination of general information.
- the defining of industries and professions through demography, the involvement of them in events; the possibility of having a bigger power during the process of purchasing products, services.
- the creation and maintenance of social relations; the carrying out of some public services.
- the professional development and growth of members; education and trainings.

²⁰William O'Toole, Corporate Event Project Management, JOHN WILEY & SONS, INC, 2002, p22.

- the development of some public positive relations; the delivery of opportunities for groups to travel; the achievement of some industrial and professional fairs.
- the implementation of some amusement programs, the building of networks and interaction between people who have the same interests²¹.

Question5:

When asked, *"What is your assessment of the success of the events organized recently?"* the marketing communications officer provided an example of the last exhibition, held in 2023 at the EVE Salon. Very satisfactory results were achieved, firstly, due to the extensive coverage the exhibition enjoyed, and secondly, because the exhibition included direct sales, which enabled product testing.

From this, we conclude that salons play an important role in achieving the organization's objectives and achieving the desired results.

This is confirmed by Mysyk V in his research paper:

- building a successful brand.
- it is a reason to create a PR campaign.
- bright launch of the product on the market, which remains in the memory of the consumer.
- the image of the company becomes manageable.
- the brand is promoted by promoting the brand event.
- groups of loyal customers are formed.
- products of impulse demand are being promoted.

- long-term sales increase.
- a team of like-minded employees is formed.
- 10) increasing media attention.
- increasing foot traffic (the number of buyers that enter the location of company's store, mall etc.).
- creating valuable connections with tops of the field.
- getting positive reviews.
- getting a new material for your blog posts.
- receiving more feedbacks from customers²².

Question6:

When asked, *"What are the key messages you seek to highlight through events?"* the marketing communications officer responded with a sentence that reflects the organization's vision and objectives: "We are always here to provide a local product with European quality."

From this, we conclude that the organization is constantly working to achieve the purpose of its products by highlighting the role of unified messages in all exhibitions, salons, events, and social media. This is confirmed by Juan Narbona in his study:

Events are instruments of communication in which one desires to transmit a message. At the same time, they prove to be occasions for transmitting the identity of an institution²³.

Question7:

When asked, *"Do you rely on unified visual methods or elements during events to*

²¹ Daniel, M, Events and their importance in strategic marketing communication, Annals of the University of Oradea, Economic Science Series, 2008, p978.

²² Mysyk V, Event Management as a Tool of Marketing Communications, Journal of Brand Management, 2009, p686.

²³ Juan Narbona, The Role and Usage of Apps and Instant Messaging in Religious Mass Events, International Journal of Religious Tourism and Pilgrimage, 2009, p30.

enhance the brand's visual identity?" The marketing communications officer answered with a concise "yes," because the company owns four brands, and each has its own unique graphic style. Each brand is designed based on the target audience, in terms of colors, font style, shapes, images, etc.

From this, we conclude that unifying the graphic elements within each brand actually contributes to improving awareness of the organization and building positive perceptions of it by creating a sense of harmony and a degree of memorability in the minds of the public.

This is confirmed by Choudhary and his friends when he talk about the importance Unify messages and their status in:

- **Brand positioning:** Several studies found that effective brand positioning, which involves creating a unique and compelling position for a brand in the minds of consumers, is a key strategy for managing and shaping brand associations. This can be achieved through various means, such as highlighting product benefits, emphasizing emotional connections, or targeting specific consumer segments.
- **Brand personality:** A brand's personality traits, such as sincerity, excitement, competence, sophistication and ruggedness, were found to be important in managing and shaping brand associations. Studies showed that brands with a strong and consistent personalities were more likely to be perceived positively and generate greater emotional attachment and loyalty among consumers.

- **Brand storytelling:** Telling a compelling and authentic brand story was identified as another effective strategy for managing and shaping brand associations. This can involve creating a narrative that reflects the brand's history, values, and mission, as well as engaging consumers through interactive and multimedia experiences.
- **Brand community:** Building a brand community through social media, events, and other channels was found to be an effective way of managing and shaping brand associations. Studies showed that brand communities can foster a sense of belonging and identity among consumers, and generate positive word-of-mouth and advocacy²⁴.

Question 8:

When asked, *"Do you conduct periodic measurements to study the development of the brand's mental image?"* For the marketing communications officer, the answer was yes, using social media analysis. For example, the GRACIAS brand had 10,000 followers on its Instagram page a year and a half ago. Now it has 100,000 followers, reflecting the brand's high level of public awareness.

With the inclusion of ISO 9001 certification, there are advanced methods through which brand image can be measured using special forms in the form of Excel files, such as number of followers, number of stores, and revenue. The analysis is conducted at the end of each month.

From this, we conclude that the organization conducts periodic analyses of its brand image to determine its position in the market. This is

²⁴Choudhary, K. P., & Krishna, K. S, Managing and shaping brand associations to ensure positive alignment with "Brand Image": Narrative synthesis, International

done using modern methods based on specialized analytical applications that enable access to the largest possible amount of information, which plays a significant role in achieving the desired goals and the desired vision.

