Managing Reputation Risk

Achieving robust corporate reputation through a proactive risk management and communications framework

Sydney Harbour Marriott

27th & 28th March 2006

"All the elaborate business plans, innovative ideas and savvy strategic moves are meaningless if you don't have a good reputation in the eyes of your customers, employees and potential investors. A solid relationship is what gives people the confidence to do business with you – and helps your company weather the tough times."

Charles Fombrun, Founder of The Reputation Institute

In a new world economy, where non-physical assets command awesome value and media is omnipresent, it is imperative that organisations proactively manage reputation through an ongoing, integrated approach to risk management and stakeholder communications. The stakeholder confidence and market credibility that underpins the entire enterprise depends upon it.

Featuring an extended workshop-style session delivered by renowned international expert:

Charles Fombrun Founder & Executive Director
The Reputation Institute (USA)

Dr Fombrun is Founder & Executive Director of the Reputation Institute. He was Professor of Management at the Stern School of Business, New York University from 1984-2002. Dr Fombrun completed his PhD at Columbia University in 1980 and taught at the Wharton School from 1979 to 1984. Dr Fombrun is the author of the best-selling 'Reputation: Realizing Value from the Corporate Image'. His most recent books are 'Fame and Fortune: How Successful Companies Build Winning Reputations' and 'The Advice Business: Models for Management Consulting'. Previous books include 'Leading Corporate Change' and 'Strategic Human Resource Management'. Professor Fombrun is also the author of many research and professional articles and has served on a number of editorial boards. Dr Fombrun is recognised worldwide as a leader in reputation management and is a regular advisor to the corporate sector.

with **John Marinopoulos** Managing Director
Strategic Intelligence Group

Plus an international keynote case study from reputation legend:

William Margaritis Vice President – Worldwide Communications and Investor Relations
FedEx (USA)

As well as leading case studies and highly topical presentations from:

- Thiess
- Telstra
- Kraft Foods
- ANZ
- Royal Australian Air Force
- Melbourne Water
- Australian Graduate School of Management
- Thomson Playford Lawyers
- Strategic Intelligence Group
- Monash University

Attend this premier event and gain critical insights into:

- Exploring the risk management and communications nexus in reputation management
- Developing a reputation risk matrix: What are your organisation's risks? Where, why and how do they arise?
- Integrating reputation risk in business continuity management and disaster recovery planning
- Linking reputation management to business strategy, process and operations
- Mastering crisis management planning: Achieving preparedness, mitigating reputation damage finding the silver lining
- Navigating the minefield of corporate governance and compliance standards in reputation risk management
- Reputation cross-training: Risk managing communication, communicating risk management
- Examining the relationship between corporate social responsibility (CSR) and reputation risk
- Managing reputation through change
- Protecting corporate reputation within a legal framework – managing reputation proactively and defensively

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Conference Programme Day One

Monday 27th March 2006

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0830 Morning coffee and registration

0850 Welcoming address from the Chair

0900 Session One – Keynote Address
Reputation risk management: An overview of a compelling business case and a critical confluence
"Regard your good name as the richest jewel you can possibly be possessed of – for credit is like fire; when once you have kindled it you may easily preserve it, but if you once extinguish it, you will find it an arduous task to rekindle it again. The way to gain a good reputation is to endeavour to be what you desire to appear." Socrates

Reputation is an asset that, like any other, is subject to injury and loss. Reputation risks arise where situations or occurrences in other categories of risk also threaten an organisation's image and stakeholder regard. As such, the task of managing reputation risk represents a critical nexus for risk management and stakeholder communications specialists. In this session, Grahame explores what reputation risk means for organisations and why forward-thinking companies are recognising the business value of this asset, undertaking integrated, coordinated strategies to protect and promote it.

