



**REPUTATION
MATTERS**

CORPORATE COMMUNICATION & BRAND STRATEGY

Reputation management

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Definition of corporate reputation

Corporate reputation is the observers' collective judgments of a corporation based on the assessments of the financial, social and environmental impacts attributed to the corporation over time

Barnett et al.



How do reputations build up (over time) ?

- Personal experience (primary)
- References from friends and colleagues (secondary)
- What one hears and sees in the media (tertiary)



The value of a good reputation



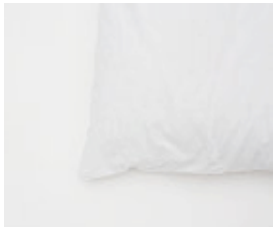
It represents financial value

Companies with a good reputation are valued 15-20% higher on the stock market



Acts as a magnet

Attracts customers, investors and talent



Functions as an airbag / insurance in incidents

Thanks to positive and selective perception



Works for internal motivation and bonding

Pride, identification and alignment lead to better performance



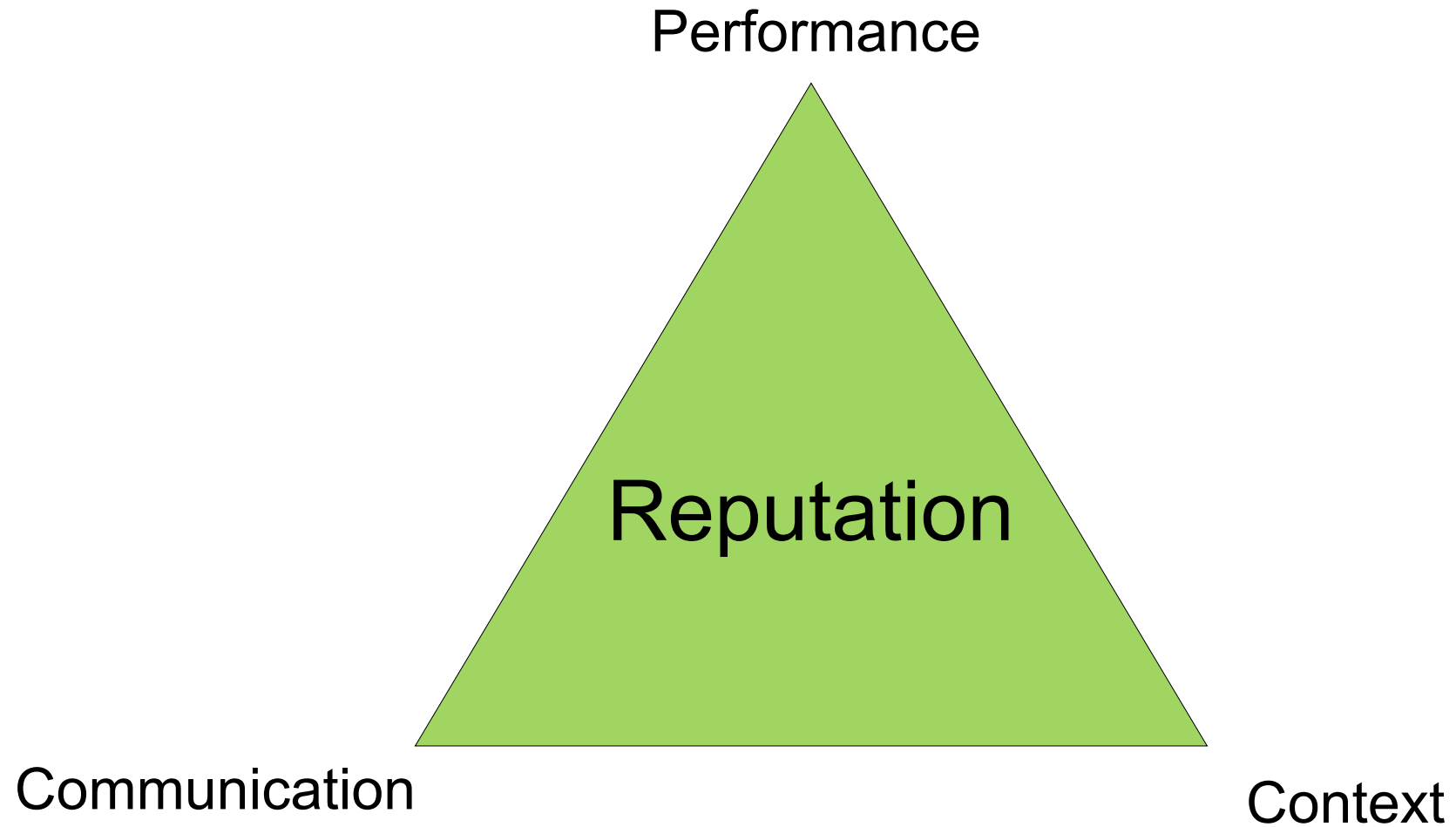
Reputation makes communication accountable

‘Because Reputation is a multifunctional construct, it is the best way to measure the total communication system of an organisation’

Fombrun and Van Riel.



