# CANTO's Survey on Reputation

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# CANTO's Reputation Stakeholder Findings

- Miami Conference 2012
- Methodology (MBA Dissertation)
- In depth interviews – 17 stakeholders
- Findings
- Conclusions
- Recommendations

# Methodology

**Stakeholders interviewed**

| Category | Board Directors | Managers | Full members |
|---|---|---|---|
| Experienced (> 5 years) | 2 | 3 | 6 |
| New (< 1 year) | 1 | 0 | 3 |
| Potential full members | | | 2 |
| Total | 3 | 3 | 11 |

**Full members/potential members interviewed by size**

| Members interviewed | Full members | Potential full members |
|---|---|---|
| Large operators (greater than 500,000 subscribers) | 3 | 1 |
| Medium operators (between 100,000 and 500,000 subscribers) | 4 | 0 |
| Small operators (less than 100,000 subscribers) | 2 | 1 |
| Total | 9 | 2 |

# Methodology (2)

**Full members/potential members interviewed by country**

| Operator | Country | Size |
|---|---|---|
| Telecommunications services of Trinidad and Tobago (TSTT/C&W) | Trinidad and Tobago | Large |
| Columbus Communications | Jamaica | Large |
| IPSI | Bahamas | Small |
| Digicel Jamaica | Jamaica | Large |
| Setar | Aruba (Dutch) | Small |
| Telesur | Suriname (Dutch) | Medium |
| Belize Telemedia Limited | Belize (Central America) | Medium |
| GTT | Guyana (South America) | Medium |
| Atlantic Telecom Network (ATN) | US Virgin Islands | Non-member (small) |
| United telecom Services (UTS) | Curacao (Dutch) | Medium |
| Columbus Communications (Jamaica) | Trinidad | Non-member (large) |

