



# Reputation Leaders Study

*How Global Executives Grapple with Today's  
Reputation Risks and Capitalize on Opportunities*

March 2016

Reputation Institute surveyed **150+** global executives in corporate communications, reputation management, strategy and C-suite, to gather insights on today's trends, practices and priorities in reputation management.



Top-of-mind issues for global reputation executives



The link between reputation and corporate purpose



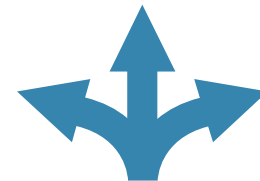
Reputation management: organizational setup for success



Communicating on Corporate Social Responsibility (CSR)



Trends in stakeholder measurement and communications



Activating the right strategies to minimize reputation risks and capitalize on opportunities  
Case-in-Point Employees

# About the Reputation Leaders Study

RI surveyed 150+ senior Reputation and Corporate Communications executives across 20 countries, between Sept 2015 and Jan 2016.

**Company sizes:**

Less than \$1 billion: 22%  
 \$1-5 billion: 28%  
 \$6-29 billion: 27%,  
 \$30 billion or more: 23%

**Respondent companies are headquartered in:**

Europe: 56%,  
 USA/Canada: 27%,  
 Central/ Latin America: 13%  
 Other: 4%

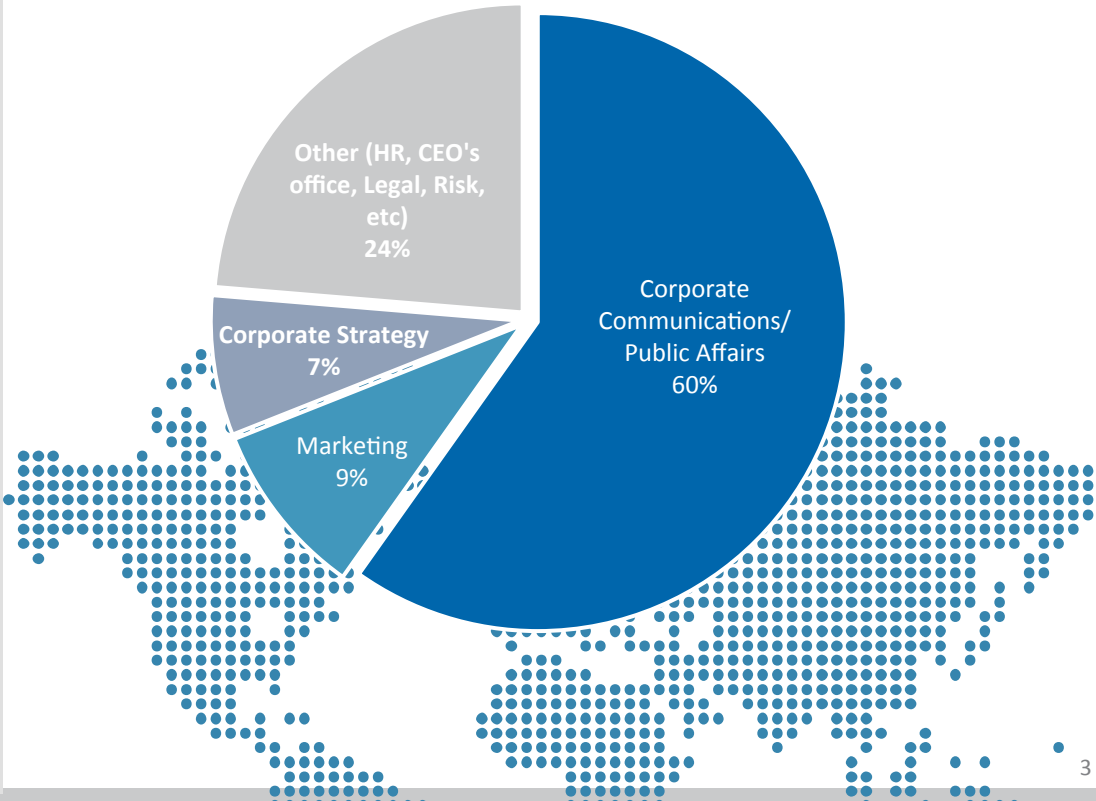
**Respondent titles:**

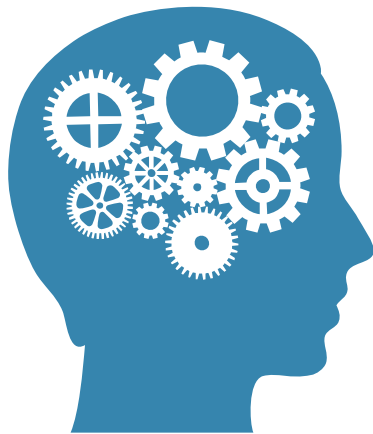
CEO/ President/ MD/ Owner/ Board Member: 4%,  
 VP/ SVP/ CCO: 20%  
 Director/ Senior Director/ Head/ AVP: 39%  
 Manager/ Senior Manager: 23%  
 Other: 14%.