This is confirmed by Muhammad Ehsan Malik in his study:

Based on the literature review, as several researchers emphasized on measuring the construct through qualitative techniques, it is needed to validate the existing tools used in qualitative research of brand image, which although may be promising, how to measure the brand image have not received enough

attention in the literature. Consequently, they are still few known and rarely used, limiting their development. The concept needs to be strengthened more using other perspectives such as anthropology and ethnography.

Anthropology is the domain that deals with symbols based on culture and society and symbolism is very important in brand image research as it is the latest domain to be worked on using qualitative techniques. Corporate social responsibility is an emerging issue in the branding. It should also be incorporated while measuring brand image. A few studies have considered it but there is room for extensive implementation in measuring and developing the construct as "Green Brand Image"²⁵.

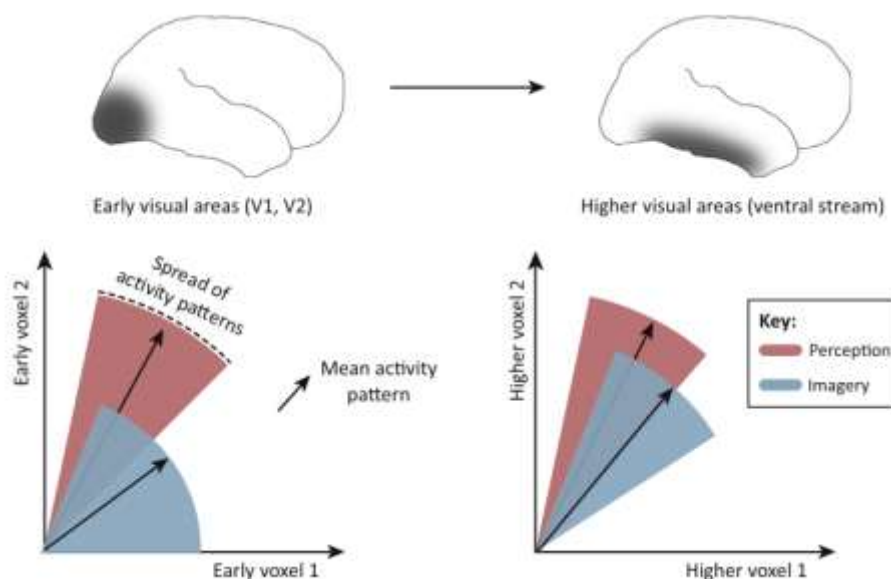


Figure05: Activity Patterns Evoked by Visual Perception and Visual Mental Imagery²⁶.

➤ Public Relations:

Question1:

When asked *"what the role of public relations in your organization?"* is limited to, the marketing communications officer generally responded that there is a relationship of interest

with the Ministry of Energy and Mines, especially since the company owns a gas station for bottling hairspray. There is also a relationship with the state, with ONDI, the tax center, and social security.

²⁵Muhammad Ehsan Malik, Brand Image: Past, Present and Future, Journal of Basic and Applied Scientific Research, 2012, p13073.

²⁶ Joel Pearson, Mental Imagery: Functional Mechanisms and Clinical Applications, Trends in Cognitive Sciences, 2015, p593.

From this, we conclude that the organization uses public relations to facilitate tasks in terms of licensing, production, and improving relationships with stakeholders to ensure the smooth running of operations and achieve objectives.

This is confirmed by Alison Theaker in his book:

- Participate in defining organizational values, principles, strategies, policies

and processes.

- Apply social networking, research skills and tools to interpret stakeholders'

and society's expectations as a basis for decisions.

- Deliver timely analysis and recommendations for an effective governance

of stakeholder relationships by enhancing transparency, trustworthy behavior, authentic and verifiable representation, thus sustaining the organization's 'license to operate'.

- Create an internal listening culture, an open system that allows the organization to anticipate, adapt and respond²⁷.

Question2:

When asked *"how do you assess the impact of public relations on the organization's reputation among partners and employees?"*

The marketing communications officer responded that there is a positive relationship, with no problems or obstacles. Public relations have been recently included due to its necessity and facilitation of the communication process,

as well as in conjunction with the issuance of new laws by the state, and also in dealing with periodic oversight of the organization.

From this, we conclude that public relations in the organization plays an important role in shaping the organization's reputation internally and externally, which impacts either positively or negatively on the organization's goals and vision.

This is in conflict with Manto Gotsi, Alan M. Wilson in their study:

The relationships between the corporate reputation that a company has with each of its stakeholders and the everyday corporate images that it projects marketing academics and practitioners could be broadly merged into two dominant schools of thought, based on the relationship that authors assign to a firm's corporate reputation and its corporate image. These include the analogous school of thought, which views corporate reputation as synonymous with corporate image and the differentiated school of thought, which considers the terms to be different and, according to the majority of the authors, interrelated. The literature review of recent writings in the differentiated school of thought supports the notion that there is a dynamic, bilateral relationship between a firm's corporate reputations and its projected corporate images. The recognition of these interrelationships as presented in this paper should encourage future research in this area not to consider a firm's corporate reputation as a static element of a company that can only be influenced and hence be managed through impressive logos and well-planned formal communication activities. The corporate reputations that a firm has with its stakeholders

²⁷ Alison Theaker, *The Public Relations Handbook*, Routledge, 2012, p7.

must rather be regarded as dynamic constructs, which influence and are influenced by all the

ways in which a company projects its images: its behavior, communication and symbolism²⁸.