# Findings

## R1. What reputation would you like the Organisation to have?
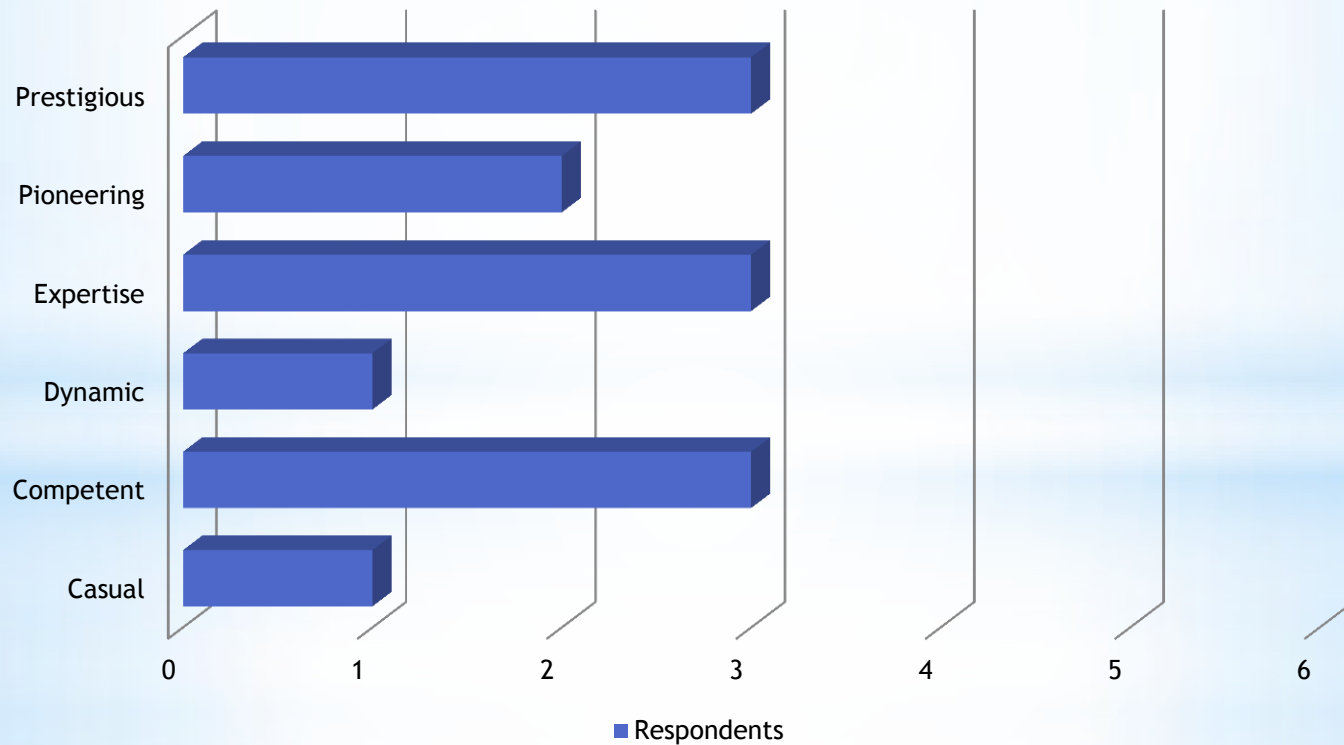


**Leadership perception of CANTO's reputation**

# Findings (2)
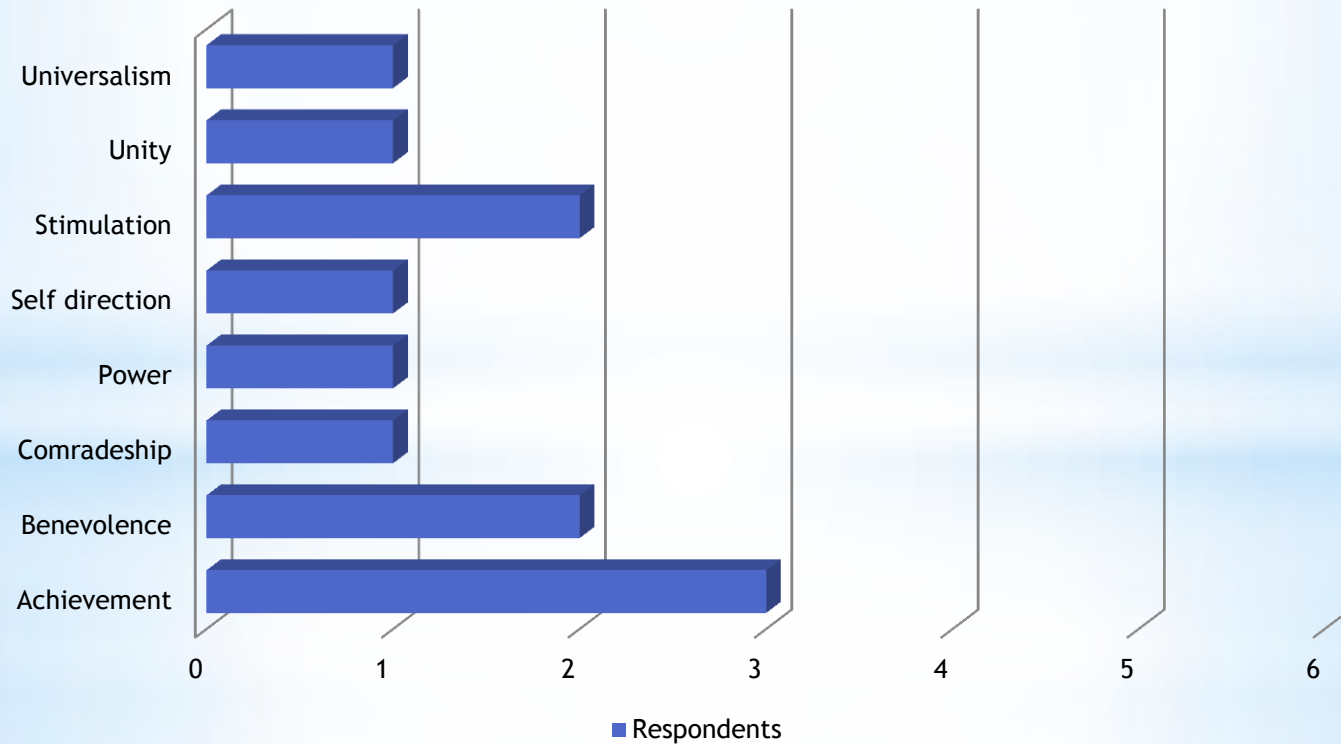
R1. What is the reputation of the Organisation in your opinion?
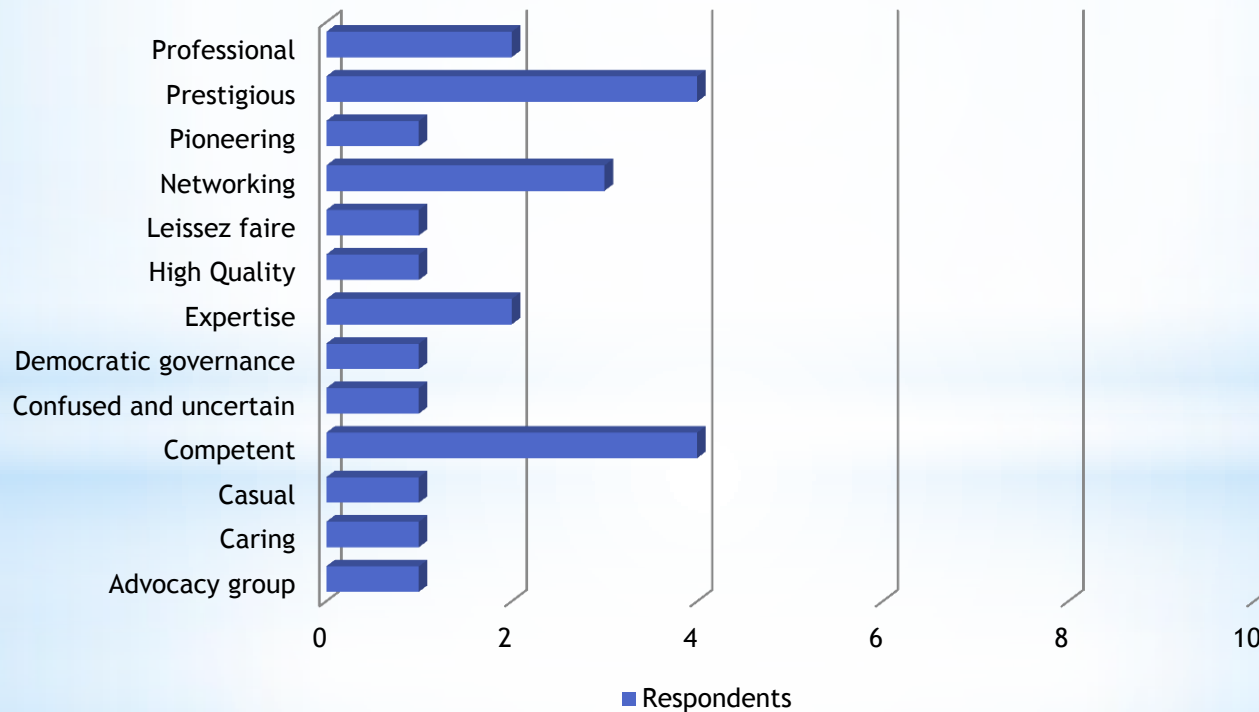


