

# *Swiss Reputation Awards 2019*

Zürich, 17. April 2019



# Agenda

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## 2019 Swiss Reputation awards

*1<sup>st</sup> Session:*  
**Open & Welcome**

10'

*2<sup>nd</sup> Session:*  
**Reputation Mega Trends 2019**

10'

*3<sup>rd</sup> Session:*  
**Swiss RepTrak® 2019 – new, extended ranking**

60'

*4<sup>th</sup> Session:*  
**“Purpose” as a key driver of reputation:  
making data useful for taking action**

15'

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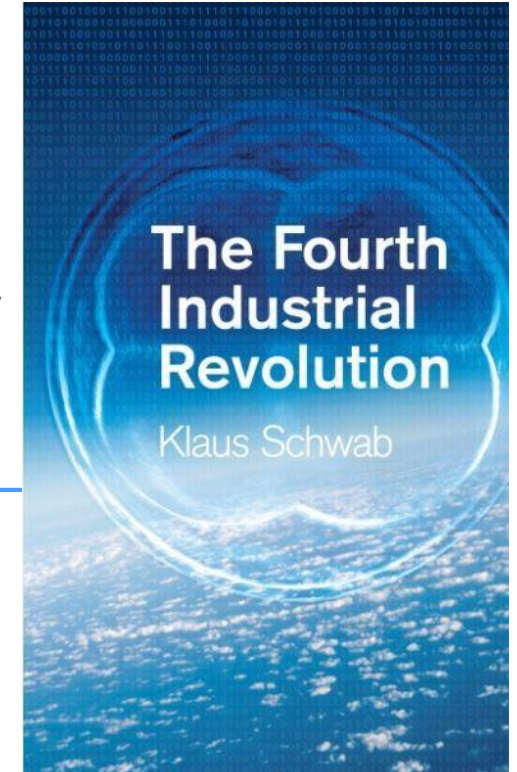
15'

## Setting the scene: We're in a New Age for Reputation

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*“The Fourth Industrial Revolution is disrupting almost every industry in every country and creating massive change in a non-linear way at unprecedented speed.”*

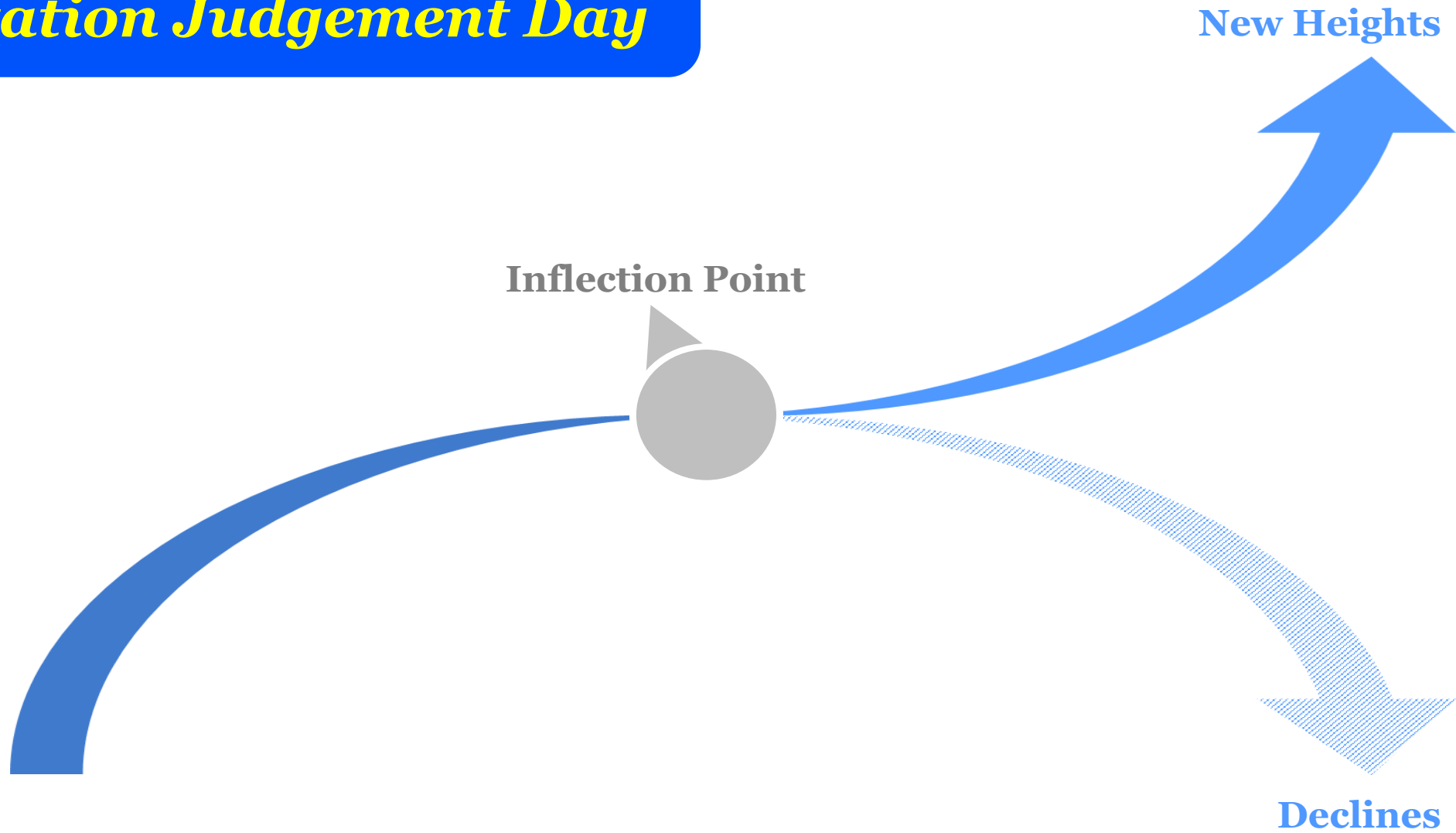
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Bernard Marr / Forbes:  
“The 4th Industrial Revolution  
Is Here - Are You Ready?”  
August 2018



