

The logo for the Reputation Institute, featuring the letters 'Ri' in a bold, white, sans-serif font. The 'i' has a blue dot and a blue vertical bar. The logo is set against a red background that has a wavy bottom edge.

Ri

20  YEARS



2017 Global RepTrak® 100

The World's Most Reputable Companies

February 28, 2017

Agenda

- About Reputation Institute
- The 2017 Global RepTrak® 100
- Common Characteristics of the Most Reputable Global Companies
- Key Reputation Drivers for 2017



Reputation Institute

About Reputation Institute

About Reputation Institute

The World's Leading Research and Advisory Firm for Reputation

Founded in 1997 by Dr. Charles Fombrun and Dr. Cees van Riel, we help organizations answer the following questions:

- What is my reputation?
- How does it compare?
- How can I improve it?

RepTrak® Framework

On an annual basis, we measure the reputations of thousands of the world's most prestigious companies using our RepTrak® framework – the world's largest and highest quality normative reputation database.

Continuous Reputation Measurement & Guidance

We provide continuous reputation measurement, benchmarking and consulting services to hundreds of the best-known companies globally to help them protect their reputations, analyze risks and drive competitive advantage.

Reputation Management Best Practices

Through our Reputation Leaders Network, we bring executives from 150+ global member companies together to advance the practice of reputation management collectively and for their organizations.



The Global RepTrak® 100

The Global RepTrak® 100 is a study that Reputation Institute conducts annually to measure the reputation of the world's 100 most highly-regarded and familiar global companies in 15 countries.

Included firms must meet the following qualifications:

- 1) Have a significant economic presence in the 15 largest economies
- 2) Have an above average reputation in its home country
- 3) Have global familiarity over 40%

It is the largest Global reputation study, with ~170,000 ratings collected in Q1 2017.

Respondents are qualified at 2 tiers:

- Familiarity: Respondents must be “somewhat” or “very” familiar
- RepTrak® Pulse: Respondents must complete 75% of the pulse rating

The results tell us:

- Which companies are best regarded by consumers
- What drives trust and support with consumers
- How the top companies are living up to public expectations

Study components include:

- RepTrak® Pulse
- Dimensions of Reputation and Drivers of Reputation
- Supportive Behaviors (willingness to trust or buy)
- Brand Expressiveness
- Data by Demographic Cuts



Why Measure Reputation?

RepTrak® System measures a company's ability to deliver on stakeholder expectations across the 7 key rational dimensions of Reputation

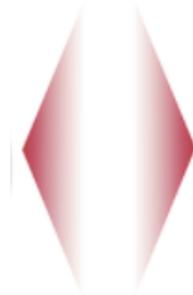
REPTRAK® DIMENSIONS Rational Factors

- PRODUCTS & SERVICES
- INNOVATION
- WORKPLACE
- GOVERNANCE
- CITIZENSHIP
- LEADERSHIP
- PERFORMANCE



RepTrak® Pulse connects the emotional bond stakeholders have with your company with rational behaviors
Measures the overall reputation of your company

REPTRAK® PULSE Emotional Connection



A company that has a strong brand and delivers on expectations across the 7 dimensions — will earn support from its stakeholders

SUPPORTIVE BEHAVIORS Reputation Benefits

- PURCHASE
- RECOMMEND
- CRISIS PROOF
- VERBAL SUPPORT
- INVEST
- WORK

How Corporate Reputation Links to Stakeholder Support

Companies with Excellent or Strong Reputations get significantly more support from the public.





Reputation Institute

2017 Global RepTrak[®] 100

The 10 Companies with the Best Reputation in the World

Rank	Home	2017	Pulse Score
1	Switzerland	ROLEX	80.38
2	Denmark	LEGO	79.46
3	United States	The WALT DISNEY Company	79.19
4	Japan	Canon	78.28
5	United States	Google	78.22
6	Germany	BOSCH	78.12
7	Japan	SONY	77.74
8	United States	intel	77.74
9	The United Kingdom	Rolls-Royce®	77.66
10	Germany	adidas	77.27



2017 Highlights

For the first time — the company with the highest rating and the top spot falls into the “Excellent” range.

The United States, Germany and Japan have the most companies in the Top Ten.



Top Ten by Macro Region

North America	Pulse
Rolex	81.83
Google	81.29
Sony	80.35
LEGO Group	80.32
LVMH Group	80.16
Canon	79.74
Kellogg's	79.58
Amazon.com	78.84
Caterpillar	78.62
The Walt Disney Co	78.45

Latin America	Pulse
Google	79.99
BMW Group	78.95
Nintendo	77.24
Netflix	77.22
Honda Motor	77.22
Whirlpool	77.05
LEGO Group	77.02
Colgate-Palmolive	76.99
Canon	76.77
Rolex	76.72

EMEA	Pulse
LEGO Group	83.33
Bosch	82.25
The Walt Disney Co	81.68
Michelin	81.49
Sony	81.02
Canon	80.83
Rolex	80.73
BMW Group	80.15
Levi Strauss & Co	79.01
Rolls Royce	78.98

Asia	Pulse
Rolex	80.84
The Walt Disney Co	78.46
Intel	77.05
Rolls Royce	77.03
Google	76.75
adidas	76.67
Microsoft	76.22
LEGO Group	75.44
Canon	75.23
BBC	74.98

Global View

24 companies are represented in the Top Ten across four global macro regions.

Only three companies make the Top Ten list in every region: Rolex, LEGO Group, and Canon. Google and Walt Disney are in three of the four regions; and Sony and BMW are in two.

EMEA has the highest number of "Excellent" scores, while Latin America has none.

2017 Global RepTrak® 100: The World's Most Reputable Companies



Rank	Company	2017 RepTrak® Pulse
1	Rolex	80.38
2	LEGO Group	79.46
3	The Walt Disney Company	79.19
4	Canon	78.28
5	Google	78.22
6	Bosch	78.13
7	Sony	77.74
8	Intel	77.74
9	Rolls-Royce Aerospace	77.66
10	Adidas	77.27
11	Microsoft	77.12
12	BMW Group	76.93
13	Michelin	76.75
14	Levi Strauss & Co.	76.70
15	Nike, Inc.	75.74
16	Nintendo	75.72
17	Ferrero	75.45
18	Amazon.com	75.33
19	IBM	75.29
20	Apple	74.94
21	Philips Electronics	74.94
22	3M	74.82
23	Barilla	74.74
24	Cisco Systems	74.72
25	Colgate-Palmolive	74.64

Rank	Company	2017 RepTrak® Pulse
26	Visa	74.54
27	Daimler	74.52
28	Giorgio Armani	74.44
29	Goodyear	74.40
30	Bridgestone	74.12
31	Mastercard	74.12
32	Pirelli	74.11
33	Caterpillar	74.06
34	Toyota	73.98
35	Panasonic	73.88
36	HP Inc.	73.73
37	The Estée Lauder Companies	73.71
38	Danone	73.54
39	BBC	73.50
40	Netflix	73.35
41	Whirlpool	73.30
42	Emirates	73.29
43	Hugo Boss	73.27
44	Johnson & Johnson	73.27
45	Ralph Lauren Corporation	73.20
46	L'Oréal	73.18
47	Siemens	73.14
48	Honda Motor	73.13
49	Boeing	73.02
50	Hilton Worldwide	73.00

