Setting the CEO‘s Agenda

4th International Agenda Setting Conference
Who is influencing whom?

Bonn, September 10th-12th, 2003

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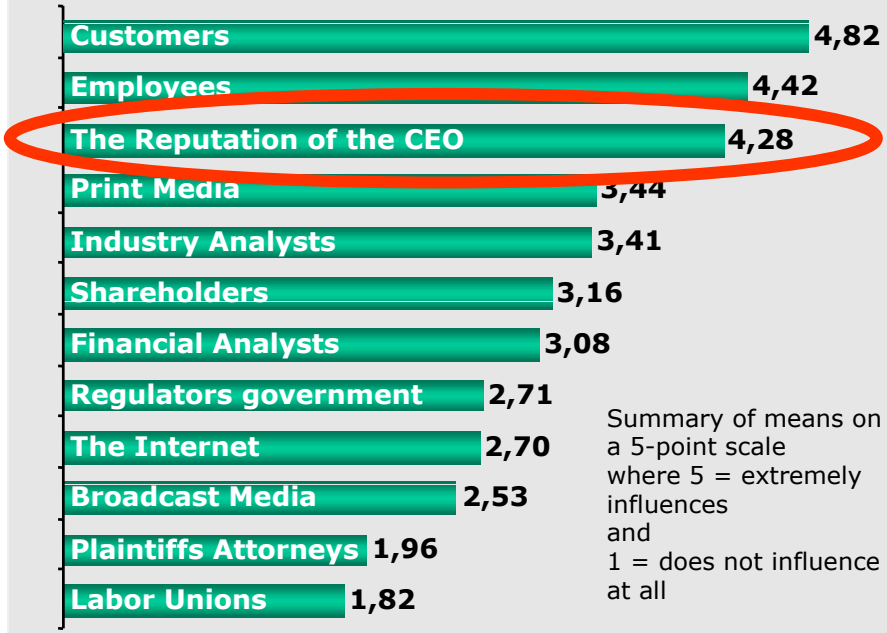
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Agenda

1. Reputation really counts!
2. CEO – an anchor in times of change.
3. CEO's Reputation – the right balance.
4. Create a CEO Brand.
5. CEO Communications shapes both Company's and CEO's Reputation.
6. The Golden Rules for CEO Communications.

Influences on Corporate Reputation

To what degree do each of the following influence your company's reputation?

