

*From PR to SE – has anything  
changed?*

Retha Groenewald  
Director: G<sup>3</sup> Business Solutions

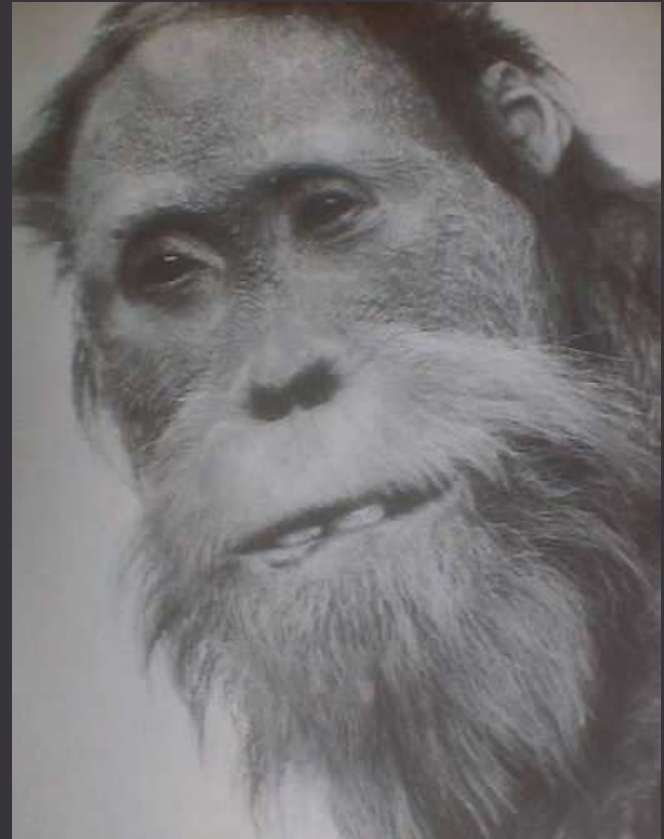
G<sup>3</sup> advocates **growth** through profits<sup>1</sup>; planet<sup>2</sup> and people<sup>3</sup>



