



# Reputation Management Training Program

### **About Reputation Institute**

Corporate reputation will never explicitly appear on an organization's balance sheet. Nevertheless, it is a driving force in the creation or lessening of your enterprise's real-world value. As a pioneer in the field of Corporate Reputation Management, Reputation Institute helps organizations optimize this crucial intangible asset—leveraging, protecting, and building Corporate Reputation—as a catalyst for maximum bottom-line impact. Having built Reputation Platforms throughout our 15 years in operation, Reputation Institute serves as an advisor to the world's leading corporations. With a presence in 30 countries, Reputation Institute is dedicated to advancing best practices in reputation management and knowledge-sharing through client engagements, memberships, seminars, conferences, and publications such as Corporate Reputation Review and Reputation Intelligence.

### **About Reputation Institute's Knowledge Center**

The Knowledge Center's mission is to bring together a global network of practitioners and academics to leverage extensive research, sophisticated analysis, and rigorous methodologies that strengthen relationships with key stakeholders and add tangible value through management, growth, and protection of corporate reputation.

The Knowledge Center addresses the proliferating demands by practitioners for answers to questions about how reputations affect competitive positioning, and about how to examine and value corporate reputation and about how to build, maintain and defend these reputations.

In order to prepare executives at all levels to establish and maintain best practices in corporate reputation management across their organizations, Reputation Institute's Knowledge Center created the Reputation Management Training program in 2009, leveraging the Knowledge Center's academic network, and its expertise in the corporate reputation management field to provide participants with a complete understanding of this subject.



# Overview

A positive corporate reputation is an increasingly important aspect of an enterprise's constructive relationship with its stakeholders, from customers and investors to government officials and the media. Corporate reputation encompasses some of the most important issues facing 21st century organizations including social responsibility, financial valuation, workplace environment, leadership & governance, products & services, branding and emotional appeal. Enhance your knowledge and develop the tools you need to be a productive member of your company's reputation management organization; or be the first member of your organization to have the skills to address reputation management and take ownership of this important element of your company's relationship with its stakeholders.

Professionals working in corporate communications, marketing, strategic planning, social issues and public affairs can advance their careers and contribute to their organization's economic well-being by enrolling in and completing Reputation Institute's Reputation Management Training Program. The curriculum addresses the vital components of a successful corporate reputation management strategy in twelve online, ninety-minute sessions led by members of our global faculty; all of them are thought leaders in their individual topics.

In addition to learning from an unparalleled faculty, participants who complete all twelve sessions and pass an online examination will receive a Certificate of Completion in Reputation Management.

***“This was a total immersion into reputation management through a concise package of interesting webinars.”***

—Dirk De Muynck, Director Communications & Media Relations, Volvo Group

# Why Enroll in Reputation Management Training?



## **Get Grounded.**

The full twelve session program provides a solid foundation of Corporate Reputation Management.



## **Save Money.**

Online training allows participants to enjoy a global faculty while saving travel budget and time.



## **Leverage Learning at Your Convenience.**

All registrants are invited to participate in live sessions on the scheduled date and time or to view the recorded events and slide presentation via the resources page—never worry about missing any content.



## **Join a Community of Likeminded Practitioners and Academics.**

All participants are invited to a private online community page where alumni, instructors and current program registrants discuss current reputation issues and topics.



## **Ana Luísa Almeida**

*Managing Director, Reputation Institute Brazil and Professor of Corporate Communication and Business Administration, PUC (Belo Horizonte, Brazil)*

As a consultant, Ana Luisa has more than 20 years of experience in the field of Corporate Communication, developing projects for companies such as Cemig, Vale, Petrobras, Gerdau, Samarco, Arcelor Mittal and Holcim, amongst many others.



## **Paul Argenti**

*Professor of Corporate Communication, The Tuck School of Business, Dartmouth College (New Hampshire, USA)*

Professor Argenti is author of *The Power of Corporate Communication* (co-authored with UCLA's Janis Forman). His most recent books include: *Digital Strategies for Powerful Corporate Communications* (co-authored with Courtney Barnes), and *Strategic Corporate Communication*. Professor Argenti has written and edited numerous articles for academic publications and practitioner journals such as *Harvard Business Review*, *California Management Review*, and *Sloan Management Review*.



## **Craig Carroll**

*Associate Professor and Chair, Department of Communication and Journalism, Lipscomb University (Tennessee, USA)*

Dr. Carroll is the author of articles that have appeared in *Communication Research*, *Corporate Reputation Review*, *Management Learning*, *Journal of Organizational Change Management*, *Encyclopedia of Public Relations*, *Encyclopedia of Journalism*, the *International Encyclopedia of Communication*, and the *Encyclopedia of Qualitative Research*.