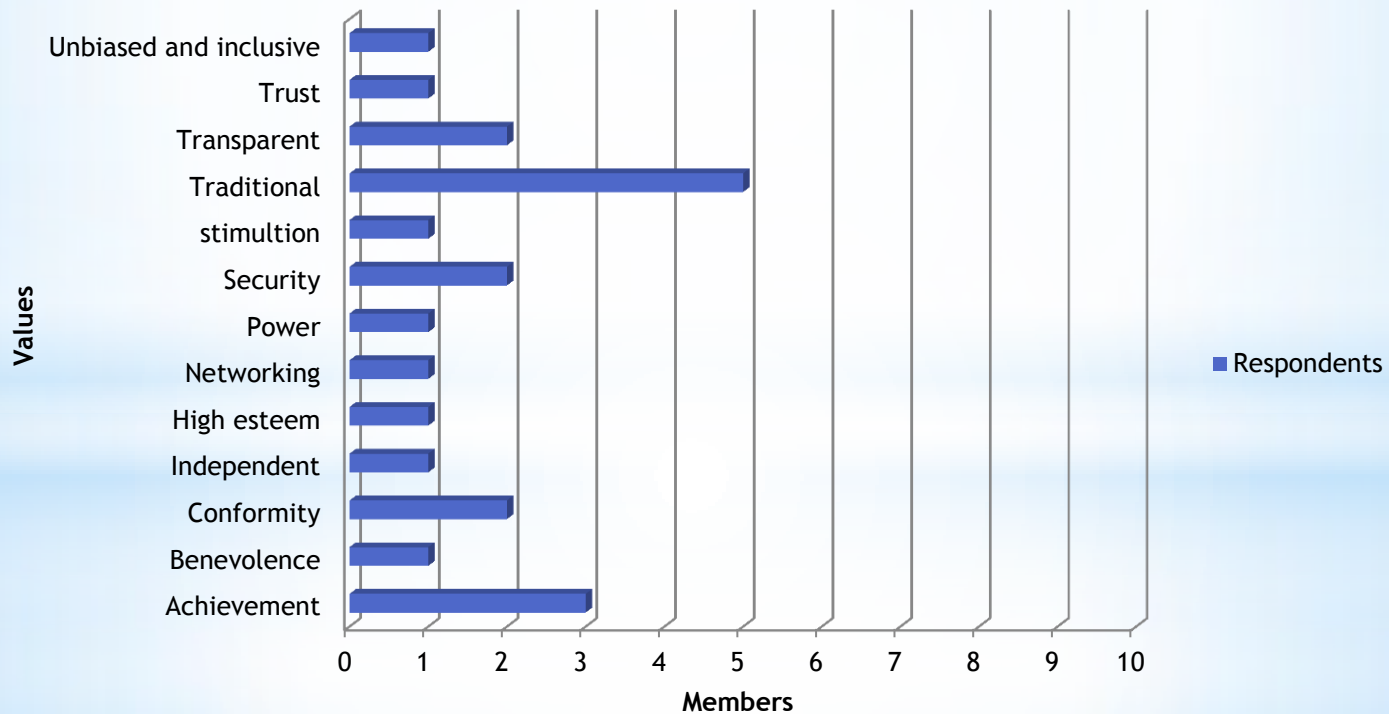**Members/ potential members' perception of CANTO's reputation**