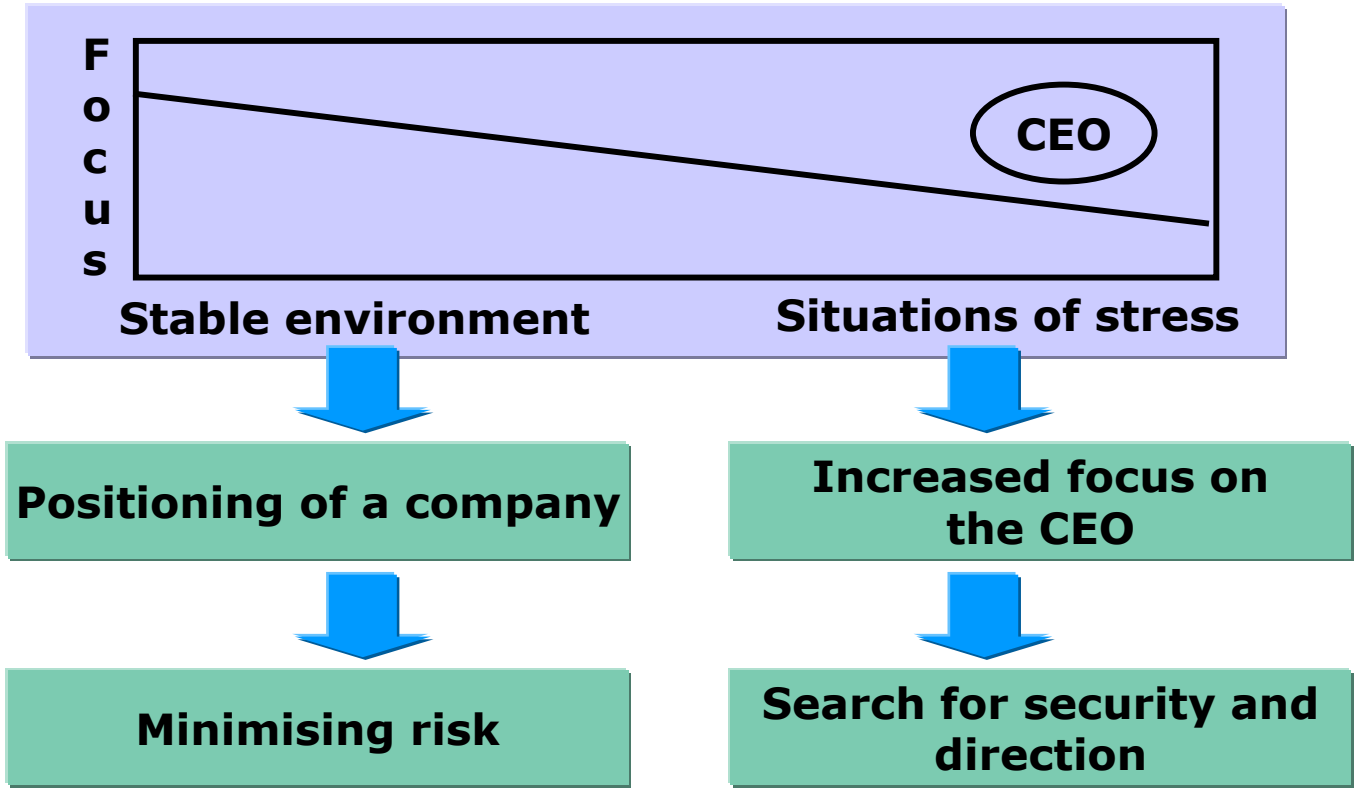


CEO Reputation

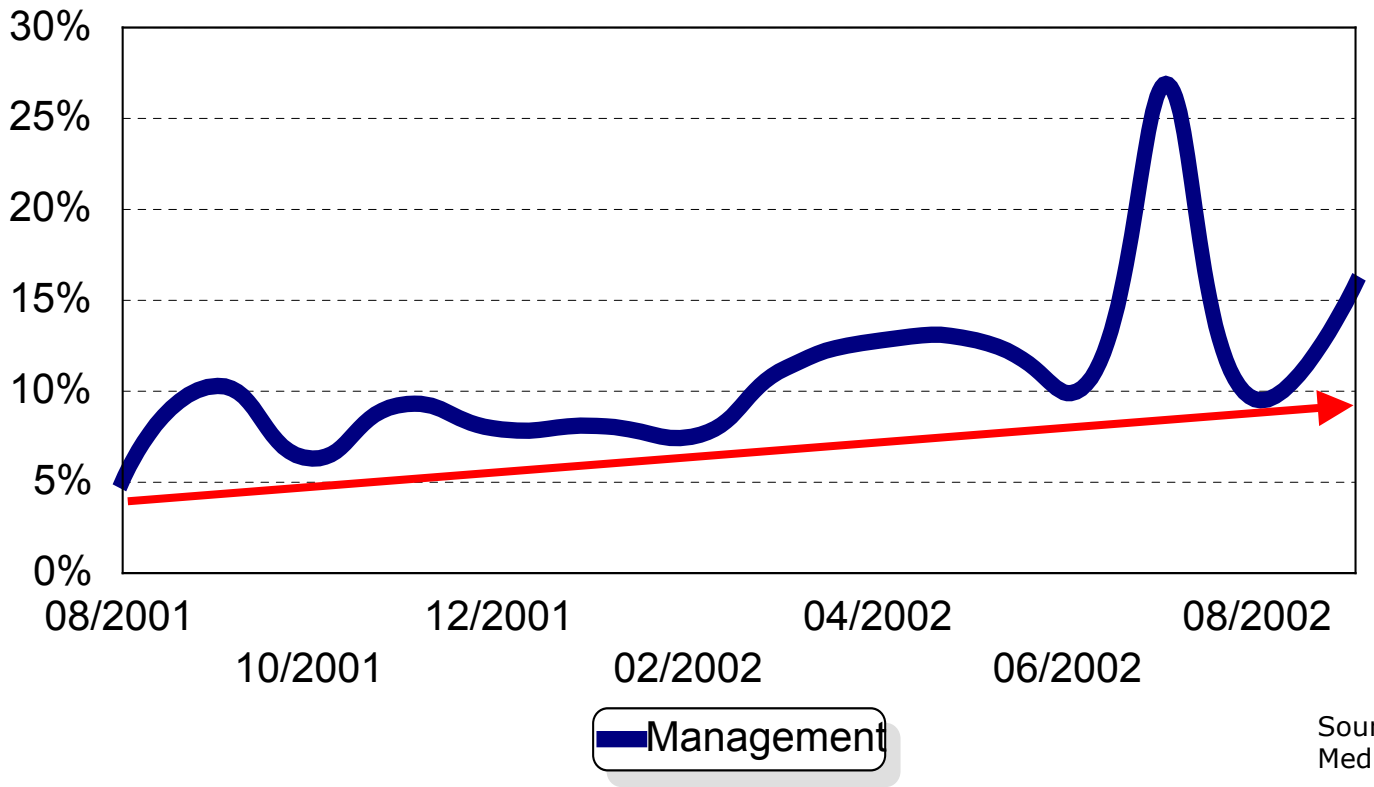
- **90 %** investment analysts recommend firms' stock based on CEO's reputation
- **80 %** say an enterprise will be successful when a well-known CEO takes over for restructuring
- **70 %** say a company is a good place to work based on CEO's reputation

