The Global PR & Communication Model 2021

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www.prcommsmodel.com

CORPORATE EXCELLENCE
CENTRE FOR REPUTATION LEADERSHIP

Agenda

1. Welcome & Introduction
2. The Building Blocks of The Global PR & Communication Model
3. Strategic Leadership in PR & Communication Management

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The Global PR & Communication Model 2021

Welcome & Introduction

The Global PR & Communications Model has been developed in joint collaboration with:

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CENTRE FOR REPUTATION LEADERSHIP

SPONSOR CONTRIBUTION

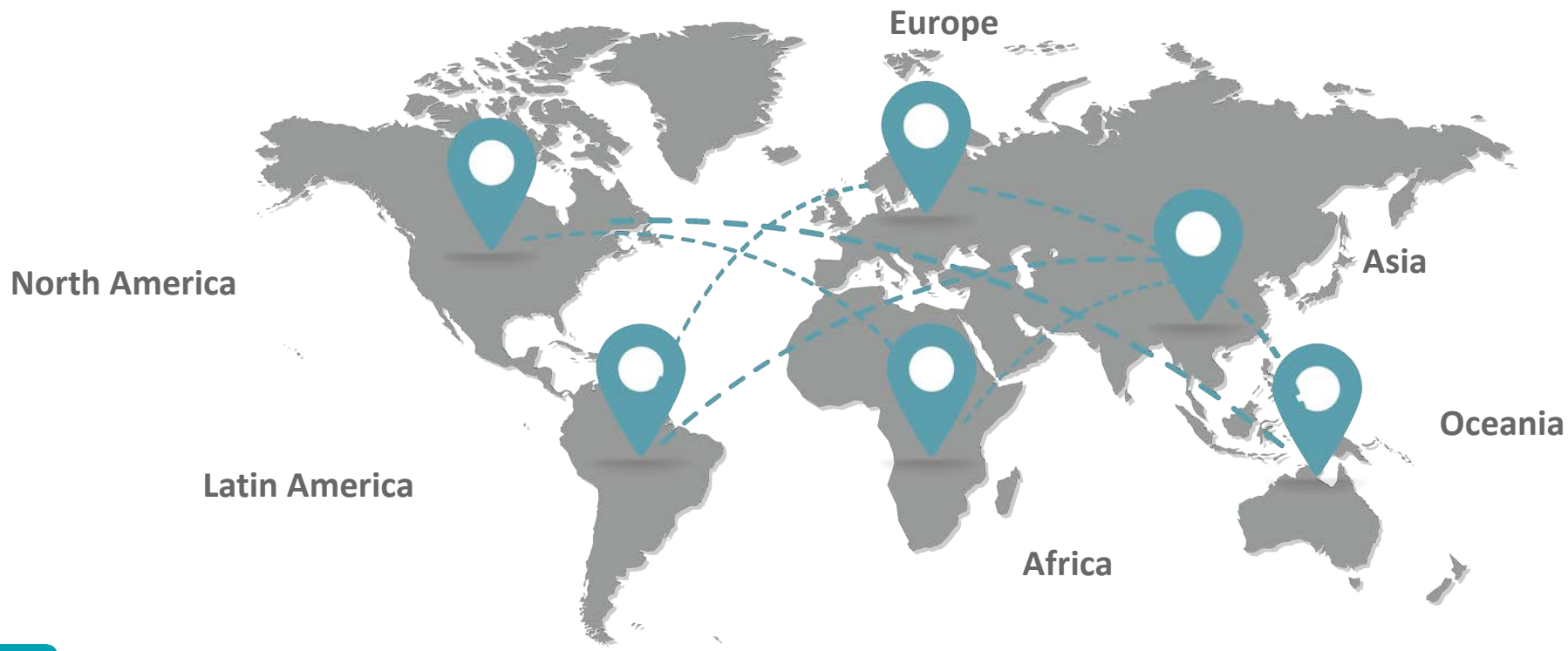
LLYC

A Worldwide Project

Defining the future of PR & Communications function

GLOBAL ALLIANCE NETWORK

OVER 280,000 PR AND COMMUNICATION MANAGEMENT PROFESSIONALS ACROSS THE GLOBE



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This wide conversation, which only Global Alliance could have facilitated, sets the agenda for the future of PR and Communications role

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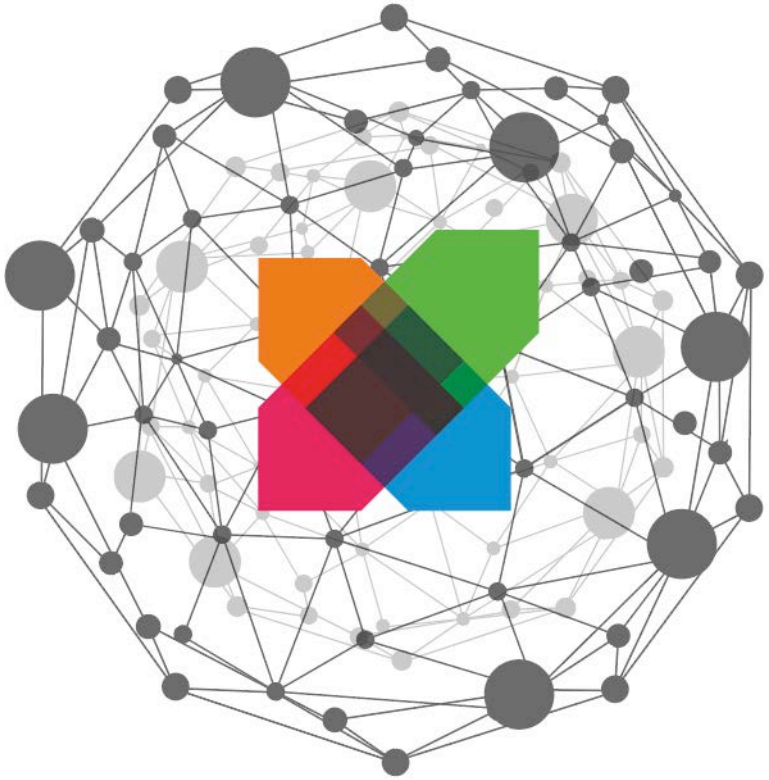
Research project

Led by Corporate Excellence – Centre for Reputation Leadership



A non-profit corporate think tank: **accelerator of innovation, research, applied knowledge and training,** specialized in intangible assets

- *Purpose, Brand & Corporate Culture*
- *Corporate Reputation & Risks*
- *Communications*
- *Responsible business , Ethics & Sustainability*
- *Measurement, Intangible metrics*
- *Training & Publishing*

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Research project

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CORPORATE EXCELLENCE
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Major Spanish and Latin American Corporations

TRUSTEES

BBVA · CaixaBank · IBERDROLA · Naturgy · Santander · Telefónica

ASSOCIATED COMPANIES

abertis · Bankia · bankinter · CEMEX · CEPSA · Damm · DKV Salud y bienestar · El Corte Inglés · Gestamp · iberCaja · Leroy Merlin · MAPFRE · quirónsalud · Grupo Red Eléctrica · Sabadell · Samsung · Suez

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Research project

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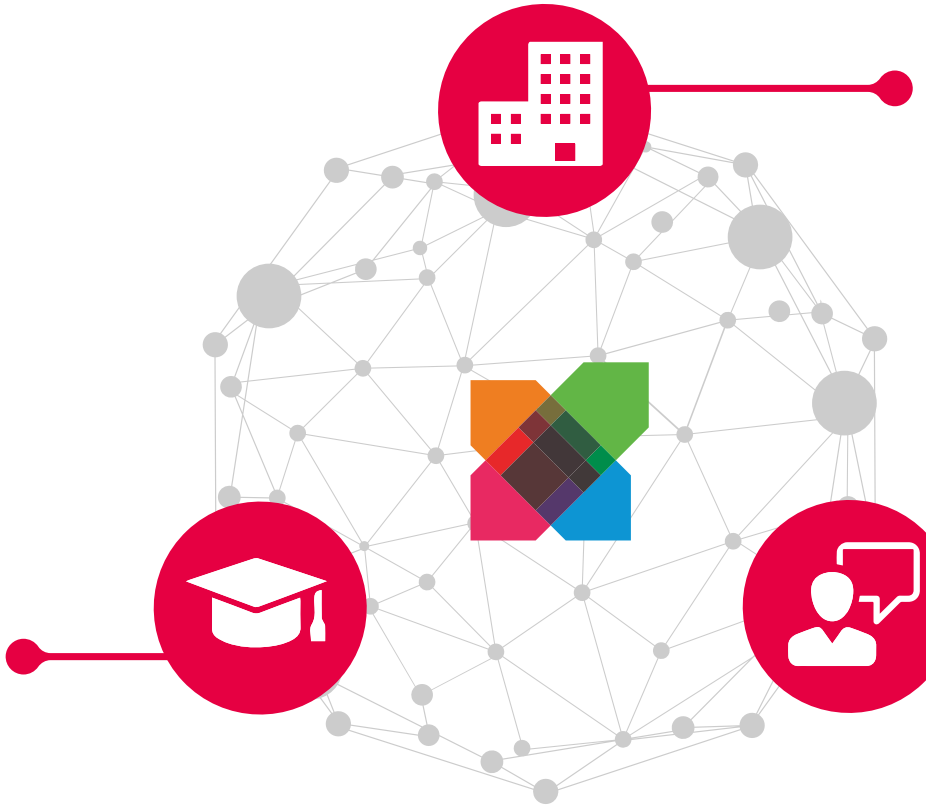
Collaborative knowledge ecosystem of corporations, academics, consultants and institutions



Large corporations + Directors & Executives

Universities, Business Schools & Academics

Consultancy firms

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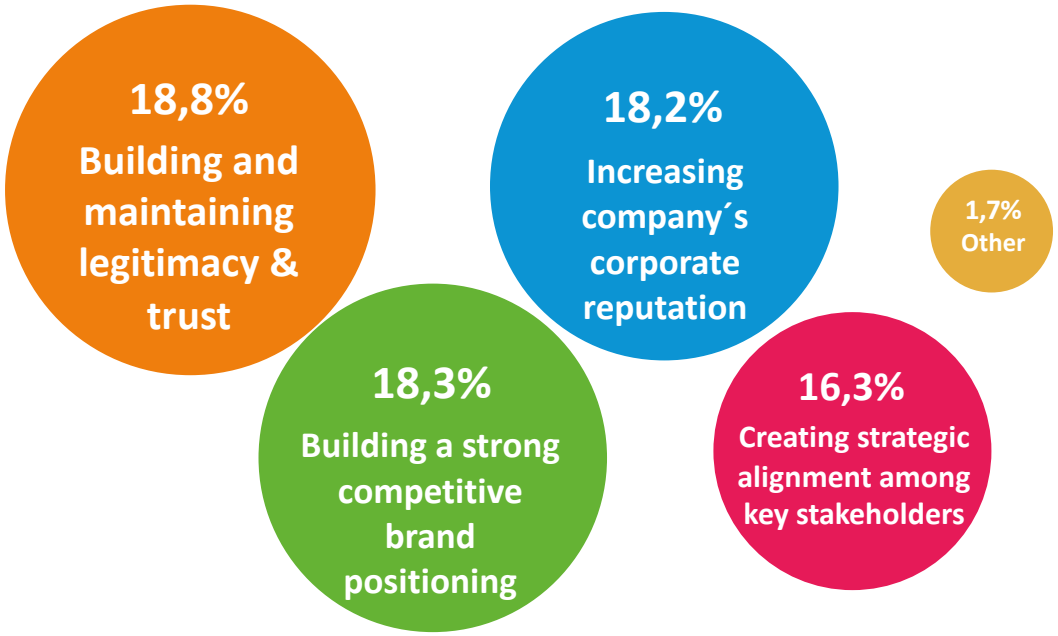
A new roadmap was needed

We are immersed in the intangible and reputation economy

Which of the following communication challenges do you think you'll face in the next 5 years?



A new model to respond to the main challenges faced by organisations

A new model to demonstrate the role of PR & communications management in value creation and protection

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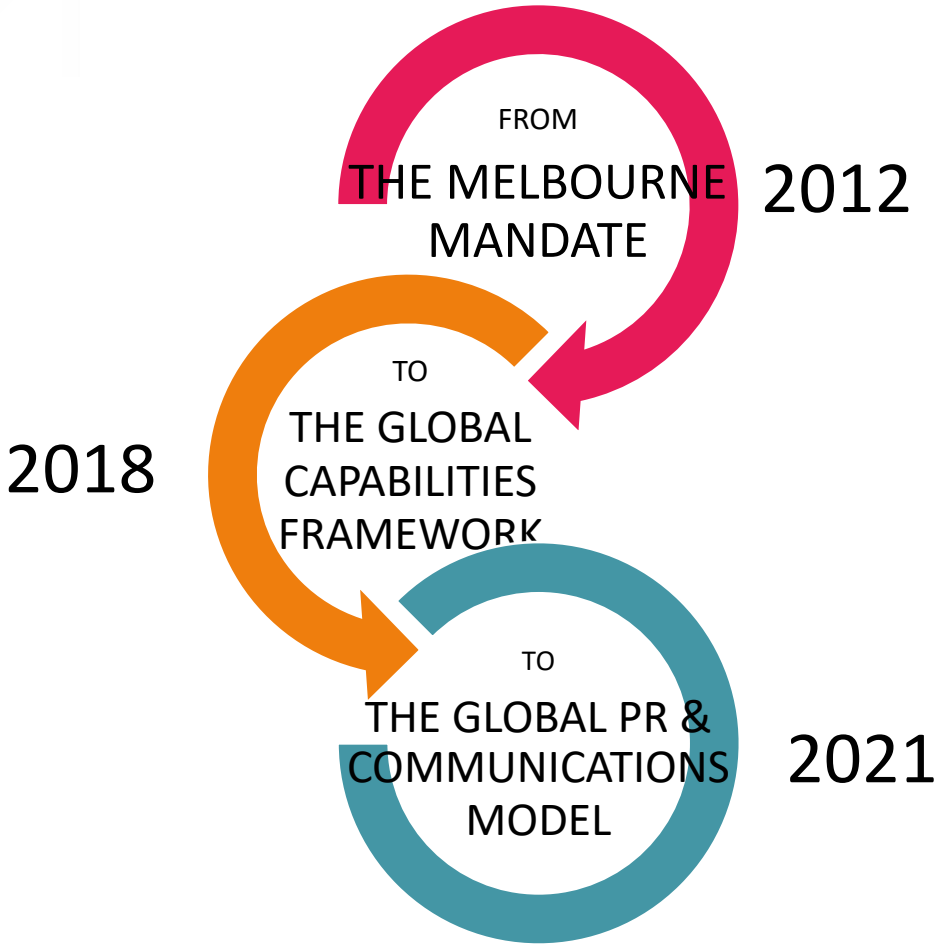
A new roadmap was needed

We are immersed in the intangible and reputation economy



A TWO YEARS PROJECT: QUALITATIVE & QUANTITATIVE RESEARCH

The Melbourne Mandate remains both relevant and aspirational

But the world is in a period of complete transformation because of the new intangible economy

A new direction by taking reputation and intangible assets as its focus was needed

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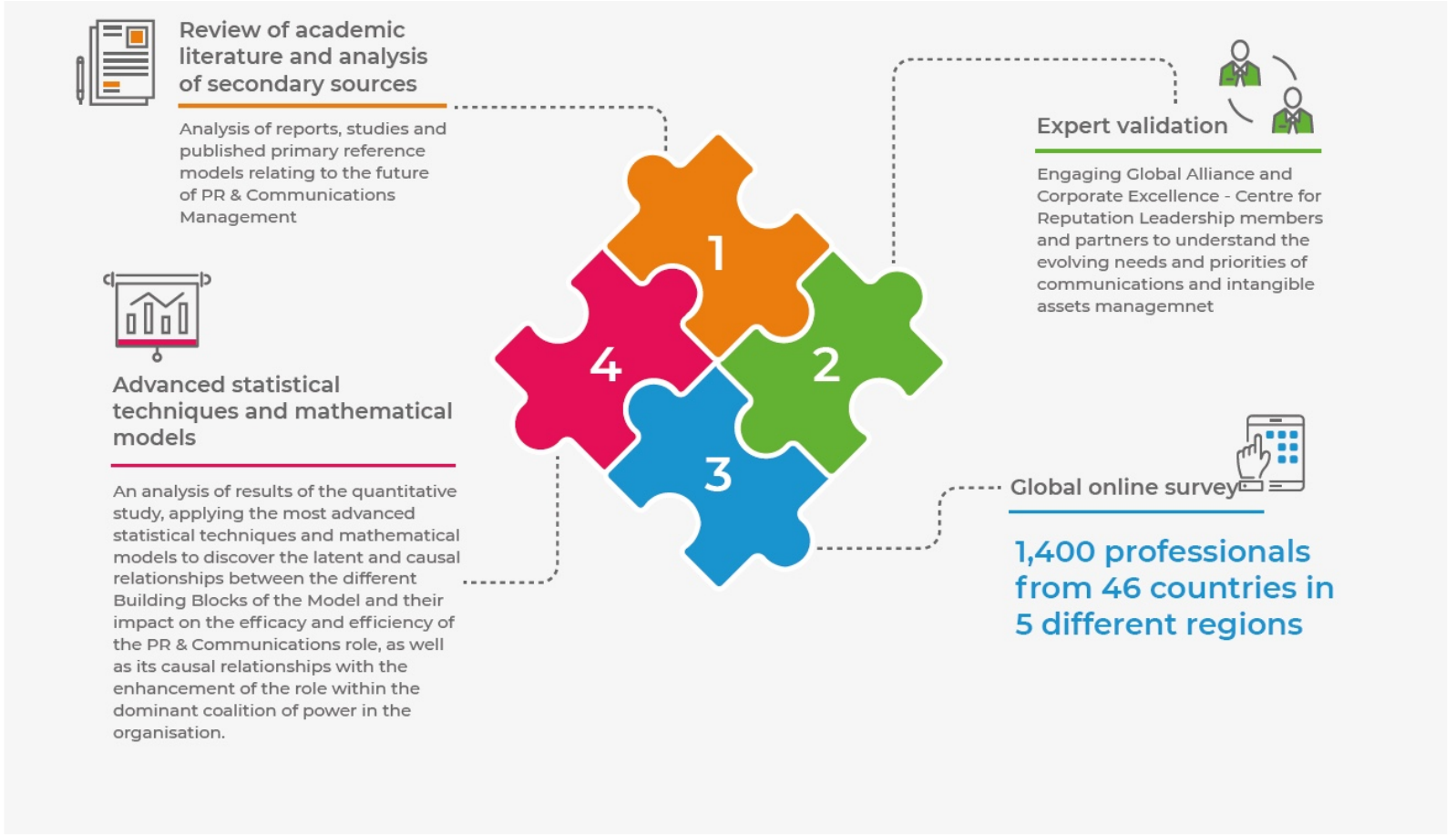
How it has been done

Methodology



Quantitative study carried out through online surveys between March and May 2020.

