

SHAPING THE IMAGE OF AN AGILE ORGANIZATION IN THE CONDITIONS OF MARKET GLOBLIZATION

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Abstract: The aim of the article is to examine the importance of shaping the image of an agile organization in the conditions of market globalization. The hypothesis assumes that agile organizations, thanks to their flexibility and ability to quickly respond to changes, achieve better results in a dynamic business environment. The conclusions indicate that the key elements of success are innovation, effective communication, advanced technologies and social and ecological involvement. The article adds value by presenting practical strategies and tools that support companies in building a strong, agile brand in the global market.

Keywords: agile organization, image, globalization, market, enterprise

1. Introduction

Shaping the image of an agile organization in the conditions of market globalization is an indispensable element of modern enterprise management. Globalization, through its ubiquity and dynamic nature, forces companies to be flexible and able to quickly adapt to changing market conditions. In the context of increasing international competition, changing consumer preferences and rapid technological progress, organizational agility is becoming a key success factor (Bhati, Hansen, & Chan, 2017).

Addressing the issue of the image of an agile organization is not only current, but also extremely important for management practitioners and theorists. Enterprises that can effectively shape their image as an agile organization gain a competitive advantage, which translates into a better position on the global market. Modern companies must constantly adapt their communication strategies, organizational structures and talent management approaches to meet challenges and take advantage of emerging opportunities.

Considerations on shaping the image of an agile organization allow for a deeper understanding of the mechanisms and tools that support enterprises in building their position in a dynamic global environment. This topic is particularly important in the context of the growing role of innovation, technology and sustainable development, which constitute the foundations of the modern economy. Analyzing the strategies and practices used by the world's leading companies provides valuable guidance and inspiration for other companies striving to achieve organizational agility.

Addressing this topic is therefore necessary to provide enterprises with the tools and knowledge necessary to function effectively in the conditions of market globalization, as well as to emphasize the importance of agility as a key element of management strategy in the 21st century.

2. Agile organization in the conditions of market globalization

In the conditions of market globalization, the concept of an agile organization is gaining importance, becoming a key element of the success of enterprises operating in a dynamically changing business environment. Organizational agility refers to the company's ability to quickly and effectively respond to changes, adapt to new conditions and take advantage of emerging market opportunities. The modern market, characterized by global competition, rapid technological changes and changing consumer preferences, forces organizations to be flexible and ready for continuous learning. An agile organization is able to quickly identify and analyze changes in the environment and then implement appropriate adaptation strategies. Thanks to this, companies can minimize the risks associated with unpredictable events and maximize their chances of achieving success (Hu, Yan, Guo, Cui, & Dong, 2017).

A key element of organizational agility is an organizational culture that promotes innovation, cooperation and openness to change. Employees are encouraged to experiment, share ideas and take initiatives, which helps create an atmosphere conducive to rapid innovation. In agile organizations, hierarchical structures are replaced by flatter and flexible structures, which enable faster decision-making and better communication between different departments of the company (Doz & Kosonen, 2008).

Technology also plays an important role in building an agile organization. The use of modern IT tools allows you to quickly collect and analyze data, which allows you to make more accurate decisions. Project management systems, online collaboration tools, and analytics platforms are just some of the technologies that support organizational agility (He & Harris, 2021).

The strategy of an agile organization also includes talent management. In a global business environment, the ability to attract, develop, and retain talented employees is crucial (Chen &

Li, 2021). Companies must invest in the development of the competences of their employees, offering them opportunities to continuously improve and acquire new skills. Training programs, mentoring and career development paths are important elements of the talent management strategy in an agile organization (Lambri, Sironi, & Teti, 2024).

Organizational agility also requires flexibility in managing business processes. Companies must be ready to quickly modify their processes in response to changing market conditions. This approach is often associated with the implementation of agile methodologies such as Agile or Scrum, which allow for an iterative and incremental approach to project implementation. Thanks to this, organizations can deliver value to customers faster and better respond to their needs (Ojo, Raman, & Downe, 2019).