**2019 Theme**  
***Reputation Judgement Day***





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

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

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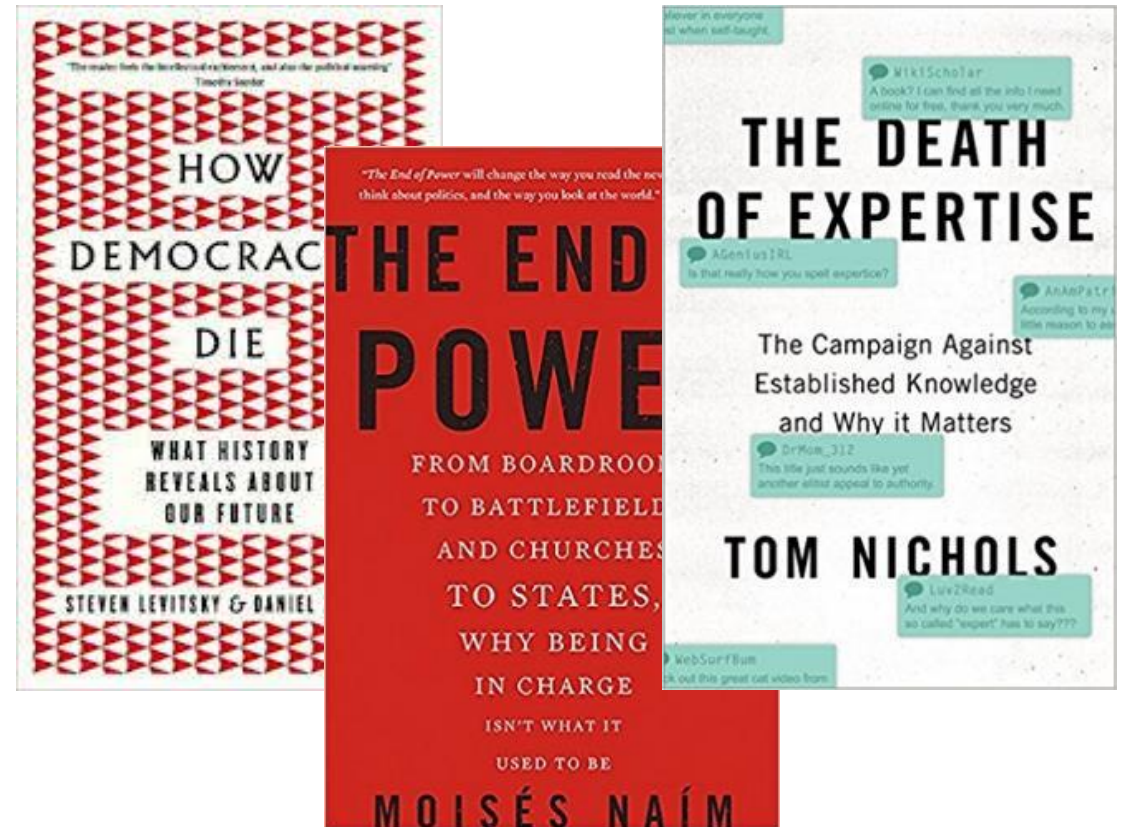