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# Findings (3)

## V1. What are the values of the Organisation?



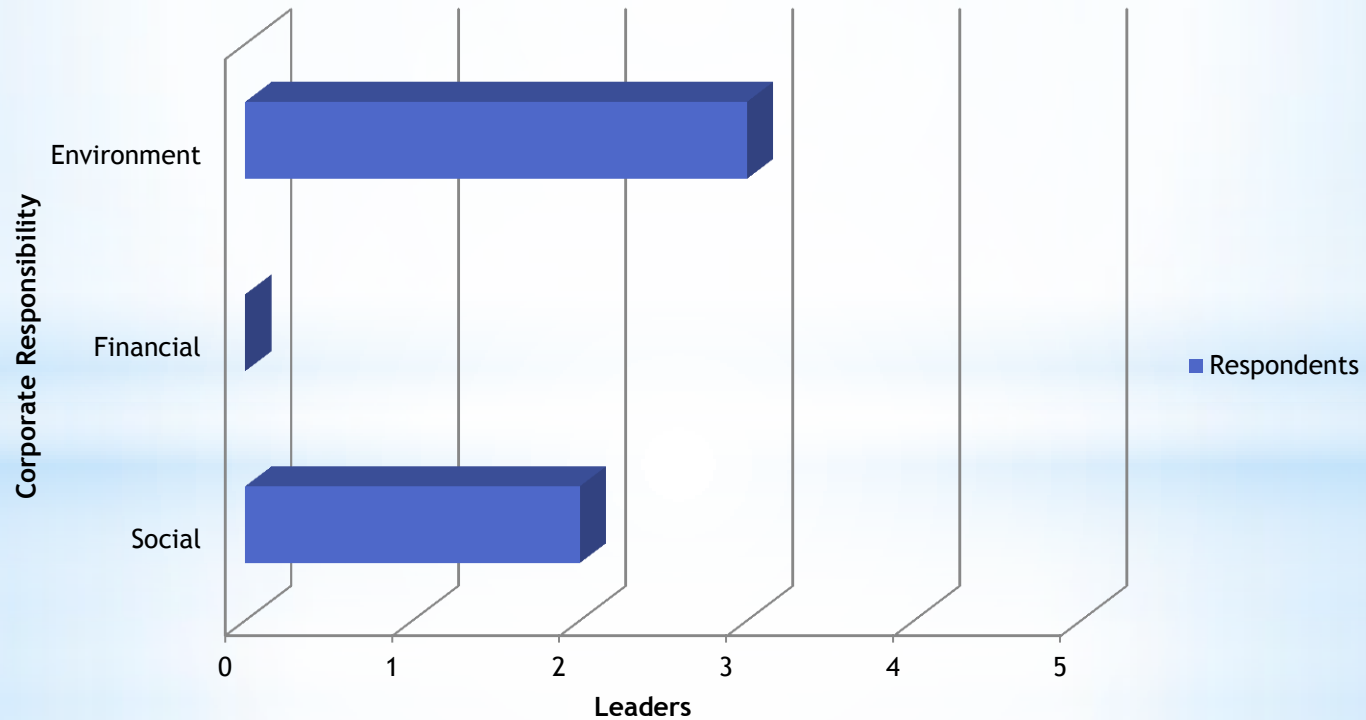**Leaders' perception of the values of CANTO**