Market globalization poses challenges for organizations related to cultural, regulatory and economic diversity (Brown, 2009). Agile organizations are able to effectively manage this diversity by adapting their strategies and activities to the specificity of individual markets. However, this requires not only flexibility, but also deep knowledge of local conditions and the ability to build relationships with local partners and stakeholders (Nath & Agrawal, 2020).

To sum up, an agile organization in the conditions of market globalization is one that can quickly and effectively respond to changes, using its resources and competences in a flexible and innovative way. Thanks to the appropriate organizational culture, the use of modern technologies, talent management and a flexible approach to business processes, companies can effectively compete on the global market, achieving lasting success and development.

3. The role and methods of shaping the image of enterprises

The image of a company plays a key role in building its position on the market, influencing the perception of customers, business partners and employees. Shaping a positive image is a complex and multi-aspect process that requires a strategic approach and consistency in action (Mrugalska & Ahmed, 2021).

The first step in building an image is to understand how the company wants to be perceived by its environment (Attar, Almusharraf, Alfawaz, & Hajli, 2022). For this purpose, it is necessary to define the mission, vision and values that will constitute the foundations for all communication activities. Consistency between these elements and the actual activities of the company is crucial for credibility and authenticity in the eyes of stakeholders (Kurnia & Chien, 2020).

Creating an image requires effective communication, both internal and external. Internal communication addressed to employees should build commitment and loyalty, which translates into the consistency of the external message. Employees, who are brand ambassadors, play an important role in shaping opinions about the company. Therefore, it is important that they are

well informed about the company's goals and values and have a sense of identification with the organization (Luo, Ren, Cao, & Hong, 2020).

External communication includes activities aimed at customers, business partners, media and the general public (Borowski, 2021). In this context, it is extremely important to use various communication channels, such as social media, website, press, radio, television and industry events. A coherent and consistent message in all communication channels helps build a uniform and positive image of the company (Modanval et al., 2021).

One of the key elements of shaping the image is attention to the quality of products and services offered by the company (Awasthi & Awasthi, 2023). Customer satisfaction with the quality of the offer directly translates into their opinions about the company and recommendations, which are one of the most effective marketing tools. Therefore, continuous improvement of the offer and quick and effective response to customer comments are essential elements of the image building strategy (Loeser, 2013).

A company's image can also be shaped by involvement in social and ecological activities. Corporate social responsibility (CSR) is an approach that allows companies to build a positive image by implementing activities for society and the environment. These activities may include support for local communities, charitable initiatives, volunteer programs for employees and pro-ecological projects. Engagement in CSR strengthens the perception of the company as a responsible and ethical entity (Patón-Romero, Baldassarre, Piattini, & García Rodríguez de Guzmán, 2017).

Another important aspect is building relationships with the media. The media play a key role in shaping public opinion, so maintaining good relationships with journalists and editorial offices is essential. Regularly providing press information, organizing press conferences and giving interviews are activities that can contribute to building a positive image of the company. It is important that press releases are interesting, reliable and consistent with reality (Jones & Adam, 2023).

Modern technologies, especially social media, open up new possibilities for shaping your image. Platforms such as Facebook, Instagram, Twitter, LinkedIn and YouTube enable direct communication with customers and building lasting relationships with them. Activity in social media allows you to quickly respond to customers' questions and comments, which in turn affects the perception of the company as open and friendly (Joiner, 2019).

Ultimately, the company's image is the result of coordinated activities in many areas, from the quality of offered products and services, through effective communication, social involvement, to activity in the media and social media. Creating a positive image is a continuous process that requires attention, commitment and readiness to adapt to changing market conditions. Understanding and implementing these principles allows companies to build a strong, recognizable brand that gains the trust and loyalty of customers and business partners.

