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CONFERENCE**

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# Reputation management

**Higher**

**Lower**

**90% of new build home buyers  
would recommend their builder to  
a friend or family member.**

**Higher**

**Lower**

**Reputation is the beliefs or opinions that are generally held about someone or something.**

# Brand

How a person or  
business presents  
itself

# Reputation

How others  
collectively perceive  
a person or business



# Factors that shape reputation

- Quality of a product or service
- Direct customer experience
- Media coverage
- Advocacy
- Spokespeople
- Awards
- Advertising and marketing
- Online reviews
- Word of mouth
- Scandal
- Misinformation
- Social media posts
- Employee experiences
- Financial performance
- Environmental impact
- Employee behaviour

**Do you think the industry has  
a positive or negative  
reputation?**

Exercise

# What factors influence the home building industry's reputation?

Identify key opinions and factors that influence industry's reputation – positive and negative

# Factors that shape industry's reputation

- Poor build quality
- Smaller homes
- Leasehold scandal
- Grenfell
- Land banking
- Low skilled workforce
- Put strain on local infrastructure
- Lack of diversity
- 'Ugly' and 'character-less' homes
- 'Excessive' profits and executive bonuses
- Concreting over the countryside
- Land banking
- Excessive management / estate fees

# Potential impact of a poor reputation

- Reduced advocacy
- Stronger opposition to new development
- Decline of in demand for new build homes and customer satisfaction
- Greater difficult securing planning approvals
- Weakened talent pipeline
- Limited policy influence
- Less support for pro-development policies

Of over 300 executives surveyed, around 90% ranked reputation as the most significant risk area for companies.

Reputation management is the process of influencing public perceptions and conversation.

Trust determines not only how we think and feel, but how we act and respond to situations.



Our brains have to work harder  
when we engage with  
organisations we don't trust.

# Key elements to building trust

1. Transparency - Open and honest communication
2. Relatability - Connecting through shared experiences
3. Authenticity - Being true to your values
4. Consistency - Being reliable and following through
5. Responsiveness - Addressing concerns promptly and thoughtfully

...And demonstrating social proof.

72% of consumers will take action only after reading a positive review.

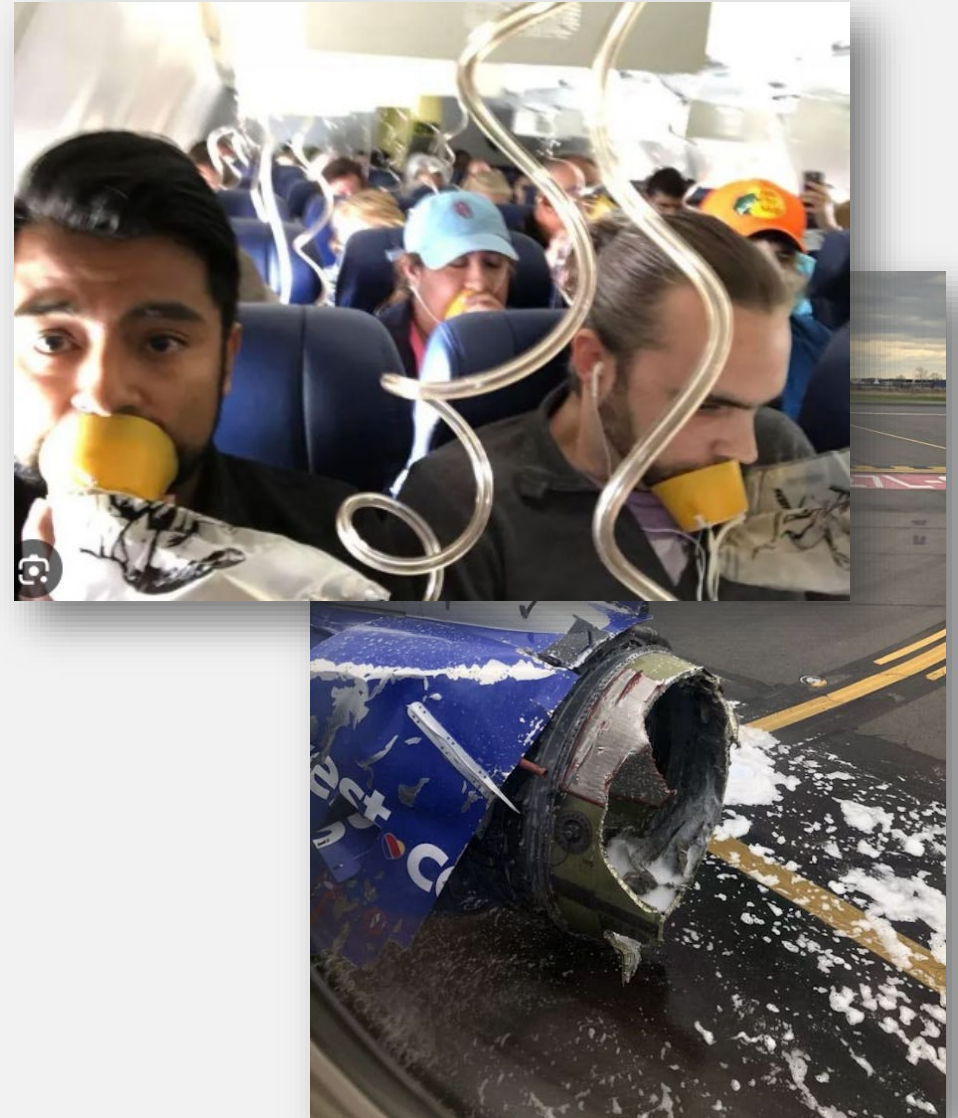
Social media and online platforms makes it easier to build trust, credibility and loyalty...