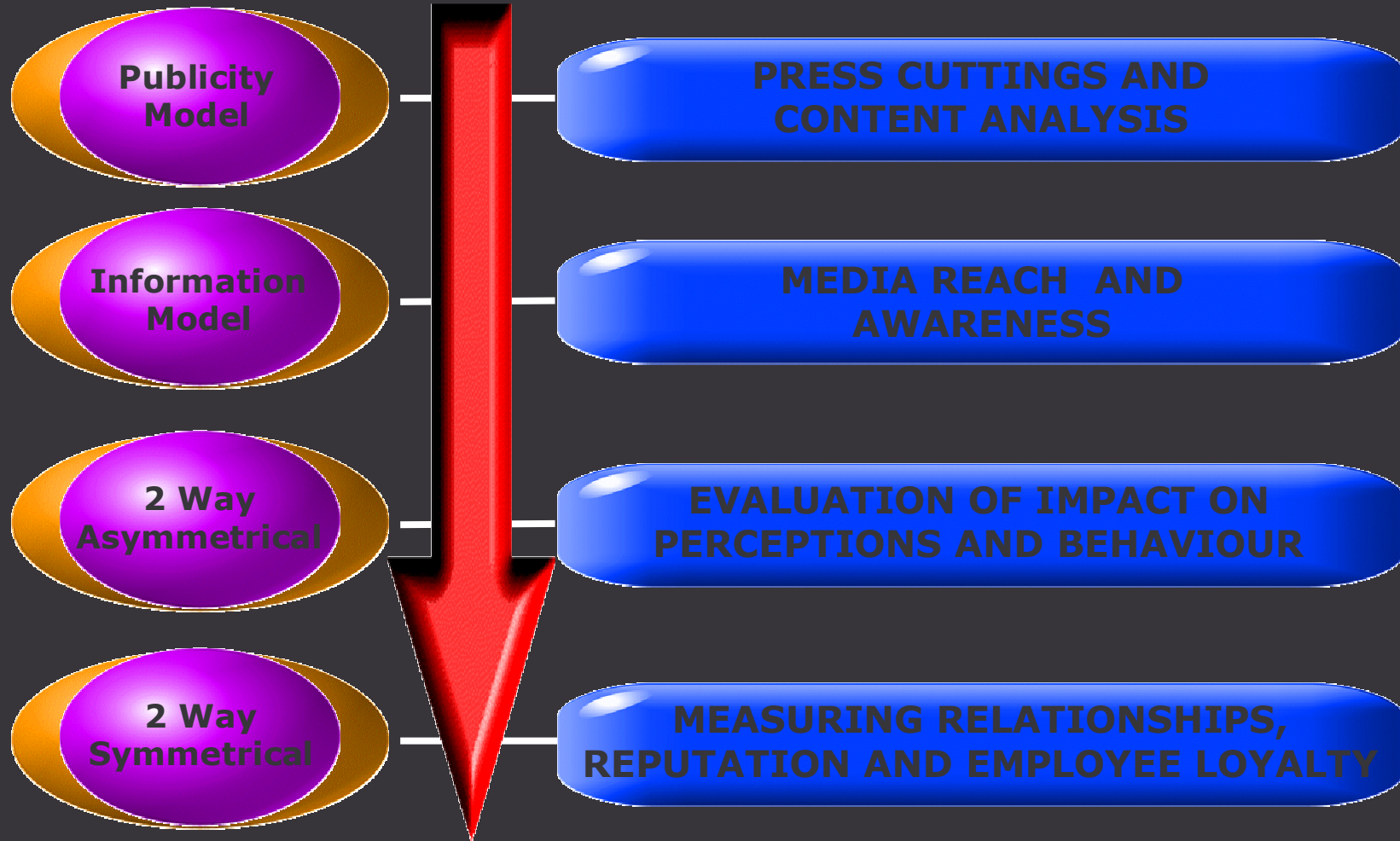
# Outline

1. The evolution of PR
2. What the PR strategist does
3. Rethinking Strategy Development
4. Stakeholder Engagement that Matters
5. Baby steps towards Strategy Development & Stakeholder Engagement
  - ✓ Stakeholder Mapping
  - ✓ Stakeholder Profiling
  - ✓ Stakeholder Listening
  - ✓ Stakeholder Management
6. In Summary – the process