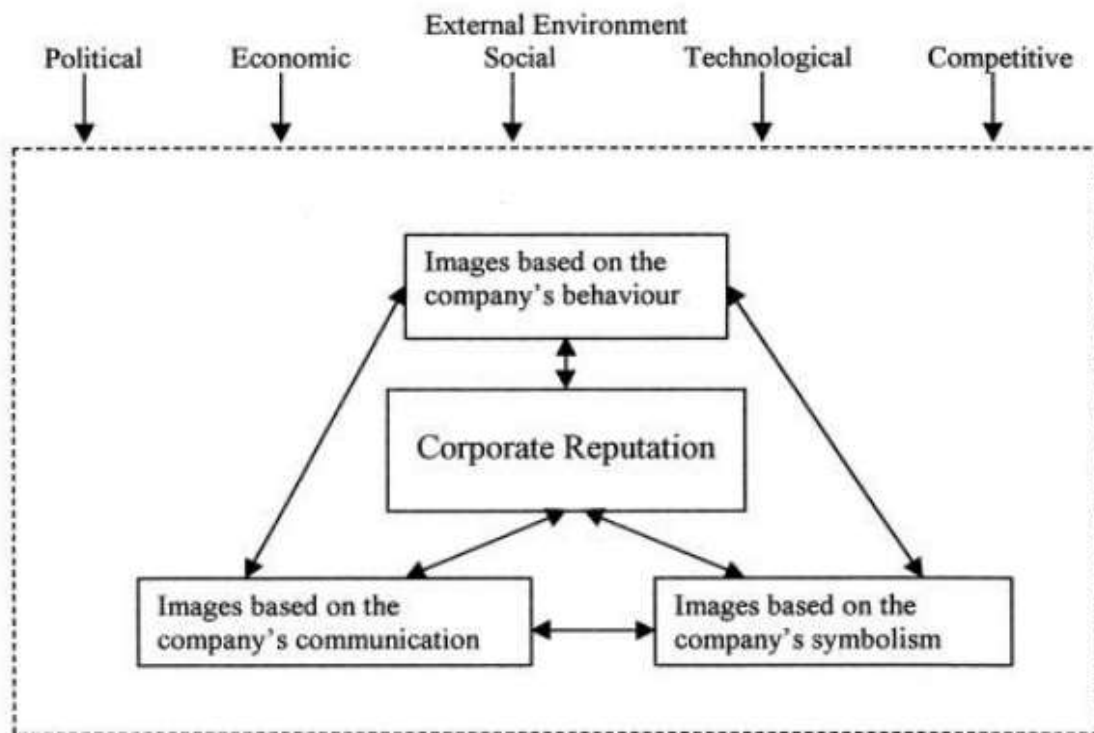


Figure06: Defining corporate reputation²⁹.

Question3:

When asked, *"Do you have a long-term communication strategy with external parties?"* The marketing communications officer responded, "With the authorities, there is no long-term strategy because the relationship is based on interest." As for external partners, there is a strategy with distributors with annual work contracts.

From this, we conclude that the organization uses long-term strategies only with stakeholders.

This is in conflict with Richard Rumelt in his book:

Having a coherent strategy—one that coordinates policies and actions. A good strategy doesn't just draw on existing strength; it creates strength through the coherence of its design. Most organizations of any size don't do this. Rather, they pursue multiple objectives that are unconnected with one another or, worse, that conflict with one another.

The creation of new strengths through subtle shifts in viewpoint. An insightful reframing of a competitive situation can create whole new patterns of advantage and weakness. The most powerful strategies arise from such game-changing insights³⁰.

Question4:

²⁸ Manto Gotsi, Alan M. Wilson, "Corporate reputation: seeking a definition, Corporate Communications: An International Journal, 2001, p29.

²⁹ Ibid., p29.

³⁰ Richard Rumelt, GOOD STRATEGY/BAD STRATEGY: THE DIFFERENCE AND WHY IT MATTERS, Profile Books, 2011, p25.

When asked, ***"How do you deal with crises or criticism in the media?"*** The marketing communications officer responded that criticism often comes from barbershops, particularly regarding quality. Criticisms from followers about the unavailability of products in stores are addressed by the team in a professional manner, especially after obtaining ISO9001 certification.

From this, we conclude that the organization handles crises and criticism in an organized and smooth manner. This is due to the competence of the staff and the modern means of analysis and their efficient use.

This is confirmed by Carl Botan in his book when he said:

Discussions of various options for responding to a crisis are scattered across the crisis communication literature. The most detailed discussions of crisis response strategies are found in the work on corporate apology, corporate impression management, and image restoration theory³¹.

