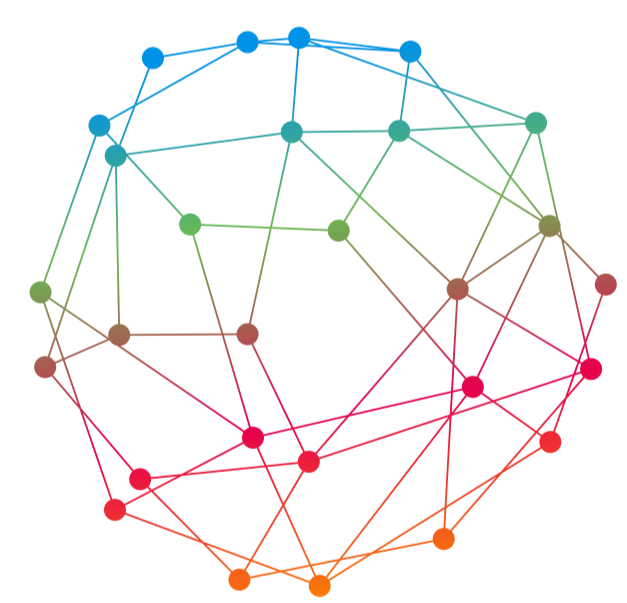


TOP 10 KEY FINDINGS



2023 APPROACHING THE FUTURE TRENDS IN REPUTATION AND INTANGIBLE ASSET MANAGEMENT



Approaching the Future 2023. Trends in Reputation and Intangible Asset Management is an annual report by Corporate Excellence - Centre for Reputation Leadership in collaboration with CANVAS Sustainable Strategies and worldwide partner Global Alliance for Public Relations and Communication Management. The report also counts on the participation of a wide network of collaborating entities.

Approaching the Future has secured its position as a leading, comprehensive study of the biggest trends in reputation and intangible asset management in the world, and a framework for understanding the issues that shape the present and future of intangibles at an international level, with particular focus on reputation, branding, sustainability, ethics and transparency.

#1

Sustainability

is integrated in business models. 60.7% of organisations are investing time and resources into the integration of sustainability in business strategies. This is the most relevant trend according to over half of consulted companies (55.7%). In addition, close to half of these companies (49.6%) are already driving a triple bottom line vision of ESG (Environmental, Social and Governance). The biggest challenges in the area of sustainability management relate to the supply chain (40.6%) and the specific training of employees and senior management (39.6%).



#2

Responsible leadership

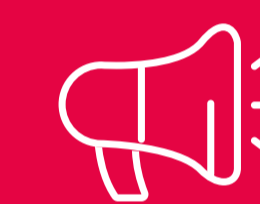
is the second most relevant trend for organisations (55.3%) and the most prioritised trend for senior management according to close to 6 out of 10 executives (58.2%). 50% of companies are taking steps to include this business approach in their leadership models (3 out of 10 [27.6%] are finding it difficult to implement) and to promote leadership training within executive teams (49.3%). The biggest challenge in the area of responsible leadership is prioritising long-term value creation over short-termism (45.5%), together with speaking and actively listening to stakeholders (38.4%).



#3

Corporate reputation

is making a strong impact on the highest relevance level (52.5%), rising two places in the trends ranking compared to the previous edition. It has been integrated as a strategic priority by organisations, with 46.4% of companies proactively working on reputation management. Companies are currently dedicating the most time and resources to aspects including the creation of plans and strategies for strengthening reputation (63.8%), followed by the identification and management of reputational risks (49.1%).



#4

Corporate communication

is the trend being worked on the most by organisations (52.8%) and where senior management claims to be allocating the most resources (56%). The main areas of action in terms of corporate communication include the creation of innovative content for advertising and social media (53.1%), internal communication (47.2%), and the creation of a narrative centred around corporate purpose and sustainability (45.4%).



#5

Digitalisation

is consolidating its position as a transformative lever in companies, with 50.8% of organisations currently developing their technological resources. Security and data protection are considered key challenges according to senior management (46.3%) and, as a result, 46% of organisations are making progress in strengthening both aspects. In addition, according to 6 out of 10 professionals, technology has a direct impact on working models and the relationship between organisations and their staff and teams (61%).



#6

Corporate purpose

is at the heart of business strategy. This trend is down five places from the previous edition, but it continues to be a strategically relevant issue for almost half of consulted organisations (48.8%) and its relevance is embedded in the practice of responsible leadership. Three main areas of work stand out: the integration of purpose in strategic decision-making (63.3%), the promotion of purpose through intangibles such as communication and branding (41.4%), and the activation of purpose through corporate culture and internal communication (40.6%). The biggest challenge for organisations in this area is measuring the business impact of purpose (51.5%).



#7

The era of hybrid and flexible work

is here to stay. Closely linked to technology, 67.7% of companies working in this area are committed to hybrid work models that combine face-to-face and remote work. Approximately 52.6% of organisations are promoting flexible working hours and work-life balance. However, collaboration between areas and departments remains the biggest challenge according to 40.9% of professionals. This is as a result of complex barriers such as rigid organisational structures where the need to drive cross-functionality is beginning to influence working models.



#8

The role of corporate brands

in contexts marked by uncertainty and constant change increases in relevance from 27.6% in 2022 to 40.7% in 2023. This trend has also increased the most in terms of organisational efforts (+27.2%). In line with 2022, 45.1% of organisations are developing their corporate brand with particular focus on the incorporation of purpose and values (60.6%). However, this year there has also been an increase in the creation of products and services aligned with brand positioning (48%) and the creation of brands that truly engage with the communities in which they operate (37.7%).



#9

Corporate governance and ESG management in executive boards

falls from fifth place in 2022 to ninth in this edition. However, there is continuity in terms of the number of organisations working in this area: 31.7% of organisations in 2023 compared to 33.7% in 2022. Organisations are currently focusing on three areas of action: the implementation of codes of conduct and reporting channels (55.9%), the promotion of senior management dialogue with stakeholders (43.3%), and the inclusion of more diverse senior management profiles (37%). The biggest challenge related to organisational governance is aligning executive and employee remuneration with ESG performance (45.1%).



#10

Last call to respond to the climate emergency

Only 22.8% of companies consider the climate emergency to be a key issue, and only 18.8% claim to be working on climate-related aspects, in line with last year's results. Among the companies that are working to curb the effects of climate change, priorities are divided on two clear fronts: carbon neutrality (51.5%) and driving the circular economy (50.6%). Concurrently, 40% of senior executives report difficulties in implementing an ESG investment strategy.