“Other” titles included Brand/ Reputation Strategist, Reputation Officer, Communications Advisor, Marketing Leader, etc.

## Reputation Leaders Study Participants Are Corporate Communications and Reputation Leaders at their Organizations

### Functions Represented





# **Top-of-mind issues**

for global reputation executives

## Cross-stakeholder measurement and communications are at the top-of-mind for global reputation executives

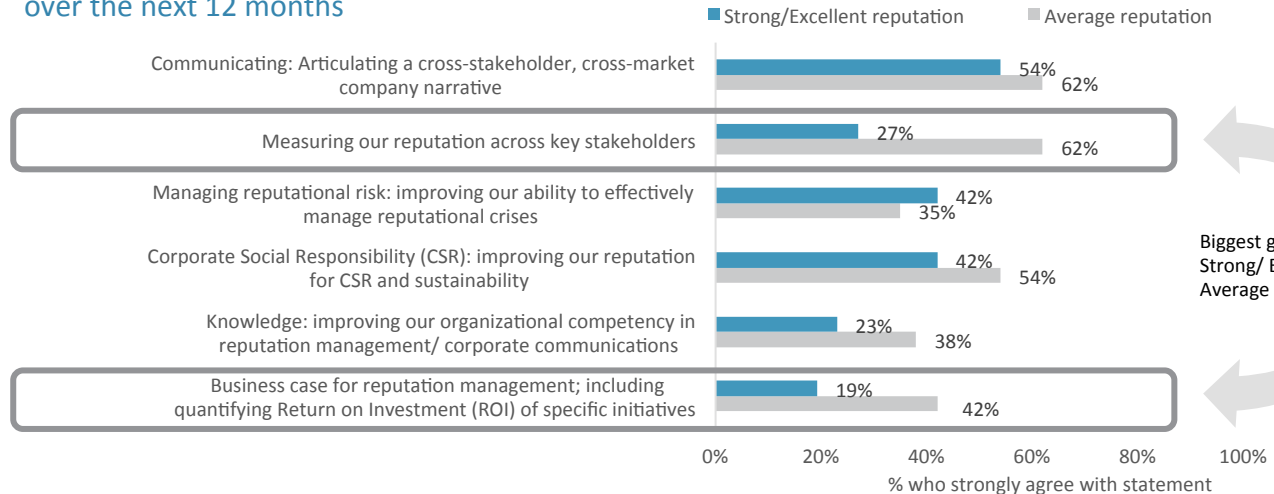
Companies with Strong/Excellent reputation have set the foundation of measurement in place and are now focusing their efforts on cross-stakeholder communication, CSR and managing reputation risks.

Average reputation companies are still working on developing the business case and finding the best approach to measuring their reputation.

### Top Challenge

The lack of a structured process for integrating reputation management into the business is the #1 challenge to successful reputation management.

### Areas of focus in corporate reputation management over the next 12 months



Biggest gaps between Strong/ Excellent and Average

## Managing reputation risk is top-of-mind for almost half of global reputation executives

How ready is your company to manage reputation risk?

### *Our organization has:*



% who strongly agree with statement

Two-thirds of executives in the study are involved in reputation risk assessment and crisis management, yet less than half report that their organizations have the right internal competencies, structures, processes and methodologies in place to assess and manage reputation risks.

Corporate Communications department is the most responsible for managing reputation risks: 84% of respondents say Corporate Communications is responsible.



