

IWMSA Survey

Review of 2011 results and implications



Reputation  Matters™

IWMSA Strategy Survey 2011 - FEEDBACK

Outline of this presentation

02

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Outline of this presentation

- ❖ Introduction
- ❖ Regional Distribution of responses
- ❖ Question 1 to Question 13
- ❖ Discussion
- ❖ Recommended Actions

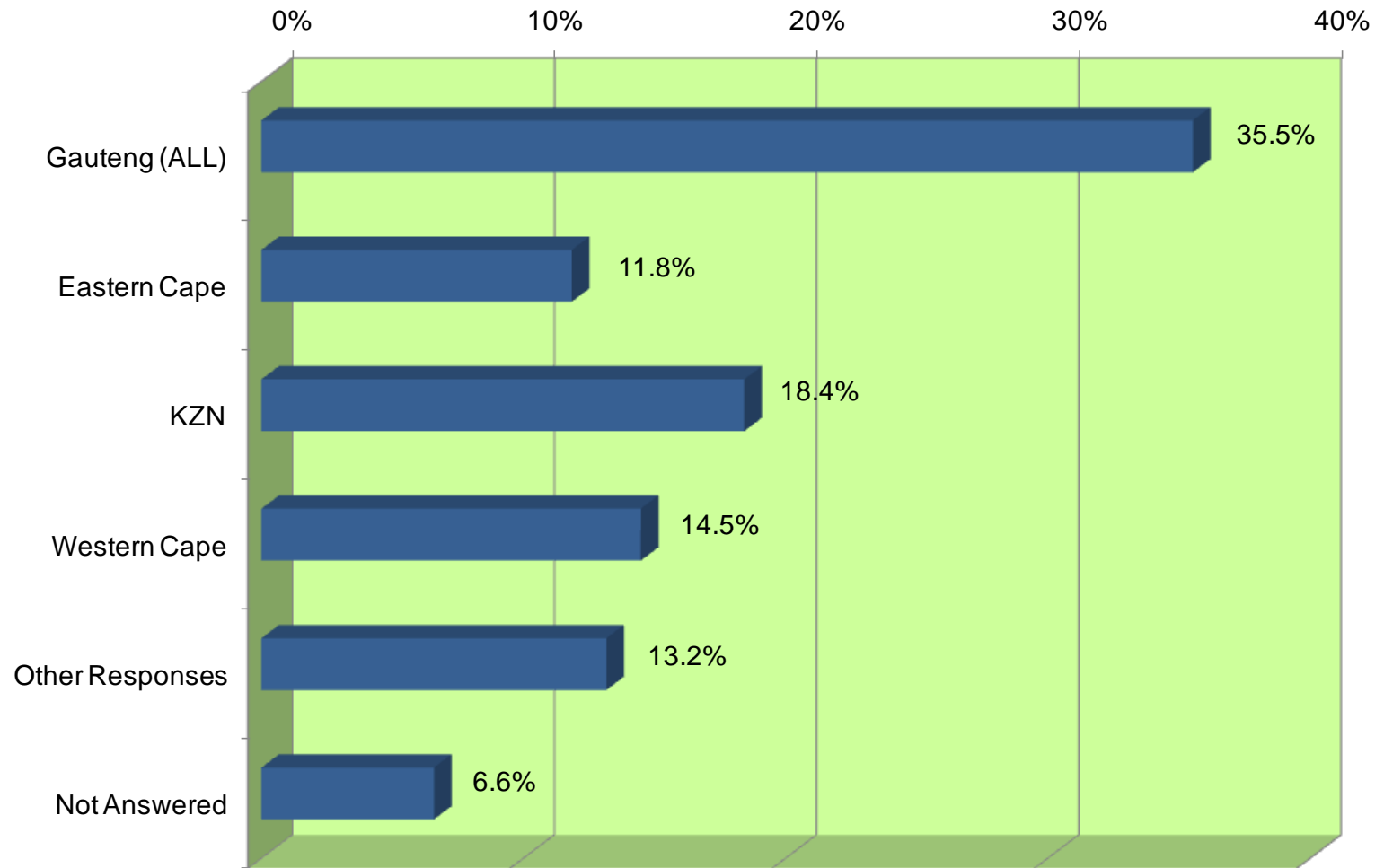
- ❖ About us
- ❖ Closure

Introduction

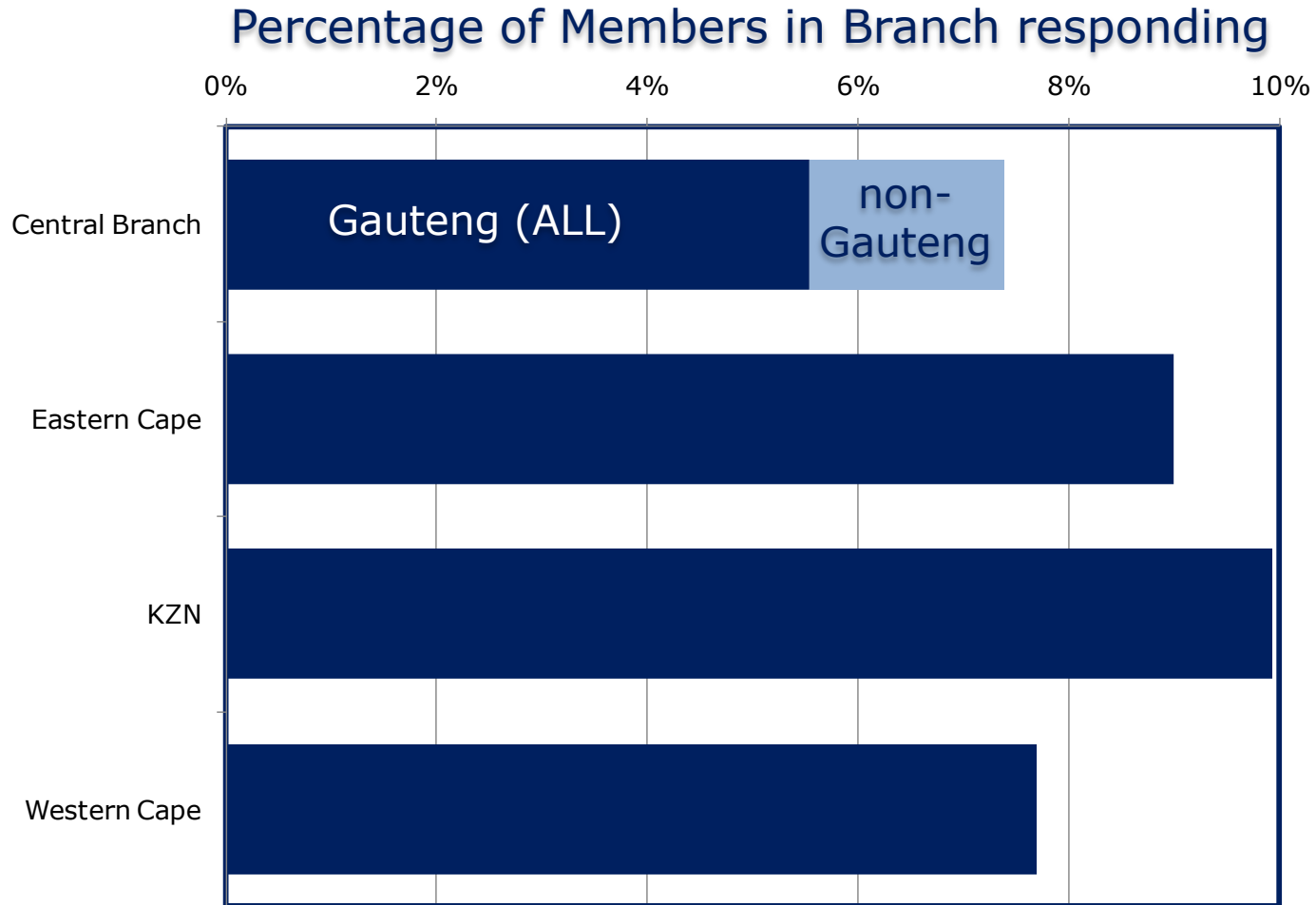
- ❖ The survey was hosted on-line and IWMSA members were invited to complete the survey through a letter from the IWMSA President. In total 905 members received links to the electronic survey;
- ❖ Two subsequent reminders were sent out by the Secretariat, hosted by Reputation Matters;
- ❖ The survey website was visited by 352 IWMSA members (38.9% of those invited), but only 76 members completed the survey (8.4% of IWMSA members; 21.6% of those who visited the site);
- ❖ In order for the survey results to be statistically valid at the 90% confidence level a response rate of 6.9% is required; with a response rate of 8.4% the survey results are therefore valid at least to the 90% confidence level;
- ❖ Although the survey results in the regions are not valid at the same statistical level, these results are given here regardless, as we believe they do give a good indication of the tendencies and trends in the regions.

Regional Distribution of Responses

Question 15: From which BRANCH are you?



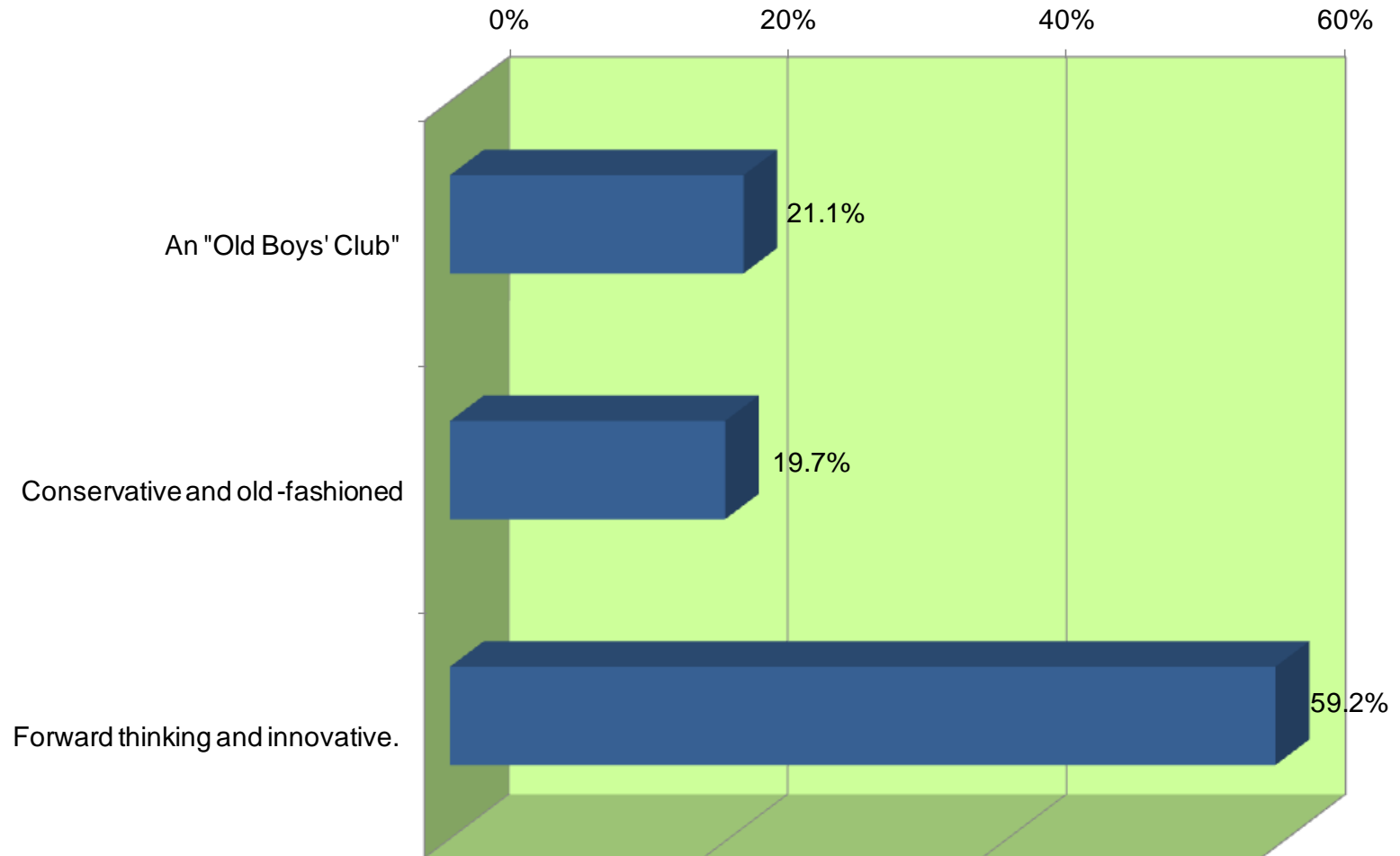
Question 15: From which BRANCH are you?