## **Charles Fombrun**

*Chairman, Reputation Institute (New York, USA)*

Dr. Fombrun is Chairman and Co-Founder, Reputation Institute (New York, USA) and author of the landmark title *Reputation: Realizing Value from the Corporate Image* (Harvard Business School Press, 1996). His most recent books are *Fame and Fortune: How Successful Companies Build Winning Reputations*, and *Essentials of Corporate Communication*, both co-authored with Reputation Institute partner Cees B.M. van Riel.



## **Claudia Gabbioneta**

*Co-author of Corporate Reputation and Stock Market Behavior*

Dr. Gabbioneta's research interests fall mainly in the field of corporate reputation, with a specific interest in financial markets and how reputation is formed in this context. Her work has appeared in *Long Range Planning* and *Corporate Reputation Review*.



## **Naomi Gardberg**

*Associate Professor, Zicklin School of Business, Baruch College (New York, USA)*

Dr. Gardberg is the author of numerous articles, including "Organizational Attractiveness Is in the Eye of the Beholder: The Interaction of Movement Capital with Foreignness," *Journal of International Business Studies*, with recent publications in *Journal of Public Personnel Management*, and *Corporate Reputation Review*. Her areas of expertise include intangible assets and firm performance, global reputation and competitiveness, global competition and cooperation, organizational learning and MNCs.

# Faculty



## **Pietro Mazzola**

*Professor of Management at IULM University (Milan, Italy)*

Dr. Mazzola is the author of articles published in numerous publications including *Long Range Planning*, *Small Business Economics*, *Family Business Review*, *Entrepreneurship and Regional Development*, and *Corporate Reputation Review*.



## **Leonard Ponzi**

*Managing Partner, Reputation Institute (New York, USA)*

Dr. Ponzi holds an MBA and a Ph.D. He was an adjunct faculty member for ten years at City of New York University, Baruch College and later Pace University where he taught graduate courses in marketing, marketing research, and consumer behavior.



## **Irv Schenkler**

*Clinical Associate Professor and Director of the Management Communication Program, New York University's Stern School of Business (New York, USA)*

Professor Schenkler has been published in many journals including *SternBusiness*, *Human Resource Management*, and *Corporate Reputation Review*. His book, *Guide to Media Relations*, was published by Prentice Hall in July, 2004. He has been a member of the editorial review board of the *Journal of Business Communication*. In 2005, the Management Communication Association named him as "one of the discipline's primary thought leaders of the past 25 years."



## **Majken Schultz**

*Professor, Copenhagen Business School (Copenhagen, Denmark)*

Dr. Schultz's most recent book *Taking Brand Initiative: How Companies Can Align Strategy, Culture and Identity through Corporate Branding* is co-authored with Mary Jo Hatch. Her work has been published in numerous journals, including *Harvard Business Review*, *California Management Review*, *Academy of Management Journal*; *Academy of Management Review*, *European Journal of Marketing*, *British Journal of Management*, *International Studies of Management & Organization*, among others.



## **Prakash Sethi**

*University Distinguished Professor of Management, Zicklin School of Business, Baruch College, The City University of New York and President & CEO of Sethi International Center for Corporate Accountability (New York, USA)*

Dr. Sethi's work was profiled in a lengthy article in the *New York Times Magazine*. He has published 24 books and over 135 articles in professional and scholarly journals. His writings have also appeared in major national and international news media including *The New York Times*, the *Wall Street Journal*, and *Business Week*.



## **Arif Zaman**

*Principal Consultant, Reputation Institute (London, United Kingdom)*

Dr. Zaman is the author of the *Financial Times* "Executive Briefing on Reputational Risk" (2004) published in Russian in 2008 and now being adapted and updated for Asia. This remains the only research-based publication on reputational risk from a leading business publisher and was based on a sabbatical at Chatham House when Arif was invited by the Dutch Presidency of the EU to join the drafting committee of the European Conference on CSR and was a visiting researcher at the Japanese Ministry of Economy, Trade and Industry in Tokyo.

# Sessions

## The Building Blocks of Reputation

**Presented by Charles Fombrun**

Through this session, participants will develop a grounded understanding of the key building blocks of reputations, whether for companies, institutions, or other social groupings.

