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

<table>
<thead>
<tr>
<th>Category</th>
<th>Board Directors</th>
<th>Managers</th>
<th>Full members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced (&gt; 5 years)</td>
<td>2</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>New (&lt; 1 year)</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Potential full members</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
<td><strong>3</strong></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>

#### Full members/potential members interviewed by size

<table>
<thead>
<tr>
<th>Members interviewed</th>
<th>Full members</th>
<th>Potential full members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large operators (greater than 500,000 subscribers)</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Medium operators (between 100,000 and 500,000 subscribers)</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Small operators (less than 100,000 subscribers)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9</strong></td>
<td><strong>2</strong></td>
</tr>
</tbody>
</table>
### Full members/potential members interviewed by country

<table>
<thead>
<tr>
<th>Operator</th>
<th>Country</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunications services of Trinidad and Tobago (TSTT/C&amp;W)</td>
<td>Trinidad and Tobago</td>
<td>Large</td>
</tr>
<tr>
<td>Columbus Communications</td>
<td>Jamaica</td>
<td>Large</td>
</tr>
<tr>
<td>IPSI</td>
<td>Bahamas</td>
<td>Small</td>
</tr>
<tr>
<td>Digicel Jamaica</td>
<td>Jamaica</td>
<td>Large</td>
</tr>
<tr>
<td>Setar</td>
<td>Aruba (Dutch)</td>
<td>Small</td>
</tr>
<tr>
<td>Telesur</td>
<td>Suriname (Dutch)</td>
<td>Medium</td>
</tr>
<tr>
<td>Belize Telemedia Limited</td>
<td>Belize (Central America)</td>
<td>Medium</td>
</tr>
<tr>
<td>GTT</td>
<td>Guyana (South America)</td>
<td>Medium</td>
</tr>
<tr>
<td>Atlantic Telecom Network (ATN)</td>
<td>US Virgin Islands</td>
<td>Non-member (small)</td>
</tr>
<tr>
<td>United telecom Services (UTS)</td>
<td>Curacao (Dutch)</td>
<td>Medium</td>
</tr>
<tr>
<td>Columbus Communications (Jamaica)</td>
<td>Trinidad</td>
<td>Non-member (large)</td>
</tr>
</tbody>
</table>
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
Findings (3)

V1. What are the values of the Organisation?

Leaders’ perception of the values of CANTO
V1. What are the values of the Organisation in your opinion?

Members/potential members’ perception of values
ES4. Should CANTO do more in the area of CR?

Future CR activities – leaders’ perspective
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 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 Organisation?

Leaders perception of members' loyalty
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.
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