Question5:

When asked, ***"Is there close cooperation between public relations and the rest of the organization's departments?"*** The marketing communications officer's brief response was that cooperation is close and continuous among the team. This is due to the use of modern communication methods and the development of a communication culture within the organization.

From this, we conclude that the organization operates within a unified and organized framework that ensures unified and

comprehensive communication that works to achieve its stated objectives.

This is confirmed by Mbonigaba Celestin in his study:

The study on collaborative strategies underscores the transformative power of breaking down organizational silos, which has proven to enhance both efficiency and innovation. Key strategies, including cross-functional teams, knowledge-sharing platforms, interdepartmental workshops, and collaborative technology tools, collectively improve communication, trust, and problem-solving capabilities within and across organizations. Statistical validation, including chi-square and ANOVA tests, confirmed that these strategies contribute significantly to organizational performance, especially when tailored to sector-specific needs. By implementing these methods, organizations not only streamline workflows but also foster a culture of sustained collaboration and continuous improvement³².

➤ Advertisements:

Question1:

When asked ***"what the role of advertising is in an organization's communications strategy?"***, the marketing communications officer responded that advertising has become an imperative for the organization due to its critical importance in promoting and raising awareness of the organization. Having a solid foundation for marketing and communications departments with a broad vision, accurate and rapid competitor analysis, and constant adherence to new and innovative

³¹ Carl Botan, Public Relation Theory, Lawrence Erlbaum Associates, 2009, p152.

³²Mbonigaba Celestin, N. Vanitha, BREAKING DOWN SILOS: COLLABORATIVE STRATEGIES

THAT ACTUALLY WORK, International Journal of Applied and Advanced Scientific Research, 2017, p394.

developments in the market creates a sense of professionalism at work.

From this, we conclude that the organization relies primarily on advertising to increase awareness of its products and develop its public image. Advertising has the ability to create a memorable image in the minds of the public, especially when it is consistent and ongoing.

This is confirmed by Rajan Welukar in his research paper:

The fundamental purpose of advertising is to sell something - a product, a service or an idea. In addition to this general objective, advertising is also used by the modern business enterprises for certain specific objectives which are listed below:

- To introduce a new product by creating interest for it among the prospective customers.
- To support personal selling programme. Advertising maybe used to open customers' doors for salesman.
- To reach people inaccessible to salesman.
- To enter a new market or attract a new group of customers.
- To light competition in the market and to increase the sales as seen in the fierce competition between Coke and Pepsi.
- To enhance the goodwill of the enterprise by promising better quality products and services.
- To improve dealer relations. Advertising supports the dealers in selling the product. Dealers are attracted towards a product which is advertised effectively.

- To warn the public against imitation of an enterprise's products³³.

Question2:

When asked, *"do you create your own advertisements and publish them using SPPOSOR, or do you communicate with influencers?"* The marketing communications officer responded by using both methods. They previously worked with LILYA BOUYAHYAOU, RIMA BEUATY, MANEL TH, AMIRA RIA BOUCHRA BEN AYACH, and also used a new method currently popular on social media platforms called UCG. This is a new content-driven approach by a group of young people, whose content focuses on disseminating daily life and showcasing products. We conclude that the organization uses all modern and available advertising methods, especially on social media platforms, because they are the most popular among young people and yield good results that serve the organization's goals and vision.

This is confirmed by Hani. A. Albadri in his study:

The article aimed to reveal the role of influencers through social media in society. It appeared that TikTok, Instagram, and YouTube lead the rest of the social media platforms in the influential presence of celebrities and influencers during the current time, and that most of the content is entertainment, games and beauty content. It has also been shown that influencers play an important role in societies in making information available and delivering it to followers in a simplified and fast manner with a wide range. The influencer also conveys through SM the successful experiences for the

³³Rajan Welukar, ADVERTISING, UNIVERSITY OF MUMBAI, p4.

follower to benefit from. It also shows the importance of having influencers in creating an interactive environment that nurtures the acquisition of skills and knowledge in the community, promotes moral values and principles, and encourages community service³⁴.

Question3:

Facebook	Publications, Sponsor.	Old people are like mothers.
Instagram	Reels, Stories, Storytelling, use influencers.	Middle age group from 20 to 35 years.
Tiktok	Videos, Hashtag.	Young age group from 15 to 20 years.

Table1:Shows the categories by application

From this, we conclude that the organization's choice of media is limited to the target group within society, given the different characteristics of each.

This is confirmed by the article below:

Whether sharing word of mouth, reviewing a restaurant, or posting political views, consumers are always communicating. Further, salespeople, customer service representatives, and a range of marketplace actors are constantly communicating with consumers. While it is clear that communication is frequent, and important, it's

When asked *"how they choose advertising methods and platforms?"*, the marketing communications officer responded based on the target audience. The organization reaches all age groups, including women. An example of the use of social media by target group and type of post used is Table:

less clear how the mediums through which communication occurs impact what gets shared. This paper integrates research from various disciplines to fill this gap. While disparate streams of work have examined how modality, devices and channels each independently shape communication, there has been less attention to how these disparate pieces fit together. By integrating these mediums, and their effects, into a comprehensive conceptual framework driven by deliberation and audience salience, we provide deeper insight into how communication mediums shape the messages they produce³⁵.

