Reputation?

‘And after the World Cup we’re going to bid for the Winter Olympics’
Reputation

Defining
Creating
Measuring
and Managing
Defining Reputation
Defining Reputation

A corporate reputation is a collective representation of a firm's past actions and results that describe the firm's ability to deliver valued outcomes to multiple stakeholders.

Prof Charles Fombrun
Reputation?

Prestige, fame, status and profile
Relative quality, association adds value, exclusivity, etc

Net image
Reconciling many images; overall attractiveness

Positive expectations
What is said or believed about your character or performance (repertoire of expected responses, trust)
Defining Reputation

Your reputation is defined not by what you say about yourself (spin and promotion), but by the unsolicited opinions of respected and trusted third parties.
Word of Mouth Referral

Reputation emerges from two major sources - information and direct experience.

- For “consumers” the direct experience of the service is a key factor (parents, students, employers, academics and so on)

- Yet it is possible to hold reputational beliefs about a university without directly experiencing it (but via communications, the media, league tables, etc)
Trusted Third Parties?

2012 data shows that a “regular employee” is more trusted than the CEO

US Trust Barometer Edelman
Trusted Third Parties?

Academics are still perceived as truthful and independent and thus their opinions are trusted.

Alumni and students are perceived as being able to speak from first hand experience.

Academics, students and alumni are there critical to the reputation of a university – the brand ambassadors and referrers.
Reputation has Substance

- A good reputation is perceived to be the product of a cumulative activity (earned)

- A good reputation is a metaphor for *intrinsic* quality – hard to copy or manufacture - real substance

- This is why it is a concept that is accepted positively by education communities – unlike branding
Creating a Reputation
Creating Reputation

- A **leader** of effective change (innovate)
- **Innovation** – be first
- Focus – be known for something - flagships
- Communicating achievement and impact
- By association (partners/sponsorship)
- Creating and sustaining relationships
- Leader visibility
- Build credentials and evidence that you “deliver”
- Internal marketing
- Footprint or focus
Be first

• Who was the first man on the moon? Who was second, third, fourth...?

• Which nation won the last soccer world cup? Who was second, third, fourth...?

• Who did you kiss first?............
Be first

- In the US take the Fortune 100 of 1900 and see how many businesses are still there – virtually none
- Take the top 50 universities of 1900 – and today they are virtually the same

Prof David Kirp
UC Berkeley
Creating Reputation

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The Law of Focus

The most powerful concept in marketing is owning a word in the prospect’s mind

Create Flagships

You burn your way into the mind by narrowing the focus to a single word or concept.

Be known for something

Al Ries and Jack Trout
The Product Ladder Concept

• More students **apply** to study with us each year than any other university in **London**

• More of our students enter **graduate level careers** than those from any other UK university

• More **top rated research departments** than any other institution in **Wales – we are the nation’s research university**

• Which university gets more of its **income from contracts with business** than any other…
Creating Reputation

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Leadership

The secret of leadership is to keep the four guys who hate you away from the five guys who are undecided.

Anon
Creating Reputation

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By Association – Partners with Influence
Monash- Warwick University Partnership

Worldwide Indexed Google Search Profile
Managing (sustaining) Reputation
Boring Theory!

Cognitive economy - people form consistent impressions of an object very early in their impression forming phase. Thereafter they act in an unsane manner (accepting that which reinforces rather than challenges their perceptions) = First Impressions Matter

The halo effect - a tendency for those assessing an organisation to rely on an overall impression rather than detailed evaluation of each aspect of its performance = A simple Rank creates an overall impression + the power of Flagships
Managing Crises

• A crisis can damage your reputation

• Risks to reputation are very predictable and can be avoided

• But the way in which you manage the crisis can enhance your reputation - not simply protect or repair it
A crisis that strikes at the heart of public trust in the core business of a university is the most damaging – in this case the honesty of research findings and influence on public policy.
Be **Distinctive** in Ways that Matter to Stakeholders

http://www.distinct.ac.uk/

Most universities say and do the same things in the same ways
Measuring your Reputation

ADMIRE Stakeholder Framework

Return On Investment (ROI) Measures

Alignment

Affinity
Affinity – Net Promoter Score

To calculate your company's Net Promoter Score (NPS), take the percentage of customers who are Promoters and subtract the percentage who are Detractors.

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![Net Promoter Score Diagram](image-url)
ROI Measures

- Higher fees (15%)
- Lower marketing costs (referral)
- Trust (benefit of the doubt)
- Softer benefits - employee recruitment and motivation, supplier relationships, media coverage.

Professor Gary Davies
Manchester Business School

- Positive & higher expectations
Stakeholder Value Alignment
League Tables?

• Your rank is not a measure of your reputation – the perception of your rank is
Questions

david.roberts@theknowledgepartnership.com
Useful sites, journals and centres

The 18 Immutable Laws of Corporate Reputation
Creating Protecting and Repairing your most Valuable Asset
Ronald J Alsop Kogan Page  2004

Managing Activism
A Guide to Dealing with Pressure Groups
Denise Deegan
Kogan Page/IPR 2001

Risk Issues and Crisis Management in PR
A Casebook of Best Practice
Michael Regester and Judy Larkin
Kogan Page/IPR 2002
Useful sites, journals and centres

Corporate Reputation Review
www.henrystewart.com

Centre for Organisation Reputation and Relationships
Henley Management Centre

Centre for Corporate Reputation
Manchester University

The Reputation Institute
www.reputationinstitute.com