

Sefiani
Part of Clarity Global



REPUTATION RELEVANCE: EVOLVING THE CORPORATE SELF

Communication that Matters
Report Series 2024



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01. INTRODUCTION

Heading into 2024, there was a sense it would be a [‘goldilocks year’](#) - not too hot and not too cold, but just right - bringing us back to a more comfortable macroeconomic middle after many consecutive years of upheaval.

The reality is that instability has remained the state of play.

Economic [growth is sluggish](#), [interest rates haven’t yet eased](#) and [the rising cost of goods and services](#) continues to bite for consumers and business. Yet, while Australians struggle to afford groceries and housing, ASX-listed brands including banks and leading retailers are [recording significant profits](#).



Australia is not in recession but many Australians are.



Stephen Smith
Partner, Deloitte Access Economics

Globally, the socio-political situation continues to evolve. Feel-good moments such as the 2024 Paris Olympics contrast with the ongoing wars in Israel-Gaza and Ukraine.

Amid this backdrop, the way businesses meet stakeholder obligations, approach their operations and plan for growth in the short and long term is shifting. As a result, communicators play a more critical, and complex, role than ever as they support their organisations in maintaining a positive reputation and achieving commercial objectives. For brands and organisations that have traditionally only focused on profit and growth, there is now no choice but to also consider their impact on external stakeholders, society and the planet in business priorities.

This is happening in the context of [global marketing budgets as a percentage of company revenues being at a five-year low](#).

Brands must demonstrate they know and understand their audiences’ experiences, while preparing to support them into the future. In a survey Sefiani conducted with senior Australian marketing and communications leaders for this report, we found that this is indeed a priority.

93% of our respondents said they're currently making changes to their brand purpose or mission to reflect changing stakeholder needs.

We have seen the impact on [Woolworths'](#) and [Qantas' brand reputation](#) and leadership when purpose, action, and impact aren't aligned. In those examples, at some point the impact for one group of stakeholders - investors or financial institutions - was put ahead of all others. And this dented the reputational armour of what were until recently two of Australia's best-loved brands.

Our research suggests many other companies could be in danger of falling into a similar trap.



So in this era of constant change, how can brands create real impact and relevance with stakeholders while staying true to their core values and protecting and building their reputation? We unpack this question in this edition of the Sefiani Communication that Matters report.

Read on for exclusive new data and insight from some of Australia's leading brand and communications professionals, case studies, and an actionable model for maintaining Reputation Relevance and ensuring purpose translates into meaningful impact.

Thank you to our contributors

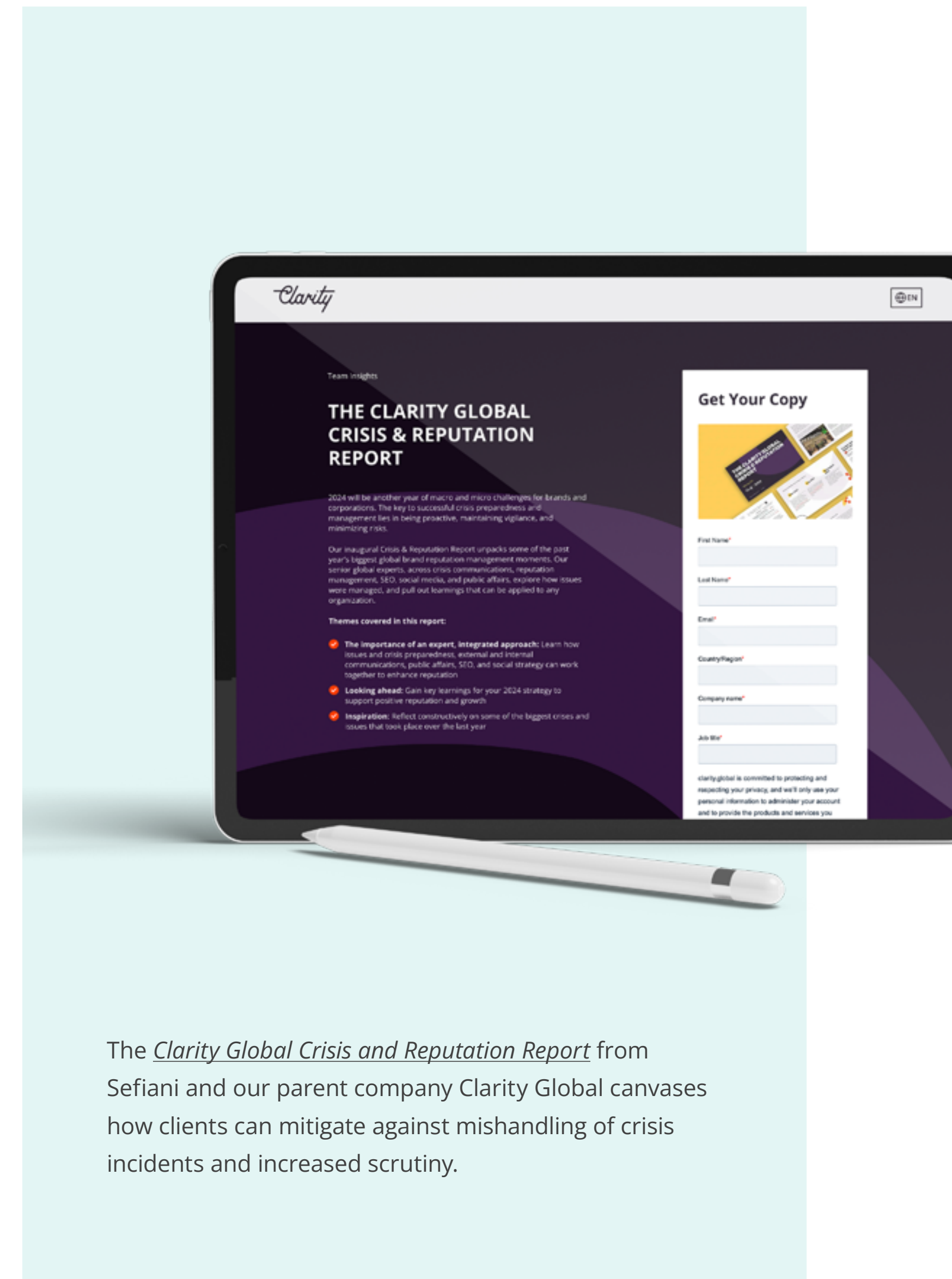
Josh Drayton, General Manager - Communications & Corporate Affairs, Parramatta Eels National Rugby League Club

Patricia Routledge, Country Communications Manager, Ikea Australia and New Zealand

Stephen Maher, Director PR and Content, Docusign Asia Pacific

Methodology

Sefiani commissioned global research company Censuswide to conduct a study of 100 Australian marketing and communications leaders with 'senior manager' job titles and above. The survey asked them questions about how they communicate their purpose, their use of audience insight, whether they are considering changing their brand purpose and/or mission statement, and how they measure the impact of their purpose. Respondents were split 50:50 by whether they were advertising/marketing or communications focused in their role, and whether they worked at B2B or B2C brands, with B2B2C professionals being counted across both segments.



The *Clarity Global Crisis and Reputation Report* from Sefiani and our parent company Clarity Global canvases how clients can mitigate against mishandling of crisis incidents and increased scrutiny.