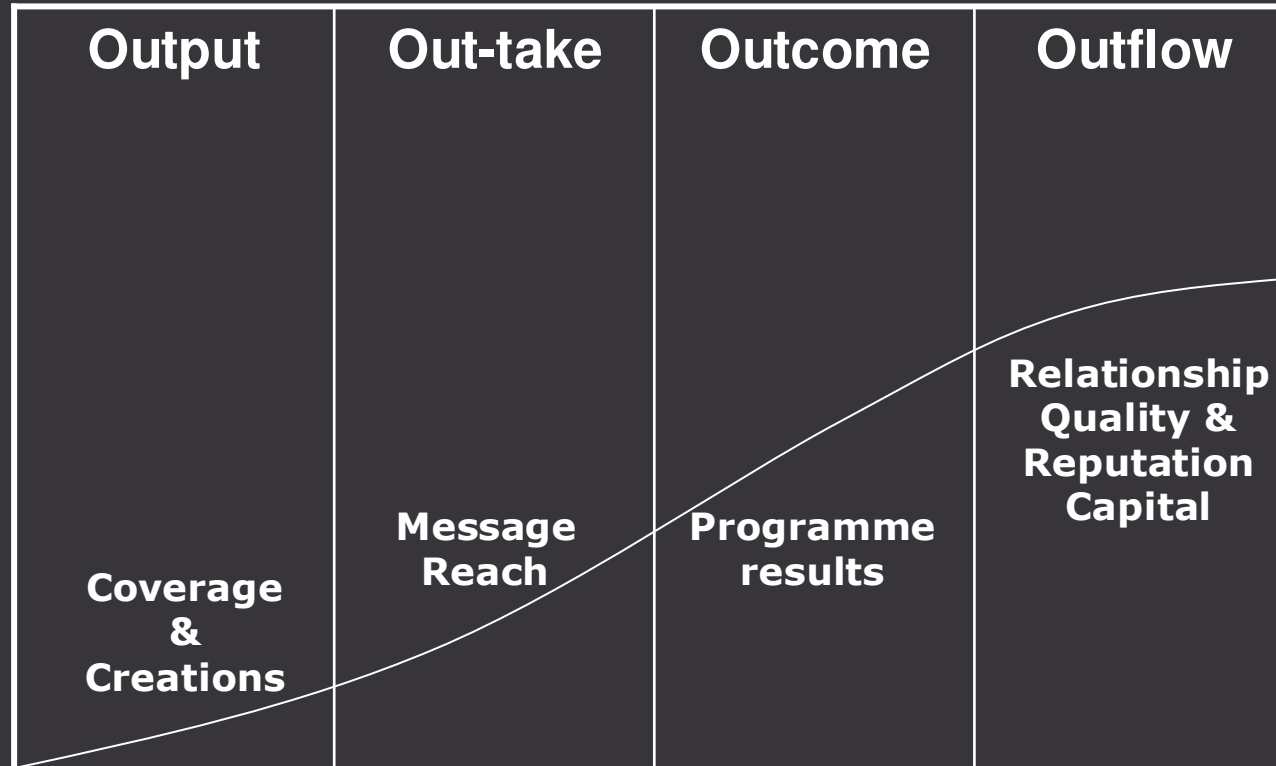
# The evolution of PR



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# The evolution of PR



# From ...To

- From managing *communication* to managing *relationships*
- From *speaking* on behalf of the organisation to *listening* on behalf of the organisation
- From a *single stakeholder focus*, to an *inclusive and integrated stakeholder approach*
- From measuring communication *output* to measuring message *outtake* to measuring behavioural *outcomes* to measuring *relational outflows*
- From *mass communication* back to *face-to-face*
- From *creating an image* to *reputation management*
- From *reactive crisis management* to *proactive issues management*
- From *technician* to *manager* to *strategist*



if you do not think  
humans evolved from  
monkeys, all you have  
to do to believe it  
is to see the biggest  
people put on the  
wall in almost  
every bathroom in  
every place i have  
ever worked

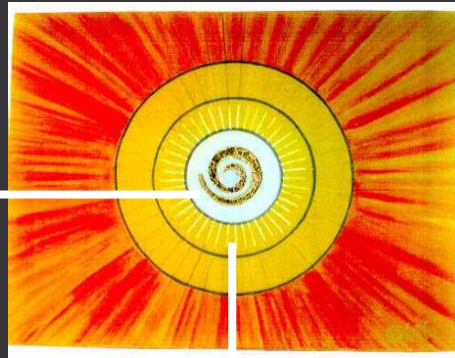
## What the PR Strategist does

# Core elements of Strategic PR

- ✿ **Environmental Scanning**
- ✿ **Issues Management**
- ✿ **Risk Management:**
- ✿ **Relationship Management**
- ✿ **Strategic Internal Communication**
- ✿ **Boundary Spanning**
- ✿ **Positioning PR Department**
- ✿ **Strategic Media Relations**

