

CEO-Positioning

Making a name with strategy

Positioning the CEO correctly

A company needs a face, and even more, a real personality to represent the company as the main ambassador. The political, social and economic context in which companies act today has however become more complicated. It is no longer only the capital-orientated shareholders who make demands and high expectations on the CEO or start mud-slinging. Other groups also phrase their claims towards the main management personality of a company to catch the attention of the media and public.

Thus politicians constrict the scope of action of companies with their statements and decisions – and that in a manner sometimes difficult to foresee. Journalists are increasingly on the look out for potentially scandalous stories linked to tangible leaders and names. And the public also pushes its way through the possibilities of the social webs to direct questions and criticism at CEOs and influence opinions. Therefore it is not surprising that the members of the board and managers have a considerable impact on the image of a company. Their distinct positioning is therefore essential to corporate success.

Well prepared for the media stage

More frequently than in the past, CEOs enter into public dialogue with representatives of various relevant interested parties and exchange positions on the media stage. Discussions behind closed doors occur today at the most at the start of a dialogue;

thereafter it is a case of breaking cover and taking a stand. The good news is this can all be prepared and trained down to the last detail.

The aim of CEO positioning is to avoid being in the defensive; while shaping communication actively and forming opinions. A CEO determines the topics in which he acts and does not allow himself to be forced into external topic frameworks. It is the task of the person responsible for communications to develop and bring to life an authentic profile for his CEO after appropriately careful analysis – and in doing so to distance him to a sufficient extent from the heads of the competitive companies.

Once the positioning and profile have been determined the correct stages have to be explored and the messages have to be brought to the opinion exchange regularly but underlined dramatically. It is increasingly important to develop differentiated profiles for the "Boss". It may be of great significance particularly in a political context to separate certain topics from the company and to move these to other organisations or institutions. The possibilities for this range from association work through industry initiatives to specific campaigns.

navos conducts expert analyses and advises companies as well as communication directors on developing the right strategies and implementing them as a polished concept.



The most important instruments are:

- **Executive Coaching**

Once the role of the CEO has been defined, the challenge is then to implement it authentically and to practise it from one occasion to the next until it becomes a matter of identity.

navos has drawn up a coaching programme for this purpose comprising various training courses and personal assistance at appearances including constructive “post-mortems”.

- **Media training**

Being under fire from journalists may be a challenge even to seasoned executive personalities. Therefore, dealing with journalists in front of a live camera cannot be practised enough

navos performs regular training with company spokespersons and practises responding to concrete topics in an interview and wording quotable statements in tense situations.

- **Media relations**

There are various formats for positioning executive personalities in the media: from interviews through guest commentaries and articles to reports and personality stories.

navos identifies the right formats for selected media, maintains the corresponding journalist contacts and places articles via these contacts in the media – in print, TV, radio and the Internet.

- **Speaker placement and networking programme**

The conference and event landscape is varied and provides vastly differing opportunities for public appearances or systematic networking.

navos selects relevant events, develops speaker profiles, addresses the organisers and performs all the coordination. For the appearance itself, navos prepares the speech and presentations and is present in situ on request.

- **Own events**

Appearing on other stages is one thing; however the real highlights are frequently the company’s own, high-level event formats that allow a particular staging of the CEO.

navos develops ideas and concepts for company-own event formats; in a series or initiated individually, with or without external partners.

navos – Public Dialogue Consultants. Effective PR in dialogue for our clients.

Our communication habits and infrastructures are changing rapidly. What unites this development is that they encourage and demand dialogue. Each and every individual is becoming increasingly significant in communicative terms and thus also relevant for a company’s reputation and economic success. For navos, sustainable, serious dialogue with all stakeholder groups therefore provides the basis of communication. We have mastered the art of conducting essential dialogue and are specialised in stakeholder dialogue, crisis communications and public affairs. navos stands for groundbreaking, contemporary and functional communication. With our 50 employees from our offices in Berlin, Düsseldorf and Hamburg, we particularly work on behalf of clients from the energy, environmental, telecommunications and financial sectors.

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