... and risk it all.

Let's look at some examples.

# Southwest airlines

- An engine malfunction resulted in shrapnel breaking a window, and a passenger died as a result, and 8 were injured
- It was 30,000 feet in the air
- Passengers live streamed the event
- The pilot successfully made an emergency landing





- The airline used the passenger content to better-inform them of the situation, feeding insight back to the crisis management team
- CEO promptly issued a statement leading with empathy
- Social and website banners were updated with a grey heart
- All marketing was paused
- Passengers were refunded, given \$5k, \$1k credit towards airfares, and offers of therapy
- Additional safety measures were introduced

- Southwest retained a 79% customer satisfaction rating in the 2018 American Customer Satisfaction Index
- Stocks dropped just 4.5% in the immediate days after and quickly rebounded
- While the story was widely reported, the airline received minimal criticism online

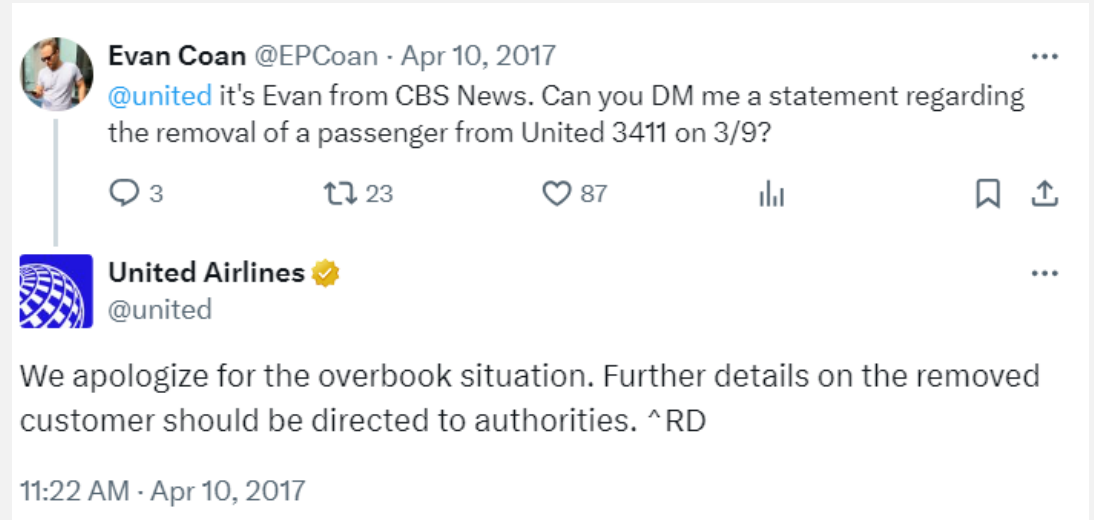
# United Airlines

- Passengers were asked to volunteer their seats on an overbooked plane
- Algorithm selected 4 passengers for involuntary removal
- 3 cooperated, one didn't and was forcibly removed
- Video went viral on social media and led to wide spread media coverage



*This is an upsetting event to all of us here at United. I apologize for having to re-accommodate these customers. Our team is moving with a sense of urgency to work with the authorities and conduct our own detailed review of what happened. We are also reaching out to this passenger to talk directly to him and further address and resolve this situation.*

**- Oscar Munoz, CEO, United Airlines**



- Plane delayed by 2 hours
- Loss \$1 billion in value as stocks tumbled
- Passengers boycotted brand
- Millions of negative social media posts
- Legal case - \$30million settlement

Take a *human* approach. Understand your audience and tailor your response to build trust and demonstrate integrity.

# Audiences

- Home buyers
- Home builders
- Policy makers
- Regulators
- Suppliers
- Subcontractors
- Career movers and prospective employees, including students
- Parents of students
- Media
- Trade bodies like the Home Builders Federation
- Local authorities
- MPs and Local politicians
- Employees
- Shareholders and investors
- Insurance providers
- Non-government bodies
- Activist groups

Exercise

# Industry reputation challenge

A key challenge or issue affecting the industry, highlight the audiences it impacts, then brainstorm solutions for how it could be addressed in the short or long term.



**The reputation challenge:** New build homes are poor build quality

**Audiences:** homebuyers and owners, MPs and local councillors, home builders and subcontractors, media

**What could be done to address this:**

Develop training for site managers focused on recurring quality issues to encourage best practice and improve quality.

Work with existing homeowners to develop case studies for social media, showcasing quality.

Educate homeowners on defects and snags, helping to manage expectations by educating them on what's normal.

A strong reputation isn't built overnight, every interaction counts.

Strengthening industry's reputation is a priority and we've all got a role to play.



# The Home Builders Federation

**Thank you**

Rianna Fry

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