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CSR & Institutional Relations  
CEPSA



#amecsummit

[amecglobalsummit.org](http://amecglobalsummit.org)



Amecorg



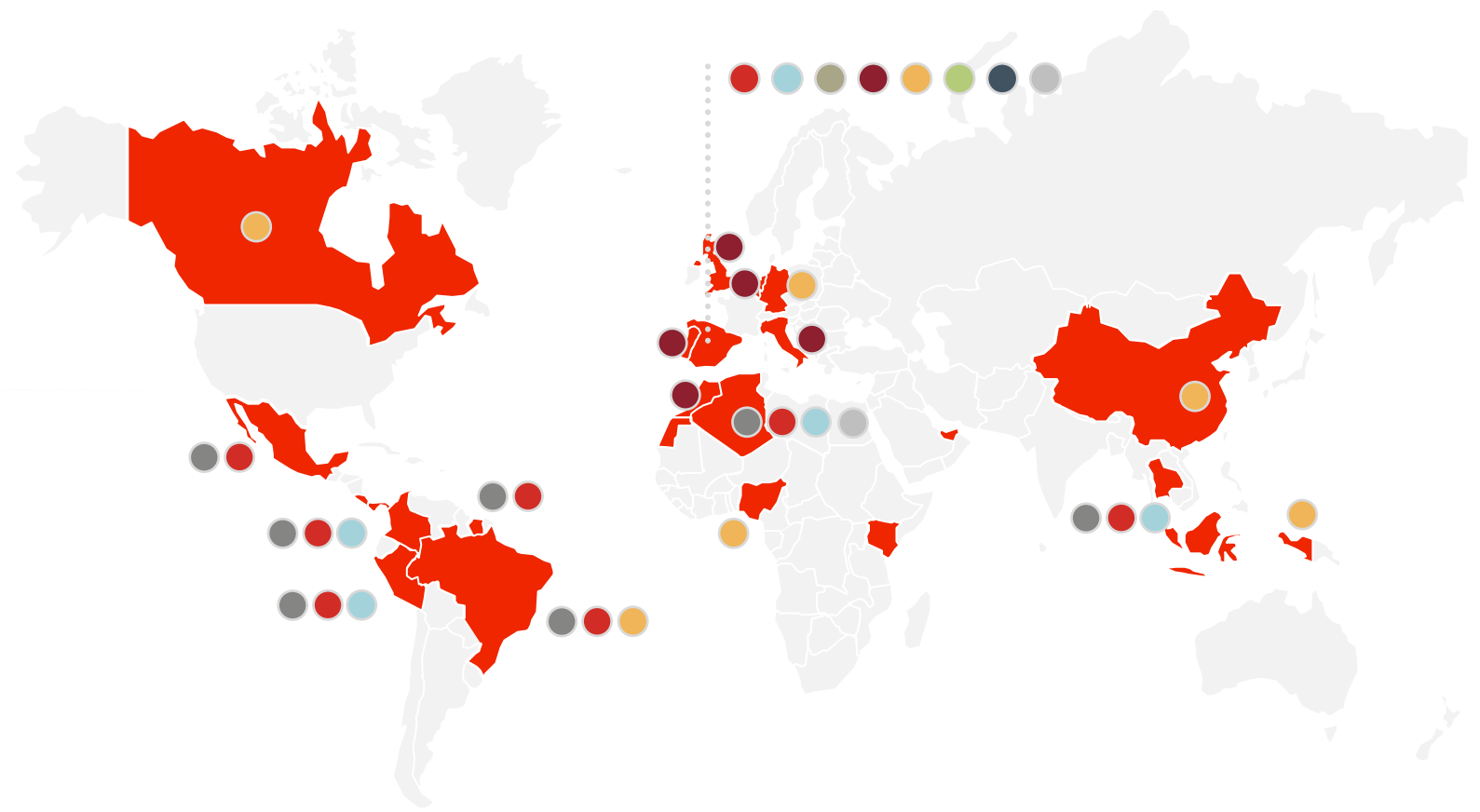
# IMPACTING BUSINESS THROUGH STRATEGIC ROLE OF METRICS

