

10/2013

WHAT IS THE PRICE OF TRUST?

Specialists in business, stakeholder management and reputation research, the Millward Brown Corporate Practice provides an outlook on how to maintain and restore trust in brands.

By Anna McAvoy



From the deaths of more than a thousand clothing workers after a factory collapse in Bangladesh, to horsemeat in food products across Europe, how to ethically manage supply chains and rebuild consumer trust are urgent issues for all brand leaders.

While the primary damage affects those at the centre of the crisis, hitting sales and share prices, the repercussions are also felt by all those operating within the same sector. Justin King, the Chief Executive of Sainsbury's, a major UK retailer, observed that, while his company was

not involved in the horsemeat scandal, recent events have "fundamentally challenged customers' trust in the supply chains on which we, and they, depend." Brands such as Primark and Matalan have taken swift, remedial steps to restore reputation damage, including financial support to the families of the Bangladesh victims. Similarly Birds Eye has committed to source beef only from farms in the UK and Ireland, and Tesco has promised to improve traceability for their products using a new DNA testing system.

But in the longer term, are these actions enough to turn around opinions among

consumers, shareholders and influencers?

"I don't think businesses have changed very much... I think their default position is to get away with what they can." (Media)

CAN YOU RESTORE TRUST? Research by Millward Brown among influential UK opinion formers from the media, academia and not-for-profit sector has shown that support for corporations strengthens if they clearly show an ethical and fair approach to supply chain management that is part of a broader, genuine... [Read more](#)

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Facts & Figures: Making the grade when stakeholders rule

Biggest Reputation Leader Challenges

Planning around reputation is the biggest challenge faced by companies



57%

We don't have a structured process for implementing reputation management into our business planning



45%

We are not leveraging the knowledge we have to be relevant to each stakeholder



34%

Internal silos prevent cross-functional collaboration

“**REPUTATION MANAGEMENT IS COMING OF AGE** as a boardroom issue in the 2010s”, states the latest Annual Reputation Leaders Survey by the Reputation Institute, a global private consulting firm based in New York and Copenhagen. However, although most companies agree that reputation management is important, relatively few have figured out how to harness its value. Surveying the opinions of over 300 executives in 25 countries, the Reputation Institute finds that there is a great deal of uncertainty in the transition from a customer-centric approach to risk management: “when it comes to stakeholder relationship management” says the introduction to the report, “everything is not under control.” Noting that reputation leaders cover a diversity of job titles “but most frequently the senior communicator, chief marketing officer, or the head of business strategy”, the survey notes that only 20 per cent of reputation leaders say they have the right tools and processes in place

to implement reputation thinking into the way the company. The Institute calls for companies to embrace a “reputation-focused agenda”, noting that the main reasons preventing companies from doing so are a lack of a structured process for managing reputation (57 per cent), the inability to leverage internal knowledge about each stakeholder group (45 per cent) and internal silos that prevent cross-functional collaboration (34 per cent). The report draws the conclusion that reputation leaders “have been unable to inspire executive management to build a more workable system designed to meet today’s challenges.” Elsewhere in the report, the survey notes that 94 per cent of companies link reputation priorities to business impact – clearly, the business case for reputation is widely understood. With these kind of results, the question remains: who should take responsibility for implementing a new way of working with audiences from the workplace to the marketplace?

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Personnel



Inken Hollmann-Peters

Head of Corporate Communications,
Beiersdorf
Start: October 1

Beiersdorf announces new head of communications

Cosmetics company Beiersdorf is reorganising its global communications activities and merging its corporate communications and corporate sustainability departments under the leadership of Inken Hollmann-Peters, who reports directly to Stefan Heidenreich, CEO. Hollmann-Peters joined Beiersdorf in 1988 and has held a number of managerial positions with the company, including internationally. She managed international NIVEA marketing from 2000 to 2010 and most recently was head of corporate sustainability.



Mattias Isaksson

Head of Marketing and Communications,
Tieto
Start: October

Isaksson heads marketing and communications at Tieto

Finnish IT services provider Tieto has appointed Mattias Isaksson as Head of Marketing and Communications. Prior to joining Tieto, Isaksson has been in charge of marketing and communications in Sweden as well as of global brand development for PwC. Isaksson has a background of 18 years in the field, including assignments in New Zealand and Canada. In his new role, he is located in Tieto's Stockholm office and reports directly to Kimmo Alkio, president and CEO of Tieto.



Rebecca O'Neill

Head of Communications,
Fitch Group
Start: September

O'Neill new head of EMEA communications at Fitch Group

Rebecca O'Neill has joined financial services provider Fitch Group as head of communications for Europe, Middle East and Africa. She was most recently EMEA communications director for the International Swaps and Derivatives Association (ISDA), the global trade association for the OTC derivatives market. Based in London, O'Neill reports to Daniel Noonan, global head of communications. Prior to joining ISDA in March 2010, O'Neill was a director of corporate communications at Credit Suisse.



