

Rotterdam School of Management
Erasmus University

REPUTATION MANAGEMENT

Connecting reputation, purpose and
stakeholder emotions



Reputation management at a glance

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel" – Maya Angelou

"There is no advertisement as powerful as a positive reputation traveling fast" – Brian Koslow

"Your work is your love made visible" – Khalil Gibran

Do you have what it takes to connect organisational reputation and purpose with the successful management of key stakeholder relationships? Are you able to use of stories, campaigns and emotions to optimise and manage your organisation's reputation in challenging, diverse and fast-changing environments?

In this course you will explore reputation management through practical work on living cases. The academic core is a comprehensive reputation management framework that has been tested widely and is currently in use with a number of major private, public and not-for-profit sector organisations and their key stakeholder groups worldwide.

You will be guided through the most relevant elements of this well-founded academic framework. The practical work will challenge you to work as teams of consultants applying academic insights to real organisational scenarios to develop reputational campaigns building on the use of stories and organisational purpose that engage stakeholders and their emotions. You will learn from several reputation experts, who will provide input on the emerging case work. And a panel comprised of experienced practitioners and academics will test the appeal and rigour of the newly developed reputational campaigns, providing constructive feedback during your final presentation.

Learning objectives

In this three-day course, you will:

- discover the key elements of a comprehensive academic reputation management framework, so you can unpack the various building blocks of strategic reputation management – such as causes, moderators and consequences of different reputation strategies in stakeholder relationships – in a sequential and logical manner
- explore the opportunity and challenges inherent when applying key elements of reputation and relationship management to your case
- investigate how to develop compelling reputational campaigns – with the final presentations to an experienced practitioner audience providing a genuine benchmark to each case work
- analyse reputation issues and key stakeholder relationships in a nuanced manner and assess situations from both an intellectual and an emotional perspective
- navigate the reputational landscape, connecting organisational stakeholders with the articulation of organisational purpose by using narrative plots in an emotionally grounded and engaging manner.



Your learning experience

You will apply your new knowledge to living cases and present your reputation campaigns to an expert panel. The course combines several learning tools:

- **Plenary sessions:** Interactive lectures covering key aspects of strategic reputation management, integrating the masterclass content into a cohesive framework.
- **Living cases:** Practical discussions and applications of each topic to understand and practice conceptual ideas.
- **Group sessions:** Teamwork to develop reputation campaigns for your living cases
- **Guest speakers:** Experts from academia and the communication industry sharing their experience and expertise in reputation campaigns and strategies..

What are living cases?

Living cases are real-life organisational challenges that happen in real time during the course. You will be divided into teams of consultants working on your case. Living cases will be chosen by the teams and discussed and selected prior to the start of the programme. All practical work carried out during the course will feed into presentations delivered on the final day of the programme, with an expert panel audience that will be able to judge the relevance and level of insight created by each group. The living cases can

come from diverse contexts and settings – it's an opportunity for you to work outside of your comfort zone and area of expertise! For experienced practitioners and leaders, the most useful learning is often achieved when you emerge into new environments, when your values and experiences are challenged. You will be exposed to new, fresh perspectives from various cultures, industries and sectors.

This approach is particularly powerful in the management of reputation, with key stakeholder relationships at its core. You can transfer your new knowledge about developing reputational campaigns to your own organisational contexts and purposes.

Certification and ECTS

You will be asked to apply the theoretical and practical notions presented in the first part of course to an organisation of your preference, showcasing in a written report what can be improved, why it's needed, and how this can be implemented using the framework presented in the course. This is an individual assignment. You will learn more about this in the final session of the course.

You will receive a certificate upon successful completion of the course.

This course is worth 5 ECTS, if you take this as part of RSM's complete part-time MSc in Corporate Communication.

Why reputation management?

Reputation is consistently ranked by corporate leaders as their most valuable asset. The management of reputation and its contribution to the success of businesses is often the key topic in boardrooms and C-suites. Executives know the importance of their companies' reputations. Firms with strong positive reputations attract better people. They are perceived as providing more value, which often allows them to charge a premium for their products and services.

Reputation management intends to build meaningful relationships with key stakeholders with the ultimate goal of driving competitive advantage. New research reveals that purpose is a key factor in driving a company's corporate reputation. In this course, you will explore the connection between corporate reputation and purpose and how to reach the end goal: to establish meaningful relationships built on trust, transparency and mutual benefits, ultimately resulting in loyalty.

For Whom?

You will benefit from this course if you are a business professional and want to understand and manage your corporate reputation. This course is suitable for communication professionals, as well as senior managers, executives, and marketing communication professionals. Understanding and managing reputation management strategies is essential for any professional involved in shaping or maintaining the reputation of their organisation or brand. By learning these skills, you can better navigate the complexities of public perception and protect your organisation's reputation.