# Findings (4)

## V1. What are the values of the Organisation in your opinion?



**Members/potential members' perception of values**
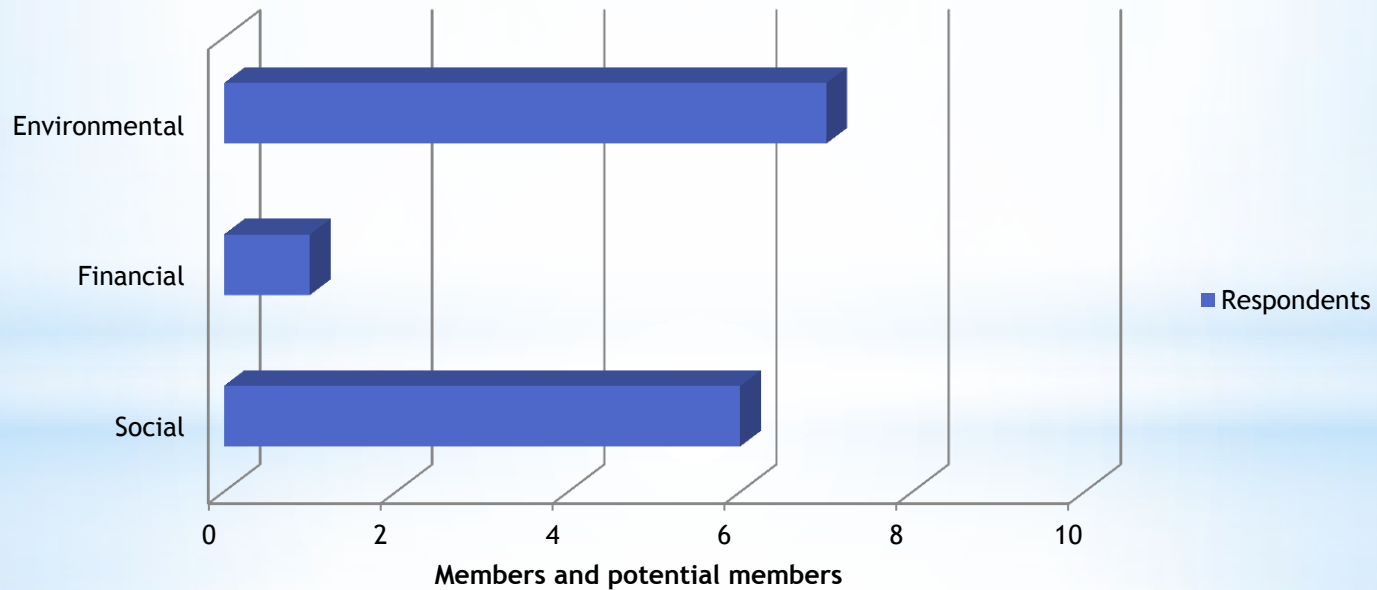
# Findings (5)

ES4. Should CANTO do more in the area of CR?



