



ARTHUR W. PAGE SOCIETY



# THE PAGE MODEL FOR ENTERPRISE COMMUNICATIONS

In 2007 the Arthur W. Page Society published *The Authentic Enterprise*, which identified radical transformations occurring in the business environment - the digital networking revolution, growing demands for corporate transparency, and rapid globalization - and the ways these were altering how organizations address their communications strategies. The emergence of these changes (which are today the norm) led the Page Society to develop a model that describes the distinctly valuable enterprise leadership role that communications plays in this new environment, and how it can best be undertaken. That model was put forth in *Building Belief: A New Model for Activating Corporate Character & Authentic Advocacy*, which we published in 2012. In the years since, the Page Society has conducted and published further research into the model to help clarify it as well as make it more understandable and useful as a tool for communicators. Presented here is a brief summary of the Page Model for Enterprise Communications as well as the subsequent research reports that have been produced under the leadership of Page Society members.

## THE PAGE MODEL

When a corporation and a decision-maker come together on the basis of shared purpose and values, it makes the corporation a more authentic and successful enterprise and the decision-maker a more successful person and motivated advocate.

To get these results on a sustainable basis, we suggest CCOs will lead two major efforts in tandem:

-  Establishing Authenticity: Corporate Character
-  Advocacy at Scale: Authentic Engagement



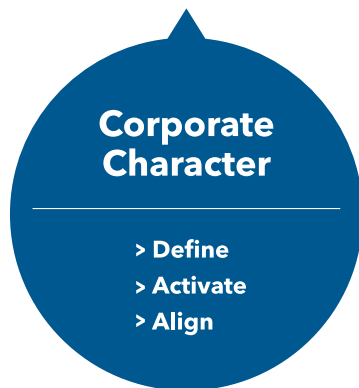
# ESTABLISHING AUTHENTICITY: CORPORATE CHARACTER

## DEFINING CORPORATE CHARACTER

The integrated management of corporate reputation and corporate culture.

It begins with a clear definition of your company's unique beliefs and values—its enduring and differentiating characteristics—that compel individuals to buy from you, invest in you, work for you and welcome you into their communities.

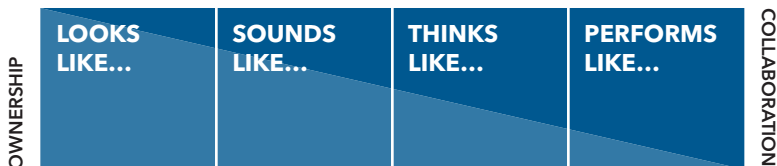
It includes your company's purpose—the value it uniquely creates in the world.



## MANAGING CORPORATE CHARACTER

Corporate Character is revealed in the collective and individual behaviors of your organization. Therefore, Corporate Character must be rigorously activated across the enterprise's operations to ensure that each touchpoint and experience faithfully expresses the company's values and purpose.

A simple frame that guides the work:



*This suggests an emerging role for the CCO as "chief collaboration officer"—and a new measurement tool for evaluating values and purposes*

## CORPORATE CHARACTER: HOW LEADING COMPANIES ARE DEFINING, ACTIVATING & ALIGNING VALUES

These findings are based on research conducted among Fortune 50 companies and published in August 2013 by the Arthur W. Page Society to provide greater insight into how companies define (or redefine), activate and align values with enterprise strategy and operations.

### DEFINE VALUES

- Ensure CEO commitment.
- Create collaboration at the top.
- Build on the best of existing values and culture.
- Assess needs and values of all stakeholders.
- Include the entire team, from leadership to the rank and file.

### ACTIVATE VALUES

- Develop a set of "valued behaviors" that demonstrate how executives and employees can "live out" the values and thereby help define them.
- Tell the story through consistent and far-reaching communications.
- Create a series of actions and initiatives that reinforce and reward the desired behaviors.

### ALIGN WITH VALUES

- Work with the C-Suite team to develop mechanisms and processes to incorporate the values into the company's business model and strategies.
- Wherever possible, develop appropriate internal and external measurements of the impact of values on the company's business strategies and results.

## CEO VIEW HIGHLIGHTS

In 2013, the Page Society updated the *CEO View*—a survey of CEOs first conducted as a part of *The Authentic Enterprise* in 2007. Here are some highlights.

### BIG CHANGES

- Social media is now mature
- The news cycle is irrelevant
- Reputation matters more

### THE EVOLVING ROLE OF COMMUNICATIONS EXECUTIVES

- More CCOs are in the inner circle
- Measurement is a key expectation
- There is only one message

### CEO COMMUNICATIONS PRIORITIES

- Get broad and deep input
- Make the values transparent
- Check your work

# CREATING AUTHENTIC ADVOCACY

## BUILDING ADVOCACY AT SCALE

- + Engage with key stakeholders outside the company to understand their beliefs.
- + Sponsor partnerships with relevant stakeholders to explore issues of mutual interest.
- + Enable networks of constituents to interact effectively with each other and with the company.
- + Adopt tools and build skills to make sense of the increasing amount of real-time data about markets (opinions, trends, sentiment) and especially about individuals (what they are searching for, believe, want).
- + Examine the drivers of “belief,” “action,” “confidence” and “advocacy” and discuss with your team how they would change the next product launch, M&A announcement, employee initiative, crisis response, etc.
- + Adjust your research tools to measure what the target audience believes vs. understands or is aware of.