³⁴ Hani. A. Albadri, The Role and Impact of Social Media Influencers. Information Sciences Letters, An International Journal, 2023, p2694.

³⁵ HOW COMMUNICATION MEDIUMS SHAPE THE MESSAGE, Online Article, p31, chrome-

extension://efaidnbmnnnibpcajpcglclefindmkaj/https://faculty.wharton.upenn.edu/wp-content/uploads/2016/11/How-Communication-Mediums-Shape-the-Message.pdf.

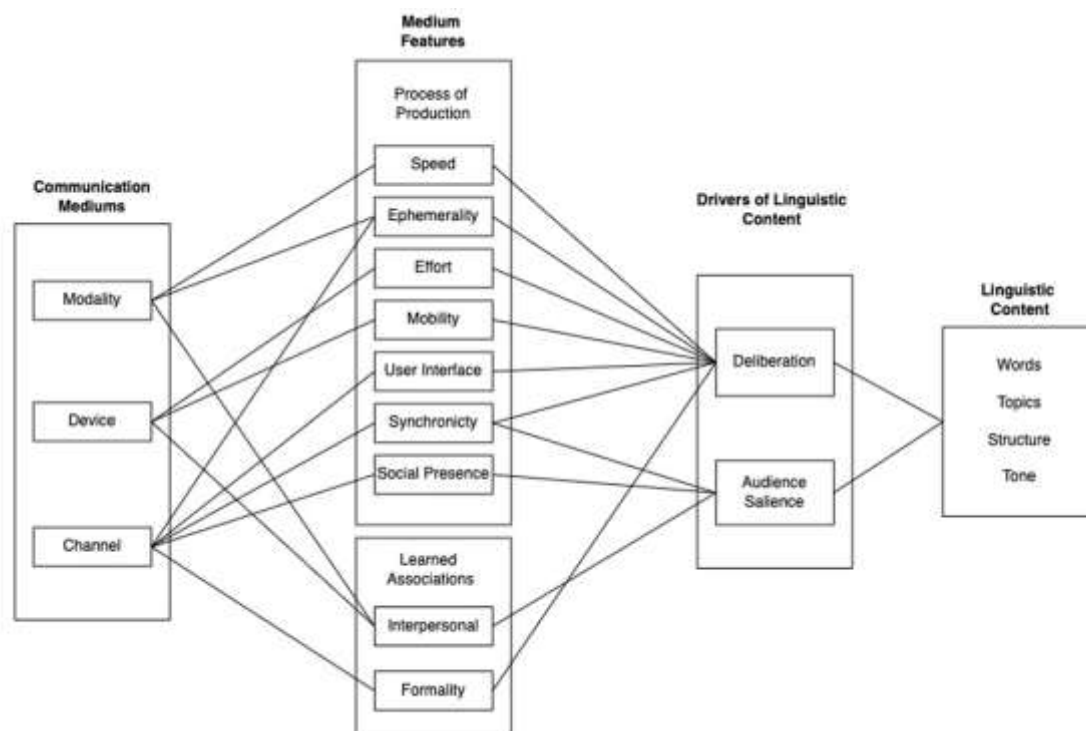


Figure07: How modality, devices, and channels shape communication³⁶.

Question4:

When asked, *"Do your advertising campaigns focus on promoting a product or the company's overall image?"* The marketing communications officer responded, "In general, the company focuses on promoting both the product and the company's image."

From this, we conclude that the company has a long-term strategy that focuses entirely on promoting products while maintaining a positive image in the minds of the public.

This is confirmed by Muslummat Allahverdiyeva in his research paper:

Standout quote: "It's no longer about who has the best data. It's about how you use that data". A large part of the result of this article is hidden in these ideas expressed by the authors in one

sentence. Nowadays, people live in an era when it is not enough to know all marketing tactics. Here, one just needs to select only the necessary marketing data and pass on only the required part of this information to the client. Choosing the wrong marketing tactic is already a defeat. Keep in mind that marketing channels that work perfectly for one business may not work for another business. To do this, when researching the external market, it is necessary to make sure that there is a market gap. Because no single perfect advertising strategy will lead to success in a market crowded with sellers. To succeed, it is important to have a product that is at least slightly different from them and advertising that emphasizes the difference³⁷.

Question5:

When asked, *"Do you notice a direct impact of advertising on the public's awareness of the company?"* The marketing

³⁶ Ibid., p32.

³⁷Muslummat Allahverdiyeva, THE IMPORTANCE OF ADVERTISING IN GLOBAL TRADE, Economics and Region Journal, 2024, pp23-24.

communications officer responded, "Yes, a clear and significant yes," especially with the emergence of new brands such as GRACIAS, MARIGOLD, and AQUASOFT.

From this, we conclude that the company is working to instill a positive image in the minds of its audiences and provide them with sufficient information about them, especially with the introduction of new brands.

