

BRS Outlook

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Managing Stakeholder Relationships

The cost effective management of stakeholder relationships is an area of increasing complexity for both large companies and large public organisations.

As the number and diversity of stakeholders has grown, the need for organisations to segment stakeholders on the basis of interest and need has grown in importance.

Ensuring the business loyalty drivers, relationship needs and expectations of key stakeholder segments are understood is a critical component of maintaining and building the intrinsic value of the organisation.

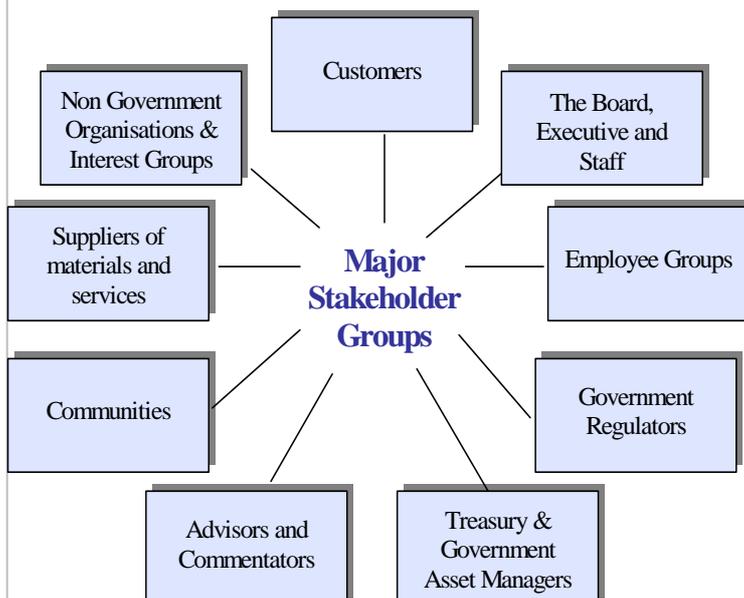
The two key determinants of establishing and maintaining stakeholder relationships are:

- The quality of understanding of the stakeholders needs and issues
- A conscious matching of the organisation's relationship management strategy and tactics to each particular stakeholder segment or group

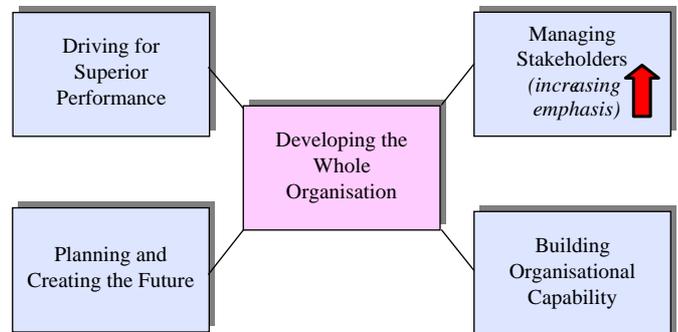
The stakeholder segments vary in both the nature of their interest and their capacity to deal with the various sources of data for large, complex organisations. As a result the methods of gaining and improving the understanding of their expectations, needs to be adapted to each stakeholder group.

In addition, the needs, issues and expectations of each key stakeholder will be unique. Gaining insight into this "uniqueness" is fundamental to building loyalty and value in the relationship.

The following diagram shows a generalised picture of the major stakeholder groups or segments that directly or indirectly influence the value of the organisation's tangible and intangible assets



The need for greater attention to managing stakeholder relationships has also shifted the balance of executive work load as illustrated below:



This publication focuses on developing the framework for effective stakeholder relationship based on two areas:

- Quality understanding of stakeholder issues, needs and expectations
- Relationship management processes specifically tailored to each stakeholder group or individual key stakeholders

External Stakeholder Reviews

The primary driver for the organisation to optimise the exchange of information and views is the depth of understanding the organisation will achieve regarding the stakeholders' business (or other) drivers and decision making processes.

This in turn will significantly impact the effectiveness of the organisation in building and maintaining excellent relationships with the key decision makers in the stakeholder organisations.