- Quantifying reputation's asset value and the bottom-line value of its management
- Pursuing an integrated approach to risk management, governance, compliance and corporate social responsibility
- Establishing responsibility for reputation risk in your organisation
- Investigating the relationship between reputation risks and other risk-sets
- Understanding the risk management and communications nexus: Synergising functions, goals and insight

Professor Grahame Dowling Professor of Marketing
Australian Graduate School of Management, UNSW
Managing Director
Reputation Institute (Australia)

1000 Session Two – Case Study
Developing a reputation risk matrix: What are your organisation's risks? Where, why and how do they arise?
Mapping the risks that affect your organisation – understanding what they are, whence they arise and why – is a critical step in developing the strategy by which to control and manage reputation risk. Any organisation has a number of stakeholder groups and operating environments and effective vulnerability analysis – the basis of a risk matrix – must be executed with due consideration for these various interests and fields. In the high-risk, critical operating environment occupied by the RAAF, where political concerns intersect with national security, hazardous tasks and human life, the stakes are especially high. In this session, Joanna will discuss how the RAAF has engaged senior staff and risk management and corporate communications personnel to develop an incisive, robust reputation risk matrix.

- Conducting reputation risk vulnerability analysis
- Understanding risk in terms of different stakeholder groups
- Building a reputation risk matrix
- Elucidating critical risk relationships through risk mapping
- Appreciating the fallout effects that can trigger reputation risks
- Promoting reputation risk management awareness among personnel through training

Wing Commander Joanna Elkington Deputy Director Communication & Reputation Management
Royal Australian Air Force

1045 Morning refreshments and networking

1115 Session Three – International and Local Expert Workshop
Part A
Integrating reputation risk in business continuity management and disaster recovery planning
"While lengthy periods of downtime have always been potentially crippling, today even minimal service and product unavailability can have a significant impact on business success and reputation." Business-Government Task Force on Critical Infrastructure

Risk that eventuates can trigger a domino effect. When a crisis occurs, its consequences are likely to be felt right along the chain of business processes and reputational degradation can develop into self-fulfilling prophecy, swiftly exacerbating critical situations. On the other hand, a solid reputation acts as a buffer against negativity generated around the crisis, providing an overall positive context that puts the incident in perspective. It also helps to garner the stakeholder confidence necessary to get things up and running again. As such, reputation risk management is a linchpin in any business continuity and disaster recovery plan to reduce risk, minimize damage and disruption and speed resumption of operations and needs be integrated accordingly. In this session, Charles and John detail a highly effective approach – developed through extensive fieldwork – to integrating reputation risk management with business continuity planning and disaster recovery.

Part B:
Linking reputation management to business strategy, process and operations
"The only way to successfully manage reputation and brand risk is by an integrated strategy that comes from the top - for it has to be not the gloss that paints over the cracks but one of the key drivers of your corporate strategy." David Davies, id risk

Reputation management is a core component of a cycle through which companies build value for stakeholders and that involves employees, customers, investors and other key influential partners. This results in "reputation capital" – a highly valuable economic asset.

Reputation management can be linked through the use of detailed analyses obtained from stakeholder opinion surveys, content analysis of media coverage and messaging analysis.

In this workshop, Charles and John will demonstrate how to develop your own reputation management platform through:

- Identifying the gaps in strategy and process
- Cross-referencing the drivers of reputation within and across stakeholder groups
- Analysing identified gaps strategically
- Identifying tactical domains of greatest potential payoff and pools of opportunity
- Integrating your organisation's strategy, reputation management and business needs

Charles Fombrun Founder & Executive Director
Reputation Institute (USA)

John Marinopoulos Managing Director
Strategic Intelligence Group

1245 Luncheon

1345 Session Four – Case Study
Mastering issue management through planning: Achieving preparedness, maximising reputation benefits and eliminating potential damage
As Australia's largest domestic banking and financial services organisation, the Commonwealth Bank Group, reputation is understood to be a critical asset and mitigating risk is high on the agenda. The experience of the group reveals that much of what any company must do in the event of a crisis can and should be planned in advance of any such situation. Inside and outside of the financial services industry, how your organisation plans for – and is seen to deal with – critical occurrences often determines the degree of benefit or damage to your reputation. For, managed skilfully and planned successfully, a critical incident can reveal a silver lining that empowers your organisation to demonstrate its mettle and improve practices, thus enhancing stakeholder confidence. In this session, Jill explores:

- Building a coordinated crisis planning team – involving the right representatives from the right departments and cultivating collaboration
- Training and simulation for optimal crisis preparation
- Monitoring and analysing identified risk hot-spots
- Developing strategic allies – strengthening support through proactive partnerships
- Managing reputation risk in the face of generalised threatened crises to maximise benefit to the organisation

Jill Lester Executive General Manager – Communication, Community and Reputation
Commonwealth Bank

1430 Session Five – Case Study

Navigating the minefield of corporate governance and compliance standards in reputation risk management

New governance and compliance standards – from AS8001-8003 to Basel II and Sarbanes-Oxley – demand that heightened, tightened risk management is strategically implemented within organisations on an enterprise-wide scale. As forward-thinking organisations move to ensure an integrated approach to compliance, governance and risk management, so too do they recognise the requirement to protect reputation as a business asset and perceive the crucial link between reporting requirements and reputation management – itself a confluence joining risk management and communications. In this session, Sean will explain the obligations these standards lay upon organisations' reputation risk management, the impact of reporting requirements upon reputation and what ANZ is doing to meet these demands.

- Avoiding pitfalls in integrating risk management with governance and compliance standards
- Protecting reputation as a business asset – what are the standards affecting how organisations guard this high value 'possession'?
- Achieving strategic cooperation between risk management and corporate communications to meet governance and compliance standards
- Understanding reporting requirements – what are they and how does their observance impact reputation?

Sean Hughes General Manager – Group Compliance
ANZ

1515 Afternoon refreshment and networking break

1540 Session Six – Expert Insight

Reputation cross-training: Risk managing communication, communicating risk management

Risk managers often deal with the concrete: how to handle a chemical spill, a potential pandemic or a possible product recall. They know communication is vital to their work – yet often they may not be alive to all the value that professional communication could add to their work. On the other hand, professional communicators may shy from involvement in risk communication because they see it as often technical, focused on complex data and calculations of probability that potential risks will become actualised. Both fields need to know more about the other. In this session, Chris seeks to bridge the gap, exploring how risk managers can deploy communication strategies to protect corporate reputation – and also how communicators can better grasp and apply key risk communication concepts to guard corporate brand equity more effectively.

- Reputation cross-training: how risk managers and communicators can learn to speak the same language through scenario-based planning
- Enhancing corporate reputation through integrated strategic risk management and communication
- Ensuring internal stakeholders understand the link between risk management and external stakeholder communication
- Expanding your repertoire of risk communication tools
- Sustaining an integrated approach over time

Chris Galloway Lecturer – Public Relations
Monash University

1625 Session Seven – Interactive Panel Discussion

Exploring the risk management and communications nexus in reputation management

The confluence between risk management and stakeholder communications is both compelling and rapidly gaining recognition across industries, however, it remains less than well understood in many organisations and is not always supported by internal structures and communication lines. Panelists will discuss how synergising and cross-fertilising risk management and communications boosts the effectiveness of each field, providing a unique means by which to strengthen the successful pursuit of business objectives. Strategies for achieving this synergy will also be covered. This session will provide a forum in which delegates and panelists can engage in critical discussion of their own experiences, hurdles and questions.

Wing Commander Joanna Elkington Deputy Director Communication & Reputation Management
Royal Australian Air Force

Chris Galloway Lecturer in Public Relations
Monash University

1700 Closing remarks from the Chair and end of Day One

Tuesday 28th March 2006

0830 Morning coffee

0850 Welcoming address from the Chair

0900 Session One – Case Study

Examining the relationship between corporate social responsibility (CSR) and reputation risk

Employees, investors and consumers are increasingly demanding demonstrated responsibility on the part of corporations in the areas of sustainability and social and environmental impact. CSR is therefore critically linked with reputation and must be addressed accordingly in any risk management programme. Kraft has led industry in negotiating this growing issue, striving to pursue not only socially responsible strategies but also reputation risk control through effective communication to stakeholders of its work in the area of healthy eating and obesity prevention. In this session, Andrew describes how Kraft has strengthened its reputation and bolstered stakeholder support in the drive to make CSR a part of the organisation's identity.