JUNE 2018, AMEC BARCELONA



# THE COMPANY

- UPSTREAM
- EXPLORATION
- PRODUCTION
- REFINING
- DISTRIBUTION AND MARKETING
- PETROCHEMICALS
- GAS AND POWER
- CORPORATE HEADQUARTERS
- TRADING AND BUNKER



# THE COMPANY



# SECTOR AND COMPANY CONTEXT

## EXPERIMENTING CHANGES



# COMMUNICATION CONTEXT

LOSS OF FOCUS

THE SOURCE

TRUST

CONSISTENCY WITH FACTS

NEW TOOLS

MULTICHANNEL

THE FOUNDATION

LESS CORPORATE

STAKEHOLDERS

MICRO-INFLUENCER

# GIVEN THE CONTEXT

## WE NEEDED A ROADMAP TOWARDS **REPUTATION MANAGEMENT**

Sustainably differentiate our company

Create and strengthen relational capital

Integrate the management of intangibles in the company

Use the intangibles to align the key stakeholders with our strategy

Protect the value of intangibles

# THE MODEL

PROTECTING THE COMPANY FROM REPUTATIONAL RISKS

## DECOMPOSING INTANGIBLES:

QUALITY OF PRODUCTS AND SERVICES

GOVERNANCE

PEOPLE / HR MANAGEMENT

INNOVATION CAPACITY

FINANCIAL RESULTS

COMMITMENT WITH SOCIETY

MANAGEMENT QUALITY

INTANGIBLE MANAGEMENT



REPUTATION

BRAND

PUBLIC AFFAIRS

COMMUNICATION

INTANGIBLE METRICS