2017 Global RepTrak® 100: The World's Most Reputable Companies



Rank	Company	2017 RepTrak® Pulse
51	Airbus	72.96
52	The Kraft Heinz Company	72.90
53	DHL	72.85
54	Nestlé	72.63
55	FedEx	72.59
56	British Airways	72.59
57	Kellogg's	72.48
58	IKEA Group	72.46
59	Heineken	72.41
60	Fujifilm	72.32
61	Procter & Gamble	72.30
62	Hershey Company	72.28
63	LG Corporation	72.05
64	Oracle	71.90
65	SAP	71.86
66	Campbell Soup Company	71.86
67	Xerox	71.67
68	Dell	71.60
69	Ford	71.42
70	Samsung Electronics	70.98
71	General Electric	70.98
72	Anheuser-Busch InBev	70.90
73	Electrolux	70.87
74	Unilever	70.84
75	Toshiba	70.74

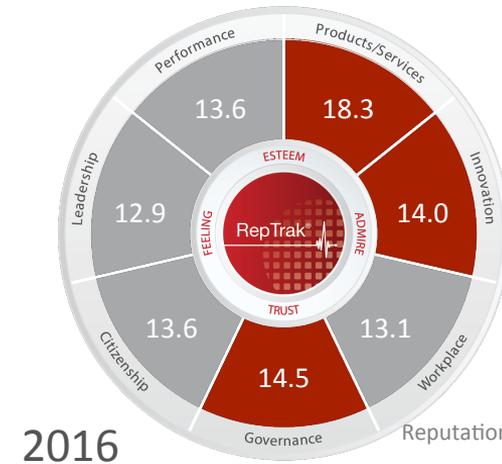
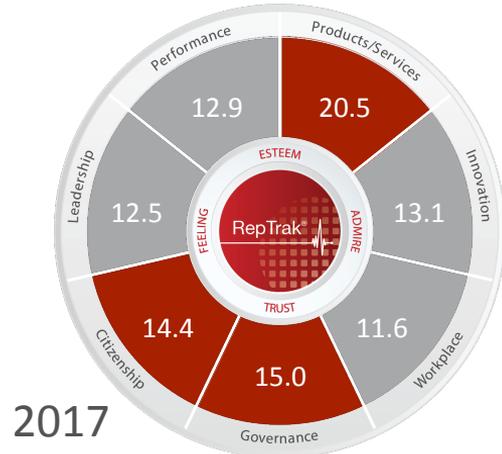
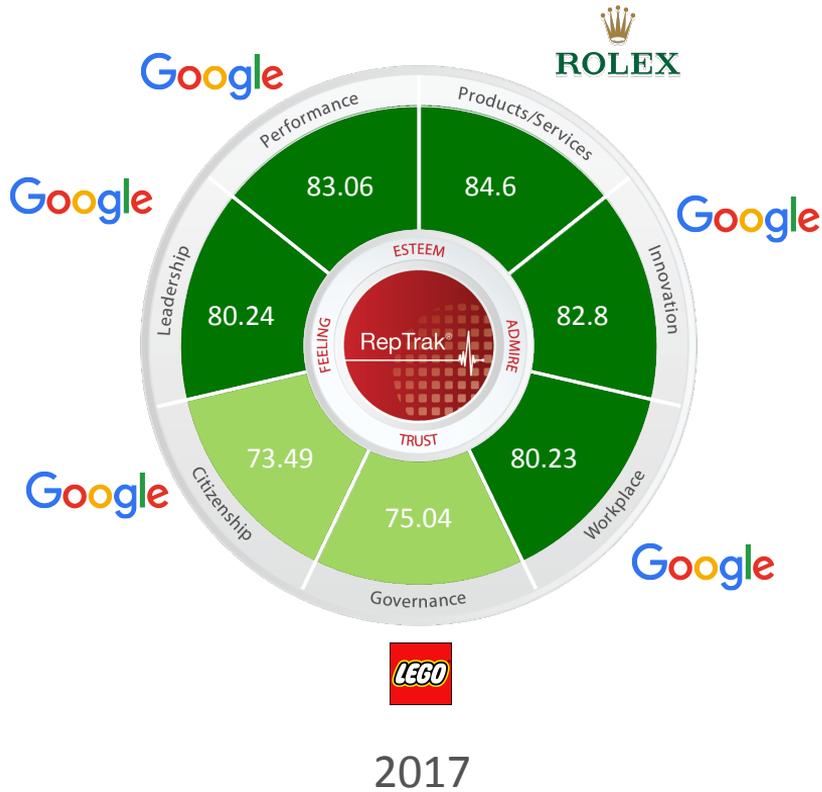
Rank	Company	2017 RepTrak® Pulse
76	Nokia	70.71
77	Air France-KLM	70.63
78	Virgin Group	70.62
79	UPS	70.61
80	Nissan Motor	69.95
81	Hitachi	69.95
82	The Coca-Cola Company	69.53
83	eBay	69.30
84	Bacardi	69.22
85	PSA Peugeot-Citroën	69.15
86	LinkedIn	68.82
87	Groupe Renault	68.71
88	Sharp	68.65
89	American Express	68.36
90	Fujitsu	68.14
91	Ericsson	67.99
92	Zara	67.76
93	PepsiCo	67.71
94	ING	67.46
95	Starbucks Coffee Company	67.36
96	General Motors	67.28
97	Delta Air Lines	67.11
98	FCA (Fiat Chrysler Automobiles)	66.58
99	Hyundai	66.12
100	Volkswagen	64.73



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Superior Reputation: What it Takes

While Products and Services lead, Governance and Citizenship round out the top 3 global drivers

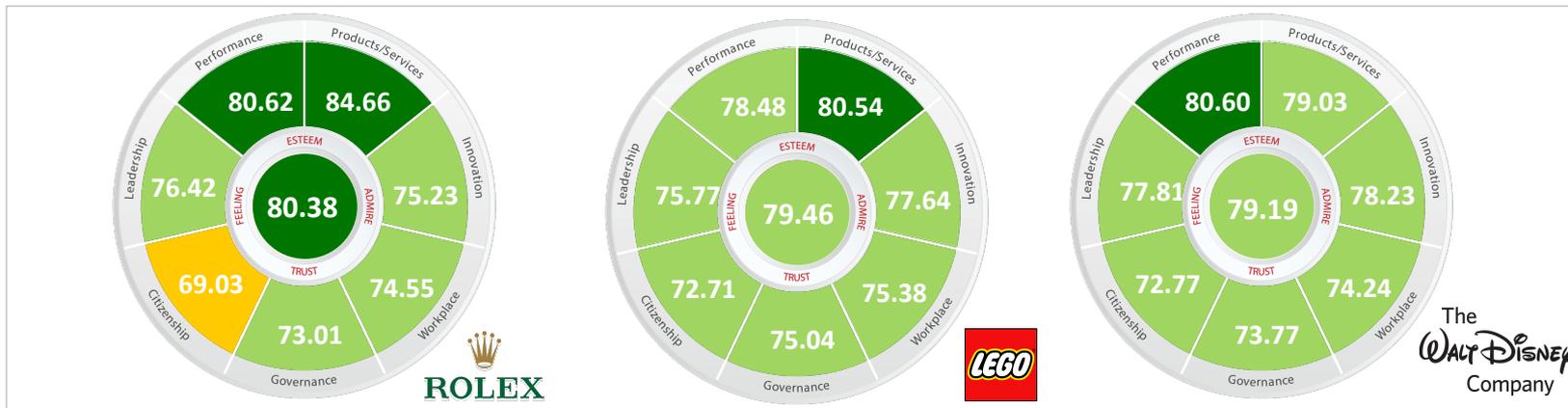


Driver Analysis

For the first time in five years Innovation falls in relative importance as a key reputation driver, coming in at #4 out of 7 in 2017.