- Exploring growing investor and consumer demands for CSR
- Examining the impact and value of CSR rating in managing reputation
- Incorporating CSR in your reputation risk management strategy
- Understanding reporting requirements and CSR in action

Andrew Kilsby Manager Corporate & Government Affairs – Australia & New Zealand
Kraft Foods

0945 Session Two – Case Study

Collaborative showcase – How risk management and corporate affairs have synergised forces at Melbourne Water

Because reputation risks eventuate as fallout from other risks, and because reputation management is crucially executed through communications, tackling the unique and exigent challenge of controlling reputation risk requires the collaborative, coordinated action of risk management and corporate communications people. Melbourne Water has developed a highly effective tag team that is empowered by the pooled intelligence and strategy of these departments, and as a result is enjoying the bottom-line and functional benefits of a robust, positive reputational asset.

Christine Gibbs General Manager Communications Strategy
Carol Borg Manager Risk & Insurance
Melbourne Water

1030 Morning refreshments and networking break

1050 Session Three – Case Study

Managing reputation through change: How Telstra has shifted the public conversation

"[Reputation risk management] will revolve around efficient communication and long-term solid relationships inside and outside the organisation. Reputation can constitute a major competitive advantage in a turbulent world like today's." Jean-Paul Louisot

Australia's highest-profile company has navigated multiple political, regulatory and media challenges over many years. In recent months, however, the company has argued particularly passionately for regulatory reform and articulated its vision for communications in the twenty-first century. During this process, the company has adopted new modes of communication including direct communication with its 1.6 million Australian shareholders, the nation's first corporate podcasting service, an upgraded internal communications function and a new website complete with employee blogs. In effecting these changes, strategic leveraging of existing reputation has been critical, as has the careful protection of this key asset throughout the 'risky' business of change. In this session, Andrew will talk frankly about the cost involved in changing the public conversation, the tactics used, the role of the media in the new operating model and how Telstra has strived to secure the health of its reputation through these major shifts.

- Identifying expectations – who are your stakeholders? How many reputations do you have?
- Pursuing stakeholder dialogues that promote receptiveness to change
- Factoring reputation risk in change initiatives
- Leveraging reputation to bring about environmental, market and regulatory change
- Protecting reputation through change: Monitoring and measuring reputation impacts during change phases

Andrew Maiden Head of Telstra News Service
Telstra

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1135 Session Four – Case Study
Best practice stakeholder communication and involvement for reputational vigor in any weather

Stakeholder communication is a keystone in the fort of reputation risk management, which defends ground gained and backs-up missions of advancement. As Thiess has demonstrated with its management of the Lane Cove tunnel issue, ongoing and committed engagement with stakeholders is a damage control measure critical to the successful outcome of all other activities undertaken to mitigate injury, reputational and beyond. In this session, Chris examines the crucial coherence of internal and external communications, the value in promoting stakeholder-wide participation in reputation strengthening, as well as adroit pre-emptive strategies for minimising flow-on stakeholder dissonance in the event of critical incidence.

- Achieving internal and external communications consistency
- Engaging employees in understanding and nurturing reputation – inculcating a top-down approach
- Communicating with community – interacting honestly and fairly with those touched by your organisation's activities
- Heading off harm: Pre-emptive tactics to prevent eruption of further issues
- Turning a successfully managed 'crisis' into a positive reputation risk management strategy

Chris Peat Manager for Community Corporate Affairs
Thiess

1220 Luncheon

1310 Session Five – International Keynote Case Study
Implementing a proactive, inside-out reputation risk management strategy at FedEx

"Reputation is a strategic asset that needs to be managed in a highly disciplined and focused manner on a sustained basis. We believe that a strong reputation can act as a life preserver in a crisis and as a tailwind when the company is on the offensive." William Margaritis

FedEx's enviable reputation of reliability and top-down commitment to the organisation and the quality of service it provides arises not from strategic product placement or other advertising strategy. Rather, by taking an inside-out approach, FedEx has established a reputation so strong among internal stakeholders that it has naturally extended outwards, informing the esteem in which external stakeholder hold the worldwide transport and cargo giant. By studying the ways in which different elements of reputation affect stakeholder behaviour, the company has established profitable insight into the links between reputation and stakeholder value.