CORPORATE  
EXCELLENCE



CENTRE FOR REPUTATION LEADERSHIP

# THE MODEL: CURRENT PROGRESS

## INITIAL PHASE

STEP

1

IDENTITY &  
DIAGNOSIS



FINISHED

STEP

2

MEASUREMENT



## CONTROL PHASE

STEP

3

ORGANIZATIONAL  
MODEL



STEP

4

SCORECARD OF  
NON-FINANTIAL  
INDICATORS



ONGOING

## ADVANCED PHASE

STEP

5

VALUE CREATION:  
DIFFERENTIATION  
AND LEGITIMACY



TO BE DEVELOPED

# STEPS TAKEN SO FAR

## BRAND STRATEGY DEFINITION

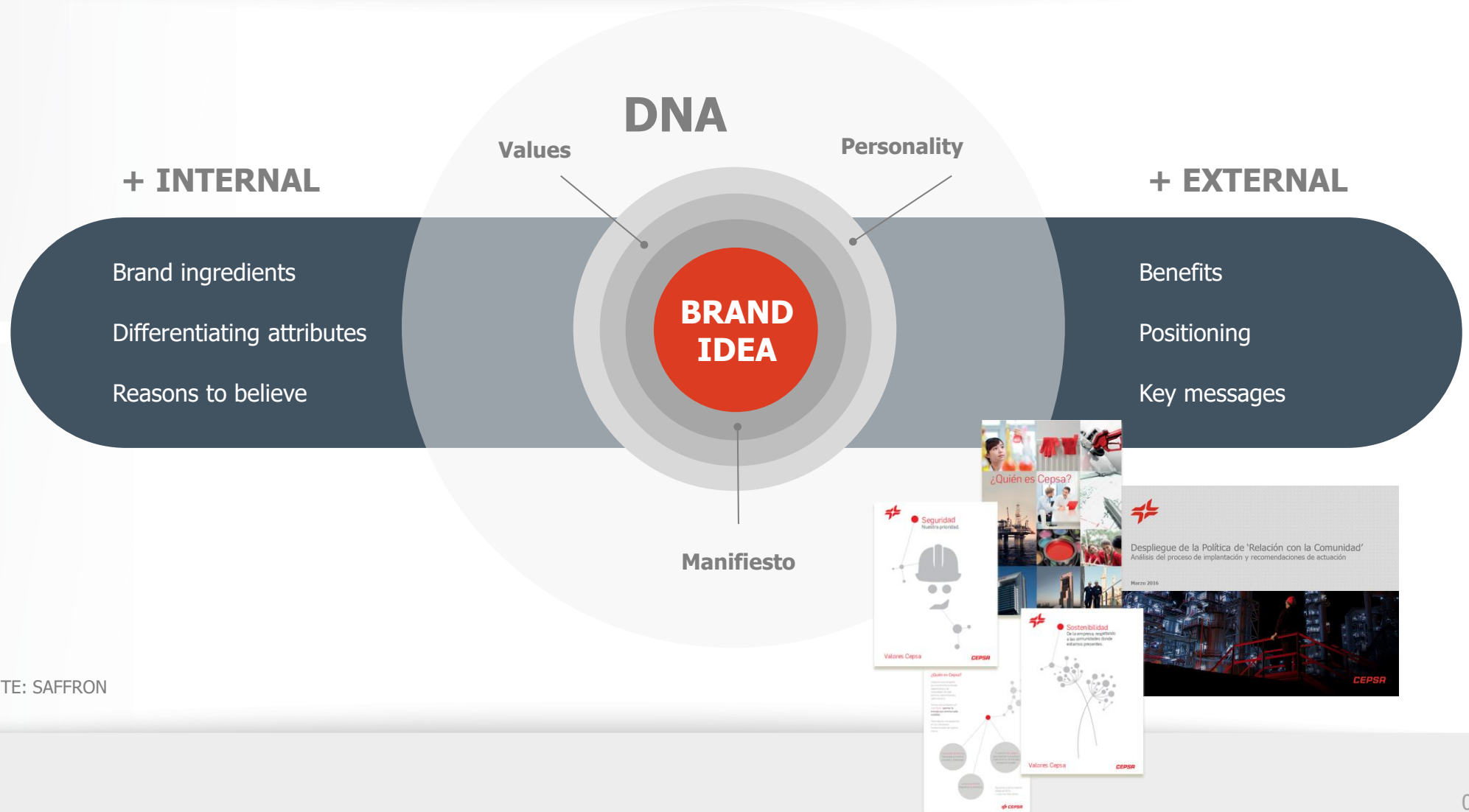
### INITIAL PHASE

STEP

1

### IDENTITY & DIAGNOSIS

FUENTE: SAFFRON



# STEPS TAKEN SO FAR

## CONSULTING THE STAKEHOLDERS

**INITIAL  
PHASE**

STEP

**1**

**IDENTITY &  
DIAGNOSIS**

STAKEHOLDERS  
CONSULTANCY



METHODOLOGY  
HOMOGENEIZATION



SURVEYS  
ACTIVATION



# STEPS TAKEN SO FAR

## MEASURING

### INITIAL PHASE

STEP

1

### IDENTITY & DIAGNOSIS

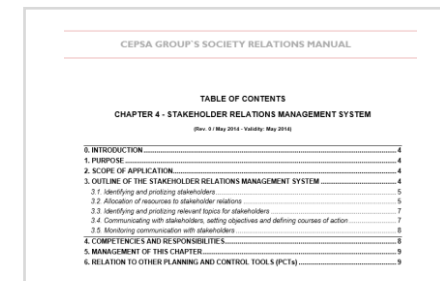
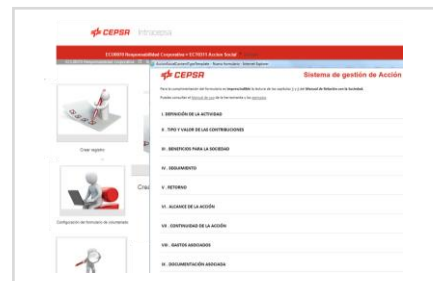
STEP

2

### MEASUREMENT

## INTERNAL REGULATORY FRAMEWORK

- Policies and standards
- The management system of stakeholders that indicates the need for metrics to:



# STEPS TAKEN SO FAR

## MEASURING

### INITIAL PHASE

STEP

2

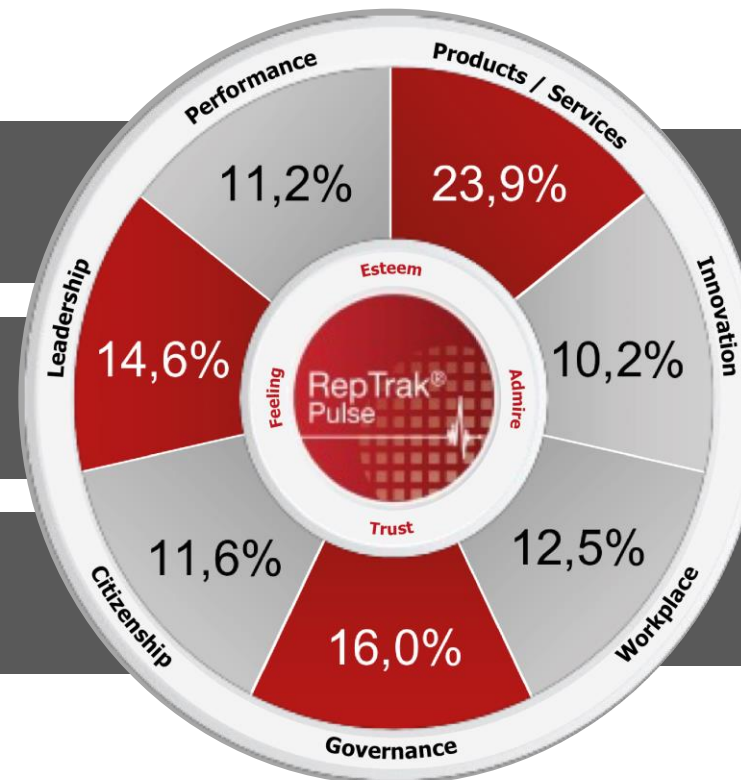
MEASUREMENT

### STUDY SELECTION CRITERIA REPTRAK PULSE

**National and international**  
reference in management of  
intangible assets

**Sectoral** comparison, aspect  
that conditions the reputation,  
and by themes

Benchmarking



Comparative international, national  
and local studies with the same  
methodology

**Mature methodology** already  
tested with other companies

Do not only apply to listed  
companies, valid for companies of  
different sizes