Universe: PR & Communications professional - Global Alliance members

Sample: 1,417 PR & Communications professionals. 62.9% of surveyed participants are top management directors.

Sampling method: purposive

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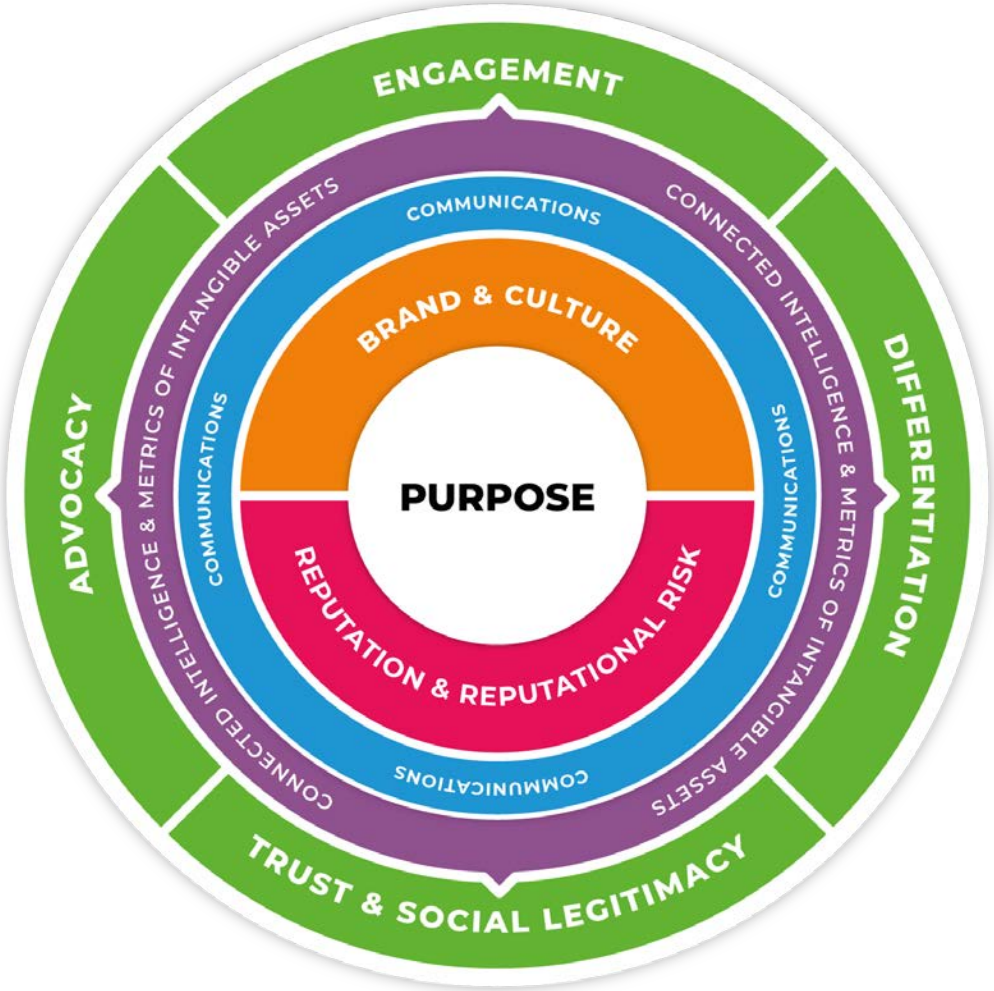
The Global PR & Communication Model 2021

The Building Blocks of the Global PR & Communication Model 2021

The Global PR & Communication Model 2021



Source: The Global PR & Communications Model®

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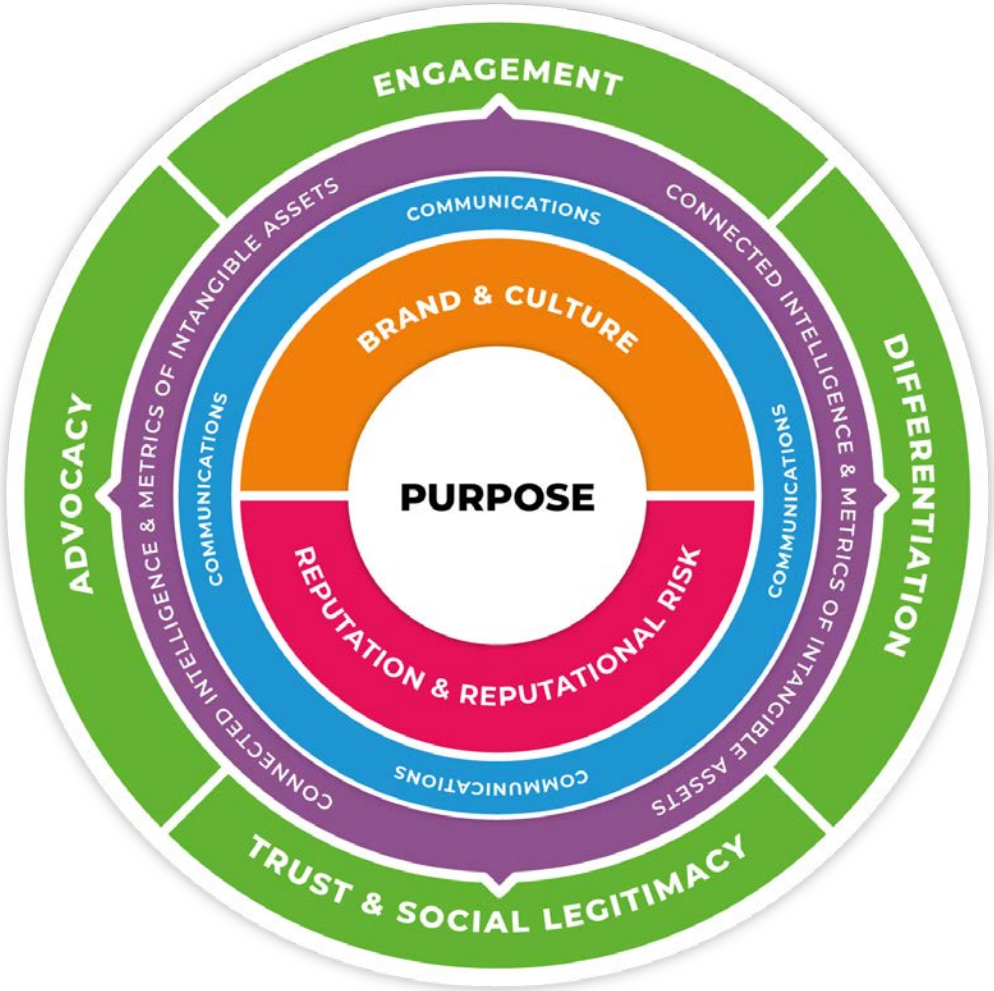
The Global PR & Communications Model 2021



Source: The Global PR & Communications Model®

4 BUSINESS OUTCOMES:

- Differentiation
- Engagement
- Authentic Advocacy
- Trust & Social Legitimacy

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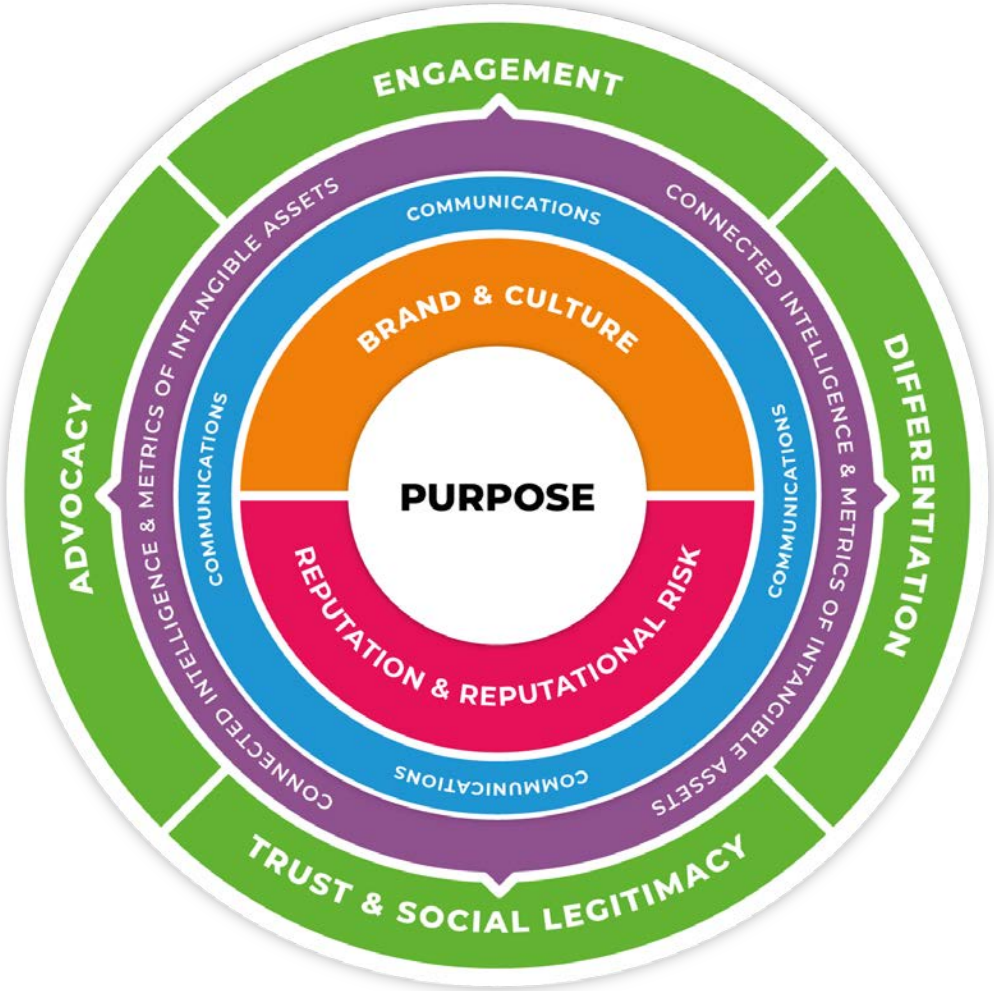
The Global PR & Communication Model 2021



5 BUILDING BLOCKS

- Corporate Purpose
- Brand & Culture
- Reputation & Reputational Risk
- Communications
- Connected Intelligence & Intangible Assets Metrics

4 BUSINESS OUTCOMES:

- Differentiation
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- Authentic Advocacy
- Trust & Social Legitimacy

Source: The Global PR & Communications Model®

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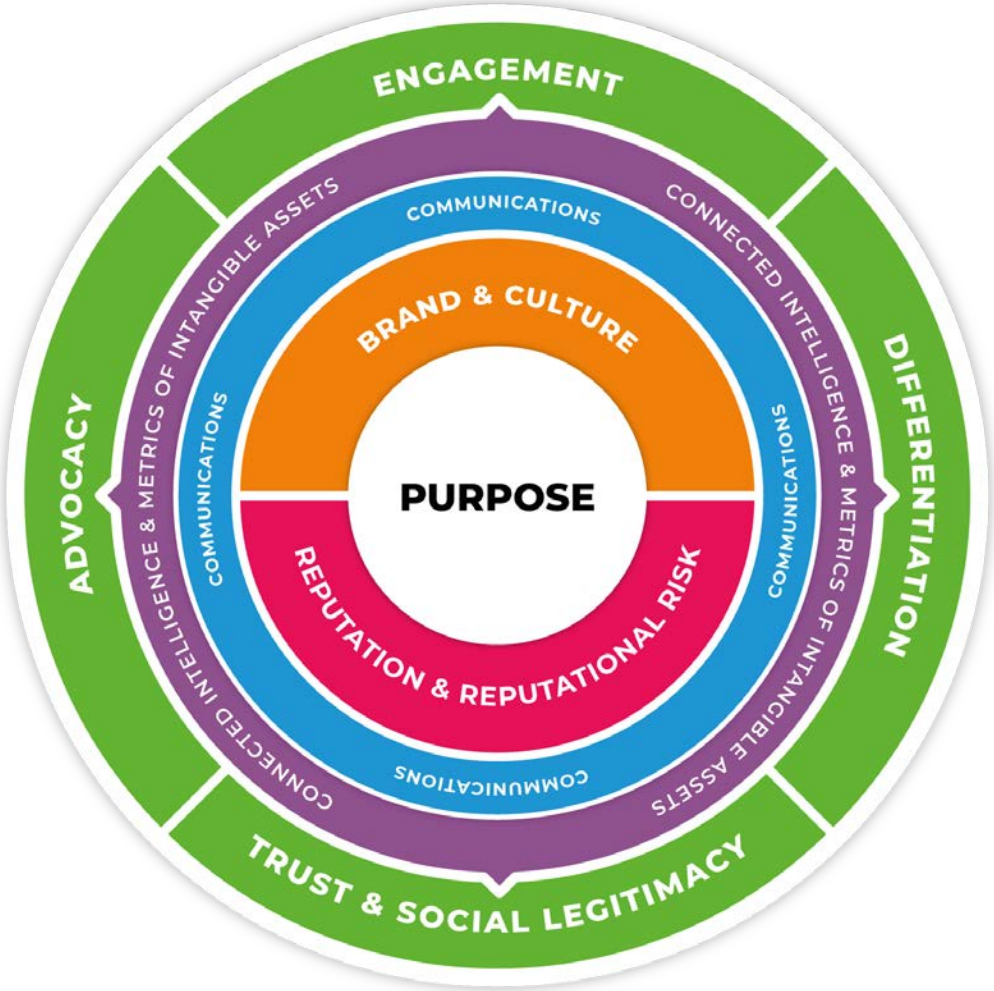
The Global PR & Communication Model 2021



Source: The Global PR & Communication Model®

A 2 YEARS GLOBAL CONSENSUS RESEARCH
Qualitative & Quantitative techniques

- Literature Review
- Expert Validation
- Online Survey
- Statistical Technique & Mathematical Models

5 BUILDING BLOCKS

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4 BUSINESS OUTCOMES:

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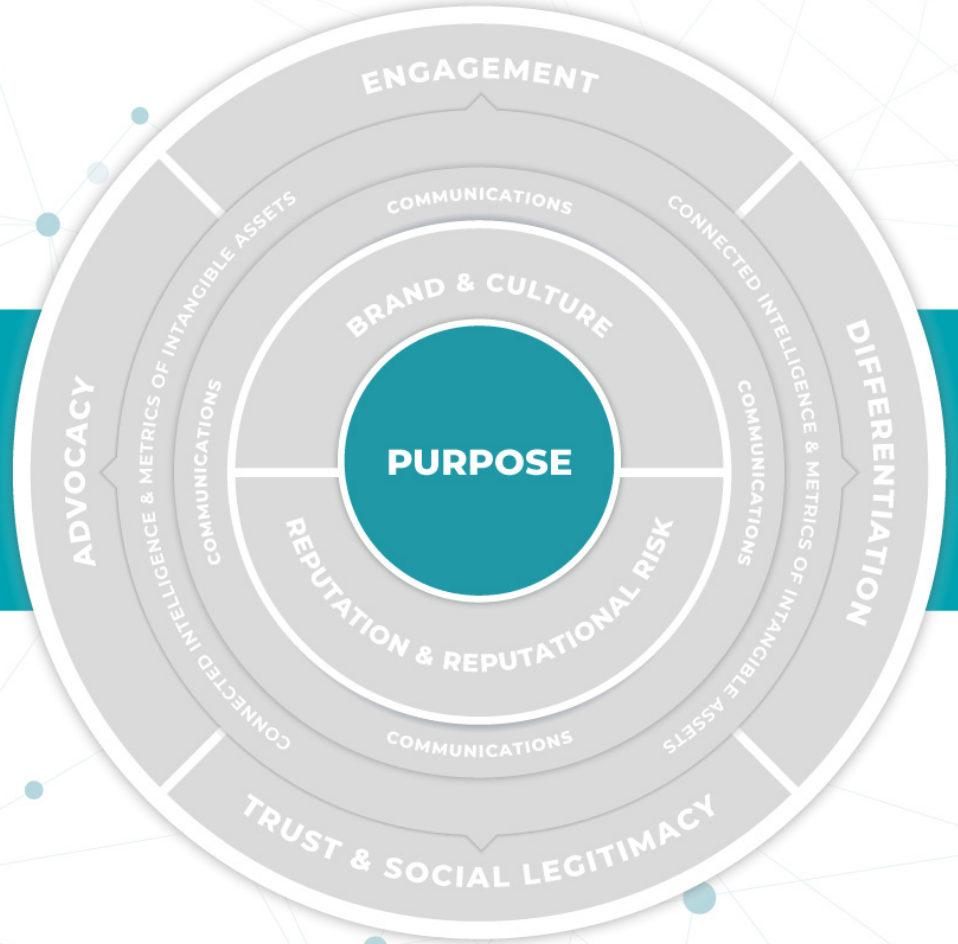
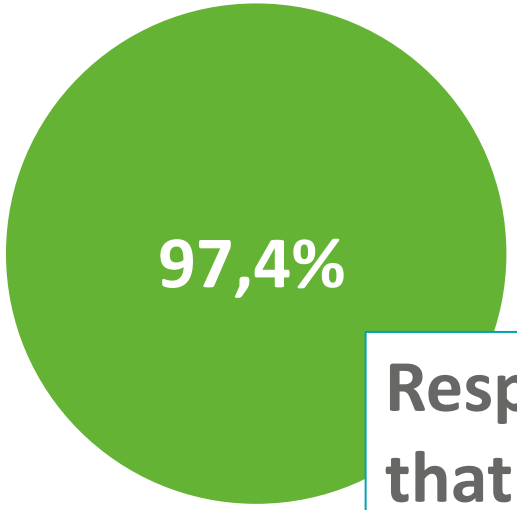
Building Block 1
Corporate Purpose

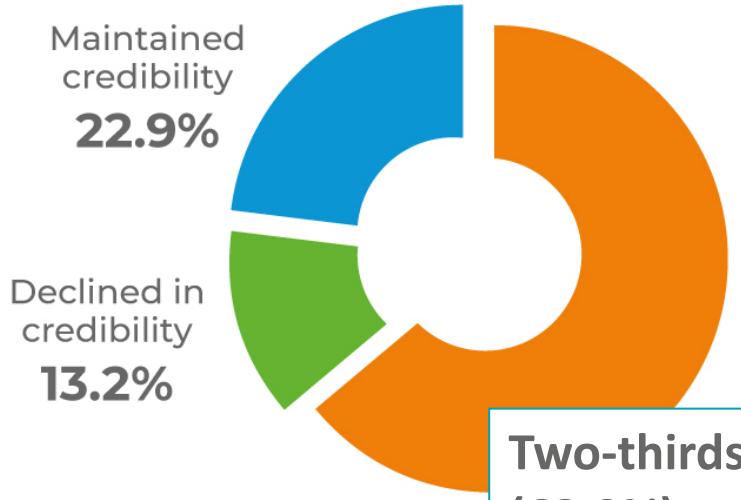


Relevance of the Corporate Purpose



Respondents agree that companies need define its coporate purpose

The importance of purpose over the last 3 years:



Two-thirds of respondents (63.9%) state that corporate purpose has gained credibility over the last three years.

