



“What’s On the Mind of the CCO When it Comes to Corporate Brand Reputation?”

Reputation Leaders Study 2018

February 2019



Powering the world's most reputable companies

Agenda for Today

- Introduction and Methodology
- Reputation as a Strategy
- Reputation Ownership
- Searching for Solutions
- Becoming Reputation Ready
- Take Away and Implications



Reputation Institute

“*Global leader in reputation intelligence.*”

- Founded in 1997 we have been measuring reputation for more than 20+ years
- Our proprietary reputation measurement system is **RepTrak®**
- We measure more than 7,600 companies per year, across 40 countries, and 20+ different industries
- We help organizations answer the following three key questions:
 1. What is my reputation and how does it compare?
 2. How can I improve and protect my reputation?
 3. What is the business impact of better managing my reputation?



New Age for Reputation and Risk



We are at a global strategic inflection point.

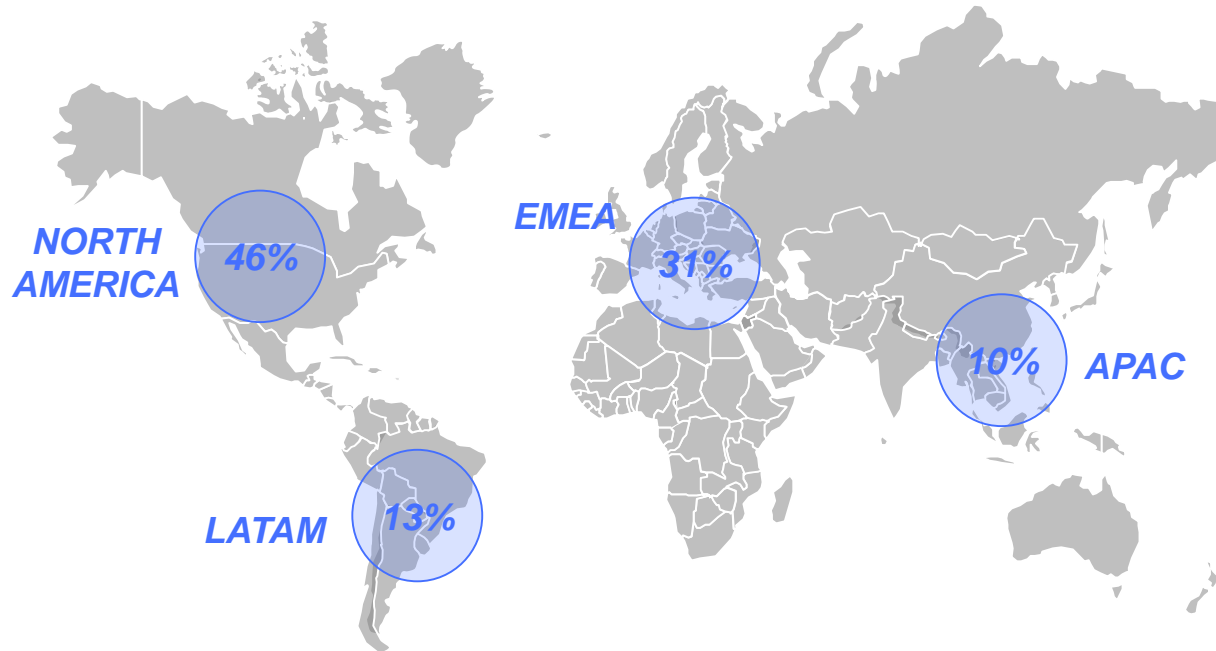
It's the **4IR**.

The internet of things, cyber systems, AI, the environment, global trade tension, changing human values, and desire for enhanced connectivity are fueling new means of **reputation disruption**.

There is an increased risk to companies.

Reputation Leaders Study: CCOs

“What’s on the mind of corporate communications executives?”



Who we talked to:

C-level / Directors

Job function:

Corporate
Communications

Data Collection:

Online survey

Sample Size:

N=179

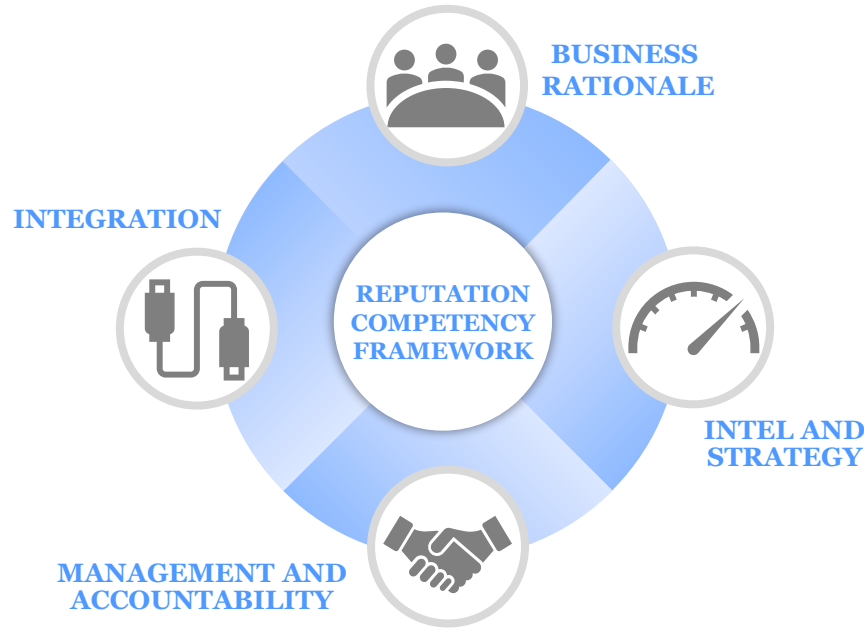
Timing of study:

August – October 2018

Reputation as a Strategy

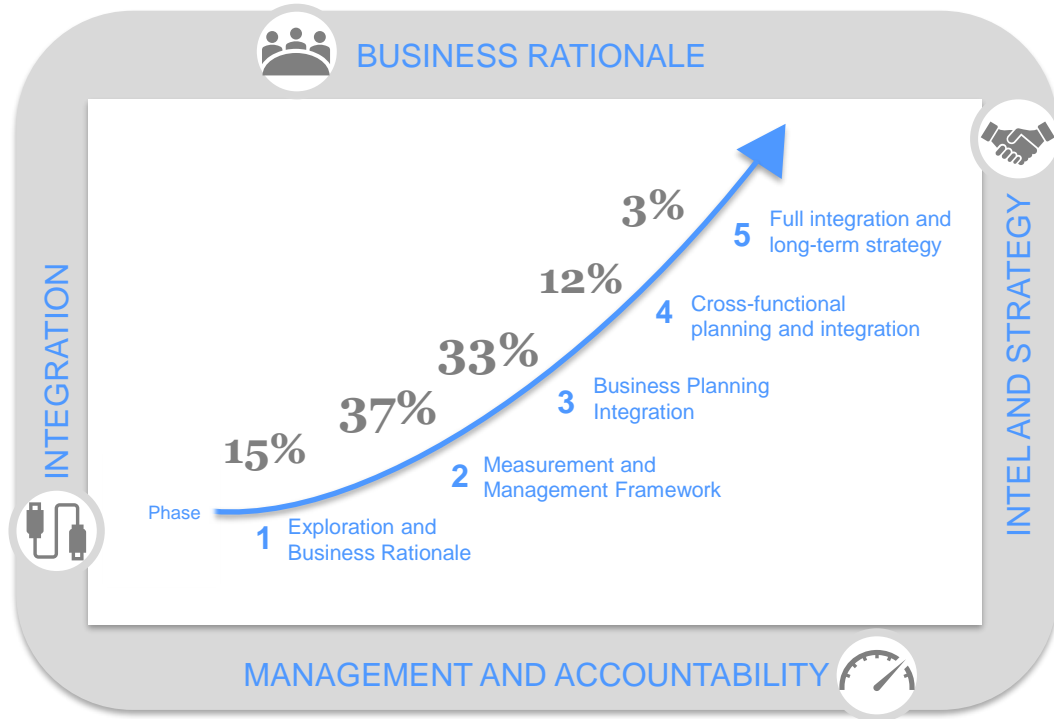
Where are companies positioned along the reputation journey?

Four Competency Areas: Reputation Strategy



A means by which to assess a company's preparedness in **navigating the reputation economy** and align reputation strategy with critical decision-making and business KPIs.

Company Reputation Journey: Flashback 2014



In 2014 most companies were still in the earlier stages of the reputation journey.

Only 15% were at the more advance stages of either cross-functional or full integration of reputation.

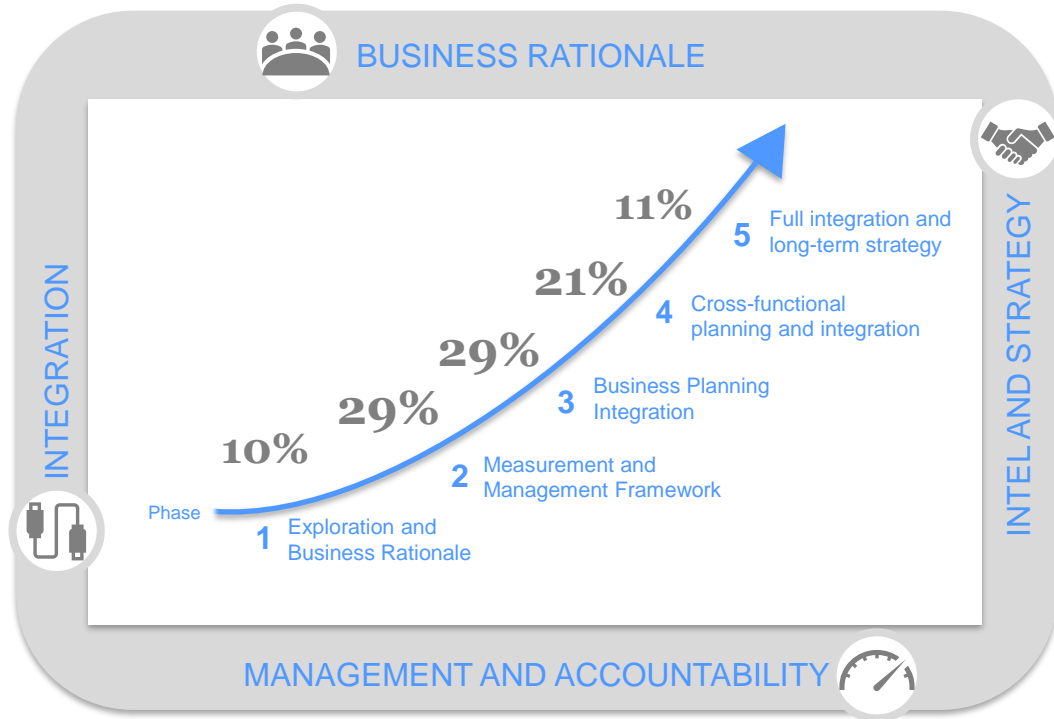
In 2014 Most Companies Were Not Fully Prepared