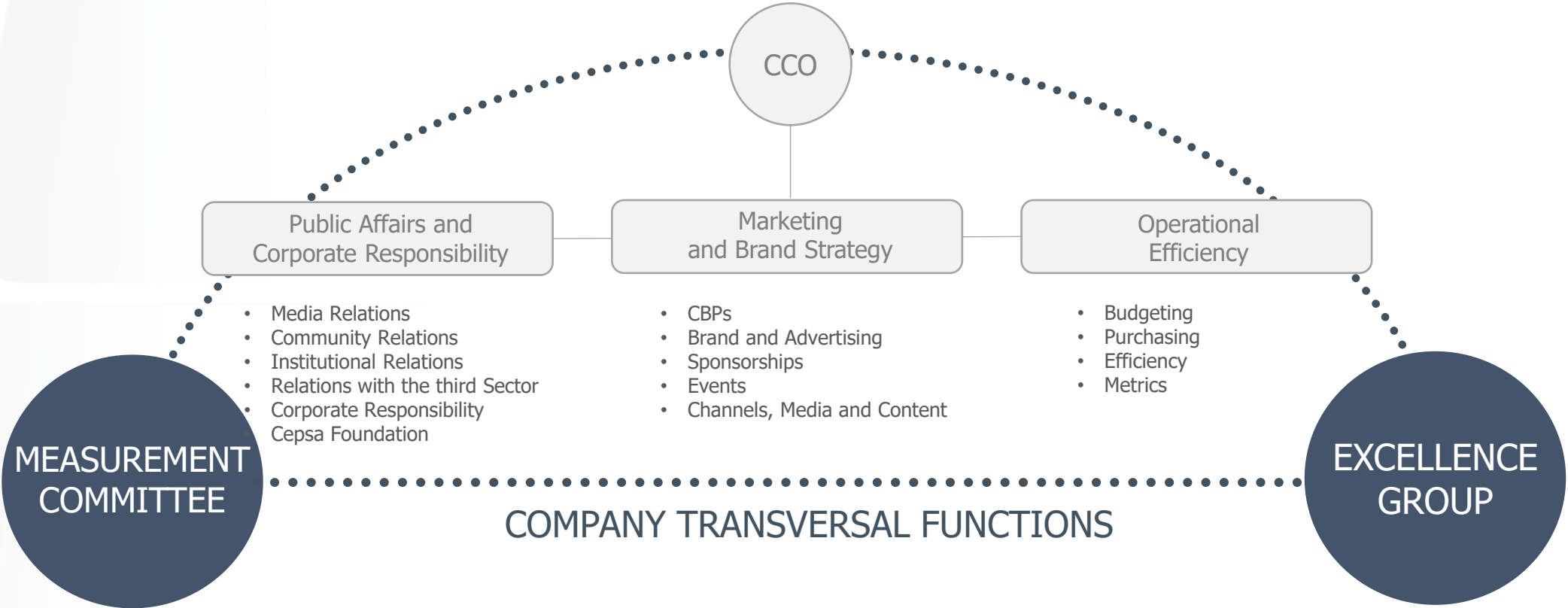
# CHANGING OUR STRUCTURE

CONTROL  
PHASE

STEP

3

ORGANIZATIONAL  
MODEL



# NON-FINANCIAL REPORTING

## MAIN DASHBOARD

CONTROL  
PHASE

STEP

4

SCORECARD OF  
NON-FINANCIAL  
INDICATORS

### MAIN KPI EXECUTIVE SUMMARY Q1 2018

#### Objectives Communication unit\*

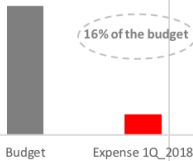
Compliance  
(2018)



\*BoD,  
BU/FU  
targets not  
included

Donec sit amet erat nec ipsum ultrices  
faucibus. Praesent tristique turpis id leo  
viverra dapibus. In quis volutpat velit, quis  
dictum est. Aenean at eros id sem tristique  
pulvinar. Nunc a tincidunt magna.

#### Budget



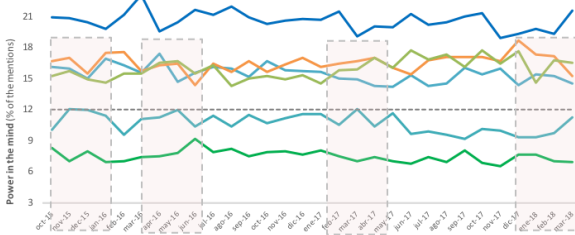
Source: Internal

#### RepTrack index (external)



Source: Reputation Institute

#### Brand affinity (power in the mind)



Nam vehicula mi  
tellus, pretium  
iaculis elit faucibus  
id. Curabitur id leo  
eget  
consectetur  
tristique vitae nec  
magna. Aliquam ut  
varius justo, non  
facilisis tortor. Nulla  
pharetra  
malesuada libero, a  
pretium tellus  
finibus ut.

#### Media coverage in Spain

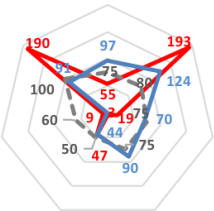
Source: Acceso

Donec sit amet erat nec ipsum ultrices  
faucibus. Praesent tristique  
turpis id leo viverra dapibus. In quis  
volutpat velit, quis dictum est.  
Aenean at eros id sem tristique  
pulvinar. Nunc a tincidunt magna.

#### External messages (media in Spain & SSMM)

Base index = 100

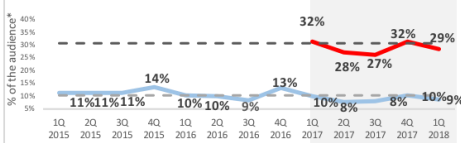
Media Average target Social media



Donec sit amet erat nec ipsum ultrices faucibus. Praesent tristique  
turpis id leo viverra dapibus. In quis volutpat velit, quis dictum est.  
Aenean at eros id sem tristique pulvinar. Nunc a tincidunt magna.

#### Audience main internal channels

Erat nec ipsum ultrices faucibus. Praesent tristique turpis id  
leo viverra dapibus. In quis volutpat.



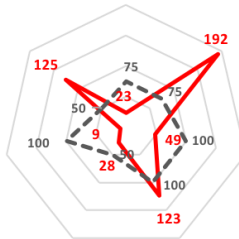
\*Average reach audience for 7,000 employees with access to email and  
intranet as the main channels and other segmented audiences.

Source: Internal

#### Internal messages

Base index = 100

1Q 2018 Target



Nam vehicula mi tellus, pretium iaculis elit faucibus id. Curabitur id leo eget dui consectetur tristique vitae nec magna. Aliquam ut varius justo, non facilisis tortor. Nulla pharetra malesuada libero, a pretium tellus finibus ut.

