

Reputation Awards 2019

April 15th Milano

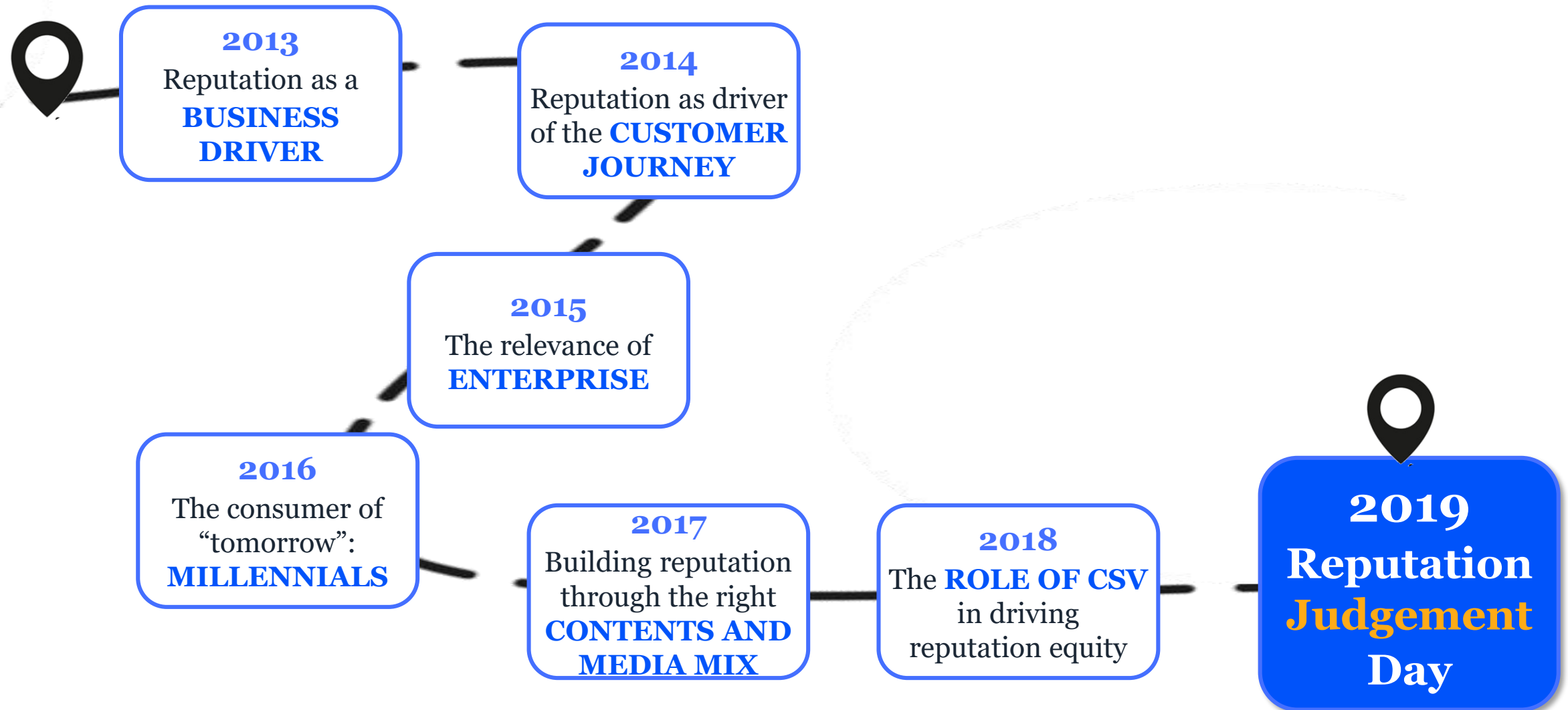


CON IL SUPPORTO DI

Borsa Italiana

Welcome to the 7th edition of our Reputation Awards event:

A long journey started in 2013



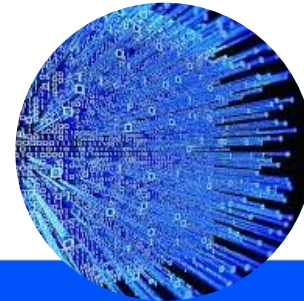
We are today in a new era where businesses are called to take a stance