65% reported that reputation is a high priority for company executives and Board of Directors

63% stated that reputation has grown in importance over the past 3 years

only...
16%
were truly ready to manage reputation

Company Reputation Journey: 2018

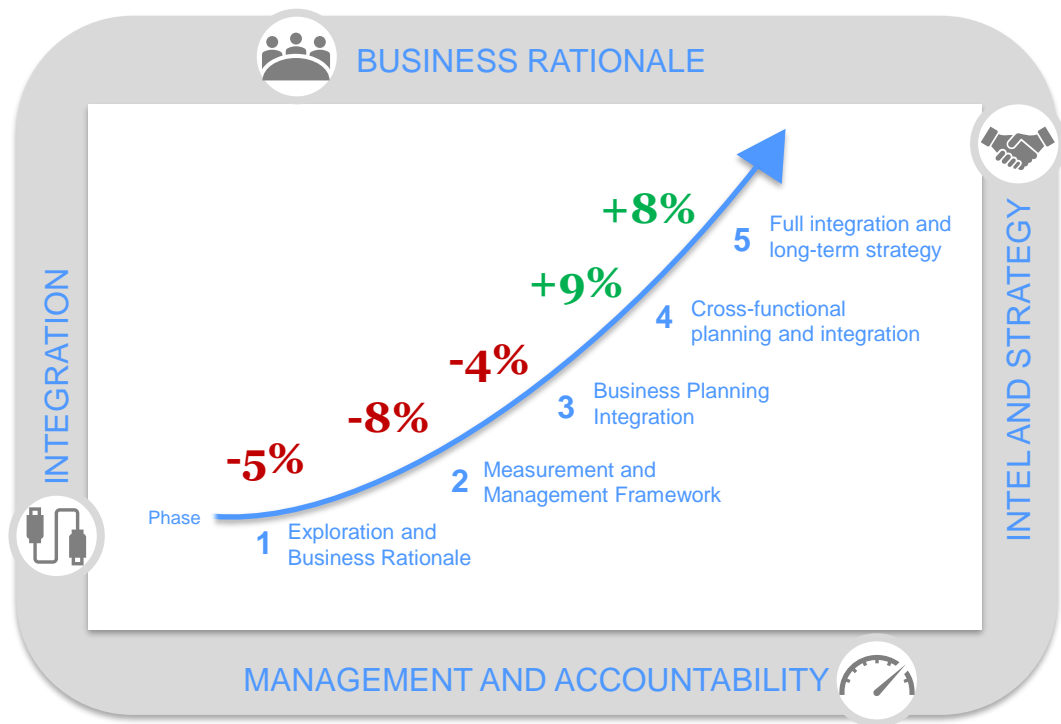


A time period of when understanding reputation is even more integral to success:



*“Facebook wants ...to build, manage, and inspire a global marketing organisation focused on its **consumer business and overall company reputation** ...knowledge on how to guide a brand’s reputation and experience in crisis management.”*

Reputation Vector Shift: 2014 vs. 2018



A higher proportion of companies are moving towards more advanced reputation integration – **17% increase** in either cross-functional or complete integration.

Increased State of Readiness, But Not Equipped

only...

67%

say they are ready to
manage reputation

34%

are taking proactive steps
to understand and
strategically manage their
reputation

43%

are measuring reputation
among stakeholders who
are critical to their
business strategy

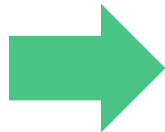
Reputation Ownership

Who is responsible and accountable for reputation?

Reputation is More Important Than Ever

88%

state that corporate brand reputation is an average-to-high priority for senior executives and board members



50%

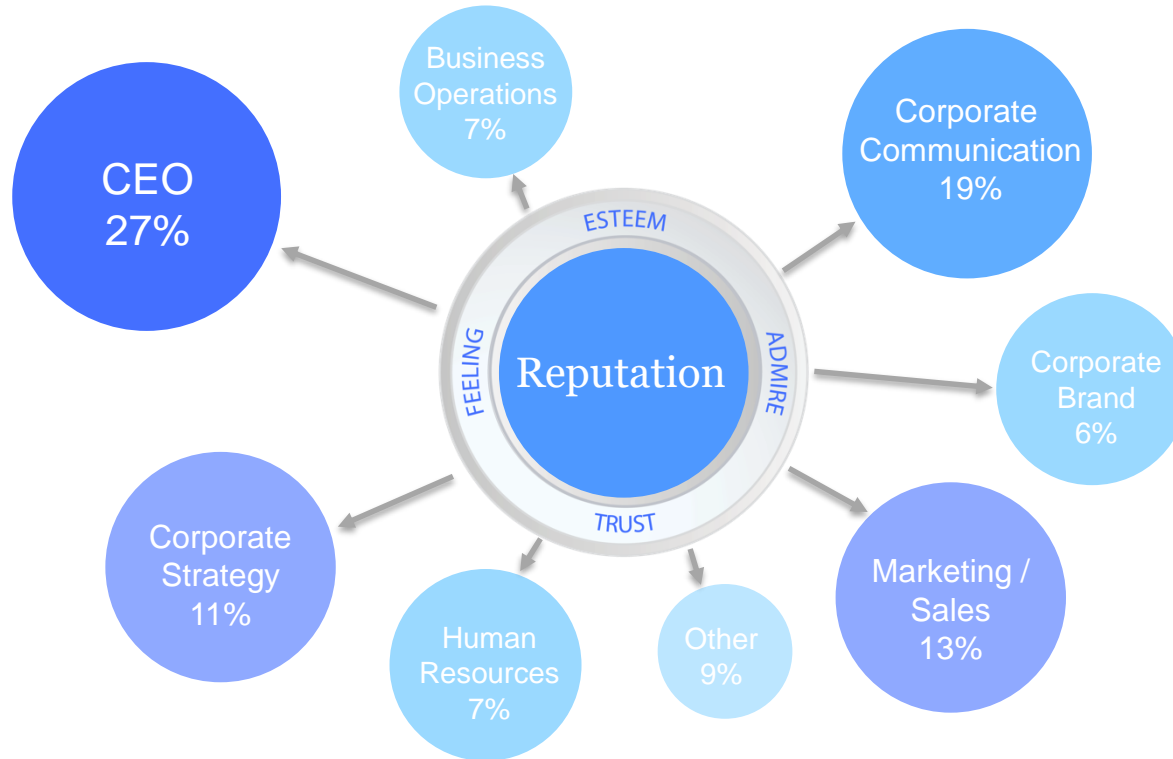
state that reputation will retain its importance

45%

state that corporate reputation will become an even higher priority over the coming 2-3 years

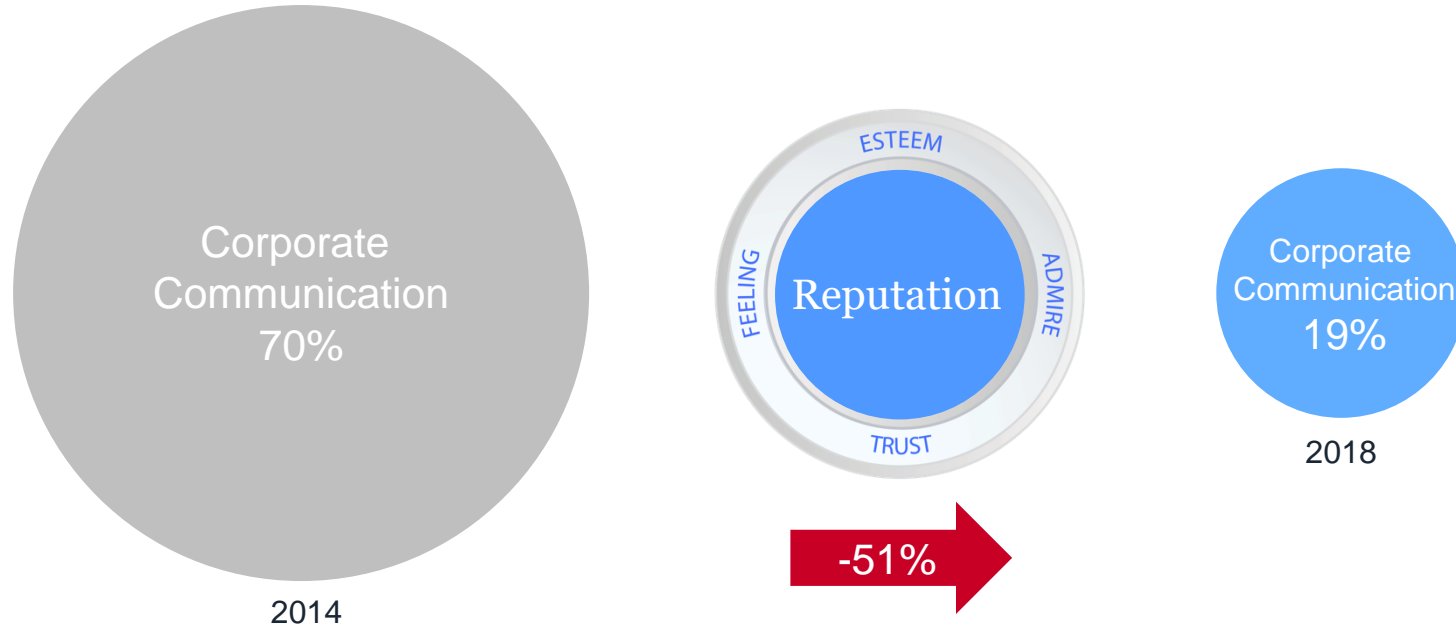
Responsibility for Reputation

Within your organization, which function is responsible for managing reputation?



CCOs Perceptions of Responsibility Has Changed

Within your organization, which function is responsible for managing reputation?