Products and Services increases by more than two full points and is the most important reputation driver, followed by Governance and Citizenship which both increased slightly.

The most reputable companies are strong across all 7 dimensions



*List shows top 10 most important reputation attributes

Even the top 3 need to improve in the CSR Dimensions



Dimension	Attribute	Score
Products and Services	Offers high quality products and services	86.58
Products and Services	Stands behind its products and services	82.81
Performance	Is a profitable company	82.74
Products and Services	Meets customer needs	80.53
Leadership	Is a well organized company	79.18
Leadership	Has a clear vision for the future	76.98
Performance	Shows strong prospects for future growth	76.83
Performance	Delivers financial results that are better than expected	75.97
Performance	Has excellent managers	74.98
Leadership	Has a strong and appealing leader	74.45



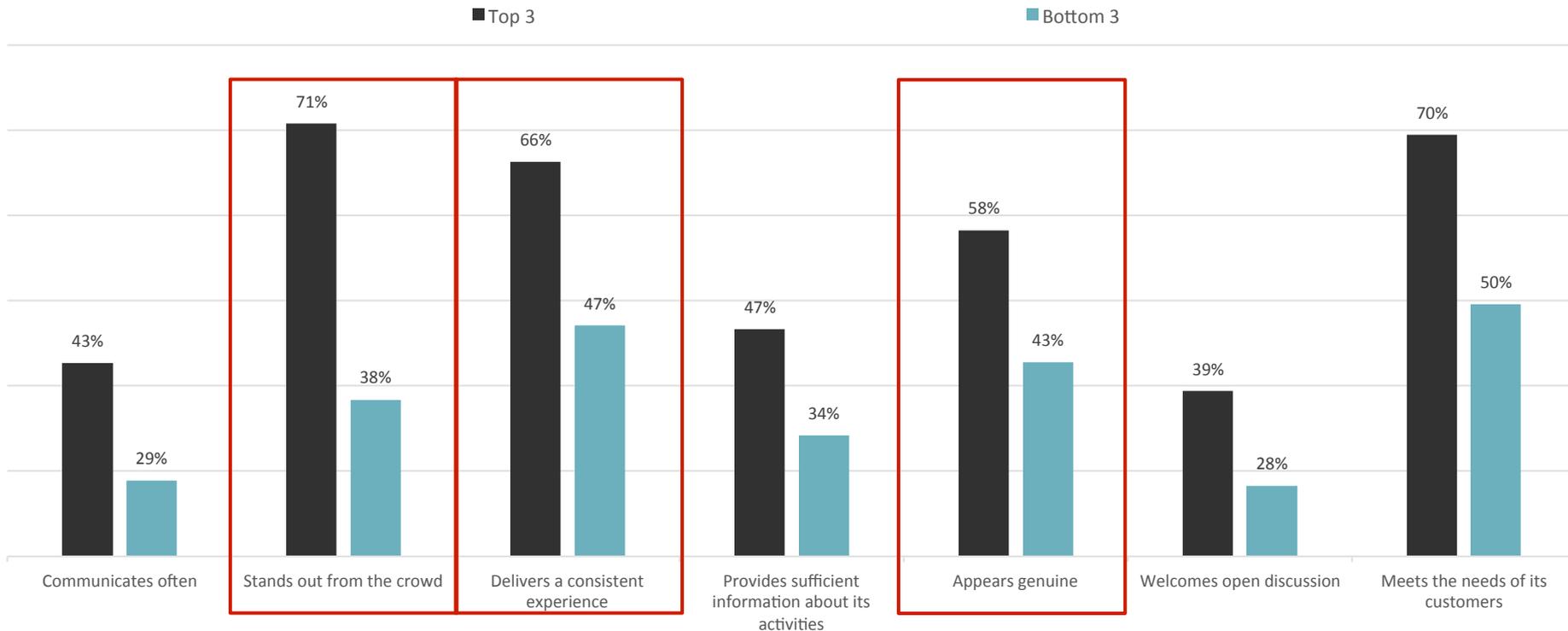
Dimension	Attribute	Score
Products and Services	Offers high quality products and services	81.48
Performance	Is a profitable company	81.17
Products and Services	Stands behind its products and services	80.39
Products and Services	Meets customer needs	80.12
Performance	Is a well organized company	79.18
Innovation	Is an innovative company	78.96
Performance	Shows strong prospects for future growth	78.24
Leadership	Has a clear vision for its future	78.07
Citizenship	Has a positive influence on society	77.71
Innovation	Adapts quickly to change	77.37



Dimension	Attribute	Score
Performance	Is a profitable company	83.53
Products and Services	Offers high quality products and services	80.44
Products and Services	Meets customers needs	80.31
Leadership	Is a well organized company	80.24
Leadership	Has a clear vision for the future	79.64
Products and Services	Stands behind its products and services	79.02
Innovation	Is an innovative company	78.57
Citizenship	Has a positive influence on society	78.13
Leadership	Has a strong and appealing leader	77.46
Innovation	Adapts quickly to change	76.87

The *WALT DISNEY* Company

Companies that are more open, more genuine and communicate more often have far stronger reputations



*Please consider how well each statement reflects your opinions. Please select a number from “1” to “7” where “1” means “I strongly disagree” and “7” means “I strongly agree” (T2B%)



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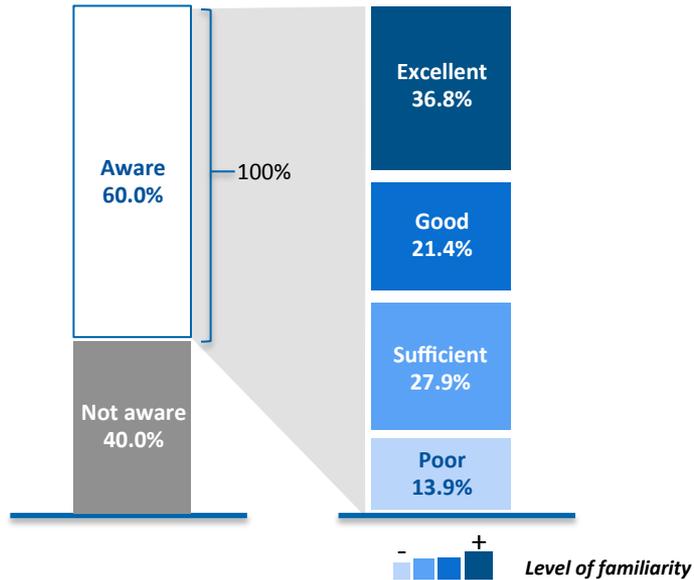
Key Reputation Drivers for 2017