- Understanding the role of the CEO and senior executives in reputation and its management
- Developing and conducting stakeholder surveys
- Putting reputation risk on the risk management agenda
- Realising the bottom-line, value impact of reputation risk and its management
- Achieving company-wide crisis preparedness through scenario simulations
- Utilising marketing and promotional opportunities to consolidate reputation

William Margaritis Vice President – Worldwide Communications and Investor Relations
FedEx

William has been at FedEx headquarters in Memphis since May 1997. He has led communications for numerous crises, acquisitions, rebranding initiatives, employee change management programs and a new go-to-market strategy. He has successfully transcended the image of FedEx from an air express carrier to a full-service transportation powerhouse.

Prior to joining FedEx, William was Vice President of Bechtel International, based in London, England, responsible for managing public relations and marketing communications for Europe, Middle East, Africa and Southwest Asia. He also worked in Washington DC, and Athens for separate divisions of the company.

In addition to his extensive international communications background, he serves on various boards, including the Larry King Cardiac Foundation, the Arthur Page Society, Big Brothers/Big Sisters of Greater Memphis and the Board of Counselors for the Council on Public Relations Agencies.

1440 Afternoon refreshments and networking break

1500 Session Six - Case Study
Coming from a low base: Minimising the impact on your business risk when your industry has a low reputation

Banks, telecommunications providers, tollway operators and health insurers - what do they all have in common? Put simply, their industries are unloved. But that doesn't mean that your business can't stand out from the crowd and culitvate a strong reputation that attracts stakeholder favour and esteem. In this session, Trish explores how a business can grow its reputation despite its industry, drawing on her complement of experience in both corporate and marketing roles in organisations as diverse as CityLink, Melbourne Airport, CBA, Ericsson and Medibank Private.

- Examining the risks faced by organisations in 'unloved' industries
- Taking your business on a journey - the preparation and the execution
- Understanding the role your people play
- Exploring how CSR can be a key differentiator
- Seeing proof that it can be done - reflecting on the reputational achievements of CityLink and Medibank Private

Trish Hyde Public Affairs Manager
Medibank Private

1545 Session Seven – Expert Address
Protecting corporate reputation within a legal framework – managing reputation proactively and defensively

"Convey a libel in a frown, And wink a reputation down." Jonathan Swift

In order to protect this strategic asset, it is critical that key reputation managers within your organisation possess a firm understanding of the legal framework relevant to corporate reputation. On the one hand, this legal context establishes the limits of what can be protected. On the other, it provides the armoury and authority that can be invoked to defend reputation against the threat of damage. Through a series of leading Australian cases and practical examples, Barry will cut a clear track through the rules, risks and remedies pertaining to corporate reputation, thus empowering you to manage reputation both proactively and defensively in your organisation.

- Knowing the law – what are the relevant laws and significant legal concepts pertaining to corporate reputation?
- Practical steps to protect your organisation's reputation to minimise the legal risks
- Exploring what the law will and won't protect
- Understanding the rights and remedies available to protect your organisation's reputation
- Ensuring you avoid damaging your organisational reputation and others'
- Preparing legally sound advertising and promotional campaigns

Barry Stewart Senior Associate - Corporate
Thomson Playford Lawyers

1630 Closing remarks from the Chair and end of Conference

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REPUTATION INSTITUTE

The Reputation Institute (www.reputationinstitute.com) is a private research and advisory organisation devoted to building thought leadership about corporate reputations, their management, measurement and valuation. The RI brings together a global network of academics and practitioners dedicated to advancing knowledge about corporate reputations and improving the practice of reputation management. The Reputation Institute was founded by Charles J Fombrun and Cees B M van Riel in 1997.