- ❖ The data above shows that more than 50% of the respondents are from the Central Branch, with KZN, the Eastern Cape and Western Cape approximately equal at between about 12% and 18% each;
- ❖ The data above shows that more than one-third of the respondents live and attend IWMSA events and functions in Gauteng, with KZN, the Eastern Cape and Western Cape approximately equal at between about 12% and 18% each;
- ❖ In the rest of this presentation, when the results for any question is split regionally, only these four regions will be used.

Question 1

Question 1: Which of the following descriptions best describe your current view of the IWMSA?

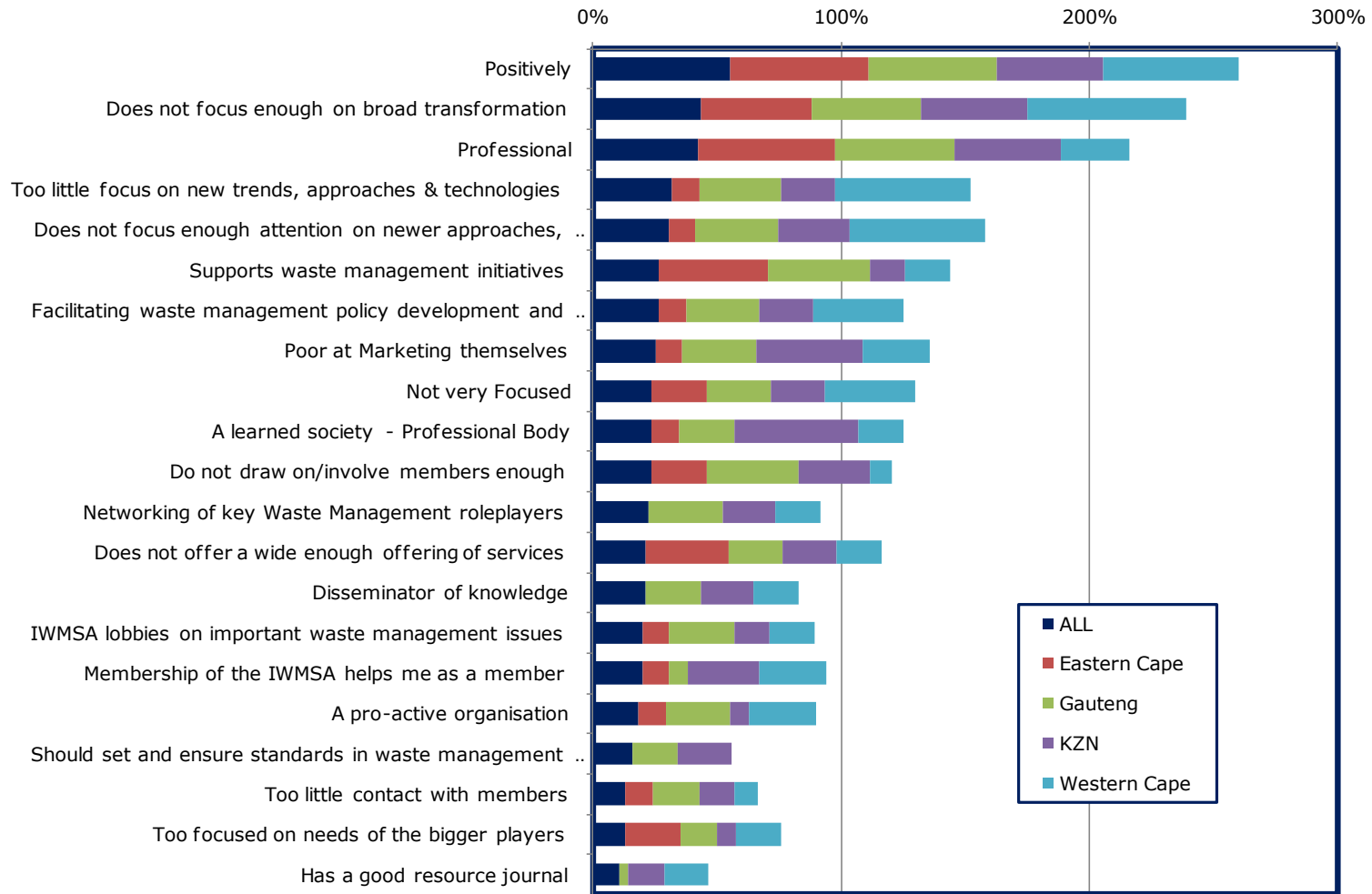


Question 1: Which of the following descriptions best describe your current view of the IWMSA?

- ❖ The graph on the preceding slide shows that about 60% of respondents feel that the IWMSA is forward-thinking and innovation, whereas the rest think otherwise;
- ❖ The free-format results obtained via question 2, which are discussed below, give a different perspective to this question.

Question 2

Question 2: Please share with us, in your own words, your views of the current status of the IWMSA.



Question 1: Which of the following descriptions best describe your current view of the IWMSA?

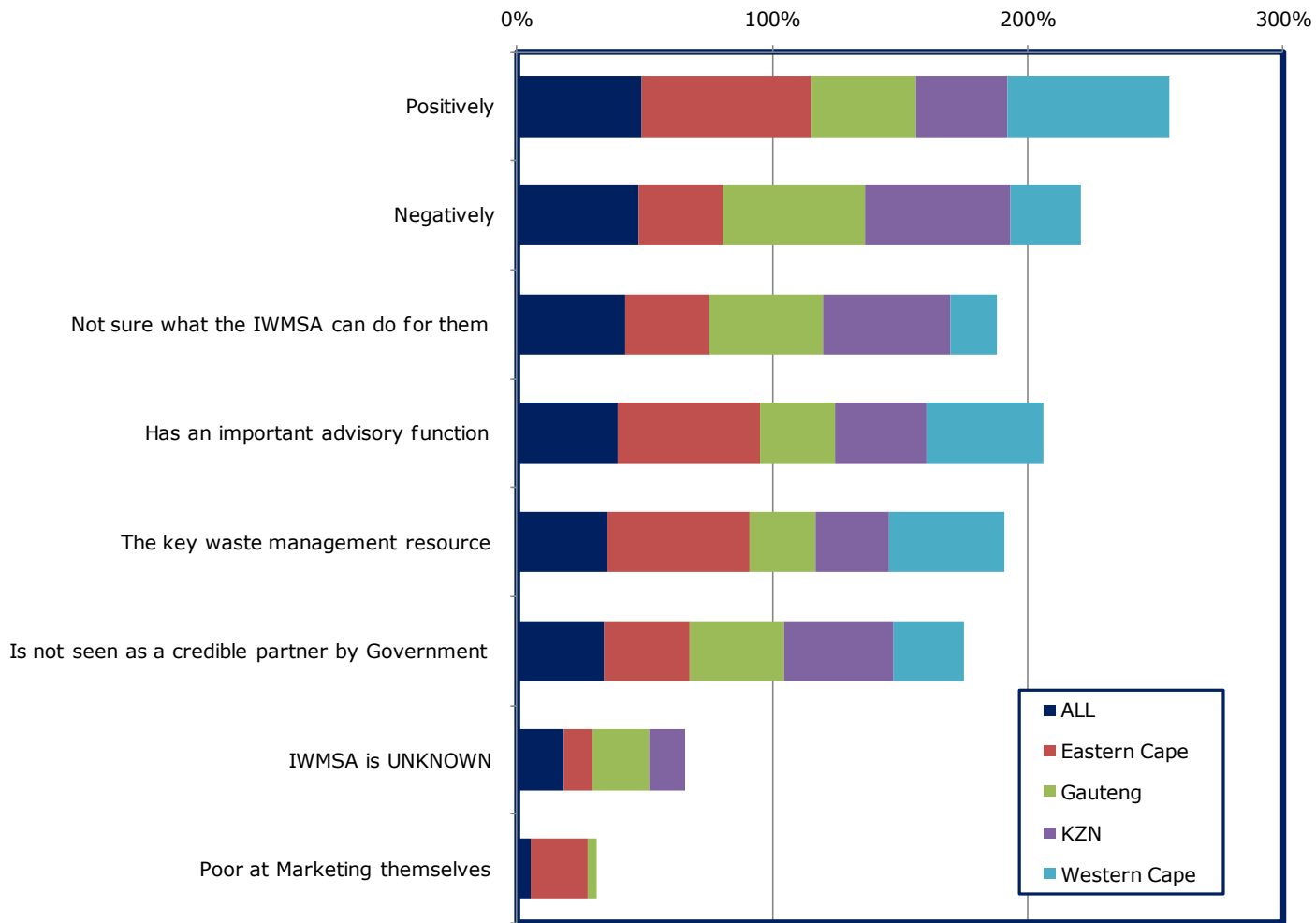
- ❖ The graph on the preceding slide shows that about 60% of respondents feel that the IWMSA is forward-thinking and innovation, whereas the rest think otherwise;
- ❖ The free-format results obtained via question 2, which are discussed below, give a different perspective to this question.
- ❖ The above graph contains 21 issues; whereas the 2009 graph on the same question contained 18 issues, 16 of which are in the 2011 results list;
- ❖ The 2 issues from 2009 that dropped off the list are “dog without teeth” and “has lost its way”;

Question 1: Which of the following descriptions best describe your current view of the IWMSA?

- ❖ However, the six issues that have found their way onto the 2011 list are the following:
 - ✓ Does not focus enough on broad transformation
 - ✓ Facilitating waste management policy development and implementation
 - ✓ Do not draw on/involve members enough
 - ✓ Does not offer a wide enough offering of services
 - ✓ Membership of the IWMSA helps me as a member
 - ✓ Should set and ensure standards in waste management industry
- ❖ In conclusion, the 2011 list shows clearly the growing concern about the legitimacy, scope and footprint of the IWMSA. However, all of these issues can be easily corrected.