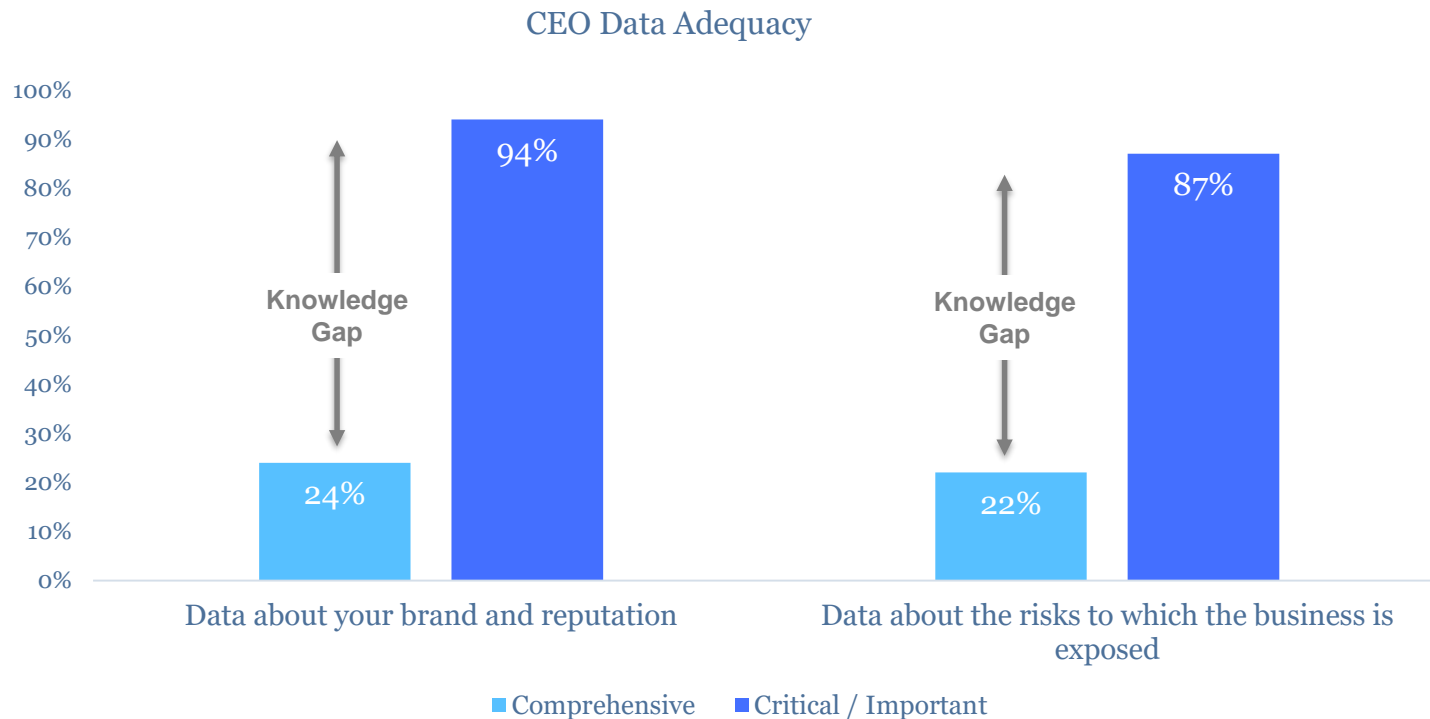
Who's Primarily Responsible for Reputation?

CEO's office
27%



While many CCOs are still primarily accountable for reputation, increasingly they are feeling that other C-Suite leaders – especially **the CEO** – are assuming more leadership for reputation.

CEOs Sense a Reputation “Data Inadequacy”



Source: PwC 2019

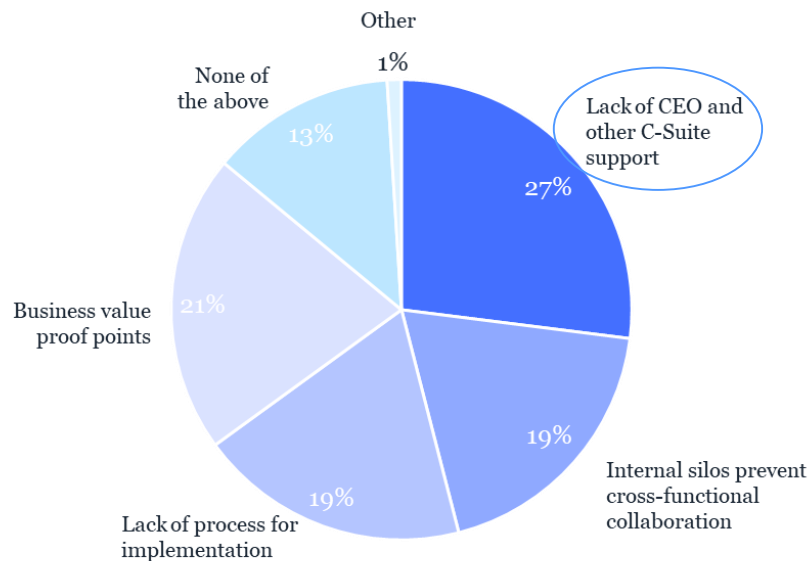
How All That Makes a CCO Feel?

Under pressure from the CEO, many CCOs are frustrated by internal challenges of getting buy-in for a universally accepted normative data source for measuring reputation – that aligns with other corporate KPIs and business results.



CEO Buy-In Continues to be a Challenge for CCOs

Challenges in implementing reputation management



In a time when CEOs are more concerned about reputation than ever before....

Uber

"There is a high cost to a bad reputation. Irrespective of whether we did everything that is being said about us it really matters what people think of us, especially in a global business like ours, where actions in one part of the world can have serious consequences in another."

[Dara Khosrowshahi](#)
[Uber CEO](#)
[Letter to Employees](#)

CCOs Need to Prove Business Impact of Reputation

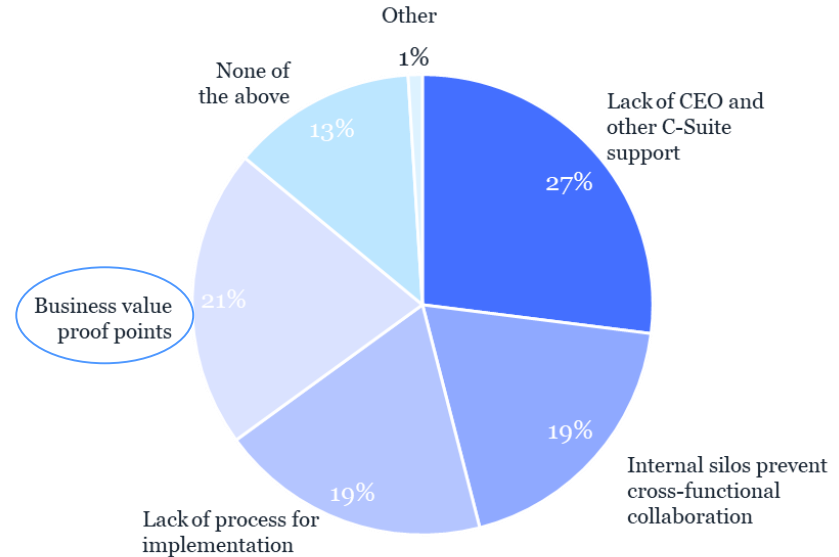
Required Understanding of Business Enhancing Proof Points

...because

56%

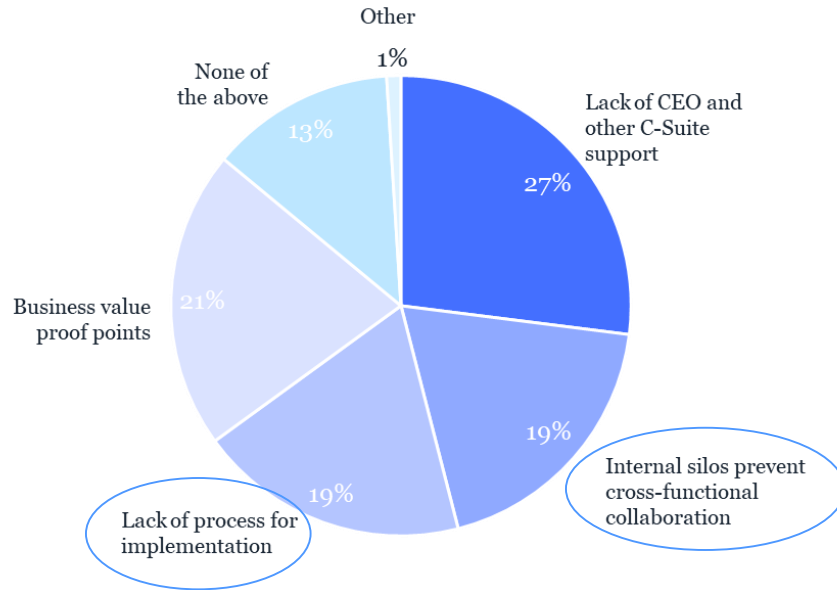
of CCOs strongly believe that
reputation has a financial
impact on a company