Source: Internal

# NON FINANCIAL REPORTING

## FUNCTIONAL DASHBOARDS

CONTROL  
PHASE

STEP

4

SCORECARD OF  
NON-FINANCIAL  
INDICATORS

### OBJECTIVES ACCOMPLISHMENT EXAMPLES

#### COMMUNICATION

Overall internal Clients  
Satisfaction survey

%

#### MARKETING

Business Unit evaluation  
survey

%

#### CHEMICALS

Customer  
satisfaction

%

#### ECOFIN

Business Partner Service:  
Annual Committee  
Satisfaction survey

%

**WHAT IS REMAINING?**

**A LOT.**



## STEPS YET TO BE TAKEN

# REPUTATION AND CORPORATE RESPONSIBILITY, TOGETHER

### ADVANCED PHASE

STEP

5

VALUE CREATION:  
DIFFERENTIATION  
AND LEGITIMACY

### Quarterly Advance: Achieved Milestones by Segment

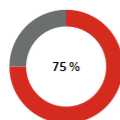
Seleccione el periodo de estudio

2017 4Q

■ % de cumplimiento  
■ % de no cumplimiento

Achieved Milestones in relation to the total milestones represented by segments

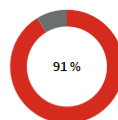
Social Wellbeing



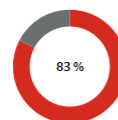
Supply Chain



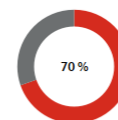
Sustainable Growth



Ethics & Compliance



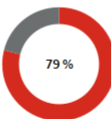
Corporate Governance



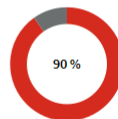
Innovation



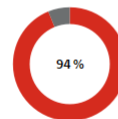
Environmet



Safety



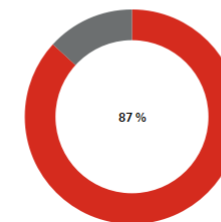
Talent



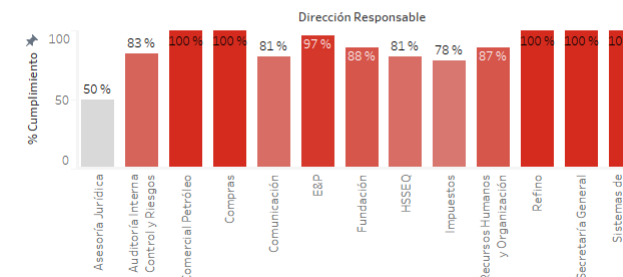
Transparency



Achieved Milestones in relation to the total milestones represented for the whole Plan



Achieved Milestones in relation to the total milestones represented by Directions