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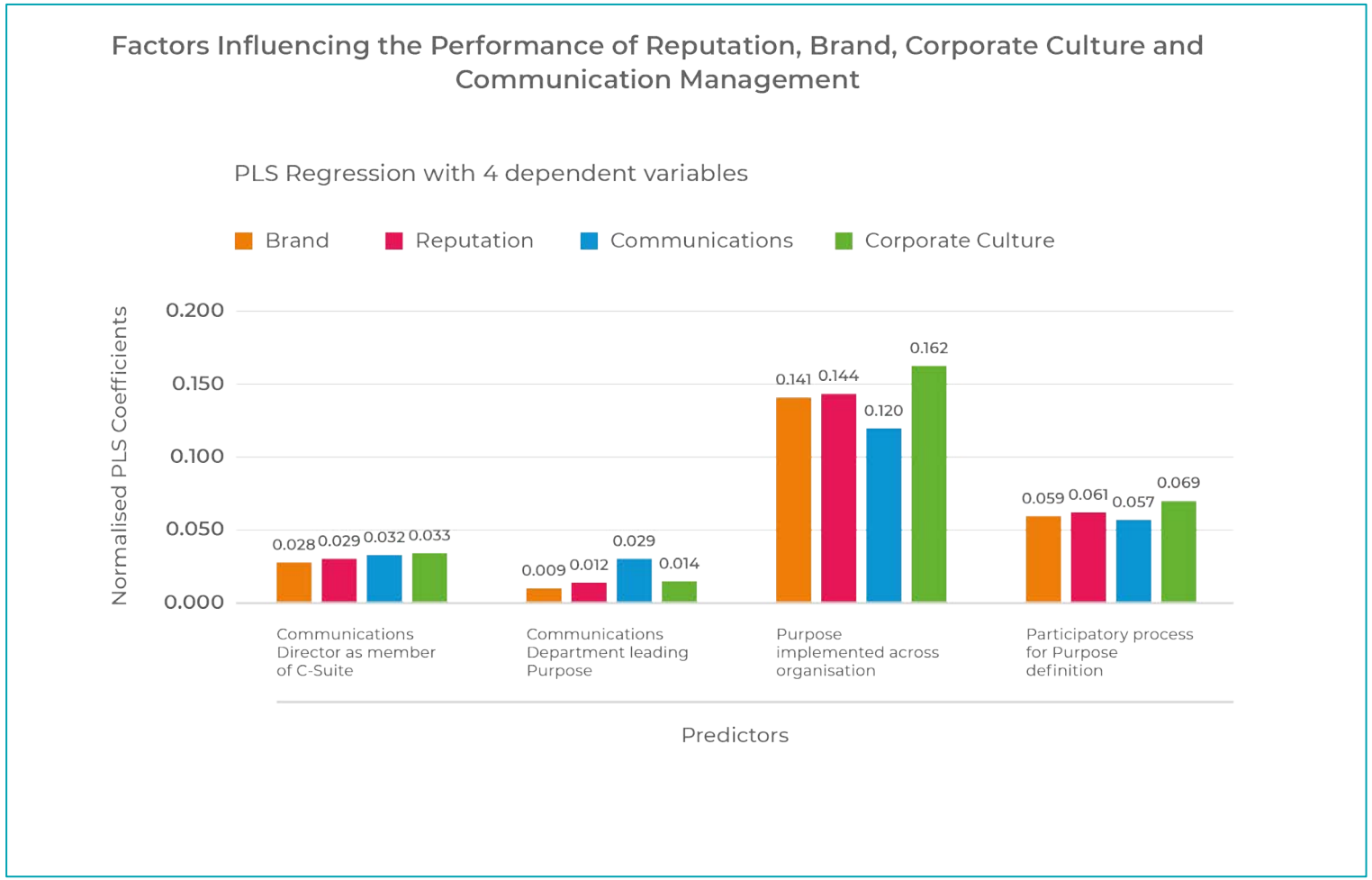
Purpose as a key Factor influencing Brand, Reputation, and Communication Performance



The ***corporate purpose*** is a powerful tool for efficiently managing business intangible resources.

- The effective definition and implementation of Corporate Purpose in an organisation is the most important factor for enhancing and aligning Brand, Reputation and Communications

The method used for defining Purpose is the second most important factor for ensuring the efficient performance of intangible resources.

- The ***participatory method***, which involves both internal and external stakeholders, tends to significantly improve the performance of the four key intangibles compared to the classic top-down method

Less significant is being a member of C-Suite and ensuring the definition and implementation of Purpose is led by the Communications department.

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Defining, Implementing and Activating the Corporate Purpose

Two principal methods have been selected:

52.7% of organisations have applied the **classic top-down procedure,** adopting one of two methods:

- Translating the vision and mission into a purpose (18.4%)
- The purpose has been defined by senior management and communicated to the rest of the organisation (34.3%)

38.4% have used a more **participatory procedure,** adopting one of two methods:

- Engaging employees (13.4%)
- Using a 360º strategy that engages internal and external stakeholders (25.0%)

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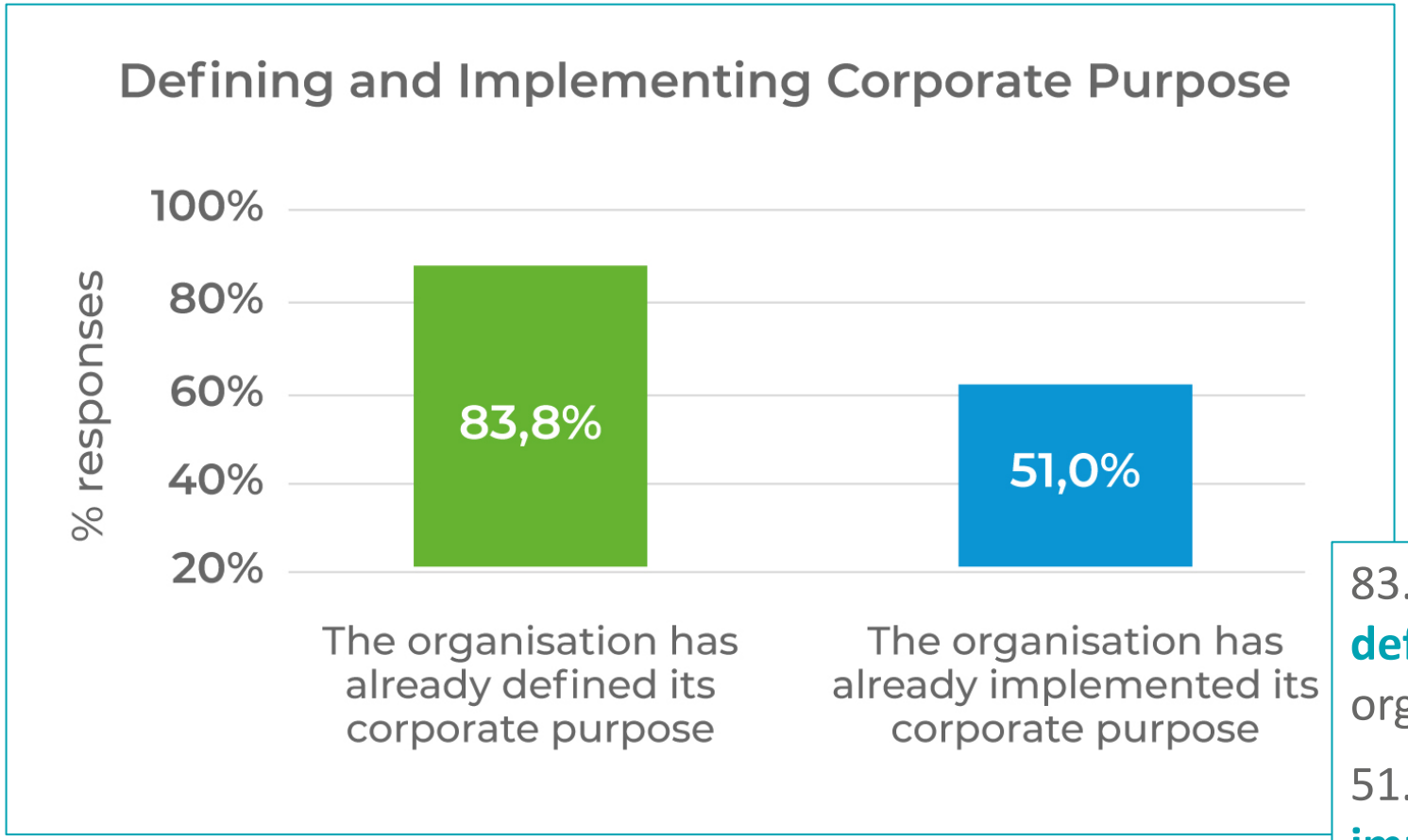
Defining, Implementing and Activating the Corporate Purpose



83.8% of respondents **have already defined purpose** in their organisations

51.0% of respondents **have already implemented purpose** in their organisations.

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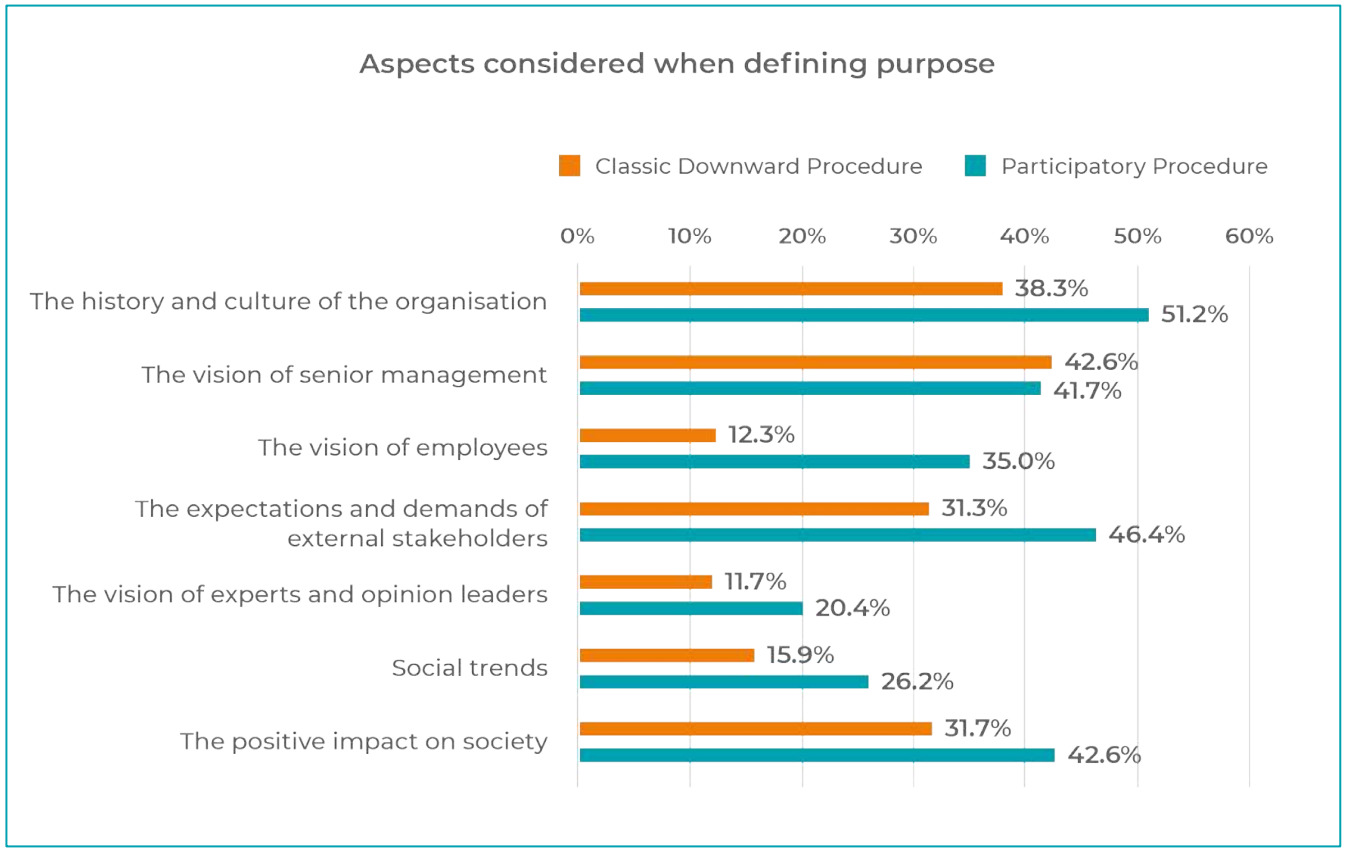
Defining, Implementing and Activating the Corporate Purpose

Organisational Strategies in the process of defining Corporate Purpose



The aspects prioritised by the two methods vary in line with their focus and most importantly in their results and outcomes

Organisations that have chosen to adopt a **participatory approach** have prioritised almost all aspects, with specific focus on the identity, history and culture of the organisation, the expectations of external stakeholders, and the vision and personal purpose of employees.

Organisations using **top-down methodologies** have focused more on the vision of senior management and on the organisational history and culture of the company and, to a lesser extent, on external stakeholders. In this approach employee & expert opinions and social trends have attracted minimal interest.

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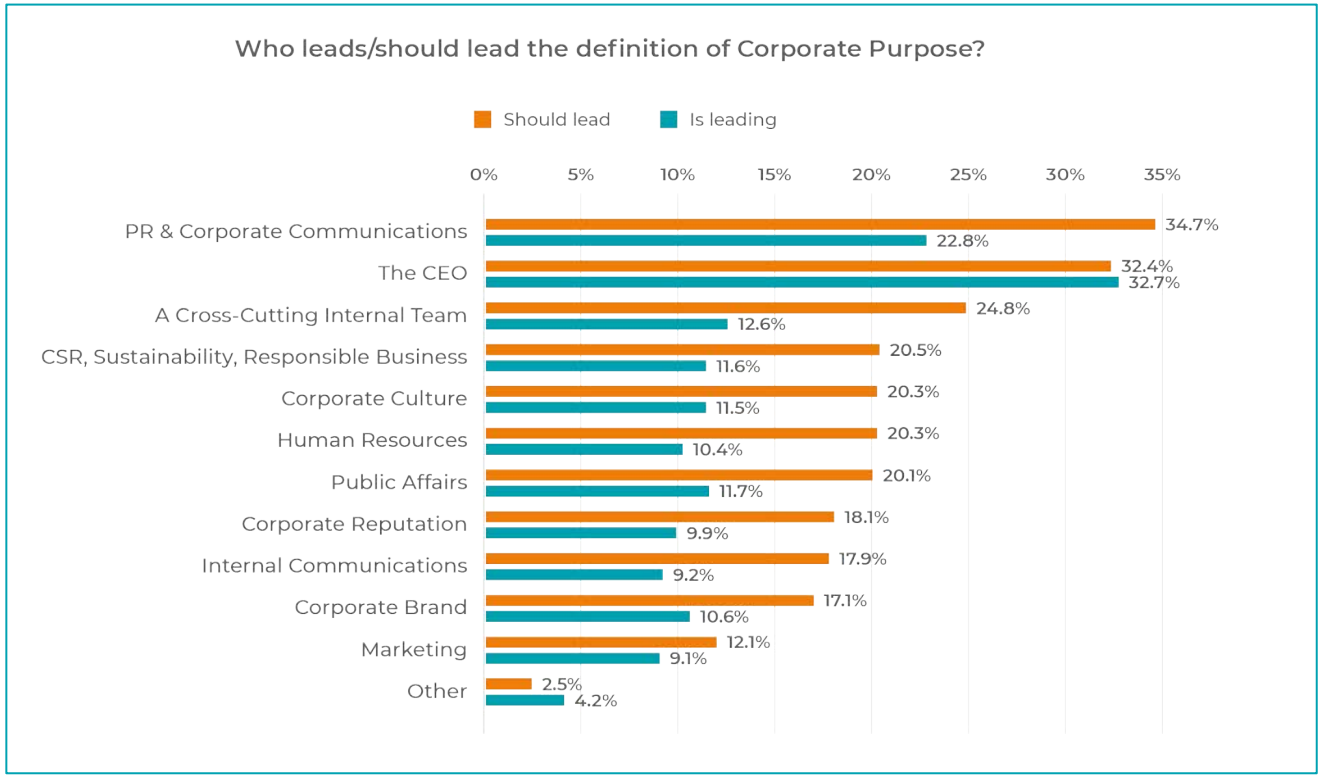
Defining, Implementing and Activating the Corporate Purpose

Which Function Should Lead the Definition of Corporate Purpose?



- The majority of respondents believe that the **PR & Corporate Communications** function should lead the definition of purpose (34.7%). However, only 22.8% of respondents recognise its leadership role.
- **The CEO** plays a key role in purpose-driven leadership for most respondents. And CEOs are already adopting this strategy.
- Practitioners think that more areas should be included in the definition & implementation process, especially **Cross-Cutting Teams**

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What should the role of PR & Communication Management be in this phase?

Building Block 1 Corporate Purpose

Definition and activation of purpose

Leading the process and the selection of methodology for defining the purpose and activating supportive behaviours such as recommending, working, purchasing or investing, amongst others.

Curator of corporate purpose

Ensuring that the organisation´s communications and the attitudes and behaviours of the employees are coherent, consistent and aligned with its corporate purpose.

Source: Global Alliance for Public Relations and Communication Management & Corporate Excellence - Centre for Reputation Leadership (2021). *The Global PR & Communication Model;* Global Alliance for PR and Communication Management in partnership with University of Huddersfield. Directed by Prof. Anne Gregory and Dr. Johanna Fawkes (2018). *The Global Capabilities Framework for the Public Relations and Communication Management Profession.*

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Global Capabilities Framework checklist

Communications capabilities

1. To align communication strategies with organisational purpose and values.
2. To proactively identify and address communication issues.
3. To conduct formative and evaluative research to underpin communication strategies and tactics.
4. To communicate effectively across a full range of platforms and technologies.