4. The image of an agile organization and market globalization

The image of an agile organization in the context of market globalization becomes particularly important, constituting a key element of strategic management and competitiveness in the international arena. Globalization forces companies not only to adapt their structures and processes to changing conditions, but also to be able to build an image that reflects their flexibility, innovation and ability to quickly respond to changes (Prahalad & Ramaswamy, 2004).

the era of globalization, an agile organization must create the image of a dynamic entity that can adapt to the diverse needs and expectations of customers in various markets. Such an image is built through effective change management, where the key is not only the introduction of innovations, but also the ability to quickly adapt and modify the strategy in response to new challenges. Companies must demonstrate a willingness to continuously learn and the ability to transform acquired knowledge into practical solutions that can be implemented on a global scale (Zou & Cheshmehzangi, 2022).

The image of an agile organization also requires a strong emphasis on communication with the environment. This communication should be consistent, transparent and authentic, reflecting the company's actual activities and values. In the era of globalization, where information spreads rapidly, any inconsistency or inauthenticity can lead to loss of trust and reputation. Therefore, companies must invest in the development of communication strategies that highlight their ability to adapt and innovate, while building a positive image in the eyes of the global audience (Petrescu et al., 2020).

Technology plays a key role in building the image of an agile organization in the global market. The use of modern digital tools enables companies to respond quickly and effectively to changing market conditions. Project management systems, analytical platforms and online collaboration tools support decision-making and communication processes, which is essential for maintaining agility and flexibility. Companies that effectively integrate these technologies into their structures gain a competitive advantage and create the image of innovative and forward-looking entities (Zhou & Yang, 2016).

Organizational culture is another key aspect of the image of an agile organization. This culture must promote openness to change, innovation and cooperation. Companies should create a work environment that encourages employees to share ideas and take initiatives. This approach not only increases employee commitment and loyalty, but also strengthens the company's image as a dynamic and innovative employer on the global market (Torres, 2023).

Social and ecological involvement also plays an important role in building the image of an agile organization in the conditions of globalization. Companies that actively participate in activities for local communities and the environment are perceived as responsible and ethical. These activities may include a variety of initiatives, from charitable projects to sustainable

development strategies, that contribute to improving quality of life and protecting the environment on a global scale. This type of involvement not only builds a positive image of the company, but also strengthens its relationships with various stakeholder groups (Prieto & Talukder, 2023).

The image of an agile organization on the global market is also shaped by the ability to build and maintain relationships with business partners. Collaboration with other companies, institutions and organizations can lead to the exchange of knowledge and resources, which in turn supports innovation and adaptability. These partnerships can take many forms, from strategic alliances to joint ventures, and are intended to strengthen a company's position in the global market (Ramadhana, 2021).

To sum up, the image of an agile organization in the context of market globalization is the result of coordinated activities in many areas, such as change management, communication, technology, organizational culture, social involvement and relations with business partners. Companies that effectively create and maintain such an image gain a competitive advantage and the ability to survive and develop in a dynamically changing global environment. In the era of globalization, agility is becoming not only a desirable feature, but also necessary to achieve long-term success.

5. The image of an agile organization in the conditions of market globalization - a case study

An example of an agile organization that effectively shapes its image in the conditions of market globalization is Amazon. Amazon, founded by Jeff Bezos in 1994, has evolved from an online bookstore to one of the largest global e-commerce platforms and a leader in cloud technology and services (Cusumano, 2010).

Amazon is known for its exceptional agility in adapting to changing market conditions. The company constantly invests in innovation, an example of which is the introduction of Amazon Web Services (AWS), which revolutionized the cloud services market. AWS has become the foundation for many technology companies, enabling them to flexibly manage IT resources. Quickly responding to customer needs and offering new, technologically advanced solutions contributed to building Amazon's image as an innovation leader (Fitzgerald, Kruschwitz, Bonnet, & Welch, 2014).