The reputation triangle



What influences a reputation ?

- Products and services
- Financial performance
- Corporate social responsibility
- Vision and leadership
- Workplace environment
- 'Emotional appeal'



Six steps in developing a reputation management plan –

1. Measure your reputation
2. Analyse your reputation
3. Set reputation targets
4. Translate these to communication targets
5. Develop corporate story
6. Develop reputation themes
7. Roll out themes like a political campaign





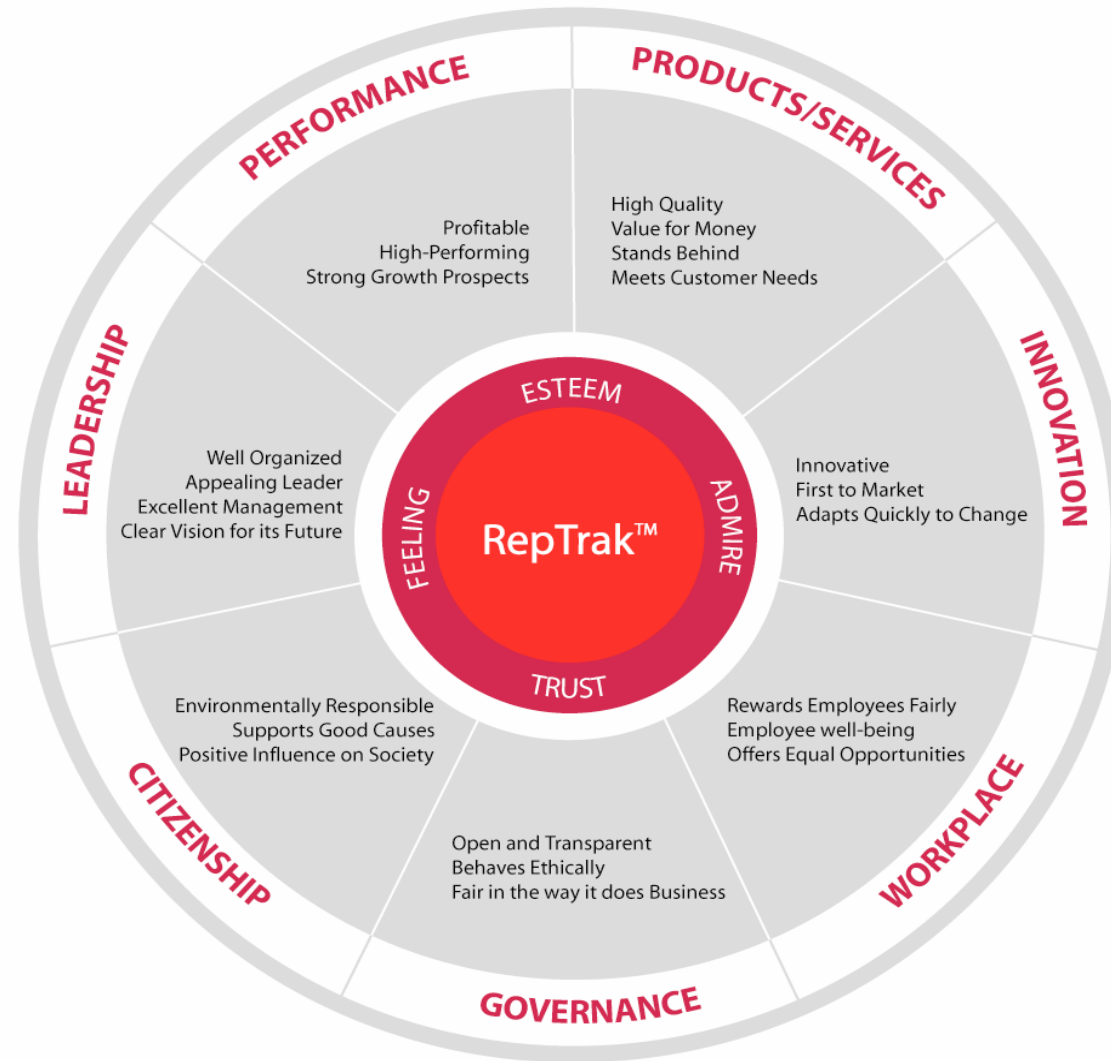
KPN is Holland's **formerly state owned telecommunications company.**

The company has always been well known for its **reliability and quality of service**, less so for its sense of **innovation.**

Its reputation has served its purpose in the 'old' world, but poses a real challenge in a **converging market** in which the company positions itself as a **multimedia company and an ICT services provider.**