Challenges in implementing reputation management



Need for More Internal Collaboration and Process

Challenges in implementing reputation management



Lack of Internal Process and Ownership Silos Inhibit Collaboration

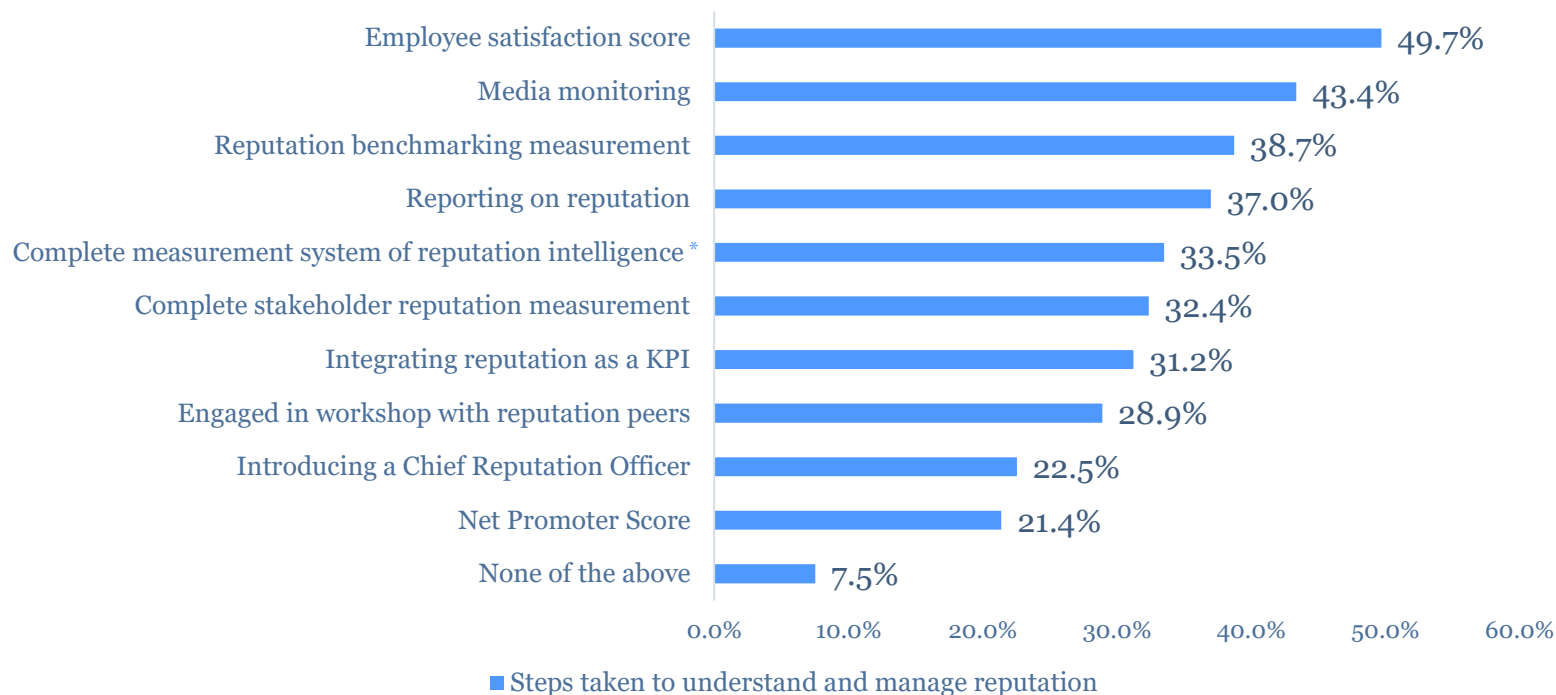
Therefore...

- 64% of companies are not taking proactive steps to strategically / analytically manage reputation
- Reputation accountability now varies, or is shared between multiple functions
- CCOs are not always leading the charge on reputation

Searching For Solutions

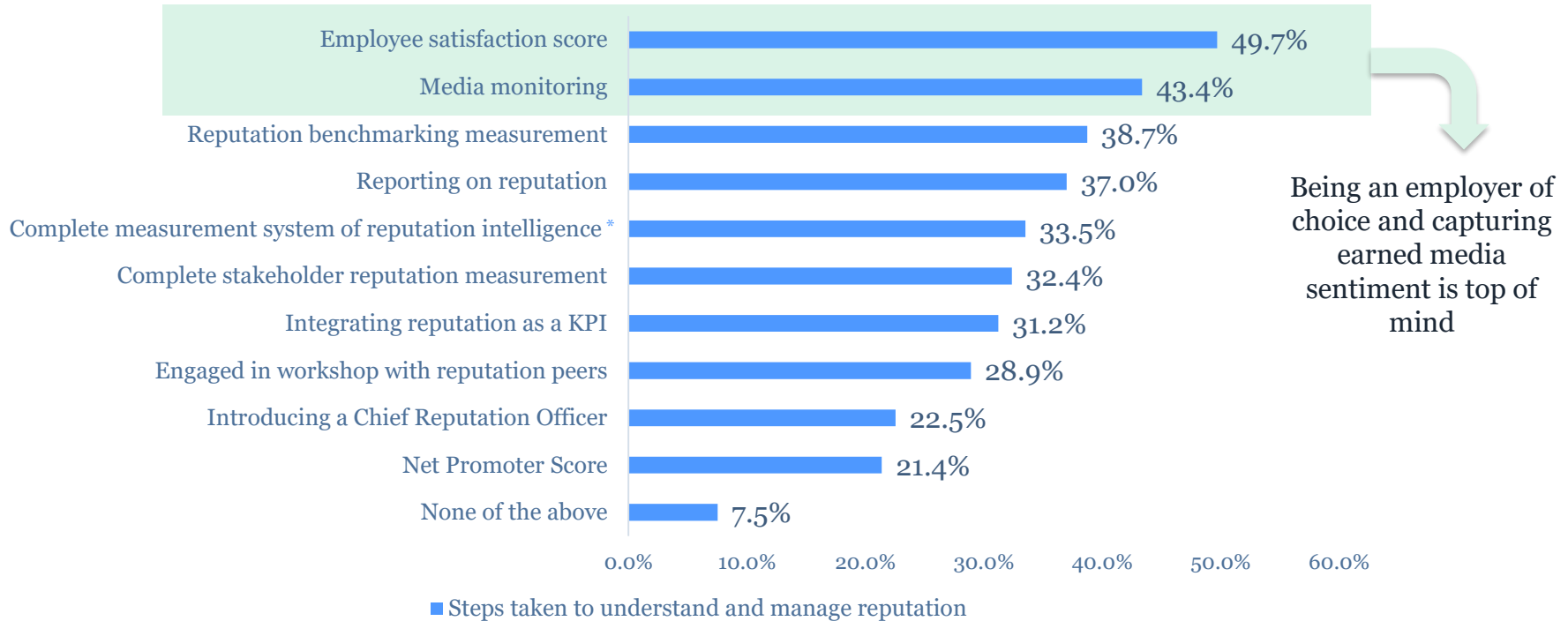
Driving towards tighter alignment on reputation and better business integration

Status Quo on Data Integration



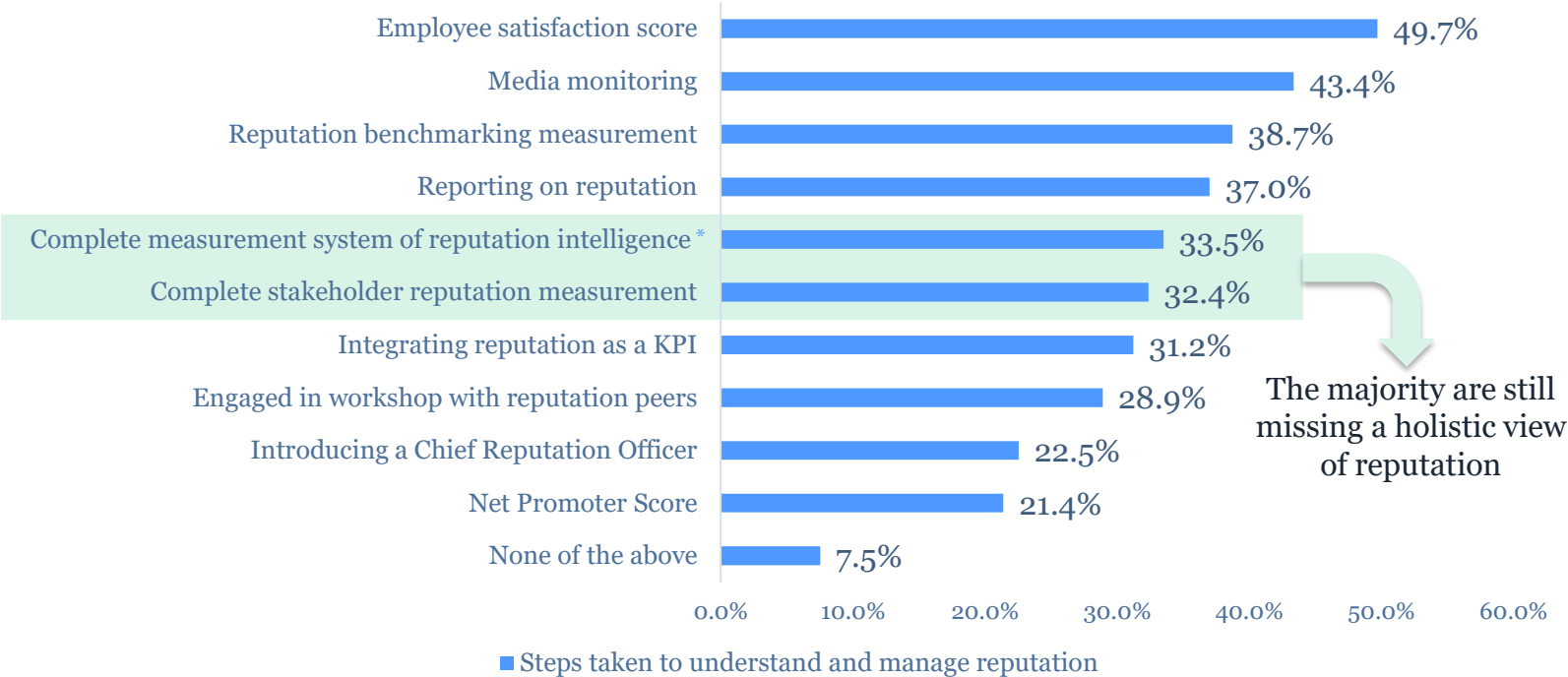
* Reputation Intelligence: a system inclusive of reputation measurement, management, and monitoring

