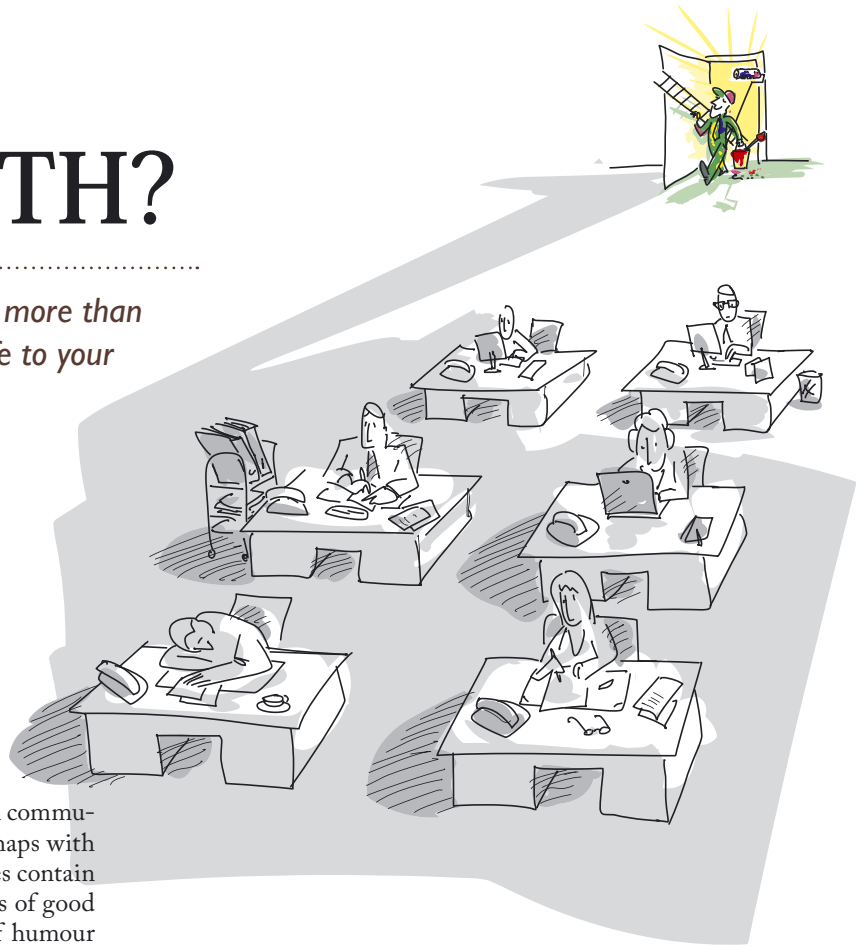


WHAT ARE WORDS WORTH?

Choosing 'the best words in the best order' is more than just a question of style: good writing brings life to your organisation

by Dafydd Phillips

I have seen the future and it is covered in latex". This gem of corporate communications landed on the desk of Paul Abrahams many years ago when he worked as a journalist. Today he is head of corporate communications EMEA, at Nomura, and he still remembers that phrase: a sign, surely, of successful communication? "I've never been able to top that", he says – perhaps with tongue in cheek. On a more serious note, the example does contain several qualities that many would agree are the hallmarks of good writing. Short, sharp and to the point – with a dash of humour as well. But what constitutes good corporate writing? As writers, corporate communicators are trapped in a half-way house, between the need to be eloquently informative on the one hand, and the business demands of the management team on the other. Communicating complicated business strategies in a way that does not tread on the toes of legal requirements, the bewildering choice of tools, platforms and channels that have developed with the growth of social media, and the difficulty of communicating across international borders: must the style of writing in corporate commu-



nications by necessity deviate from the kind of quality expected elsewhere?