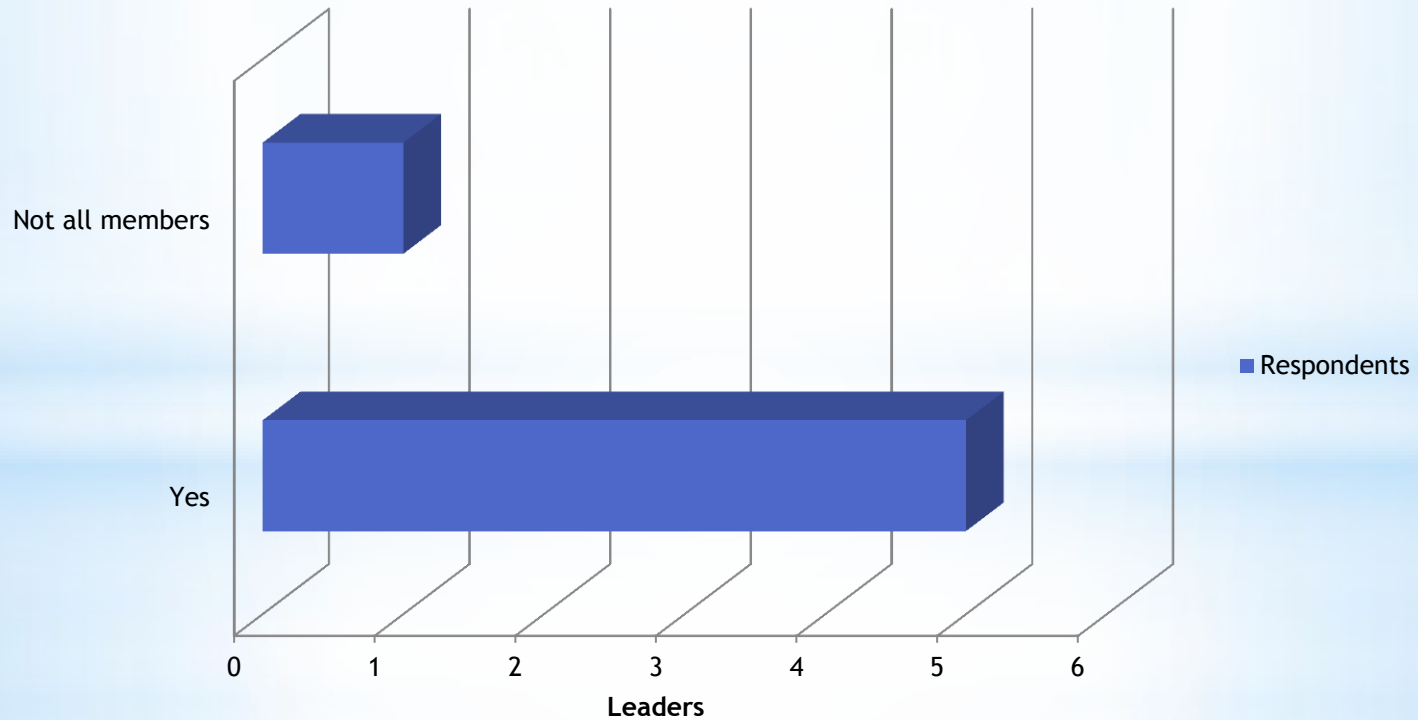**Future CR activities – leaders' perspective**

# Findings (6)

ES4. Should CANTO do more in the area of CR? (Social, financial, environmental)



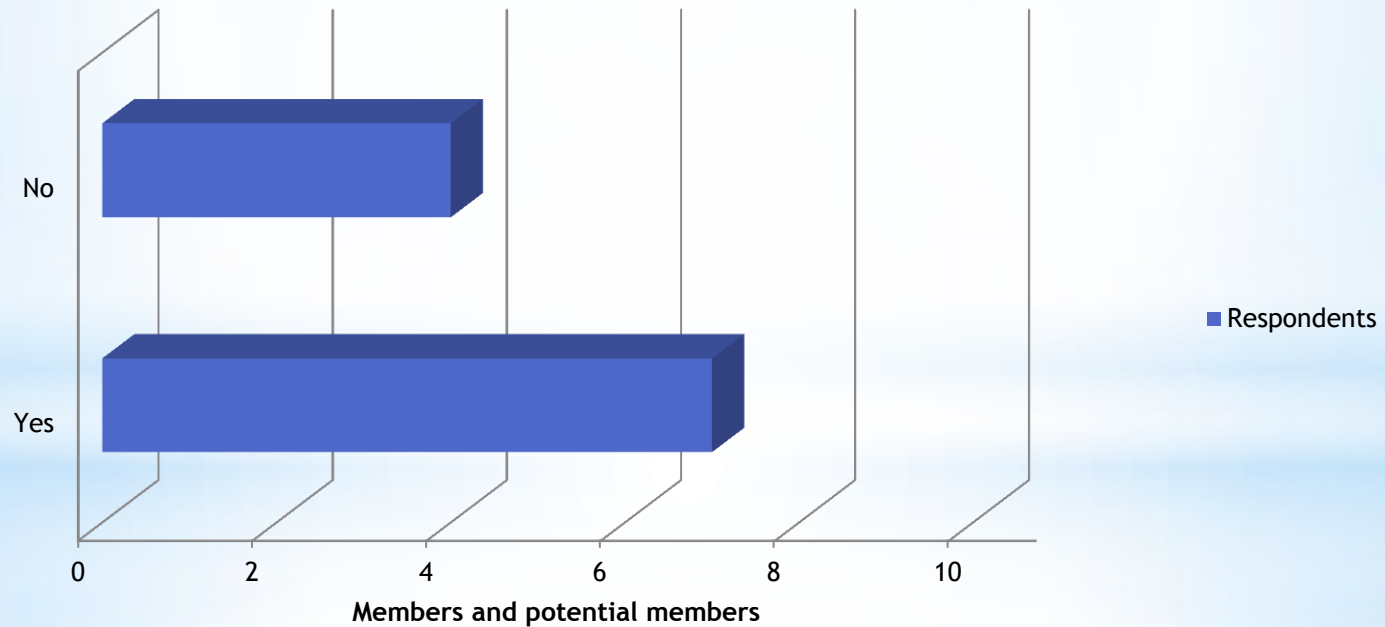**Future CR activities – members/potential members' responses**