In our classroom, you will meet a diverse group of accomplished, driven and open-minded professionals from Europe and beyond, working in various communication positions in the public and private sectors, NGOs, and consultancies.



Programme overview

Day 1

Academic reputation framework, living cases, and reputational campaigns

- Group session 1
- Plenary 1: the academic reputation framework
- Plenary 2: living case-study work and example studies
- Group session 2
- Plenary 3: review group work

Day 2

Development of purpose and drivers/motivators of behaviour, explore reputational campaigns

- Plenary 4: purpose and drivers of behaviour
- Group session 3
- Plenary 5: review group work
- Plenary 6: what makes a great campaign?
- Group session 4
- Plenary 7: discussion group work

Day 3

Social media and rating influences, use of emotions and stories

- Plenary 8: 3rd party influences
- Group session 5
- Plenary 9: stories and emotions
- Group session 6
- Plenary 10

Day 4

Presentation day, and setting expectations for assignment

- Group session 7
- Group presentation: reputational campaigns for living cases
- Final session: assignment and concluding remarks



Course experts

Leading lecturer: Professor Carola Hillenbrand – *Henley Business School, UK*

Carola Hillenbrand holds a full professorship in organisational psychology at Henley Business School in the UK as well as a visiting professorship at IE University in Madrid, Spain. She is a Chartered Psychologist, having worked for over 15 years with organisations in the private, public and not-for profit sectors. Carola specialises in applying psychological principles to the successful management of organisational relationships, reputation, corporate responsibility and social issues management. She is widely published in leading academic journals in her field and has successfully won and fulfilled large-scale academic research grants and contracts.

Dennis Larsen – *ReputationInc*

Dennis Larsen is managing partner of ReputationInc's international business serving clients across the globe. With an MSc in economics and an MSc in corporate communications (with honours), Dennis' approach to consulting is strongly rooted in science. He is an expert on corporate reputation, corporate responsibility and financial communications.

Professor Kevin Money – *Henley Business School, UK*

Kevin Money is professor of responsible leadership and reputation at Henley Business School, UK. He is the director of the John Madejski Centre for Reputation, a Chartered Psychologist and former editor of the Journal of General Management. Kevin is an internationally recognised expert in the field of reputation and communications management with vast academic and practitioner experience. He has led projects with both public and private sector organisations including Shell, Unilever and Zurich Insurance as well as working with governments and not-for-profit organisations.

Practical information

Explore the latest updates on dates, fees, and locations by visiting our website at rsm.nl/mcc. Take advantage of the convenience of our frequently offered live online courses.

If you have any questions or need more information, we're here to help. Feel free to reach out to us at ccc@rsm.nl or call us at +31 (0) 10 408 2851.

Ready to take the next step?
Secure your spot by completing our online [application form](#).

We look forward to welcoming you to our programme!



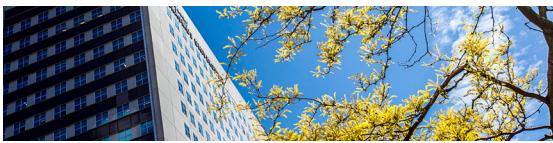
About our Part-time Executive Master in Corporate Communication programme

This course can be followed on its own, or as a part of our **Part-time Executive MSc in Corporate Communication**.

We have offered this master programme since 1998, to communication professionals who wish to further enhance their careers. The aim is to provide strategic, leadership and management skills, as well as in-depth knowledge of corporate communication, reputation management and related disciplines. Participants who complete the whole programme are rewarded with a master degree from Erasmus University Rotterdam.

Our accredited programme is designed to be flexible, and can be combined with a full-time career. You can therefore start at any time, with any of our four modules:

Part I
Foundation of corporate communication
Foundation course (in January or June)



Part II Six advanced elective courses
Six advanced elective courses. You can choose six courses from the 15 that are offered, depending on your personal or professional interest and availability



Part III
Study trip
International study trip



Part IV
Master thesis
Master thesis.



To obtain the master degree you must complete all four modules. Upon completion, you will have gained insight from new academic, international perspectives, and learned from working with international peers from diverse industry backgrounds within Europe and beyond.

www.rsm.nl/mcc

Accredited by



Corporate Communication Centre

Mandeville Building, room T12-48
Burgemeester Oudlaan 50
3062 PA Rotterdam
The Netherlands
www.rsm.nl/mcc

Rotterdam School of Management Erasmus University (RSM)

is one of Europe's top-ranked business schools. RSM provides ground-breaking research and education furthering excellence in all aspects of management and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of bachelor, master, MBA, PhD and executive programmes encourage them to become critical, creative, caring and collaborative thinkers and doers.