Status Quo on Data Integration



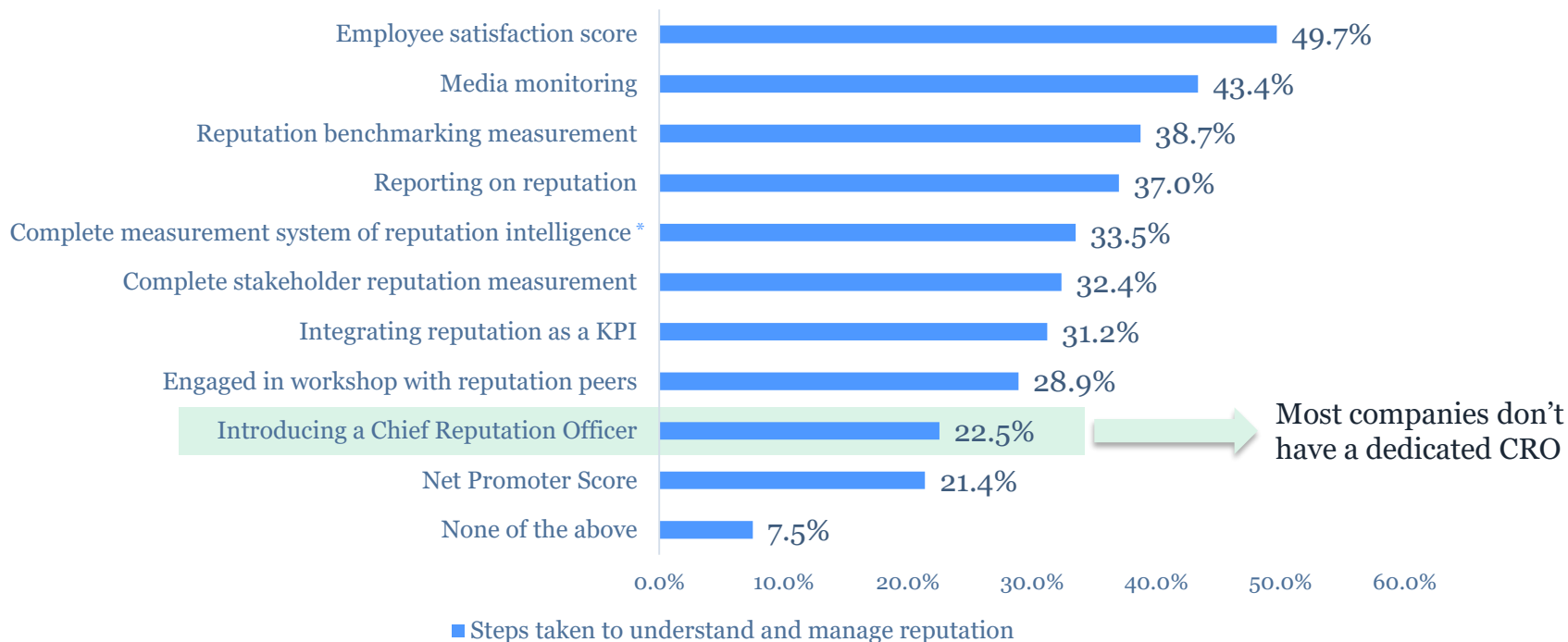
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Status Quo on Data Integration



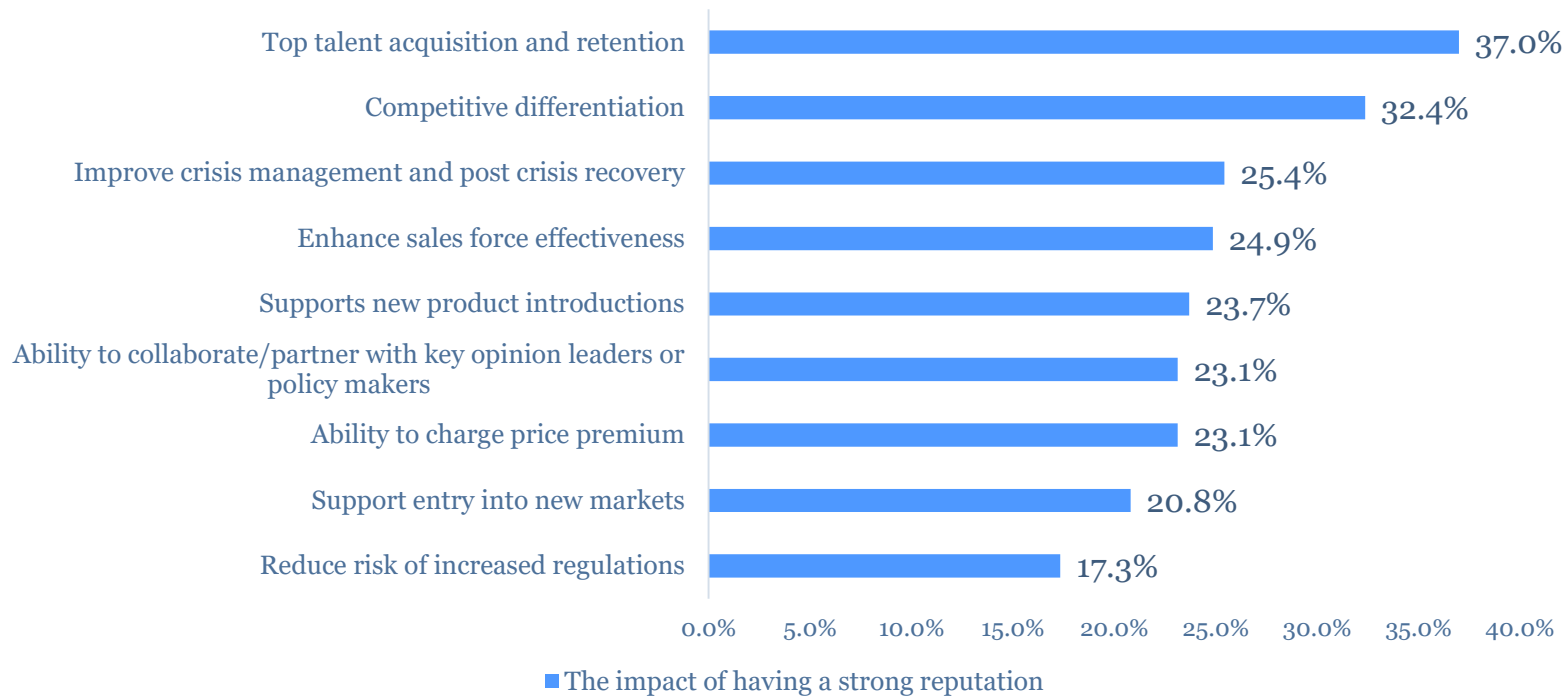
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Status Quo on Data Integration

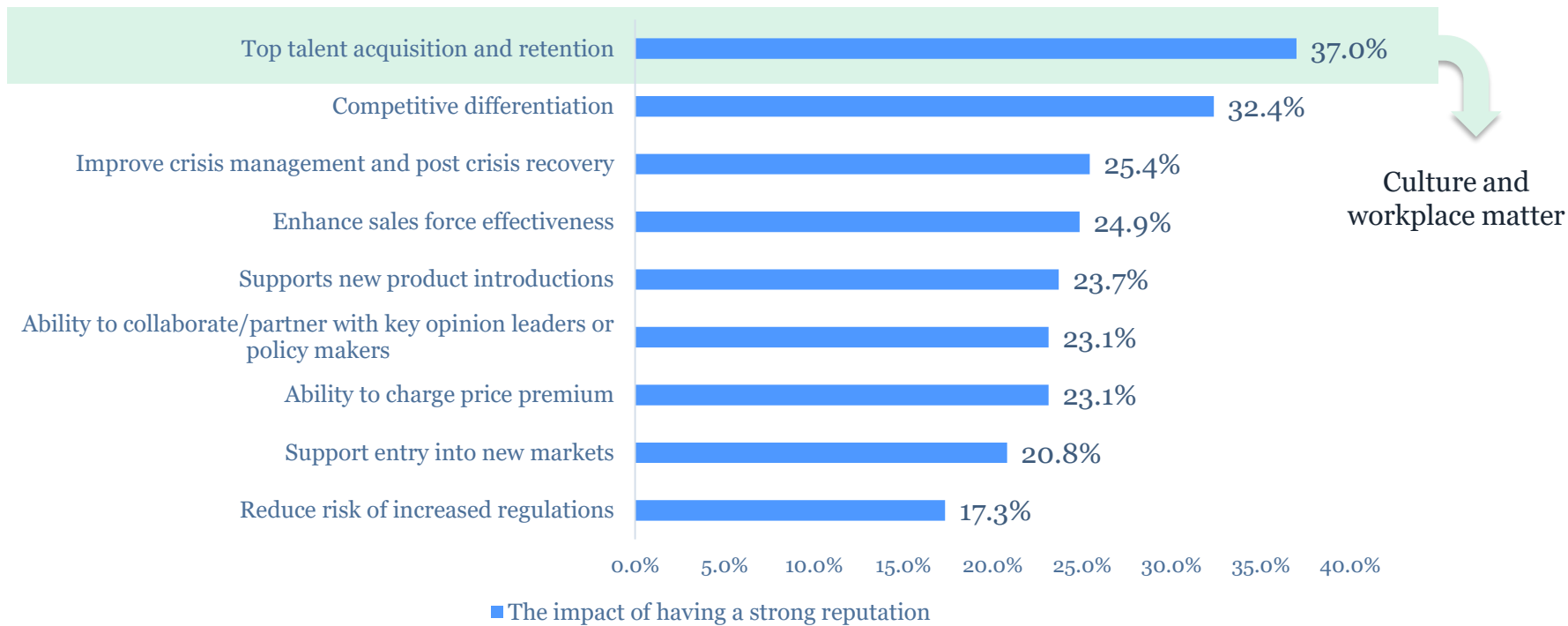


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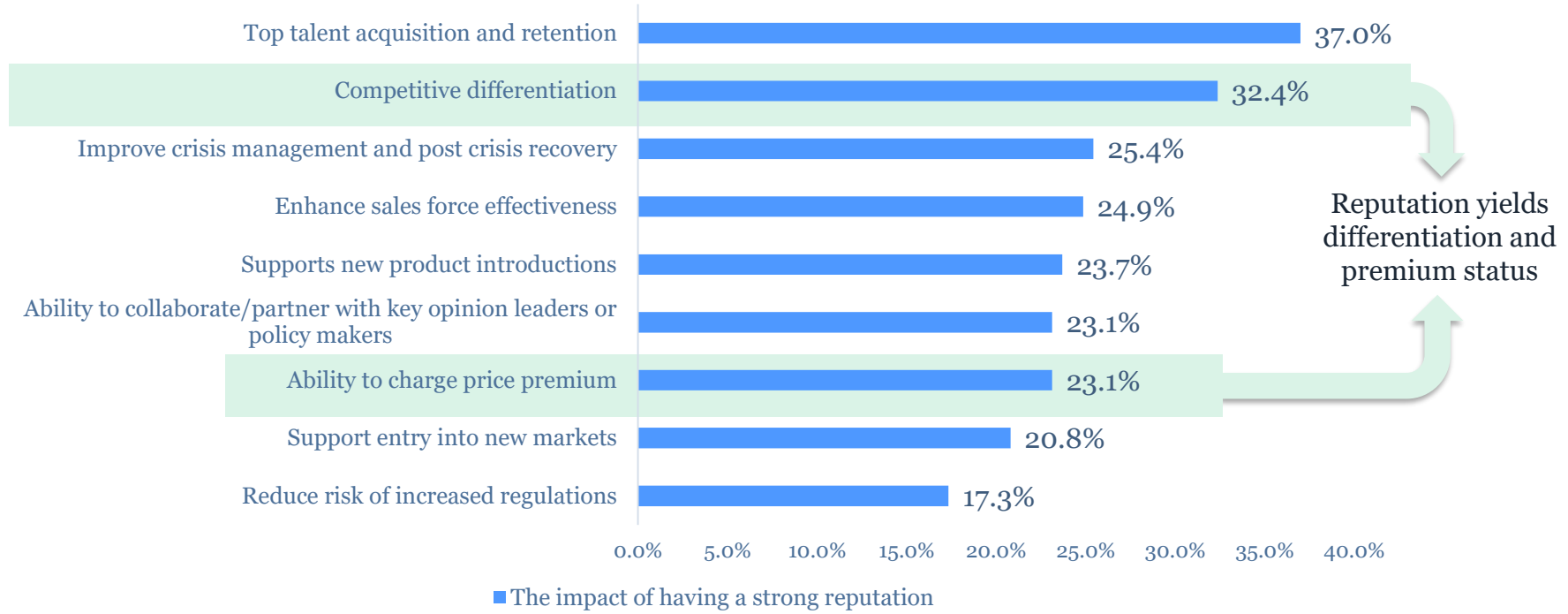
How CCOs View Business Impact of Reputation



