

Starting from Scratch: Benchmarking, Communicating and Measuring Reputation

pivotal360 Brand and Reputation



Situation

- After a **change in leadership** and period of **reputational challenges from activist shareholders**, new CEO wanted to establish **objective corporate reputation benchmark** and begin to **monitor corporate initiatives** to ensure accountability
- Management team needed **consistent, executive-level metrics** to identify corporate strength and risk in order to invest in **brand and reputation** across multiple products/services



Insights and Model

- Designed assessment to benchmark reputation and **evaluate corporate communications effectiveness**
- Collected metrics across **seven stakeholder groups**, including health insurance brokers and the medical community
- Developed model incorporating metrics such as publicly-available data and internal financials and survey data to provide **integrated view quantifying drivers of desired business outcomes**



Outcome

- Provided direction to **best defend against activist shareholders** as well as messaging to better defend the CEO, protect the investor base and reassure customers
- Gave guidance on **resources and messaging priorities** to protect company morale
- Quantified **impact of KPIs on key business outcomes** to establish specific goals and monitor progress in achieving them; created MBO for key staff
- Adjusted **corporate communications** to provide consistent brand message and alleviate confusion around multiple brands