02. PURPOSE: WHY IT MATTERS

The title of this report is 'Reputation Relevance: Evolving the Corporate Self'. 'Corporate self' could mean different things depending on who you ask, but Sefiani sees it as the foundation of what the organisation is: its vision, mission and purpose.

Defining vision, mission and purpose

The terms vision, mission and purpose can cause confusion amongst brands. There is general acknowledgement that they are important, but definitions differ.

At Sefiani, we define these concepts as follows:

Purpose: Why you're doing what you're doing



Mission: What you're doing to achieve your purpose



Vision: What you want to see happen in the future if your mission and purpose are successful

Let's take Patagonia, a brand that seeks to be seen as one of the world's leading purpose-driven organisations, as an example:

Patagonia's Purpose: *We're in business to save our home planet*

Patagonia's Mission: *Build the best product, cause no unnecessary harm, use business to protect nature, and don't be bound by convention*

Patagonia's Vision: *All life on earth is under threat of extinction and we aim to use the resources we have to do something about it*

Source: [Patagonia](#)



What do Australian marketing and communications leaders think? We surveyed them to find out

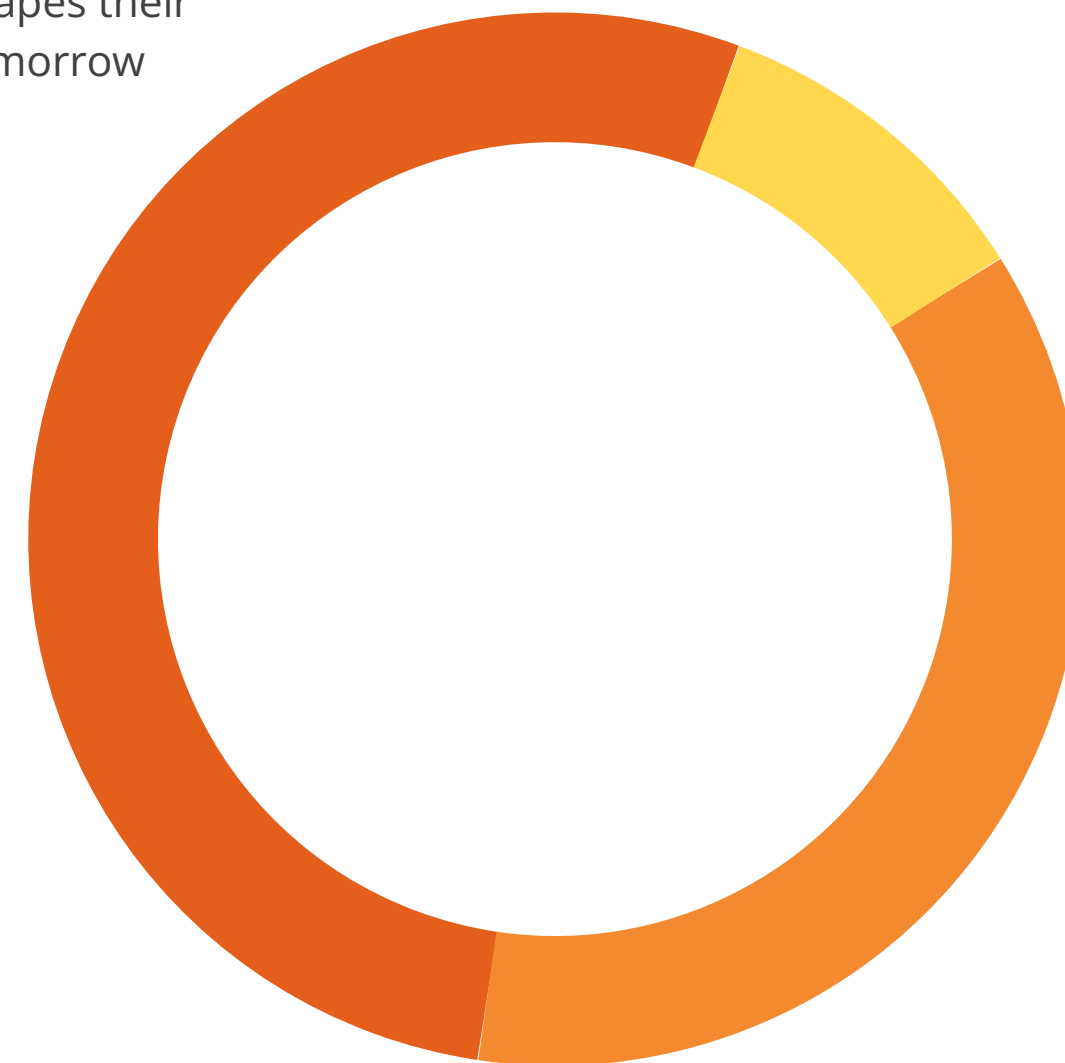
What is the 'corporate self' for?

The **majority (41%)** of respondents say their brand purpose and mission statement shapes all business decisions, including communications to priority audiences

But respondents have an unbalanced outlook on when purpose will drive impact, saying it...

53%

shapes their tomorrow



9%

shapes their future

38%

guides their today

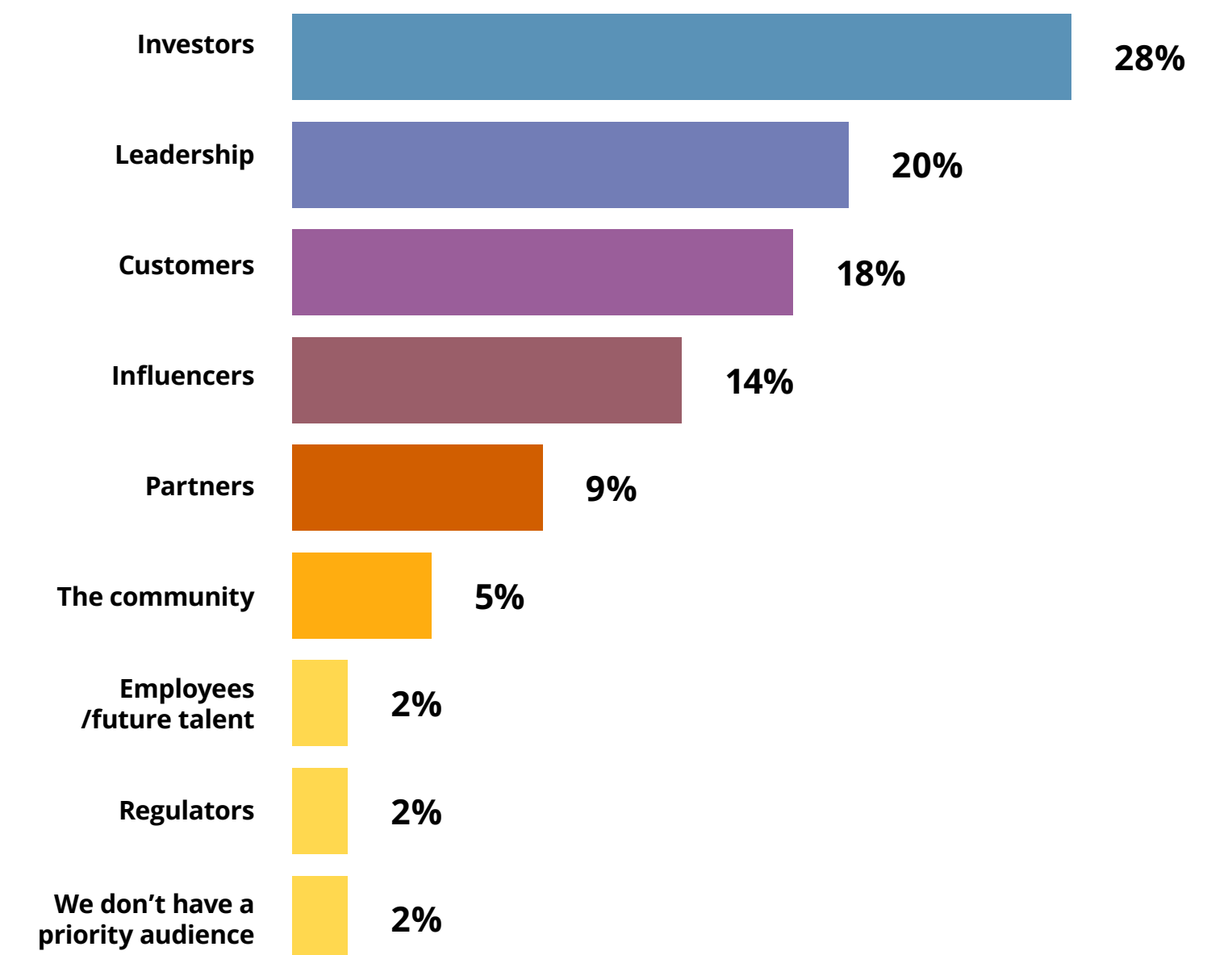
Who is the 'corporate self' for?