# The Source of energy

→ **Strategy Development**



→ **Stakeholder Engagement**



# Rethinking Strategy

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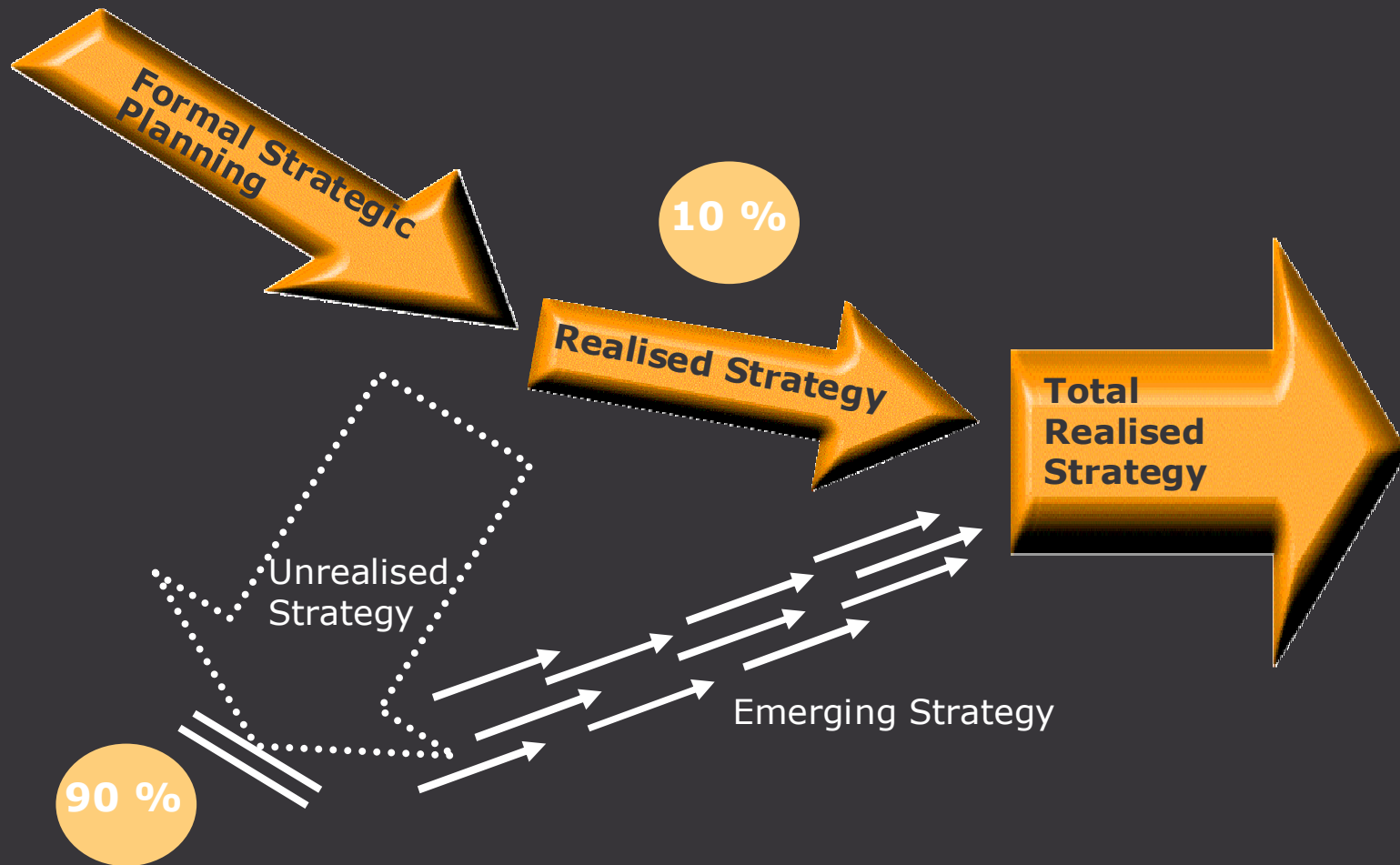
# Strategic planning is an oxymoron