## Corporate Branding & Business Strategy

**Presented by Majken Schultz**

This session introduces participants to the concept of the “corporate brand” and the importance for companies to focus on who “we” are as organizations. It points to the many differences between product brands and corporate brands and explains why companies are increasingly investing behind their corporate brands.

## Developing Reputation Platforms

**Presented by Naomi Gardberg**

A “Reputation Platform” refers to the issues and goals that a company chooses to address across its value chain with its stakeholder groups. A reputation platform is the point of distinctiveness that differentiates a company from its competitors. By the end of this session, participants should have a clear understanding of the key elements that drive creation of an effective reputation platform, and the processes that go into producing strategic alignment between a company and its key stakeholders.

## Aligning Employees Through Corporate Communication

**Presented by Ana Luísa Almeida**

Through this session, participants gain insight into the role of employee communications in creating internal strategic alignment. We identify specific types of communication needed to build employee support and provide participants with a detailed understanding of the process through which a company can mobilize its human assets to build a more competitive position in the marketplace.

## Leadership & Communication

**Presented by Paul Argenti**

All of us come to a problem, opportunity, or decision with a set of assumptions based on our backgrounds and experiences. Two implications arise from this: (1) Each person will have only a “limited” view of the whole story, and may be driven to define a problem as a “finance” or “marketing” problem because this is what his/her experience tells them, and (2) Each person may be correct, but only partially. The solution to this problem is to develop a general management perspective, so, this session will introduce the concept of “general management” to communicators, and teach the analytic skills needed for effective problem and opportunity identification.

## Creating Value for Investors

**Presented by Pietro Mazzola**

*and*

**Claudia Gabbioneta**

This session addresses the importance of maintaining a good reputation with present and potential investors, how companies can successfully manage their relationships with their shareholders and the extent to which financial stakeholders differ from customers, employees, suppliers, and other stakeholders.

***“A unique program that allowed me to learn the key insights on corporate reputation. Adding to the wide range of topics and experience of lecturers, the program was outstanding for its online sessions and resources platform, making it possible to attend the sessions and save on travel expenses.”***

—Elsa Luz, Head of Corporate Communications,  
Aguas de Portugal

# Sessions

## Addressing Strategic Issues: Governance & Risk

### **Presented by Arif Zaman**

This session will provide participants with an enhanced understanding of the latest thinking about the relationship between governance and risk, and a deepened understanding of best practices in reputational risk management. In the process, participants will be encouraged to embrace a more cross-functional, holistic approach and to adopt a proactive and participatory approach to governance and risk management.

## Measuring, Tracking and Evaluating Corporate Reputations

### **Presented by Leonard Ponzi**

This session will discuss the steps necessary to develop a rigorous scorecard for accurately measuring reputations. The central questions to be answered are what the key components of reputation are; how are reputation attributes identified & developed; how reputation scales and scores are developed; what analytical techniques can be used to model reputation data and what the drivers of reputation and supportive behavior are.

## Relating to the Media

### **Presented by Craig Carroll**

Relationships with the media become particularly complicated when reputations are at stake. When it comes to corporate reputations, companies, their stakeholders, the general public, the media, and the courts all have differing opinions about what constitutes corporate defamation. These issues are especially complex for global companies. This session on media relations provides participants with a better understanding of who the news media are, including how and why they operate the way they do, how the news media influence corporate reputations, the factors that influence the production of business news and how monitoring media coverage can be used to build more effective programs of corporate communication.

## Managing Social Issues

### **Presented by Prakash Sethi**

This session will provide participants with an analytical framework for social issues management that is designed to address the severity of social issues and their potential impact on corporations. It will enhance participants' understanding of the kinds of social issues companies must face, and the actions required of them by increasingly demanding publics.

## Managing Crisis Situations

### **Presented by Irv Schenkler**

From this session, participants can expect to have a better understanding of the different types of corporate crises, how they evolve, and the kinds of responses that are appropriate.

## Wrap-Up: Putting it all Together

### **Presented by Charles Fombrun**

The final session of the program provides an in-depth discussion of real-world case studies of major companies conducted by the Reputation Institute to showcase best practices in reputation management from around the world. The purpose of the session is to provide participants with an opportunity to see how leading companies are taking reputation management seriously, and the kinds of practices they are putting in place to create economic value from their most intangible assets.

# Frequently Asked Questions

## *What does the program include?*

The program includes access to all 12 sessions for six months, including recorded versions of the live sessions. After passing an online examination, participants receive a certificate of completion in Reputation Management.