In 2024, investors are by-and-large the top priority of our respondents

The **majority (34%)** say investors are the audience group that cares most about their purpose

And this is influencing prioritisation of marketing and communications audiences:

Who is your audience priority





How do brands ensure their 'corporate self' is valuable?



Patricia Routledge, Country Communications Manager, Ikea Australia and New Zealand demonstrates how an emotional, long-term purpose can still be KPI-driven:

"Our clear and single-minded vision was formed in 1943 and has never changed: to create a better everyday life for the many people. Ingva Kamprad, who was 17 years-old when he founded Ikea during World War Two, wanted to provide as many people as possible with high quality home furnishings, no matter how big their dreams or how thin their wallets.

This vision is timeless, so it's the responsibility of our purpose to apply it to the environment and locale we're operating in at any given time. We're then KPI-ed on bringing our purpose to life, which demonstrates that we see it as essential to creating a successful business and brand."



Stephen Maher, Director PR and Content, Docusign

- Asia-Pacific explains how a B2B brand's purpose doesn't have to lack creativity, but must remember what matters to the customer:

"Docusign's purpose is all about our customers and helping them to get the most out of their agreements. We're committed to helping them drive real business impact, like increased revenue, reduced risk, higher security and more sustainable paperless operations that are often lost in old-school paper-based processes.

When businesses are stuck in these antiquated processes, we call this the agreement trap. It leads to things like lost talent, sluggish sales and unmet expectations for both the business and its customers."

Through our Intelligent agreement management (IAM) platform, which is an AI-powered cloud software, we help organisations streamline and automate their agreement processes while unlocking the power of valuable data that would otherwise be trapped in flat files or on paper.



**Josh Drayton,
General Manager -
Communications & Corporate Affairs,
Parramatta Eels National Rugby
League Club**

explores how important a community-focused purpose is to mobilise diverse stakeholders:

“As a football and leagues club, our purpose is indeed built for our investors. But we have hundreds of thousands of them, because our investors are our fans and members, and they’re invested emotionally as well as financially in our brand.

However, wins and losses aren’t the only thing important to our audience anymore. They want to see us uplift lives, deliver unforgettable moments, and bring communities together - that’s our purpose. And that’s so much more than words on a page. It has objectives that are a key part of our overall business strategy.



Our purpose aims to:

Act as a unifying force: *a strong purpose should unite diverse stakeholder groups under a shared vision. For us, this helps foster a winning team spirit and sense of belonging for supporters.*

Engage stakeholders: *Fans crave a deeper connection with their teams beyond football, which for us means aligning with fan values. We prioritise community engagement and social justice because we know this matters to our audience, which helps create a more meaningful bond.*

Guide all our decisions: *Our purpose drives all our decisions, from player recruitment to community outreach programs. This ensures alignment with our core values, and strengthens our brand identity.*

Maintain and grow a culture that attracts talent: *Talented individuals choose workplaces with a strong purpose and great culture.*

Respect, and continue building, our legacy: *We have a rich history, and a clear purpose helps connect that legacy to our desired future. To ensure we remain a force to be reckoned with for generations to come, we must honour our past while striving for excellence in everything we do.”*



Case study

Renault Group: Tackling France's mobility deserts



Source: Renault via The Work

Brand Purpose: French automobile manufacturer Renault Group's purpose is to take mobility further to bring people closer together. They aim to create innovative mobility solutions that are inclusive, environmentally responsible and safe.

Campaign summary: 40% of French people live in areas with no public transportation, and 54% of job-seekers have turned down a position because they don't have access to a mobility solution. They need access to a car, but aren't eligible for a loan until they pass the three-month trial period required of new hires in France.

Designed to tackle the inequalities this issue is creating, and linking directly back with their purpose, Renault launched the Cars to

Work Scheme. This offered new job starters the opportunity to lease a vehicle long-term, or with a buyback option; they only have to start paying it off once they pass their probation period.

Tactics: Renault launched the campaign with France Travail, a government agency aiding job seekers, through an earned launch and broadcast ads on TV and online. It made 6,000 cars available, and collaborated with 50 dealerships and 300+ garages to improve the scheme's accessibility. It also partnered with local microcredit organisations to facilitate financing for those who needed it, ensuring the whole cycle was taken care of for recipients.

Impact: An integrated owned and earned media campaign reached 8.8 million French people through key media outlets, and created both commercial impact and a positive social outcome for Renault. The campaign enhanced Renault's visibility in areas where car ownership is essential, and 94% of beneficiaries said the scheme helped them to find or maintain their job, reinforcing Renault's commitment to inclusive mobility and social responsibility.

Chapter outtakes

- In 2024, a brand's purpose and mission shape major decisions, but communication leaders are unclear on when the impact of this will become a reality. This suggests that defining the tangible outcomes of the purpose and mission aren't top of the agenda.
- Investors are currently communicators' top audience, including for purpose-focused communications. This suggests a lack of focus as much of this communication appears to be community, customer or employee centric.
- The strongest purpose-led work has longevity and is directly targeted to and impacts on the brand's priority audience, and is measurable.
- All the brands quoted in this chapter have a 'timeless' vision (Ikea's was born in 1943!) that is brought to life in a meaningful, nuanced way using timely insight on local audience needs.
- Whether a brand is B2C, B2B or B2B2C, emotion is essential in articulating purpose and bringing it to life through action. Ultimately a brand's stakeholders will always be human so must be treated as such.



03.

ACTION: BALANCING HERITAGE AND REPUTATION RELEVANCE

A company's vision should be for life and stand the test of time. How this is brought to life, however, can and should change depending on its impact on wider society and stakeholder needs. But it's important that change is thoughtful and meaningful, rather than something that affects the brand so significantly that it becomes unrecognisable.



