40th Annual Meeting WEF Davos 2010

“Improve the State of the World: Rethink, Redesign, Rebuild”

Need to Rethink institutions and Redesign them to meet 21st century demands & Position organizations for higher Performance

Implement new Metrics that integrate Social Goals and Values

Rui Martins
Building Trust in a turmoil crisis through Change management communications: how to create social value

Global Forum “Communication On Top” Davos, 8-9th February 2010
The growing attractiveness of the Third Sector

Aligning stakeholder’s perceptions with Organisational goals

- $1.9 trillion in operating expenditures (#5 if a country)
- 4.6% (48.4 M jobs) of economically active population
- 53% fees as source of revenue
- 35% government
- 12% philanthropy
The Problem 2003: Who’s Dianova?
What does it stand for?

- Exclusive focus on drug treatment
- 76% decrease of new clients 1998-2002
- Unknown brand
  Unattractive Partner
Developing Trusting Relationships for Organisational effectiveness

1. Source credibility
   - Ethos Integrity
   - Logos Expertise
   - Pathos Charisma

2. Brand Engagement
   - Transparency
   - Honesty
   - Interactivity

3. Reputation of being Trustworthy
   - "Trust Deposit Bank"
   - Competence, Open Reliability
Goals: Incorporating new management paradigms
Change Management, Governance, Ethics, Sustainability, Reputation

Create a new Trustworthy & Inspiring brand

Value proposition for Clients, Board & Staff and Society

Guaranteeing Dianova’s Sustainability and Social Value
Strategy: Recreating and Leading Dianova’s own future…

One Language, One Voice, One Brand
Integrated Communication

Moto Learn | Grow | Achieve

Aligning Corporate Culture with its Best Principles
Multi-stakeholders approach
Cooperation and cooptition culture

**Community**
- Leaders
- Analysts
- Investors and Sponsors
- Public in general
- Academia

**Organisation**
- Board
- Staff
- Volunteers
- Suppliers
- Partners
- Clients
- “Shareholders”

**Government**
- Legislators
- Regulators
- Politicians
- Local and Central administration
- Project analysts
- International bodies

**Market**
- Prescribers
- Health, Education and Social Professionals
- Potential clients
- Families
- Opinion makers
- Competition

**Quality? Effective? Partnerships?**

**Good corporate Citizen? Social development?**

**Trustworthy?**

**Good place to work? Creative team?**

**Innovative? Good governance? Social value?**

**Commitment?**
Trust Deposit Bank

Internal Comm & Talent Mng
- 56 Staff & Board
- Talent retention 93.25%
- Team building Workshops
- Academia Jobshops

Corporate Governance Policy
- Board Supervision
- Evaluation of annual plan
- Accountability

Corporate Social Responsibility
- Balanced Scorecard
  2008-2012
- Strategic planning
- Monitoring
- Evaluation

- Therapeutic Community
- Increase satisfaction 12.3%
- Increase new admissions 30.2%

Internal Communications & Talent Management
- Internal Communications
- Talent Management
- 56 Staff & Board
- Talent retention 93.25%
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Trust Deposit Bank

Sustainable Social Integration
Professional Integration
Nursery Plant
+50 beneficiaries
13 staff
€300,000/year

Innovation
Certification as Training Organisation
New service Training Centre

Transparency & Accountability
Annual Report
External Publication
Monthly eNews
Website
Social media

New sources Income
Social Stock Exchange
Lisbon
“3G Emotional Adventure Campus”
200,000 social shares
Online & Social Media Tactics show case
Delivering the promise
Social Impact 2008

- Treatment Program: 85
- Social Inclusion: 98
- Training & Family Programs: 313
- Prevention & Education: 412
- Community Development: 1,133
- People: 2,041
- Increase: 83.7%
Economic Performance 2008

- Generated Revenue: 65%
- Public Funding: 25%
- Philanthropy: 10%
OUTPUT
Effectiveness of message dissemination

Positive media Coverage
48 news
1.2 million readers
€75,607 ROI
6,600 monthly views

IMPACT
Communication effect on Stakeholders

Recognition of capability to change
Innovation and Professionalism
Master classes & Seminars UNI

OUTCOMES
What changed

Demand treatment
Increase 30.2%
Partnerships
6 high-level nat/intern
Conferences
4 high-level

Communication ImPact 2008
Conclusions

**Reputation** = 
Stakeholder relationships, 
Experiences & future behaviours

**Monitoring**
Evidence of the strength of these relationships 
Internal & external reporting

**Evaluation**
Allows NGO to act now to improve Governance, Sustainability and Reputation

- Take Risks
- Accept Mistakes
- Stay Learning
- Encourage Innovation
- Embrace Change
- Enjoy
Inspiring the Change in a Savvy & creative way!

THANK YOU