# Emerging paradigm #1: the dynamic of power

Social Movements pose new issues to  
Leaderships and Society at large



Power has become more available and comes  
from innovation and initiative



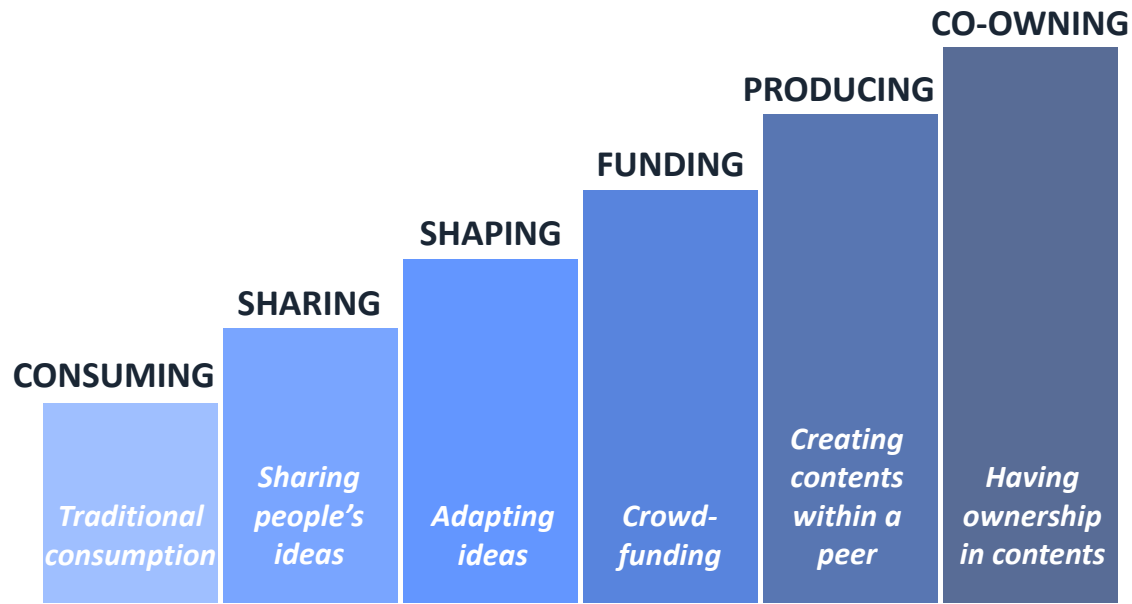


# Emerging paradigm #2: the battle over mobilization

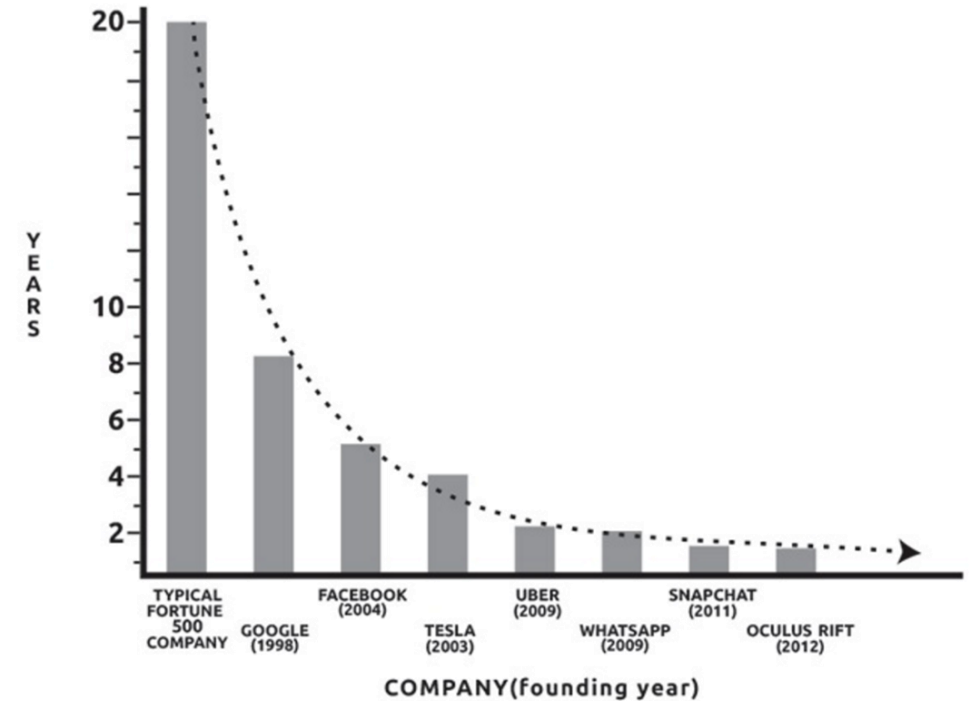
New Power requires to be actionable,  
connected and extensible

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

## THE PARTICIPATION SCALE



## MARKET CAP TO A BILION



Source: Salim Ismail and Exponential Organizations (2017)

# Emerging paradigm #3: a redefined angle to Corporate Value

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

Focusing on the Long-Term exhibit stronger fundamentals and performances



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.

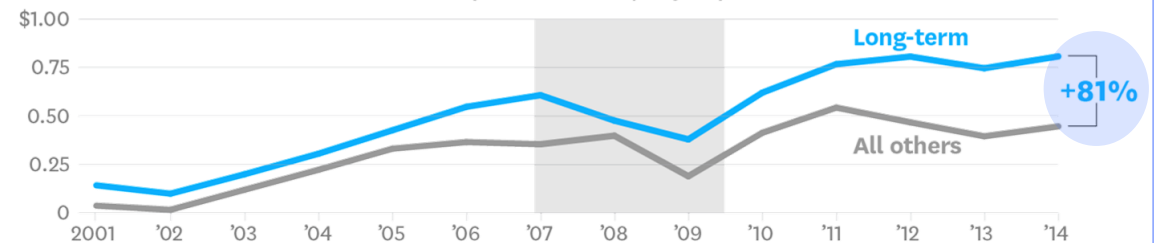
Unnerved by fundamental economic changes and the failure of government to provide lasting solutions, society is increasingly looking to companies, both public and private, to address pressing social and economic issues. These issues range from protecting the environment to retirement to gender and racial 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

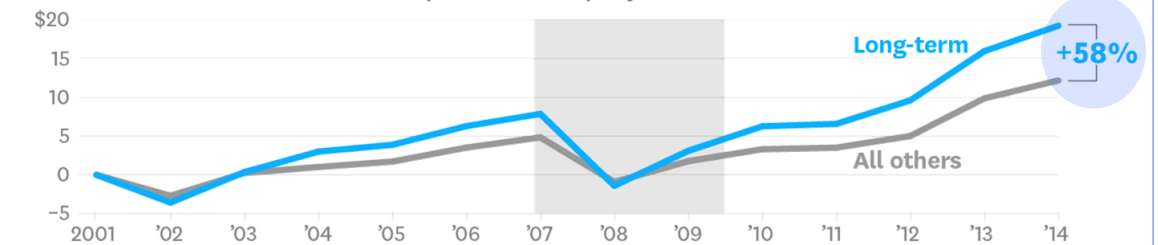
*“Unnerved by fundamental economic changes and the failure of government to provide lasting solutions, society is increasingly looking to companies, both public and private, to address pressing social and economic issues”*