To realise the benefits in stakeholder relationships and loyalty BRS recommend conducting an external review of key stakeholders. The benefits of such a review are:

- Directly engages stakeholder views and expectations as critical input in the development and planning processes
- Provides a 'facts and data' platform to support sensitive issues and to realise opportunities
- Provides executives and managers with stakeholder identified priorities
- Delivers prompt feedback on hot issues with specific stakeholders
- Provides advice on how stakeholders should be best managed and supported

These reviews are conducted by the senior team of BRS interviewers, who have an over 90% record in getting to key decision makers, when appropriate protocols are followed. Discussions typically last around 1 hour and are very interactive and positive for customers and stakeholders.

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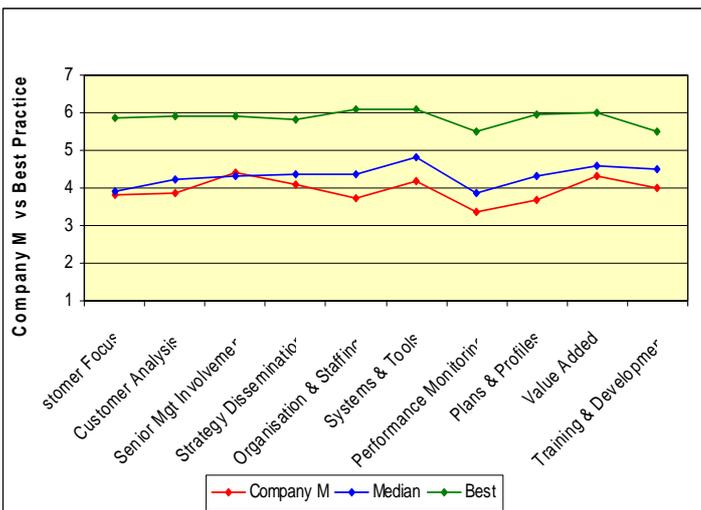
Benchmarking Stakeholder Management Processes

BRS has one of the largest databases on 'best practice' customer and stakeholder management processes, developed and continually upgraded from the 2,000 in-depth interviews that have been conducted with senior executives in major companies and government organisations in SE Asia.

The internal stakeholder management processes currently practiced by an organisation are reviewed and analysed, then benchmarked against best practice.

Key areas covered in this review include:

understanding of stakeholder and market segments	analysis, research and understanding of needs
<ul style="list-style-type: none"> Degree of proactive involvement, commitment and support by senior management 	<ul style="list-style-type: none"> Understanding, dissemination and communication of the stakeholders' strategy
<ul style="list-style-type: none"> Alignment of the organisation structure, deployment of resources and co-ordination of services 	<ul style="list-style-type: none"> Stakeholder management systems and tools
<ul style="list-style-type: none"> Stakeholder performance monitoring, feedback and systems 	<ul style="list-style-type: none"> Major Stakeholder profiles, development plans and review processes
<ul style="list-style-type: none"> Application of proactive service and support initiatives 	<ul style="list-style-type: none"> Specialist training and development support to all major stakeholder contact staff



Benefits from undertaking a best practice review are:

- Provides a "facts and data" base case for current processes and activities
- Existing internal areas of excellence are identified for use across the organisation
- Areas of relative weakness identified so improvement priorities can be established
- Clarity of overall improvement needed to reach best practice will be apparent

Relationship Management Process for Key Stakeholders

BRS's experience in major stakeholder management has demonstrated that most organisations have substantial in house competence including areas of excellence. However, often these competencies are not integrated into cohesive stakeholder focused business processes

The diagram below shows the major elements of best practice stakeholder management:



BRS has leading edge methodologies and blueprints allowing the development of optimum solutions in each of these key areas.

Benefits in working with BRS in this area are:

- Based on best practice principles continually updated to capture new innovations
- Proven results in building stakeholder loyalty, retention and growth
- Developed from what customers and stakeholders want from their suppliers
- Can be quickly and effectively implemented
- Provides differentiation from competitors

About BRS

The Business Research Specialists have been established in Thailand since 2003 and work with leading organisations including KASIKORNBANK, Central Pattana, Thai Industrial Gases, Austrade, Baker & McKenzie, Kimberly Clarke and BlueScope.

BRS are experts in Customer and Market research with a well trained mature fieldteam. We pride ourselves on completing workclass research, on time, with accurate analysis and value added reporting and presentations.

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