### 1. What causes someone to BELIEVE?

- I must hear it from people I trust
- I must see evidence
- I must experience it myself

### 3. What causes someone to have CONFIDENCE?

- I see others like me succeed
- I am deriving value and benefit from the decision I've made
- I get positive reinforcement from my peer network

### 2. What causes someone to ACT?

- I need to know what to do and how
- I emulate role models
- I need skills, tools and resources

### 4. What causes someone to ADVOCATE?

- It enhances my identity and reputation
- It is easy for me to share my opinion and experiences with my personal network
- I have adopted a new social norm and joined a new peer group

## AUTHENTIC ADVOCACY

HOW FIVE LEADING COMPANIES ARE REDEFINING STAKEHOLDER ENGAGEMENT

These recommendations resulted from two years of research through which we examined the practices of five companies that are widely recognized for the success of their stakeholder engagement strategies – Cargill, Chevron, Lundbeck, Southwest Airlines and USAA – to see how each is engaging their key constituent groups, building trust and motivating advocacy and action.

### BUILDING CORPORATE CHARACTER

Full engagement requires a transformation across the enterprise, including:

- **As a prerequisite to building strong stakeholder relationships, build a strong corporate character.** Building trust among stakeholders requires a clear expression of corporate character.
- **Use organizational structure and collaboration processes to create an enterprise-wide commitment.** Companies must “walk the talk” and need a communications function with the power to earn broad commitment.

### ESTABLISHING AN ENTERPRISE APPROACH

- **Build a rigorous, systematic and data-driven methodology.** Prioritize who is engaged and build a rigorous, disciplined framework for managing that engagement.
- **Empower and enlist employees as your best resource for building belief with external stakeholders.** Enable and encourage employees to engage with stakeholders, turning them into a potent resource for earning trust.

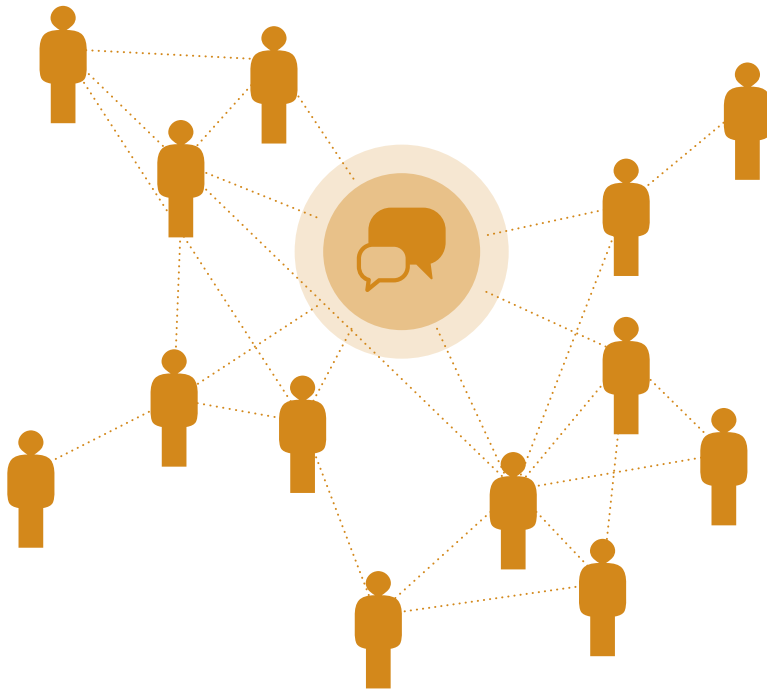
### DEVELOPING LASTING PARTNERSHIPS

- **Focus on developing partnerships with stakeholders, not one-off transactions.** Authentic relationships are two-way, requiring listening and a willingness to change in order to build mutual benefit.
- **Recognize that scale varies depending on the nature of the stakeholder and the scope of the issue.** Advocacy is situational; sometimes developing a partnership with an individual can be as powerful as doing so with a community.
- **Be committed for the long term.** Enterprises that don't make the long term commitment risk becoming unreliable partners, making future engagement more difficult.

# ENGAGEMENT VIA SOCIAL MEDIA

## SOCIAL MEDIA & THE PAGE MODEL

- + Use social media to enable employees to converse and have a hand in the design of the enterprise's purpose and values.
- + Enable employees to be advocates and relationship-builders through social media and personal interactions.
- + Engage with peer C-Suite executives to develop and implement a progressive social media policy.
- + Actively train and equip employees to be expert—and responsible—users of social media.
- + Establish a content creation capability that goes beyond information dissemination—one that builds apps, tools and resources that provide utility to employees, customers and other stakeholders.



## SOCIAL ENGAGEMENT: TRENDS, CASES & THE NEW MODEL IN ACTION

*Social Engagement* examines the ways in which enterprises are approaching social, effective strategies for making it strategically beneficial, and how their efforts align with the Page Model.

### EVOLUTION OF SOCIAL MEDIA AS A BUSINESS TOOL

Full engagement requires a transformation across the enterprise, including:

- C-Suite buy-in earned through a compelling case for its value.
- Close coordination with Legal, IT, HR, etc.
- Effective policies that enable responsible participation among employees.

### INTERNAL ENGAGEMENT

- Provide useful social engagement tools and the training to utilize them to enhance collaboration and productivity.
- Utilize internal networks to foster corporate character and invite employee perspectives.

### EXTERNAL ENGAGEMENT

- Producing quality content is essential to driving meaningful engagement.
- Two-way model should facilitate the productive exchange of information.

### LISTENING & MONITORING

- Systematized listening tools combined with human analysts and effective protocols allow for rapid detection of and reaction to issues.
- Identifying key influencers allows for high impact engagement on important issues.

### METRICS

- Beyond volume metrics (likes, re-tweets, etc.), enterprises are challenged to find metrics that tie back strategically to business goals.
- Benchmarking and trending analytics give a point-of-reference for performance over time.

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