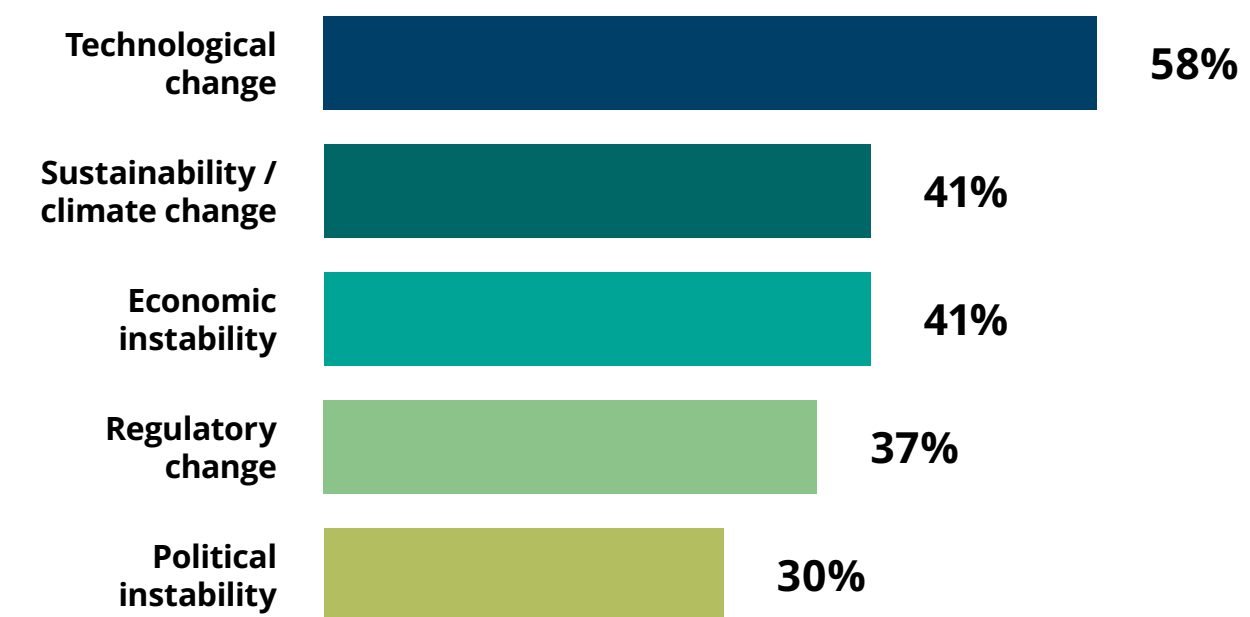
The latest views of Australian marketing and communications leaders...

Brand purpose changes are underway

93% of respondents are updating, or have updated, their brand purpose and mission to reflect the changing values and needs of stakeholders

And the factors behind this change reflect the priorities of our changing world

What factors have played into you changing your brand purpose/mission?



But insight is chronically underused to affect this change

Only a third of respondents have buyer personas and audience insights for all their stakeholder groups

And 49% have up-to-date buyer personas and audience insights, but these don't accurately reflect the local market

What is an insight?

It's not just a fact, observation or statistic. Insight statements rely on a deep understanding of the target stakeholder and ask: What's the context they're operating in? What dilemma(s) are they facing that the brand can help solve? What motivations drive their actions? Why do they act in a certain way relevant to the dilemma? And what's the 'ideal' end-state the brand can help them achieve?

In short, insights are built on deep intelligence that supports brands to help solve stakeholder problems.





Case study

Bunnings

Telling the brand story for future audiences



Source: Pedestrian TV

Brand Purpose: Bunnings' purpose is to provide customers with the widest range of home improvement products at the lowest prices with the best service. This approach has led to it being named Australia's most trusted brand in 2024 thanks to ongoing outstanding public perceptions of the brand's quality, great customer service, communicating what it stands for, being active in the community and solving customers' problems.

Campaign Summary: Bunnings knows it has won over today's homeowners and DIY aficionados, and owns its status as an Aussie icon. A large proportion of its marketing strategy therefore focuses on

the future customer, targeting individuals who rent or live at home, and may never have picked up a hammer: Gen Z. Over the last few years, much of Bunnings' campaign insight has come directly from the social platforms used by these audiences, like TikTok.

Tactics: The most recent iteration of this, The Bunnings Rave, was huge. Sydney music producer Kaila remixed Bunnings' famous jingle, which then went viral on TikTok resulting in the likes of Aussie band Peking Duk calling for Bunnings to host a Warehouse rave. Bunnings listened and hosted a rave in a store carpark which sold out in four minutes. Proceeds from tickets, and sausage sizzles sold on site, went towards Support Act, a music industry crisis relief and mental health charity.

Impact: The Bunnings Rave conversation achieved huge traction on TikTok, with hype on the platform reaching millions. Resulting press coverage across Australian consumer media including news.com.au, Pedestrian and Today Extra is extending the reach even further. By listening closely to this key audience consistently, Bunnings is able to support ongoing mass brand reach in a truly Bunnings way: through public participation and co-creation.



Alice Spraggon, our Global Head of Editorial Content, explains how locally relevant audience insights should be kept up-to-date:

"Change can take place at two speeds: fast and slow. Crises can spark in seconds, while purchase behaviours can take months to shift. Teams leading on insight and strategy must determine what signals to study, and when they warrant action. And while this benefits from global direction, having a local perspective is essential for a brand's approach to reflect local nuance and communicate effectively with audiences on the ground.

From chatter on social media, to four-hour focus groups, gathering insight is never "one and done". It's a constant, always-on process: doing the best you can with the budget available. Making your next step with as much evidence as possible.

Ultimately, insight leads to action - and determining what actions take place when, where and for who is the key to success."



Case study

Suncorp

Building a House Resilient to the Impact of Climate Change



Source: Suncorp via D&AD

Brand Purpose: Insurance brand Suncorp's purpose is to build futures and protect what matters. They bring this to life by working to build more resilient communities, and helping customers prepare for and recover from the unexpected.

Campaign Summary: Hundreds of thousands of Australian homes have been destroyed or damaged by extreme weather, with the number increasing every year due to climate change.

Tying directly back to its purpose, Suncorp partnered with CSIRO, James Cook University and Room 11 Architects and others to create the world's first home designed, scientifically tested and built to withstand cyclones, floods and bushfires: *One House to Save Many*.

Tactics: *One House to Save Many* launched through a fully-integrated communications and marketing campaign, with central

assets being an [online hub](#) and prime-time documentary, with campaign milestones and partnerships acting as trigger points for a consistent drumbeat of earned-media and social pushes.

Impact: From a commercial perspective, the campaign reached 99% of its target audience, resulting in enquiries from industry and research stakeholders, city councils and national building companies who all wanted to roll-out One House. From a purpose perspective, the research is now being used to help shape improvements to Australia's Building Code, and has inspired the launch of a \$600 million Federal Government resilience fund for new disaster preparation and mitigation programs.

One House first launched in 2021 but remains a key part of Suncorp's marketing strategy through partnerships with [the SES](#), and activations like '[Resilience Renos](#)', which used learnings from One House to help boost the resilience of weather prone homes in Queensland. By creating a campaign so true to its purpose, Suncorp ensured it could drive impact for years beyond the initial go-live.

How are brands staying relevant, while remaining true to their heritage and vision?



Stephen Maher, Director PR and Content, Docusign - Asia-Pacific shows how Docusign is willing to tweak its product to maintain local relevance, while staying true to its purpose:

“Docusign’s heritage has always been about driving value for our customers by helping them to digitise their agreement processes. I believe the key is having a simple purpose or proposition at the core of your business that solves your customers’ challenges authentically. This means the only thing that needs to evolve is how you provide even better solutions for them through innovation.