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

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



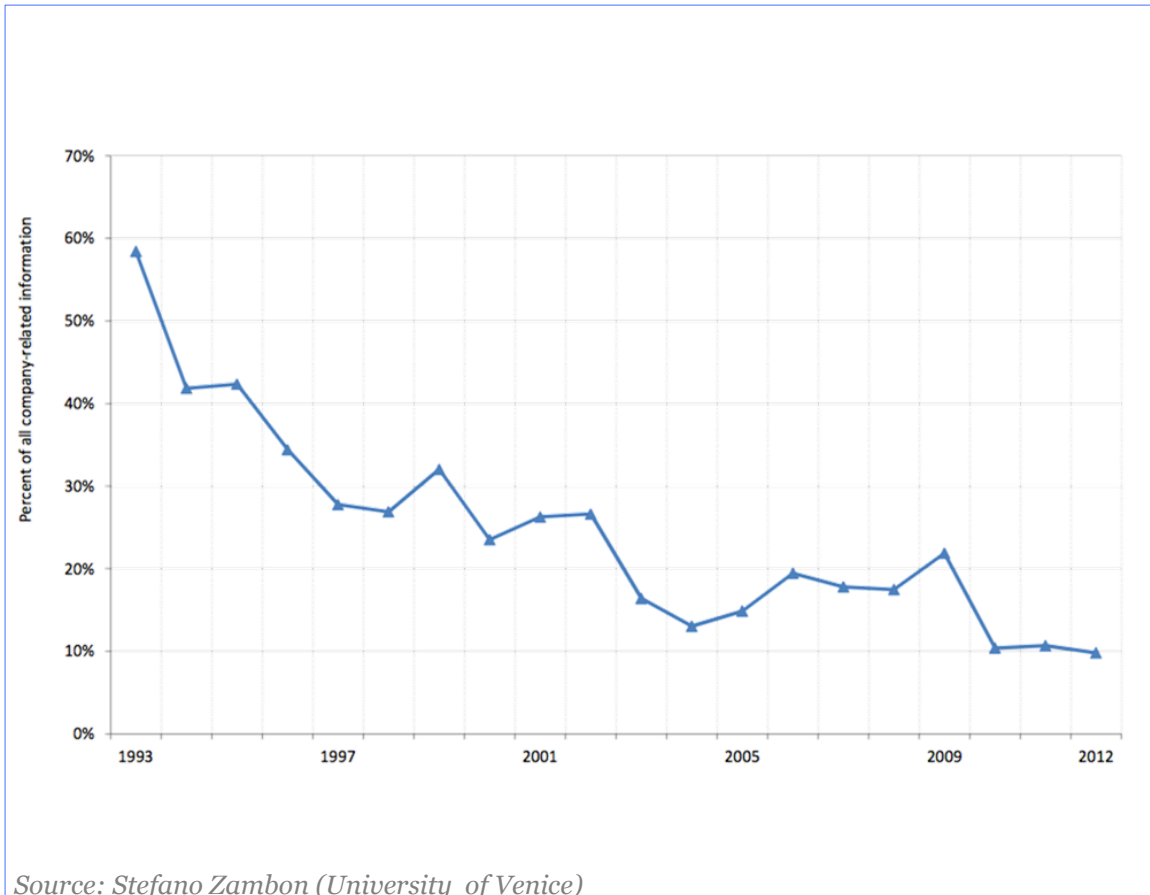
AVERAGE MARKET CAPITALIZATION (in US\$ billions per year, indexed to 2001)



Source: McKinsey Global Institute in cooperation with FCLT Global

# Emerging paradigm #4: urgency for a new Corporate Character

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



The rising importance of Corporate Activism to shape Public Perception



23.19  
**he world's largest packaged food company will ditch single-use plastic**  
istlé will say goodbye to straws and some plastic bottles by 2025. But hopefully we'll see a lot more out of a company soon.

Forbes

2,867 views | Mar 13, 2019, 10:48am

**Corporate Social Responsibility, Purpose Brands And Gen-Z**

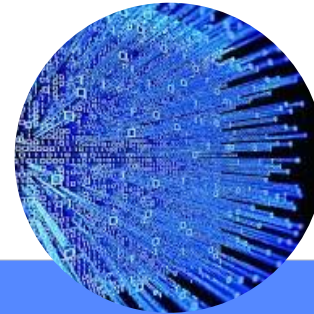
# The most prominent societal tensions that are calling companies to take a stance