Inclusion



Gender equality

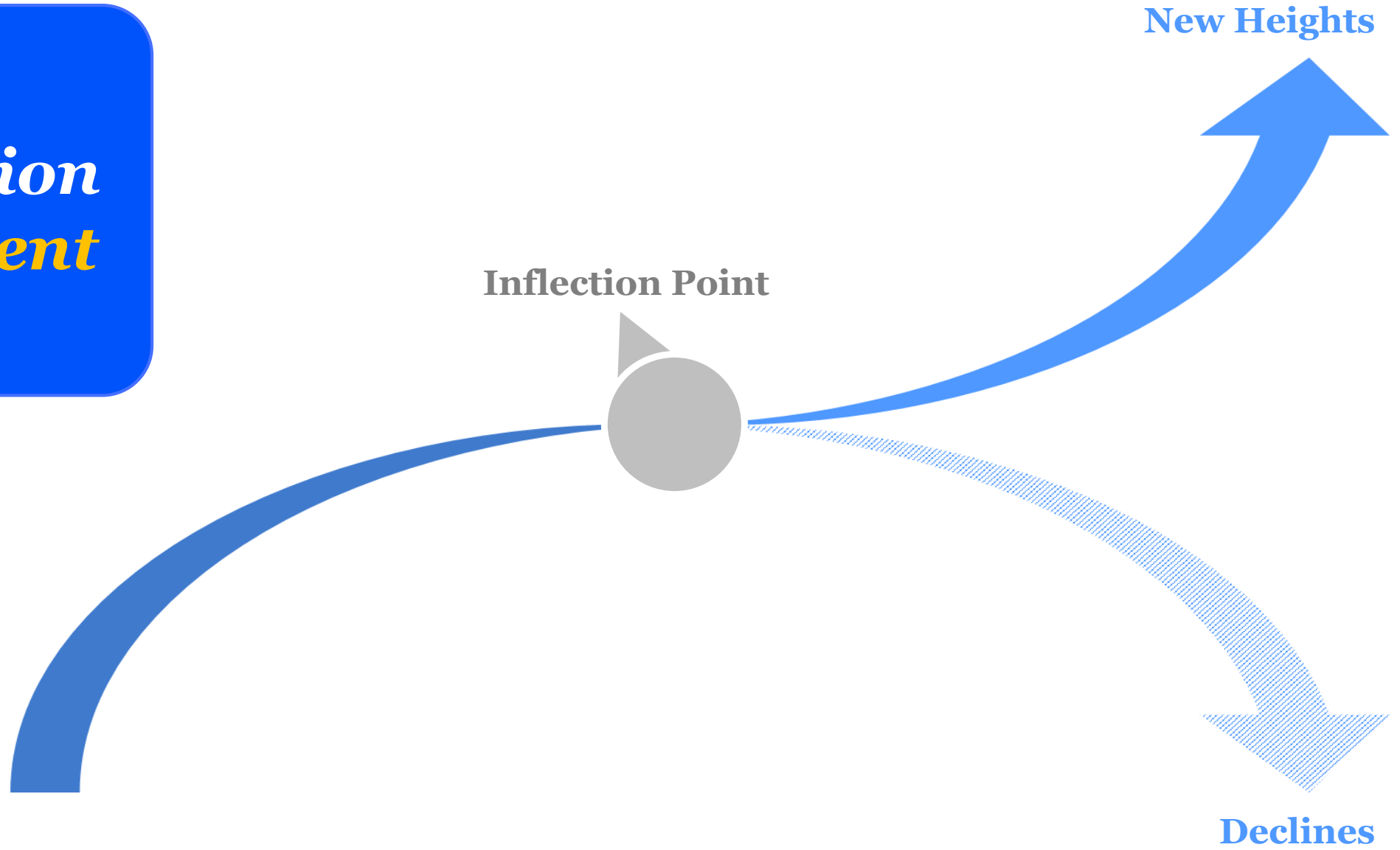


Data Usage



Environment Protection





A special guest...



Paule Ansoleaga Abascal
Director
Rothschild & Co

Paule studied Industrial Engineering in Bilbao and Copenhagen

She started her career in business consulting (Accenture) in Spain and subsequently moved to Paris to study an MBA. She then moved to London where she lived and worked for 6 years (Capital Markets, Bank of America Merrill Lynch “BofAML”).

Then she moved to Milan, where, career-wise, she had to start all over again. She learned Italian while commuting to Lugano to work for a small private bank (Banca Zarattini).

Once she mastered the language, she found a job in Milan, at Rothschild & Co (Asset Management division), where she currently works as a Director, responsible for the Italian wholesale business and for the Spanish market.



*Companies are now
scrutinized on all aspects
of their business:*

***ethics, leadership,
values, and beyond***

Reputation Judgement Day: 2019 most reputed companies in Italy



1st Session:
2019 Reputation Mega Trends 2019

45'

2nd Session:
Implications for companies, how to guarantee business value

45'

3rd Session:
2019 most reputable companies in Italy

30'

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1st Session: 2019 Reputation Mega Trends

Opening



Fabio Ventoruzzo
Vice President

Reputation Institute
Italy & Switzerland



Alessandro d'Este
CEO,
Ferrero Italia



Nazzarena Franco
CEO,
DHL Express Italia



Nicoletta Luppi
President & CEO,
MSD Italia



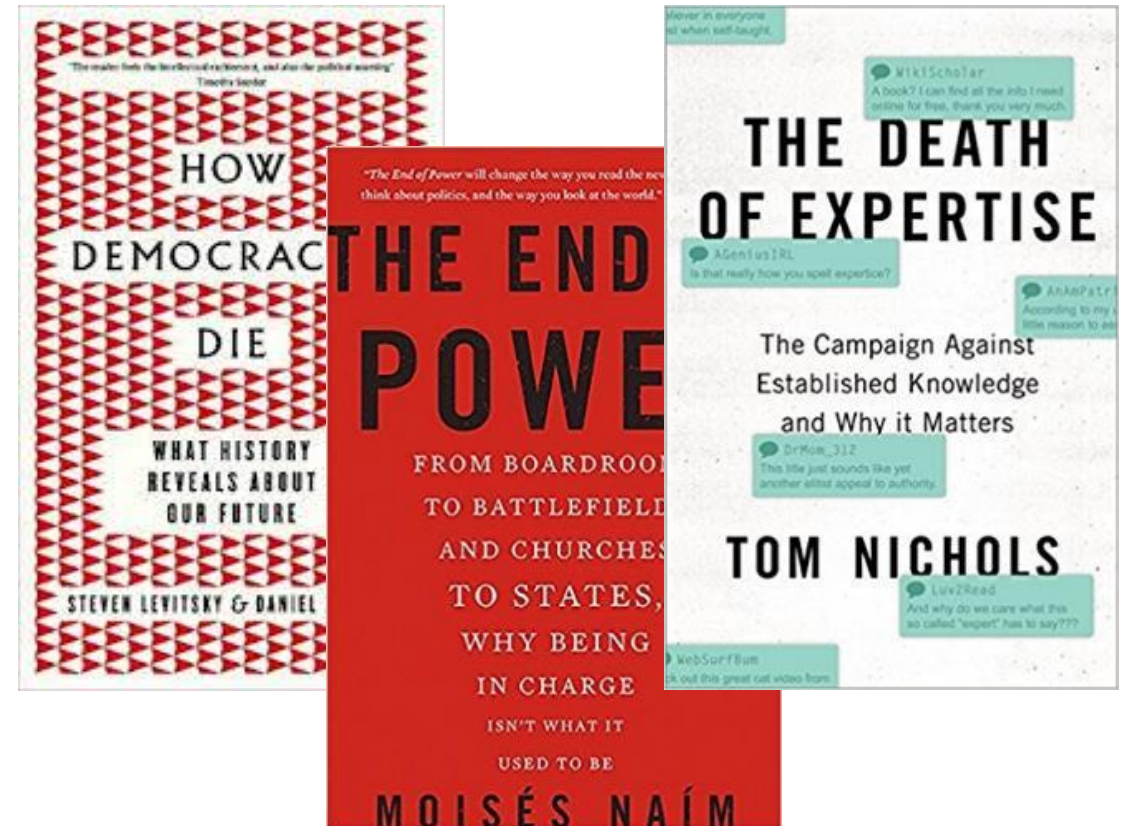
Sergio Solero
President & CEO,
BMW Italia

#1 A new paradigm emerged: the inalienable right to participate

Social Movements pose new issues to
Leaderships and Society at large



Power has become more available and comes
from innovation and initiative

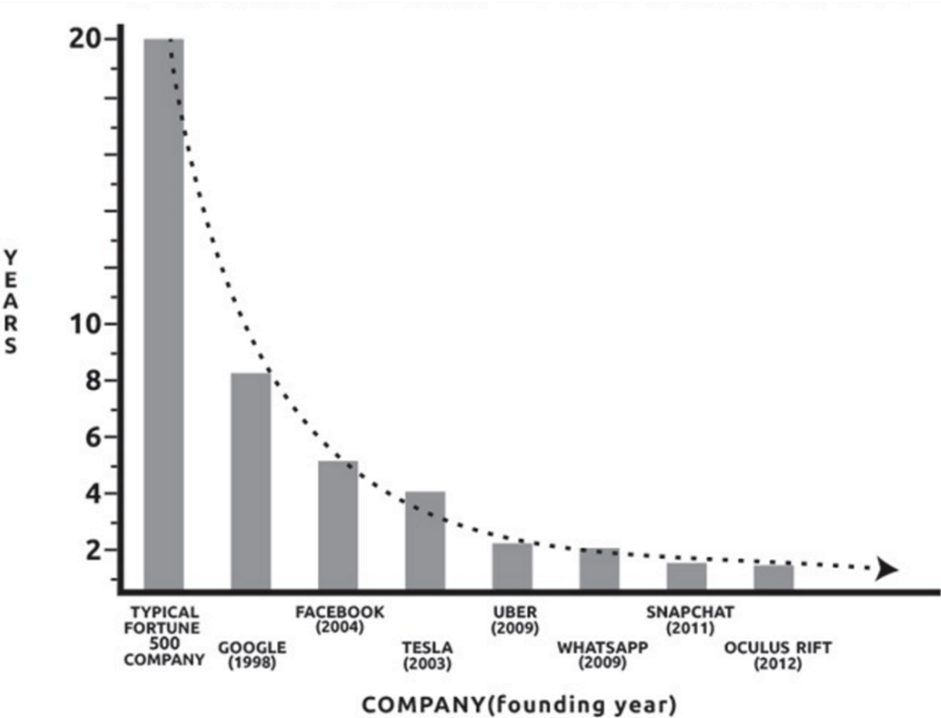


#2 The «consumption» focus is over: the future will be a battle over mobilization