# Findings (7)

AS2. Do stakeholders trust your Organisation?



Leaders

Respondents

**Leaders perception of members' trust in the Organisation**
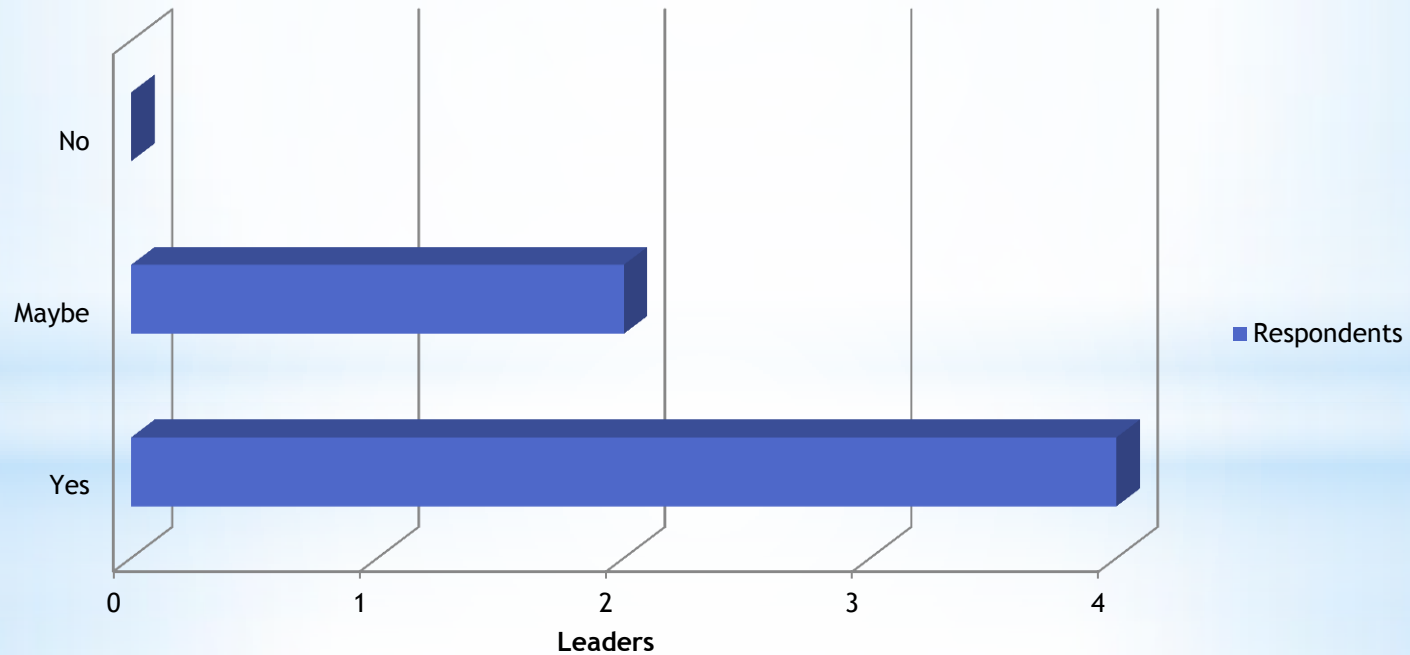
# Findings (8)

AS1. Do you trust the Organisation?