Every country or region’s customers have their own unique needs, whether that’s macroeconomic, legislative or even cultural. For example, in Japan we have e-hanko as

part of Docusign eSignature (the traditional seal that Japanese businesses use in place of a signature). Our team truly thinks globally and we address the needs of each market - from product development right through to marketing localisation. Having local teams in the regions combined with a globally-focused culture means we have our finger on the pulse for the needs of every market.”



Josh Drayton, General Manager - Communications & Corporate Affairs, Parramatta Eels National Rugby League Club takes an always-on approach to balancing heritage with reputation:

“There are five things we keep in mind when balancing honouring our heritage with safeguarding our reputation.

- 1. Authentic relevance: Brands’ audiences crave authenticity and purpose. Aligning our mission with issues relevant to our fans, like inclusivity or community, fosters deeper connections. But if you get it wrong, especially if you’re a big consumer facing brand, the impact can cause significant issues.*
- 2. Heritage is important: Our research shows that heritage and tradition is embraced by our entire fanbase so it’s key for us to retain this in our thinking. If we miss a key tradition or milestone then this can instantly impact our connection with audiences.*
- 3. Open and transparent communication: Because our audience has an emotional investment in our brand, we need to communicate constantly to maintain trust, even if we feel like it could be overkill. We operate in a very fast-paced news cycle where nothing stays secret for long, so proactively giving fans updates before the media does is important.*
- 4. Brand trust is hard earned: Research consistently shows that trust in sport and consumer brands is declining, making authenticity all the more important. Changes to our mission and purpose should be demonstrably aligned with our core values. Trust can be lost very easily, so being aligned with your purpose every step of the way is key.*
- 5. Get the balance right: We do this by ensuring our mission and purpose resonates with current fans, honours our legacy, and strengthens our reputation. This paves the way towards attracting new stakeholders and achieving long-term success.”*



Patricia Routledge,
Country Communications Manager,
Ikea Australia and New Zealand takes a thorough approach to ensuring local strategy is built on local insight:

“At IKEA, our business idea and vision has been the same for nearly a century, but our positioning and how we drive impact against our vision is driven by local insight. We apply this process to our products and business model in the local environment, as well as our advocacy work. With the latter in particular, we apply a toolkit rooted in our vision to identify the local causes most relevant to our brand. This process involves significant research, using focus groups; media, social and political analysis; an internal audit of policies; an exploration of how the issue impacts coworkers; as well as consultation with NGOs, experts and academics.”



An example of this is our work supporting victims of domestic and family violence (DVF). This is a global imperative—if we want to create a better life at home for the many people, this has to also include a safer life at home—but we needed to bring it to life authentically in Australia. Our work started internally by uplifting IKEA’s local DVF leave policies to allow for 15 days leave and personalised safety plans - this was industry leading when we first brought it out.

Then, through deep research into this issue with NGOs and DVF experts we learned that many victim survivors leave their homes with just 15 minutes to spare, meaning they have no time to take furniture. Even when they are rehoused, they often don’t have a table, or even a bed. Our insight was, a safe home means more than four walls, so we partnered with RizeUp on a fundraising campaign to refurbish the victim survivors’ homes.

If you speak about IKEA’s DVF work with my colleagues around the world, their approach will be very different as it too will be the result of assessing the local environment and obtaining insights. To avoid purpose-washing you have to incorporate local insights into your work.”

- Most communicators say their brand’s purpose and/or mission has recently been updated to take account of technological change, climate change and economic instability.
- But with audience insight chronically underused by Australian brands, these changes may not properly reflect key stakeholders’ needs, which could limit their medium- and long-term impact.
- A brand’s purpose should be crafted with longevity in mind and therefore only changed if it becomes truly obsolete and irrelevant to the audience. Indeed, for some organisations their purpose is tied directly with their heritage, so change risks alienating audiences.
- Regularly collecting audience insight can include testing the purpose, as well as identifying how it can be articulated through activity that benefits stakeholders.
- Local insight is essential to capture, and respond to, the needs of local audiences. For some brands this can be country-wide audience insight, but for others (particularly consumer brands) it must be significantly more granular, even down to the LGA level and segmentation of demographics.

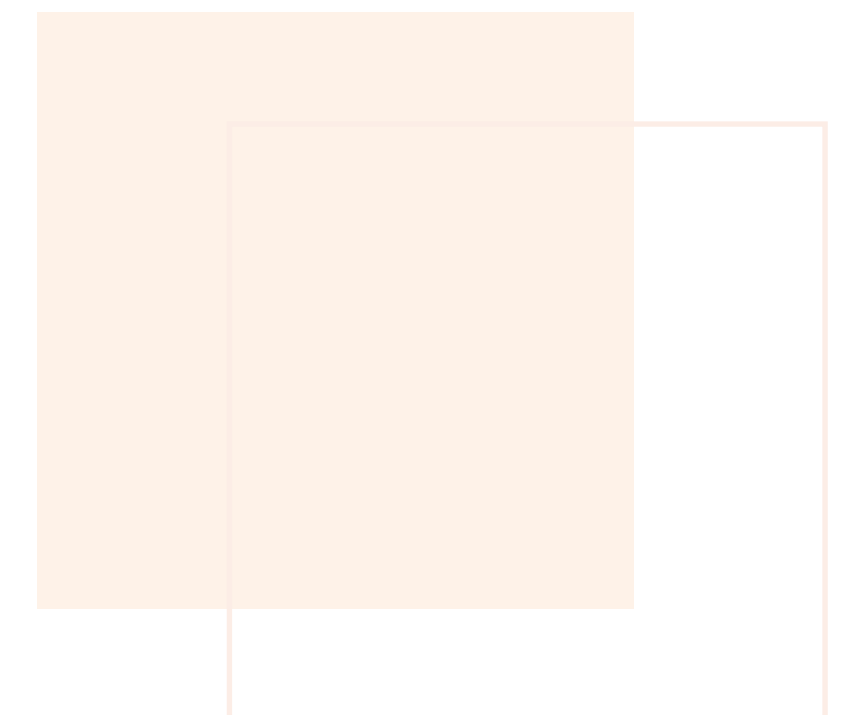


04. **IMPACT:** **MEASURING PURPOSE**

Demonstrating impact is critical to measuring purpose. A challenge with this, however, is that sectors, organisations, teams, and even individuals often disagree on what impact really is.

Creating impact is one of our key pillars at Sefiani and Clarity Global, and we acknowledge it can be different depending on a brand's objectives. **Impact is 'success that can be seen and measured: for your business, society, and the planet'.**

But while this may sound lofty, the devil is in the data: understanding the significance of the impact you're trying to create, from a commercial and purpose-focused perspective, and tying your strategy back to this with thorough measurement. This translates into successful communications that matter.





Case study

UN Global Compact

EART4 – The World’s Most Urgent IPO



Source: The United Nations Global Compact via Contagious Media

Brand Purpose: The United Nations Global Compact (UNGC)’s purpose is to accelerate and scale the global collective impact of business, delivering on the UN’s 17 Sustainable Development Goals (SDGs) through ecosystems that enable change.

