

Reputation Management

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What we'll cover

Introduction to Regester Larkin

Reputation management:

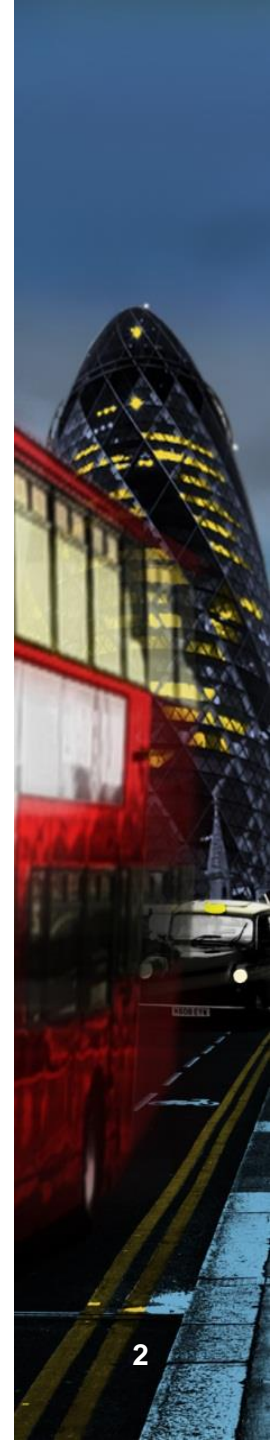
- Reputation enhancement
- Reputation protection
- Crisis management
- Crisis communications

Reputation management and social media:

- The opportunities
- The challenges

Summary

Exercise discussion

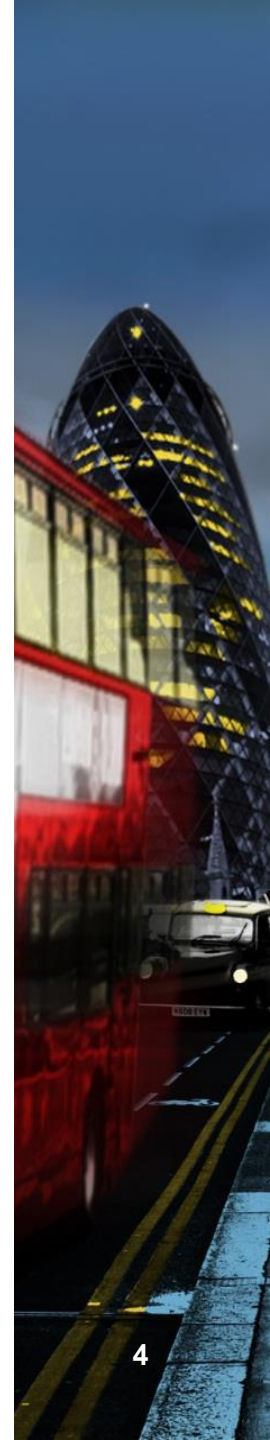


Some introductions ...



Introduction to Register Larkin

- Specialist reputation strategy and management consultancy
- Five service areas:
 - Intelligence and Insight
 - Strategy and Communication
 - Policy and Positioning
 - People and Performance
 - Crisis Management
- Headquarters in London; regional offices in:
 - Americas (Houston, Washington DC)
 - Middle East (Abu Dhabi, Doha)
 - Asia-Pacific (Singapore)
- Team with diverse backgrounds: risk management; corporate communications; government relations; policy; business continuity; contingency planning



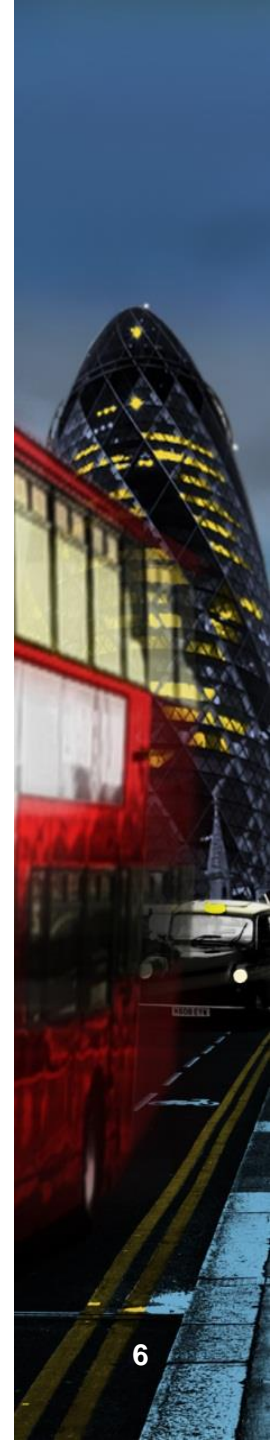
Reputation management



How do we manage an organisation's reputation?

