Stakeholder Performance Appraisal (SPA)

Stakeholder research needs to involve all stakeholders who have a relationship with an organisation, in order for it to be a true representation of reality.

Customer research, employee research, supply chain research, shareholder research, and general community research are all important research functions of a business. The issue is in the way these initiatives become isolated, fragmented and hence lose their ability to portray an accurate snapshot of how the organisation is viewed holistically.

Perceptive, alongside the late Professor Brian Murphy developed one of the world's best stakeholder perception measurement models (The Stakeholder Performance Appraisal) which is the core tool in our stakeholder research service.

Download our article published in the European Journal of Marketing in November 2005

The Stakeholder Performance Appraisal (SPA) is a high level research tool designed to uncover perceptions of multiple stakeholder groups about one organisation.

The SPA is a robust way of measuring perceptions of customers, employees, suppliers, shareholders or communities of interest. By asking these stakeholders to measure the same 12 key performance indicators we can identify gaps in perception which is called “stakeholder misalignment”. This is one example of how an SPA differs from the current research activities of the organisation.

Our experience is that a business gains significant value from understanding how its various stakeholders perceive its performance relative to each other. Having the ability to measure these perceptions and then track them over time is another key feature of the initiative.

The SPA measures perceptions of the economic performance of the organisation. This is an intuitive process of uncovering the confidence levels of the stakeholders. The social and environmental performance of the business is also measured to create a holistic snapshot of how the organisation is perceived.

The SPA has a qualitative component comprising a SWOT analysis. This provides the ability to analyse why stakeholders have scored the way they have for certain specific indicators. For example if one particular stakeholder group scores the organisation high for “Value for money service” and the remaining stakeholder groups score this area low, we will use the SWOT feedback to uncover why this is the case.

The power of the SPA is a tool to highlight actionable issues within and outside the organisation. These are Issues which would not be uncovered with the current research activities of the business.

The process around conducting an SPA is designed to be simple:
• A one page online survey is sent via email to the various stakeholders of the business.
• The data is automatically transmitted back to Perceptive once the survey has been completed.
• Perceptive analyse all information and prepare a report for the business based on key findings.