## Strategy is one thing;

## Planning quite another ...

- |                                                                                                                                        |                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| • Vision, big picture                                                                                                                  | • Detail pinned down in numbers                                                                                            |
| • Divergent thinking                                                                                                                   | • Convergent programming                                                                                                   |
| • Synthesis – intuition and creativity to connect previously unrelated dots and form into an integrative perspective of the enterprise | • Analysis – breaking down a goal or set of priorities into steps, formalising those steps so that they can be implemented |
| • Create a future                                                                                                                      | • Solve problems                                                                                                           |
| • Deciding on WHAT the org should focus – given the scarcity of resources                                                              | • Deciding HOW the scarce resources will be used to achieve this                                                           |
| • Deciding what is the right thing to do                                                                                               | • Doing things right                                                                                                       |

# Deliberate : Emerging Strategy



# Developing Communication Strategy

- **Deliberate strategy** is derived from the organisation's enterprise and/or corporate strategy as part of the organisation's formal strategy development process, often *once a year* coinciding with the budgetary cycle
  - Outcome: key priorities of the function for the year
    - to be addressed in detailed communication planning
- **Emergent strategy** is derived from emerging issues in the organisation's environment that may impact on the organisation, its reputation and its stakeholder relationships and is part of *ongoing* strategy-making
  - Outcome: issues & reputation risks
    - to be addressed in detailed communication planning

# Engagement

Stakeholder



that

matters

# Why stakeholder engagement matters

## Social Reporting and Compliance

Information on the quality of stakeholder engagement is part of measuring and reporting social/ environmental impacts

## Corporate Governance

Stakeholder engagement informs risk management and future regulatory requirements

## Stakeholder Engagement

## Stakeholder Relations

Stakeholder engagement enhances the quality of relationships and as such increases responsiveness, ensuring the needs and objectives of stakeholders are taken into account

## Reputational Capital

Increasingly, corporate reputation is understood as built through the organisation's engagement with all stakeholders

## Organisational Performance

Engagement of employees as stakeholder is the only way to mobilise the most important company resource to execute strategy

# How effective Stakeholder Engagement delivers

**The impact of effective stakeholder engagement is:**

- ➔ Relationship Health
- ➔ High reserves of Reputational Capital
- ➔ Improved Organisational Performance



# Baby steps towards Strategy Development and Stakeholder Engagement



# The four pillars of Stakeholder Engagement

**Stakeholder  
Mapping**

**Stakeholder  
Profiling**

**Stakeholder  
Listening**

**Stakeholder  
Management**



**STAKEHOLDER ENGAGEMENT**

# Stakeholder Mapping

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- Specify stakeholders based on deliberate strategy
- Identify stakeholders based on emergent strategy
- Develop a 3D view of the stakeholder universe
- Cultivate a shared mental model on key strategic stakeholders

# Stakeholder Profiling

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- Move from broad labels to specific definitions
- Segment stakeholder groups in the smallest possible groupings
- Attend to stakeholders in CRM-mode

# Stakeholder Listening

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**Stakeholder  
Listening**

- Formal listening through intelligent research and environmental scanning
- Informal listening through well documented common sense

# Stakeholder Listening

2 main categories of listening:

## 1. Environmental scanning (continuous)

- Mostly media & document analysis
- In-house or outsourced
- Internal processes to deal with issues/risks should be formalised

## 2. Formal measurement/research (pre-defined intervals)

- Reliable & valid social research methods
- Combine quantitative (*describe with statistics*) and qualitative (*understand the reasons why*) methods
- Adapt measurement instruments and tools to the needs of specific stakeholder groups
- Set targets & track progress
- Two-way process: give feedback to stakeholders after measurement

# Stakeholder Listening

**Generally, stakeholder listening focuses on:**

- Perceptions, needs, expectations, experiences

- Relationship quality

Broadly influenced by various indicators of communication and perceived behaviour or conduct towards stakeholders