Four key steps:

1. By understanding what 'reputation' is
2. By understanding how reputations develop over time
3. By defining what you want a reputation for, and with whom
4. By developing a strategy that reflects the internal and external drivers and levers of reputation



How do we manage an organisation's reputation?

1. By understanding what 'reputation' is ...

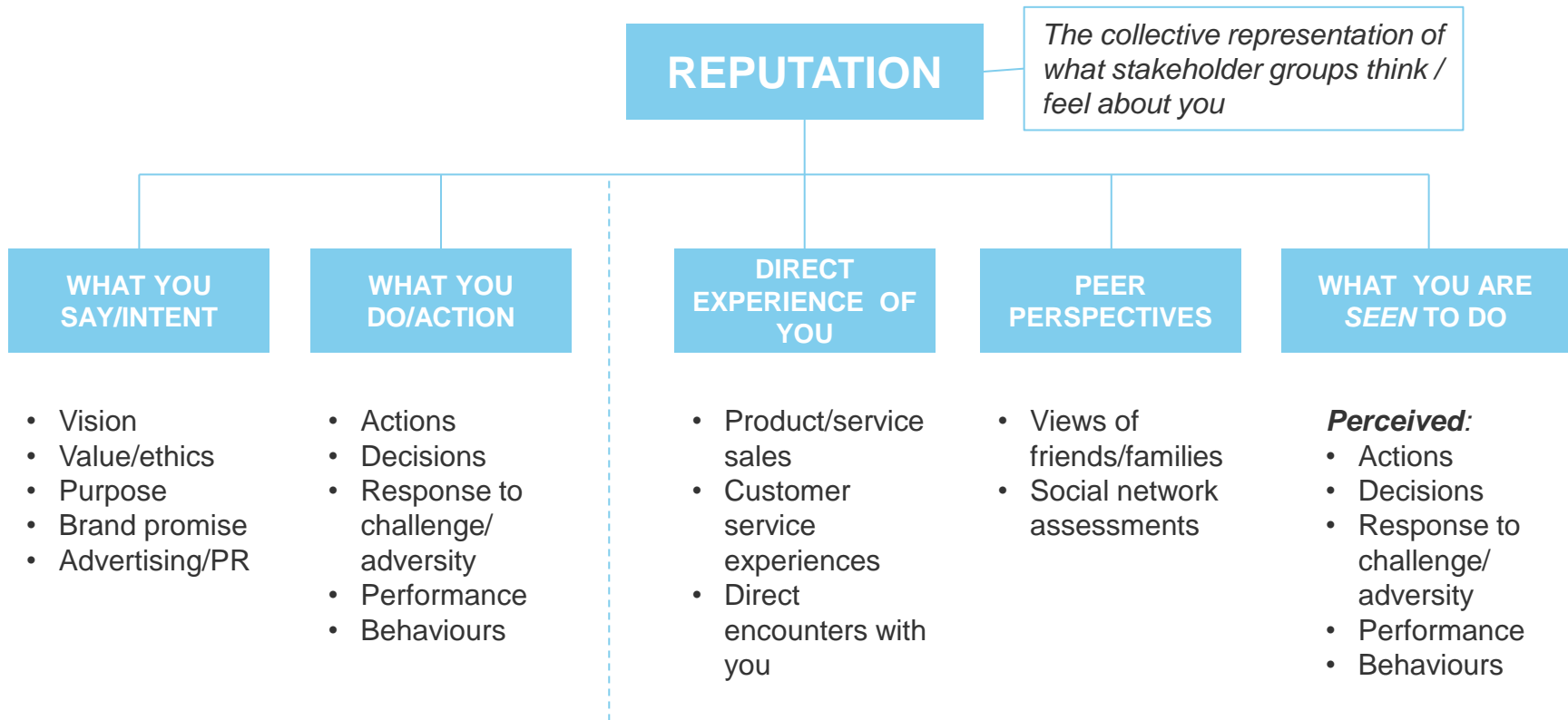


“The collective representation of what stakeholder groups think or feel about you”