**Inclusion**



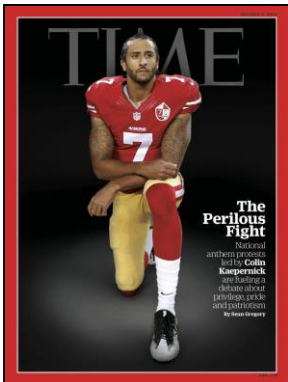
**Gender**



**Data**



**Environment**





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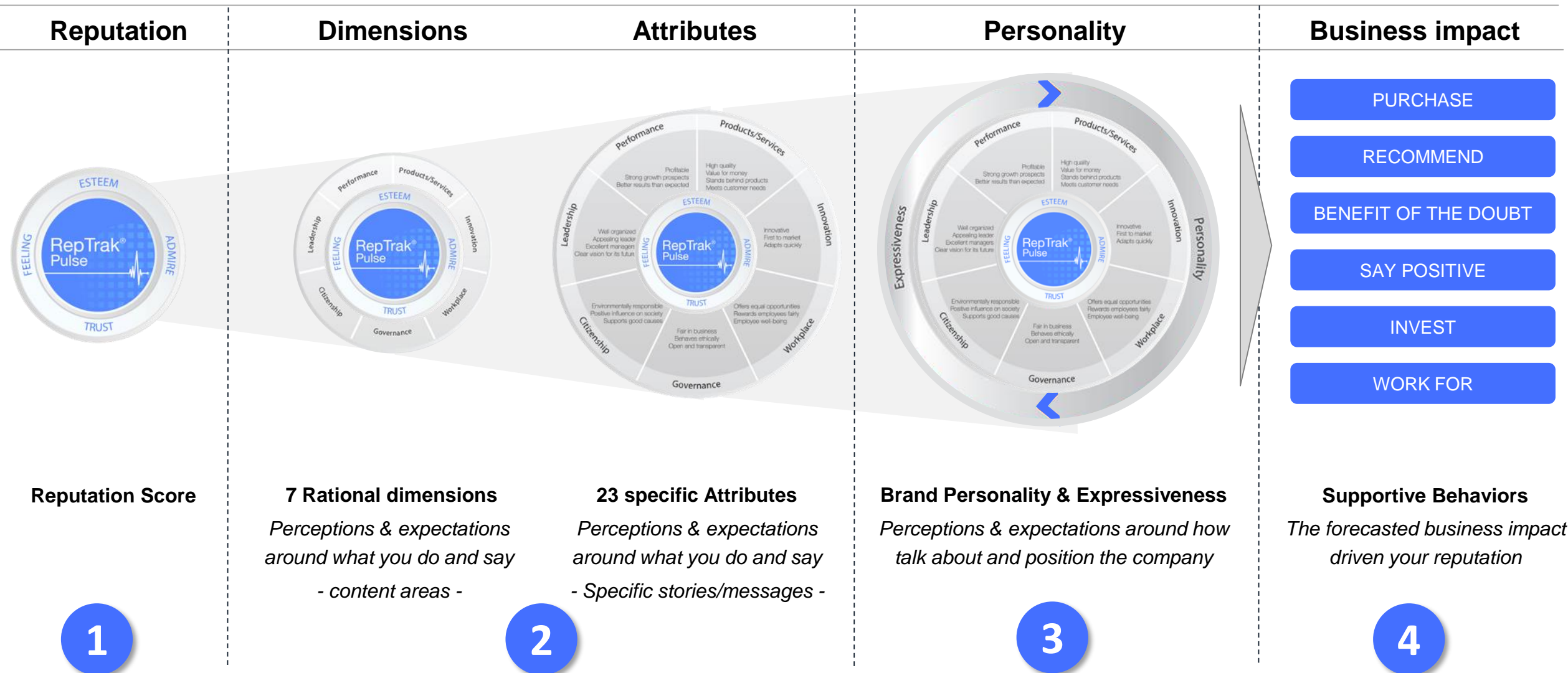
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