Campaign Summary: According to the [Intergovernmental Panel on Climate Change](#), planet Earth has reached a “now or never”. The business world has a monumental role to play in helping tackle this huge challenge, but with economic considerations being corporate’s primary focus, sustainable change remains slow.

The Brazilian UNGC wanted to do something that would get business leaders to sit up, take notice and drive action, and UNGC memberships. So they ‘spoke their language’. They transformed Earth into a company called EART4 (TERR4), commencing its initial public offering (IPO) on the B3 Brazilian stock exchange (which is a UNGC client). EART4 was also on the brink of collapse.

Tactics: The IPO launch for EART4 took on all the components of an integrated marketing and communications campaign ahead of a successful listing. The communications campaign followed EART4’s journey to IPO, included partnerships with business influencers, and an OOH campaign led audiences back to an interactive website and annual report. Once listed, EART4’s share price fluctuated reflecting real-time socio-environmental news, illustrating the direct impact of corporate actions on the planet’s (financial) health.

Impact: The campaign achieved its purpose of getting businesses to react and act. 70% of Brazil’s top 100 companies signed up to the UNGC to show their commitment to change. Broader global reach for the UNGC, with EART4 being covered in the likes of CNN and Forbes, also meant it was able to tell this important story beyond Brazil.



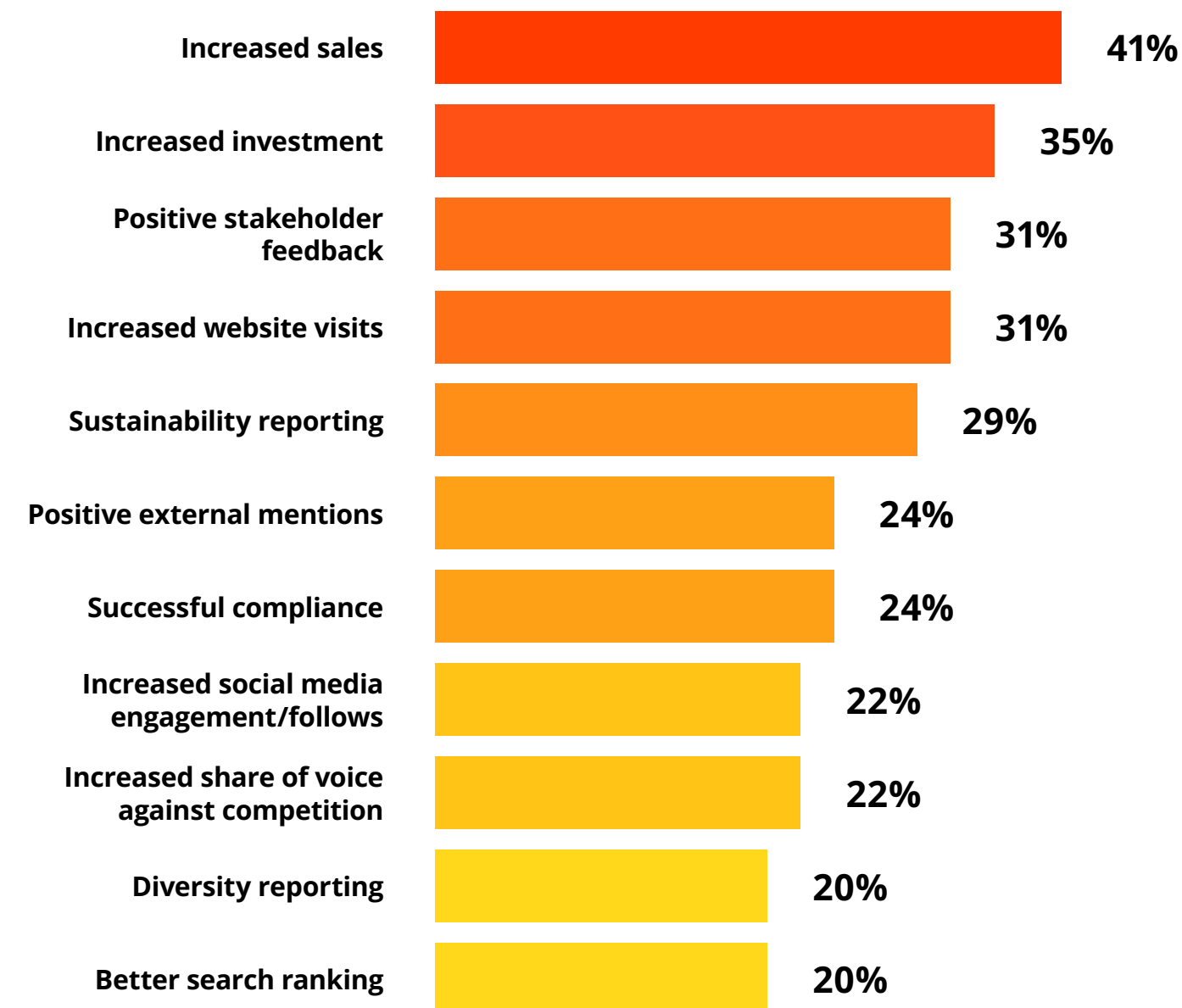
The latest views of Australian marketing and communications leaders

According to **36%** of respondents, **leaders** are the hardest stakeholders to keep up with re: their needs, attitudes and values

Is this because purpose-led marketing and communications action isn't matching up with how impact is measured?

Impact is measured in many different ways, but in our challenging economic environment business results are the most important

How are you measuring the impact of updates to your brand's purpose/mission statement?



This data shows how purpose must align with measurable impact that matters to the business, or it will be deprioritised.



“Our chief financial officers across the business understand what great creative can do. We’ve aligned on metrics and now [have] full transparency, visibility and alignment across the organisation on how we talk about results. Through that process, we’ve got trust.”

Ian Borden,
EVP and CFO, McDonald’s during *Convince Your C-Suite: The Real Impact of Creativity* at the Cannes Lions 2024



Phil Wade, our Vice President, Measurement & Analytics outlines what measurement tailored to demonstrate impact to business leaders looks like:

“One of the most important elements of strategic measurement is prioritising what to measure, and why. And while automation and AI tools are unlocking more ways to measure communications and marketing success, having too much data brings complexity and further challenges.

Teams must consider who they are speaking to when demonstrating the success of a campaign or particular activity; what metrics matter to these individuals? In short, how do the people that matter in your organisation measure impact? Ultimately, if the communications strategy has been built using insight on what will drive impact for stakeholders and the business, it should naturally follow that the ‘right’ kinds of data are captured to demonstrate success.

For example, communications teams may have traditionally tracked the number of coverage hits and estimated audience numbers. However, if success is tied to achieving business objectives, it may be more powerful to augment these figures by also tracking increased web traffic, share of voice and search, and positive message penetration.”

Case study

Generation Life

Reimagining Legacy



Source: Generation Life

Brand Purpose: Investment product provider Generation Life works with financial advisers (FAs) to help Aussies plan for a financial future in which they don’t just survive, but thrive.

Campaign Summary: Australia’s looming intergenerational wealth transfer is set to be the largest in history.

Generation Life wanted to demonstrate to FAs that its products help the nation achieve life goals of intergenerational wealth transfer and regret-free retirement. Sefiani commissioned exclusive research, revealing 65% of Australians are confident they’ll leave a legacy for future generations, but only

14% have a plan to do so, demonstrating a worrying national knowledge gap. Knowing that leaving a legacy felt unachievable for many Australians, we built a marketing and communications campaign to help them achieve this goal.