Exponential Organizations (ExO) are today winning business and social issues

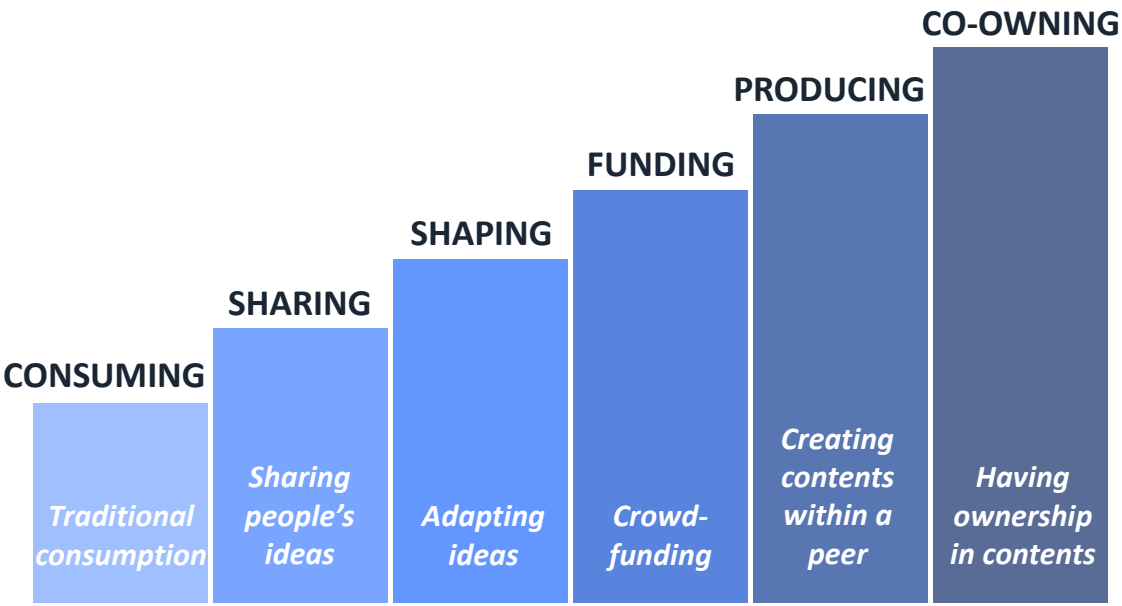
New Power requires to be actionable, connected and extensible

MARKET CAP TO A BILION



Source: Salim Ismail – Exponential Organizations (2014)

THE PARTICIPATION SCALE



Source: Jeremy Heimans and Henry Timms – New Power (2017)

#3 New Capitalism requires a vision to maximize Corporate Value

Business is called to be engaged into
Society to set new leaderships



BLACKROCK
LARRY FINK'S 2019 LETTER TO CEOs
Profit & Purpose

Dear CEO,

Each year, I write to the companies in which BlackRock invests on behalf of our clients, the majority of whom have decades-long horizons and are planning for retirement. As a fiduciary to these clients, who are the owners of your company, we advocate for practices that we believe will drive sustainable, long-term growth and profitability. As we enter 2019, commitment to a long-term approach is more important than ever – the global landscape is increasingly fragile and, as a result, susceptible to short-term behavior by corporations and governments alike.

Market uncertainty is pervasive, and confidence is deteriorating. Many see increased risk of a cyclical downturn. Around the world, frustration with years of stagnant wages, the effect of technology on jobs, and uncertainty about the future have fueled popular anger, nationalism, and xenophobia. In response, some of the world's leading democracies have descended into wrenching political dysfunction, which has exacerbated, rather than quelled, this public frustration. Trust in multilateralism and official institutions is crumbling.

Unnerved by fundamental economic changes and the failure of government to provide lasting solutions, society is increasingly looking to companies, both public and private, to address pressing social and economic issues. These issues range from protecting the environment to retirement to gender and racial inequality, among others. Fueled in part by social media, public pressures on corporations build faster and reach further than ever before. In addition to these pressures, companies must navigate the complexities of a late-cycle financial environment – including increased volatility – which can create incentives to maximize short-term returns at the expense of long-term growth.

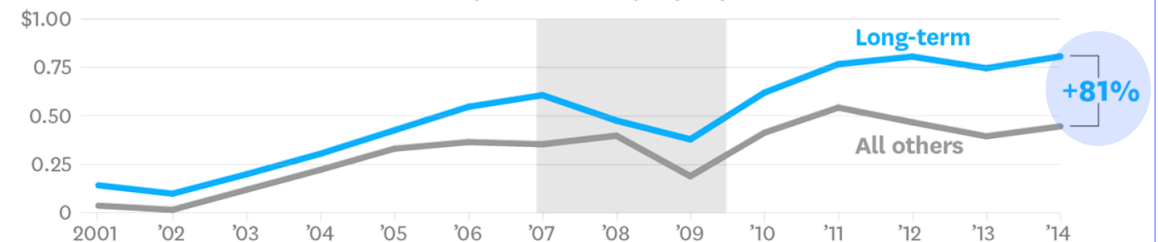
Source: 2019 BlackRock CEO Letter

“Unnerved by fundamental economic changes and the failure of government to provide lasting solutions, society is increasingly looking to companies, both public and private, to address pressing social and economic issues”

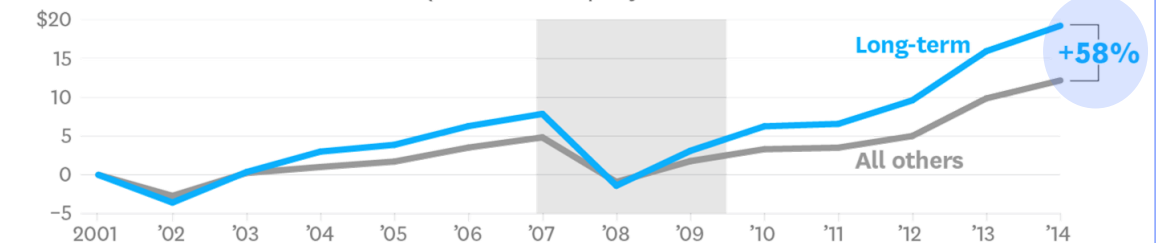
Focusing on the Long-Term exhibit
stronger fundamentals and performances