1. Measuring reputation – RepTrak*

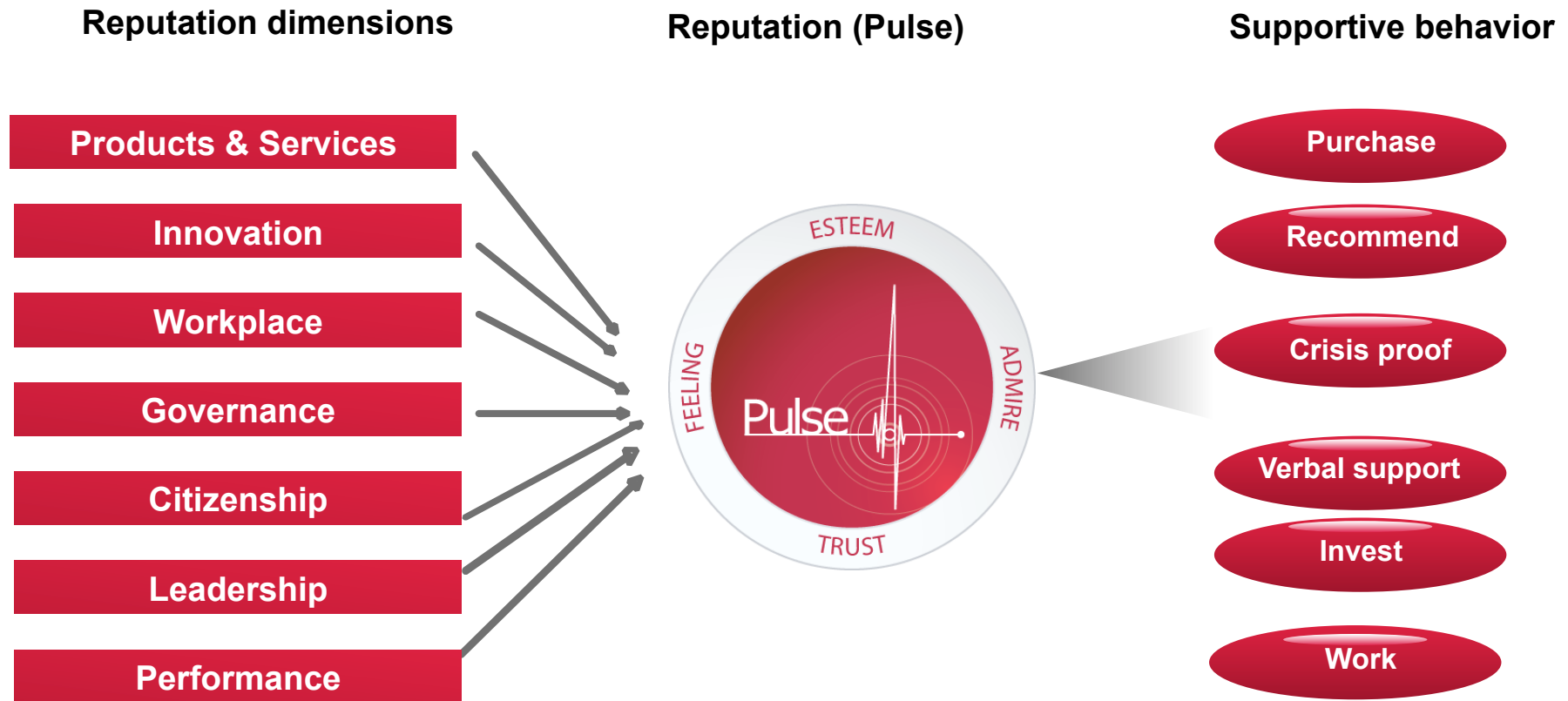


* Developed by
the Reputation
Institute

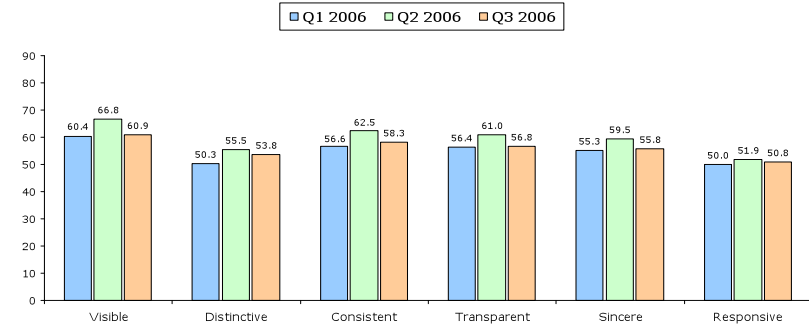
