**Stakeholder Analysis and Risk Assessment: Reputation Management**

This document can be used as part of a larger communications plan if you are implementing a change, process, policy or procedure that may pose a risk to the reputation of the company. In addition to identifying stakeholder groups and their interest or engagement level, this tool defines the ability to influence as well as a strategy to proactively mitigate the risk.

Red: Audience May Pose a High Risk to Company Reputation

Yellow: Audience May Pose a Medium Risk to Company Reputation

Green: Audience May Pose a Low Risk to Company Reputation

| **Stakeholder Analysis and Risk Assessment: Reputation Management** | | | | |
| --- | --- | --- | --- | --- |
| **Stakeholder** | **Interest Level** | **Influencing Ability** | **Engagement Strategy** | **Additional Risks** |
| **Identified Stakeholder (examples below)** | Define the interest level in the goal that you are hoping to accomplish or activity you are attempting to implement and any internal/external factors that might play into the interest of this audience. | High, Medium or Low | List targeted methods to mitigate this risk. | This is where you would list any additional risks that are outside the scope of the project. You may or may not have any additional risks to list here. |
| **Media** | Widespread interest that may exceed that of planned activities. (The COVID-19 pandemic may be an example of a complicating factor.) | High. Far-reaching power that goes beyond customer base and/or employees and has ability to generate emotion across a large audience that may not be otherwise engaged with activities. | Examples of engagement activities for the media may be utilizing established relationships to set up targeted interviews where you can attempt to control the message proactively, or brining in a communications consultant to help you through the project. | For example, perhaps a member of the news media may be directly affected by the project/process/policy, etc., that the company is implementing and has a personal and vested interest in reporting on the subject. |
| **Customers** | If the change that you’re seeing to implement involves circumstances that will be perceived as unfavorable to your customer base, list those here, along with additional complicating factors. | High. This is an example of a group that will have the collective power to drive a change in the organization through the media, social media channels, contacting legislators, etc. | Examples of engagement activities may be customer emails, social media engagement, website updates, town hall meetings, speaking engagements, etc. | Here, you may want to list any longer-term risks that have not been considered in the short-term. |
| **State/Federal Legislators** | In this example, you may want to list any political risks associated with your project and if your business activity may become a talking point for or against a specific political agenda. | High. In general, legislators will most likely not want to be involved in your business activities. However, if there is a risk of constituent contact, legislators have the power to affect the activity you’re attempting to implement. If you’re project is extremely complex, you may want to separate State and Federal legislators into two rows. | Examples of engagement activities may include involving your government affairs team in the project, hiring an outside consultant, setting up targeted meetings with legislators and their staffs, asking your senior leadership team to meet with legislators. | List any additional risks that have not been considered. For example, perhaps a legislator will be directly and personally affected by the change or project being implemented, or your company has a complex with a legislator as a result of a past issue. |
| **Internal Employees** | Because internal company employees will most likely understand the mission of the company, their interest level may be high but the risk to reputation damage from this audience will be low. | High. Your employees should have a high ability to influence, and if you need to them to advocate, you may use them in your engagement strategy. | Examples here may include talking points, advocating with local communities or targeted contacts, letters to the editor, etc. | Here is where you want to list additional risk such as losing the trust of employees. |
| **Any other special interest groups, regulatory bodies, NGOs, etc.** | Interest level will fluctuate but be sure to think about any complicating factors. | Influencing ability will fluctuate, but make sure you’re considering factors such as social media reach and legislative contacts. | Your engagement strategy will be further defined in your tactical communication plan, but list the high-level strategy here. |  |