Firms focused on the Long-Term exhibit
Stronger fundamentals and performance

AVERAGE COMPANY ECONOMIC PROFIT (in US\$ billions per year)



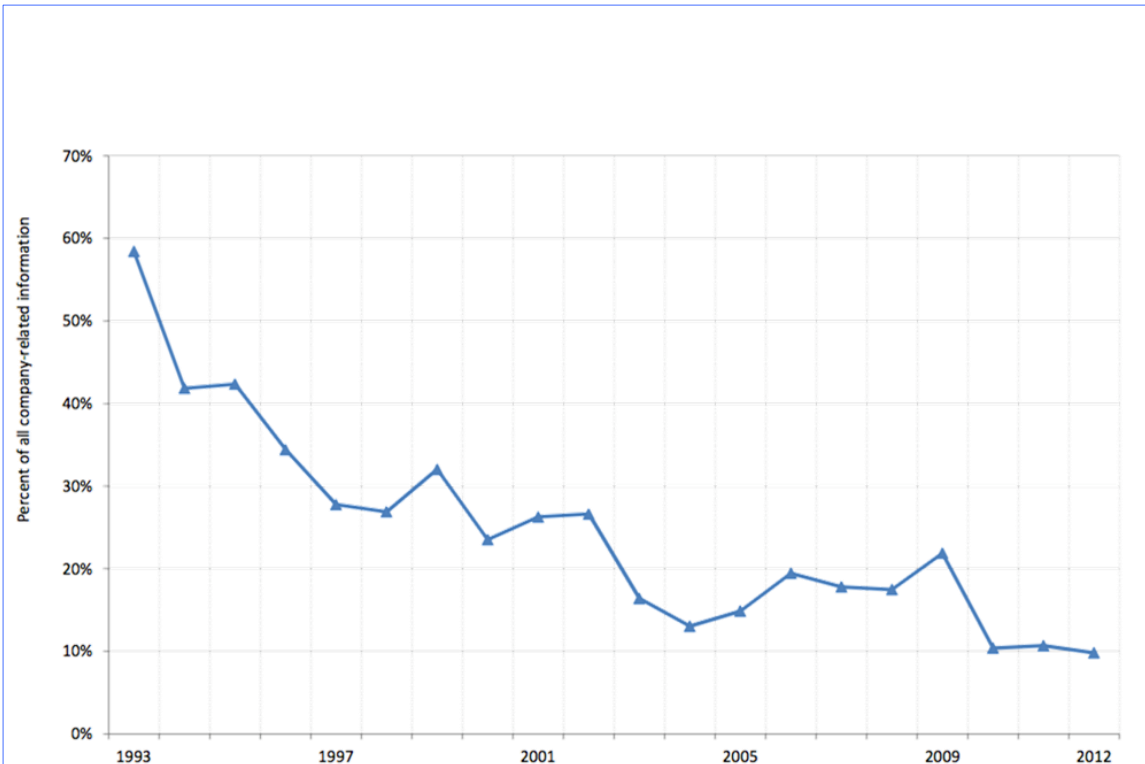
AVERAGE MARKET CAPITALIZATION (in US\$ billions per year, indexed to 2001)



Source: McKinsey Global Institute in cooperation with FCLT Global

#4 Higher Purpose stresses the urgency for a Corporate Character

The decreasing contribution of Financial Reports to all Company related info used by investors



Source: Stefano Zambon (University of Venice)

The rising importance of Corporate Activism to shape Public Perception

«Marchi, è l'ora di diventare sovranisti
Idee forti per battere le fake news»

Welcome to the new
Brand Democracy

FENOMENI
E ADESSO
I BRAND PRENDONO
POSIZIONE

SE IL BRAND DIVENTA
UN «CITTADINO»
RESPONSABILE

Storie e azioni, l'avanzata
dei brand «eco-guerrieri»

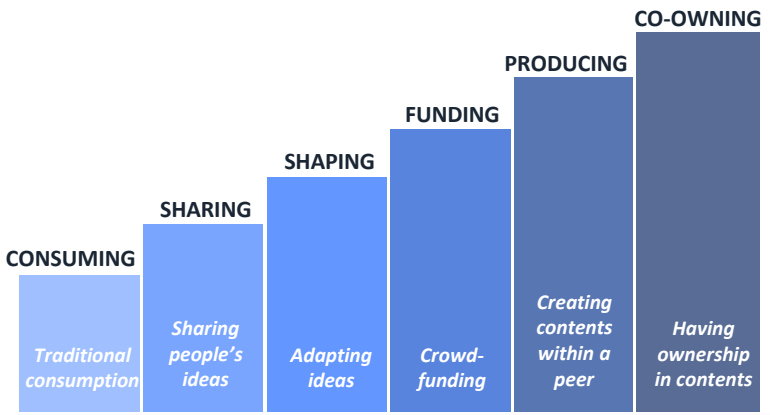
2019 Reputation Mega Trends

Panel discussion

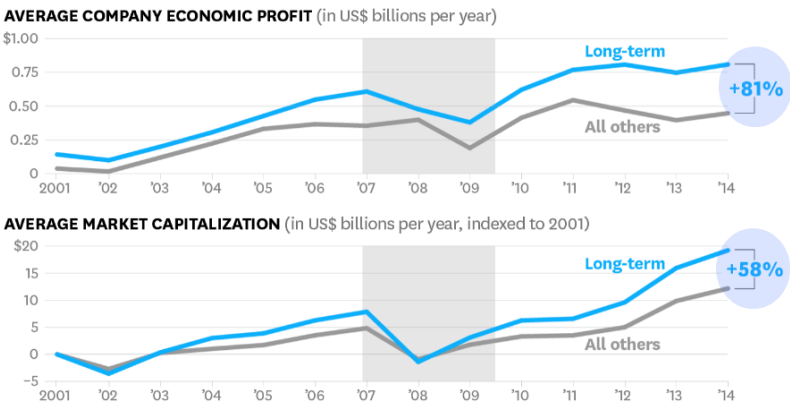
Social Tension & New Power



The new Participation Paradigm



Leadership & Vision



Purpose & Activation

«Marchi, è l'ora di diventare sovranisti
Idee forti per battere le fake news»

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Reputation Judgement Day: 2019 most reputed companies in Italy



