



R+D+I PROJECTS

Corporate Excellence – Centre for Reputation Leadership

R+D+I PROJECT ROADMAP FOR THE AREA OF ACTIVITY



REPUTATION & REPUTATIONAL RISK

- Reputation measurement
- Assessment of the economic impact of reputation
- Recovery of stakeholder trust
- Reputational risks
- Reputational intelligence observatory
- Reputation in digital environments
- CEO reputation



PURPOSE, ALIGNMENT AND CORPORATE BRAND

- Corporate purpose
- Activation of employees and consumers
- Methodology to define purpose according to vision and expression through Corporate Brand



COMMUNICATION

- New communication model
- Company Contribution & Corporate Narrative
- Communicating CSR
- Advertising and Sponsorships



SUSTAINABILITY, CSR AND GOVERNANCE

- Non-financial reporting
- Corporate Responsibility & Responsible Business
- Compliance & Internal control
- Good Governance Models



FORESIGHT & PUBLIC AFFAIRS

- Trend, foresight and global affairs observatory
- Foresight research: trends in intangible management
- Social intelligence for decision making



TALENT

- The role of employees in the construction of corporate reputation
- Employee advocacy, employee activation



ADVANCED METRICS

- Intangible asset Dashboard
- Evolution of the weight of intangibles in the total value
- Key indicators of brand, reputation and communication
- Advanced HR metrics
- AMEC, Integrated Evaluation



CORPORATE EXCELLENCE ACADEMY

- The Global Chief Communications Officer and the strategic management of intangible assets – The Global CCO
- Online course *Introduction to reputation management and intangibles* (RIBPP)
- Reputation Risk Management Course

WE'LL SHOW YOU A SELECTION OF OUR ONGOING PROJECTS!



R+D+I PROJECTS

Corporate Excellence – Centre for Reputation Leadership



REPUTATION &
REPUTATIONAL
RISK

R+D+I REPUTATION PROJECTS

Corporate reputation measurement

Creation, development and implementation of RepTrak® Pulse's reputation measurement and management model in cooperation with the Reputation Institute. This model, introduced for the first time in May 2006 at the Annual Corporate Reputation Conference held in New York, adjusts to each sector's and business' reality, in addition to yielding manageable strategic insights of practical use for organizations. This model has managed to establish itself as the most used method worldwide in the business community for the measurement and management of reputation.

Currently, with the help of the Reputation Institute, we are working on adapting and evolving the model to different business sectors such as banking, energy and pharmaceutical sectors, among others.

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REPUTATION &
REPUTATIONAL
RISK

R+D+I REPUTATION PROJECTS

Management of Reputational Risks

We work with strategic partners who are globally recognized for their work on reputational risks with the purpose of solidly advancing and establishing a framework for reputational risk. The development of this innovation project, of a structural nature, has allowed us to share knowledge on strategic and reputational risks through various publications, studies and a specialized training programs.

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REPUTATION &
REPUTATIONAL
RISK

R+D+I REPUTATION PROJECTS

Reputation management in academic and cultural institutions

With the aim of promoting the measurement and management of reputation in the educational and cultural sectors, we have opened new cooperation and research channels with different and relevant institutions within those sectors. This has yielded outstanding initiatives and activities that are boosting innovation in these institutions and where our Foundation takes part as a strategic partner.

Within this initiative we can highlight the *Building Universities' Reputation* International Conference organized by Navarra University and the *Museum Reputation* Annual Conference organized by Navarra University's Museum with Prado Museum and the Reputation Institute, which will hold its first edition in May 2019.

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MUSEO NACIONAL
DEL PRADO

 Reputation Institute

 Museo
Universidad
de Navarra

 Universidad
de Navarra



PURPOSE,
ALIGNMENT AND
CORPORATE BRAND

R+D+I PROJECT IN IDENTITY ALIGNMENT & BRAND

Corporate purpose

Purpose, understood as organizational identity, is what makes an organization unique and different. It has become an element that mobilizes shared beliefs and internal and external alignment.

To innovate in this field, Corporate Excellence - Centre for Reputation Leadership, takes part in international research supported by the Arthur W. Page Society on the implementation of corporate purpose, transferring and sharing knowledge in this field with the business community.