# STEPS YET TO BE TAKEN

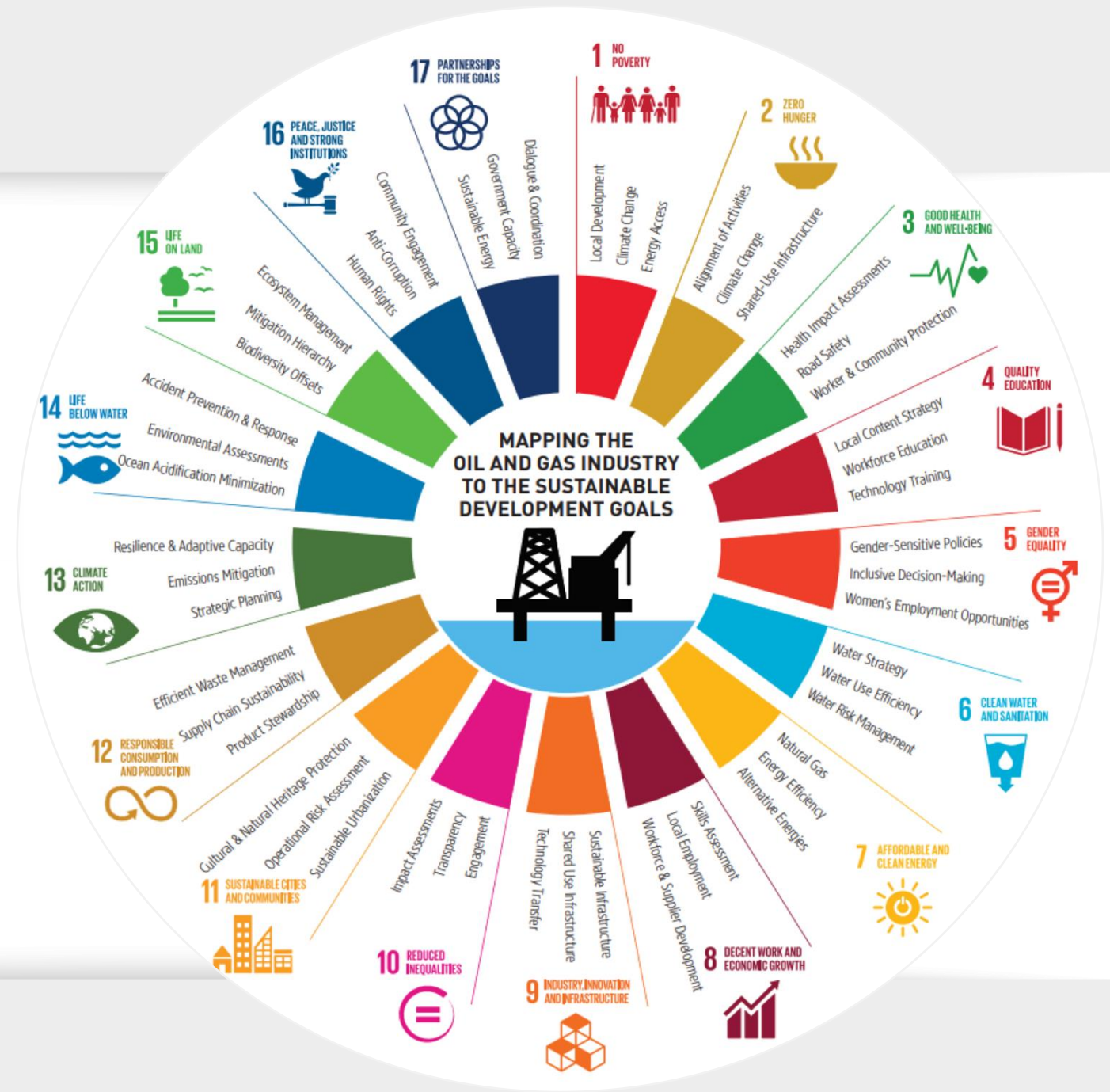
## CR DIRECTOR PLAN TOOL

ADVANCED  
PHASE

STEP

5

VALUE CREATION:  
DIFFERENTIATION  
AND LEGITIMACY



# STEPS YET TO BE TAKEN

## CR DIRECTOR PLAN TOOL - MILESTONES

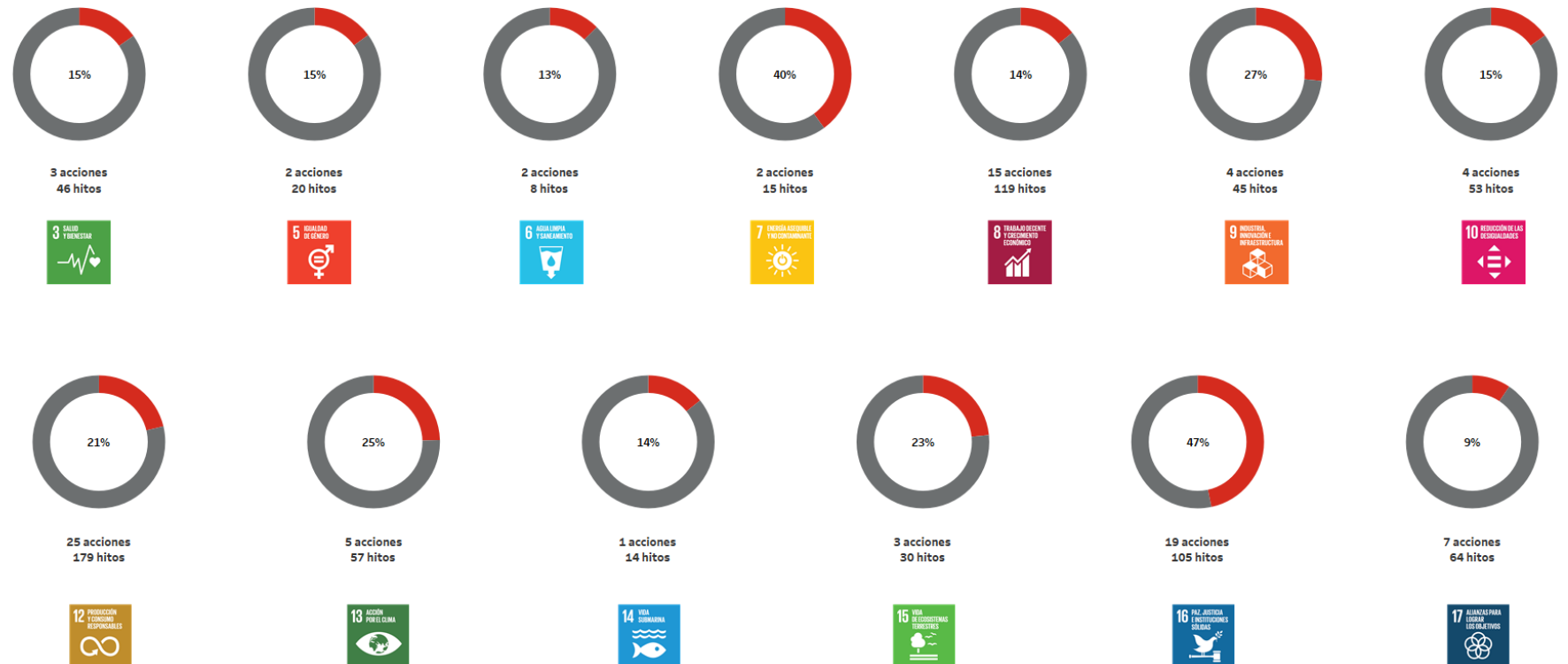
ADVANCED  
PHASE

STEP

5

VALUE CREATION:  
DIFFERENTIATION  
AND LEGITIMACY

Quarterly Advance: Achieved Milestones by Segment



# WHAT WE HAVE LEFT TO DO

## CR DIRECTOR PLAN TOOL

### ADVANCED PHASE

STEP

5

**VALUE CREATION:  
DIFFERENTIATION  
AND LEGITIMACY**

Align our CR and  
Reputation actions  
with our stakeholders  
perception.



# WHAT WE HAVE LEFT TO DO

## RISKS

### ADVANCED PHASE

STEP

5

VALUE CREATION:  
DIFFERENTIATION  
AND LEGITIMACY

#### FINANCIAL

- Accounting & Reporting
- Tax
- Liquidity
- Financial Market
- Credit
- Equity

#### COMPLIANCE

- Conduct
- Regulatory
- Contracts
- Legal

#### STRATEGIC

- Governance
- Political
- Economical
- Social