Awareness is not enough... growing in familiarity is required to win

...to build Reputation it is necessary to reinforce the emotional bond consumers have towards the company – you need to leverage familiarity



Awareness



Familiarity

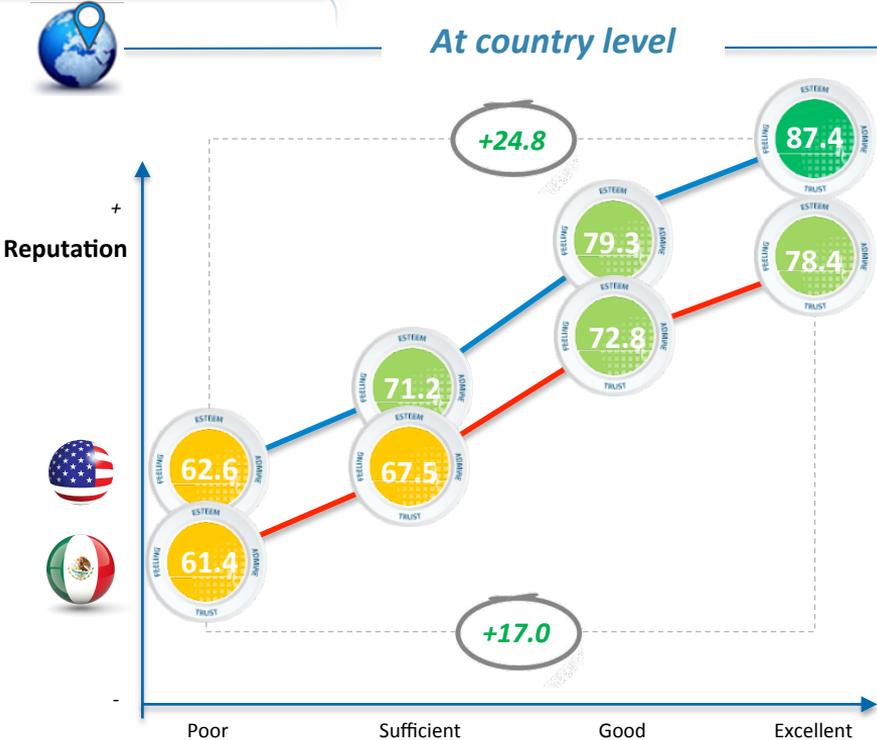
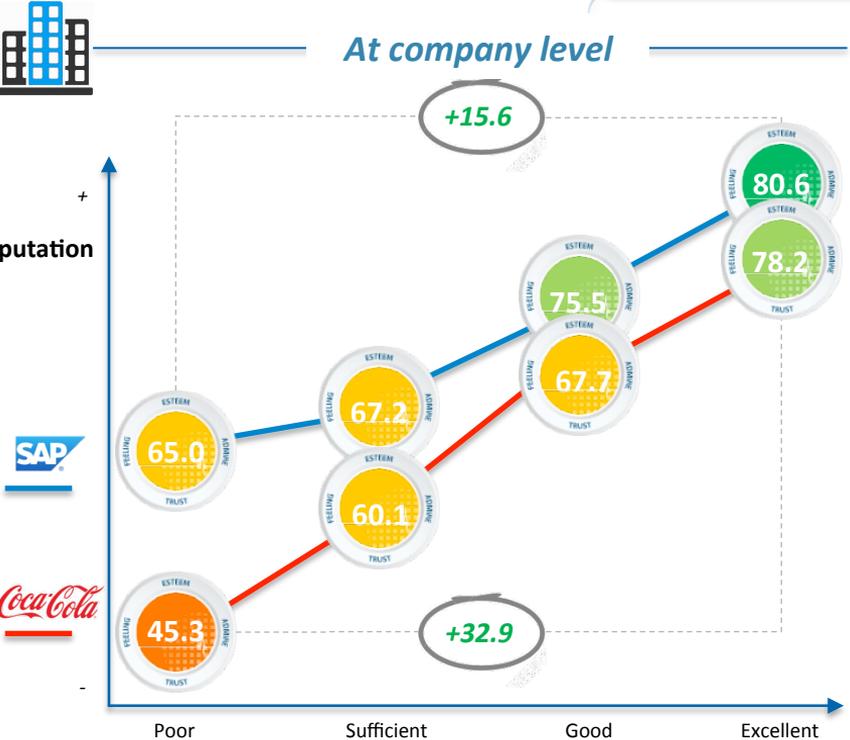


Familiarity is a huge reputation driver for companies & markets, Coca Cola and the US get the biggest benefit from incremental communication pressure

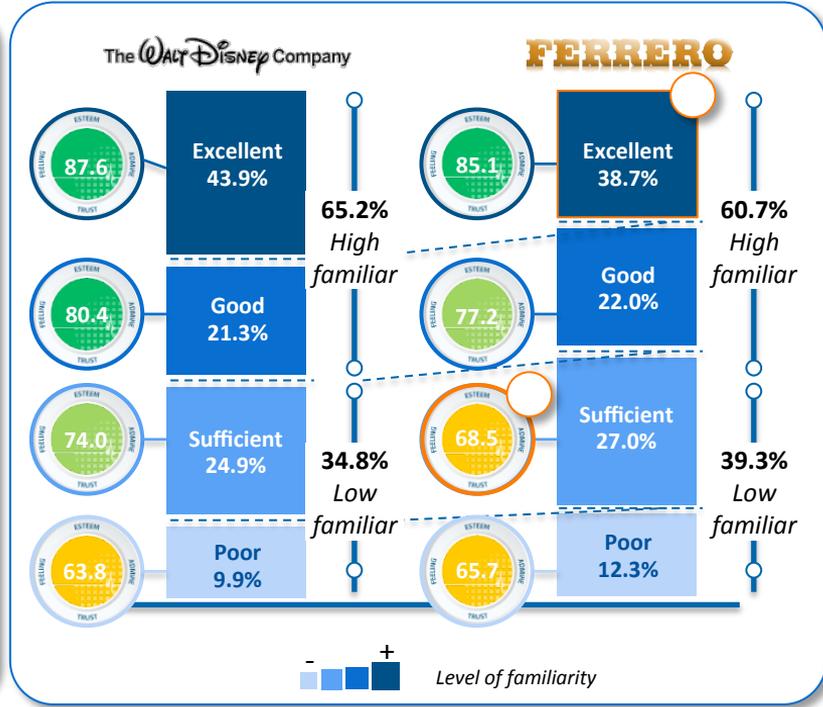
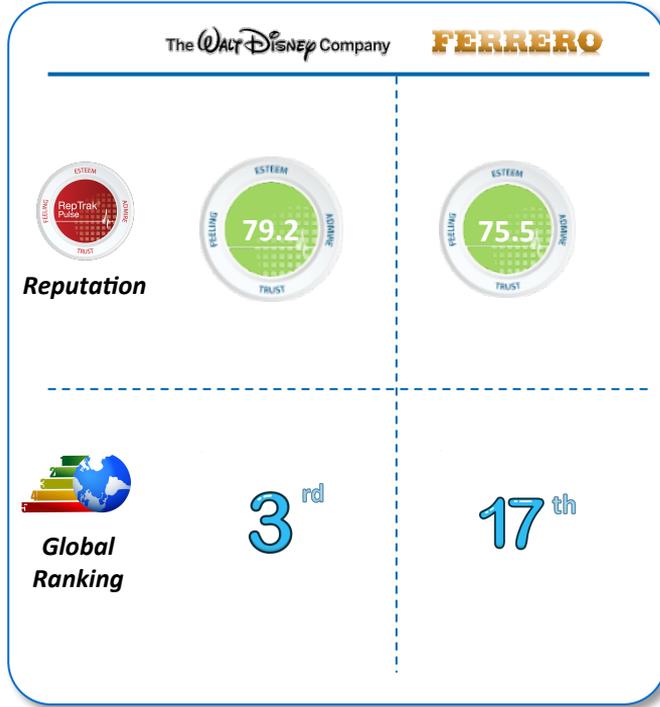