Tactics: To drive awareness and lead generation the campaign centred on a comprehensive guide for FAs: Reimagining Legacy. To reach audiences across channels we launched via a media roundtable hosted by Generation Life CEO Grant Hackett OAM; supported a launch event for FAs and client EDMs; and managed a six-week paid LinkedIn campaign and 2GB partnership.

Impact: By being insight driven and never losing sight of the commercial objectives, Reimagining Legacy outperformed business and communications expectations. Results included a 6% lift in brand awareness year on year and ownership of 68% of share of voice versus competitors during the campaign period. The report was awarded two CPD points to support FAs ongoing learning. The campaign won the Mumbrella CommsCon 2024 Best B2B Campaign award and Financial Standard MAX 2024 Integrated Campaign of the Year award.

What are key metrics that brands tap into when measuring their reputations?



Patricia Routledge, Country Communications Manager, Ikea Australia and New Zealand explains how trust can be measured:

“One of the main metrics our communications team is responsible for is ‘trust’, and we know that increases in trust directly correlates with percentage increases in sales and store visits.

Our purpose-focused work is a key part of how we achieve increases in ‘trust’ for our brand. We also measure the ‘positive societal impact’ and ‘societal impact’ of our work. We measure the former through consumer sentiment of the good work we do in society

as a brand, and the latter through how many lives we actually impact with our work. For example, how many participants have gone through our refugee workforce inclusion program, or how many shelters or homes of those in need have been refurbished.

But ultimately, our purpose-focused work also needs to consider how it will make a business impact, and vice versa. With this in mind, for all of our work ‘impact’ is multi-faceted, ranging from changing lives, engaging stakeholders and politicians, and helping drive trust and therefore sales.”



Josh Drayton, General Manager - Communications & Corporate Affairs, Parramatta Eels National Rugby League Club starts with individual stakeholders’ views, and works up to the impact on the business:

“Measuring success and impact goes beyond just one issue, because your stakeholders are assessing you across everything you do. So while we track individual campaign results, there are wider metrics we look at to assess if the work we’re doing is impactful.”

Primarily, are fans engaging with us in a positive way? Are they resonating with the community and social impact we’re driving in Western Sydney? This can be measured through positive social media conversations and increases in engagement, fan club growth and activity, and increased participation in non-game events like community events that we organise.

When we get this right, it trickles down into wider business impact, from positive media coverage of our activity beyond the field, and increased donations and sponsorship, indicating stakeholder belief in our mission and purpose.”



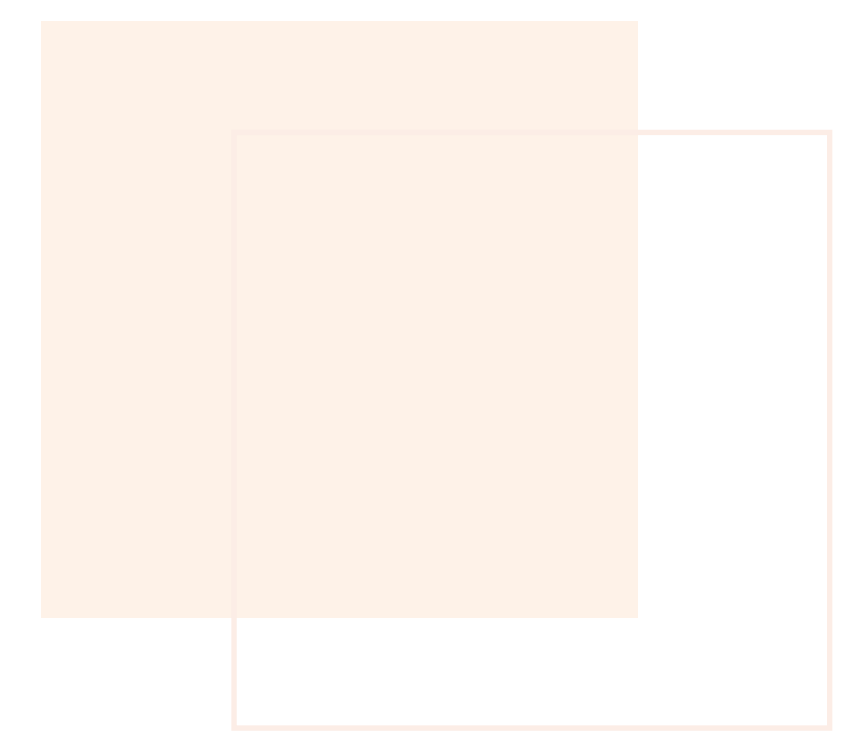
Stephen Maher,
Director PR and Content, Docusign
- Asia-Pacific lays out how when your purpose is customer-focused, your success metrics must be too:

“Our purpose is all about helping our customers to get out of the agreement trap. We have a huge range of industry experts; dedicated success and solutions teams to educate and enable our users, customer-focused marquee events, webinars and feedback forums—to ensure we’re always across their evolving needs.

What all this means is that when it comes to measuring our success, it’s simple for us. It’s about our customer’s success. Our purpose is tied to the metrics of success that our customers use, so when we see things like increased sales, retained customers or incredible employee experience feedback, we know we’re winning.”

Chapter outtakes

- Impact is success that can be seen and measured, for your business, society and the planet. The key word here is measured. Impact must be measurable through data, and ideally should be considered from both a commercial and purpose-focused perspective.
- Communicators see leaders as the hardest stakeholders to ‘keep up with,’ and demonstrating communications’ value has historically been a key sector challenge. By building strategies that connect purpose-led work with commercial success, and understanding what metrics matter to the business, activity automatically becomes more valuable to key stakeholders.
- Sales growth and continued investment are priorities for brands right now, so understanding how communications can work with other parts of the business to achieve results laddering back to these objectives is critical.
- Thinking commercially doesn’t mean abandoning purpose-focused strategies, or vice versa. For example, by identifying how to measure trust or positive sentiment, and then how to show the link between this and increased sales, both these kinds of impact can be achieved and measured at once.