Achim Struchholz

Head of Corporate Communications,
Rhön-Klinikum AG
Start: September 4

Rhön-Klinikum announce new head of communications

Achim Struchholz has been appointed the new head of corporate communications at Rhön-Klinikum AG, the German cooperation of hospitals and clinics. Struchholz comes from Deekeling Arndt Advisors, where he has an adviser to customers in the agricultural and energy sector. Previously, Struchholz was head of communications at chemical company Altana AG and head of the press department at RWE Power. In his new position he reports directly to CEO Martin Siebert.



Inge Wallage

Director Communications and Marketing,
IWA
Start: August

Inge Wallage joins takes on new role

Inge Wallage has been appointed director of communications and marketing at IWA (the International Water Association). Based in the Netherlands, she joins the IWA from Greenpeace, where she was director of communications at Greenpeace International since March 2009. Before joining Greenpeace, she was vice president communications international E&P at StatoilHydro, the Norwegian multinational oil and gas company. Wallage also counts consultancy work on her résumé: she was market leader for the Netherlands at Burson-Marsteller for almost two years.



David Waller

Director of External Relations,
AFME
Start: November

David Waller takes AFME post

In November this year, David Waller will take on the role of director of external relations at the Association for Financial Markets in Europe (AFME), the trade body for the European investment banking. Waller's previously position was director of communications for hedge fund GLG Partners, which he joined after two years with City agency Maitland. Previously he was group head of external relations at insurance giant Allianz Group and has held senior comms posts at investment banks JP Morgan and Dresdner Kleinwort.

Personnel



Rebecca Stead
Head of Corporate Affairs,
Honda UK
Start: September

New role for Rebecca Stead at Honda UK

As part of its reorganisation of its UK and European public relations structure, Honda has appointed Rebecca Stead as head of corporate affairs at its UK manufacturing subsidiary, Honda UK. She will work alongside Paul Ormond for the remainder of 2013, before he retires from Honda after more than 20 years as general manager of Honda's UK public relations. Stead has spent 15 years working for Honda UK and most recently led the Southern Regional Sales Team. Paul Ormond will be joining Scribbler Communications as a senior consultant and advisor in 2014.



André Zimmermann
Press Officer,
Infiniti EMEA,
Bertelsmann Foundation

Zimmermann speaks for the Bertelsmann Foundation

André Zimmermann is the new Press Officer for the media team of the Bertelsmann Foundation, the largest private operating non-profit foundation in Germany. He succeeds Andreas Henke, who is retiring. Zimmermann will report directly to CEO Klaus-Henning Groth. Zimmermann was previously communications manager at the Foundation and from 2005 to 2010 he was spokesman for the North Rhine-Westphalian Ministry of Science.



Fernando Nicolás
Director of Marketing
and Communications,
Rastreator.com
Start: September

Nicolás directs communications at Rastreator.com

Price comparison website for car and motor insurance Rastreator.com has appointed Fernando Nicolás as its new director of marketing and communications. In this position he leads the new marketing strategy of the company, focusing on supporting new comparison services. He will also be responsible for the repositioning of the brand in the context of diversification and coordination of advertising campaigns, media and communication. Before joining Rastreator.com he served as media manager at Direct Line Insurance. Between 2006 and 2010 he was at Ymedia media agency and has worked in other agencies such as Zenith Media or Iceberg Media. [Read more](#)

Events

31.10/01.11 – Quadriga University, Vienna Internal Communication Conference

This conference is the event where Internal Communication meets HR and where the internal communicator becomes the middleman between management and employees. The two-day event will offer insight into values as a means to help employees understand who they really work for. [Read more](#)



16.10.2013 – Brussels Sharing Knowledge & Access to Intellectual Property in the Internet Age

Taking place against the backdrop of a very busy period for policymakers and stakeholders in the intellectual property field, this discussion-based event will explore the current state of play with regards copyright and IP online in Europe, and will also look at international dimensions and governance. [Read more](#)

16/17.10.2013 – Brussels EuroPCom

EuroPCom is the annual European Conference on public communication. During this two-day event, public communication professionals from all over Europe get together to improve government communication and raise awareness of EU policies. The focus of this year's conference will be on the upcoming European elections in 2014, and the role and position of public communicators in a period of elections. [Read more](#)

29/31.10.2013 – Amsterdam RAI RSA Conference Europe

RSA Conferences are designed for the global security industry, and this year's European event will include themes such as Big Data, defence against targeted attacks, intelligence sharing and data breaches: in other words, some of the most pressing issues of today's world. Among the speakers will be Lord Sebastian Coe, former Chairman of the London Organising Committee for the Olympic and Paralympic Games. [Read more](#)

Jobs



Vice President Communications Northern Europe

Location: Berlin/Amsterdam

Viacom International Media Networks



Corporate Communications Director

Location: Paris, France

Sunpower



Head of Corporate Communications, Europe

Location: London, UK

Kaspersky Lab



Regional PR & Event Manager, Russia/Eastern Europe

Location: Prague, Czech Republic

Lego



Senior PR Manager

Location: London, UK

Fujitsu



Internal Communications Executive

Location: Luton, UK

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