Source: Chief Executive, Hill & Knowlton corporate reputation watch survey, 2002.

Don't underestimate the value of a good CEO reputation!


Focus
CEO
Stable environment
Situations of stress
Positioning of a company
Increased focus on the CEO
Minimising risk
Search for security and direction

Trend towards personalities in the media.

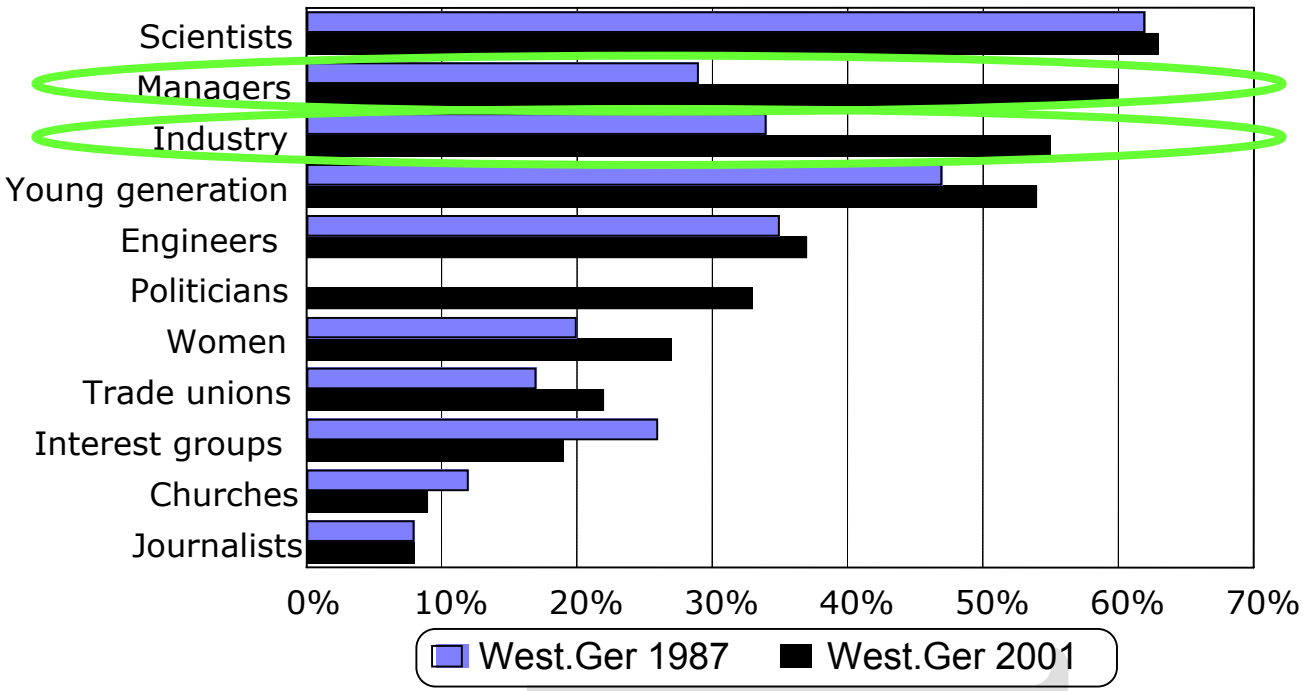


Source:
Medien Tenor

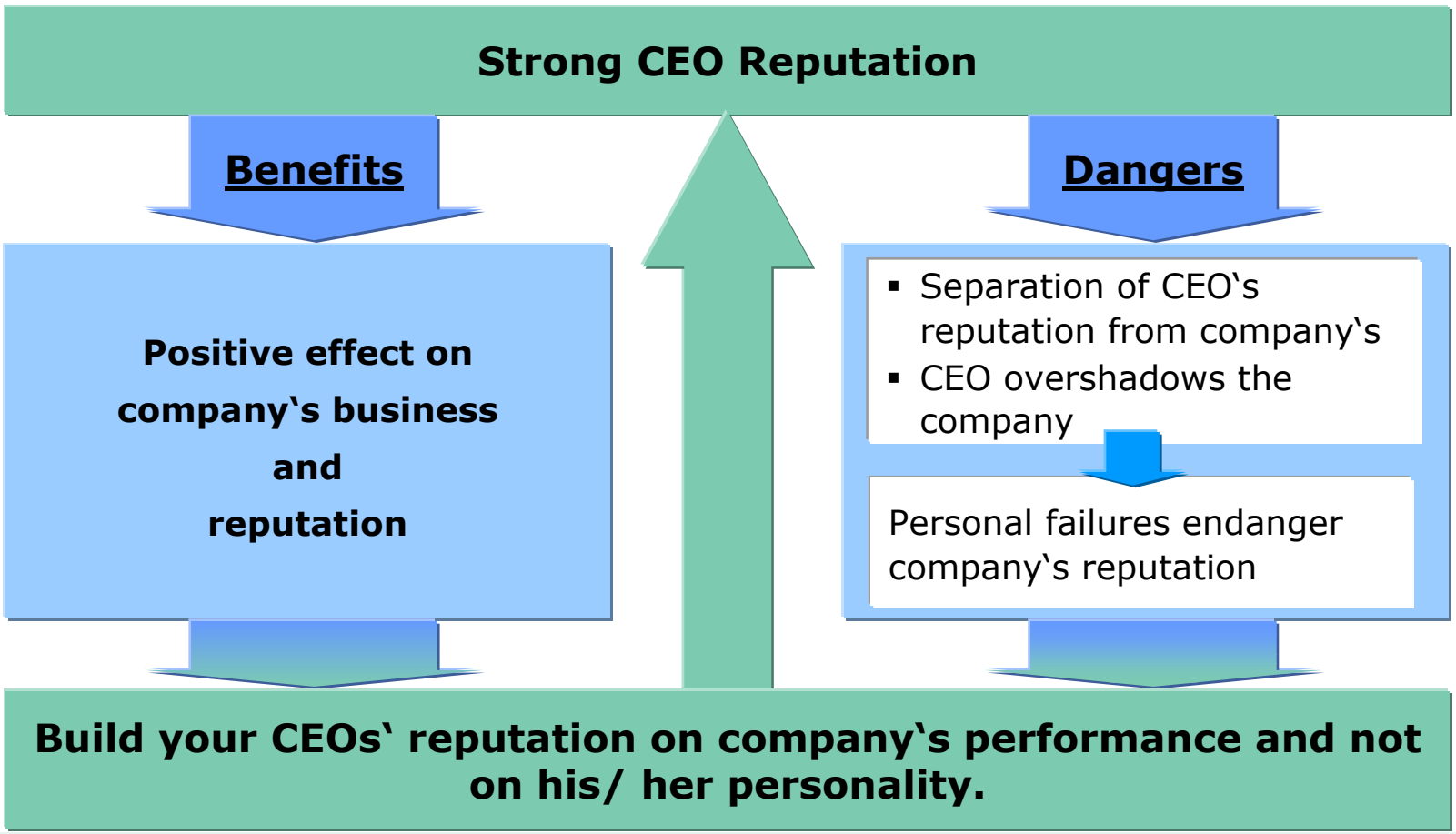
Coverage of management as percentage of press reports on DAX30 companies.