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ARTHUR W. PAGE SOCIETY



COMMUNICATION

R+D+I PROJECTS IN COMMUNICATION

Efficient dialogue model with MODE® interest groups

MODE® is a new evaluation model resulting from a R+D+I project supported by Corporate Excellence - Centre for Reputation Leadership along with Sandex.

The model allows us to measure message effectiveness and efficiency, CSR actions, sustainability plans and investments in communications and marketing, among other possible applications. It provides, in an automated way, the materiality matrix and supplies information on the level of existing consensus or agreement for each of the company's action lines. The model also allows the analysis of the gap between consulted relevant issues and their indicators, providing data of cost-effectiveness, cost-efficiency as well as foresight analysis.

The model has both the academic approval of Jaume I University and results of its real-life application in Auchan Retail Spain.

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COMMUNICATION

R+D+I PROJECTS IN COMMUNICATION

Business narrative

To be able to communicate a company's identity in with awareness and consistency, it's necessary to connect with a clear and differentiating history of it, adapted to the expectations of its different stakeholders. Because of this, Corporate Excellence - Centre for Reputation Leadership has launched a pilot project to create an innovative business narrative method.

This model enables organizations to tell their corporate story and asses their positive contribution through new narrative formats aimed at each of the interest groups part of a company's map of stakeholders.

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SUSTAINABILITY,
CSR AND GOOD
GOVERNANCE

R+D+I PROJECTS IN SUSTAINABILITY, CSR AND GOOD GOVERNANCE

Sustainability accountability model

Development of a new methodology for CSR communication and sustainability in cooperation with Atrevia, communication consultants. This model offers communication executives. institutional relations and CSR sophisticated tools for transparency, listening, co-creation of commitments and result evaluation.

The purpose of this model is to connect with and generate trust within stakeholders and provide the relational key elements the company needs to show due diligence in the implementation of its CSR policy, as established by Law and recommended by the Good Governance Code of Listed Companies.

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ATREVIA



TALENT

R+D+I PROJECTS IN TALENT

Employee responsibility in corporate reputation

The role of employees in the construction or destruction of the reputation of the company they work for is decisive; they are the main ambassadors of a brand and one of the social actors that build the most confidence but, how can we activate their commitment so they favourably promote the reputation of the company they work for?

Corporate Excellence – Centre for Reputation Leadership has developed, along with Alcor Consultores (currently, Estudio de Comunicación) and with the participation of Enrique Carreras, member of the foundation's metric expert's board, an operative management model to mobilize employees as the key people responsible of a company's reputation. So far the model has been applied to member companies and companies close to the Corporate Excellence – Centre for Reputation Leadership network.

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ADVANCED METRICS

R+D+I PROJECTS IN INTANGIBLE METRICS

Key intangible Dashboard and its causal relation to the business

Research developed with the help of expert mathematicians to introduce non-financial indicators (reputation, brand and experience) into Dashboards that define a company's general strategy and employee compensation.

It attempts to add to the traditional financial indicators that up to now had dominated this Dashboard, and which explain how we have made money in the past, some indicators that tell us about the forecast of future income, such as reputation, corporate brand health, employee's pride of belonging/commitment, client satisfaction and the tendency to recommend the brand and its products and services to others.

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ADVANCED METRICS

R+D+I PROJECTS IN INTANGIBLE METRICS

R+D+I - Triple E Brand Indicator

With the purpose of proving corporate brand management's contribution to a business, we have developed along with Conento Advanced Analytics Solutions a corporate brand indicator, with proven impact on businesses, to be included in organization's Dashboards.

The brand indicator is called "Triple E", as it acts on the brand's three key levers: energy, essence and experience. This indicator, which identifies the brand's most influential levers to generate favourable behaviour among stakeholders that directly impact the business, has been certified by the banking sector.

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ADVANCED METRICS

R+D+I PROJECTS IN INTANGIBLE METRICS

Talent Metrics

Aware of the importance of talent in the development of organizations, Corporate Excellence – Centre for Reputation Leadership actively contributes to the research and creation of organization talent indicators supported by the Advanced Centre for de development of Organizational Talent Metrics of Madrid's Autónoma University's Knowledge Engineering Institute, CAMTO.

This group, composed by prestigious companies, specialized consultants and academic researchers, aims to share experiences and best practices, as well as developing methodologies and metrics that can be used as a standard measurement to value an organization's talent.

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