Organisational capabilities

5. To facilitate relationships and build trust with internal and external stakeholders and communities.
6. To build and enhance organisational reputation.
7. To provide contextual intelligence.

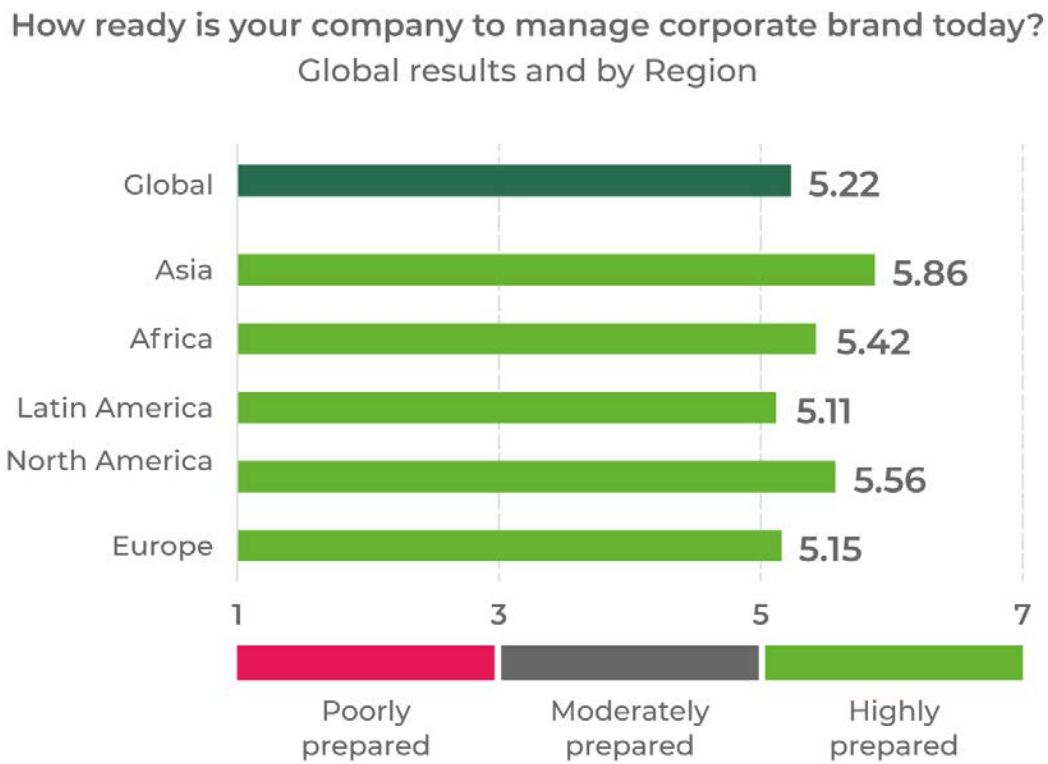
Professional capabilities

8. To provide valued counsel and be a trusted advisor.
9. To offer organisational leadership.
10. To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations.
11. To develop self and others, including continuing professional learning.

Building Block 2
Brand & Corporate Culture

Corporate Brand

Readiness to manage corporate brand



"Organisations feel moderately **prepared to manage corporate brands** (5.22)."

- Asia (5.86) and North America (5.56) are significantly better prepared than Europe, Latin America and Africa.

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Corporate Brand

Strengthening Corporate Brand

"**Employee engagement** is the key factor (26.7%)."

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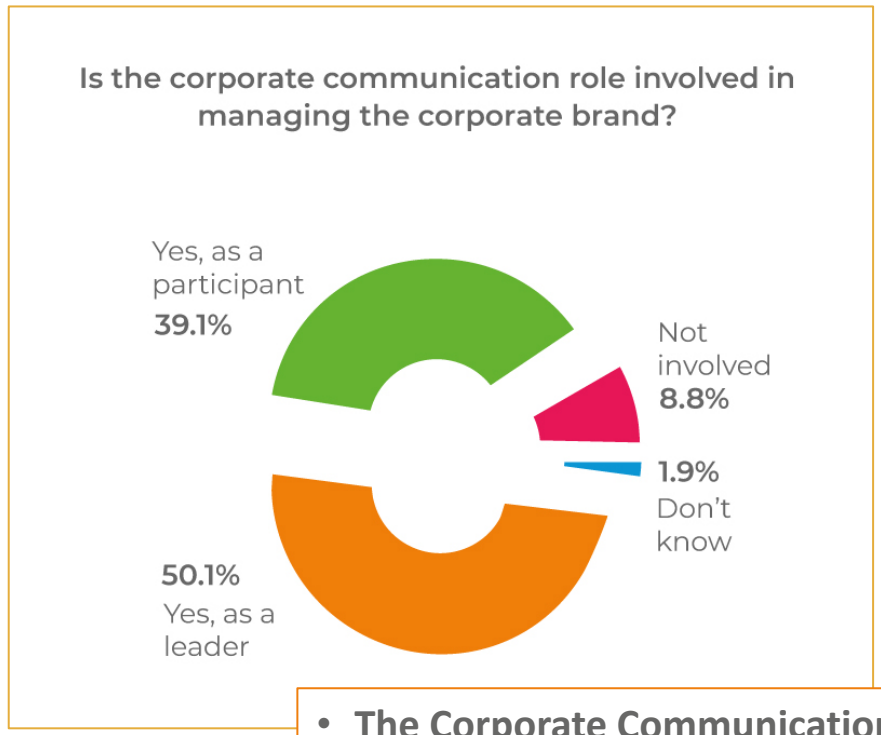
Corporate Brand

Management of Corporate Brand

- **The corporate brand manager reports mainly to the CEO (46.8%) and, secondly, to the Corporate Communications director (21.5%)**



- **The Corporate Communications function is clearly involved in managing corporate brands (89.2%)**
- **They take a leadership role (50.1%)**

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Corporate Culture

Management of Corporate Culture: Readiness to manage

"In general, the degree of readiness to manage corporate culture is 5.26 out of 7 (high/moderate)."

Results indicate little regional differences in readiness to manage corporate culture, however:

- Asia (5.90) and North America (5.69) show better scores than Europe, Latin America and Africa.
- Although Asia shows a higher value, we cannot prove that it is superior to North America.

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Corporate Culture

Management of Corporate Culture

"**CEO, Human Resources and Corporate Communications** are leading the management of corporate culture"

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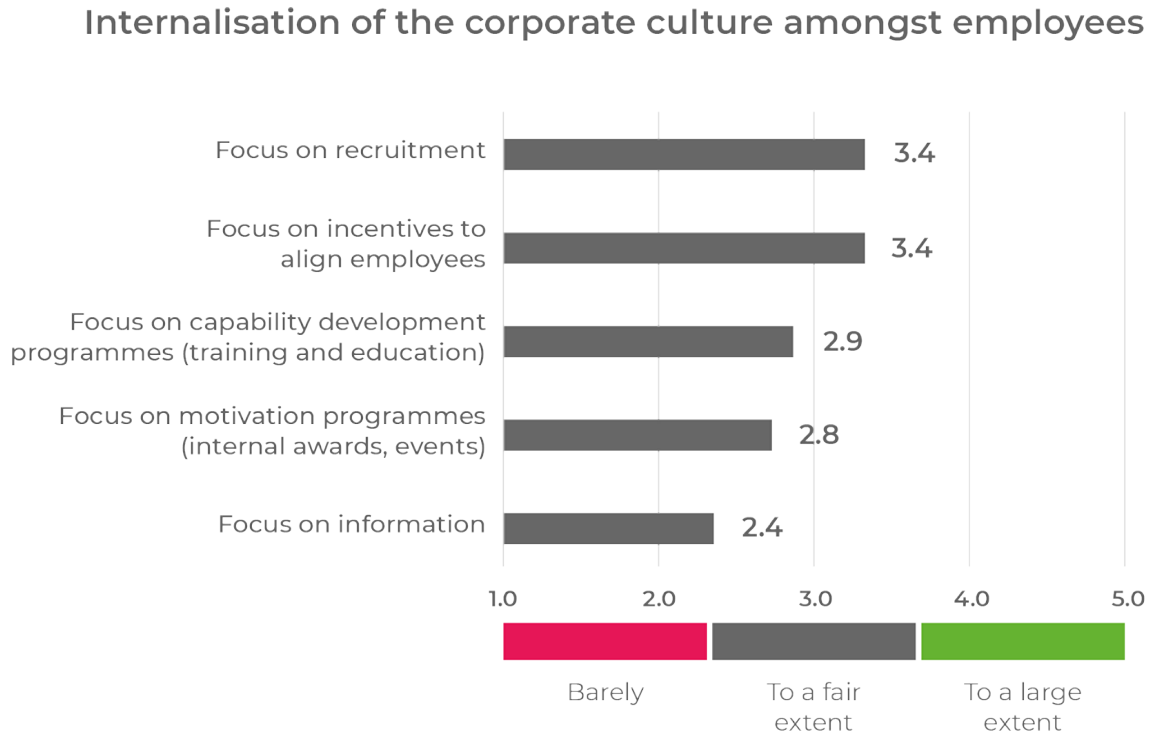
Corporate Culture

How is the Company's Corporate Culture Internalised Amongst Employees?



"Corporate Culture is internalised in recruitment and incentives procedures."

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What should the role of PR & Communication Management be in this phase?

Building Block 2: Brand and Corporate Culture

Comprehensive Management of Corporate Brand

Comprehensive and strategic management of the corporate brand as a platform for relations with all stakeholders, design and implementation of relevant, consistent and coherent experiences at each touchpoint.

Internal Alignment

Participation in the formulation of corporate values, beliefs and principles that build your corporate culture and activate behaviours and attitudes that are aligned for all employees.

Global Capabilities Framework checklist

Communications capabilities

1. To align communication strategies with organisational purpose and values.
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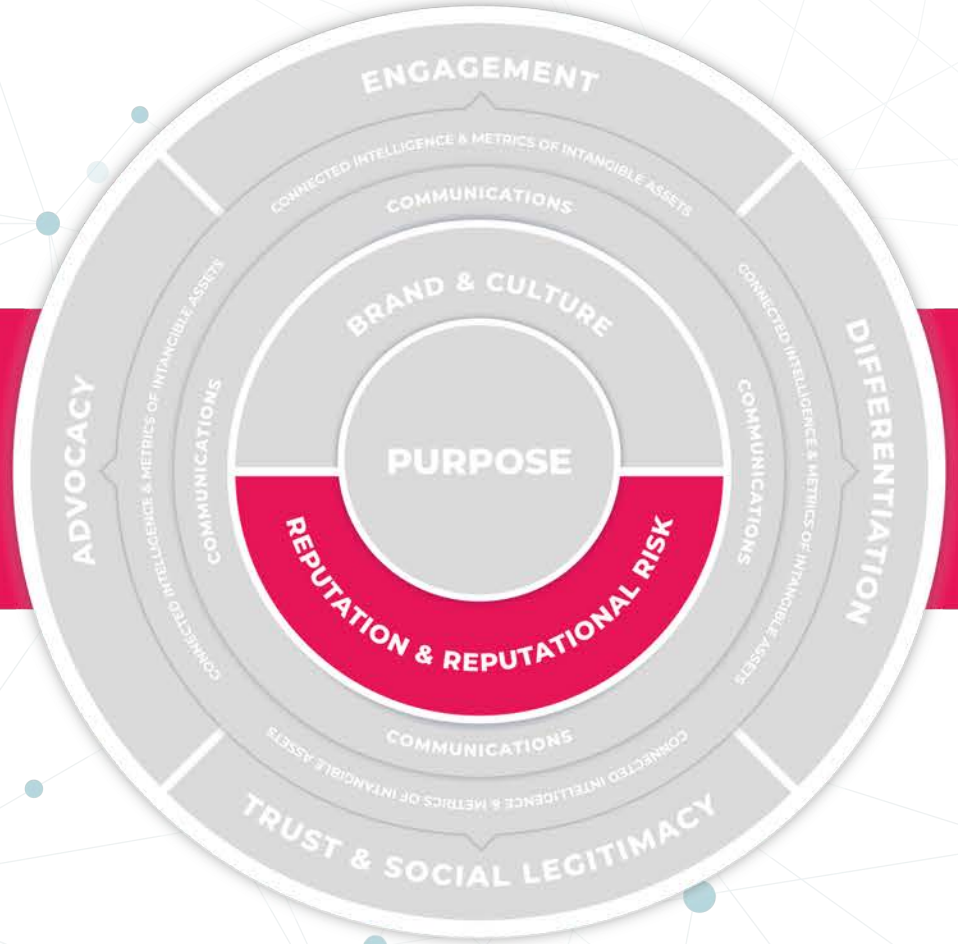
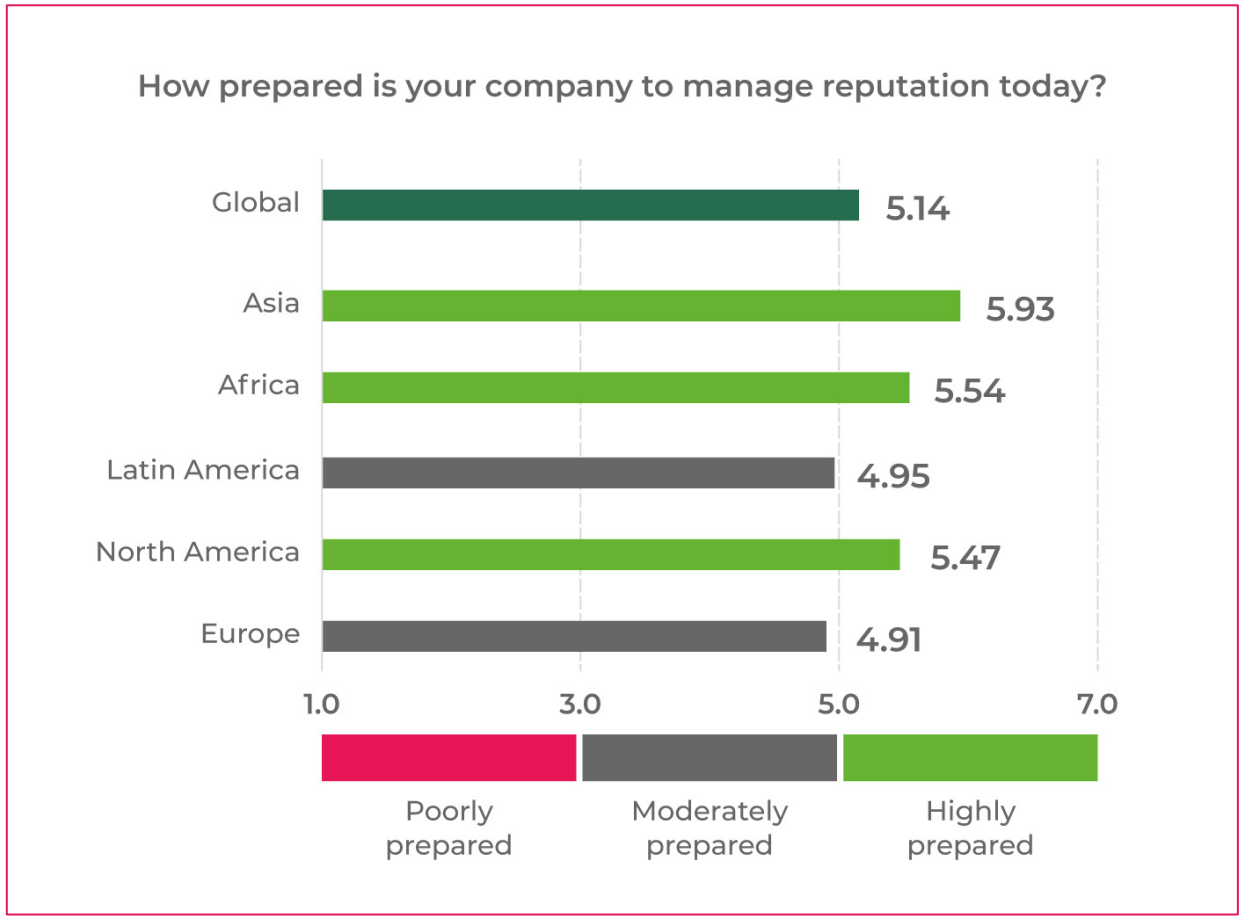
Building Block 3
Corporate Reputation & Reputational Risk



Corporate Reputation

Readiness to manage corporate reputation



"Global readiness to manage corporate reputation is 5.14."

By regions:

- Asia (5.93), North America (5.47) and Africa (5.54) are highly prepared regions showing the same level of readiness
- Europe (4.91) and Latin America (4.95) are moderately prepared, and responses report a significant difference compared to the other three regions

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Corporate Reputation

Organisation's Main Issues

The topics which are of greatest concern are:

- **Increasing corporate reputation (5.77)**
- **Building trust and legitimacy (5.76)**
- **Ethical practices in Communications and Public Relations (5.75)**

The second most relevant topics are:

- Digital communications (5.62)
- Sustainability, CSR and Responsible Business (5.46)
- Employee engagement (5.39)

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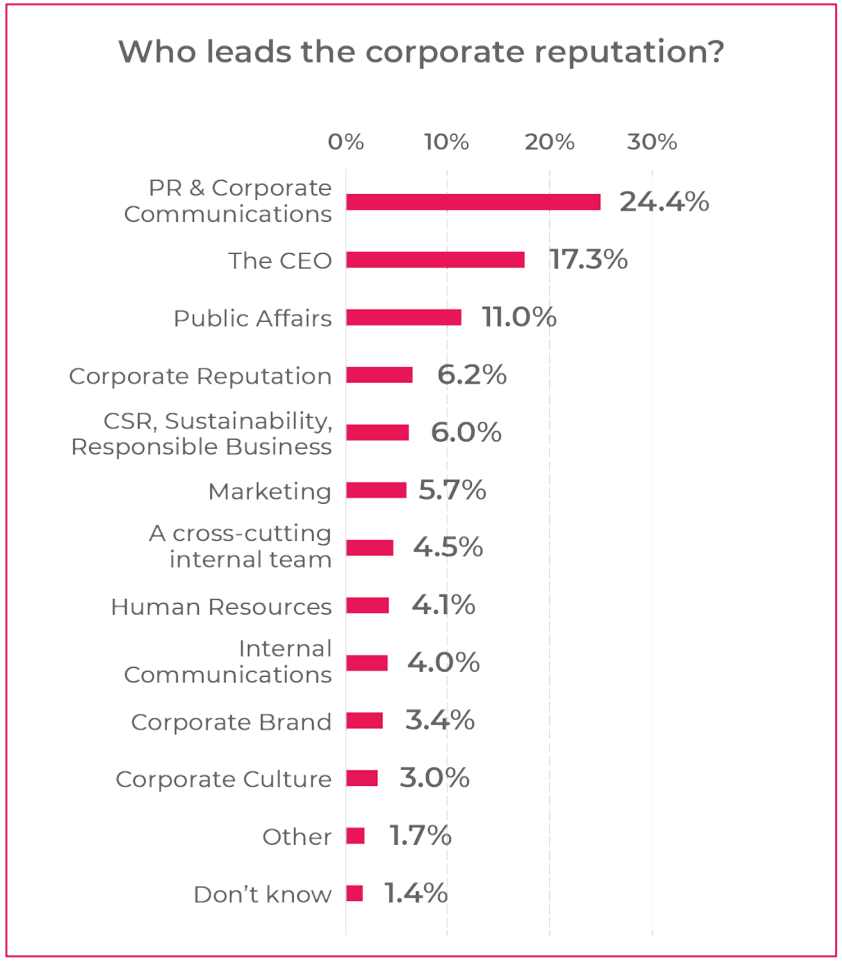
Corporate Reputation

Management of Corporate Reputation



"**Corporate Reputation** is predominantly led by Corporate Communications (24.4%) followed by the CEO (17.3%). "

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Corporate Reputation

The Most Important Dimensions of Reputation Management

"The key aspects for reputation management are **Products & Services** (20.3%) and **Sustainability & CSR + Governance + Workplace** (44%)."