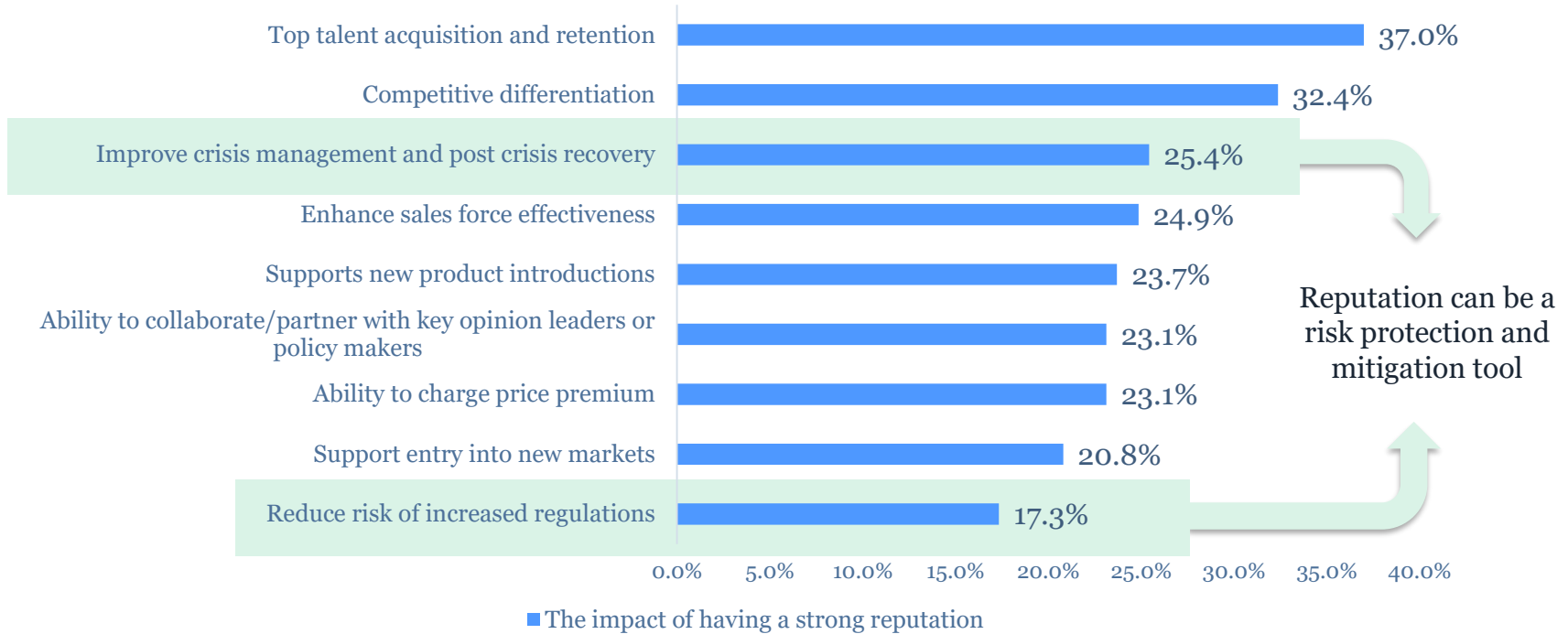
How CCOs View Business Impact of Reputation



How CCOs View Business Impact of Reputation

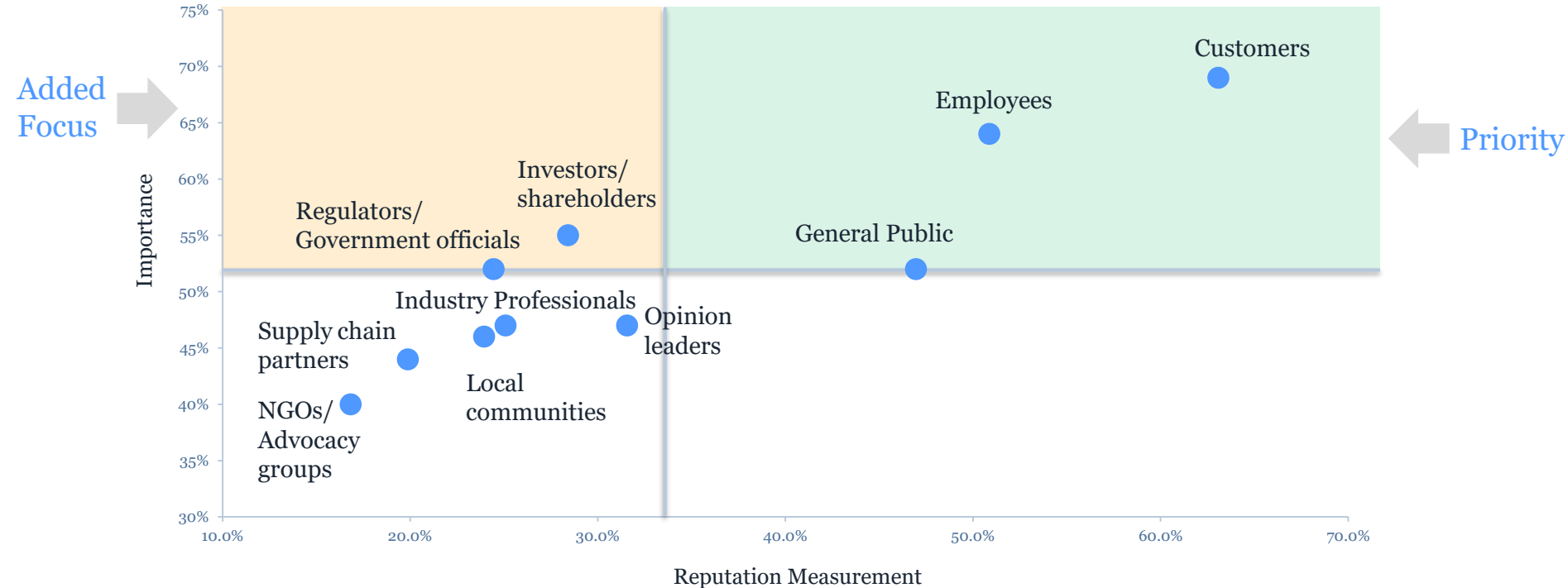


How CCOs View Business Impact of Reputation



Understanding Who Matters: Stakeholders

Stakeholders Critical to Business Strategy and Reputation Measurement Among Them



Prioritizing The Future: CCO Action Plan

CCO priorities within next 18 months

(in descending order)

5. Building a business case for reputation management
4. Developing / enhancing CR programs and efforts
3. Integrating stakeholder knowledge and expectations into integrated communication across different touch points
2. Measuring reputation across key stakeholders to understand risk and opportunities
1. Connecting the dots from marketing and corporate comms to stakeholder perceptions and business results

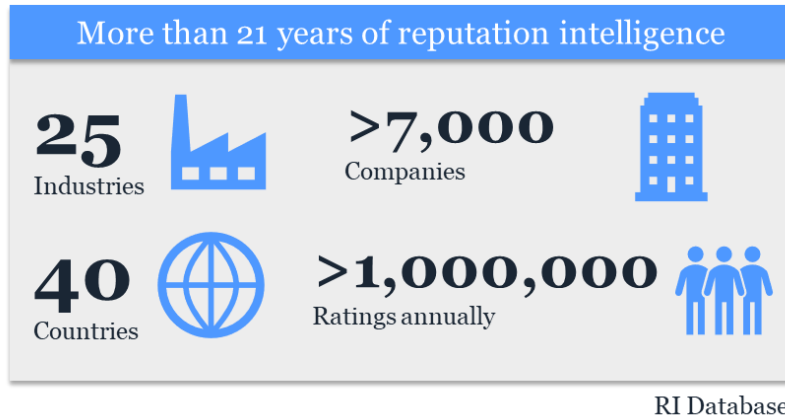
Becoming Reputation Ready

How to gain competitive advantage and institutional relevance

Macro-Trends on What Matters Most

Need to Understand the Macro-Trends

We tapped into our reputation expertise and extensive RI database to better understand the reputation world at large



Gauging What's Most Important

Among the 179 Global Communication executives who participated in the Reputation Leaders Study, we applied a [MaxDiff](#) discrete choice analysis technique to identify which macro-trend is the most important?