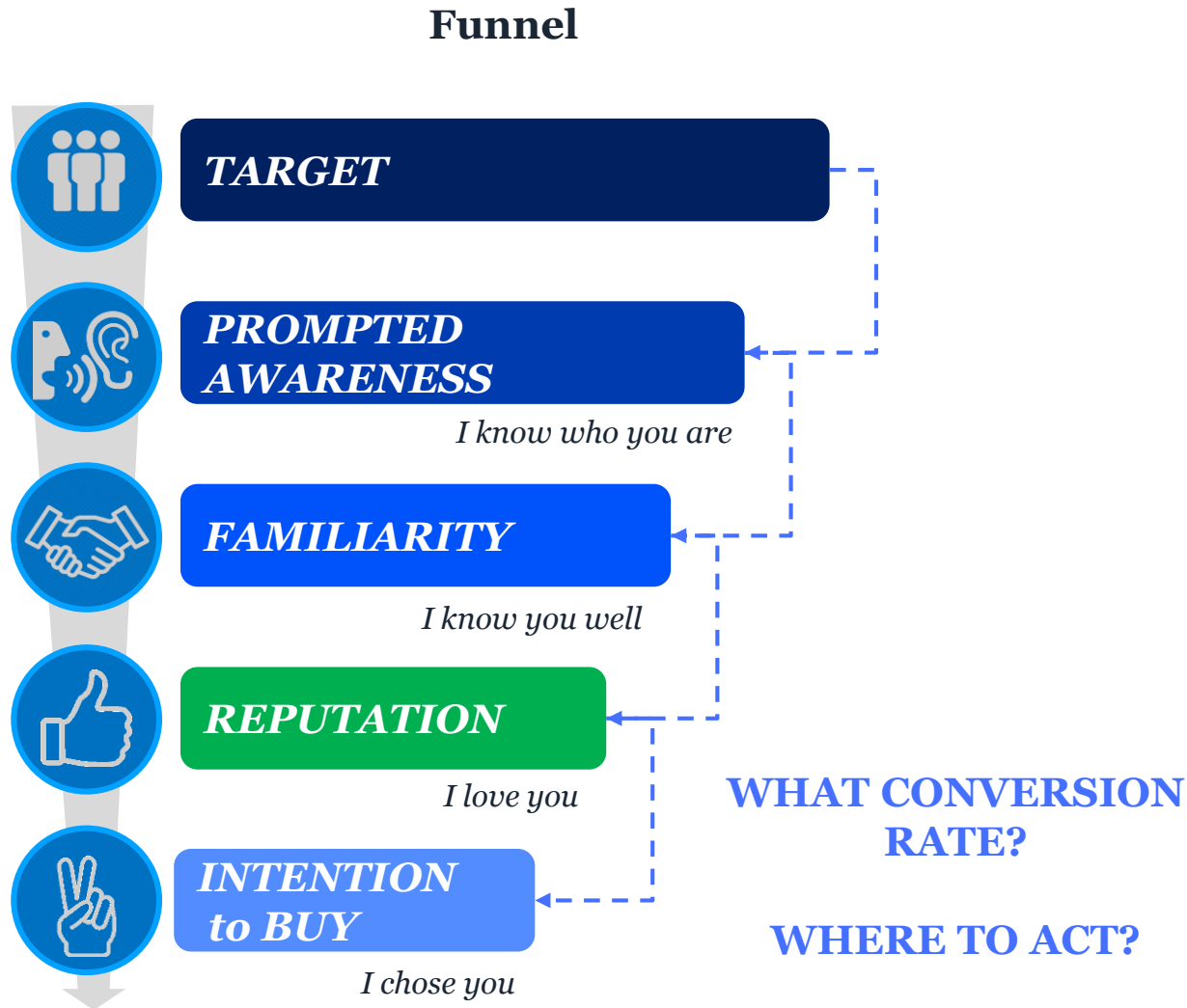
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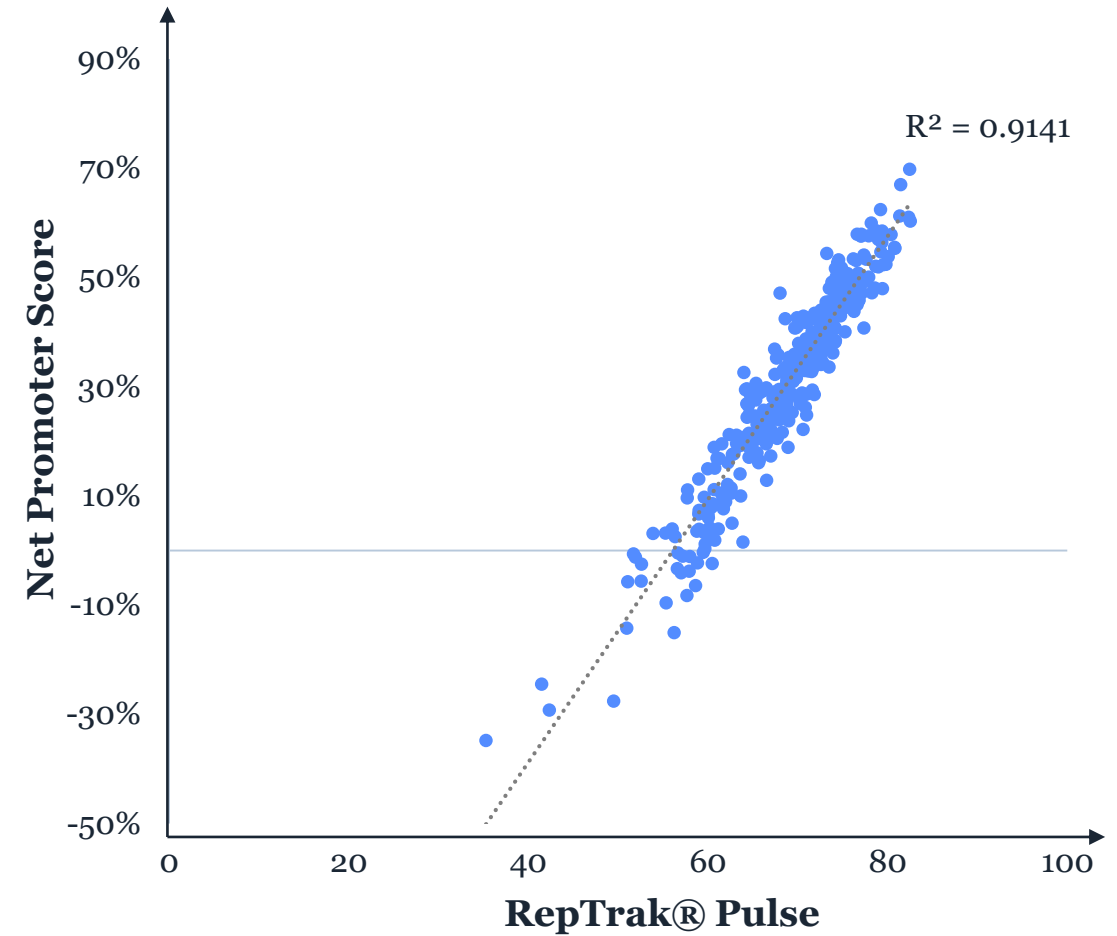
# The RepTrak® Model for reputation management – our yearly study focuses on components 1,2 and 4



