



The Knowledge Partnership

**Marketing, strategy and
communications for an
educated world**

Reputation?

MATT



'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 experienced 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 **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

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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...

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- **Leader visibility**
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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

- 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
- Building credentials and evidence that you “deliver”
- Internal marketing
- Footprint or focus

By Association – Partners with Influence

The screenshot shows the top portion of the NYU website. At the top, a dark purple navigation bar contains links for Schools, QuickLinks, A-Z, NYUHome Login, Students, Faculty, Alumni, Employees, and Community. Below this is the NYU logo and the text 'NEW YORK UNIVERSITY'. To the right is a search bar with the placeholder text 'Search...'. The main banner features a video player with a play button. The video content shows a man in a blue graduation gown speaking at a podium. Overlaid on the video is the text 'CONGRATULATIONS CLASS OF 2011' in large white letters, and below it, 'See highlights from NYU's 179th Commencement'. Navigation arrows and a progress indicator are visible at the bottom of the video player.

ABOUT NYU

Leadership and
University
Administration

ADMISSIONS

Undergraduate
Admissions
Graduate

ACADEMICS

Undergraduate
Education
Graduate

UNIVERSITY LIFE

Events and Traditions
Student Life

RESEARCH

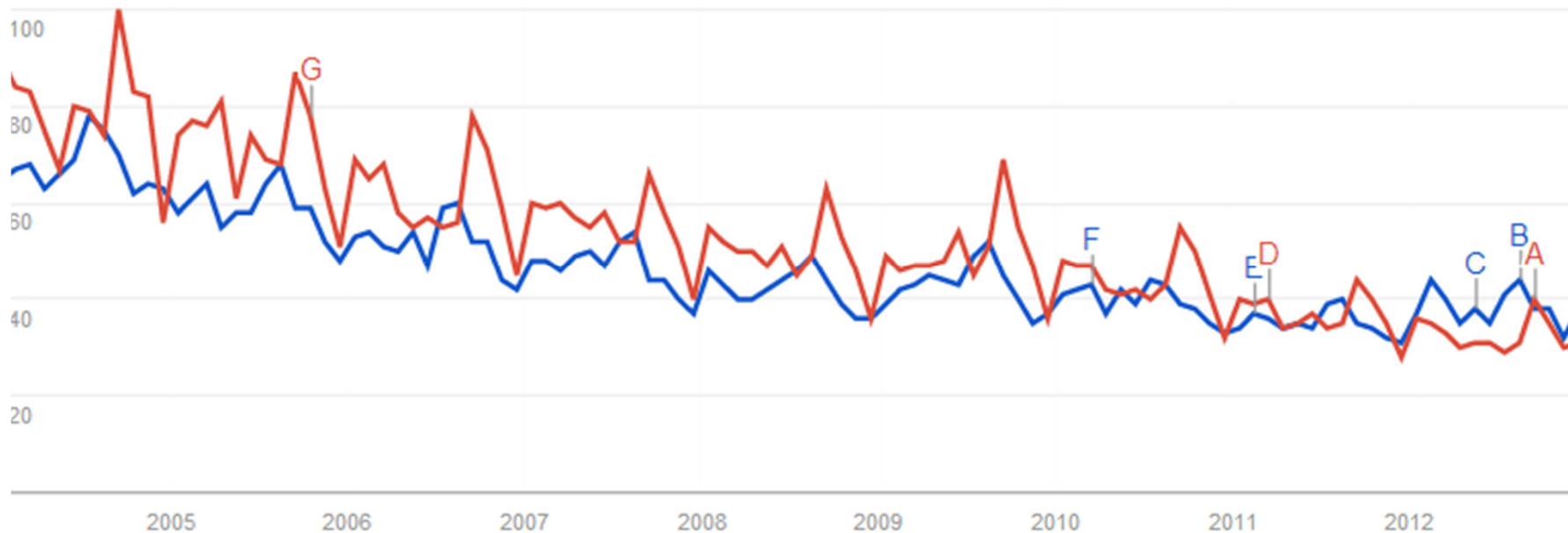
Resources and
Support Offices
Research News