Communication with customers is a key element of Amazon's strategy. The company consistently promotes the "customer obsession" philosophy. Every business decision is made with the goal of maximizing customer satisfaction. An example of this approach is the introduction of the Amazon Prime program, which offers fast and free deliveries, access to exclusive content and numerous additional benefits. This strategy has contributed to building

customer loyalty around the world. Technology plays a key role in Amazon's operations, and investments in modern technological solutions allow the company to maintain agility. Amazon uses advanced algorithms and artificial intelligence to optimize logistics and warehouse management, which translates into operational efficiency and the ability to quickly adapt to changing market conditions (DeSoto, 2020). An innovative approach to technology is an integral part of a company's image (McAfee & Brynjolfsson, 2008).

Amazon's organizational culture also reflects agility. The company promotes values such as innovation, risk-taking and continuous improvement. This organizational culture, focused on continuous improvement and adaptation, is a key element of Amazon's image as a dynamic and innovative company (DeSoto, 2020).

Amazon is also committed to community and environmental protection, which strengthens its positive image on the global market. The company undertakes numerous corporate social responsibility (CSR) initiatives, such as educational programs, investments in renewable energy and sustainable development initiatives. In 2019, Amazon announced its plan to achieve carbon neutrality by 2040, which contributed to the perception of the company as responsible and pro-ecological (DeSoto, 2020).

Strategic partnerships and cooperation with other entities are another aspect that allows Amazon to maintain agility in the conditions of market globalization. The company establishes partnerships with various organizations, from start-ups to global corporations, which enable the exchange of knowledge and resources and support innovation. These partnerships help Amazon not only maintain a competitive advantage but also explore new markets and segments (DeSoto, 2020).

Amazon effectively uses social media and other modern communication channels to build and maintain relationships with customers around the world. The company's activity on platforms such as Facebook, Twitter and Instagram allows for direct communication with customers, quick response to their needs and building a community around the brand. This online activity contributes to the perception of Amazon as a modern, accessible company and closely connected to its customers (Fitzgerald, Kruschwitz, Bonnet, & Welch, 2014).

Amazon overcomes the challenges of market globalization, such as cultural, regulatory and economic diversity, thanks to flexible strategies and the ability to quickly adapt. The company adapts its activities to the specificity of individual markets, which requires not only flexibility, but also deep knowledge of local conditions and the ability to build relationships with local partners and stakeholders (McAfee & Brynjolfsson, 2008).

To sum up, the image of an agile organization in the conditions of market globalization that Amazon has developed is the result of coordinated activities in the field of innovation, communication, technology, organizational culture and social and ecological involvement. Thanks to this, the company maintains its leading position on the global market, gaining the trust of customers and partners around the world. Amazon is an excellent example of an

organization that can effectively manage its image while maintaining agility and flexibility in a dynamically changing business environment.

6. Conclusions

To sum up, organizational agility is a key success factor in a dynamically changing business environment, especially in the conditions of market globalization. Flexibility and the ability to quickly respond to changes allow companies to compete effectively in the global market. The key elements of building the image of an agile organization are innovation, effective communication, advanced technologies and social and ecological involvement. The article emphasizes the importance of an organizational culture that promotes cooperation and openness to change, which favors the rapid introduction of innovations. Talent management is also an important aspect, which includes developing employee competences and investing in their continuous improvement. Technology plays an important role in organizational agility by enabling the rapid collection and analysis of data and supporting decision-making processes. The example of Amazon illustrates how effective change management, innovation and appropriate organizational culture can contribute to building a positive image on the global market. Involvement in social and ecological activities strengthens the perception of the company as responsible and ethical. Agile organizations, thanks to an appropriate communication, technological and organizational strategy, are able to meet the challenges of globalization, minimizing risks and maximizing the chances of success. The article provides practical strategies and tools to support companies in building a strong, agile brand, which is crucial for achieving sustainable development in the conditions of market globalization.

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