



# Key skills in strategy formulation/strategic consulting

## Managing corporate reputation - stakeholder research

### Background and objectives

- ❑ Our client had traditionally struggled to create awareness of their corporate brand. The launch of a new name in 2002 gained some ground towards creating a stronger awareness, but still had some way to go to build a more resilient and stronger profile amongst some key stakeholders
- ❑ There were a multitude of challenges to be faced. These included:
  - How to maintain and build on the increased awareness achieved with the re-branding
  - How to maintain interest with key influencers such as journalists, given our client is not a publicly listed company
  - How to increase awareness of the organisation amongst other key stakeholder groups who are able to influence views and even usage of our client's services
- ❑ Achieving these outcomes required a strong understanding of where our client fit in the eyes of its stakeholders, both in its own right and against relevant benchmarks.
- ❑ This research intended to:
  - Define where stakeholders are in their relationship with our client. This may in a number of situations be neutral in equity – eg very little knowledge about the organisation and what it does, for what relevance/benefit to them
  - Identify by segment potential triggers to stronger relations, awareness and support
  - Define combined stakeholder centric measures
  - Identify common strengths to be leveraged and gaps to be overcome

- Provide a measure to show where our client is perceived to sit with each of its targeted stakeholder segments against agreed benchmarks
- Provide input at a tactical level when it comes to relevant actioning for specific stakeholder segments against agreed performance measures

### Project details and outcomes

- ❑ A qual/quant approach was designed for our client, allowing both in-depth insight and quantitative measurement
- ❑ Following depth interviews with the client executive leadership team a number of stakeholder groups were identified as being critical to maximising future growth potential. These groups included:
  - Analysts
  - Government influencers
  - Journalists
  - Community groups and NGOs
  - Major buyer groups
  - Industry Associations
- ❑ A total of 75 interviews were carried out - 15 people in each group – with each person completing an Inside Reputation scorecard
  - 25 face to face interviews lasting around one hour each with 5 people from each segment
  - 50 telephone depths lasting around 40 minutes each with 10 people from each segment
- ❑ When recruiting people to be interviewed **INSIDE STORY** disclosed that the survey was on behalf of our client, backed up by a letter from the CEO
- ❑ Interviews were based on a semi structured topic guide agreed with the client at the start of the process.
- ❑ The client nominated a number of benchmark partners which were compared against our client on the scorecard



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- ❑ This research project was initially carried out in 2003, and has been repeated on an annual basis since

### Client outcomes

- ❑ The following recommendations were made across this study with the resulting outcomes detailed:

What the reports said	Action influenced
A lack of transparency about community actions, and about the types of activity the company was involved in	As a result this influenced: <ul style="list-style-type: none"> <li>➤ The release of the Corporate Responsibility report in 2005/6</li> <li>➤ The types of activities in the community</li> </ul>
INSIDE STORY recommended in 2005: <i>Improve account management - appoint government strategy manager who can deliver communications strategy advice.</i>	This influenced the appointment of a government relations team consisting of account managers which work only with government  The 2006 report revealed that the Account manager relationship has a positive impact on how our client is viewed' among government stakeholders

What the reports said	Action influenced
The 2005 report suggested a low awareness of our client supporting its small business customers. INSIDE STORY recommended: <ul style="list-style-type: none"> <li>➤ Focus investment in those that provide clear differentiation from others</li> <li>➤ Client branded sponsorship should clearly support central value proposition and brand values</li> <li>➤ Entrepreneurship consistent with client's brand values</li> </ul>	This influenced in late 2006 the launch of a book and a website – has been a success.
Media contact – the report gave a strong view of how the different kinds of media see our client – its strengths and weaknesses.	Drove a decision to focus on targeted trade media – realised there was not enough focus  Ensure consistent messages  Client is present at every event of note – ensure associated strongly with its industry sector