CLEAR AND CONCISE Paul Abrahams does not think so: "Good writing is good writing", he says. As a young journalist, the Financial Times sent him to journalism school, an experience he credits with setting standards for his writing that he still sticks to. "It was very effective"

[READ MORE ↗](#)

Advertising

CONFERENCE THE FUTURE OF PR

EUROPE'S 1ST CROWDSOURCED CONFERENCE

12/13 December 2011, Berlin

WWW.SOCIAL-MEDIA-CONFERENCE.EU

Speakers will include:



Katharina Weltecke
UN World Food Programme



Rita Dantas
Quadriga University



Jon Worth
techPolitics LLP



Ana Bulgar
Petrom



Rainer Babel
Babel



Gundula Pabst
Randstad



Ian Andersen
European Commission



QUADRIGA
UNIVERSITY
OF APPLIED SCIENCES

REGISTER
NOW!

IMPRESSIONS 2007-2010



Celebrate your achievements with your peers

EUROPEAN
EXCELLENCE
AWARDS
2011

GALA CEREMONY
DECEMBER 8TH, 2011
AMSTERDAM

BOOK
YOUR SEAT
NOW!

INFO@EXCELLENCE-AWARDS.EU



WWW.EXCELLENCE-AWARDS.EU

FACTS & FIGURES

According to a recent report by the Reputation Institute – a consulting firm specialising in reputation management – corporate reputation can be an additional source of competitive advantage. The report shows that the motivation to support an organisation – for example, through purchase, referral, positive word of mouth and benefit of the doubt in crisis – is not, in the main, influenced by products and services. Out of the seven dimensions of corporate reputation (see below, left), the report finds that products and services and innovation together only account for on average 30-45 per cent of the overall reputation. The remainder is accounted for by the corporate dimensions: the company and people behind the products. The Institute finds that the leading companies of the world recognise that competitive advantage is created by reputation, image and trust – products are merely a

ticket to enter the market. The report measured the reputation of 100 leading global companies among consumers in 15 countries; the ranking below right shows the results. The Reputation Institute says that these companies have embraced their reputation as an important asset and will continue to carefully manage how they are perceived by all stakeholders across all countries and business units. These leading companies communicate and act in a way valued by their stakeholders, and are creating a balanced approach across the dimensions of corporate reputation – and they are rewarded by trust and business across products, markets and cultures. All companies have a reputation, be it good or bad: this report argues that it can be measured and actively managed. *Taken from The 2011 Global RepTrak™ 100: Results and Report* [READ MORE ↗](#)

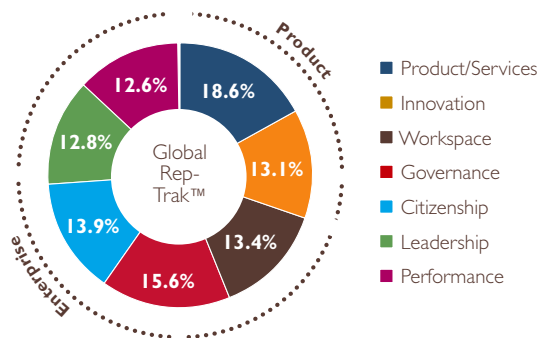
What Drives Reputation in 2011 – Global Drivers

To win the support and trust of consumers you have to engage on all 7 dimensions:

Product & Services and Innovation make up 32%

Citizenship, Governance, and Workplace determine 43%

Financial Performance and Leadership make up the last 25%



Top Ten Developments 2011

1. Google
2. Apple
3. The Walt Disney Company
4. BMW
5. Lego
6. Sony
7. Daimler
8. Canon
9. Intel
10. Volkswagen

COMMENTARY

The lack of response to Occupy Wall Street

To get the answers you want, you should make sure that your questions are clear. That is conclusion drawn by several observers of the Occupy Wall Street (OWS) movement, which continues to grow in size and international reach – protests have been reported from London to Sydney, Helsinki to Cape Town. Less impressive, however, has been the response of businesses and governments. The lack of an orchestrated communication on their behalf could be blamed on their perception of the OWS movement: the individual groups are too small in number, too unfocussed in their demands, too young to be taken seriously. But this is to underestimate the potency of the OWS inspiration: popular dissatisfaction with income inequality, bank bailouts and the influence of money in the political system are points that have the potential to earn popular sympathy. Last month, in a blog post on the Harvard Business Review's website, Hari Bapuji and Suhaib Riaz argue that the business community continue to ignore the movement at their peril. Drawing parallels with the anti-corruption marches in India, the authors assert that the movement is more concerned with ensuring the system works rather than overthrowing the