Question 3

Question 3: What is your perception of how the IWMSA is viewed by the authorities?

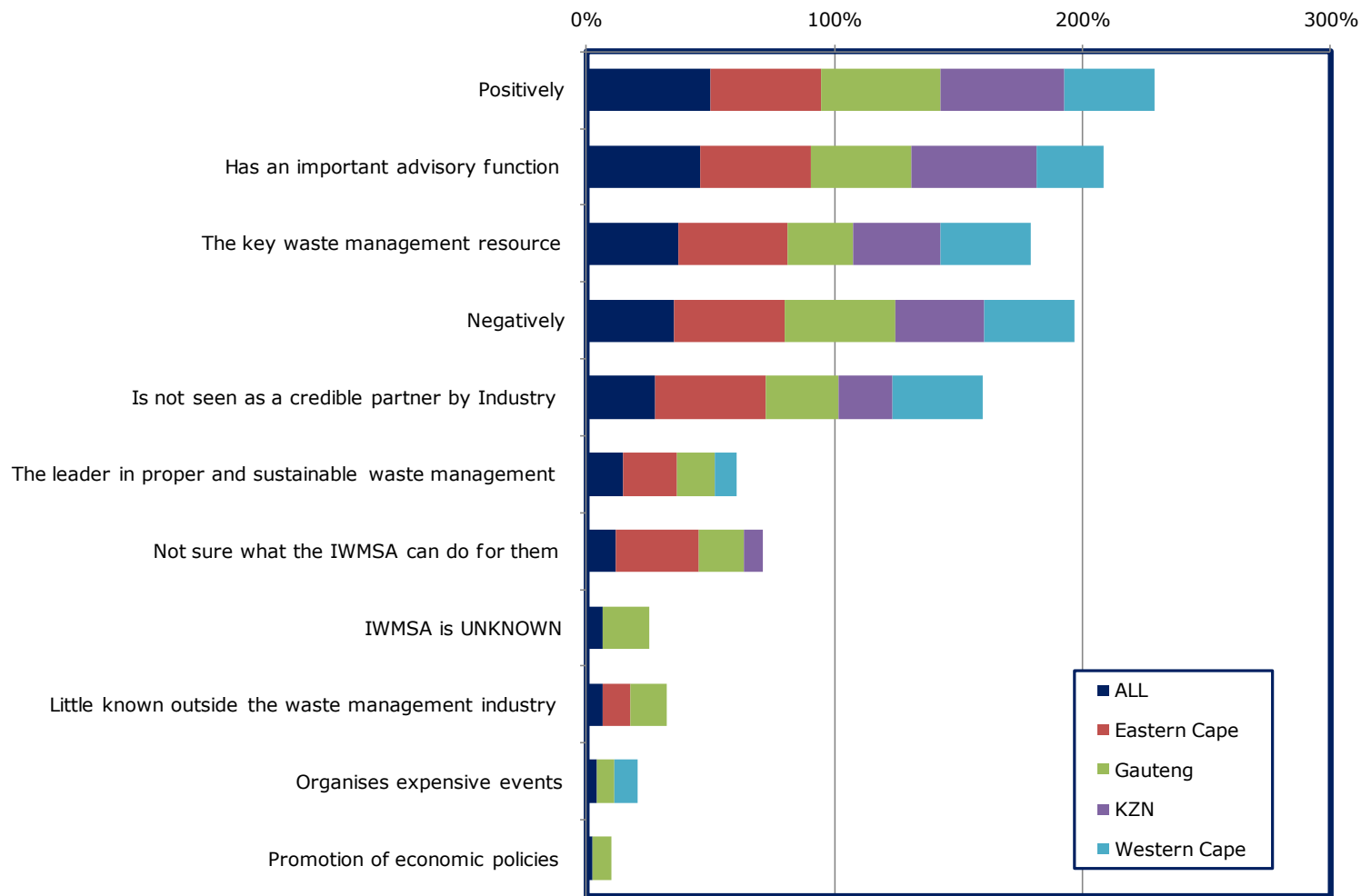


Question 3: What is your perception of how the IWMSA is viewed by the authorities?

- ❖ The following facts stand out from the results in the preceding graph:
 - ✓ The number of “Positively” and the number of “Negatively” labelled responses are virtually equal in number and close to 50% each;
 - ✓ The responses indicate that the perspective of Government (the authorities) is informed by the reality that the IWMSA is to a large degree an unknown in these circles, and that this situation can only be rectified by the IWMSA aggressively starting to market its services.
- ❖ However, feedback on the later question re WasteCon 2010 shows that the WasteCon organisers had succeeded in drawing more government-based delegates to the conference. This is an encouraging sign for the IWMSA;
- ❖ It is also interesting to note the strong overlap with the factors suggested by the 2009 survey;
- ❖ This indicates that the situation is not changing fast enough.

Question 4

Question 4: What is your perception of how the IWMSA is viewed by industry?



Question 4: What is your perception of how the IWMSA is viewed by industry?

- ❖ The following facts stand out from the results in the preceding graph:
 - ✓ Again, as was the case for the previous question, the number of “Positively” and the number of “Negatively” labelled responses are virtually equal in number and close to 50% each;
 - ✓ Also similarly, the responses indicate that the perspective of Industry is informed by the reality that the services of the IWMSA are relatively unknown in these circles, and that this situation can only be rectified by the IWMSA aggressively starting to market its services.
 - ✓ It is furthermore perceived that the IWMSA is an elite organisation that “organises expensive events”.
- ❖ In order to be closer associated with industry, the IWMSA should improve its corporate governance and corporate branding, to position itself as a competent and knowledgeable value-for-money provider in the waste management industry.

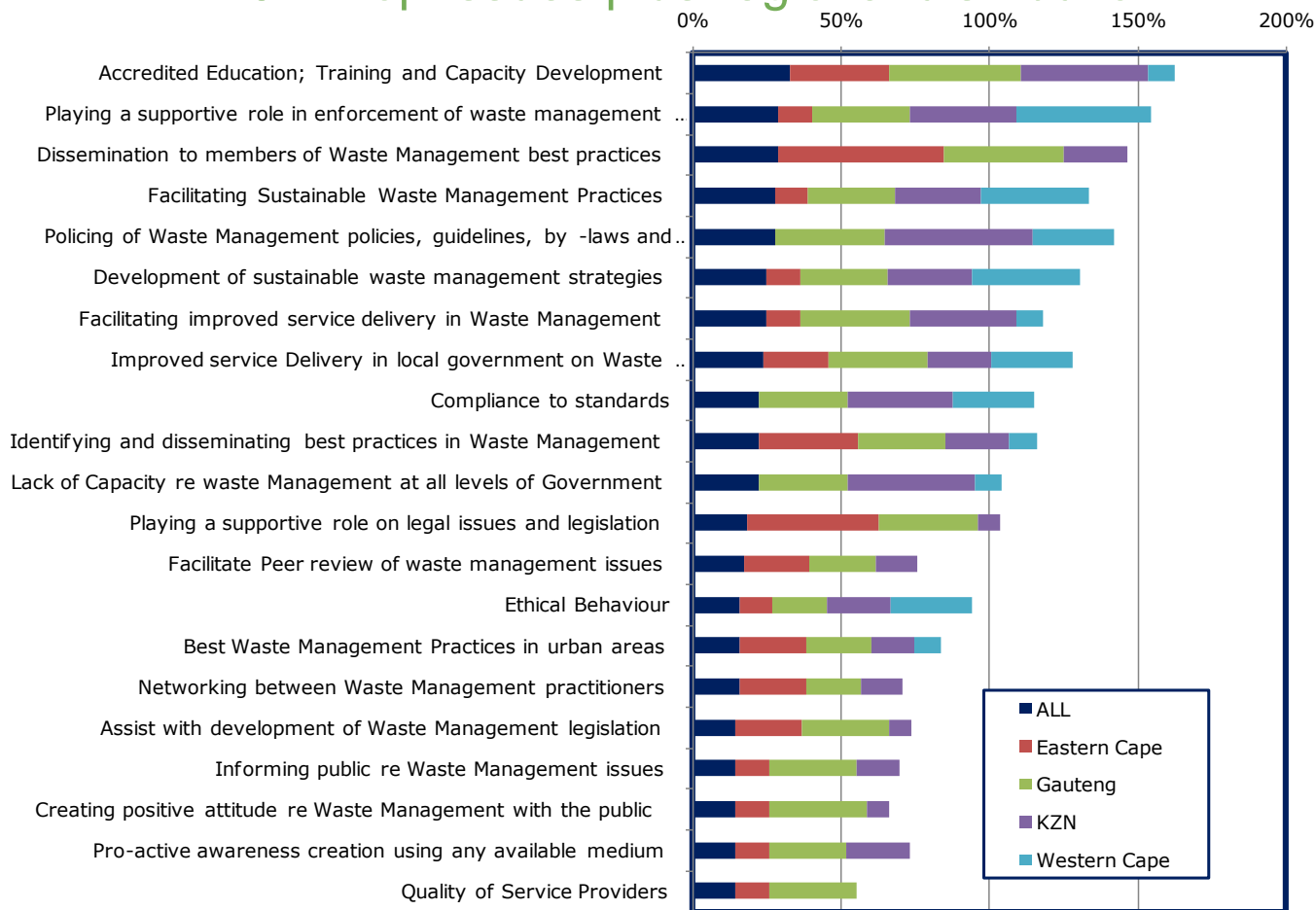
Question 5

Question 5: In your view, what issues should the IWMSA be addressing?

- ❖ This question was the first question in the 2009 survey;
- ❖ In the following slides we show first the 2011 results, listing those issues for which more than 10 % of respondents mentioned the issue, but also showing for these issues the distribution in the regions;
- ❖ Only four regions are used, as suggested earlier in the presentation, namely Gauteng; KZN, Western Cape and Eastern Cape;
- ❖ The regional results show good correlation with the overall result for 2011;
- ❖ Lastly, we compare the top ten issues for 2009 with the top issues for 2011;
- ❖ We conclude that 5 of the top ten issues for 2009 are still in the top ten in 2011, and 8 of the 2009 top ten fall in the top 17 in 2011;
- ❖ These results essentially show that the same types of issues are still top of mind for respondents.

Question 5: In your view, what issues should the IWMSA be addressing?

2011 Top Issues plus regional distribution



Question 5: In your view, what issues should the IWMSA be addressing?

2009 Top Issues

Education; Training and Capacity Development	31.4%
Improved service Delivery in local government on Waste Management issues	29.4%
Facilitating Sustainable Waste Management Practices	25.5%
Playing a supportive role on legal issues and legislation	25.5%
Lack of Capacity re waste Management at all levels of Government	21.6%
Waste Management Issues	19.6%
Playing a supportive role in enforcement of waste management legislation	19.6%
Identifying and disseminating best practices in Waste Management	19.6%
Tackling illegal practices in Waste Management	19.6%
Assist with development of Waste Management legislation	17.6%

Question 5: In your view, what issues should the IWMSA be addressing?