44% of Corporate Reputation based on Corporate Dimensions, not on Marketing Dimensions

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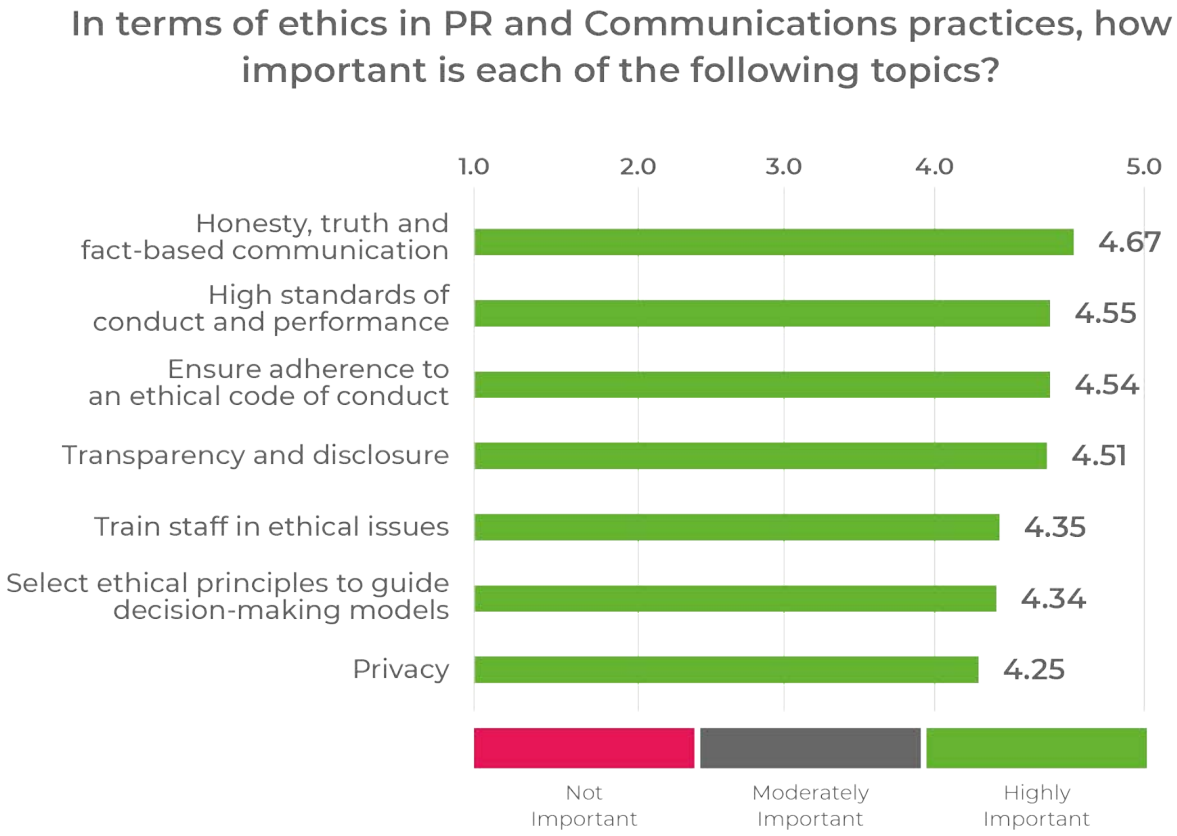
Corporate Reputation

Ethics in PR and Communications



Ethics Priorities related to Governance Reputation Dimension

All topics are, fundamentally, perceived as equally significant:

- **Honesty in communications** based on facts is the most important value (4.67)
- Excellent communication performance based on **ethical codes** and **transparency** rank second
- Training staff in ethical issues and using the **ethical guide in decision-making models** ranks third
- **Privacy** is ranked at the bottom, but it is still perceived as being very important (4.25)

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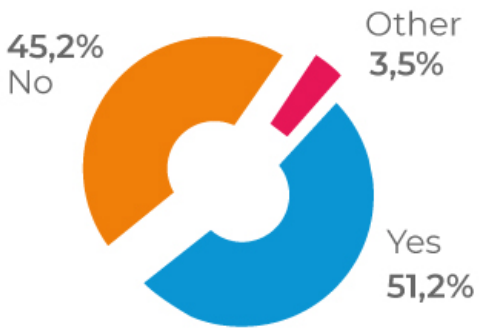
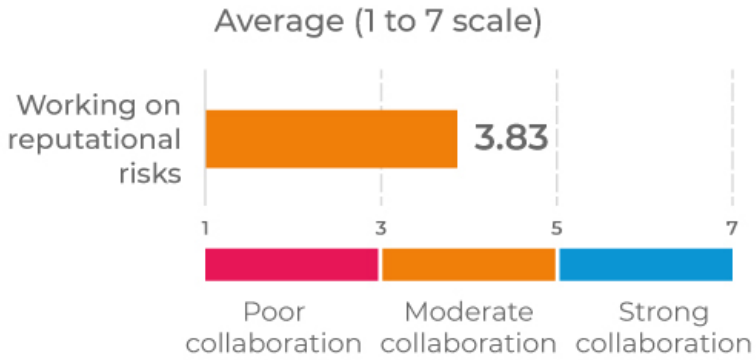
Reputational Risk Management

Reputational Risk Readiness

Do you have a reputation risk strategy (e.g. risk scenario planning)?



To what extent do you work with the risk department on reputational risks?



Do you track reputational risks (risk maps)?

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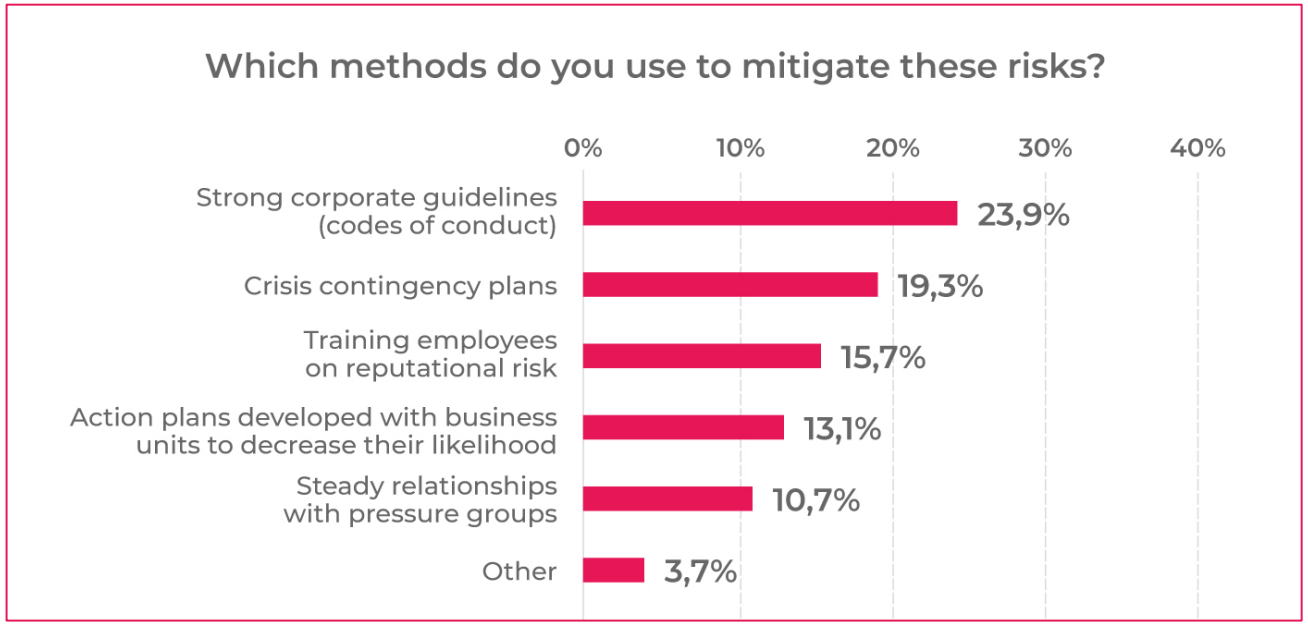
Reputational Risk Management

Reputational Risk Mitigation



"Key methods for mitigating risk include use of a **code of conduct** (23.9%) followed by **crisis contingency plans** (19.3%).

Two approaches are used to mitigate reputational risk:

- **Proactive mode:** action plans and dialogue with stakeholders
- **Reactive mode:** based on having contingency plans to apply in the event of a crisis

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What should the role of PR & Communication Management be in this phase?

Building Block 3: Reputation & Reputational Risk

Managing and Measuring Reputation

Standardising systems for managing and measuring reputation for all stakeholders to design reputational plans for continuous improvement, incorporating a global reputation indicators in the Balanced Scorecard of the company, demonstrating their impact on the creation of business value and aligning it with incentives and rewards procedures for executive and employees.

Managing Reputational Risk

Integrating reputational risk in the enterprise risk system, establishing plans for tracking and monitoring to mitigate any potentional risks and identifying opportunities for strengthening reputation and the business.

Source: Global Alliance for Public Relations and Communication Management & Corporate Excellence - Centre for Reputation Leadership (2021). *The Global PR & Communication Model;* Global Alliance for PR and Communication Management in partnership with University of Huddersfield. Directed by Prof. Anne Gregory and Dr. Johanna Fawkes (2018). *The Global Capabilities Framework for the Public Relations and Communication Management Profession.*

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Global Capabilities Framework checklist

Communications capabilities

1. To align communication strategies with organisational purpose and values.
2. To proactively identify and address communication issues.
3. To conduct formative and evaluative research to underpin communication strategies and tactics.
4. To communicate effectively across a full range of platforms and technologies.

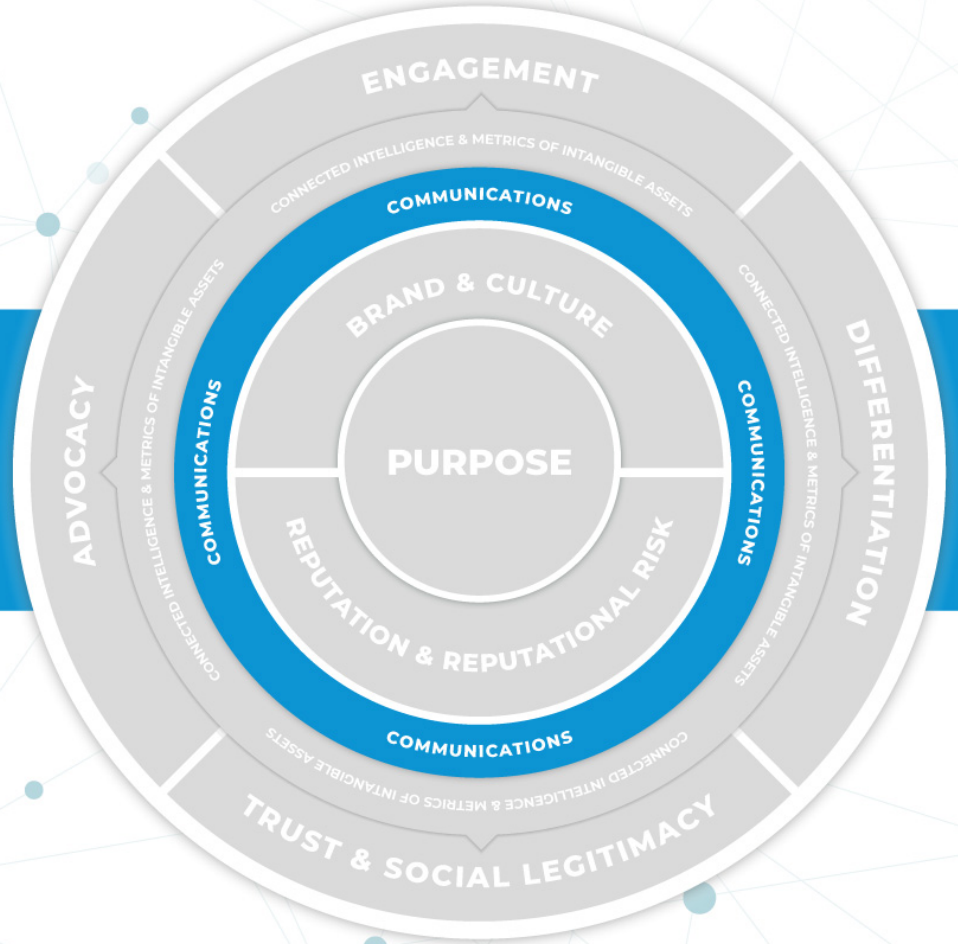
Organisational capabilities

5. To facilitate relationships and build trust with internal and external stakeholders and communities.
6. To build and enhance organisational reputation.
7. To provide contextual intelligence.

Professional capabilities

8. To provide valued counsel and be a trusted advisor.
9. To offer organisational leadership.
10. To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations.
11. To develop self and others, including continuing professional learning.

Building Block 4
Communications



Communications Management

Readiness in communications management

"Global readiness for managing communications is high: 5.67"

Readiness by regions:

- The regions of Asia (6.23), North America (5.98) and Africa (5.91) are **highly prepared**, showing the same level of preparation.
- Europe (5.43) and Latin America (5.63) are **equally prepared but at a lower level**, showing a significant difference compared to the three previous regions.

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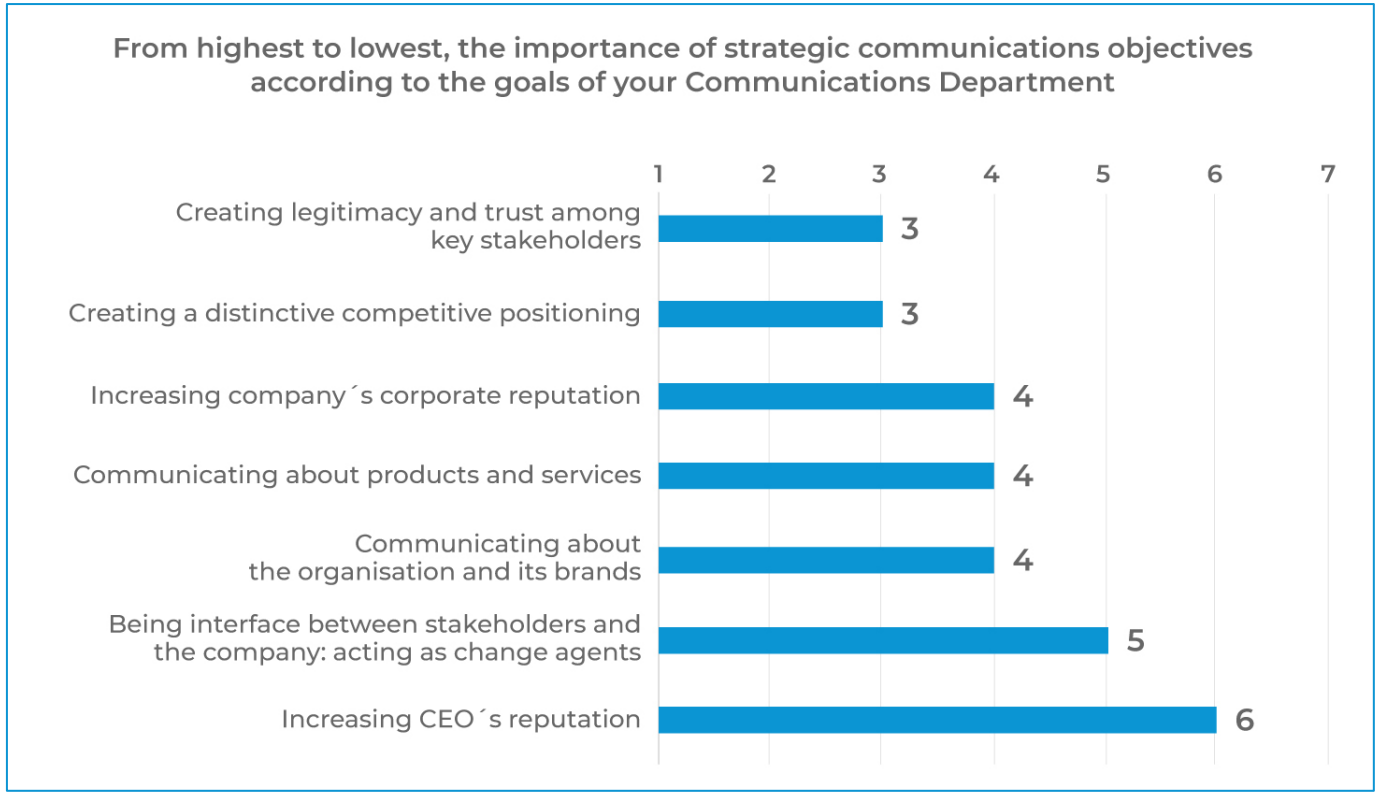
Communications Management

Key Objectives of the Communications Department



"The **top 3 objectives** are: **creating trust & legitimacy**, **distinctive competitive positioning**, and improved **corporate reputation.**"

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What should the role of PR & Communication Management be in this phase?