system altogether. They blame the movement's lack of leadership as the cause of its diffuse message; a more targeted organisation would, they imply, get a stronger response from the companies they target. There have been several noteworthy business figureheads who have spoken out in support of OWS, including CEOs of GE, Citibank, PIMCO, Wells Fargo and Starbucks. Other than that, the business world has largely ignored the voices outside their offices. Wouldn't it be better if, rather than see this issue as a 'them against us' divide, the two sides were able to talk to each other and understand that the issues raised by the OWS affect us all? As Bapuji and Riaz write, "businesses should find ways of empathizing with protesters' frustrations on points of genuine concern".

Newsletter Editors

Dafydd Phillips,
Neil Cranswick

Graphics

Steffi Butter

Publishers

Rudolf Hetzel,
Marc-Oliver Voigt

Send your Personnel News updates to
personnel@communication-director.eu



twitter

Follow Communication
Director: Now On Twitter!



PERSONNEL



Niclas Friese-Greene
(SVP, Marketing & Corporate
Communications)

Institution: SES Start: October 19



LU: New global role for Niclas Friese-Greene

SES, the global satellite owner and operator based in Betzdorf, Luxembourg, has announced that NICLAS FRIESE-GREENE has been appointed senior vice president marketing and corporate communications. In the newly created position he reports to Ferdinand Kayser, chief commercial officer, and Romain Bausch, chief executive officer of SES respectively. He will be responsible for the worldwide marketing activities and corporate communications.



Eric Platteau
(Head, Media & Communications)

Institution: EDA
Start: October 01



Belgium: Platteau communicates for the EDA

ERIC PLATTEAU has been appointed head of media and communication at the European Defence Agency. He reports directly to the chief executive Claude-France Arnould. Platteau was chief communication at SESAR/European Commission since 2008. Prior to this, he worked in the private sector as senior communication manager for Brussels Airlines, Baxter and Orange.



Martine Haas
(Director, Group Communications)

Institution: Nouvelles Frontières
Start: October 03



France: New communicator at Nouvelles Frontières

On October 3, MARTINE HAAS took up her new job as director of group communications at the Nouvelles Frontières Group. She will be responsible for all entities of the tour operator and air travel group. Bruno Bernard, head of internal communications and Sandrine Guillemain, head of external communications, will report directly to her.

[READ MORE ↗](#)

EVENTS



10.11.2011 Corporate governance & Strategic Communication

Posing the question: "Is Communication taking over?", this conference investigates the extent to which role of communication has become strategic in the governance of complex organisations, both private and public.

► EUPRERA, IULM University, Milan

[READ MORE ↗](#)



10 – 11.11.2011 Crisis Communications Conference

Andrew Gowers (left), former communications chief of BP and Lehman Brothers, is the Dinner Speaker at Quadriga University's 2011 crisis communications conference. Communicators from across Europe will take part and share experiences and ideas.

► Quadriga University, Nhow Hotel, Milan

[READ MORE ↗](#)



29.11.2011 Social Media Results For PR & Comms

Social media experts from LEGO, Adidas, Facebook, American Express, Google UK-YouTube, Domino's Pizza, Standard Life, Universal Music, Volvo and more will reveal their social media strategies to mobilise engagement.

► Global Insight Conferences,
Hotel Russel, London

[READ MORE ↗](#)



12 – 13.12.2011 Embracing the Future of Communication

Under the banner "Putting Social Media to use in Public Administration", this seminar is aimed for public officials and others who wish to increase their social media skills for internal and external communication.

► EIPA, European Institute of Public
Administration, Maastricht

[READ MORE ↗](#)