Average Reputation impact – Low vs High Familiarity

+20.8



...and Ferrero, the worlds' most reputable company in 2009, can win back a Top 3 position by leveraging familiarity and reputation in selected markets



Growth in familiarity directly impacts reputation (+12.9) and generates incremental business impact (18.8%)

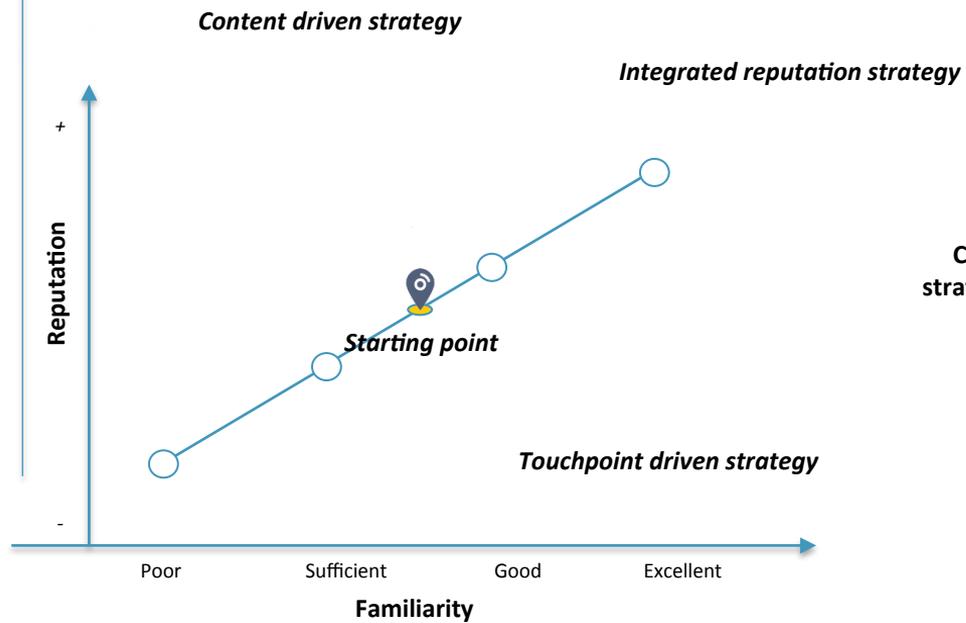


		Low familiarity (poor – sufficient)	High familiarity (good – excellent)	Incremental business impact
% of people willing to...				
Consumer Acquisition	...Buy	45.2%	67.5%	+22.3
	...Recommend Products	20.1%	32.7%	+12.6
License to operate	...Benefit of Doubt	32.3%	52.3%	+20.0
	...Welcome to neighborhood	41.9%	63.0%	+21.1
Employer branding	...Work for	37.9%	57.1%	+19.2
	...Recommend Company	40.8%	64.5%	+23.7
Media Influence	...Recommend as investment	14.2%	26.2%	+8.0
	...Say positive	41.5%	65.0%	+23.5

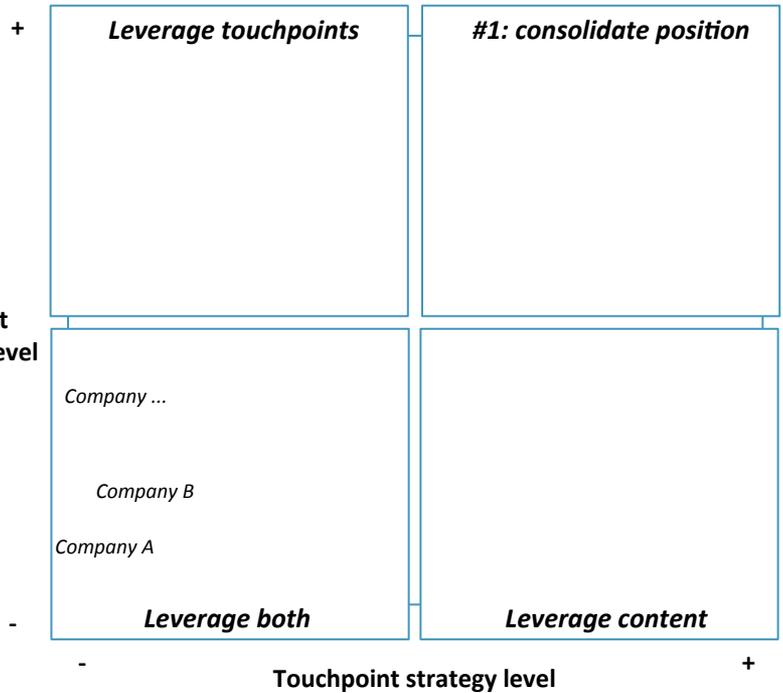
+18.8

Reputation growth is the result of incremental familiarity with the correct blend of content/messages and touchpoints – how to select your strategy?