GLOBAL

The Global
Network
University

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

University of East Anglia spent £112,870 on 'climategate' PR

University forced to reveal how much it paid the Outside
Organisation in wake of hacked emails furore

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



The University of East Anglia's university's in-house press department was criticised for not reacting harder and faster to the crisis. Photograph: Jerry Daws/albanpix.com

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

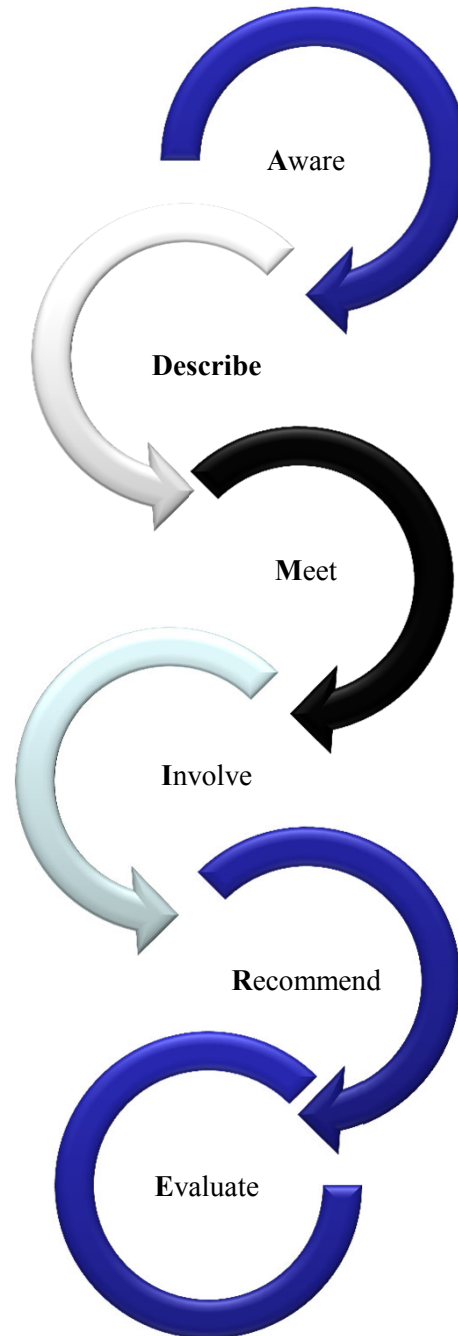
ADMIRE Stakeholder Framework

Return On Investment (ROI) Measures

Alignment

Affinity

ADMIRE

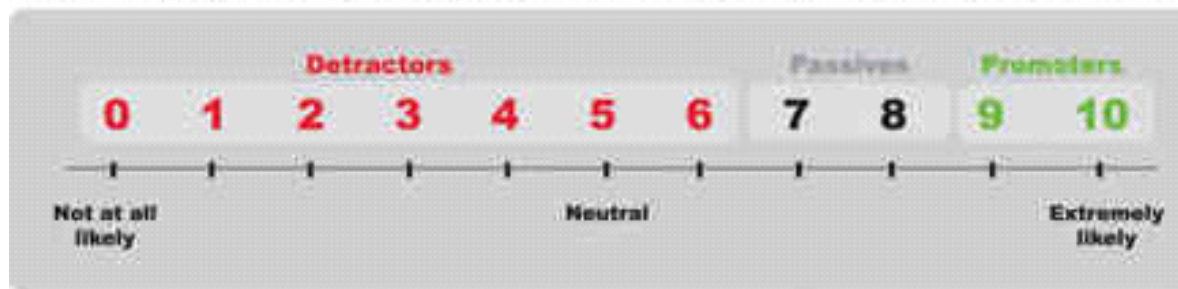


Affinity – Net Promoter Score

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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How likely are you to recommend to a colleague or friend?



$$\text{NPS} = \% \text{ of PROMOTERS (9s and 10s)} - \% \text{ of DETRACTORS (0 through 6)}$$