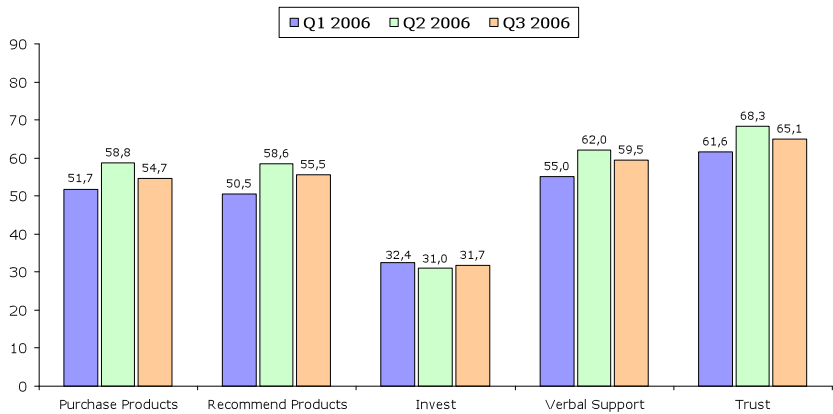
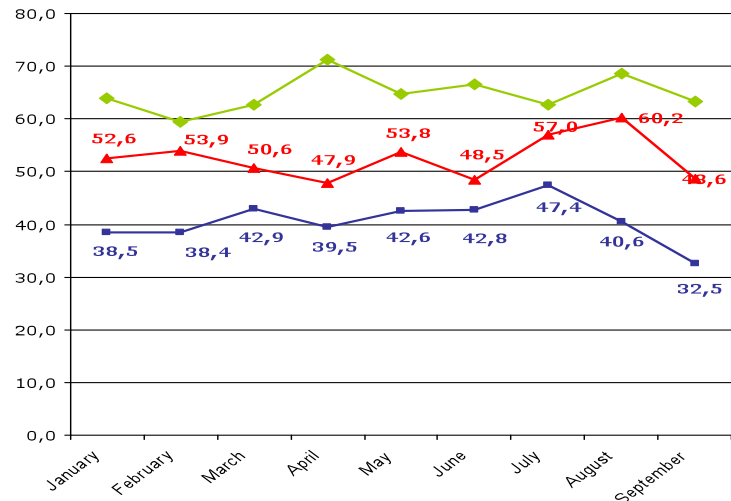
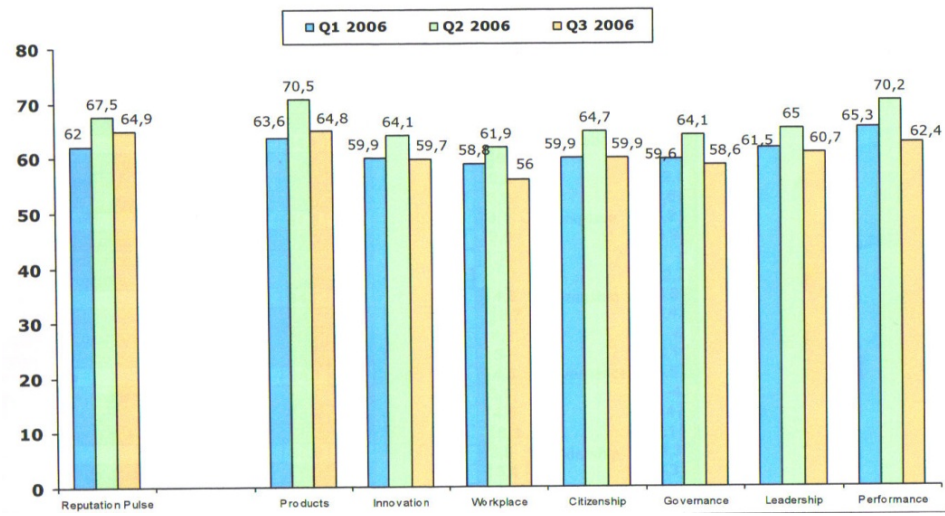