3 strategic options for reputation growth

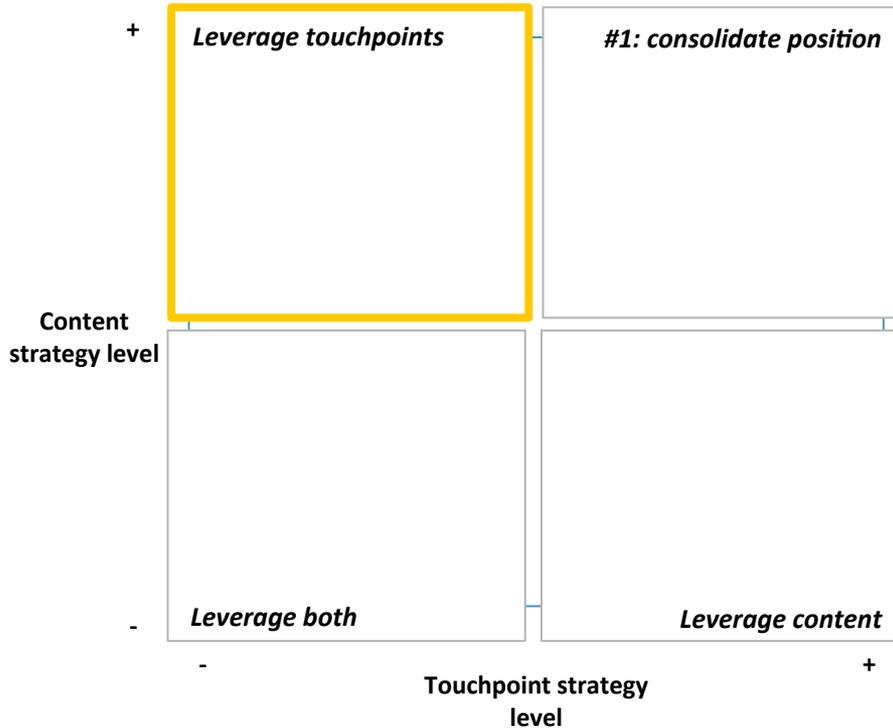


How to select your strategy



Applying an effective "touchpoint driven" strategy

Selecting your strategy

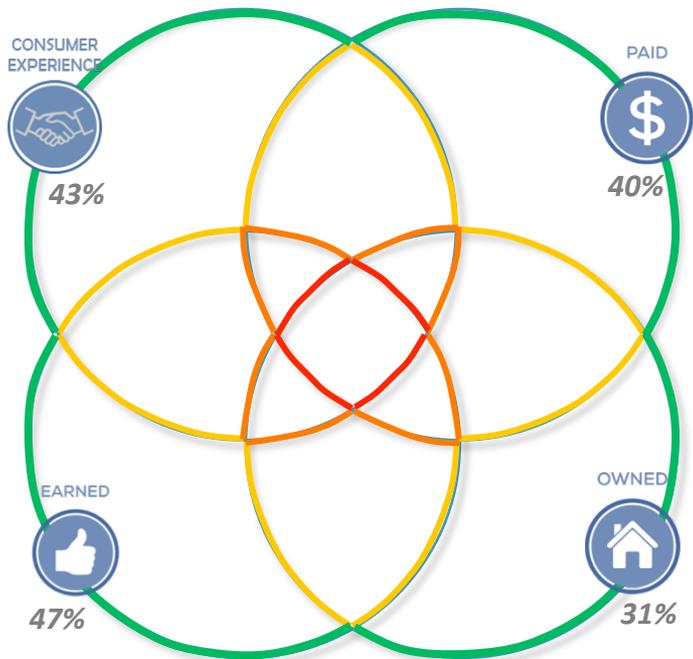


What results can I achieve by leveraging touchpoints in the right way?

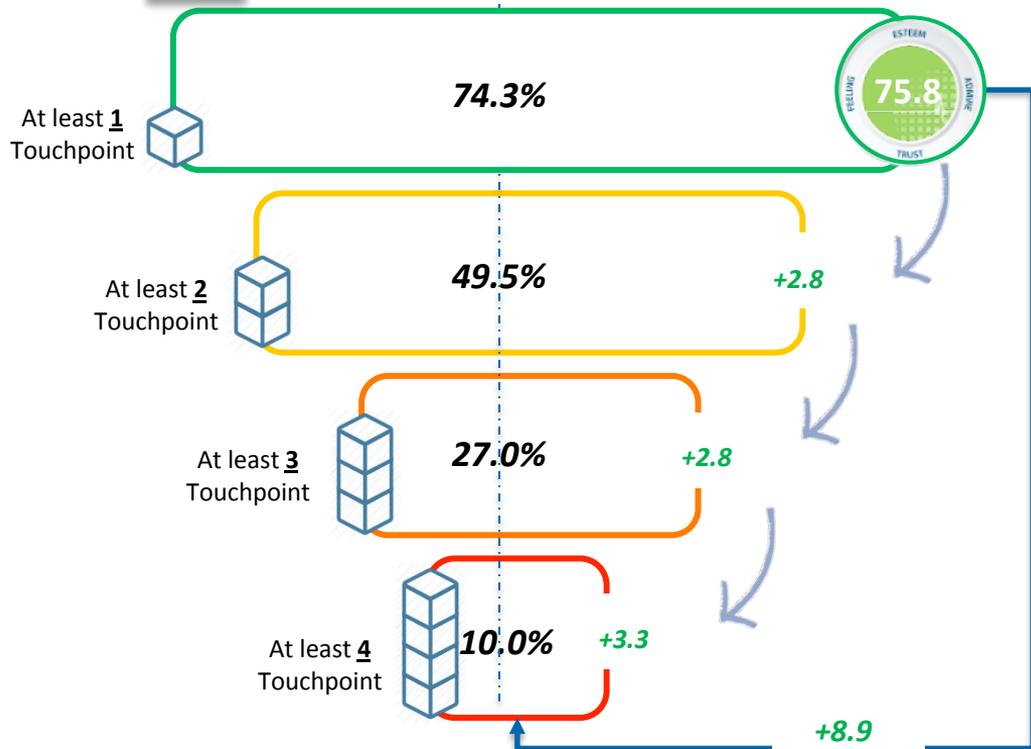
Multi-touchpoint strategies generates +8.9 pts in reputation... but only 10% of consumers recognize companies doing it!



Penetration by touchpoint category



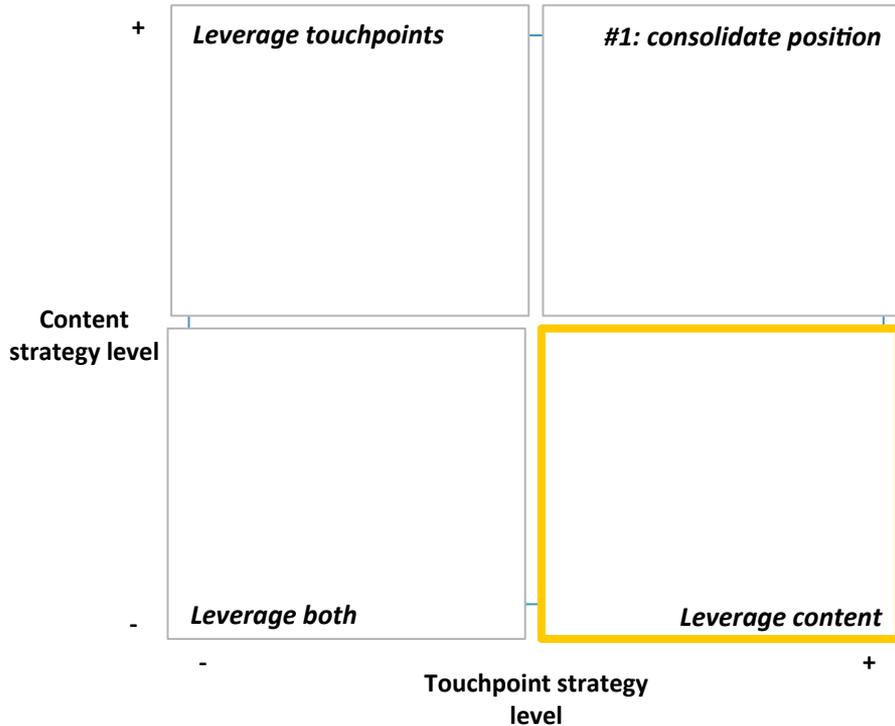
Multi-channel strategy impact



Number of touchpoints used by General Public:
Consumer experience, Paid Media, Owned Media, Earned Media