2011 Ranking positions versus 2009 Top Issues

##	Suggested focus area	Ranking 2011
1	<i>Accredited Education; Training and Capacity Development</i>	32.9%
2	<i>Playing a supportive role in enforcement of waste management legislation</i>	28.9%
3	Dissemination to members of Waste Management best practices	28.9%
4	<i>Facilitating Sustainable Waste Management Practices</i>	27.6%
5	Policing of Waste Management policies, guidelines, by-laws and legislation	27.6%
6	Development of sustainable waste management strategies	25.0%
7	Facilitating improved service delivery in Waste Management	25.0%
8	<i>Improved service Delivery in local government on Waste Management issues</i>	23.7%
9	Compliance to standards	22.4%
10	<i>Identifying and disseminating best practices in Waste Management</i>	22.4%
11	<i>Lack of Capacity re waste Management at all levels of Government</i>	22.4%
12	<i>Playing a supportive role on legal issues and legislation</i>	18.4%
17	<i>Assist with development of Waste Management legislation</i>	14.5%
25	<i>Waste Management Issues</i>	11.8%
44	<i>Tackling illegal practices in Waste Management</i>	5.3%



e.g.

Question 5: In your view, what issues should the IWMSA be addressing?

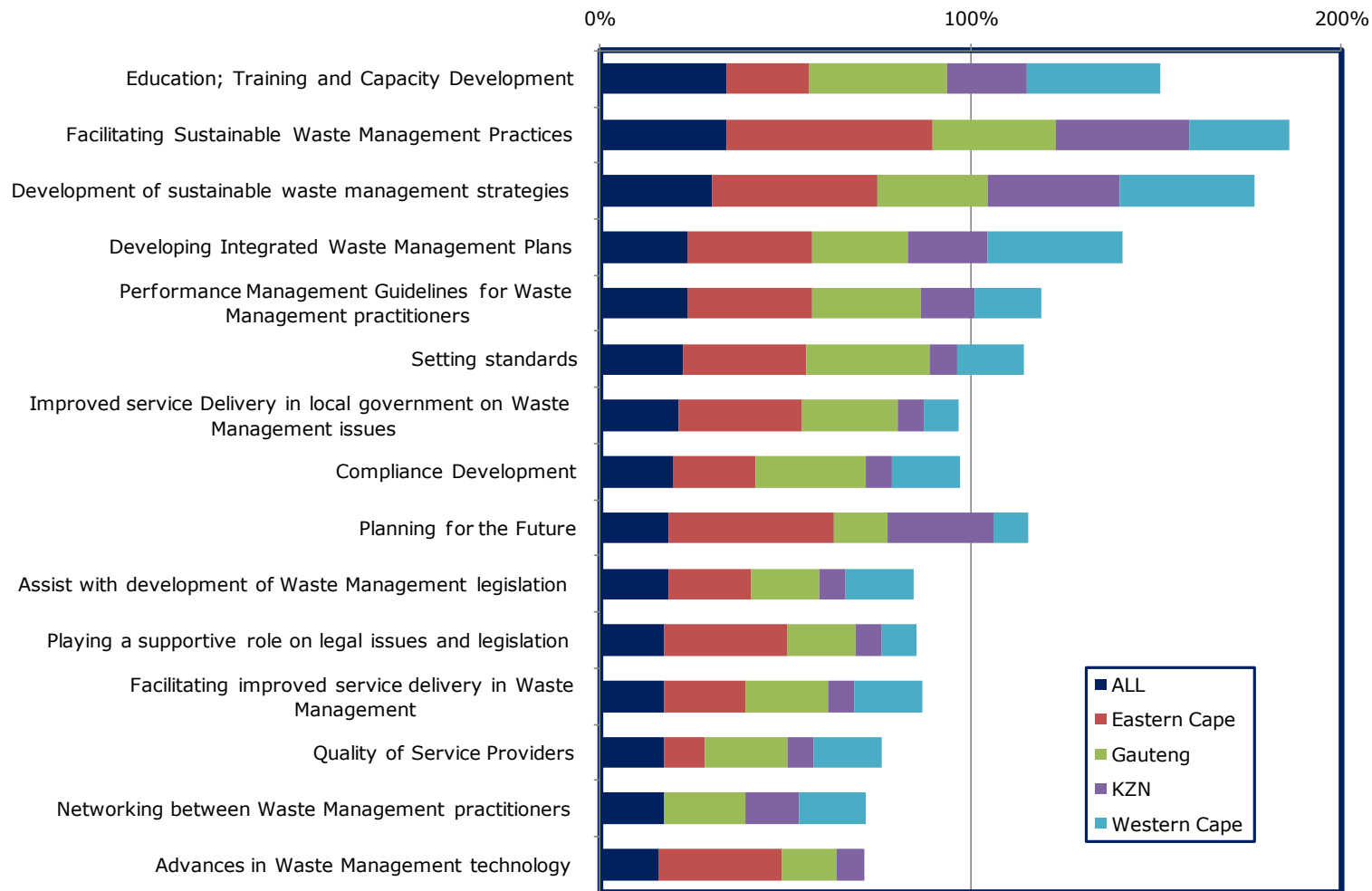
- ❖ The IWMSA selected three broad strategic focus areas for the current strategic period; namely communications, education and training (the top individual issue on both the 2009 and 2011 issue lists) and membership;

Communications	Education & training	Membership	Other
18.3%	9.5%	4.2%	68.1%

- ❖ The table above shows what portion of the suggested topics contribute to each of these three;
- ❖ It is shown that the three topics collectively are supported by one-third of the issues raised.

Question 6

Question 6: In your view, what should the strategic focus of the IWMSA be?

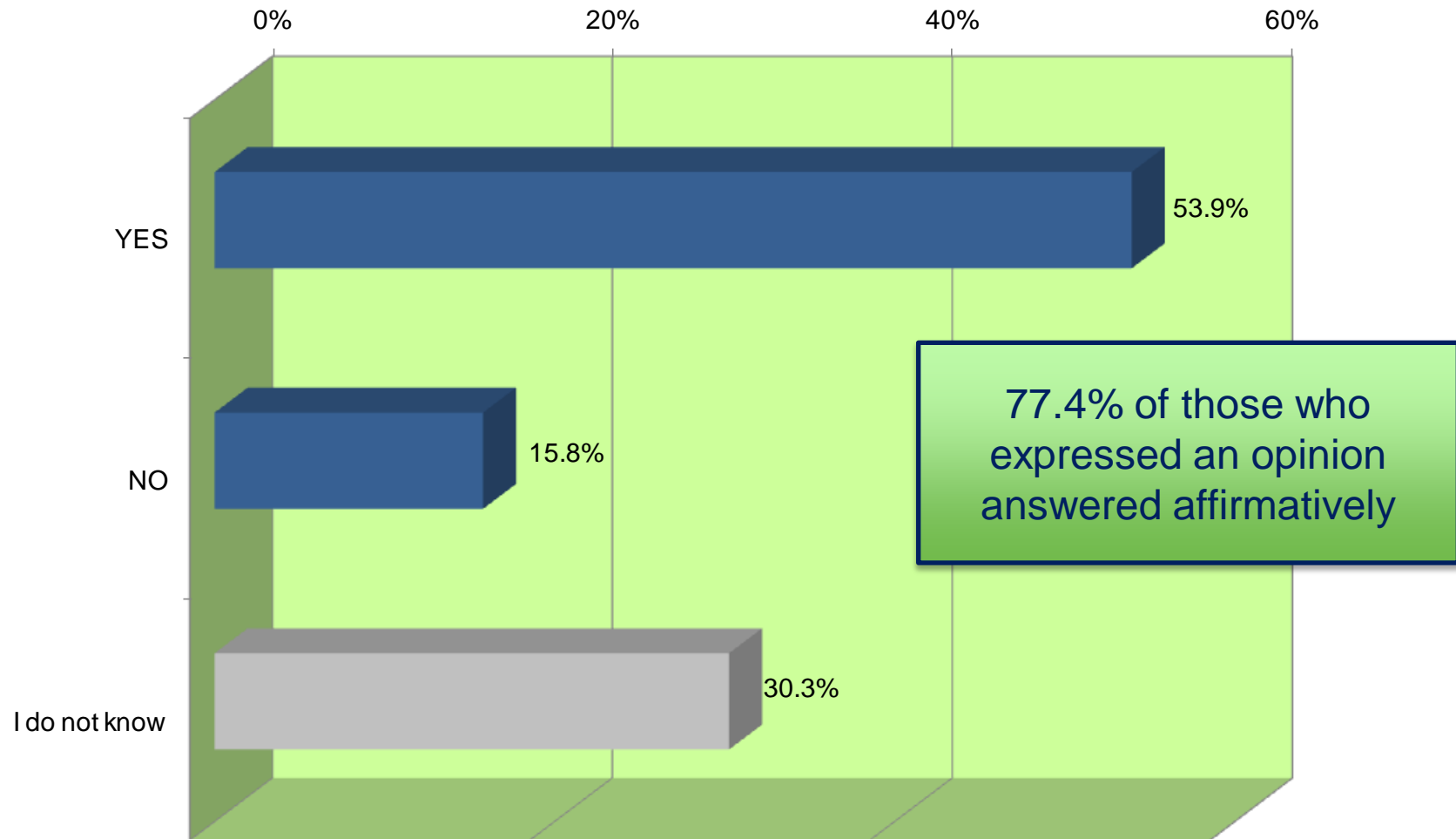


Question 6: In your view, what should the strategic focus of the IWMSA be?

- ❖ The graph on the previous slide indicates that the members (respondents) are strongly making a case for the fact that the strategic focus of the IWMSA should extend beyond just training and development, communication and membership, and should strongly encompass an approach where the IWMSA plays a key role in setting and policing industry standards and guidelines and playing a support role in the development of cutting-edge legislation;
- ❖ However, education and training does get a strong endorsement in that respondents see that the IWMSA could play a key role in the development of the skills and experience base of waste management practitioners;
- ❖ It should be noted that some respondents suggested that the IWMSA should ask itself whether it really wants to play this role, and whether all this should not be delegated (passed over) to education institutions.