# Marketing implications: new KPIs to better explain the customer journey



## NPS relationship with Reputation



Source: Reputation Institute – Swiss RepTrak® Pulse 2019

# Financial implications: reputation “moves” markets



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



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

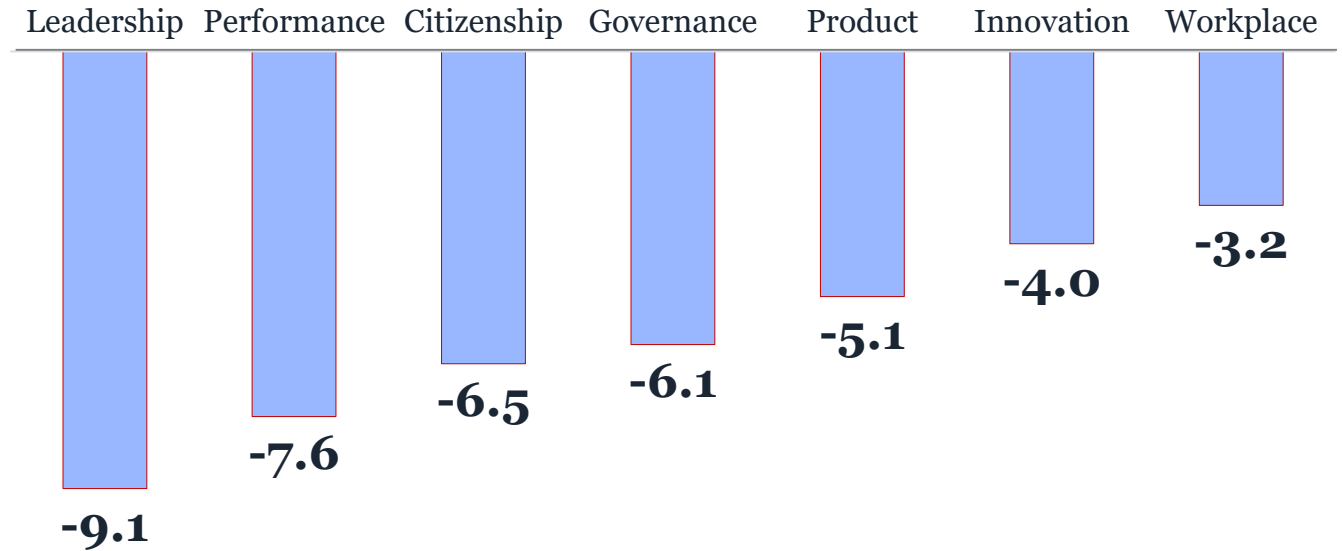


# Risk implications: all risk types have multiple reputation impact

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



## Most affected reputation drivers



Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