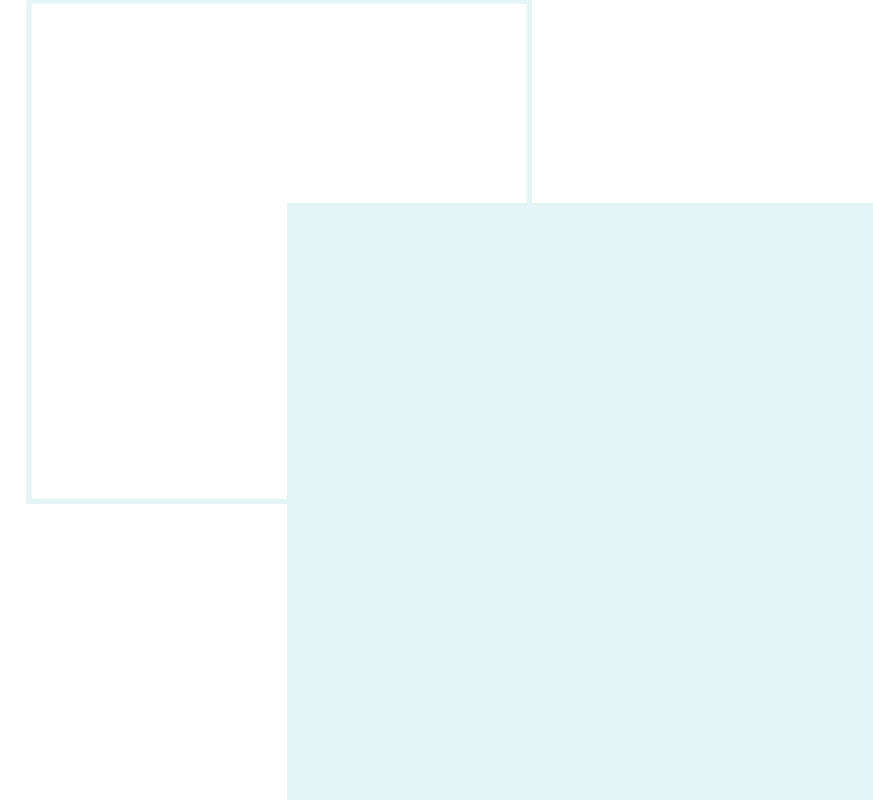




05. THE WAY FORWARD FOR COMMUNICATORS

Maintaining Reputation Relevance requires an always-on strategy

A clearly articulated vision and heritage is important. So too is an always-on approach to gathering insights so that purpose-led campaigns reflect the needs of local audiences. In balancing these two pieces of work, brands can land the Reputation Relevance 'sweet spot'. Most importantly, this can also help them achieve impact through their purpose-led work.

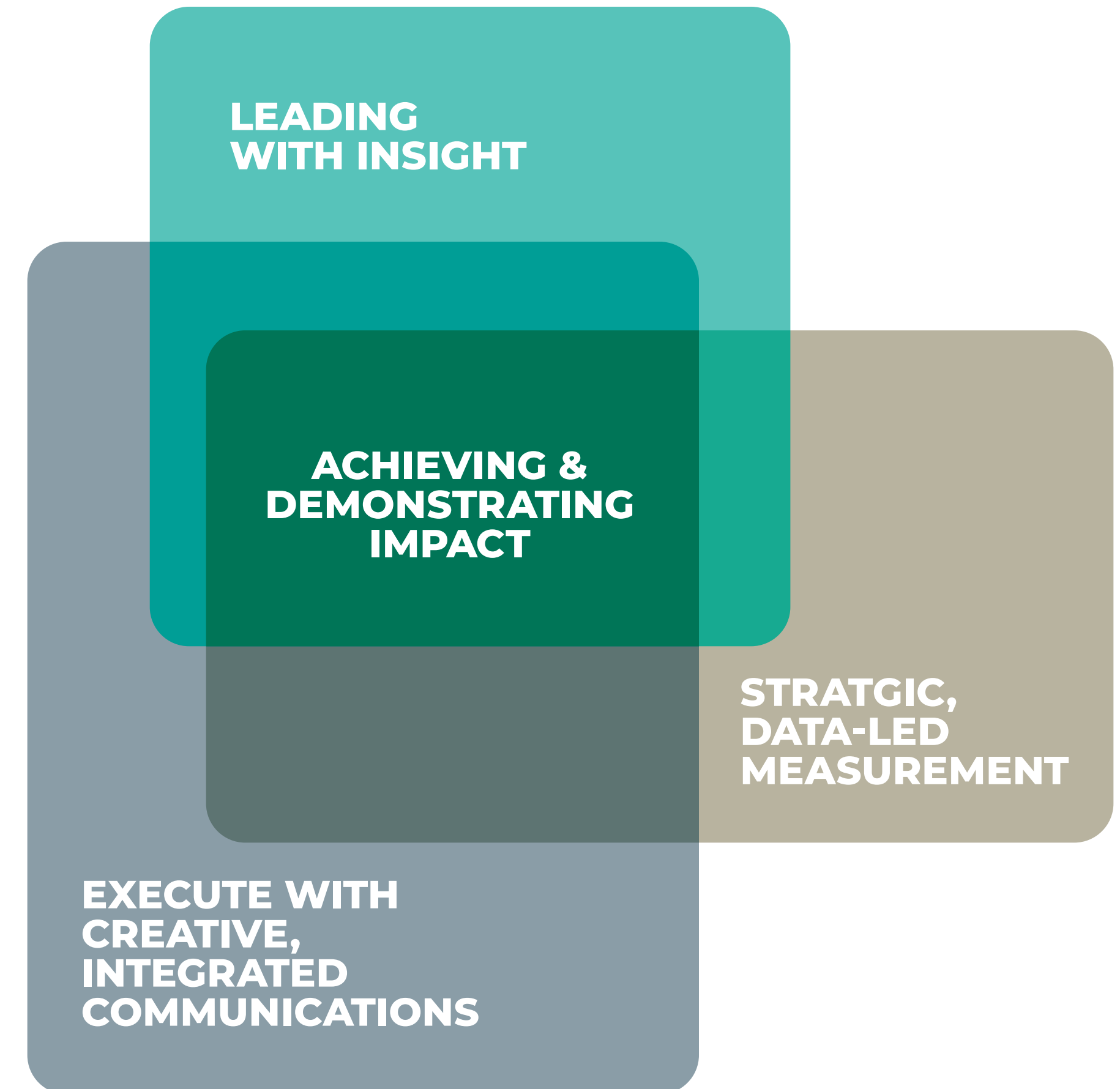




To achieve, and meaningfully demonstrate, impact that is valuable to key stakeholders, brands must:

- 1. Lead with insight:** Knowing what is important, and what will resonate with audiences, requires an insight led approach. Qualitative and quantitative data, and third party research, can all help brands keep up to speed on what matters, before filtering this through the foundations of their heritage and vision to land on purpose-led campaigns with meaning.
- 2. Execute with creative, integrated communications:** Understanding an audience includes knowing when, where, and how to reach them in the most impactful way. Creative campaigns that cut through the noise can reach stakeholders through a variety of mediums and channels that ultimately help brands achieve the campaign's business goals.
- 3. Set up measurement:** Measurement should never just be an activity that 'comes at the end' of a campaign. Thorough data collection measurement, tied directly with the campaign insight, strategy, and objectives, should be tracking the right data points throughout the campaign so that its impact can be properly demonstrated.

Reputation Relevance





A checklist of practical steps for reputation relevance

What were the key learnings from this report that you can apply in your organisation

- ✓ When building your brand purpose, balance the heritage you're proud of with future relevance—a purpose must blend legacy with longevity
- ✓ Audience insight needs to reflect local nuance; the granularity of this depends on your brand's objectives
- ✓ Purpose itself can even have KPIs tying back to the organisation's commercial objectives
- ✓ Your purpose must also be built for your key stakeholder group: speaking about the community while really talking to investors puts you at risk of not acting with authenticity
- ✓ Commercial and purpose-led impact need to both be considered when building campaign strategies, they can no longer act in silos
- ✓ Data must be used strategically to demonstrate impact, considering what the business and stakeholders really value
- ✓ Collecting audience insight should be an always-on activity for all brands, and should be used to test the purpose's ongoing relevance and influence impactful campaigns



In a complex world, balancing constantly changing stakeholder needs with a brand's heritage and purpose remains a key challenge for communicators and marketers. But driving and demonstrating meaningful impact is also more important than ever, so having a well thought-out strategy in place to consistently achieve Reputation Relevance must be a business priority.

**To learn more about
how we can help you
balance reputation
relevance and heritage,
while measuring impact,
contact our team.**

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