Building Block 4: Communications

Corporate Narrative Strategy

Ensures a unified story that allows to evaluate whether the campaigns and projects that drive the organisation: 1) strengthen its brand differentiation and identify; 2) respond to the business model and strategy; 3) build trust, legitimacy adn a strong reputation; and 4) are relevant, shared and create cohesion with its various stakeholders.

Content Generation

The department is transformed into a media platform for generating unique content based on the organisation´s purpose, principles and values and tailored to narrative territories that are relevant to key stakeholders and to which the organisation can make a distintive contribution.

Comprehensive management of all channels and platforms

Development of a corporate communications framework to be implemented throughout all channels and communication platforms of the organisation with its stakeholders (earned, owned and paid media)

Source: Global Alliance for Public Relations and Communication Management & Corporate Excellence - Centre for Reputation Leadership (2021). *The Global PR & Communication Model;* Global Alliance for PR and Communication Management in partnership with University of Huddersfield. Directed by Prof. Anne Gregory and Dr. Johanna Fawkes (2018). *The Global Capabilities Framework for the Public Relations and Communication Management Profession.*

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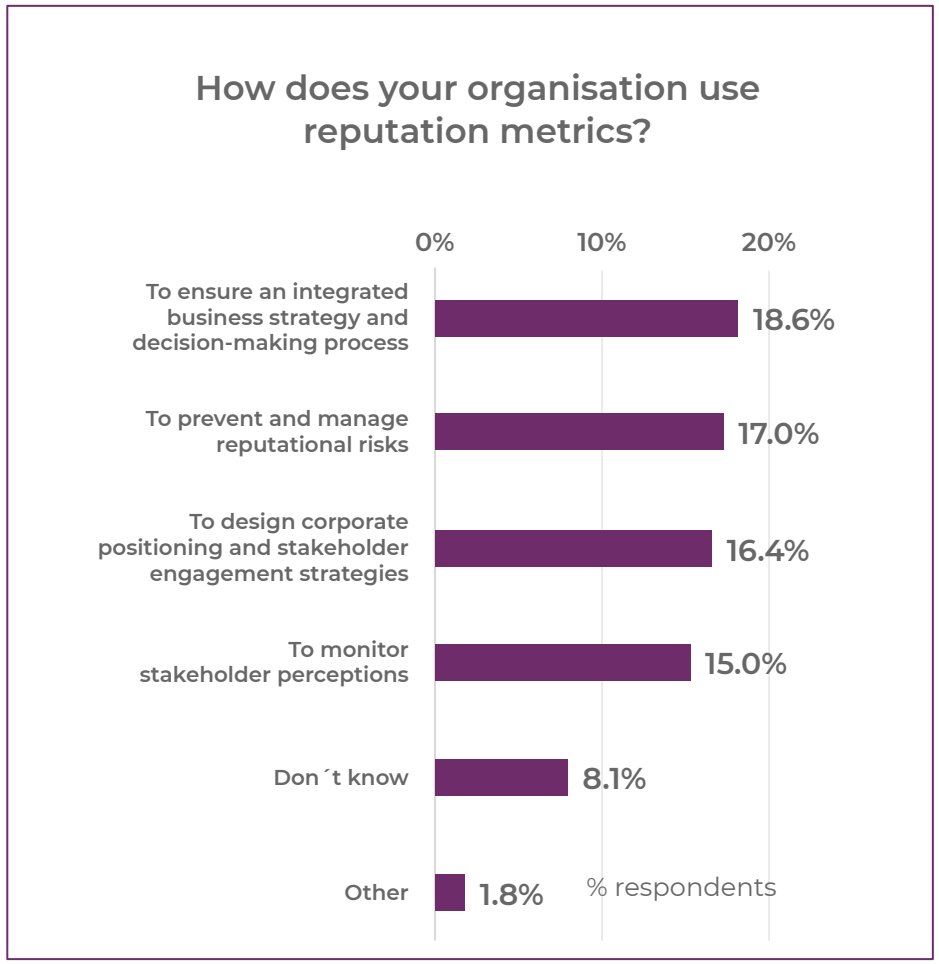
Building Block 5
Connected Intelligence & Intangible Assets Metrics

Connected Intelligence & Intangible Asset Metrics

Why should we measure reputation?



Reputation metrics are used to achieve main 4 goals:

- **Making business strategy decisions** (18.6%)
- **Avoiding reputational risks** (17.0%)
- **Designing engagement strategies** (16.4%)
- **Monitoring stakeholder perceptions** (15.0%)

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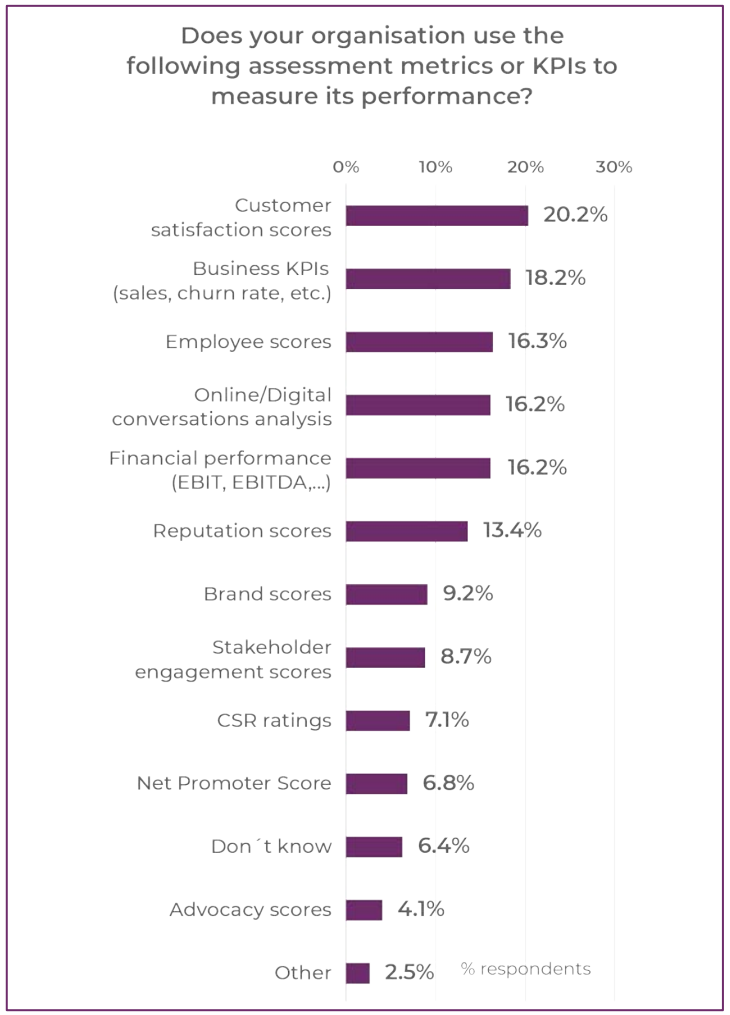
Connected Intelligence & Intangible Asset Metrics

Intangible Assets Metrics



Four combinations of metrics:

- Metrics focused on **financial indicators** (business KPIs and financial performance)
- Metrics based on **stakeholder satisfaction** (customer and work environment)
- Metrics **centered on Intangibles & loyalty** (advocacy, engagement, NPS, Reputation and Brand, CSR/sustainability metrics)
- Metrics focused on **online & content** analysis

"The most commonly implemented metrics are those relating to tangible assets, such as financial KPIs (16.2%) and business KPIs (18.2%), and specific KPIs for intangibles: Customer Satisfaction (20.2%), Employee scores (16.3%) and Reputation scores (13.4%) "

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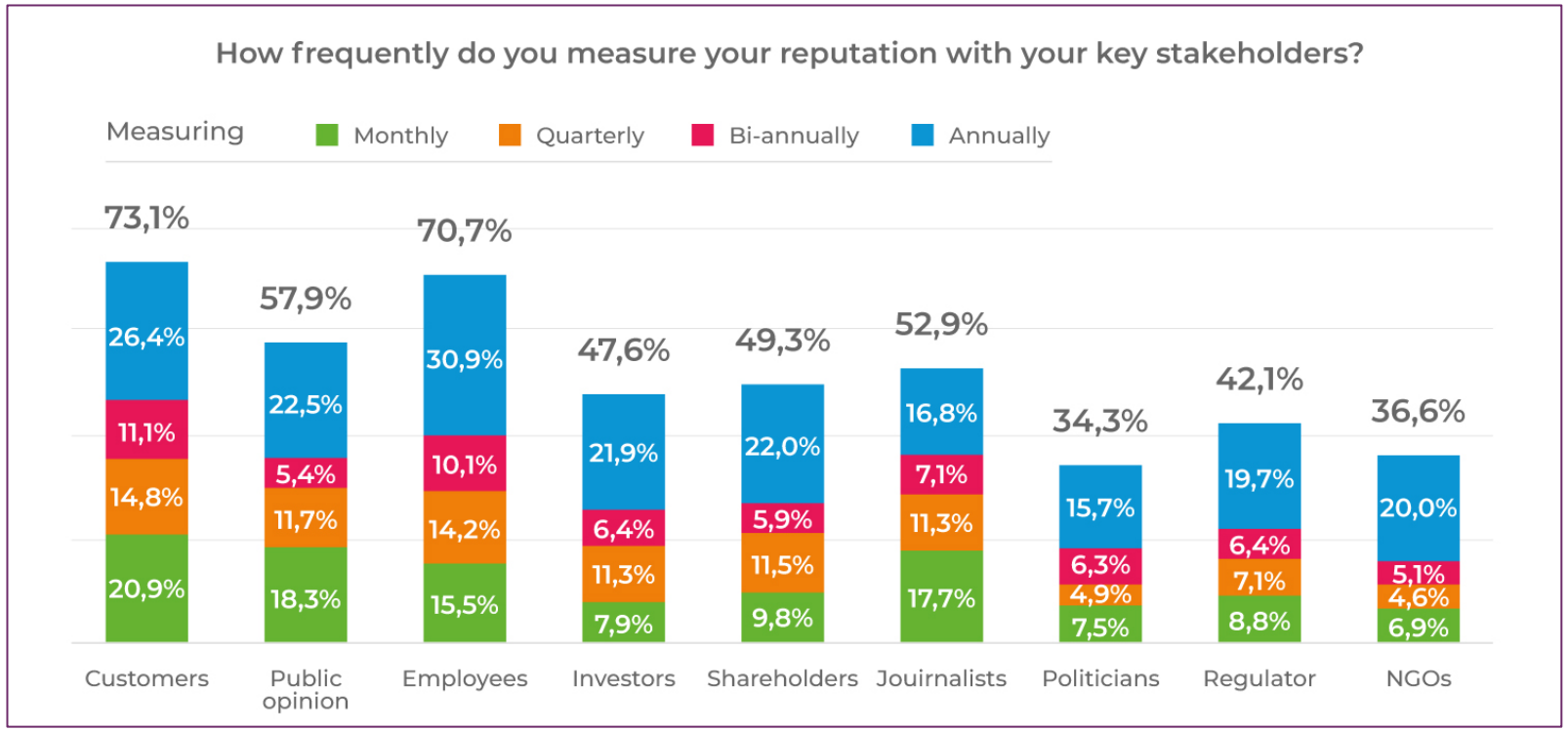
Connected Intelligence & Intangible Asset Metrics

Measuring Stakeholder Perceptions of Reputation



- Reputation is mainly measured in relation to **customers** (73.1%) and **employees** (70.7%)
  - In both cases, reputation is measured **annually** (customers 26.4% and employees 30.9%) or **monthly** (customers 20.9% and employees 15.5%)
- For other stakeholders, reputation is monitored less frequently for **Politicians** (34.3%), **Regulators** (42.1%) and **NGOs** (36.6%)
  - In all three cases, almost half of respondents claim to measure reputation on an annual basis.
  - However, around 20% are measuring on a monthly basis (politicians 7.5%, regulators 8.8% and NGOs 6.9%)
- **Journalists** are analysed more frequently, on a monthly basis

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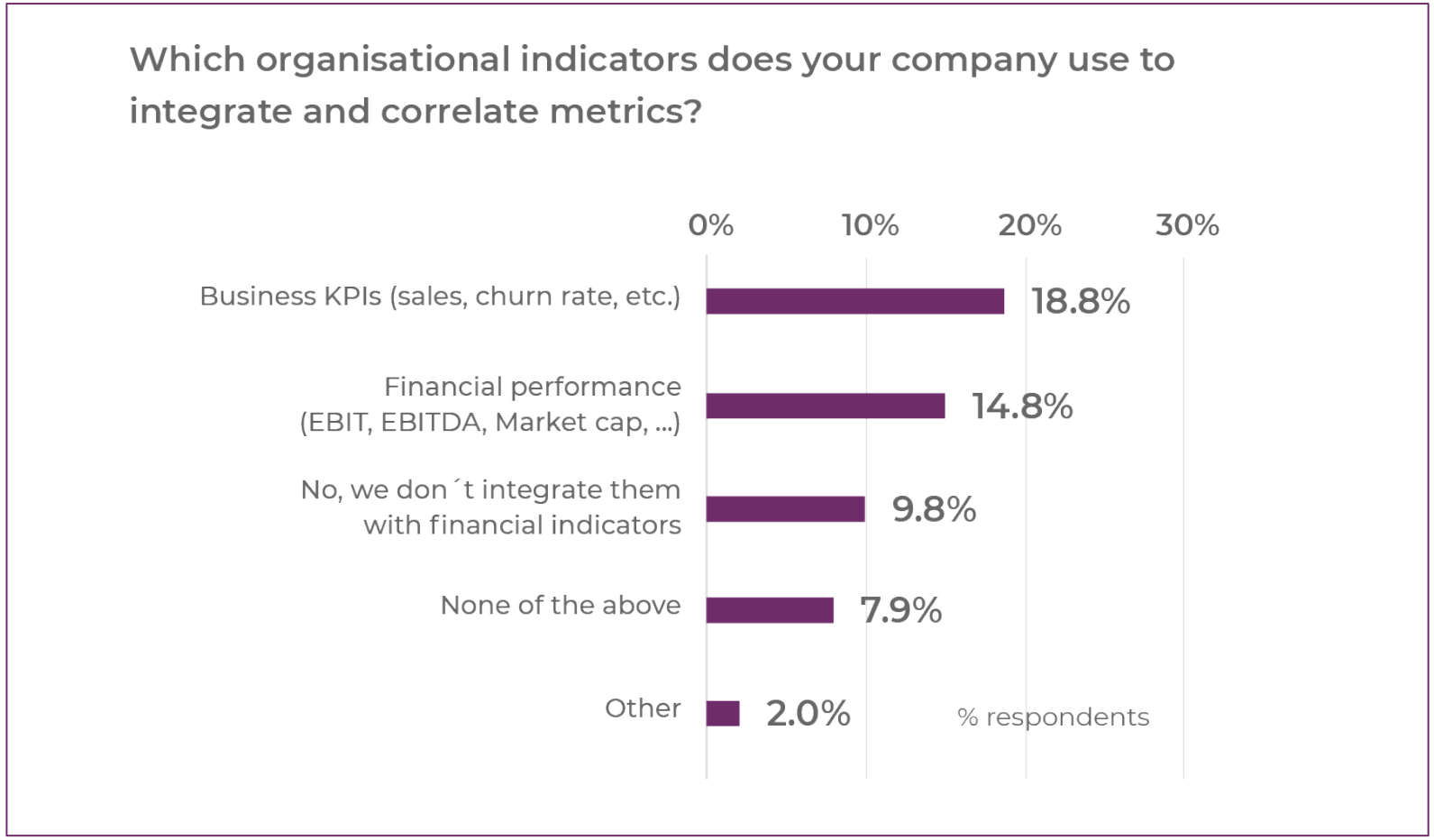
Connected Intelligence & Intangible Asset Metrics

Integration of Non-Financial Indicators in Corporate Balanced Scorecards



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What should the role of PR & Communication Management be in this phase?

Building Block 5: Connected Intelligence & Intangible Asset Metrics

In this phase, the role of PR and communications management is focused on leading a group of specialists who ensure the organisation counts on advanced systems for contextual intelligence and social listening. This requires:

1. The establishment and internal consolidation of non-financial metrics and indicators such as: (1) strengthening the corporate purpose (internal and external); (2) strengthening the brand; (3) internal commitment and engagement; (4) corporate reputation; (5) client satisfaction; and (6) likelihood of stakeholder´s recommendation, amongst others.

2. The integration of communications metrics[60] in order to identify the impact and return on promoted strategies according to the AMEC´s Integrated Evaluation Framework (International Association for the Measurement and Evaluation of Communication): outputs, outtakes and outcomes.[61]

3. The adoption of the IIRC Integrated Reporting Framework, an international and integrated thinking as way of breaking down internal silos and providing greater cohesion and efficiency to the reporting of tangible and intangible assets.

4. The development and promotion of prospective studies, social trends and online tracking systems that provide an in-depth understanding of social context, demands and expectations.

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What should the role of PR & Communication Management be in this phase?

By doing so, organisations will be in a position to create an intelligent system capable of: **(1)** measuring and reporting outtakes and outcomes as a result of communication activities; **(2)** establishing a method for identifying social trends and expectations; **(3)** measuring and reporting key reputation indicators, and strengthening the brand, internal commitment and alignment and purpose, amongst others, and identifying levers for improvement/reinforcement; as well as **(4)** measuring the perceived return for each brand touchpoint and positive advocacy levels for key stakeholders; and **(5)** adopting an integrated reporting framework to enable a more efficient allocation of capital.

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What should the role of PR & Communication Management be in this phase?