This is confirmed by Kushagra Pal in his study Where he reached a statistic indicating that:

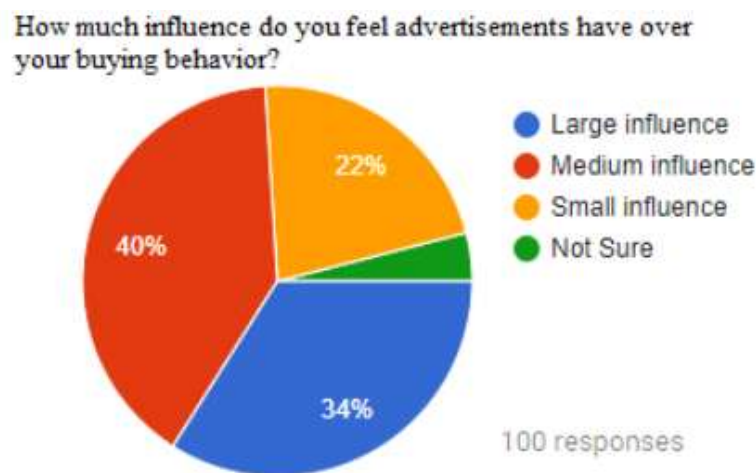


Figure08: Advertising statistics³⁹.

Question6:

When asked, "*How do you evaluate the effectiveness of advertising campaigns?*" The marketing communications officer responded by citing two cases. The first was when the campaign failed to achieve its target. The campaign involved launching a new product (hair oil) that was selling normally until it failed due to an error attributed to the campaign not launching at the right time. The second was when a new product (sunscreen) was launched correctly and at the right time, achieving record sales.

Advertisements influence the consumer's perception and buying behaviors. Using advertisements businesses try to reach the targeted and potential consumers. Every business pays a hefty amount to advertise its products and services and every business try to reach the maximum targeted audience as well. Before advertising the products business conducts research of the consumer base as to know what type of advertisement will influence its targeted audience³⁸.

From this, we conclude that the effectiveness of advertising campaigns is primarily linked to the timing factor. If the campaign is launched at the right time, the organization will achieve significant sales growth. If the opposite occurs, it will lead to a sales stagnation.

This is confirmed by Magdalena Rzemieniak in his study:

Online advertising campaigns can be executed on the basis of different settlement models. Campaign settlement models can be divided into three main groups, such as: impression models (FF, CPM), effectiveness models

³⁸ Kushagra Pal, Effect of Advertisement on Consumer Behavior, International Journal of Management, Technology and Engineering, 2021, p3372.

³⁹ Ibid., p3372.

(CPC, CPA, CPS, CPV, CPL and others) and hybrid models – CPM+CPC, CPM+CPS, and others [3], [4]. The oldest and the simplest impression model of campaign settling is the FF model (flat fee). The cost of marketing campaign in this model depends on two factors, i.e. the advertisement size and the impression time. The advertiser pays the publisher a specific sum for the impression time of one advertising unit (e.g. 1 month), regardless of the number of generated advertisement views during that period. Therefore, reaching the target recipients is guaranteed only by the number of persons that visit the advertising contractor's website [5]. This model is commonly used in image-building and brand campaigns as it allows to improve the brand awareness and at the same time promotes a specific product⁴⁰.

➤ **Holistic Communication:**

Question1:

When asked *"what strategy you adopt to unify your advertising message across various channels?"*, the marketing communications officer responded with a long-term strategy across social media and other external media, such as electronic signs on the road and in shopping centers like Park Mall, and a short-term strategy for sales, tote bags, and loyalty cards.

From this, we conclude that the organization is constantly working to unify its advertising message through the available means and channels, which facilitates the decision-making process and the achievement of established objectives.

⁴⁰ Magdalena Rzemieniak, Measuring the effectiveness of online advertising campaigns in the aspect of e-entrepreneurship, International Conference on Communication, 2015, p981.

This is confirmed by Dineesha Liyanage when he said in his study:

In order to attract the consumer, the discourse of the advertisements have a strong influence on the language meanings. Nor can the study be done in terms of the words used for the language of advertising in the study of the narrative analysis of television commercials. This is because the language of an ad always works by blending with the overall technical effects as well as the design effects used for it.

The consumer who grasps the ad forms an unconscious bond with the ad through the narrative analysis that builds on the impact of its creative features. There, different groups of people, their way of thinking, and their social class as a whole are associated with this conversational process. Words used for the language of advertising also have phrases that have a sensitive, cultural identity that most people remember. Even if the product or service is not purchased, the brand or through it is deeply remembered. Through the use of such story concepts, advertisements can socialize even the most valuable socio-cultural values. The illusion can be retained in the ad by presenting it through semantics rather than directly. It is a fairly complicated process. Also, in television commercials, interpreting advertising concepts with traditional values gives the consumer an in-depth socio-cultural and economic discourse⁴¹.

