MAG Reputational Audit – Senior Stakeholder Interviews

Statement of Work

Prepared for Sarah Allen – July 2025

Following an email exchange between Sarah Allen, Group Director of Corporate Affairs at MAG, and Rebecca Sims-Robinson, Managing Consultant – Insights at Stonehaven, this document outlines a proposed Statement of Work from Stonehaven on how we would deliver the engagement.

Brief

Manchester Airports Group (MAG) requires a rapid, focused stakeholder interview project to develop a clear, evidence-based understanding of how MAG is currently perceived by key political and official stakeholders. This insight will inform strategic planning activities scheduled for Autumn 2025.

Scope of Work

1. Stakeholder List Review and Build

* MAG will provide a draft stakeholder list (covering departments such as HM Treasury, DfT, DBT, DESNZ, and regional bodies such as NISTA). A minimum of 30 names is required to target 20–25 completed interviews.
* Stonehaven will review the list, offer feedback on any suggested changes to names or roles, and supplement it with additional contacts from our own networks, where relevant.

2. Stakeholder Outreach

* Stonehaven will draft outreach communications for MAG's approval.
* Stonehaven will conduct direct outreach to the agreed contact list. Where prior relationships exist, email introductions from MAG may be helpful—this can be discussed post-sign-off.
* We will manage interview scheduling and logistics, provide regular updates on progress and uptake, and flag any issues promptly.

3. In-Depth Interviews

* We will conduct 20–25 interviews, each lasting approximately 30 minutes, with senior political and official stakeholders.
* Most interviews will be conducted via Zoom or Teams for participant convenience, though we are happy to accommodate in-person or telephone interviews where preferred.
* If recruitment proves easier than anticipated, up to 30 interviews will be delivered at no additional cost.
* Interviews will be recorded (subject to participant consent), and anonymised transcripts will be provided to MAG.
  + We recommend offering anonymity to encourage candid responses and deeper insight. While a list of participants will be shared with MAG, transcripts will not attribute specific comments to individuals.

4. Analysis and Reporting

* The Stonehaven team will analyse all interview data and compile a comprehensive report. The analysis will include:
  + Key themes emerging across interviews
  + Stakeholder views on familiarity, favourability, trust, and perceived value
  + Insights into perceived opportunities and weaknesses
  + Strategic communications recommendations, including messages, channels, and timing

Deliverables

* Reviewed and finalised stakeholder list
* Anonymised interview transcripts
* Final report including thematic findings and strategic communications recommendations
* Presentation of findings to relevant stakeholders (if required)

Timings

* Project start: ASAP (pending procurement approval)
* Fieldwork: Late July – August 2025
* Final report delivery: By early September 2025

Fees

* £30,000 inc VAT
* Payment schedule to be discussed upon sign off

Relevant Case Studies

ADS Group – A New Reputation and Narrative for a New Era

* **Problem:** ADS, the trade association for the UK’s aerospace, defence, security, and space sectors, sought a refreshed organisational identity to help attract members and boost influence.
* **Research:** Stonehaven conducted qualitative interviews with ADS members and government stakeholders to understand current perceptions and define a more impactful narrative.
* **Outcome**: A new narrative and strategy aligned with ADS’s core purpose and policy goals, helping drive member engagement and shape national discourse on security, sustainability, and skills.

Heathrow – Reputation in the Local Community

* **Problem:** Heathrow struggled to connect its national narrative with the concerns of its local community, creating a disconnect in trust and engagement.
* **Research**: Stonehaven ran local focus groups to build a bespoke community narrative. We recommended increased local communications, including a new Heathrow Borough Newspaper, and co-designed the Giving Back Programme based on community input.
* **Outcome**: Heathrow enhanced local trust and visibility. The new narrative and consistent communications improved public perception and helped align local investment with community needs.

Universities UK – Realigning the Reputation of UK Universities

* **Problem:** Universities UK (UUK) commissioned Stonehaven to help secure a more favourable public policy environment through reputation realignment of the higher education sector.
* **Research:** The project included 12 interviews with political and media stakeholders, voter focus groups, and a large-scale poll. These informed reports on stakeholder perceptions and strategic communication recommendations.
* **Outcome:** The project is ongoing, with the new strategy scheduled for launch in September 2025.

Contact

Rebecca Sims-Robinson, Managing Consultant. rsims-robinson@stonehaven.uk.com