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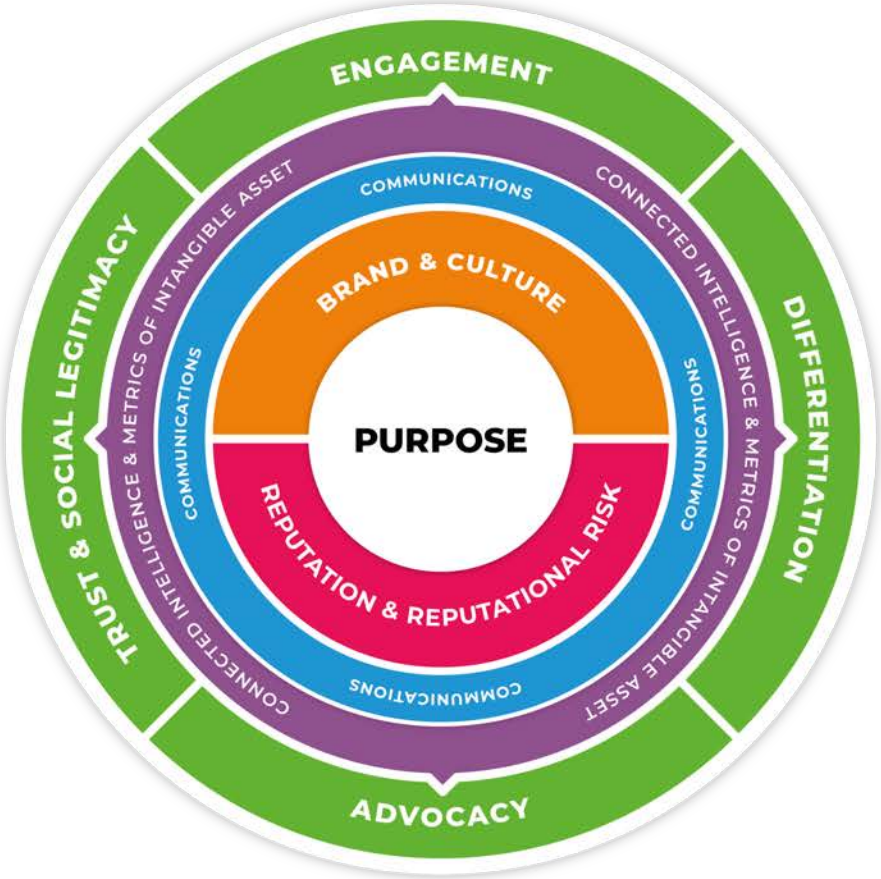
The Global PR & Communication Model 2021

Strategic Leadership in PR & Communication Management



Source: The Global PR & Communication Model, 2021®

IN SUMMARY…

The Global PR and Communication

Model offers an integrated framework for communications and

for strategic management of intangible assets

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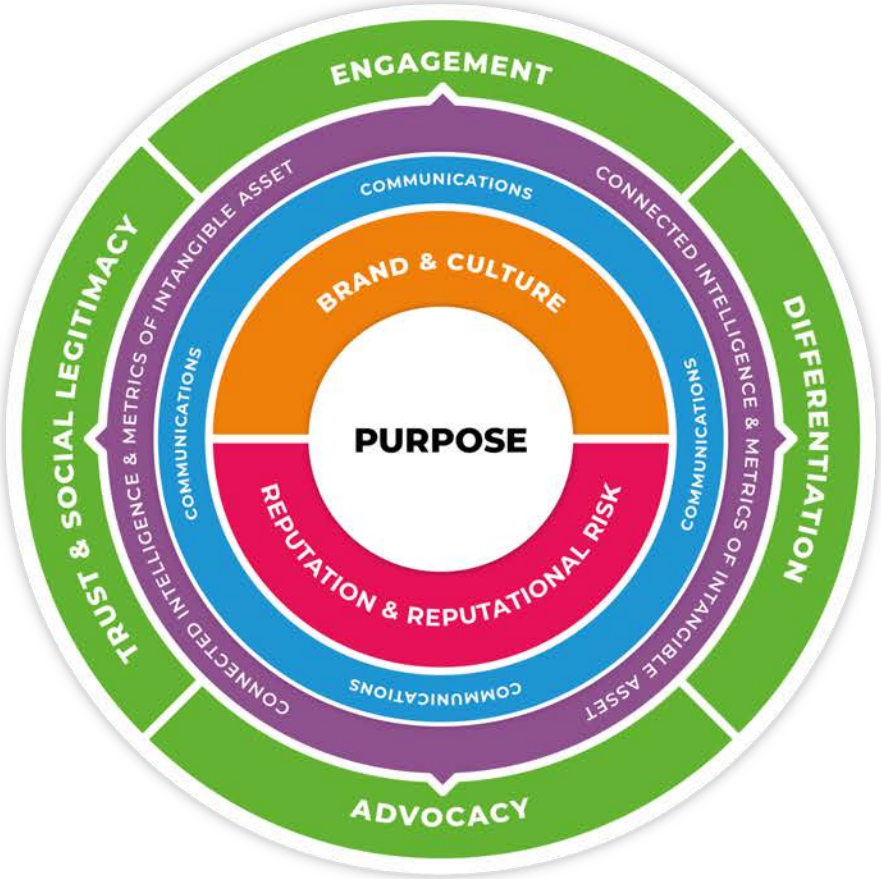

The excellent management of **Purpose, Brand, Corporate Culture, Reputation, Reputational Risk & Communications** enables organisations to…

Source: The Global PR & Communication Model, 2021®

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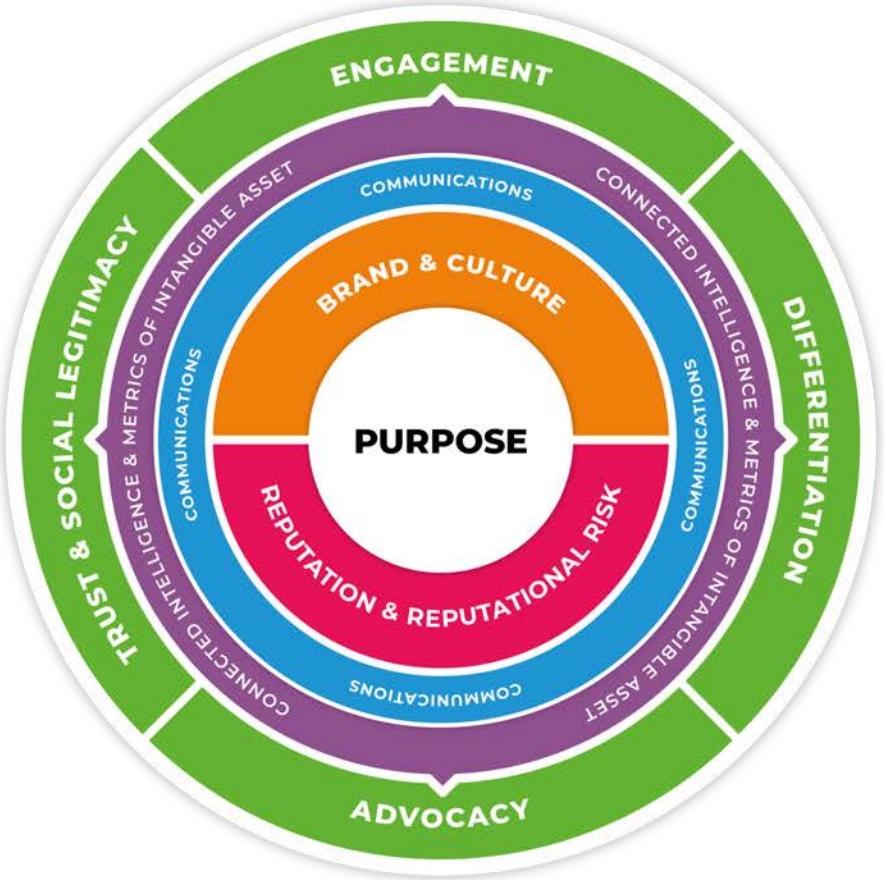

The excellent management of **Purpose, Brand, Corporate Culture, Reputation, Reputational Risk & Communications** enables organisations to…

BUILD LASTING DIFFERENTIATION

Source: The Global PR & Communication Model, 2021®

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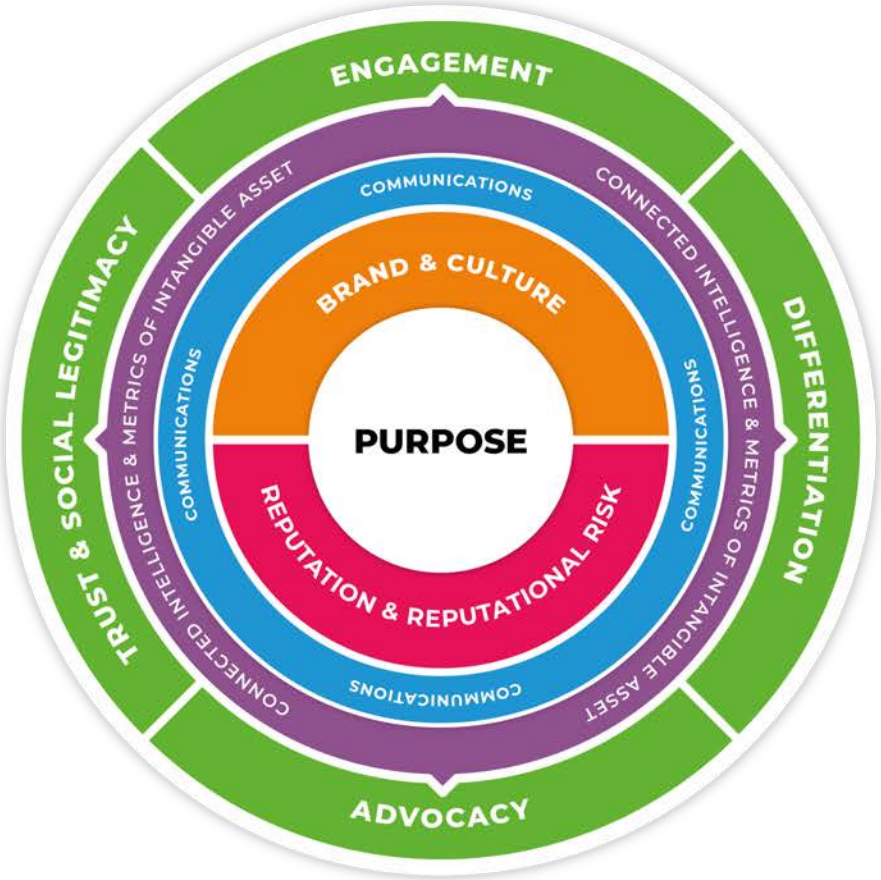

The excellent management of **Purpose, Brand, Corporate Culture, Reputation, Reputational Risk & Communications** enables organisations to…

BUILD LASTING DIFFERENTIATION

ENGAGEMENT

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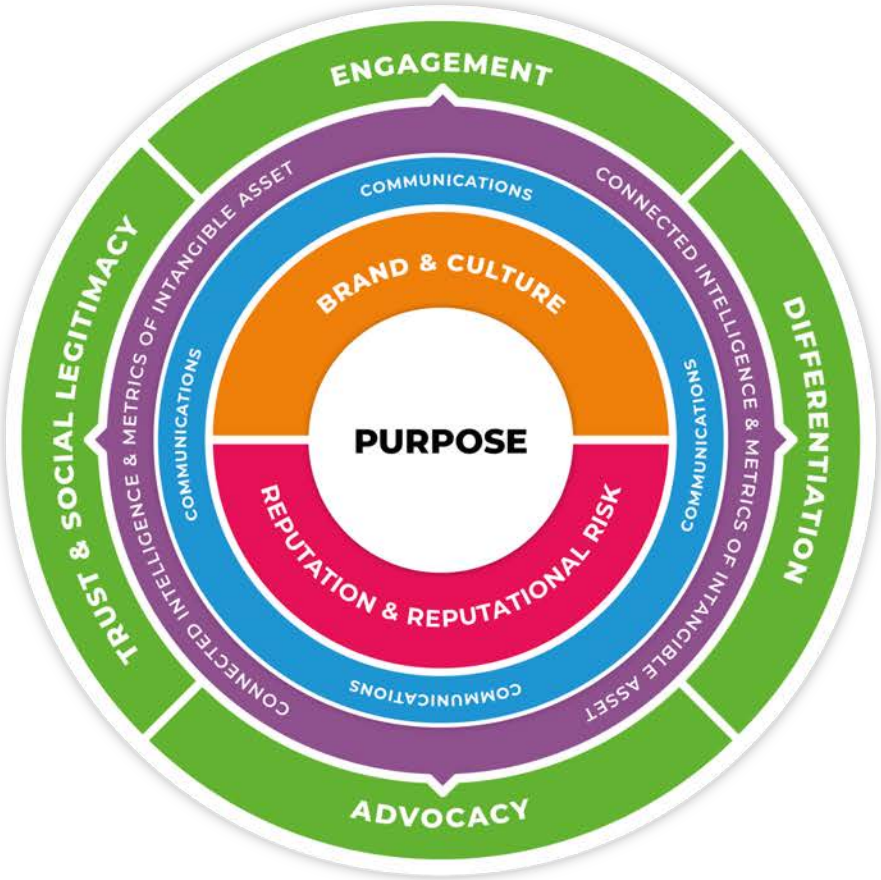

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ENGAGEMENT

AUTHENTIC ADVOCACY

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BUILD LASTING DIFFERENTIATION

ENGAGEMENT

AUTHENTIC ADVOCACY

TRUST & SOCIAL LEGITIMACY

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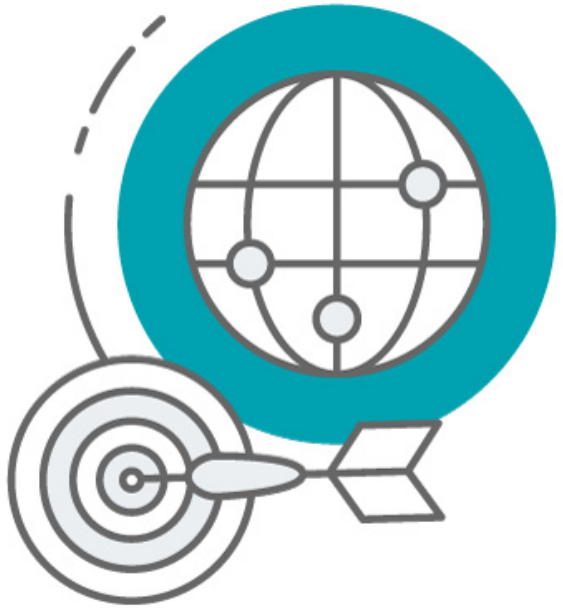
The Global PR & Communication Model demonstrates that there is a direct relationship between the management of all building blocks of the model and being invited to participate in the strategic decision-making process



Corporate Purpose

Brand & Corporate Culture

Reputation & Reputational Risk

Communications

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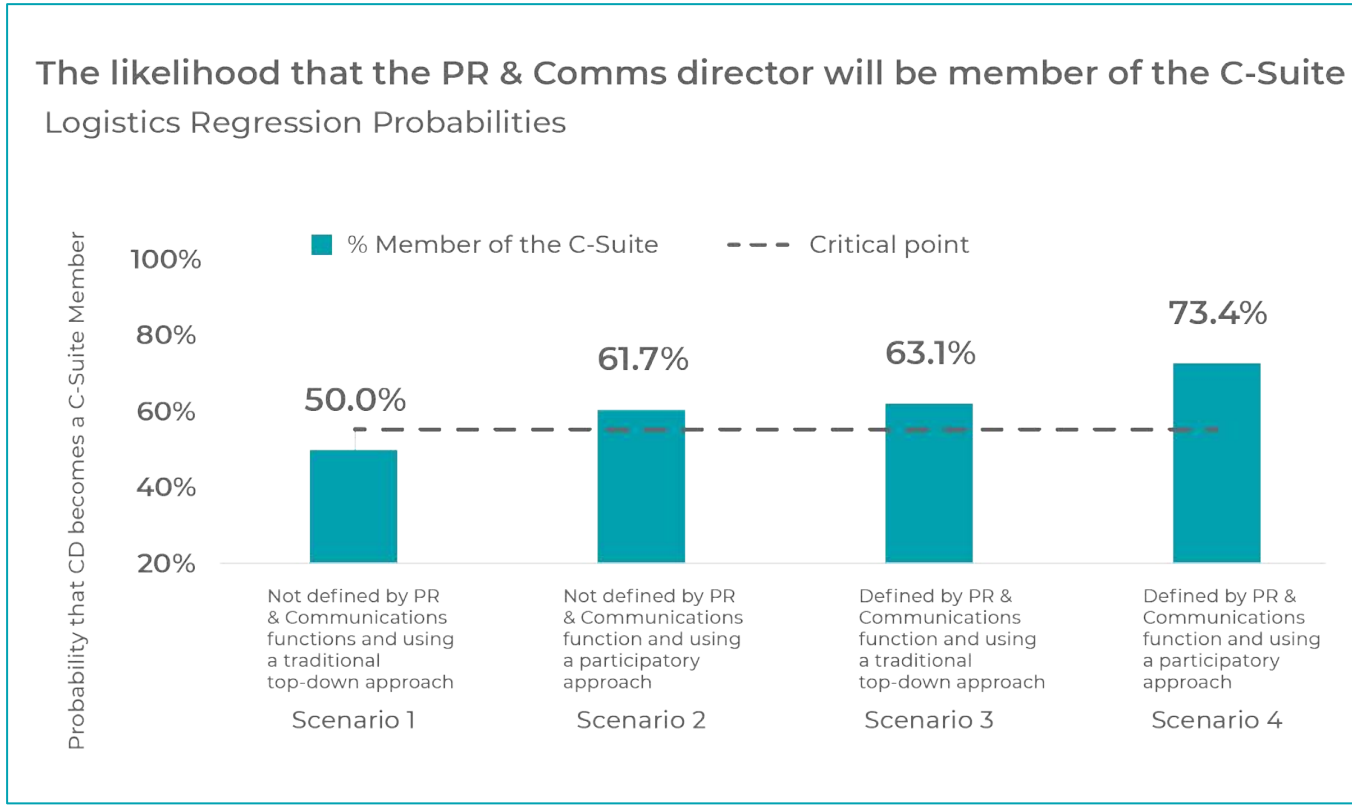
Leadership in Corporate Purpose

Corporate Purpose is a Key Driver for Promoting the Participation of the PR & Communications Director in the C-Suite



Regarding Corporate Purpose, the presence of the PR & Communications director in the C-Suite appears to depend on two conditions:

- The purpose definition must be ***led by PR & Communications role***
- The purpose must have been defined using a ***participatory approach*** involving internal and external stakeholders

When these two conditions are not met, the probability of becoming a member of the C-Suite drops to 50%. In contrast, if both conditions are met, the probability rises to 73.4%

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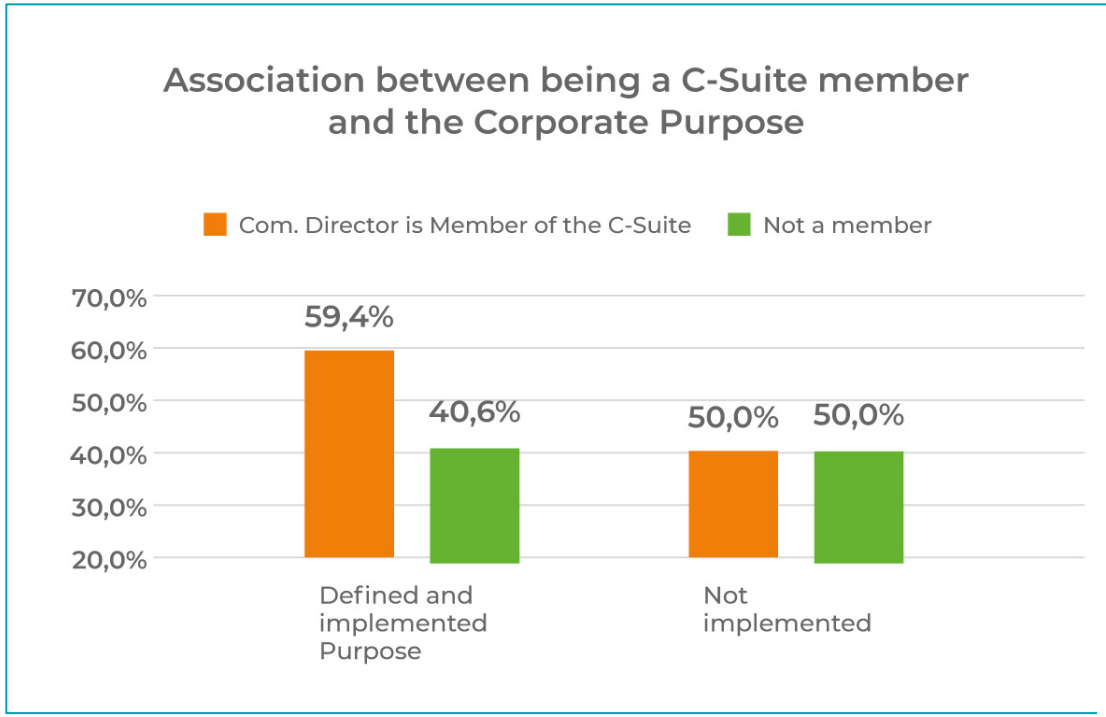
Leadership in Corporate Purpose

The Presence of the PR and Communications Director in the C-Suite Increases if the Role Leads Corporate Purpose



"Leadership in the definition and implementation processes for corporate purpose is a key driver to boost the presence of the PR & Communications Director in the C-Suite."