The RepTrak™ method

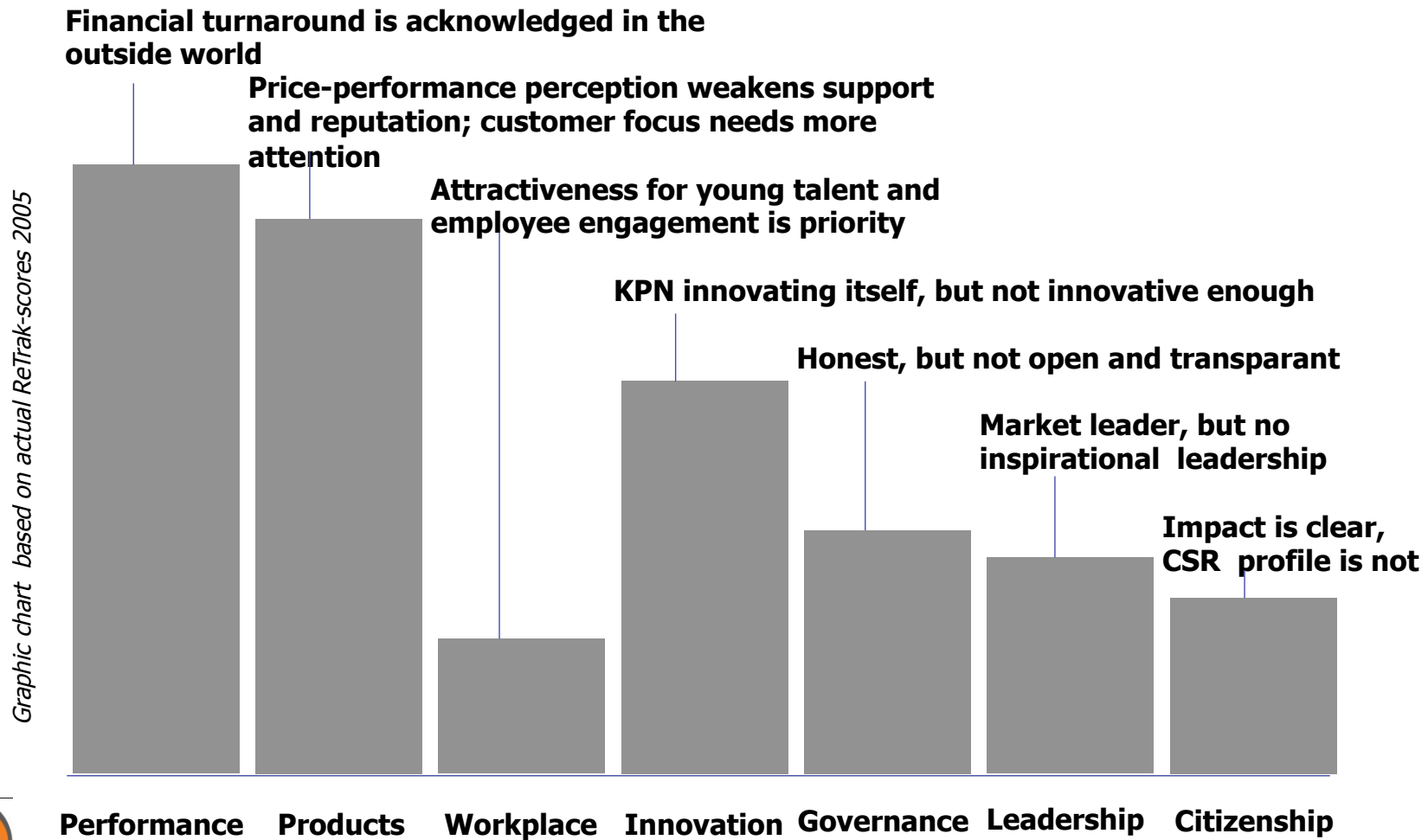
- 4 questions, 7 dimensions and 23 attributes.
- Qualitative and quantitative research
- Statistical analysis connects the RepTrak™ attributes with the 'supportive behaviours'
- This identifies the reputation drivers and gives direction to reputation management