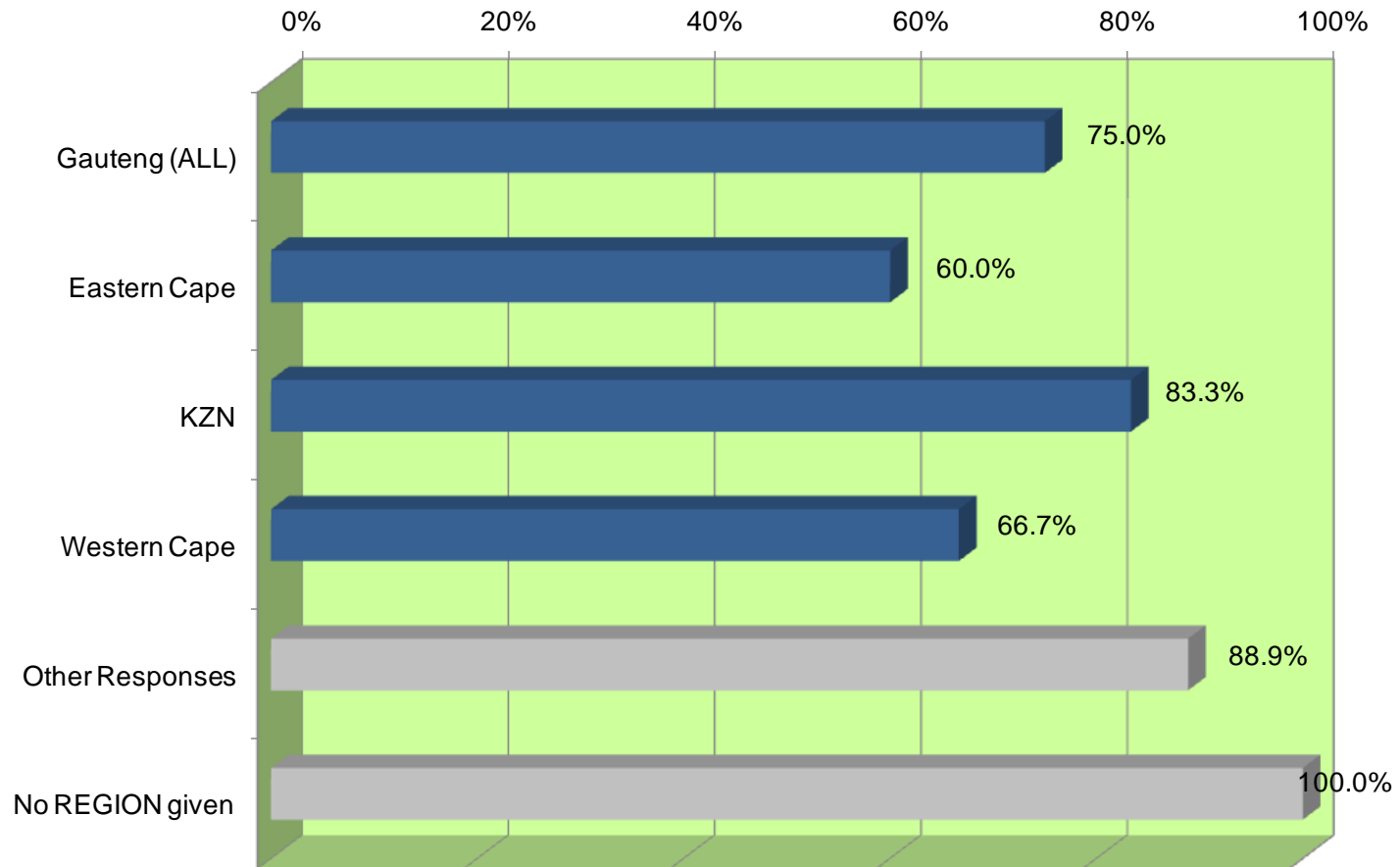
Question 7

Question 7: Do you think that the IWMSA strategy as described above was correctly focused?



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Regional distribution of **AFFIRMATIVE** answers to this question

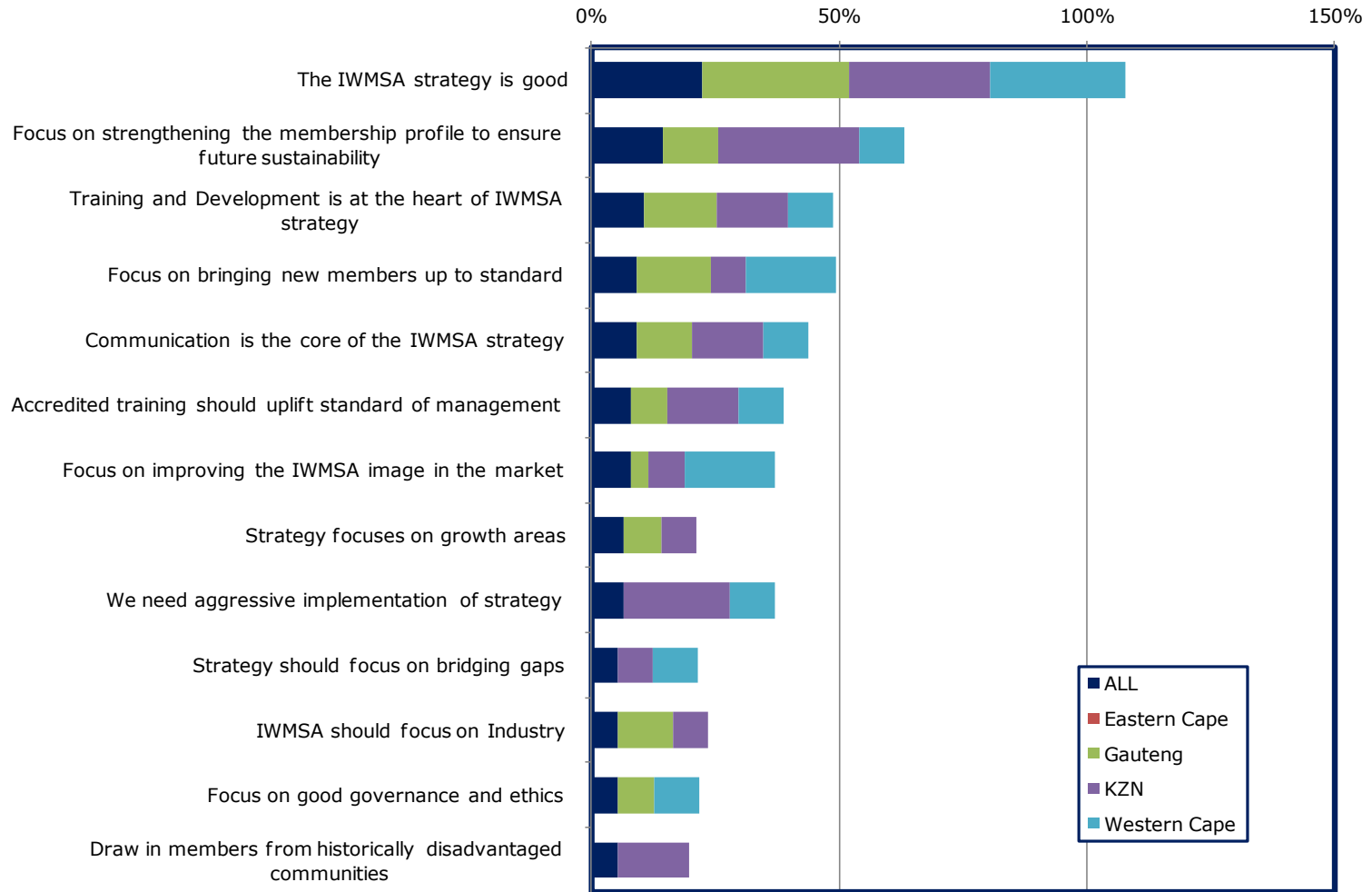


Question 7: Do you think that the IWMSA strategy as described above was correctly focused?

- ❖ The results in the two preceding graphs show clearly that respondents are indicating overwhelmingly (77.4%) that they are satisfied with the IWMSA strategic focus (education and training, communication and membership);
- ❖ As will be shown below, however, these same respondents are now indicating another focus when they respond in their own words;
- ❖ We believe that this is a clear sign that respondents recognise that the IWMSA focus was appropriately set in 2009/2010; but that they also recognise that they sense that the time has come to move on.

Question 8

Question 8: Place any comments about the IWMSA strategy as summarised above in the box below in your own words.

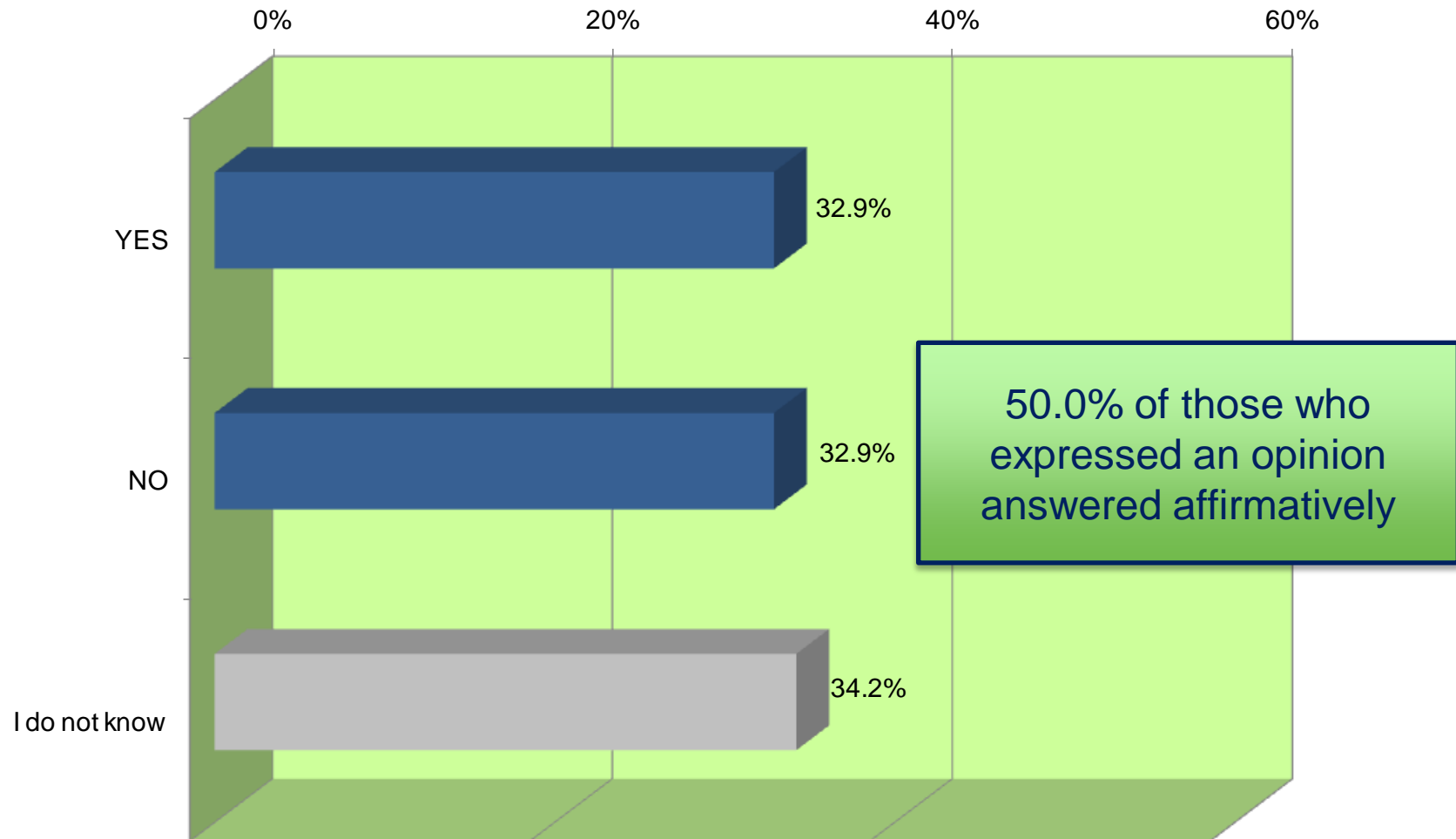


Question 8: Place any comments about the IWMSA strategy as summarised above in the box below in your own words.

- ❖ The results on the previous page show clearly that respondents endorse the three IWMSA strategic areas, but place provisions/conditions on them;
- ❖ So for example is the membership issue strongly linked by respondents to the pulling in of members from historically disadvantaged communities;
- ❖ It is further suggested that education and training should be used to bring new members up to speed.
- ❖ It is then also suggested that good corporate governance and a strong sense of ethics should be developed in the IWMSA but also in the waste management industry.
- ❖ We believe that although the suggested strategic focus areas may provide the IWMSA with a stern test, their successful implementation will go a long way towards securing sustainability for the IWMSA.