If the purpose has not been implemented in the organisation, the presence of the PR & Communications Director in the C-Suite is at 50%. However, when the purpose has been implemented, the presence rises to 59.4%.

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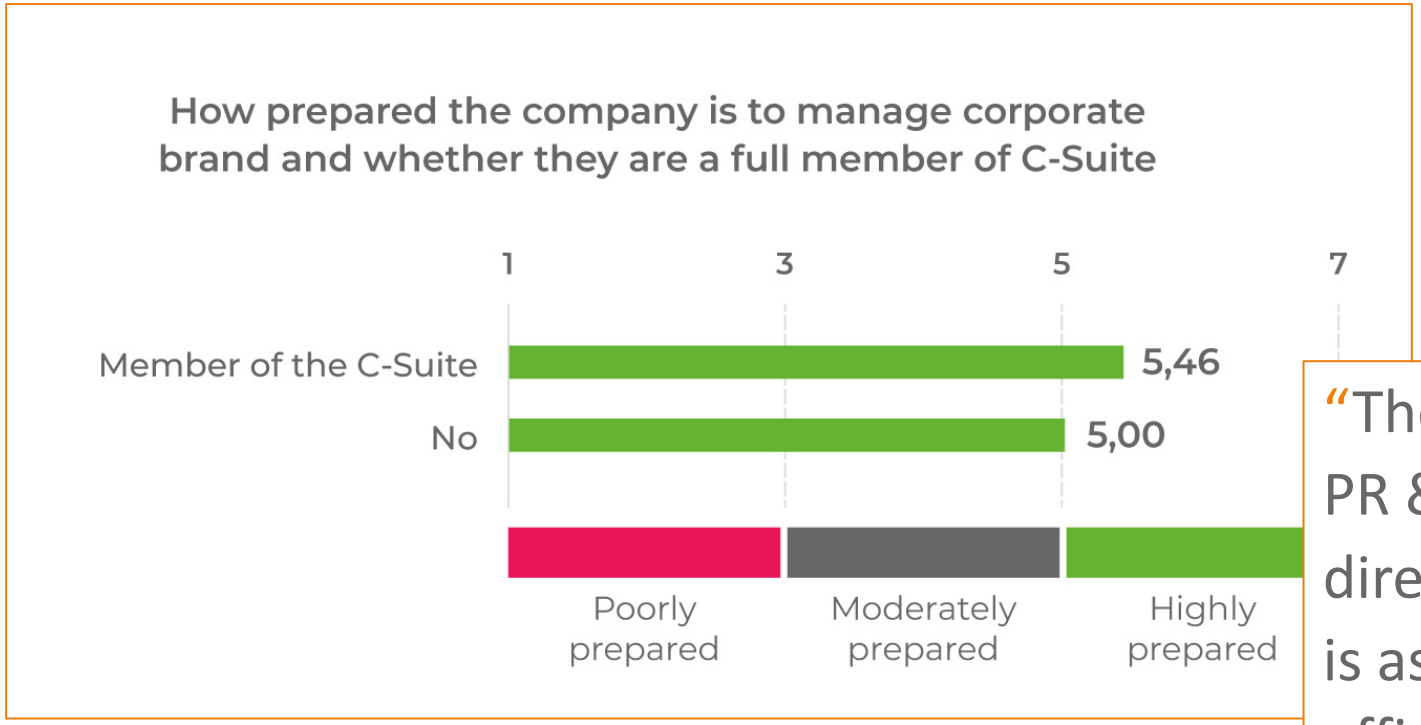
Brand is a Key Driver for Promoting Participation of the PR & Communications Director in the C-Suite



"The presence of the PR & Communications director in the C-Suite is associated with the efficiency of managing the brand"

Leadership in Corporate Brand & Culture

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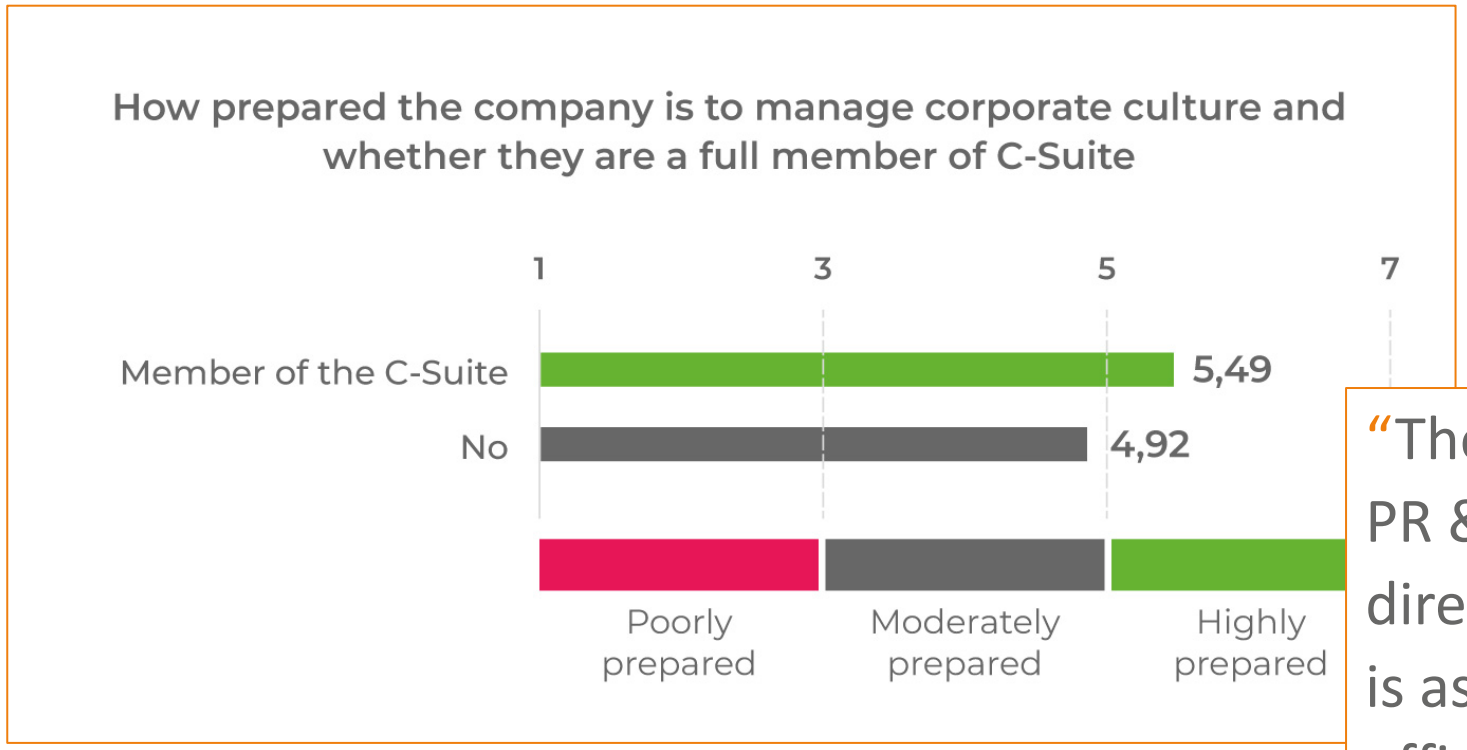
Corporate Culture is a Key Driver for Promoting Participation of the PR & Communications Director in the C-Suite



"The presence of the PR & Communications director in the C-Suite is associated with the efficiency of managing the corporate culture"

Leadership in Corporate Brand & Culture

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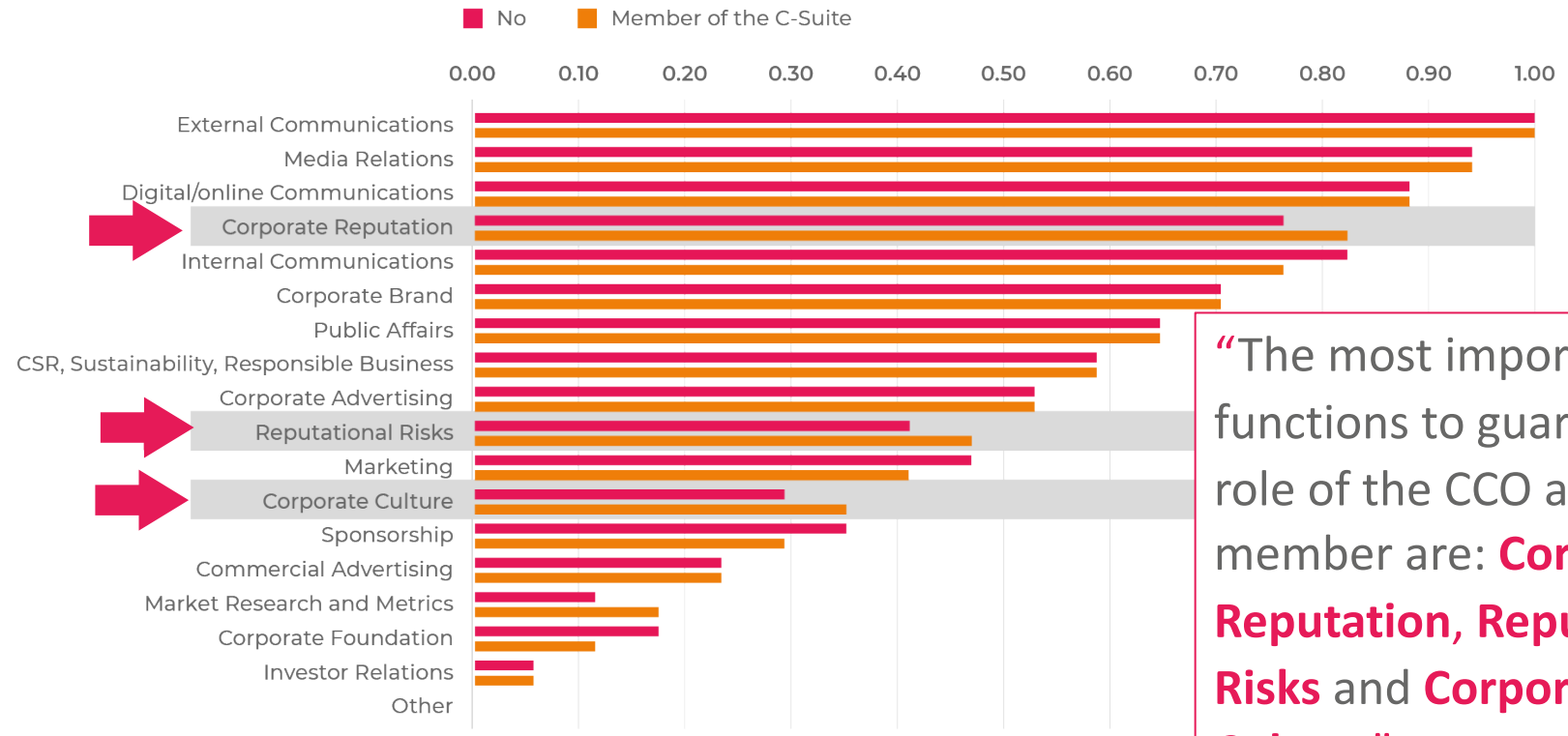
Leadership in Reputation & Reputational Risk

Reputation & Reputation Risk are Key Areas to Boost the Role of the PR & Communications Director as a Key Member of the C-Suite



"The most important functions to guarantee the role of the CCO as a C-Suite member are: **Corporate Reputation**, **Reputational Risks** and **Corporate Culture**"

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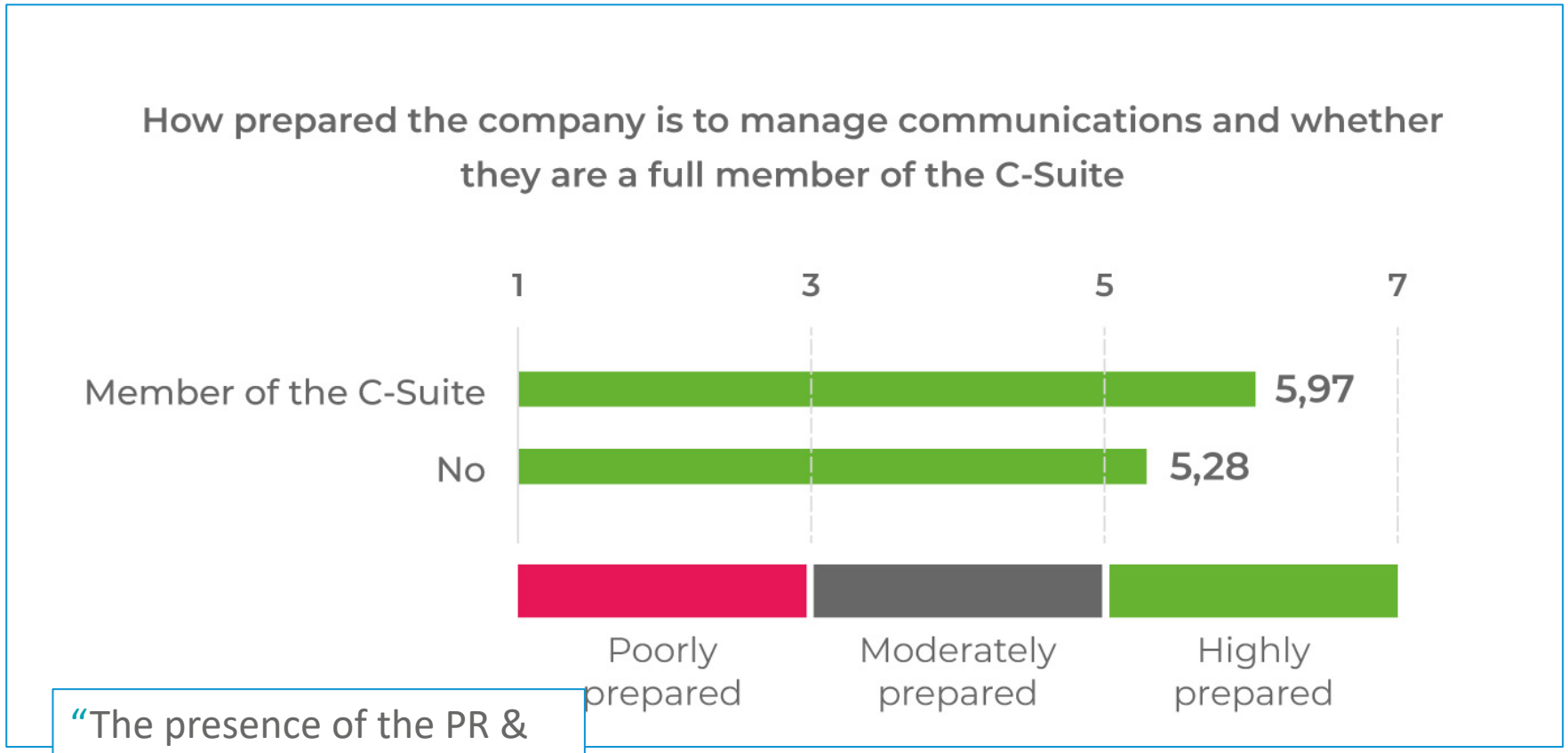
Leadership in Communications

Communications is a Key Driver for Promoting Participation of the PR & Communications Director in the C-Suite



"The presence of the PR & Communications director in the C-Suite is associated with the efficiency of managing Communications"

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ALSO…

Internally organisations need to **integrate intangible KPIs with business and financial KPIs on the Balanced Scorecard** and link them with compensation and reward policies.

Externally they should embrace **the IIRC Integrated Reporting Framework** as well.

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The Global PR & Communication Model 2021

Acknowledgement

Acknowledgement

We want to give **special thanks** to all the **Global Alliance Members**, professionals and companies whose invaluable contributions have enabled this research and the development of the Global PR & Communications Model of the future.

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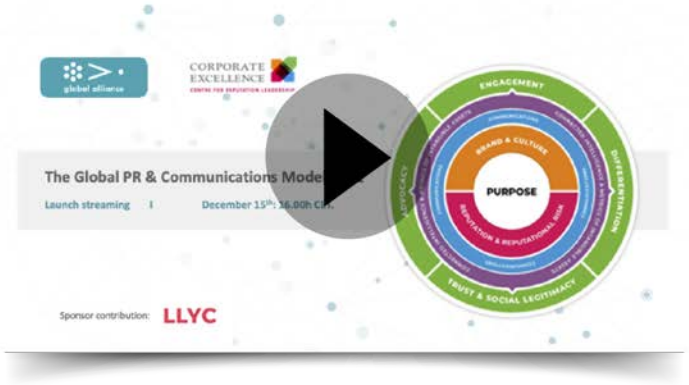

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CEO Corporate Excellence – Centre for Reputation Leadership

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