What CCOs Consider as Important

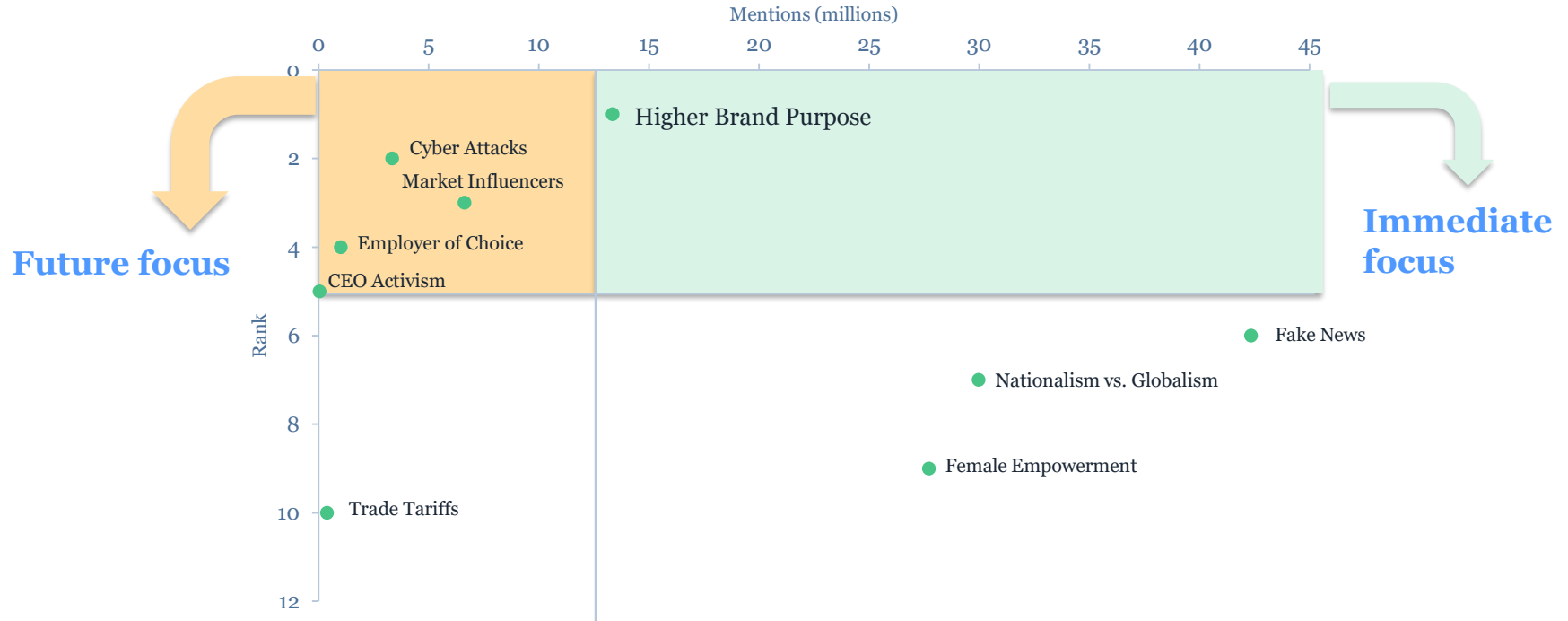
An understanding of how
reputation is shaping the
World and moving markets



Top 10 Macro-Trends

- 10 Trade Tariffs
- 9 Female Empowerment
- 8 Political Polarization
- 7 Nationalism vs. Globalism
- 6 Fake News
- 5 CEO Activism
- 4 Employer of Choice
- 3 Market Influencers
- 2 Cyber-Attacks / Data Privacy
- 1 Higher Purpose

Reputation Implications For Focus



Take Away and Implications

Reputation Leaders Study learning summary and implications

Getting to an Enhanced State of Readiness

While more CCOs say their company is reputation ready, they need a normative tool kit for reputation measurement and integration

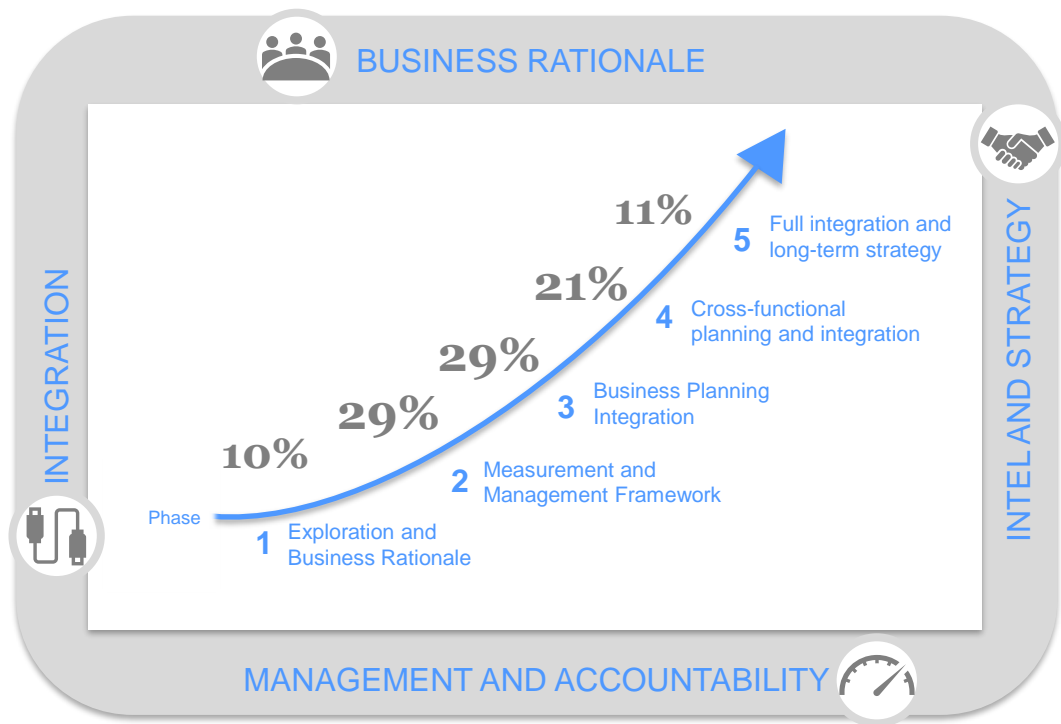
CCOs are still accountable for managing reputation, but CEOs are taking a firmer hand in managing reputation and need better data

A need to overcome the barriers of integrating reputation – by establishing a link between reputation data and business success

The creation of a cross-functional Reputation Council can help to overcome internal barriers to process and integration

Reputation needs to be viewed as a C-level dashboard metric that links sales, marketing, corporate brand reputation and financial performance

Opportunity to Create Reputation Momentum



32%

at some stage of either cross-functional or complete integration

68%

Still at the earlier stages of the reputation journey

Are you Reputation Ready?

www.reputationinstitute.com

Thank You



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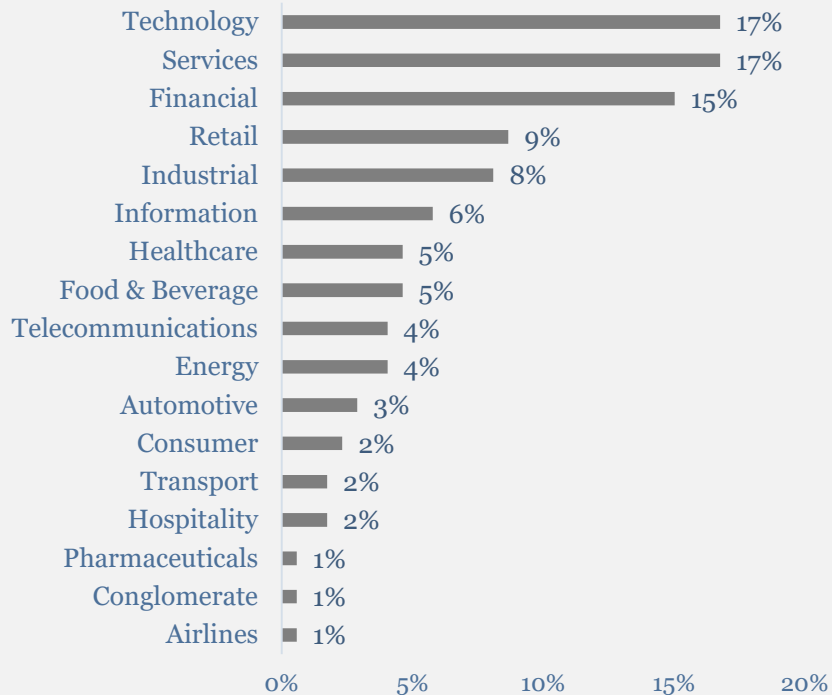