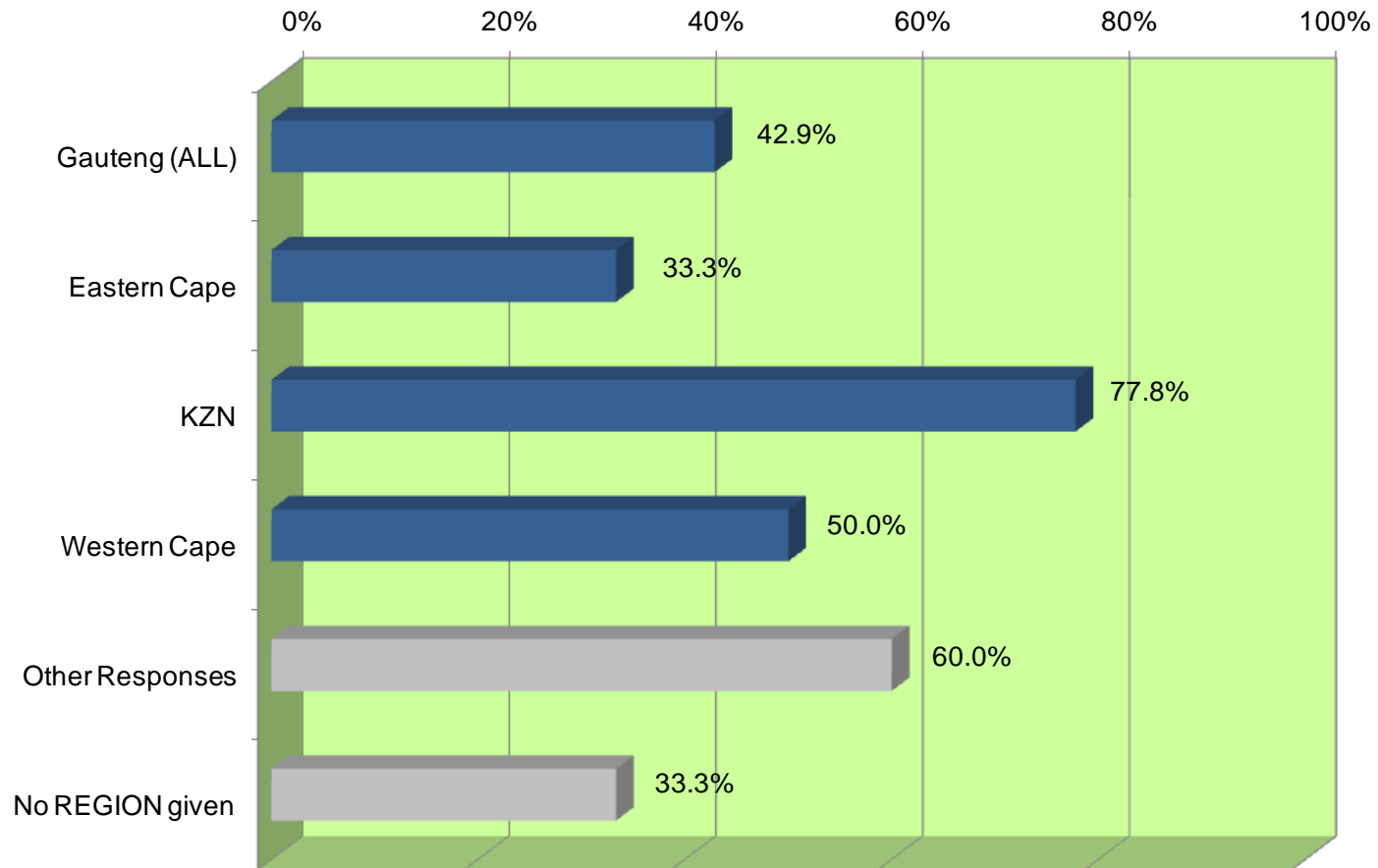
Question 9

Question 9: Do you think that sufficient progress has been made with the three strategic objectives as outlined above?



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Regional distribution of **AFFIRMATIVE** answers to this question

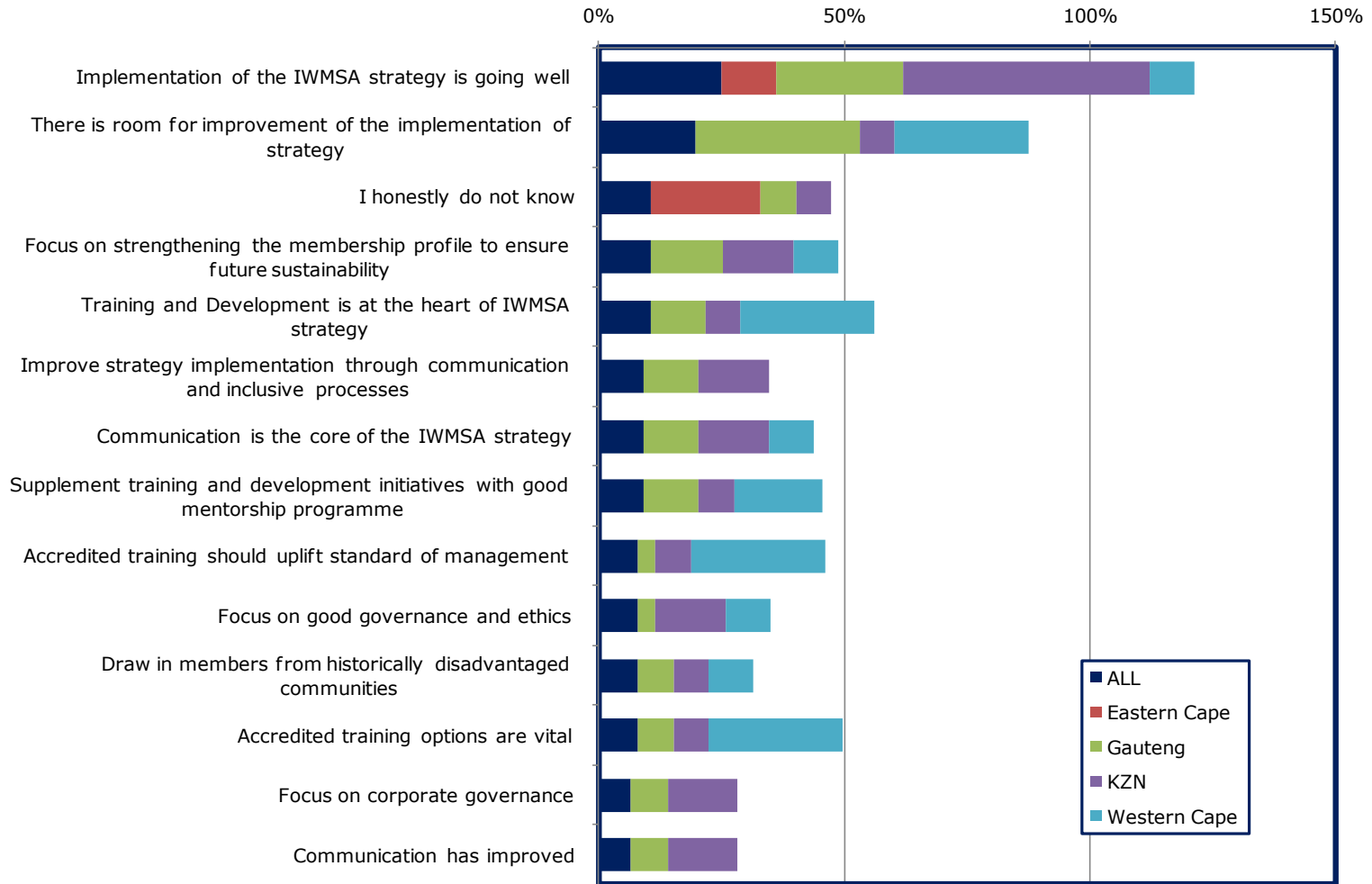


Question 9: Do you think that sufficient progress has been made with the three strategic objectives as outlined above?

- ❖ The preceding two slides show that 50% on average of respondents believe that sufficient progress has been made with the three IWMSA strategic objectives (and obviously, similarly, 50% of respondents believe that insufficient progress has been made;
- ❖ The most positive respondents come from KZN, where the affirmative vote is nearly 80%.
- ❖ Please also refer to the next set of slides, dealing with the results to Question 10.

Question 10

Question 10: Place any comments about the progress made with respect to the three IWMSA strategic objectives above in the box below in your own words.

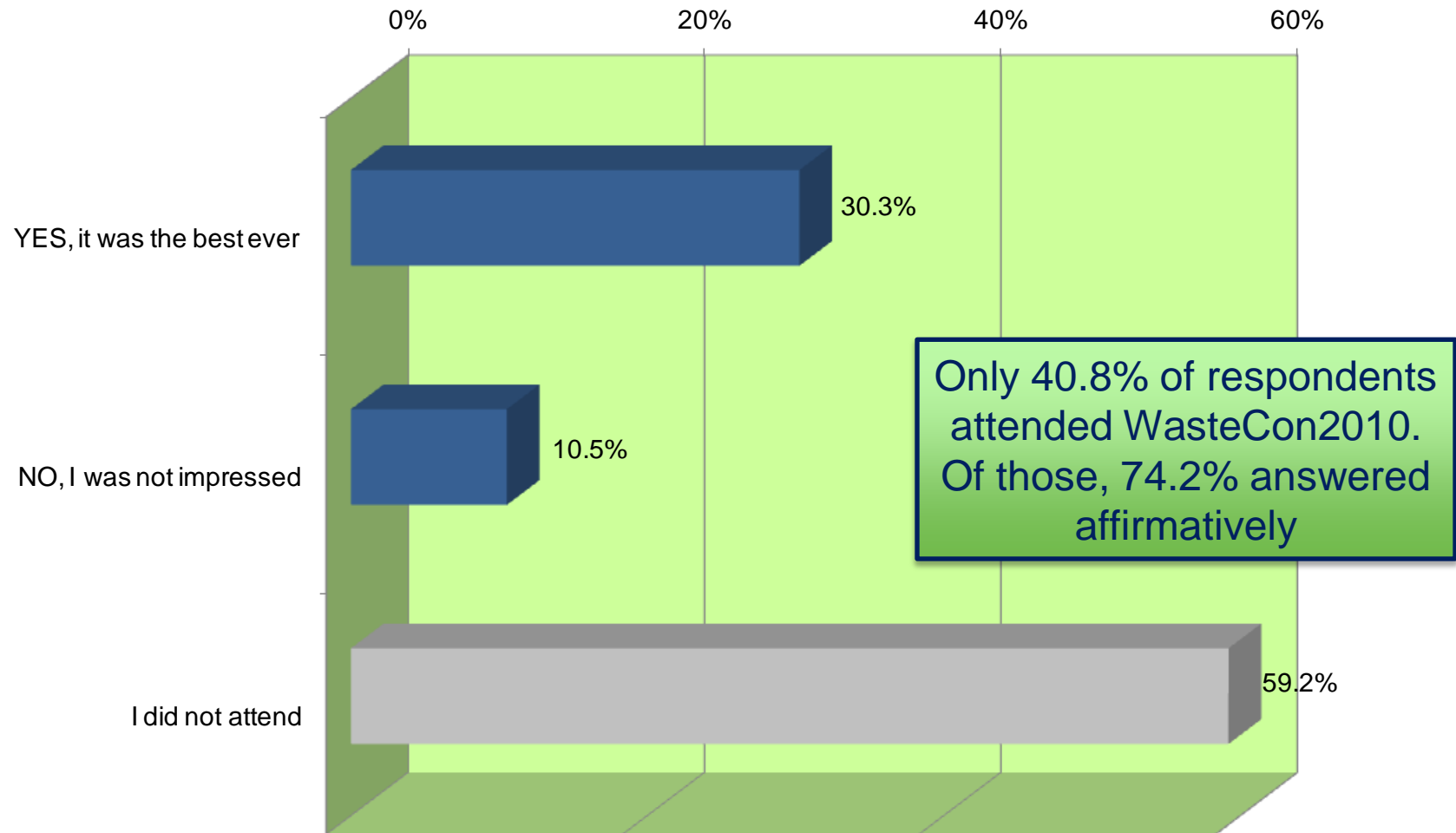


Question 10: Place any comments about the progress made with respect to the three IWMSA strategic objectives here

