

-/

The Value of Trust and Reputation

COMM 386R September 13, 2017 Tamar Milne

In the News

 \equiv Bell Pottinger

Bell Pottinger is a leading integrated, international reputation management agency

We help shape our clients' reputations, engage with diverse stakeholders across multiple channels, tell effective stories and run creative campaigns to enhance their brand and deliver commercial success.

Image source: bellpottinger.com

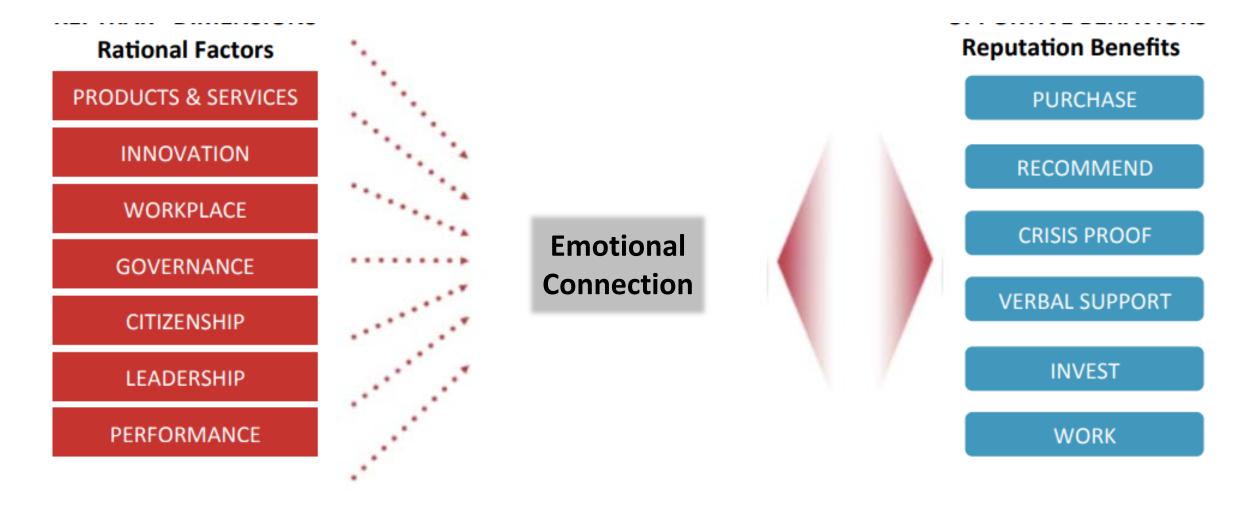
Agenda

- 1. Factors that shape reputation
- 2. Benefits of a strong reputation
- 3. Key changes in reputation and brand
- 4. Model: embedding organizational trust
- 5. Changes in reputation and brand

What shapes an organization's reputation?

What benefits does an organization reap from a strong reputation?

Shaping Reputation – and Reaping Benefits



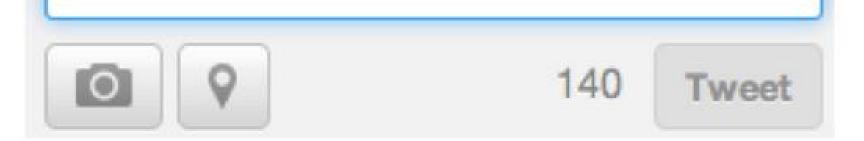
How Corporate Reputation Links with Stakeholder Support



Source: Reputation Institute, Global RepTrak 100

@BPGlobalPR

Safety is our primary concern. Well, profits, then safety. Oh, no – profits, image, then safety, but still, it's right up there.



"You know the best way to get the public to respect your brand?"

"Have a respectable brand."

– Leroy Stick, aka @BPGlobalPR

Source: Who Cares Wins, David Jones, 2012

A MODEL OF ORGANIZATIONAL TRUST

Organizations that weave trustworthiness signals into all elements of their infrastructure and core processes, over time, earn reputations of trust with their stakeholders.

Strategy Clear mission with trust-inducing core values that accommodates stakeholder interests

Leadership and Management

Leaders who embody the company values and expect the same from their teams

Structure

Formal organization and governance that set clear roles and accountability and provide discretion within prudent oversight

Embedding Organizational Trustworthiness Culture Strong shared norms and beliefs that encourage upholding companywide values and deter deviance

Product and Service Development, Production and Delivery Processes that ensure stakeholder needs and expectations are met, company values upheld and legislation adhered to

Systems

Planning, reporting, budgeting, HR and compliance reinforce trust-inducing behaviors, linked to the culture and strategy

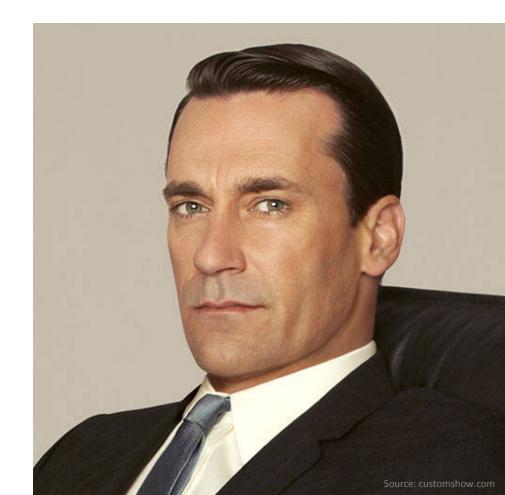
Exercise



- Pair up and discuss the article you chose from the Reputation Institute's news feed
 - Share main points of the story: who, what, when, where, why, how
 - How was reputation enhanced or damaged?
 - What was the effect on the organization's worth?
- What could the organization do to (further) build organizational trust?
 - Refer to the model for embedding organizational trustworthiness

Key Changes in Reputation and Brand

- 1. From "image is everything" to "reality is everything"
- 2. From consumers to prosumers
- 3. From employees to advocates
- 4. From buying media to earning it
- 5. From "talking at" to "listening to"
- 6. From controlling to collaborating
- 7. From local to global
- 8. From who to where
- From discrete targeting to open access
 10.From profit to purpose



The 10 Companies with the Best Reputation in the World

Rank	Home	2017	Pulse Score
1	Switzerland	ROLEX	80.38
2	Denmark	lego	79.46
3	United States	The WALT DisNEP Company	79.19
4	Japan	Canon	78.28
5	United States	Google	78.22
6	Germany	BOSCH	78.12
7	Japan	SONY	77.74
8	United States	(intel)	77.74
9	The United Kingdom	Rolls-Royce	77.66
10	Germany	adidas	77.27





"Smart companies will out-behave their competitors – and act before someone acts on their behalf."

– David Jones, CEO, Havas, and Founder, One Young World

Reminder

By next class: Decide if you wish to do Stakeholder Engagement Analysis on your own or with a partner