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Opening



Michele Tesoro-Tess
Executive Vice President

Reputation Institute
Italy & Switzerland



Alessia Carnevale
Head of Risk Management

Nexi



Roberto Chieppa
*Chief Marketing &
Customer Experience
Officer*

Fastweb



Andrea Maldi
*CFO and Executive Board
Member*

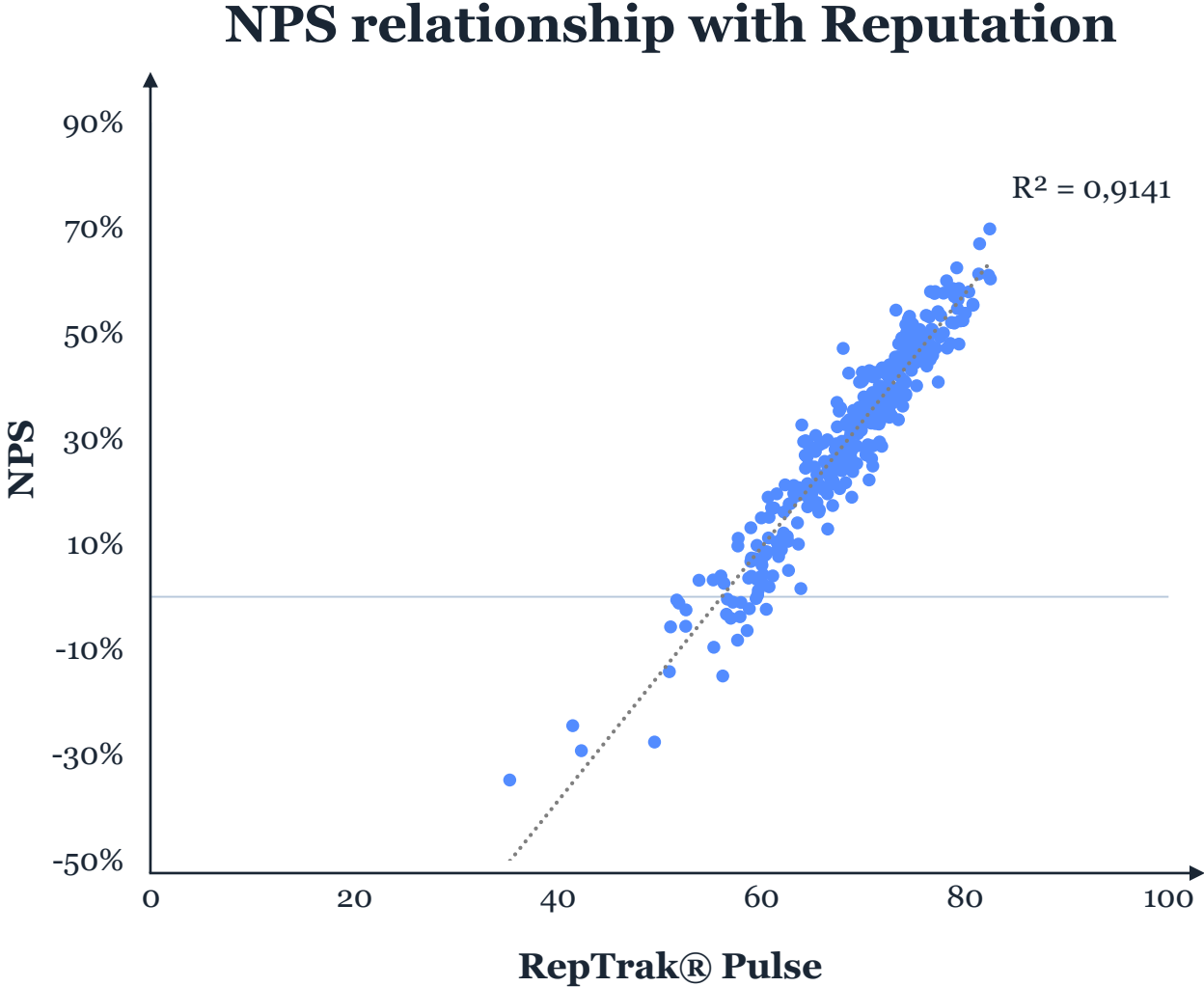
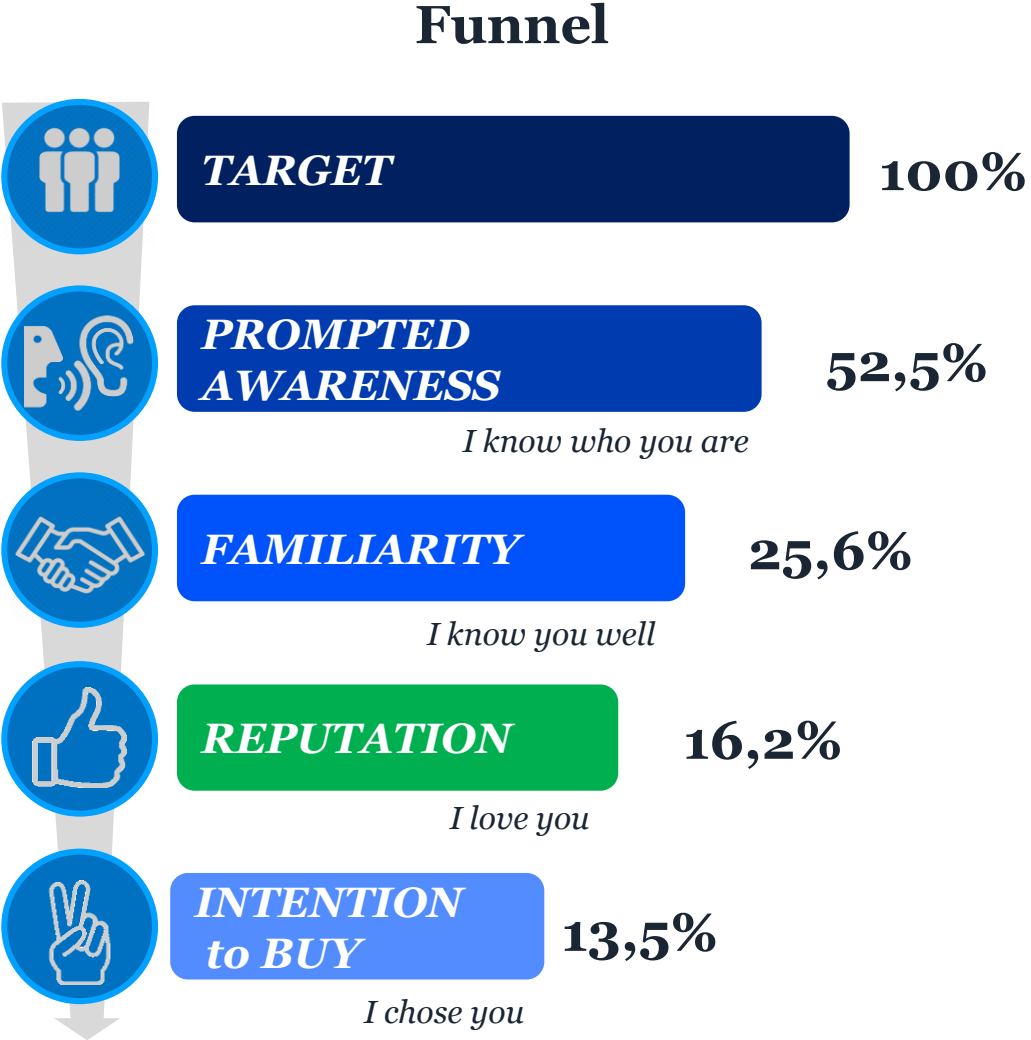
Borsa Italiana