Managers and scientists recognised as leaders of tomorrow.

Survey: Where does society derive hope for the future?



Source:
Institut für Demoskopie Allensbach 2002
aus: „Die Werte des Unternehmens"
Eberhard von Kuenheim Stiftung Hg. 2002


Strong CEO Reputation
Benefits
Dangers
Positive effect on company's business and reputation
Separation of CEO's reputation from company's
CEO overshadows the company
Personal failures endanger company's reputation
Build your CEOs' reputation on company's performance and not on his/ her personality.



- Determine CEO Brand through continual assessment and coaching.
- Activities and brand need to be in alignment.
- Implement your Brand – live your Brand!

The CEO Brand has to complement the corporate brand and be compatible with the image of the products/ services.

5. CEO Communications shapes both Company's and CEO's Reputation.

CEO's Tasks	COMMUNICATIONS	Human Resources	Operations	Finance	...
Int. & Ext. Comm. Tasks	■ **Communicate Strategy, Targets, Achievements**				
	■ **Select + Distribute Information** Controlling, monitoring strategy implementation, adjust to strategy, allocate tasks				
	■ **Networking** Establish relationships				
	■ **SHAPE REPUTATION OF THE COMPANY AND THE CEO (CEO Program)** Leadership position, credibility, expectations, negotiating position, share price, attractive company to work for				

Right messages

Target Groups	Internal	Financial Market	Customers	Opinion Formers/ Politics	Public
	▪ Board of Management ▪ Supervisory Board ▪ Senior Mgmt. ▪ Labour Reps.	▪ Shareholders ▪ Financial Analysts ▪ Financial Journalists	▪ Key Accounts ▪ Key Suppliers ▪ Strategic Partners	▪ Governments ▪ Politicians ▪ Trade Associations	▪ Media ▪ Interest + Pressure Groups

The CEO is ultimately the face and voice of the enterprise.
Communications report directly to the CEO.

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Strategy

1. Only speak when you have something to say (no entertainment).

Integrity

2. Stay in with the outs.

3. Be human. Be authentic.

4. The higher your profile the harder you can fall.
   Always link the CEO to the company.

Credibility

5. Tell communications to manage reputation so that perception and reality aren't separated.

Leadership

6. Be "visible" – which is not the same as "always accessible".
7. Be "visible" in difficult times.
8. Have a firm grip on the company. It's always harder to say "yes" when everybody says "no" and to say "no" when everybody says "yes".
9. Let others shine.

Day to day rules

10. Give key journalists quality time, build up personal relationships.
11. Never give a journalist direct access to you without going through communications department (safety zone).
12. Make friends when you don't need them.

www.cnc-ag.com

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