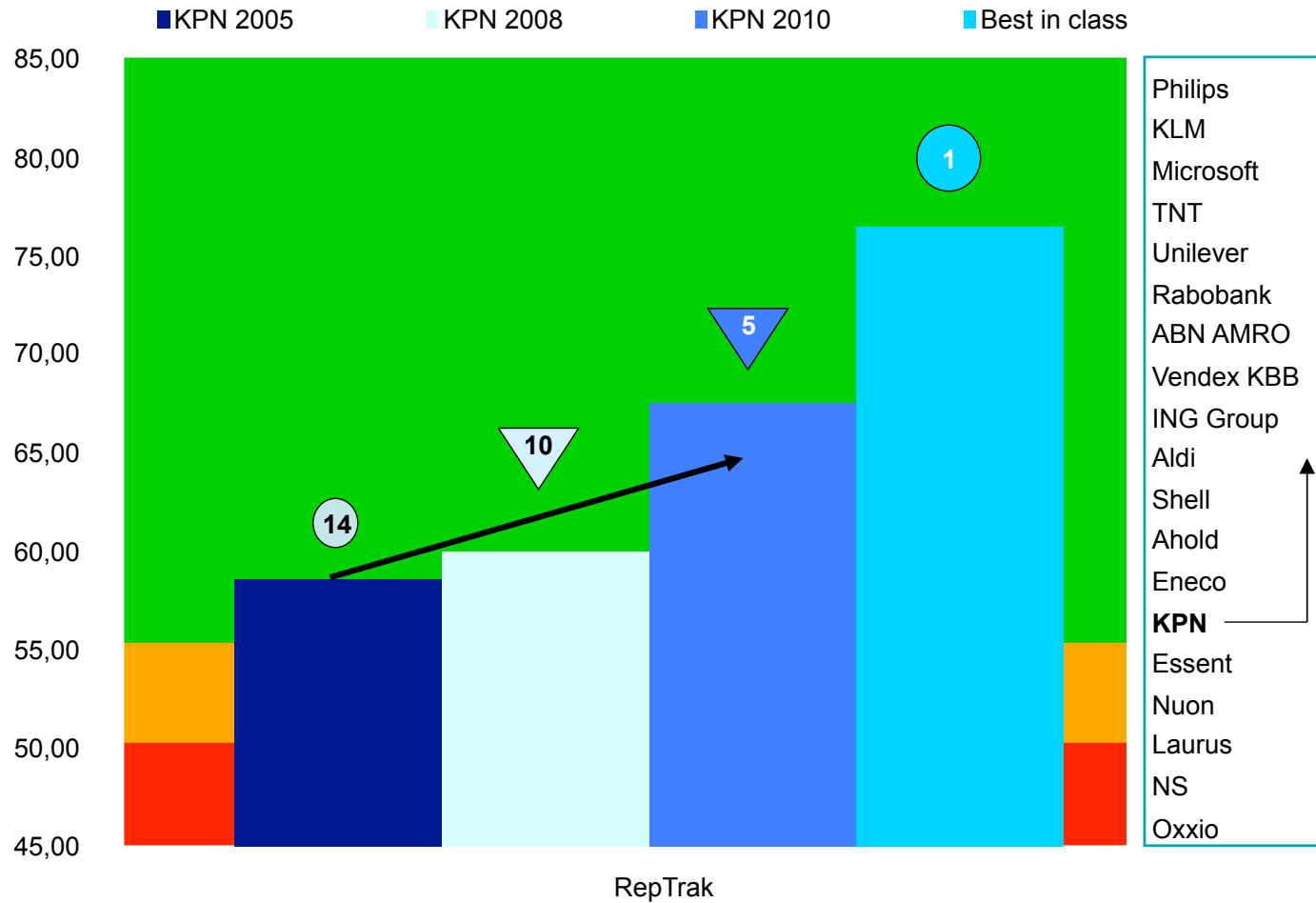
Reputation data



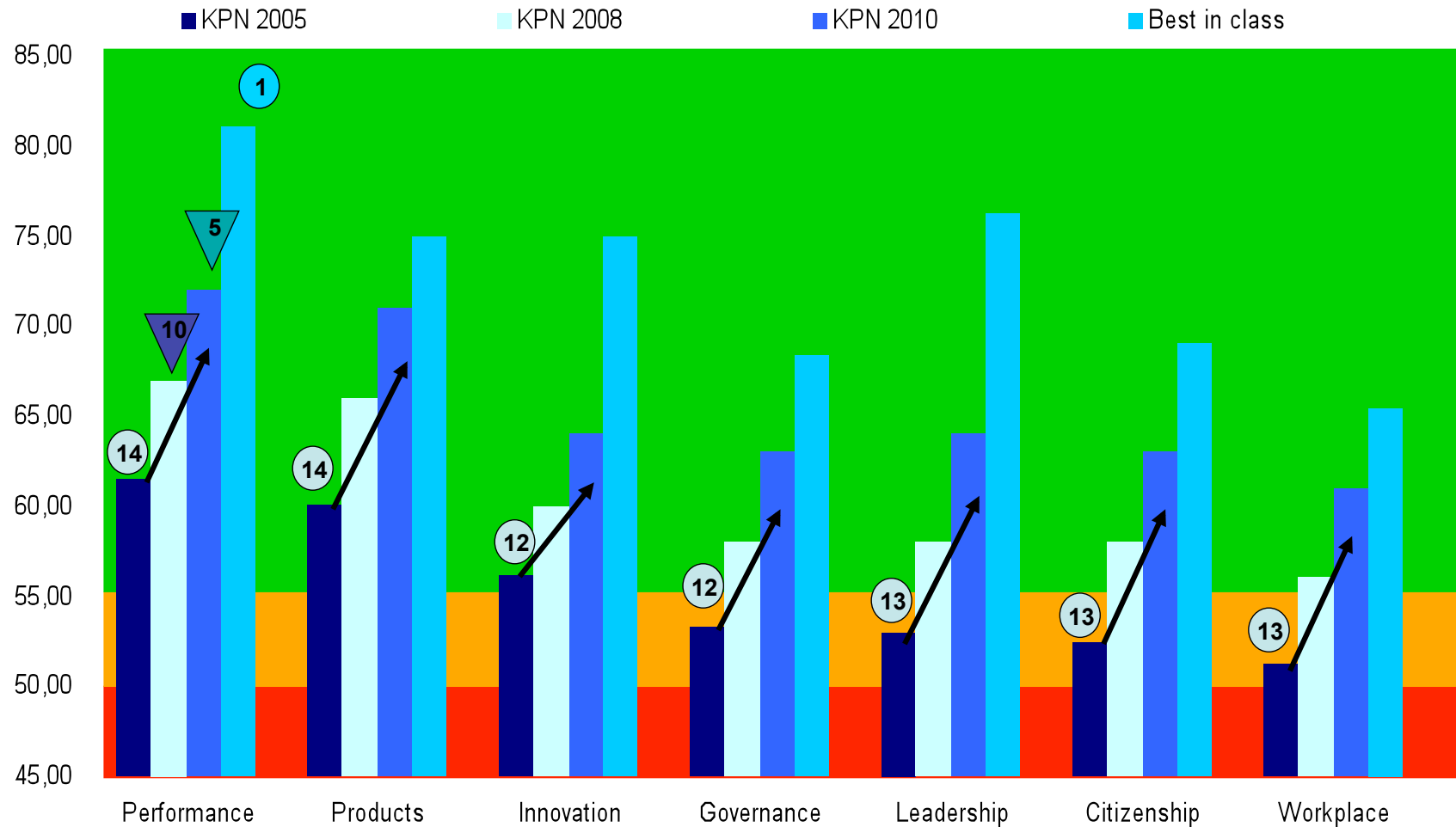
2. Reputation analysis based on all available intelligence