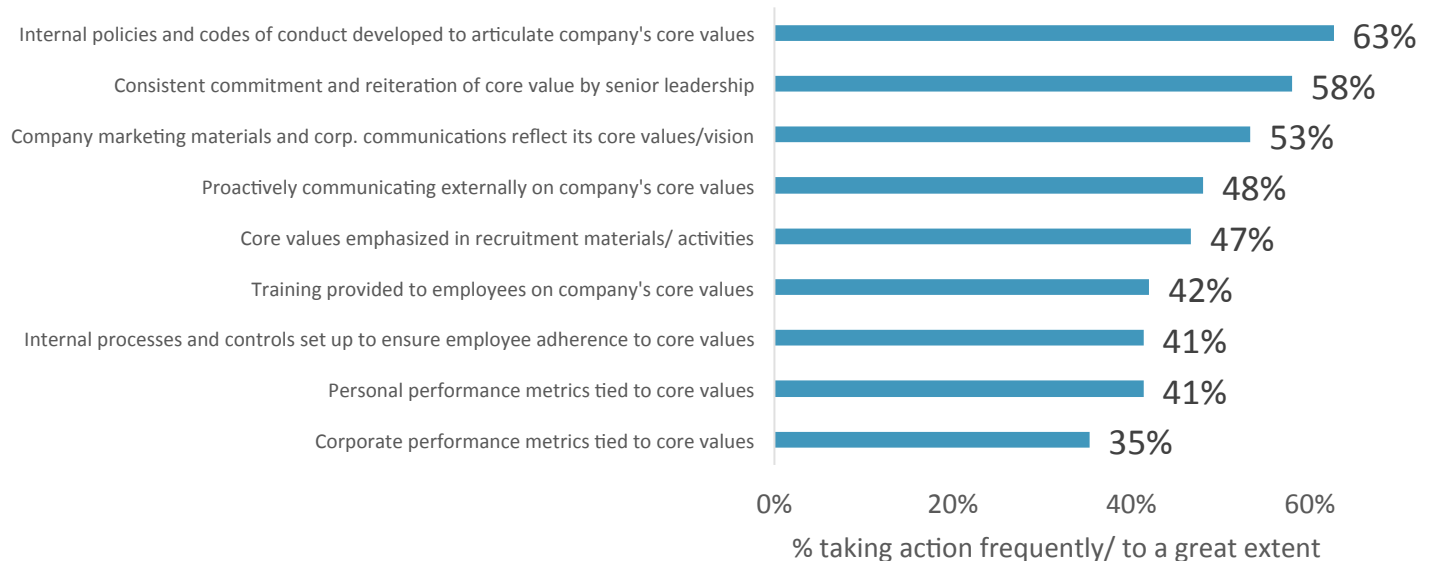
## **The link**

between reputation and corporate purpose

## Reputation executives are key to defining and communicating the corporate purpose

**77%** of executives in the study are involved in developing the corporate narrative, yet only 59% strongly agree that their organizations have a credible and compelling narrative that addresses cross-stakeholder expectations and aligns with corporate purpose.

### Actions to ensure the company's purpose and values are clearly and consistently demonstrated in how it acts and does business







# Reputation management

organizational setup for success

# Why do companies focus on corporate reputation?

Corporate reputation impacts my company the most in:



59% of respondents say that corporate reputation is a high priority for their companies.

In 45% of respondent companies, corporate reputation is a prominent agenda item for the Board of Directors.



## Successful reputation executives are multi-faceted strategists involved in many areas of the business

Corporate Communications department takes a leading role in reputation management:

- The bigger the company, the more involved is the Corporate Communications department in managing corporate reputation: Less than \$1 billion - 76% , \$1-5 billion - 86%, \$6-29 billion - 90%, \$30 billion or more - 97%.
- The corresponding percentage of Corporate Communications budget dedicated to reputation management increases with company size.

Business activities reputation executives are most frequently involved in:



### Departments highly involved in managing corporate reputation

- Corporate Communications/ Public Affairs - 87%
- Corporate Branding - 62%
- CEO's Office - 50%
- Marketing - 30%
- Corporate Strategy - 29%

39% of companies use reputational metrics "somewhat" or "to a great extent" to determine the annual compensation of their corporate communication and reputation management executives.



# **Communicating**

on corporate social responsibility (CSR)

## CSR areas of focus in strategy and communications

**67%** of companies in the study report current investment/ budget for improving communication with stakeholders around CSR/ sustainability performance and initiatives.