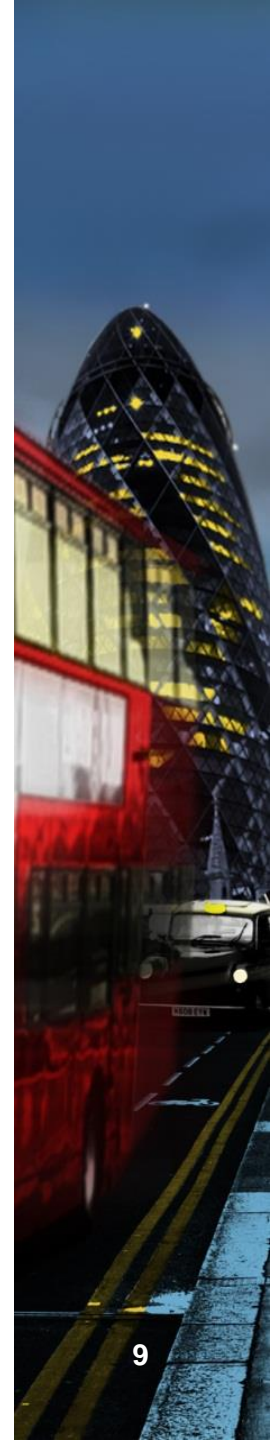
How do we manage an organisation's reputation?

2. By understanding how reputations develop over time ...



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How do we manage an organisation's reputation?

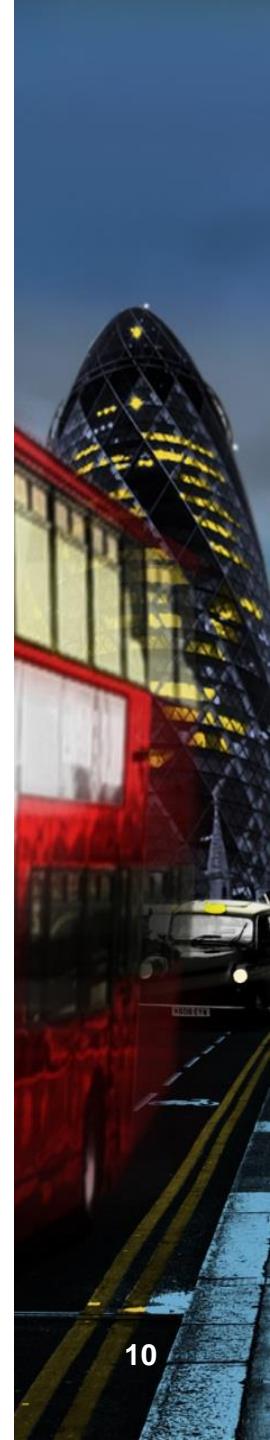
4. By developing a strategy that reflects the internal and external drivers and levers of reputation ...