- Communication
- Technology

#### OPERATIONAL

- Activities and processes
- HSE
- Information Technology
- Trade and Investments
- Labour
- Security
- Logistics
- Natural Hazards
- Physical Assets
- Third parties
- Product / Service
- Bussines model
- Sustainability

### RISK EVALUATION EXAMPLE

	PRE	POS	DIF POS Vs PRE
FINANCIAL RISK SCENERY 1	66,6	60,8	-5,9
FINANCIAL RISK SCENERY 2	64,0	58,7	-5,2
SOCIAL - STRATEGIC RISK SCENERY 3	59,7	53,4	0,3
LOGISTICS- OPERATIONAL RISK SCENERY 4	60,0	51,0	-2,8

## INITIAL PHASE

STEP

1

**IDENTITY &  
DIAGNOSIS**

STEP

2

**MEASUREMENT**

## CONTROL PHASE

STEP

3

**ORGANIZATIONAL  
MODEL**

STEP

4

**SCORECARD OF  
NON-FINANTIAL  
INDICATORS**

## ADVANCED PHASE

STEP

5

**VALUE CREATION:  
DIFFERENTIATION  
AND LEGITIMACY**

The **measurement and management of intangibles** help us break down silos to the extent that **business and function managers understand the value it brings.**



*Thank you*  
*Teresa Mañueco*