Michele Antoniazzi
Senior Vice President HR

Ferrari

Marketing implications: new KPIs to better explain the customer journey



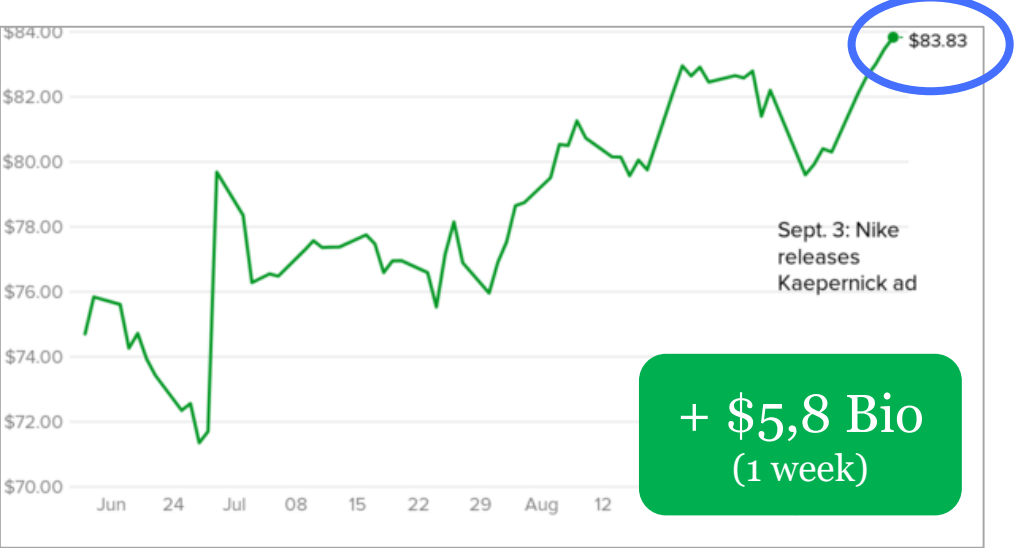
Source: Reputation Institute – Italy RepTrak® Pulse 2019

Financial implications: reputation “moves” markets



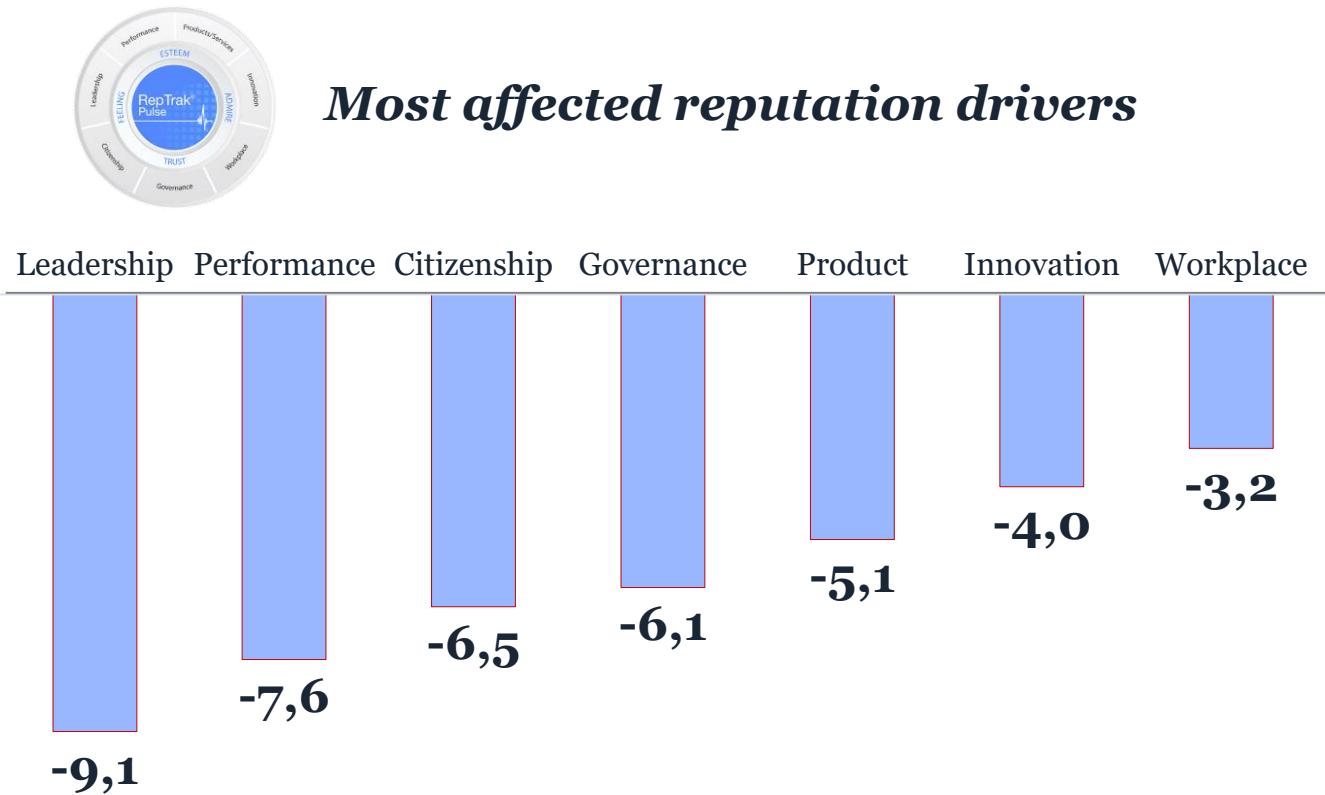
21 Feb 2019 “Nike’s stock falls down 1.9 percent after Duke star is hurt as his sneaker comes apart”

Nike’s 2018 “Dream Crazy values campaign” drives stock value and online sales



Risk implications: all risk types have multiple reputation impact

Dimensions	Risks
 Product & Services	<i>Product Defect</i>
 Workplace	<i>Large staff lay-off</i>
 Governance	<i>Data Privacy violation</i>
 Governance	<i>Non transparency in accounting measures</i>
 Citizenship	<i>Poor environment respect measures</i>
 Leadership	<i>Financial scandal involving CEO</i>
 Performance	<i>Missing Financial targets</i>



Source: Reputation Institute – Italy RepTrak® Pulse 2019

HR implications: talents today chose companies for different reasons

I would work for
your company



24,2%

Offers **equal opportunities** in the workplace / **Rewards** its employees fairly / Demonstrates concern for the **health and well-being** of its employees

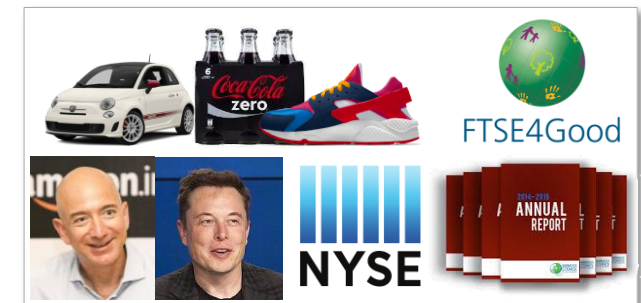
75,8%

Product quality / **Innovation** / **Transparency** / **Social Role** / **Leadership** / **Stability**