- ❖ We are not going to discuss these results in any detail, since they support the same line of thinking as given for Question 8 above;
- ❖ The only noteworthy additional issue that emerges here is that a substantial number of respondents say that they simply do not know what the answer to this question is, which seems to indicate that communication about IWMSA matters is either not good enough, or it does not reach all levels in the organisation.
- ❖ Whatever the case, the IWMSA is urged to make use of Reputation Matters to come to the bottom of this matter, and ensure that the situation does not persist into the future.

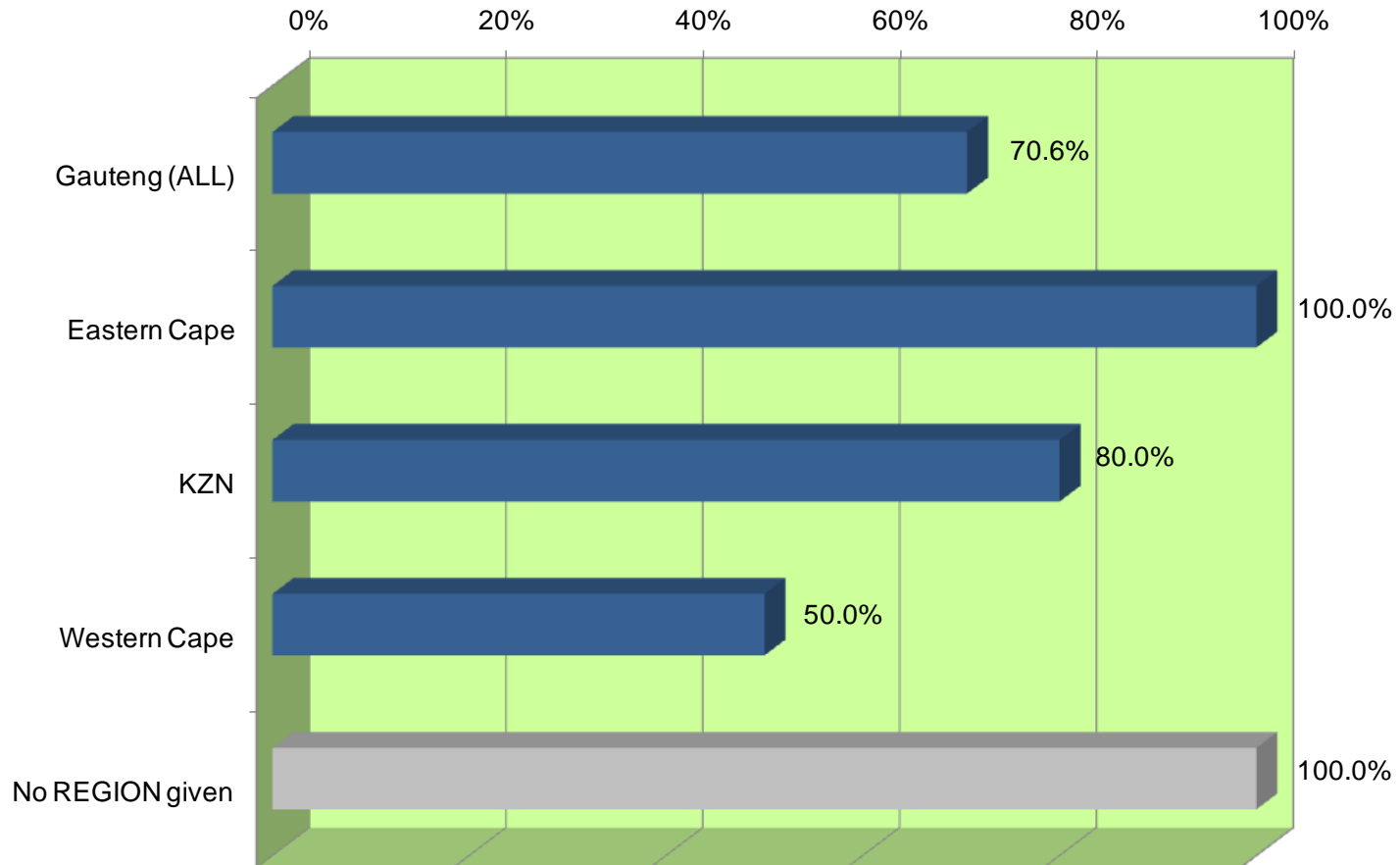
Question 11

Question 11: WasteCon2010 was the most successful ever in terms of numbers of delegates, exhibitors and profit.



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Regional distribution of **AFFIRMATIVE** answers to this question

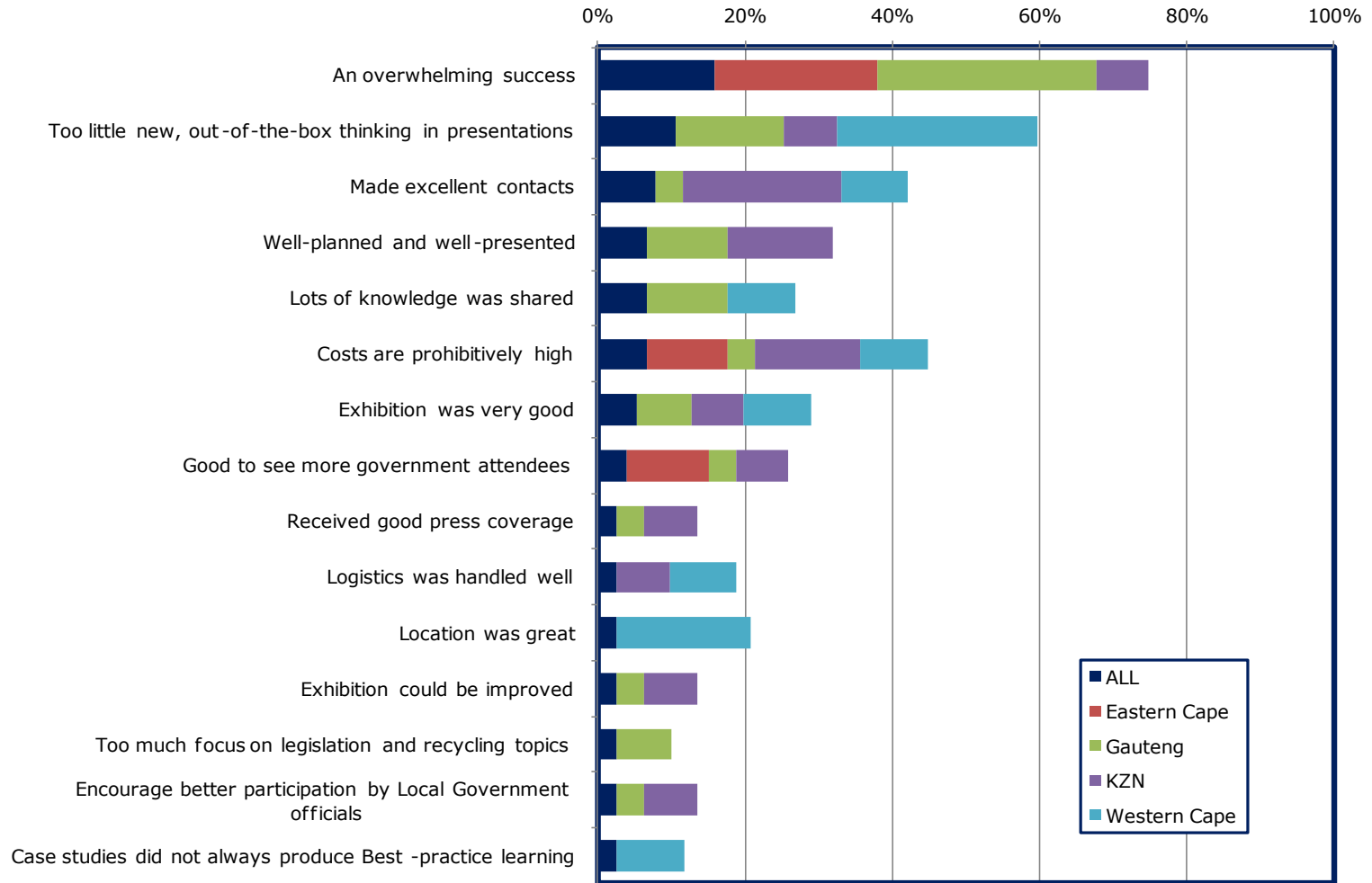


Question 11: WasteCon2010 was the most successful ever in terms of numbers of delegates, exhibitors and profit.

- ❖ The results on the preceding two slides are very positive, and indicate that the IWMSA is getting the balance and mix of the WasteCon conference right;
- ❖ However, the following section details the open feedback received about potential improvements.

Question 12

Question 12: Please give us, in your own words, your views on WasteCon2010.