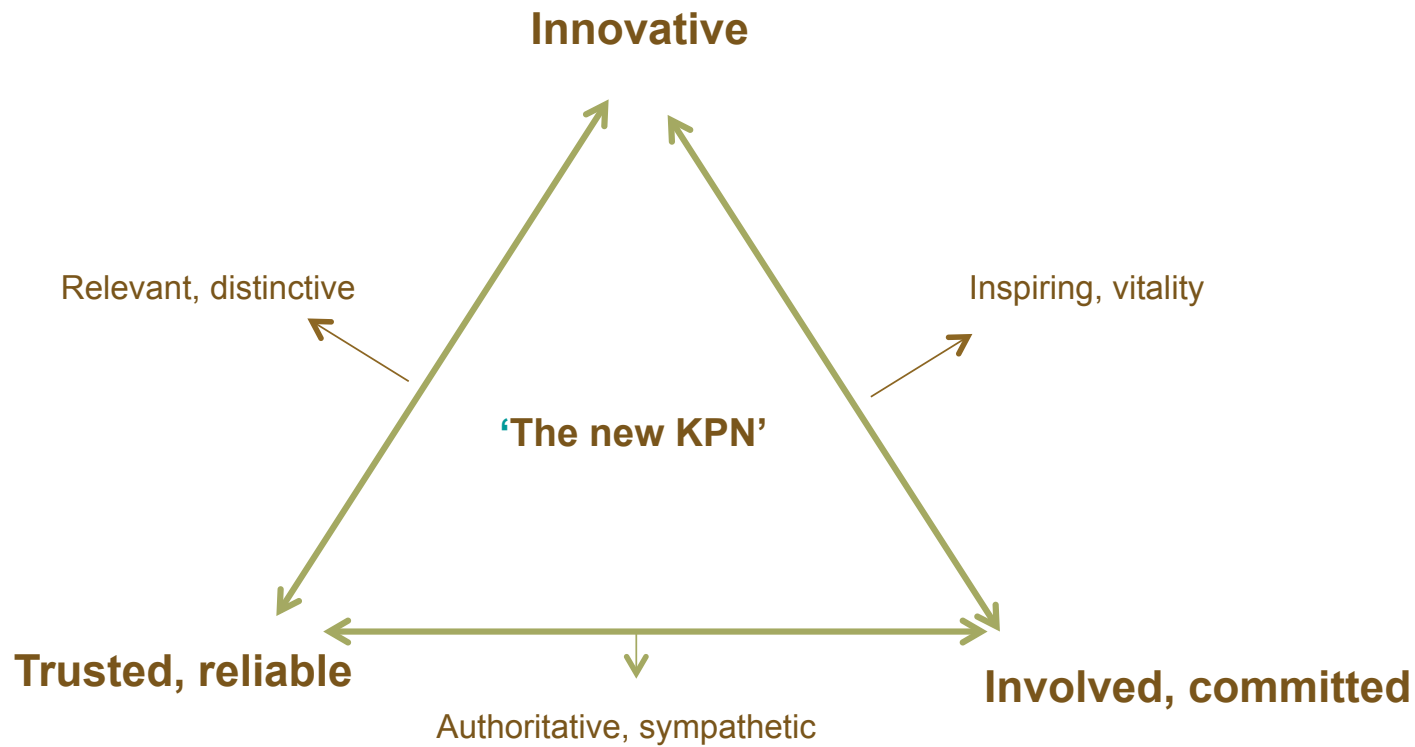
3. Reputation scores basis for target setting