REWARDING



PURPOSE LED SUCCESSFUL ENTERPRISE

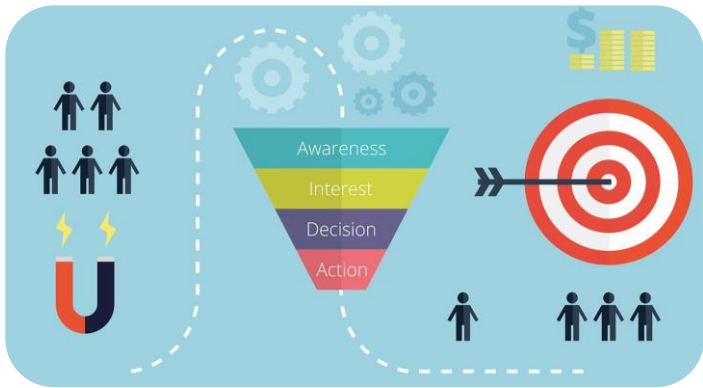


Source: Reputation Institute – Italy RepTrak® Pulse 2019

Implications for companies, how to guarantee business value

Panel discussion

Marketing



Financial



Risk



HR



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The largest and most updated study on Corporate Reputation in Italy

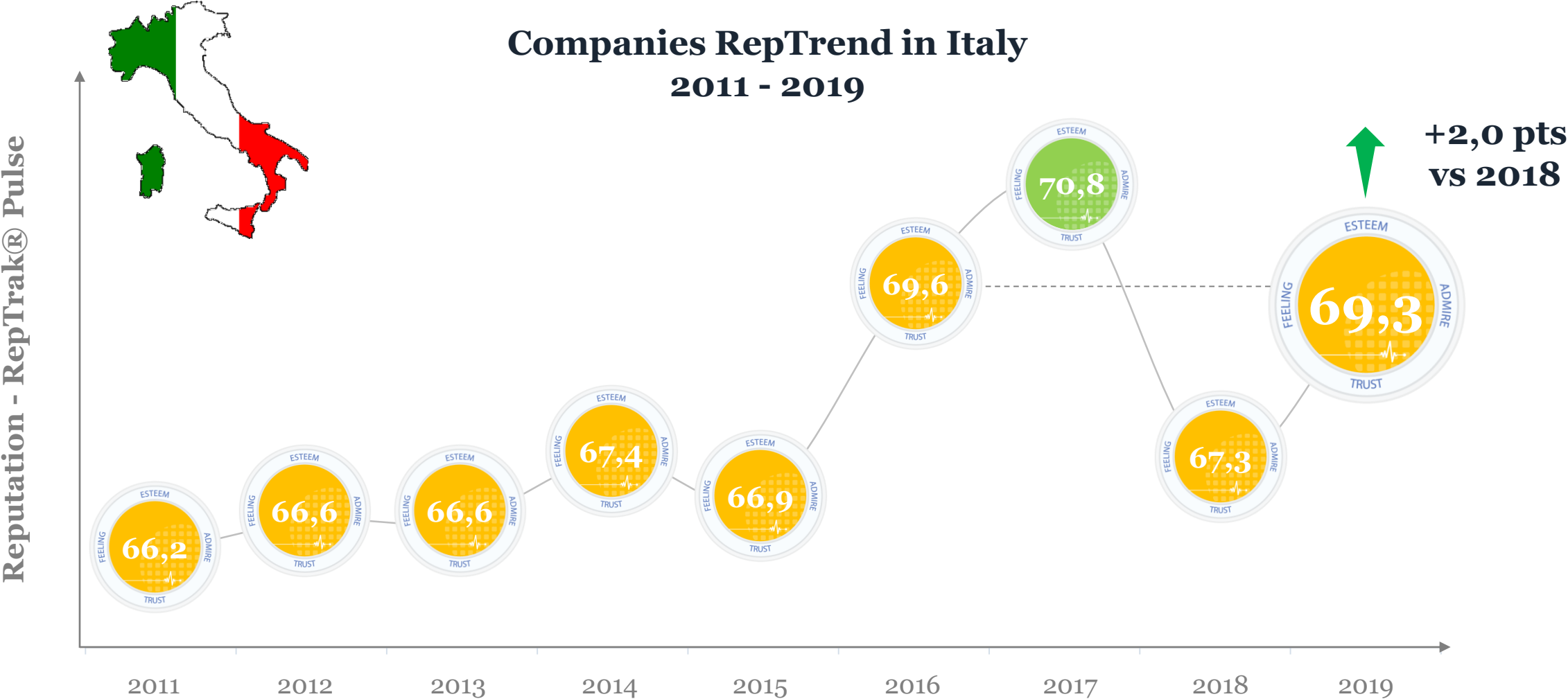
Italy RepTrak® Study 2019

The **largest study** on Corporate Reputations in Italy. Companies included are players from 15+ industry sectors. No fees are required to be part of the study.

- stakeholder: **Informed General Public in Italy**
- methodology: **internet based survey**
- data collection: **Jan 2019** (every year since 2006)
- sample size: **40.000+** ratings
- # companies: **388**
- # industries: **19**



In 2019 corporate reputations recover an upward trend...

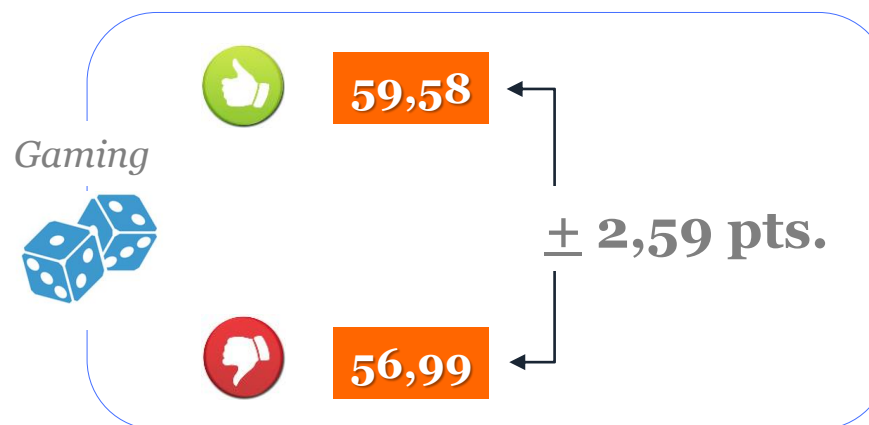
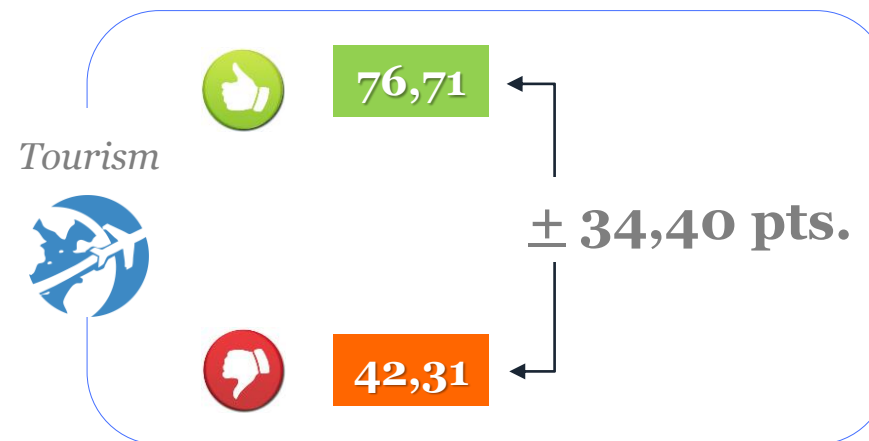