Applying an effective "content driven" strategy

Selecting your strategy

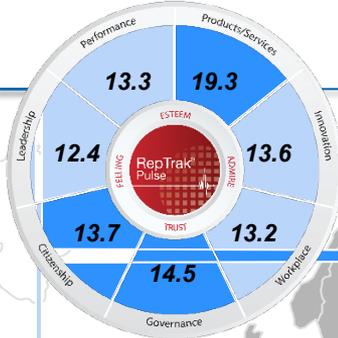


What results can I achieve by leveraging content and messaging in the right way?

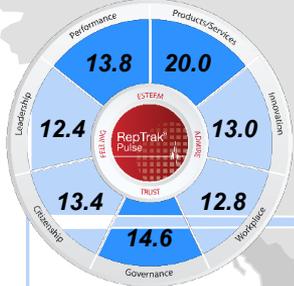
Reputation drivers differ by region... localized content strategies are needed to win consumers



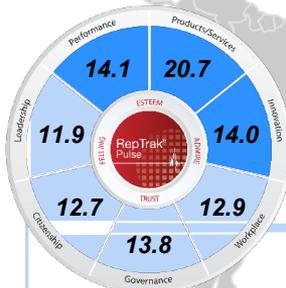
GLOBAL



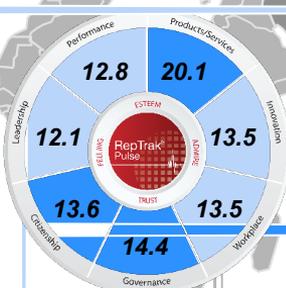
North America



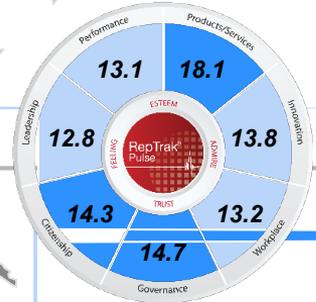
Latin America



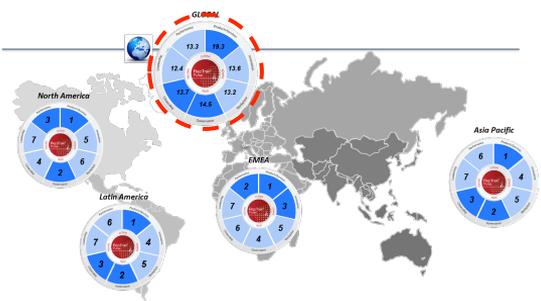
EMEA



Asia Pacific



A global "content driven strategy" needs to be primarily focused on 7 key factors that explain 40% of reputation, 4 are product-related, 3 are CSR specific

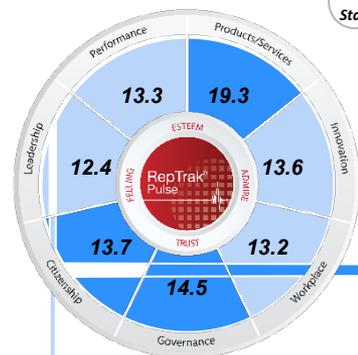


GLOBAL

Shows strong prospects for future growth	95
Is a profitable company	82
Financial results better than expected	77

Well organized	98
Strong and appealing leader	90
Has excellent managers	86
Has a clear vision for its future	84

Has a positive influence on society	124
Responsible for environment	91
Supports good causes	87

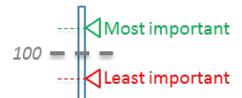


Offers high quality products and services	160
Good value for money	132
Meets customer needs	128
Stands behind products	126

First to market	97
Innovative company	95
Adapts quickly to change	85

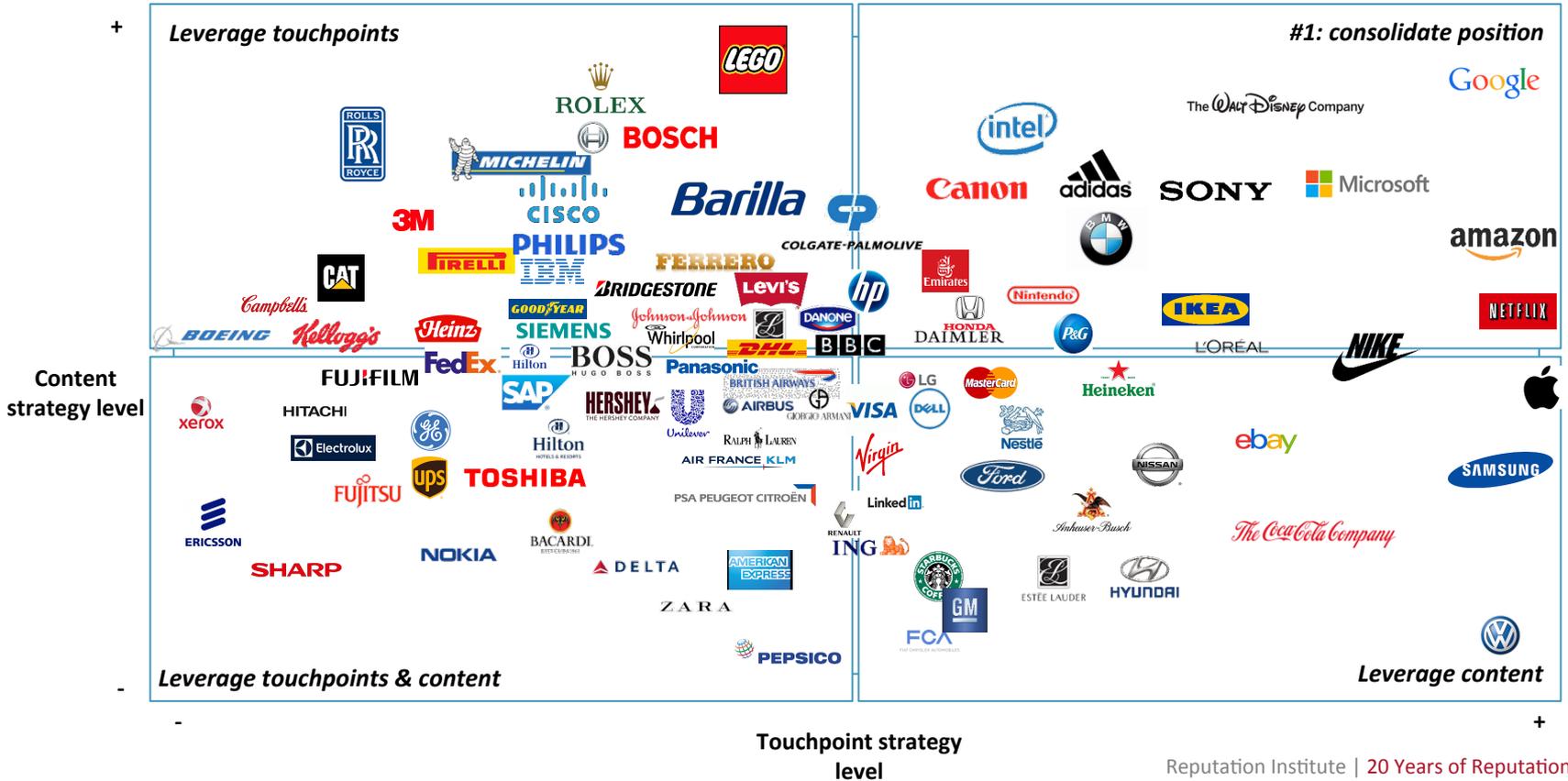
Demonstrates concern for health of employees	82
Rewards its employees fairly	81
Equal opportunities	76