Question2:

When asked, *"Do you rely on an integrated communication plan that represents all aspects of the organization's communication?"* The marketing

⁴¹Dineesha Liyanage, The Impact of the Advertising Discourse on Consumer Persuasion, International Journal of Scientific and Research Publications, 2020, pp722-723.

communications officer responded with a yes, because the organization uses an organizational chart according to international standards and also utilizes social media applications.

From this, we conclude that the organization operates in an organized and smooth manner, ensuring consistency and harmony among its work team.

This is confirmed by Brian J. Galli in his study:

In this paper, it was found that communication takes most of the time in project development. Whether it is the internal communication of project team members or the communication with stakeholders, communication plays an important role in the project. Communication between teams and stakeholders plays an important role in the progress control, risk prediction, demand determination, and interpersonal relationship improvement of the whole project. Therefore, communication must never be underestimated as a tool for success⁴².

Question3:

When asked, *"Does the organization participate in charitable work?"* The marketing communications officer responded from a social perspective by participating in the Pink October campaign on breast cancer by publishing posts supporting early diagnosis of breast cancer in women, with the pink logo displayed on all posts across various social media platforms.

Conducting social initiatives, for example, is participating in a youth-led volunteer program. The program's idea is to visit modest women's hair salons and hold competitions between them. The winner receives the organization's renovated salon and receives free products

from the organization, along with modern equipment and tools. The Doriane Care Foundation was the official sponsor of the social program.

Participating in Women's Day by sending gifts to stakeholders, such as the state, the Ministry of Energy, Sonelgaz, etc.

From this, we conclude that the organization is conducting social campaigns to build a positive image among the public, increase awareness, and build bridges of trust with its audiences.

This is confirmed by...

The results show that there are different types of aspects that companies can value in terms of external CSR initiatives. As for the type of charitable engagement, six different kinds have been identified. These are Quality of Life, Environment, Health, Healthcare, Education, and Crises. Initiatives within these six themes seem to be those valued by companies. Among these six, quality of life is the theme deemed to be the one valued most. Indicating that this may be the most beneficial theme for charitable organizations to engage within. Moreover, there are aspects of how businesses chose to present their charitable engagements in their sustainability reports that can reflect how they value these initiatives. Most companies do not motivate or present reasons for their charitable engagements. This could be an indication that they value the initiatives in the sense of being able to show the world that they engage in charity, but that they may not be more motivated than that. This is interesting, given the risk of being accused of greenwashing, which can occur when

⁴² Brian J. Galli, The Role of Communication in Project Planning and Executing, International Journal of

Applied Management Sciences and Engineering, 2022, pp13-14.

companies are not fully transparent with their charitable engagements.

Lastly, the concept of relating charitable engagement to core business is something that can be valued by companies. This is at times reflected in if the initiative in some way can relate to the main aim of the company. Meaning that charities may want to adapt their approach to companies depending on the situation and theme, at times an initiative more closely related to a company's core business might be more beneficial. Among these six

themes identified, five of them have both initiatives related to core business as well as those with no clear connection. However, engagements in relation to crises are to a lesser extent related to core business. Hence, charitable initiatives in times of crisis seemed to be valued differently than the rest. Perhaps this is due to society's expectations of how a company should act during critical times, strengthening the position engagements in relation to crises have in the ethical dimension of Carroll's pyramid of CSR⁴³.



Figure09: Carroll's pyramid of CSR⁴⁴.

Question4:

When asked, *"does the organization conduct studies on its public image?"* The marketing communications officer responded that there are periodic studies that analyze social media sites by analyzing people's impressions, comments, likes, number of followers, and electronic forms. As we mentioned earlier, ISO9001 certification contributes effectively to a deep and accurate analysis of this data.

From this, we conclude that the organization conducts periodic, in-depth, and accurate studies to determine the degree of impact caused by continuous social media popularity and the changes it brings to the organization's statistics, both internally and externally. The financial aspect, which refers to sales, and the moral aspect, which refers to building the organization's image. This is confirmed by Sanne Frandsen in his study:

⁴³ MIKAELA JANSSON, Corporate Involvement in Charitable Engagements, Master of Science Thesis TRITA-ITM-EX, 2023, pp74-75.

⁴⁴ Ibid., p24.

In research, organizational image is empirically studied through various means depending on scholarly interests and traditions. Within marketing, the focus is typically on documenting the brand image through consumer studies or brand measuring instruments. Research within human resources tends to document the organizational image among prospective employees by using quantitative measures to establish the influence of organizational image on the attractiveness of the organization in the eyes of potential employees. Within research on corporate communication, public relations, and organizational communication, intended organizational image is documented by textual and rhetorical analysis of corporate communication messages. Specific attention has been given to “image repair” or “image restoration” strategies as well as “issues advertising” in times of crisis. Rankings, newspaper coverage, and interviews with organizational members have been used by organizational studies as well as organizational communication research to document the internal implications of organizational images in qualitative case studies.