The Reputation Institute invites individuals and companies who share the RI's mission to become members of the RI. To provide outreach services to companies and individuals around the world, RI is actively developing an international network of Affiliates and Associates. The RI currently works with local RI Representatives and Affiliates in each of the following countries: Australia, Brazil, Chile, Denmark, France, Germany, Greece, India, Italy, Netherlands, Norway, South Africa, Spain, Sweden, Switzerland, Turkey, United Kingdom, and the United States.

Managing Reputation Risk

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Fees

☐ **Standard Conference Fee** Two Day Event @ $2480 + 10% GST = $2728
Conference documentation available online. A website and password will be provided to before the event

☐ **All subsequent attendees from the same organisation attend at half price*** @ $1240 + 10% GST = $1364
Given that the conference advocates an enterprise approach to Reputation Risk Management, a pricing structure has been specially set to allow for delegates from both communications and risk divisions to attend

☐ **CO Magazine & Reputation Institute 10% Members Discount***

☐ **Early Bird 10% Discount*** A limited number of early bird seats are available. Please ask for details

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Why you must attend

Increasingly, astute organisations are realising the importance of reputation as a business asset for the tremendous impact it has on an organisation's bottom-line and functionality. According to the 2005 Aon survey, reputation is the top corporate risk identified by organisations in Australia. By directly affecting stakeholder confidence and market credibility, reputation injury has material consequences for enterprises. On the other hand, a well managed reputation attracts and retains investment capital, sales, lender confidence, customers, high quality employees and management, business partner confidence and protection from negative publicity. Reputation is thus critical to any organisation's competitive advantage and should be guarded carefully and strategically.

Whilst effective stakeholder communications and crisis planning are critical elements of an overall strategy, managing reputation is about more than slick post-crisis clean-ups. It requires proactive prevention; it requires an ongoing, holistic and top-down approach that integrates risk management with internal and external communications.

Who must attend

Designed for those Managers charged with the exigent duty of ensuring the hygiene and vigour of their organisations' reputations, this event will be particularly relevant to:

CEOs, CFOs, GMs and Directors, Senior Managers and Heads of:

- Risk Management • Corporate Governance & Compliance
- Corporate Affairs • Public Affairs • Public Relations
- External Relations • Internal Communications • Investor Relations
- Corporate Communications • Marketing • Media Relations
- Corporate Citizenship and Social Responsibility

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3.Cancellation/Substitution: Provided the total fee has been paid, substitutions at no extra charge up to 14 days before the event are allowed. Substitutions between 14 days and the date of the event will be allowed subject to an administration fee of equal to 10% of the total fee that is to be transferred. Otherwise all bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **marcus evans** (as defined above) Cancellations must be received in writing by mail or fax six (6) weeks before the conference is to be held ie Monday 13th February 2006 in order to obtain a credit voucher representing 50% of the total fee to be utilized against the costs of any future **marcus evans** conference. Thereafter, the full conference fee is payable and is non refundable. The service charge is completely non-refundable and non creditable. Payment terms are five days and payment must be made prior to the start of the conference. Non-payment or non-attendance does not constitute cancellation. By signing this contract, the client agrees that in case of dispute or cancellation of this contract that **marcus evans** will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason, **marcus evans** decides to cancel or postpone this conference, **marcus evans** is not responsible for covering airfare, hotel, or other travel costs incurred by clients. The conference fee will not be refunded, but can be credited to a future conference. Event programme content is subject to change without notice.

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Business Opportunities: A limited amount of exhibition space is available at the conference. Sponsorship opportunities including lunch and documentation also exist. For further details contact **Darrin Stollznow** on (02) 9238 7125

I would like to thank everyone who has helped with the research and organisation of this event, particularly the speakers for their support and commitment
\- **Kate Concannon** Conference Producer

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