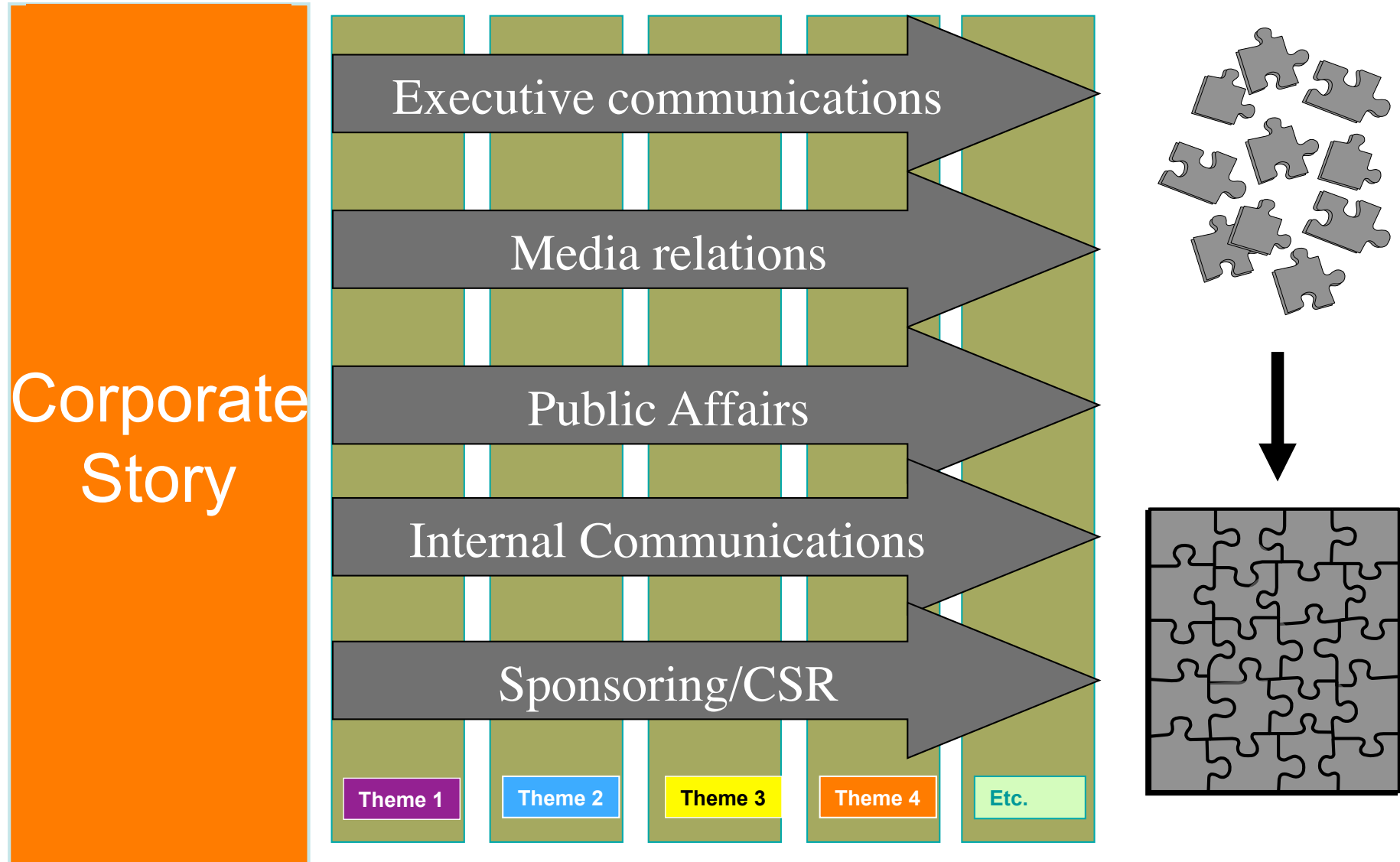
4. Target setting for communications per reputation driver



5. Develop a corporate story

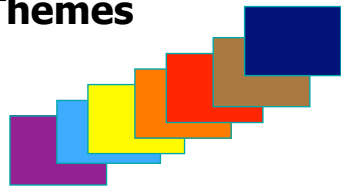


6. Break the story down in communication themes



7. Roll them out like a political campaign

Themes



Communications Roadmap			
	January	February	March
Exec. communications		Conference	
Media Relations	Annual figures		
Public Affairs	CSR Campaign		
Internal commun.		'Living the Brand'	
CSR and Sponsoring			Sust. Report
Labour market comms.	Employer branding campaign		
Business Comms.	Marketing roadmap	Marketing roadmap	Marketing roadmap