Enhances reputation



Protects reputation



Reputation enhancement



Outstanding performance



Proactive PR



Philanthropy and corporate responsibility



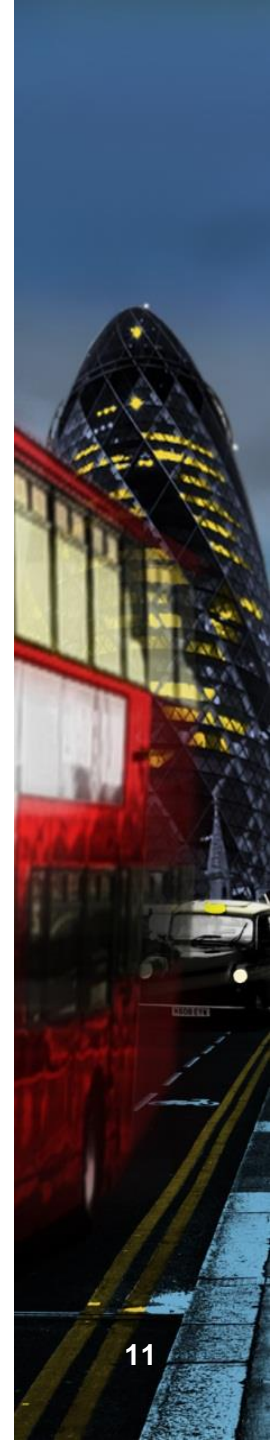
Marketing



Sponsorship



Thought leadership



Reputation protection



1. **Predict** reputation challenges over the long-term



2. **Prevent** those challenges from materialising



3. **Prepare** to mobilise a response to a reputation challenge



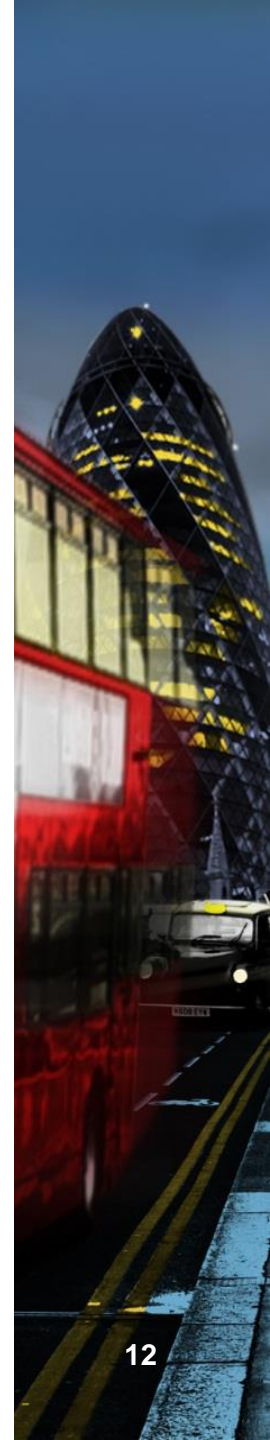
4. **Resolve** challenges internally and externally



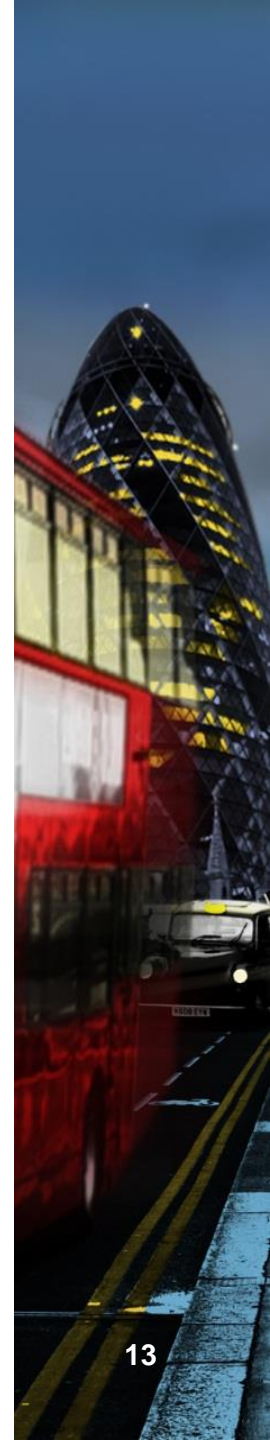
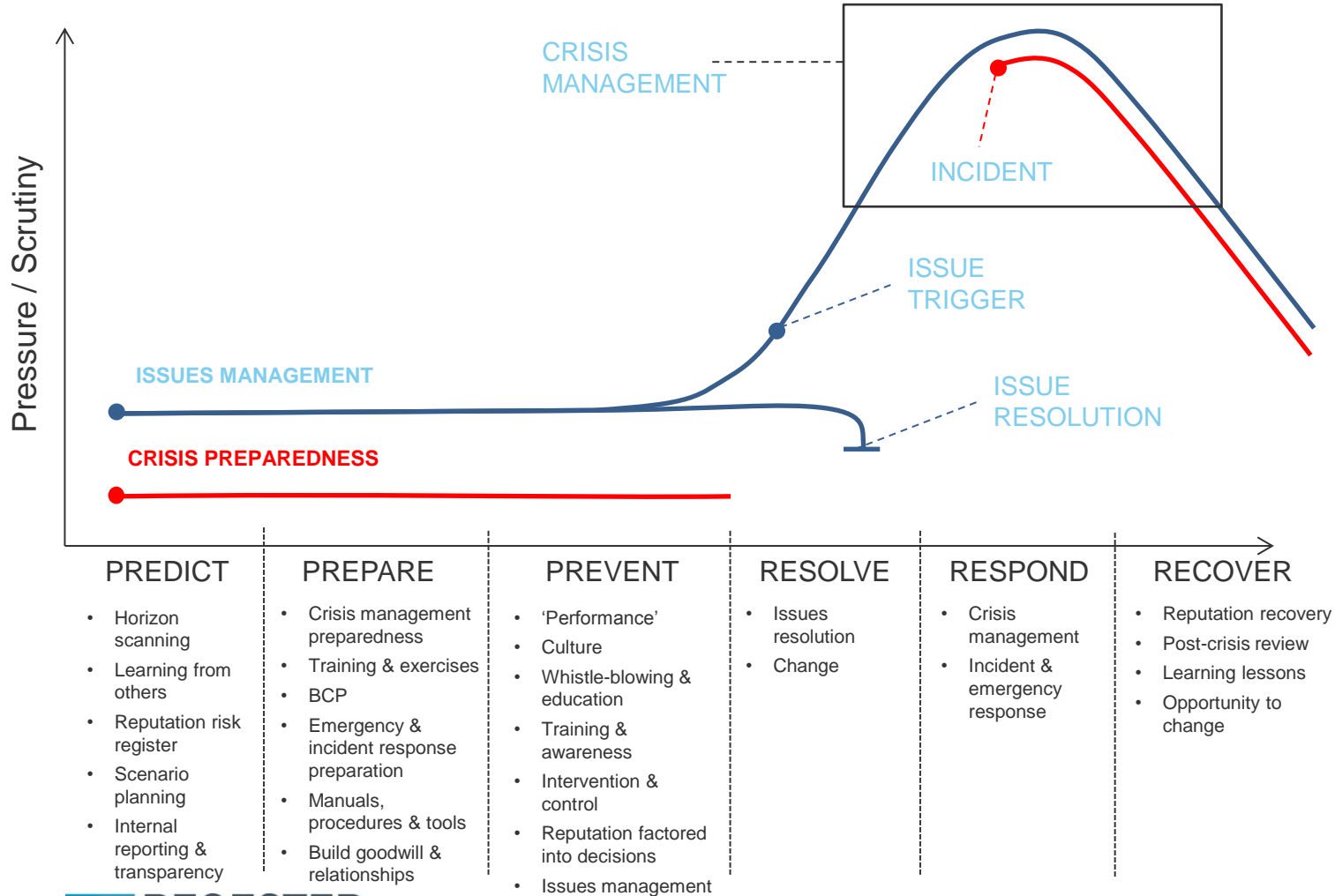
5. **Respond** to reputation challenges