- Reputation

- Social impact or social performance

- Strategic alignment (mostly employees)

- Media agenda regarding relevant issues or role players

- Company as corporate citizen

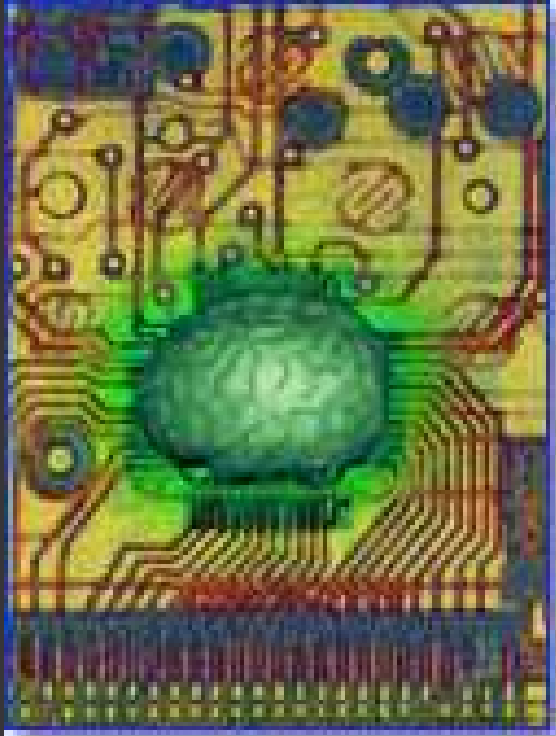
# Stakeholder Management

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**Stakeholder  
Management**

- Put it on the agenda
- Make it part of everyday business
- Provide direction, policy and protocol
- Clarify roles and responsibilities
- Keep people accountable
- Measure regularly to evaluate



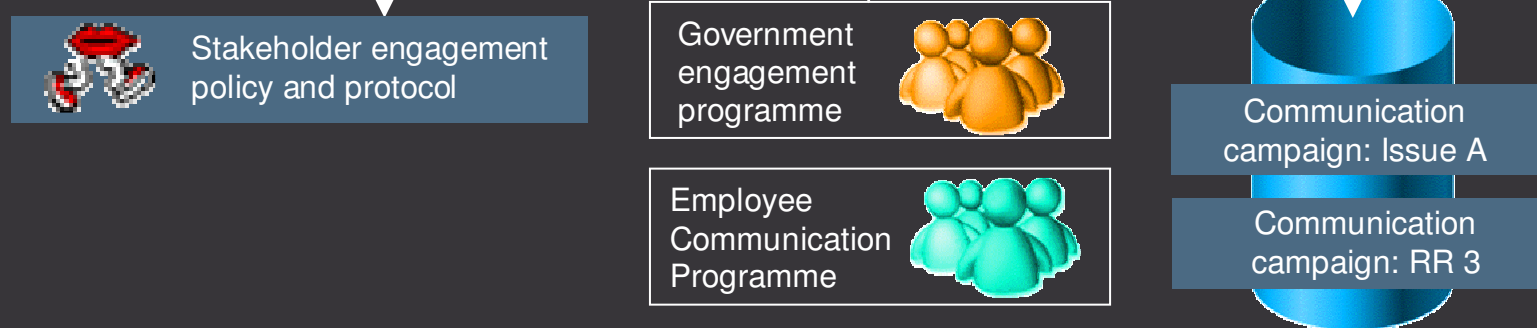
In Summary –  
the process

# The process

Stakeholder Engagement Strategy



Operational Planning





## Contact Details

**Retha Groenewald**

+27 11 575 6191

+27 82 468 2168

[r.groenewald@digitalmgmt.com](mailto:r.groenewald@digitalmgmt.com)

**Dr Annelie Naude**

+27 11 575 6191

+27 82 332 8635

[ame\\_naude@telkomsa.net](mailto:ame_naude@telkomsa.net)

# Thank you!