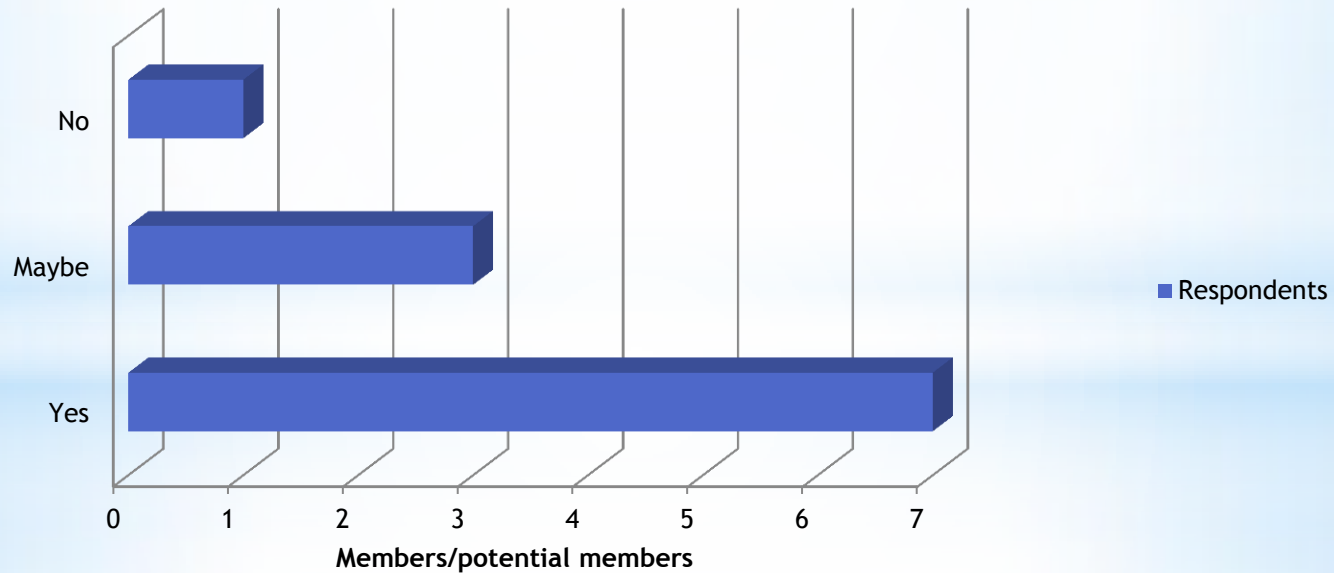**Members/potential members' perception of trust**

# Findings (9)

MT1. Are stakeholders remaining loyal to the Orgnisation?



**Leaders perception of members' loyalty**

# Findings (10)

MT1. Would you remain with the Organisation in your current roles?



**Loyalty of members/potential members**

# Main Conclusions

Reputation

- There is a lack of 'reputation management' by the Organisation. This is based on the gap between desired and actual reputation findings'.

Corporate responsibility

- The desire to be more involved in corporate responsibility activities was noted – 'more environmental involvement'.

# Main Conclusions

## Values

- Motivational themes of 'achievement' and 'tradition' are prominent values that emerged from the findings. However, 'traditional' values conflicts with the pursuit of 'achievement';

- The value of 'achievement' is **in alignment with the current vision** of becoming the leading authority in telecommunications in the Caribbean;

# Main Conclusions

## Trust and loyalty

- The majority of existing members trust the Organisation mainly due to its past actions;

## Experiences

- Responses from the leadership and the members indicating 'no stakeholder voice' and 'no survey outside of the events' show a lack of opportunity for members' issues to be heard, ventilated and understood by the Organisation.

# Main Recommendations

- Produce and implement a **reputation management plan**;

- **Acquisition of technical expertise**. An experienced telecommunications engineer who has the ability to write technical papers would add the value that both the leadership and the membership desire;

- **improving participation -** opportunities can be created for small operators to chair the Organisation's working committees. Vice-chair positions can also be introduced for all working committees that would promote succession planning and participation.

# Main Recommendations

- **Corporate responsibility -** emphasising environmental issues. The first project should be to establish best practices for handset disposal in the region; **CSR Working Committee;**

- The desired value of '**achievement**' should be promoted;

- **Reward loyal members** by introducing reward programs. CANTO should provide discount options for loyal members. For example, if an existing member successfully introduces a new member a discount could be given to the member's subscription fee.

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# Main Recommendations

- **Change** in the Organisation's **communications culture** by **implementing a communications plan**. Timely, relevant information can be produced at every opportunity, consistently following up with membership issues;

- Conduct a similar corporate reputation study for affiliate members of the Organisation.

# Thanks for your time

# Any questions?

Julian Wilkins