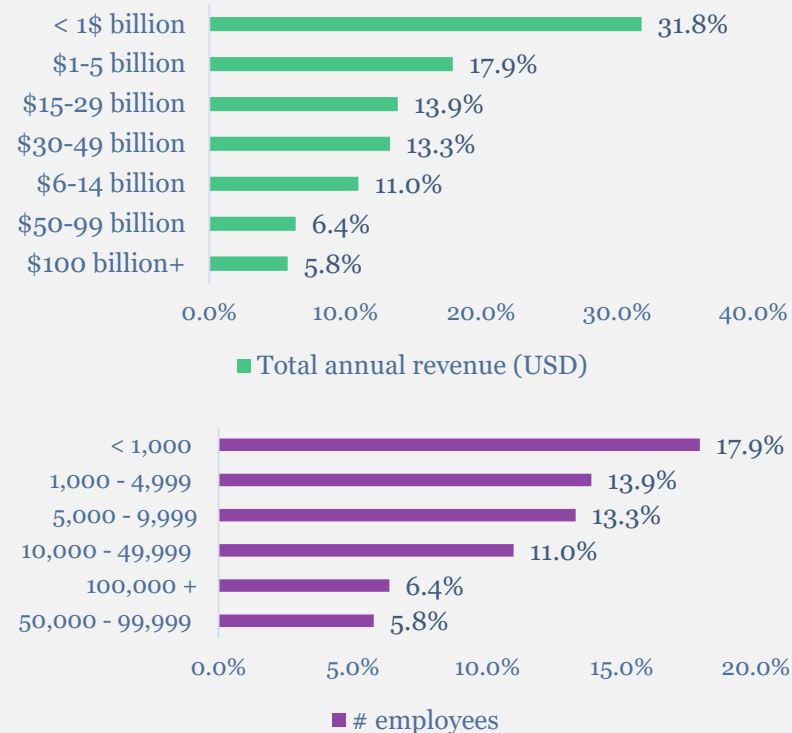
Appendices

CCOs Profiles: Who We Talked To

Industry



Company Size

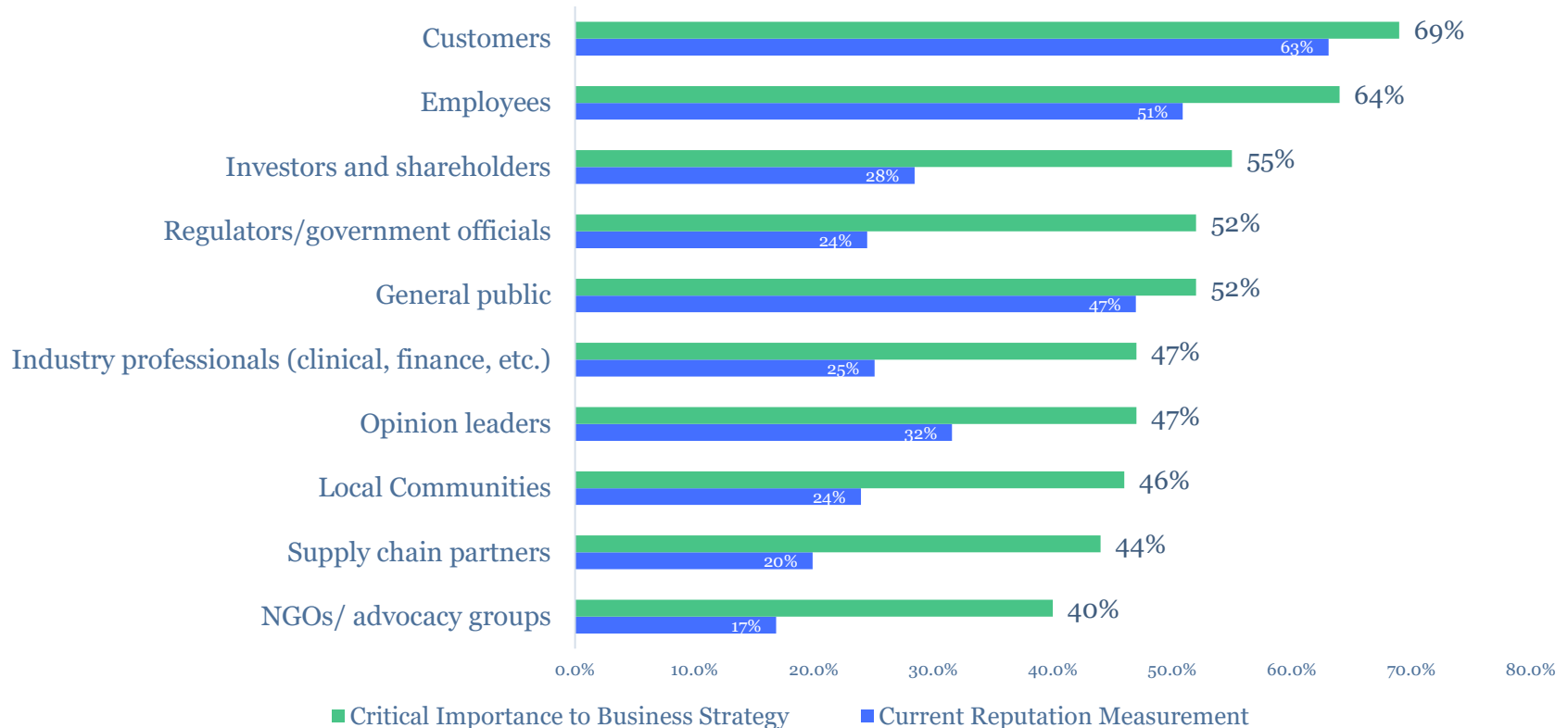


What is Top of Mind For the Corp. Comms. Team?

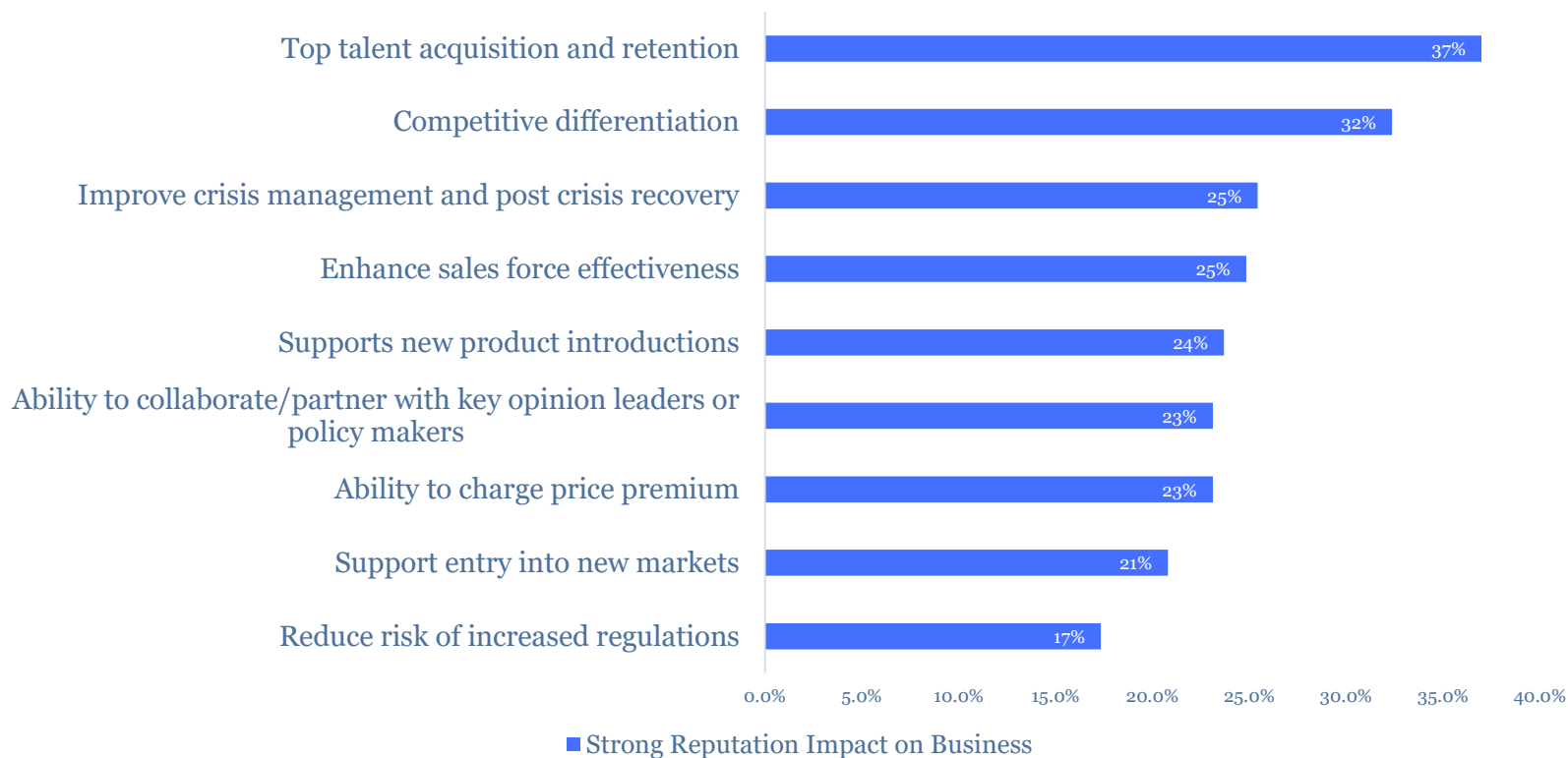
Priorities Which Corp Comms. Needs to Make Progress on Within the Next 6-18 months



Stakeholder Importance and Current Measurements



Business Impact of Corporate Reputation



Corporate Communicators Know the Importance of Reputation

56%

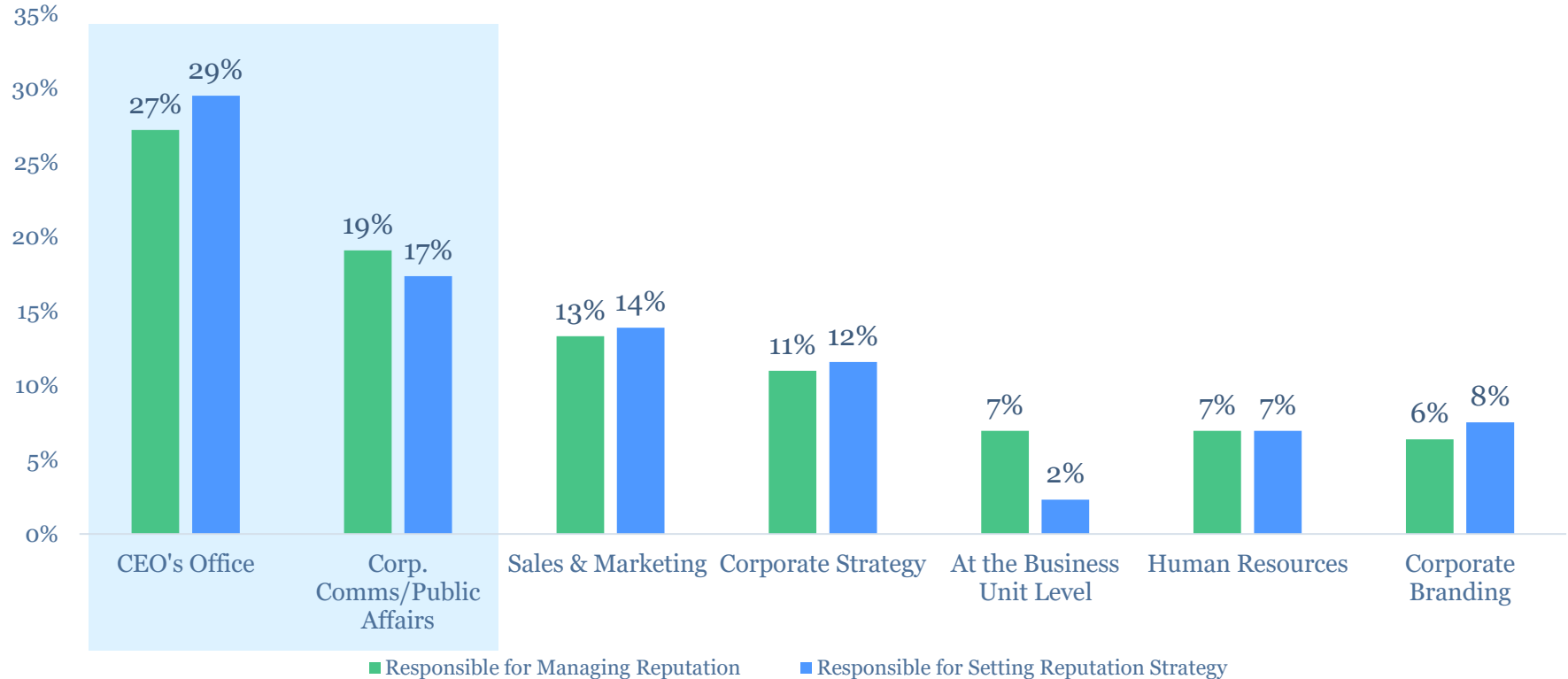
of corporate communicators believe corporate reputation has a financial impact on a company

VS.

4%

of corporate communicators believe corporate reputation has no business impact

Reputation Strategy and Management Ownership



Challenges in Implementing Reputation Management