6. **Recover** corporate reputation



Reputation protection



Crisis management

Dependent on:

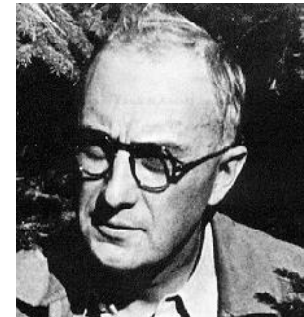
- Good **leadership**
- Clear **structures**
- Competent **people**
- Clear and understood **processes**
- A **culture** that understands and values reputation



Crisis communications

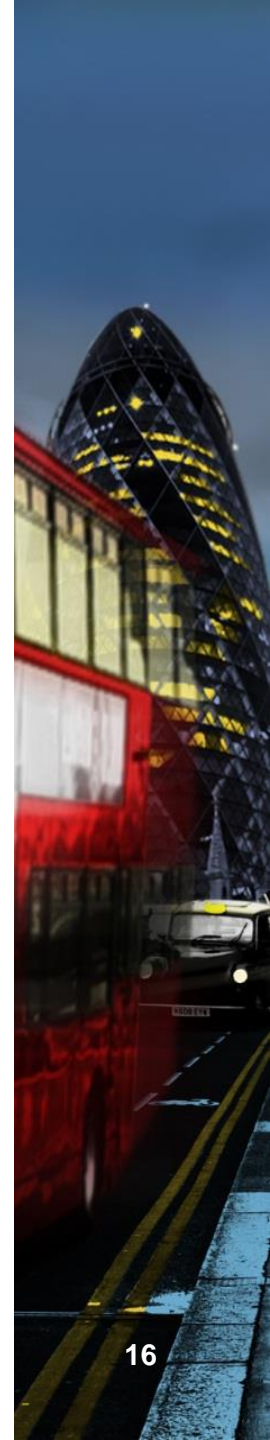
- **Communicate widely:** The media is a conduit, not an audience. Use the channels your most important stakeholders use
- **Communicate early:** Set the tone from the beginning - own the story and show you are in control
- **Communicate often:** Ensure stakeholders know they can rely on getting up-to-date, honest information from you
- **Communicate intelligently:** Think ahead – understand how the story could develop and make sure you are prepared for it
- **Communicate sensitively:** Your style and tone matter