Empirical studies of the relationship between organizational images and organizational identity tend to focus on the implications of organizational images that are either positive, prestigious, or have celebrity status, or that are negative, tainted, or stigmatized. The research on positive organizational images is not nearly as developed as research on negative organizational images; however, Kjærgaard, Morsing, and Ravasi (2011) present an in-depth, longitudinal case study of the hearing aid company Oticon, and show how the organizational members become captivated by

the organization’s celebrity status, to the extent that they work hard to maintain the positive organizational image regardless of it disconnect with the organizational “realities.” Also, Kärreman and Rylander (2008) find in their study of branding that the prestigious organizational image of the consultancy firm provides the employees with an elite status and thus strengthens their organizational identification.

In contrast to the studies of organizational images tainted by stigmatizing events, more recent studies have been conducted in contexts of “core stigmatized” organizations⁴⁵, where the external organizational image is on a more permanent basis considered illegitimate due to the (often amoral) operation of the organization – for example, brothels, men’s bathhouses, abortion clinics, tobacco companies, and so on (Hudson, 2008). Wolfe and Blithe (2015) focus on image management of legal brothels to illustrate that, in contrast to organizations working explicitly to recover from a spoiled image, the members of core-stigmatized organizations selectively and simultaneously engage in ongoing revelation and concealment practices to ensure an organizational image that is both hidden from the broader audience, yet visible to and positively evaluated by workers and users of the organization. Moreover, core-stigmatized organizations serve as examples of a broader category of hidden organizations, where studies of organizational image are linked to debates about openness and transparency versus concealment and secrecy⁴⁶.

9. Results and recommendations:

Results:

⁴⁵Sanne Frandsen, *Organizational Image*, The International Encyclopedia of Organizational Communication, 2017, p14.

⁴⁶ Ibid., p15.

By analyzing the answers to the interviews conducted with the marketing communications officer at Doriane Care, we reached the following key findings:

- The existence of an effective internal communication culture, ensuring the use of structured internal communication tools such as Windows Latin, Notion, and Gmail, clarity and alignment with objectives. Employees express satisfaction with the comprehensive and organized communication processes.
- The effective use of digital tools and platforms. Modern youth-oriented platforms such as WhatsApp and social media play a pivotal role in communication, enhancing internal social capital through these tools.
- The systematic handling of feedback, as a formal ISO9001 process ensures transparency in handling complaints, accountability, and coordination between departments.
- Continuous training and motivation. Events such as exhibitions and salons effectively enhance the company's external image and stakeholder confidence. Event planning is a strategy with targeted media and specialized teams.
- The development of a strong identity and brand, with each brand within the organization featuring distinct and consistent visual elements that resonate with its audience.
- Using public relations as a strategic bridge ensures smooth communication with stakeholders, facilitates workflows, and strengthens relationships with internal and external stakeholders. However, a proactive, long-term public relations strategy is needed that goes beyond traditional business relationships.

- Using advertising as a primary driver of awareness by leveraging influencers and the content they provide to drive audience engagement through targeted campaigns.
- Relying on promoting a unified messaging strategy across platforms (road signs, social media, and print) ensures brand cohesion.
- Regularly analyze brand image, using ISO9001 tools and social media metrics to continuously monitor brand image.
- Participating in charitable and social responsibility activities can positively impact brand image and public confidence.

Recommendations:

- Enhance long-term communication planning by developing long-term public relations strategies, particularly with government and external entities, not just stakeholders.
- Develop crisis communications preparedness plans, where a proactive crisis communications plan should be developed based on modern image restoration theories and digital sentiment analysis.
- Expand training to include brand ambassadors, by training employees to act as brand ambassadors, enhancing alignment between internal culture and external perception.
- Improve audience segmentation and platform usage by tailoring messages to audience segments, integrating storytelling across different platforms to expand reach.
- Leverage data to guide campaign strategy, i.e., use predictive analytics to time advertising campaigns for maximum impact.
- Institutionalize comprehensive communications audits by conducting

semi-annual audits to ensure consistency across all communication channels (internal, events, public relations, and advertising).

- Unify internal and external messages by focusing on narrative and visual coherence across all touchpoints, from shopping bags to event banners and social media content.

Conclusion:

This study looked at how establishing attitudes inside Algerian company Dor Diane Care—which specializes in hygiene and personal care products—interacted with holistic communication and brand awareness. The results show how closely these factors are linked and help the business to be institutional successful.

Emerging as a fundamental component is holistic communication, which guarantees consistent, open, and interesting message across all media—from internet marketing to in-store promotions. Dor Diane Care By increasing brand recognition and memorability for customers, this combined approach enhances brand awareness. Increased brand knowledge then shapes trust and loyalty, therefore influencing good consumer impressions of Dor Diane Care as a dependable and customer-centric business.

Moreover, the study shows that developing perceptions is an active process shaped by both brand visibility and communication techniques rather than a passive result. When customers often come with Dor Diane Care's products via well-coordinated campaigns, their impressions line with the brand's ideals of excellence, creativity, and sustainability.

Long-term development in organizations like Doriane Care depends on the synergy among these factors. Maintaining good overall communication, raising brand awareness, and always fostering favorable impressions will help the company to confirm its market position and improve customer involvement. Future studies might look at how these factors affect consumer retention and competitive advantage in Algeria's developing personal care sector.

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