

## CFAM4.4.2

### Develop a communications strategy to manage the organisation's corporate reputation



---

#### Overview

This is about developing strategic direction in the management of an organisation's reputation. It includes setting the communications agenda, identifying opportunities and threats, prioritising the issues relating to these, building upon corporate ethics and governance, incorporating these into the organisation's policies and communicating the strategy to all stakeholders.

For the purpose of this unit, 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operation unit, with a relative degree of autonomy, within a larger organisation.

The abbreviation 'PR' denotes 'public relations' throughout this unit.

This unit is recommended for middle and senior marketing/marketing communications managers. Such managers might be employed directly by the organisation and specialise in public relations, or work for a public relations agency/consultancy.

## CFAM4.4.2

### Develop a communications strategy to manage the organisation's corporate reputation

---

#### Performance criteria

- You must be able to:*
- P1 identify and prioritise strategic communications objectives which are consistent with the organisation's corporate objectives, business strategy and requirements for corporate social responsibility
  - P2 research and obtain information regarding the organisation's various publics, including their needs and expectations, relevant to informing PR strategy
  - P3 conduct effective boundary spanning activities, identifying relevant information regarding the organisation's external environment
  - P4 identify and prioritise potential opportunities and threats in the organisation's external environment, based upon an assessment of their possible impact upon the organisation's corporate reputation
  - P5 establish and agree with the organisation's senior team a communications strategy and associated objectives for the organisation
  - P6 identify and agree outcomes for communications projects which are measurable and in line with the agreed communications strategy
  - P7 explore, and where relevant, recommend partnership and sponsorship opportunities with other organisations, in line with the strategic communications objectives
  - P8 design, agree and implement social responsibility and community affairs programmes, in line with strategic communications objectives
  - P9 carry out activities that maintain and enhance the organisation's corporate reputation and that of its products/services, and which are in line with agreed communications objectives
  - P10 advise the organisation's senior team upon relevant communications techniques
  - P11 operate within relevant legal, regulatory and ethical frameworks

## CFAM4.4.2

### Develop a communications strategy to manage the organisation's corporate reputation

---

#### Knowledge and understanding

*You need to know and understand:*

##### **General knowledge and understanding**

- K1 the principles of strategic management in ensuring the success of PR
- K2 the topics to be addressed within a communications strategy
- K3 the principles of business and administration management relevant to managing corporate reputation
- K4 the importance of planning, research and evaluation in the design of PR programmes
- K5 the importance of corporate/brand image and identity, the factors contributing to these, and how these might be influenced
- K6 the multi-disciplinary nature of PR practice, and how other business functions and social-scientific theories help to develop this practice
- K7 the importance of consulting with colleagues and other stakeholders during the development of communications strategy and how to do this effectively

*You need to know and understand:*

##### **Industry/sector specific knowledge and understanding**

- K8 legal, regulatory and ethical requirements affecting PR within the organisation's sector, including how these affect the choice and implementation of PR programmes
- K9 issues of governance and compliance, and how these can impact upon corporate reputation

*You need to know and understand:*

##### **Context specific knowledge and understanding**

- K10 the market in which the organisation works
- K11 the organisation's various publics, their needs and expectations relevant to the organisation
- K12 the organisation's internal culture and politics
- K13 key external and internal developments affecting the organisation, the nature of their impact, and the implications for managing the organisation's corporate reputation
- K14 processes for consulting within the senior team and the organisation overall

## CFAM4.4.2

Develop a communications strategy to manage the organisation's corporate reputation

---

### Additional Information

#### Behaviours

1. You communicate the communications strategy clearly and accurately to relevant people
2. You seek to constantly improve performance
3. You take personal responsibility for making things happen
4. You consider the impact of your own actions on others
5. You find practical ways to overcome barriers
6. You maintain high standards of professionalism

## CFAM4.4.2

Develop a communications strategy to manage the organisation's corporate reputation

---

**Developed by** CFA Business Skills @ Work

---

**Version number** 1

---

**Date approved** April 2010

---

**Indicative review date** April 2012

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Chartered Institute of Marketing

---

**Original URN** NM4.4.2

---

**Relevant occupations** 1132 Marketing & Sales Managers; 3543 Marketing Associates; Communications Officer

---

**Suite** Marketing; Local Government Skills

---

**Key words** Marketing, sales, marketing management, market research, advertising, public relations