“It is not what you say that matters but the manner in which you say it; there lies the secret of the ages.” *William Carlos Williams, American poet*



Crisis communications

***“You are what you do, not what you say
you'll do.”*** *C.J Jung*



Reputation management and social media





The opportunities



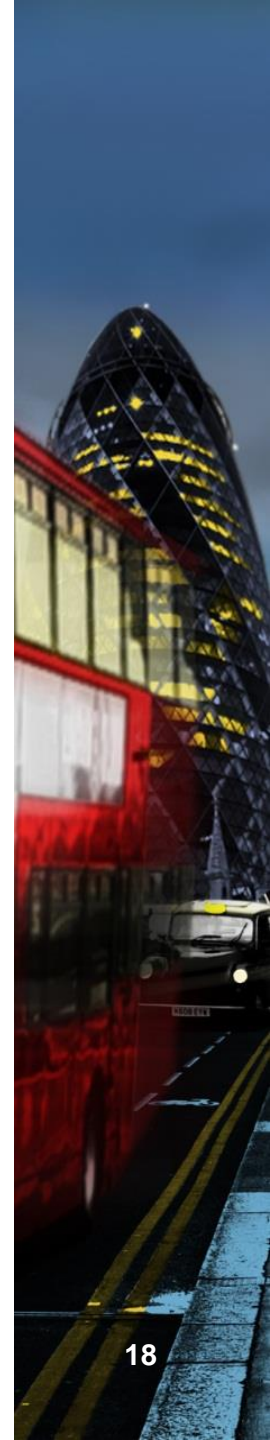
Dynamic



Direct



Demotic



The challenges



Speed



Diversion /
distraction



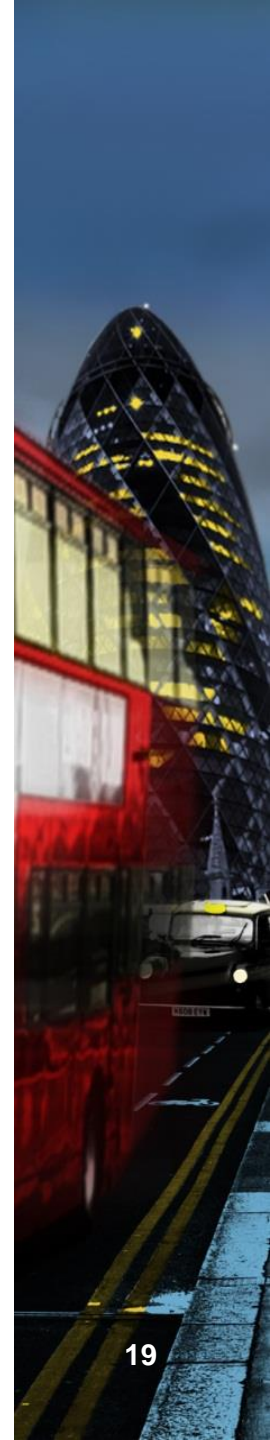
Volume



Evolving



Variety



Managing reputation using social media

- **Understand your audiences:** what social media do they use, how do they receive information online, and with whom do they share this information?
- **Know your influencers:** which of your important offline stakeholders use/get their information from social media? And who is an important online influencer? What opinions do they hold about your sector, and about your organisation?
- **Understand the platforms and channels:** which platforms/channels do what? What are they particularly good at, and in what circumstances? Which audience(s) do they target? Do you share audiences?
- **Understand the rules of engagement on social media:** emphasis on authenticity; honesty; informality. Non-hierarchical. Online disinhibition/Godwin's Law.

Use this information to determine:

- 1) Rules for using social media (ownership and accountability)
- 2) Your organisation's social media 'voice'
- 3) Peace time social media strategy: proactive, reactive or below-the-line
- 4) Crisis social media strategy: proactive, reactive or below-the-line



Summary



To wrap up

- Reputation is a **highly valuable corporate asset**. It is central to an organisation's licence to operate.
- Reputation is **in the eye of the beholder**. Organisations need to understand what aspects of reputation they can control and take advantage of them.
- Good reputation management relies on **hard (structures and processes) and soft (behaviours and competences) elements**. This is true in peace-time and in crisis.
- Social media has increased the range of stakeholders interested in crises, and the speed at which they develop. But **the basic principles of crisis communication** (audience, message and medium) **remain the same**.





Any questions?