Behaves ethically	110
Fair in the way it does business	108
Open and transparent	98

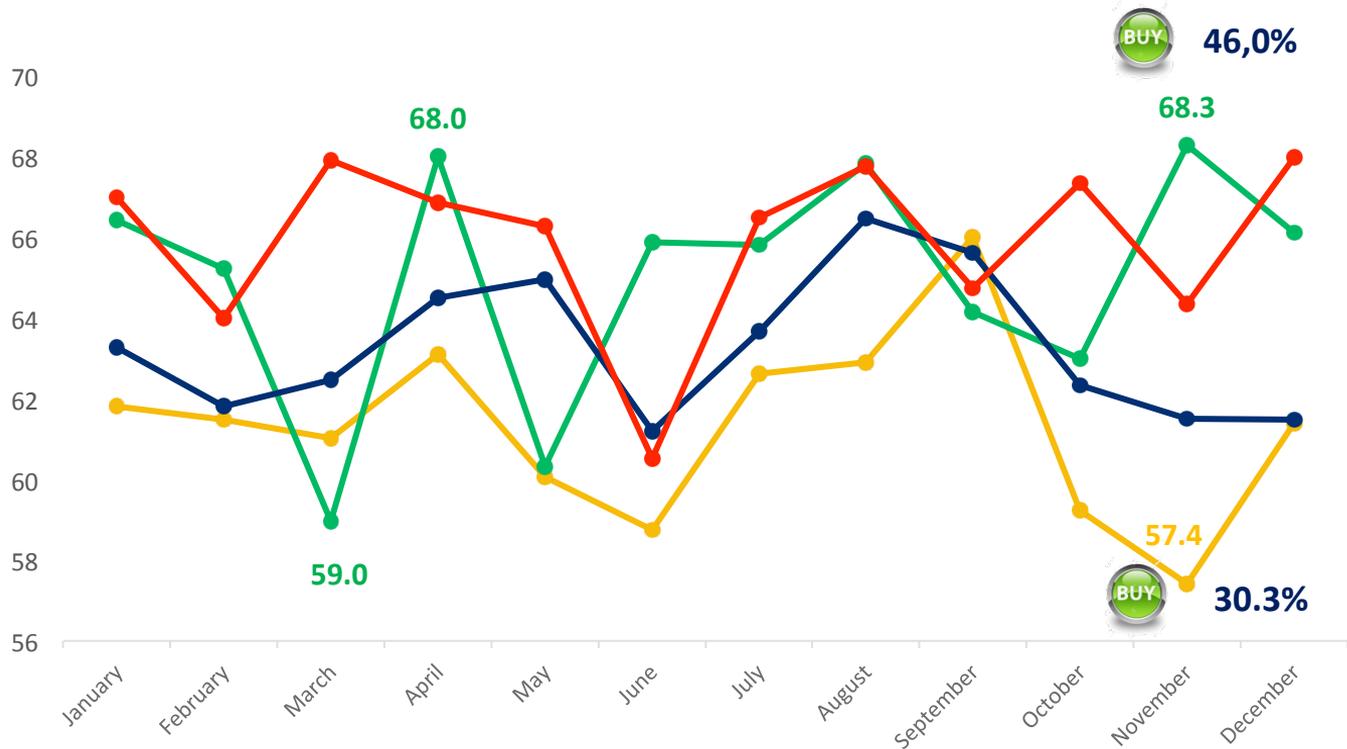


What strategy should your company pursue?

Top 100 companies positioning



Step 1 in building your reputation strategy needs to take into account that reputation moves... it is critical to acknowledge trends in your industry...



Telco sector trends in Italy

- The Telco business is characterized by monthly continuous promotions to maximize ARPU and win clients
- This greatly impacts the Telco reputation and its business impact which shows big moves
- In 12 months, top score is 68.3 and bottom score is 57.4, showing a difference of 10.9 pts (19%)
- In the same month a company's reputation moved 9 pts. from 59 to 68 (15%)
- The difference in business impact is big, intention to buy for Telco can vary 15,7% in a 12 month period

...to be then able to move to Step 2: leverage touchpoints, content or both



Leverage touchpoints



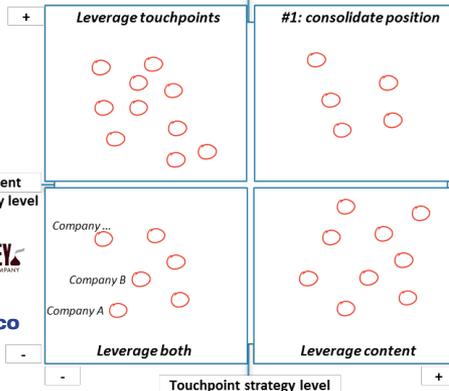
- Look at your **Touchpoint strategy**
- Assess **reach and impact (KPI)**
- **Re-align current action plan**



#1: consolidate position



- Evaluate where there is **untapped potential** (content and touchpoints)
- Decide how to **allocate resources & targets**
- Verify **ROI over time**



Leverage both



- Re-think your **reputation business case & strategy**
- Identify **Key Messages/TP** that impact your business
- **Action plan** accordingly & define **YoY Target**



Leverage content



- Look at your **content & narrative strategy**
- Evaluate **impact of your key messages**
- **Fine tuning** of your key messages



Get Your Company's Data

Ask us to be among the first to know your company's 2017 score and ranking.

See how likely your stakeholders are to buy from you, work with you, and invest in your company.

Understand how you can improve your scores and grow your stakeholder support.

Ask us at info@reputationinstitute.com



Thank You