ROI Measures

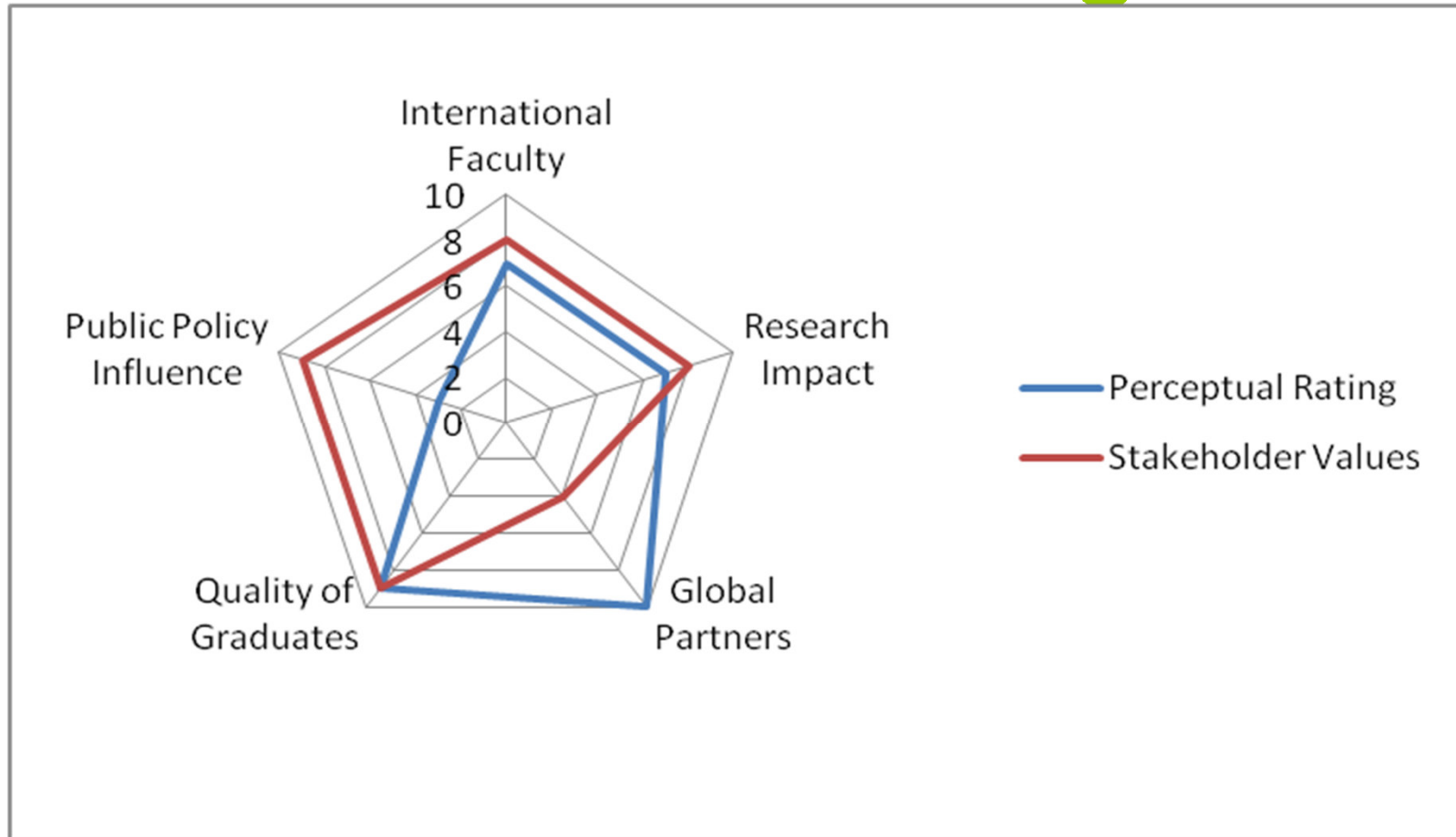
- Higher fees (15%)
- Lower marketing costs (referral)
- Trust (benefit of the doubt)
- Softer benefits - employee recruitment and motivation, supplier relationships, media coverage.