Source: Reputation Institute – Italy RepTrak® Pulse 2011 - 2019

● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

Understanding the reputation of your industry is the fundamental first step

Rank	Industries	Reputation
1	Luxury Products	74,63
2	Electrical & Electronics	72,67
3	FMCG - Food	72,65
4	Automotive	72,56
5	Streetwear	72,39
6	Industrial	71,53
7	FMCG - Home & Personal Care	71,50
8	FMCG - Beverage	71,31
9	Financial - Diversified	70,96
10	Entertainment - Media	70,43
11	Retail	69,38
12	Logistic	68,66
13	Pharmaceutical	67,91
14	Tourism	64,11
15	Financial - Insurance	63,96
16	Telco	61,70
17	Energy & Utilities	60,51
18	Financial – Bank	59,14
19	Entertainment – Gaming	58,08



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

Source: Reputation Institute – Italy RepTrak® Pulse 2019

The criteria applied YoY to build our official ranking



Companies operating in Italy



Awareness > 40%




Companies belonging to TOP200 Mediobanca, TOP15 Banks, TOP 15 Insurance players



Companies in the Global RepTrak®100 Top 100 companies for Reputation Globally



The Most Reputable Companies in Italy in 2019 by Reputation Institute

1  82,32	2 FERRERO 81,43	3 BMW GROUP  80,05	4  79,52	5 SAMSUNG 79,51	6  ROLEX 79,42	7 The Walt Disney Company 79,33	8 LAVAZZA TORINO, ITALIA, 1895 78,96	9 Canon 78,95	10  BOSCH Tecnologia per la vita 78,81
11 <i>Salvatore Ferragamo</i> 78,68	12 GIORGIO ARMANI 78,54	13 amazon 78,18	14 SONY 77,36	15  ARTSANA GROUP 77,33	16  77,13	17 NETFLIX 77,02	18 adidas GROUP 76,82	19 Google 76,80	20  76,59
21  76,39	22 ESSELUNGA  76,38	23 <i>Kellogg's</i> 76,27	24 CAMPARI GROUP 76,25	25  MICHELIN 76,07	26  PIAGGIO 76,05	27  75,99	28 LUXOTTICA 75,54	29  75,25	30 VALENTINO 75,25
31  Microsoft 75,14	32 L'ORÉAL 74,86	33 BRIDGESTONE 74,84	34  74,74	35  74,74	36 VISA 74,72	37  SOFIDEL 74,42	38 MaxMara 74,28	39 PHILIPS 74,19	40 CALZEDONIA 74,13
41  74,04	42  DANONE UNE PLANT. UNE INDUSTRIE 73,91	43  TOYOTA 73,89	44 RALPH LAUREN 73,64	45  GRANAROLO 73,52	46 GEOX 73,50	47  GRUPPO MONDADORI 73,49	48  73,45	49  73,42	50 TOSHIBA 73,10
51  CONAD 72,89	52  Electrolux 72,76	53 FUJITSU 72,74	54  COLGATE-PALMOLIVE 72,70	55 FUJIFILM 72,59	56 PRADA 72,58	57  BACARDI LIMITED 72,57	58  unieuro Batte. Forte. Sempre. 72,49	59  72,49	60  GOODYEAR 72,45
61 HONDA 72,37	62  DeAGOSTINI 72,25	63  MONCLER 72,11	64 PSA GROUPE 71,83	65  HEINEKEN 71,82	66  LG 71,78	67 amplifon 71,68	68  CANDY 71,59	69  71,57	70  DeLonghi 71,54
71 DIESEL 71,51	72  LEROY MERLIN 71,46	73 SHARP 71,33	74  HUAWEI 71,32	75 Panasonic 71,28	76 BOSS HUGO BOSS 71,15	77  LIDL 71,04	78 MARS incorporated 70,94	79  Whirlpool CORPORATION 70,79	80  70,75
81  70,61	82 SIEMENS 70,57	83  MITSUBISHI MOTORS 70,52	84  70,26	85 GROUPE RENAULT 70,18	86  Lufthansa 70,12	87 ZARA 70,07	88  BAYER 70,07	89 Barilla The Italian Food Company Since 1877 69,61	90 AIRFRANCE KLM 69,39
91  BRITISH AIRWAYS 69,37	92 GRUPPO COIN 69,19	93 NOKIA 69,97	94  68,89	95 H&M 68,83	96 HITACHI 68,75	97 Ruchan 68,64	98 DOLCE & GABBANA 68,58	99  EURO Spin 68,36	100  ANGELINI 68,24
101  67,95	102 FCA Fiat Chrysler Automobiles 67,94	103  Roche 67,91	104 ebay 67,87	105  HYUNDAI 67,86	106 Unipol GRUPPO 67,63	107 LinkedIn 67,16	108  Costa 67,03	109  66,60	110 INTESA SANPAOLO 66,53
111  66,52	112 sky 66,45	113  PEPSICO 66,10	114  MEDIASET 65,69	115 Allianz 65,62	116 <i>The Coca-Cola Company</i> 65,47	117 Q8 64,67	118 <i>Johnson & Johnson</i> 64,62	119 ING 64,61	120 enel 64,55
121 Gruppo PAM s.p.a. 64,50	122  ERICSSON 63,64	123 Posteitaliane 63,55	124  AMERICAN EXPRESS 63,43	125  ERG 62,72	126  GENERALI 62,66	127  AUTOGRILL 61,70	128 UNITED COLORS OF BENETTON 61,60	129  TAMOIL 61,25	130  TOTAL 60,67
131  Nestle 60,66	132  eni 60,56	133  WIND  60,44	134 FASTWEB UN PASSO AVANTI 60,39	135  Esso 60,35	136 UBI Banca 60,05	137  BNL GRUPPO BNP PARIBAS 59,02	138  edison 58,81	139 mediolanum 58,75	140  UniCredit 58,59
141  57,99	142  parmalat 57,72	143  57,19	144 Rai 56,57	145  THE ADECCO GROUP 56,33	146  TIM 55,33	147  55,26	148  FERROVIE ITALIANE 53,86	149 autostrade per l'Italia 42,31	150  MONTE DEI PASCHI DI SIENA BANCA DAL 1472 35,28

Reputation Awards 2019

Thank you