## *Can I ask questions during the live sessions?*

Yes, participants can ask questions during the session at any time. There is also allocated Q&A time at the end of every session.

## *I have never done online learning before. Is it effective?*

Yes! You get the benefits of world-class faculty from all over the world without the costs and inconveniences of traveling. The sessions are condensed into 90 minutes and are designed to facilitate learning and encourage discussion without overloading the participant.

## *What happens if I am unable to attend a session?*

All 12 sessions will be offered live twice a year in February and September. Participants can access recorded versions of all sessions anytime in the Resources section.

## *Will I have access to materials from the sessions?*

Yes. You can access all recorded sessions and presentation PDFs online.

## *How do I get the audio for the live sessions? Do I have to make a long distance call?*

You will be streaming live video and audio over the internet. We strongly recommend a broadband internet connection. You will need speakers or headphones to listen to the audio portion (VOIP).

## *How do you know if I completed the course?*

During the live sessions, attendance is automatically tracked. If you missed the live session and watched a recorded version, we ask that you email [training@reputationinstitute.com](mailto:training@reputationinstitute.com) to let us know that you have completed that session.

***“I knew there had to be a better methodology for building and maintaining good corporate reputations beyond the traditional public relations, marketing or public affairs functions. This program was an eye-opener and very useful.”***

—Barry Bowman, Director of Corporate Communications, Sumter Electric Cooperative, Inc

## *How long is the examination, and when can I take it?*

Once you have completed all of the sessions, you may schedule your personal online examination. There is no time limit for completing it once you have started. The exam will be open for participants to take for 30 days after the last session.

## *Do I have to take the online examination?*

No. You may join the online sessions and elect not to take the examination. In this case, you will not receive the certificate of completion in Reputation Management.

## *What happens if I do not pass the online examination?*

You have the opportunity to take another exam (at no additional cost). We will give you feedback on the questions you answered incorrectly so that you can prepare for the re-test.

## *What format is the online exam?*

Once you have completed the program you will receive an email with a link to the online exam. The multiple-choice exam runs on JavaScript. Please check with your company/organizational security settings to ensure JavaScript is enabled.



## System Requirements

To participate in the webinar sessions, all attendees should have access to:

### **PC requirements:**

- Internet Explorer® 6.0 or newer, Mozilla® Firefox® 3.0 or newer (JavaScript™ and Java™ enabled)
- Windows® 7, Vista, XP, 2003 Server or 2000
- Cable modem, DSL or better Internet connection
- Minimum of Pentium® class 1GHz CPU with 512 MB of RAM (Recommended) (2 GB of RAM for Windows® Vista)
- Sessions will stream live video and audio. Participants will connect to audio using VoIP. This requires a fast internet connection (384 kbps or more recommended), preferably not wireless. Speakers or headphones are also required.

### **Mac® computer requirements:**

- Mac OS X 10.4 (Tiger®) or newer
- Safari 3.0 or newer, Firefox 3.0 or newer (JavaScript™ and Java™ enabled)
- Cable modem, DSL or better Internet connection
- Power PC G4/G5 or Intel processor (512 MB of RAM or better recommended)
- Sessions will stream live video and audio. Participants will connect to audio using VoIP. This requires a fast internet connection (384 kbps or more recommended), preferably not wireless. Speakers or headphones are also required.

# Registration and Customized Group Training



## Register Today!

To learn more about Reputation Institute's online training program and to register:

- Visit: [www.ReputationInstitute.com/training](http://www.ReputationInstitute.com/training)
- Email: [training@reputationinstitute.com](mailto:training@reputationinstitute.com)
- Call: +1 212 495 3855.

## Bring Training to your Group.

Reputation Institute offers custom training for groups of ten or more delivered either live or online depending on your enterprise needs. We will work closely with you to ensure that the training not only addresses your topic-related needs but that it also reflects and builds on your organization's culture.

For live sessions, Reputation Institute will develop a tailored one, two or three day program with specifically chosen faculty from our academic network. All custom sessions, whether online or in-person, will focus on reputation management as it pertains to your specific industry and region; the sessions will be adjusted to meet the knowledge levels and organizational responsibilities of the attendees.

Reputation Institute's global reach enables us to deliver in-person training at your location (or at an appropriate off-site venue), or we can deliver online training to accommodate the time zone-driven schedules of your international operations. To find out more about customized group training, contact Effie Wang, Senior Manager, Online Training, Knowledge Center at [ewang@reputationinstitute.com](mailto:ewang@reputationinstitute.com) or call 212-495-3855.

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**Reputation Institute Network**

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