### Current budgets for CSR and sustainability



% of respondents reporting current budget

### How does your company communicate its performance in CSR/ sustainability?

- CSR performance mentioned in our Annual Report – 71%
- Dedicated annual CSR Report – 63%
- CSR performance is mentioned in corporate-level communications (press releases, statements, executive interviews, etc.) – 61%
- Dedicated CSR focused communications (press releases, interviews, etc.) – 59%
- Public stance/position communicated on social or environmental issues pertinent to stakeholders, please specify - 13%



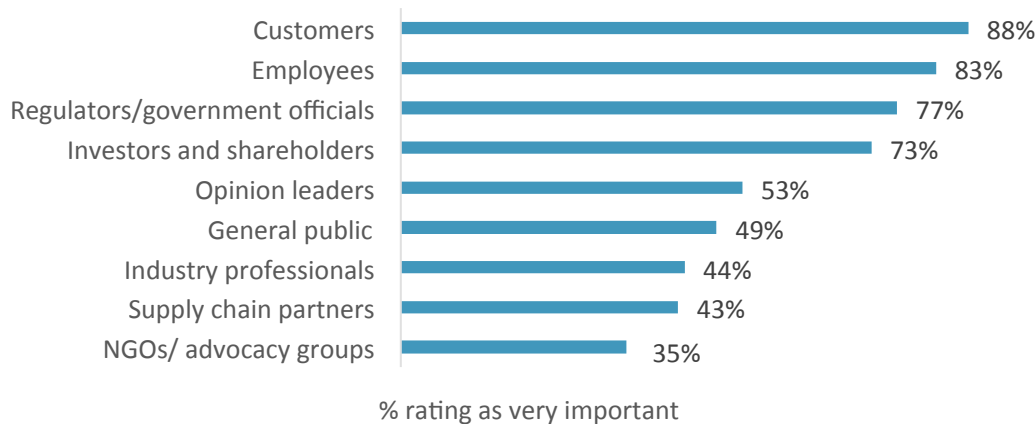
## **Trends**

in stakeholder measurement  
and communications

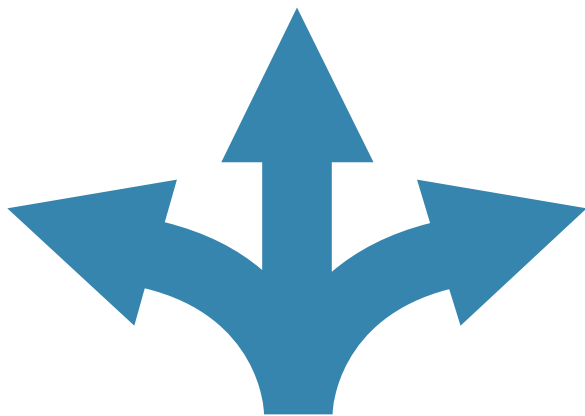
## Reputation scores are becoming widely used in measuring the effectiveness of corporate communications and reputation management initiatives

- Most companies have some measurements in place to assess their reputation among their most important stakeholders, however only 37% of all companies do it comprehensively/ to a great extent.
- 73% of companies in the study use reputation scores either “somewhat” or “to a great extent”, to evaluate the effectiveness of corporate communications and reputation management initiatives.

### Stakeholder Prioritization



77%  
of respondents consider company's financial results among the metrics reflecting its corporate reputation.



# **Activating the right strategies**

to minimize reputation risks  
and capitalize on opportunities

Case in Point: Employees



## Employee engagement is a critical part of strategic reputation management

45%

of respondents frequently use employee engagement scores to measure the effectiveness of their reputation management initiatives.

19%

of respondents list the lack of employee engagement among the top challenges to successful reputation management at their companies.

### Actions taken to influence workplace reputation



% taking action frequently/to a great extent



# About Reputation Institute

and the RepTrak® model

## 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 questions:

- What is my reputation and how does it compare?
- How can I improve it?
- Who is doing it well?



### RepTrak Framework

We measure the reputations of thousands of the world's most prestigious companies annually 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 100+ global member companies together to advance the practice of reputation management collectively and for their organizations.

# 2016 Release Schedule

- China RepTrak® 100 – March 17 2016
- Global RepTrak® 100 – March 22, 2016
- US RepTrak® 100 – March 29, 2016
- Canada RepTrak® 50 – April 11, 2016
- UK RepTrak® 150 – April 14, 2016
- Italy RepTrak® 50 – April 20, 2016
- Switzerland RepTrak® 50 – April 26, 2016
- Spain RepTrak® 50 – April 27, 2016
- Mexico RepTrak® 50 – May 3, 2016
- France RepTrak® 100 – May 10, 2016





## Get Your Company's Data

Ask us to be among the first to know your company's 2016 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](mailto:info@reputationinstitute.com)

Thank you