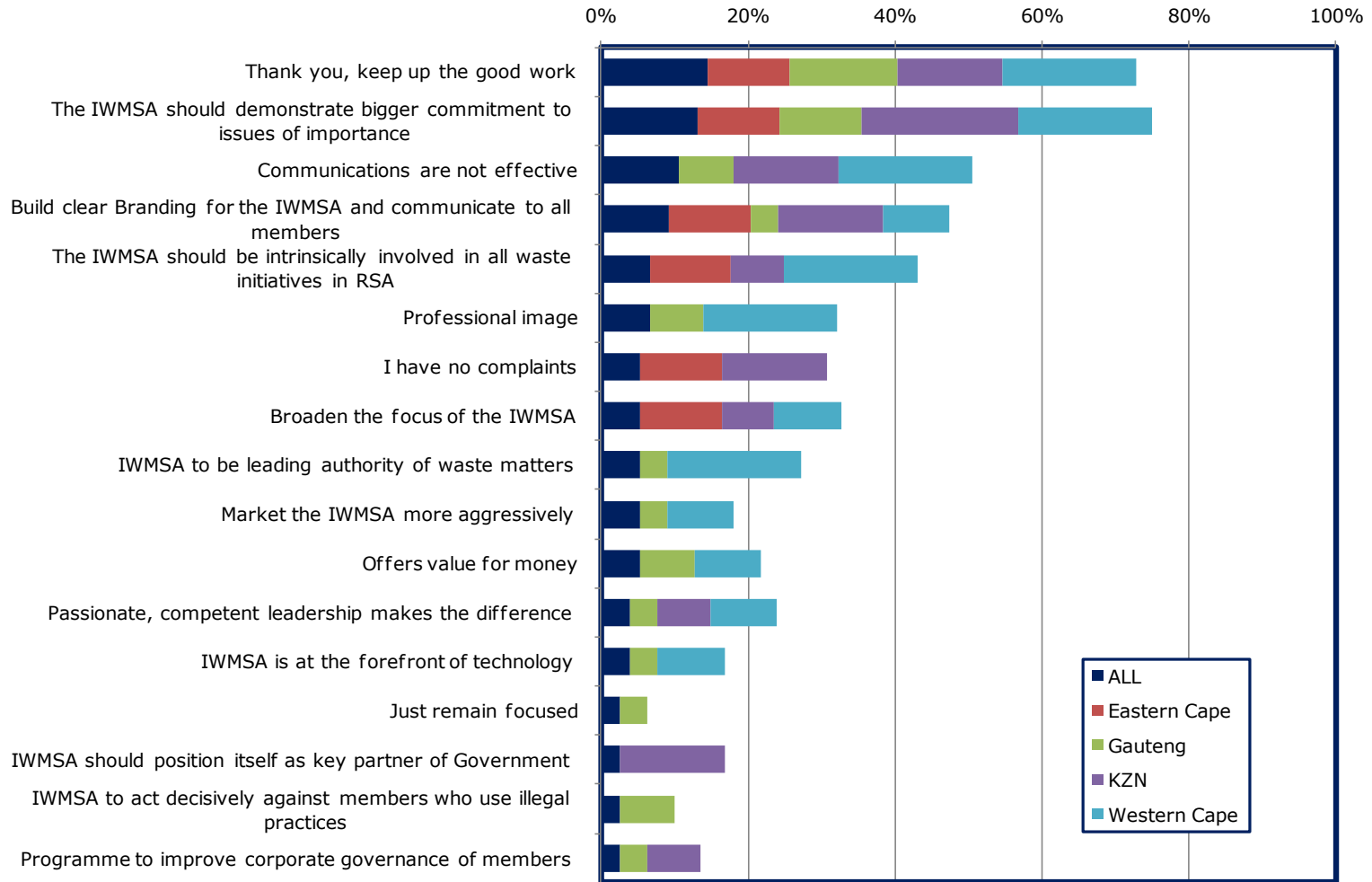
- ❖ The previous slide gives the numbers for the four prominent regions;
- ❖ Overall, when summarising the findings with regard to WasteCon 2010, we see that 74.2% of those that attended rated it as an overwhelming success (Question 11), which is also confirmed by Question 12, where “an overwhelming success” comes out as the most-quoted comment;
- ❖ Other positives of WasteCon 2010 are the following:
 - ✓ The conference drew a wide audience of professionals, and other interested and affected parties, providing delegates with an excellent opportunity to network;
 - ✓ The conference and associated logistics were well-planned and well-executed;
 - ✓ The exhibition was well-received and drew large numbers of visitors;
 - ✓ The Conference presented a wide array of material.

- ❖ The following negatives of WasteCon 2010 were raised:
 - ✓ The presentations contained too little out-of-the-box thinking and material;
 - ✓ The total cost of attending the conference was prohibitively expensive;
 - ✓ Although it was good to see more government attendees, overall attendance by for example local government officials and staff was low; and
 - ✓ Case studies did not always lead to best practice learning.

- ❖ However, overall, WasteCon was a great success and provided that the lessons from the 2010 edition are taken on board this conference can continue to grow in stature.

Question 13

Question 13: Please place any other / general comments and/or complaints about the IWMSA in the space provided below.



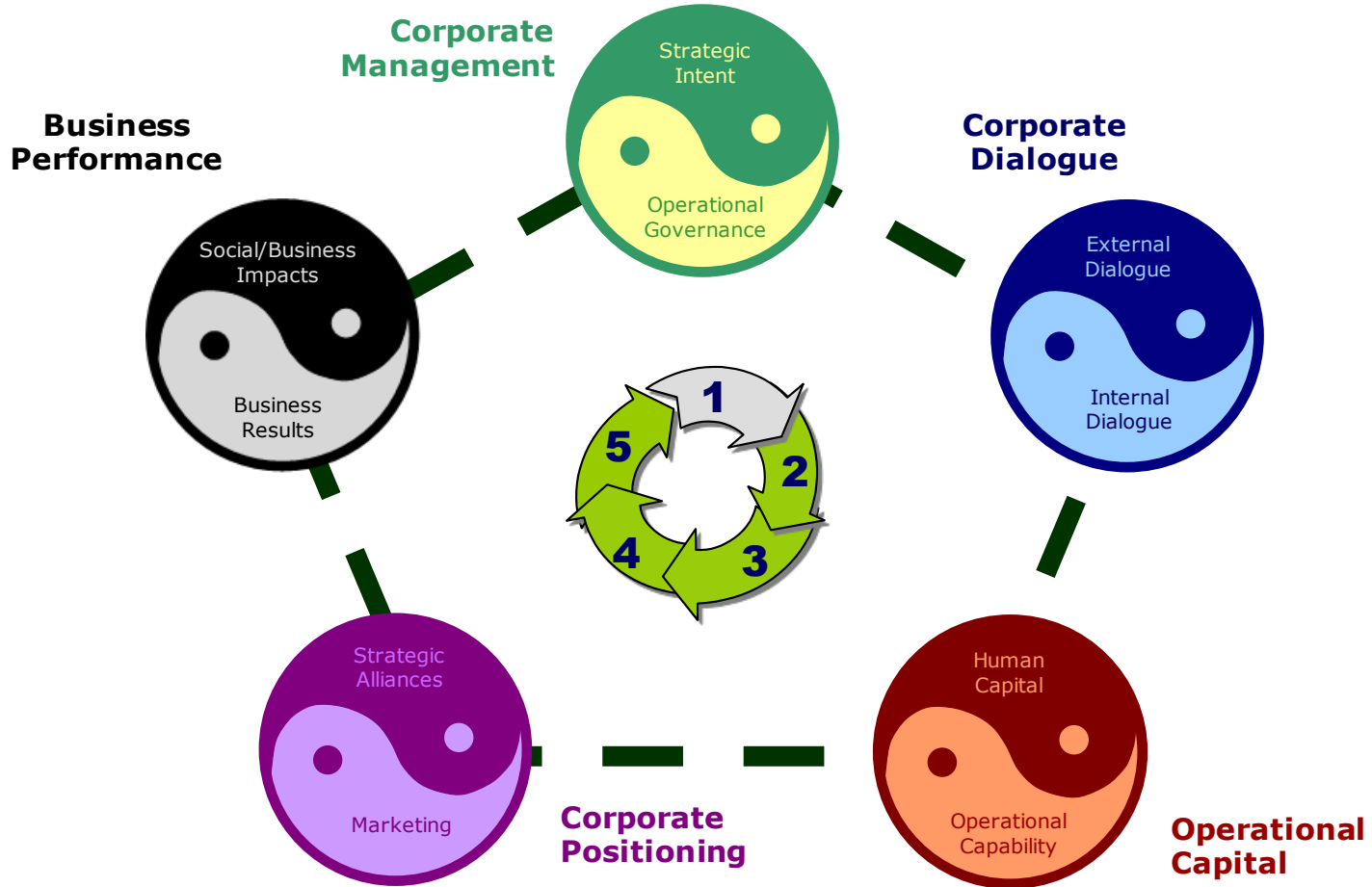
- ❖ The results on the preceding slide show that overall, respondents are happy with the IWMSA, and do not have many remaining worries and concerns;
- ❖ However, there are some such issues, most notably and importantly the following:
 - ✓ Respondents feel that the IWMSA should demonstrate a more visible determination to resolve sticky issues, both inside the IWMSA as well as waste management issues in the country.
 - ✓ Put in another way, respondents want the IWMSA to be the body to turn to in any waste management conflict, knowing that it will receive the best and most objective attention and will be suitably resolved;
 - ✓ Respondent feel that passionate, competent leadership will facilitate the IWMSA to make this transformation;

- ❖ However, there are some such issues, most notably and importantly the following (continued):
 - ✓ The IWMSA should also market their services more aggressively; a process that will be facilitated if the organisation succeeds in establishing a clear branding and identity for itself;
 - ✓ Lastly, respondents feel that the IWMSA should make more of an effort to associate with and befriend both Government, industry and academia.

Discussion

- ❖ The results to the survey show some substantial positivity in the responses, and thus satisfaction with the direction taken by the IWMSA;
- ❖ However, there are also some clear indications that respondents believe that the time has come to slightly refocus the IWMSA strategic direction to look beyond just education and training, communication and membership; and to start focusing on establishing a clear corporate branding and identity, as well as through its pro-active role with government and in industry, as well as in historically disadvantaged communities to establish a lasting legacy;
- ❖ It will require that the IWMSA tighten up on its own corporate governance and establish for themselves a more pro-active and decisive role as leading player in the waste management arena in South Africa;
- ❖ The feedback from WasteCon 2010 was also very positive and some very good suggestions have been made to improve this conference even further.

Recommended Actions



- ❖ With reference to the Reputation Matters Repudometer™ as shown on the previous slide, we would like to recommend the following strategic activities:
- ❖ **Corporate Management:**
 - ✓ Focus on reworking and refocusing the strategic objectives and put strategic action plans in place to facilitate implementation;
 - ✓ In addition, put considerable effort into improving the corporate governance in support of the strategic action plan and its roll-out.
- ❖ **Corporate Dialogue**
 - ✓ The current Communication objective, both for inside the IWMSA, as mouthpiece of the IWMSA to its members, and outside the IWMSA, to promote and market the IWMSA to its potential stakeholders, should continue to receive the quality attention that it has been getting to date.

❖ With reference to the Reputation Matters Repudometer™ as shown on the previous slide, we would like to recommend the following strategic activities:

❖ **Operational Capital**

- ✓ In this space the IWMSA needs to continue with its membership and training and development strategic activities, to ensure that the operational capital of the IWMSA is built out and protected.

❖ **Corporate Positioning**

- ✓ The IWMSA should decide where it wants to make a meaningful contribution, and if the respondents to the survey can have a say, it would be as partner to government and industry, as well as to historically disadvantaged communities. Apart from establishing their offering in these areas, the IWMSA should also establish the necessary strategic alliances to make this a sustainable venture.

- ❖ With reference to the Reputation Matters Repudometer™ as shown on the previous slide, we would like to recommend the following strategic activities:
- ❖ **Business Performance**
 - ✓ The IWMSA should carefully consider the suggestions by respondents to get involved in corporate strategic investments, and should decide on an appropriate venture for the first year;
 - ✓ They should also consider the legacy they want to create in the waste management industry, and take appropriate actions to achieve this.

About us

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It is our vision to be a quality-orientated reputation management consultancy of choice, providing the most relevant and customised communication solutions that enhance clients' corporate reputation.

Questions



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