Professor Gary Davies

Manchester Business School

- Positive & higher expectations

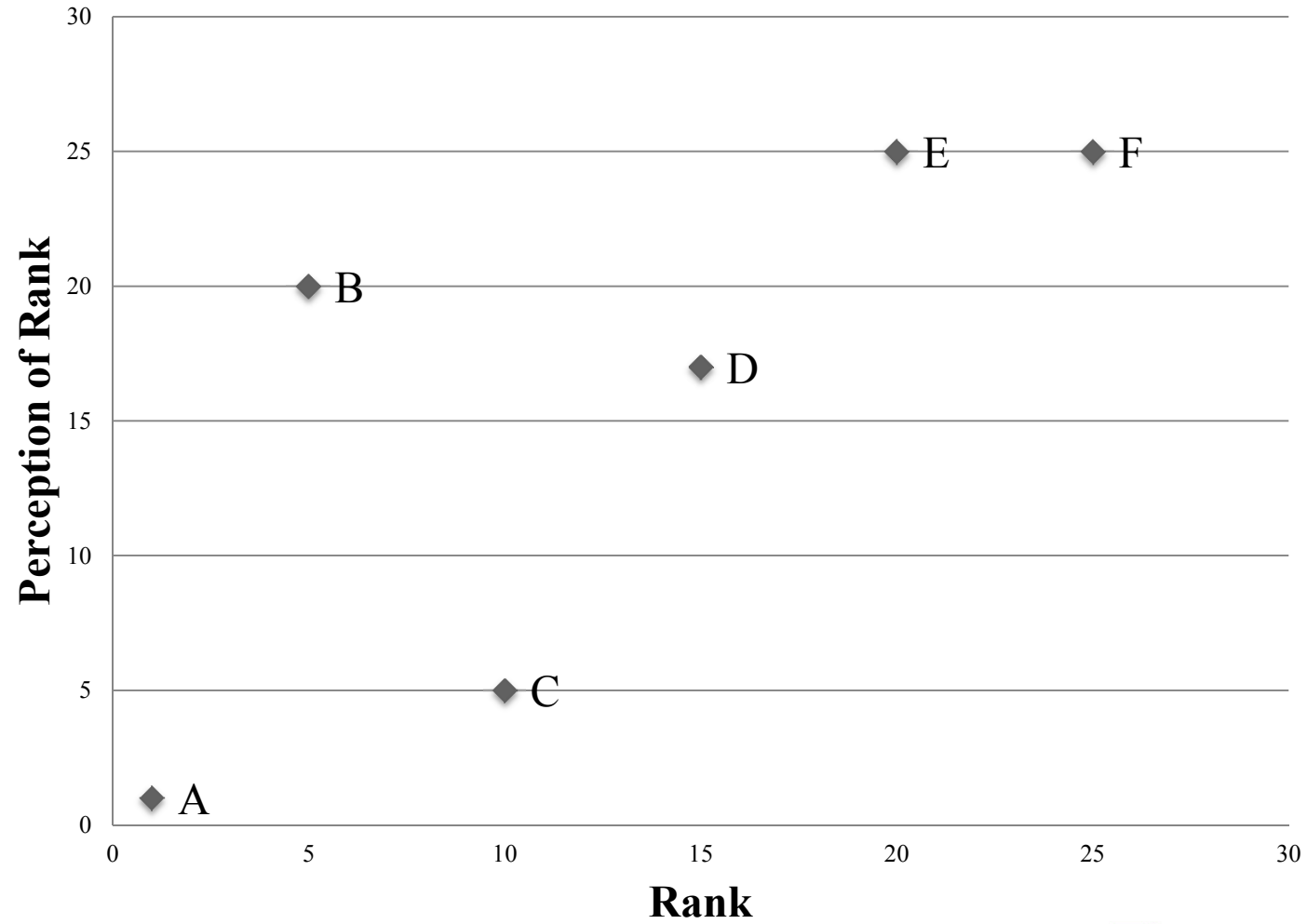
Stakeholder Value Alignment



League Tables?

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

Rank Perception



Questions

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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