# HR implications: talents today chose companies for different reasons

I would work for your company



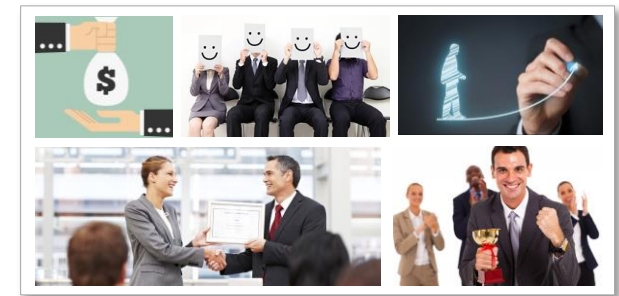
28,6%

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

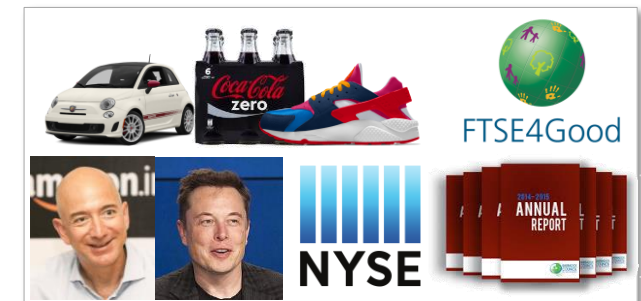
71,4%

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

## REWARDING

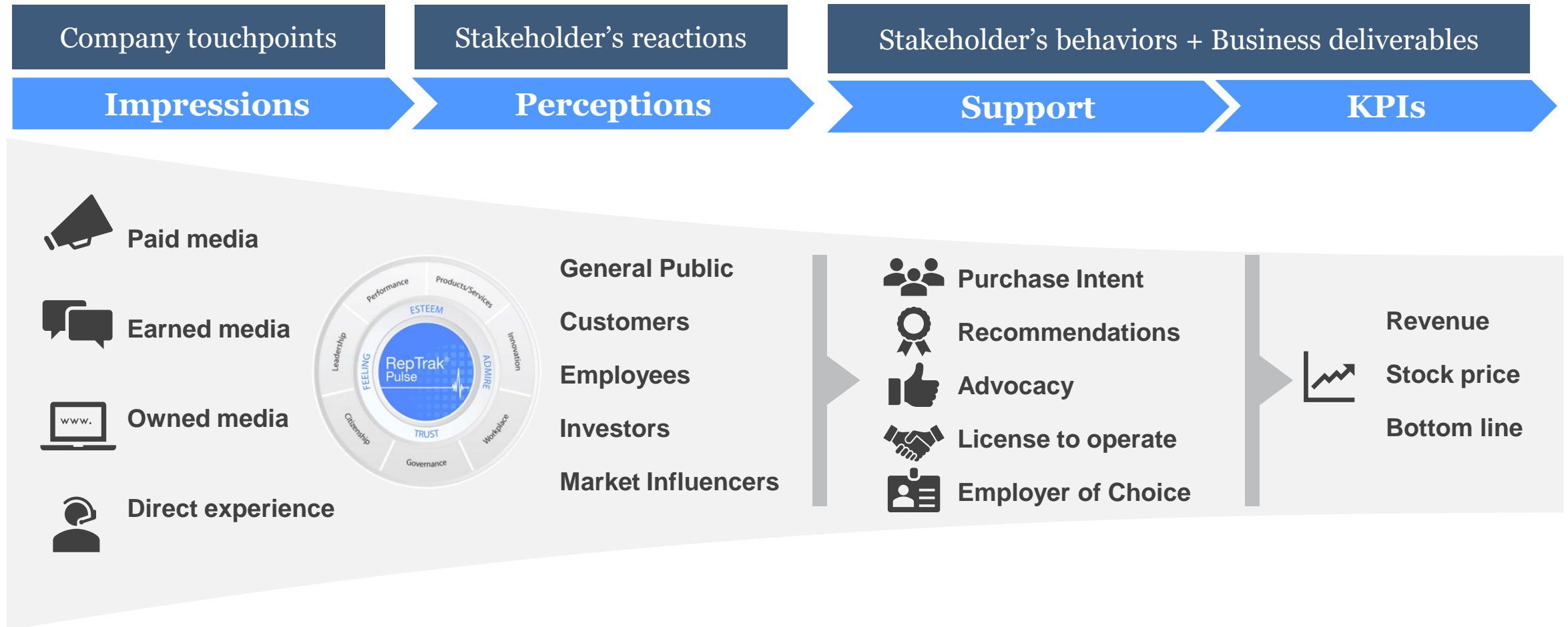


## PURPOSE LED SUCCESSFUL ENTERPRISE

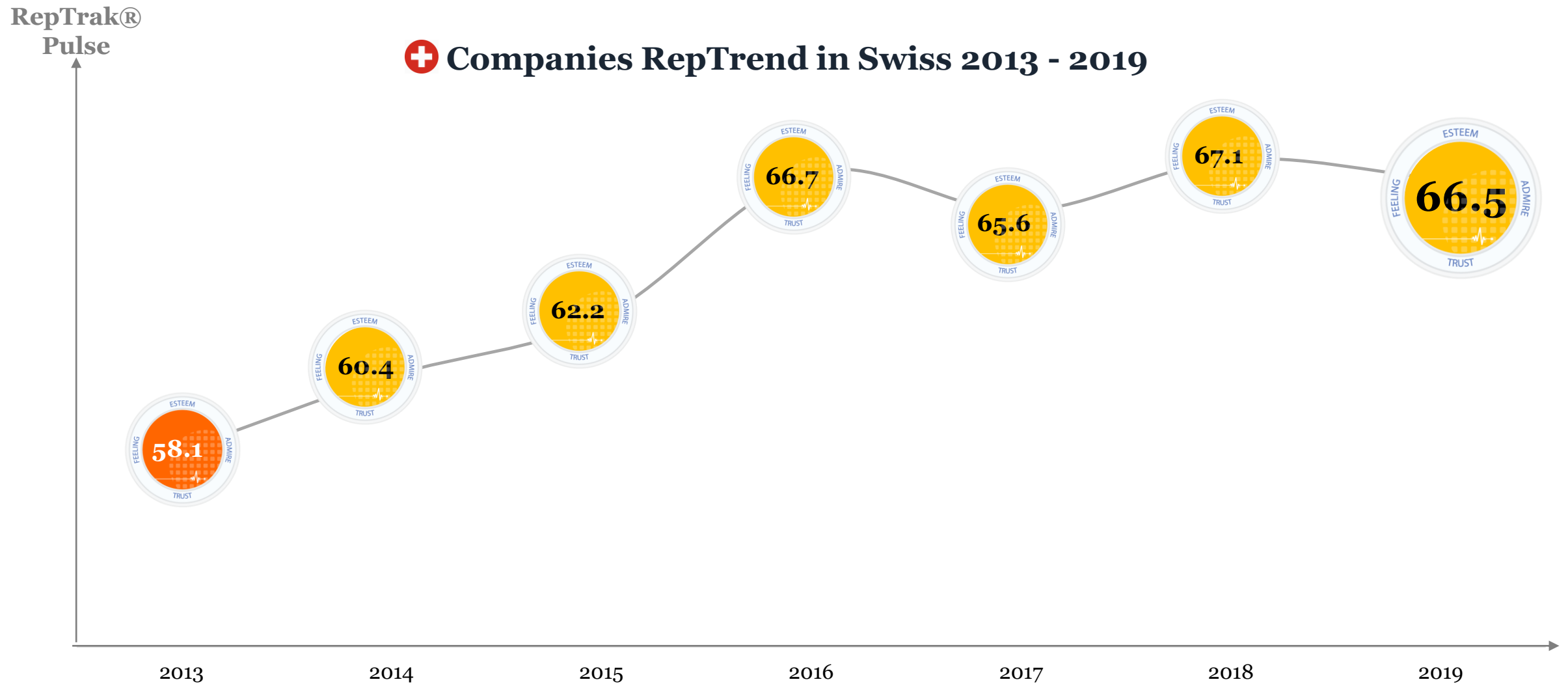




# The RepTrak® Approach: how reputation is built everyday by what you say and do



# Reputation in Switzerland is stable YoY after an important growth path since 2013



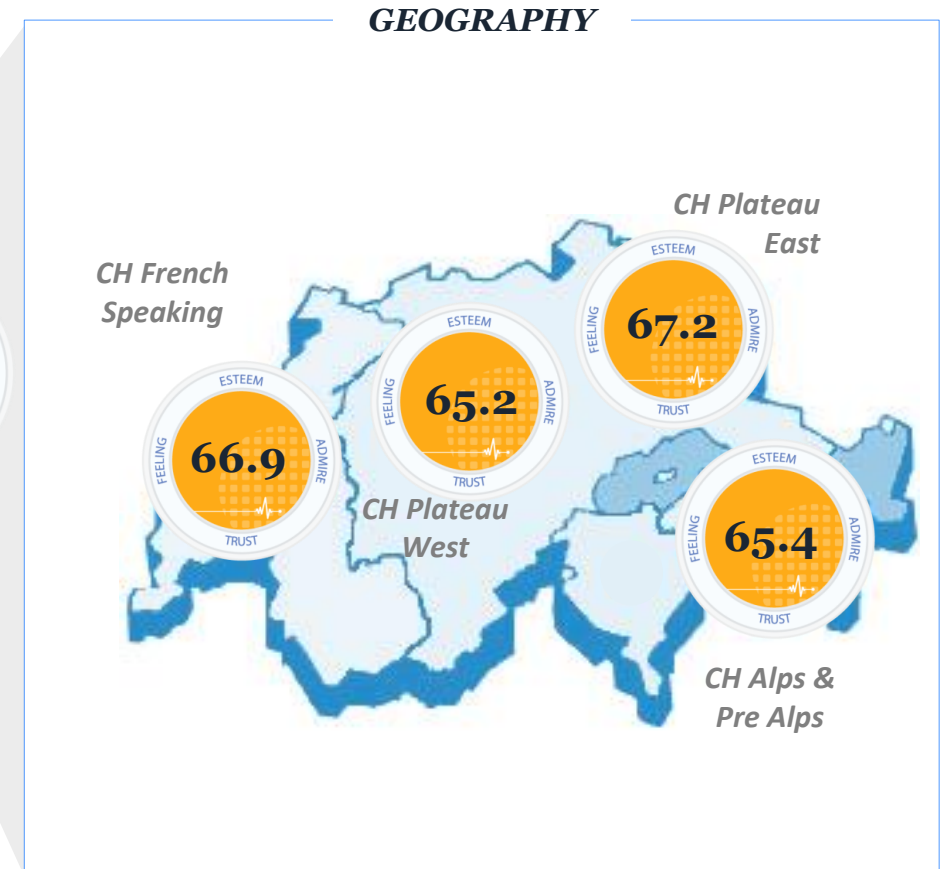
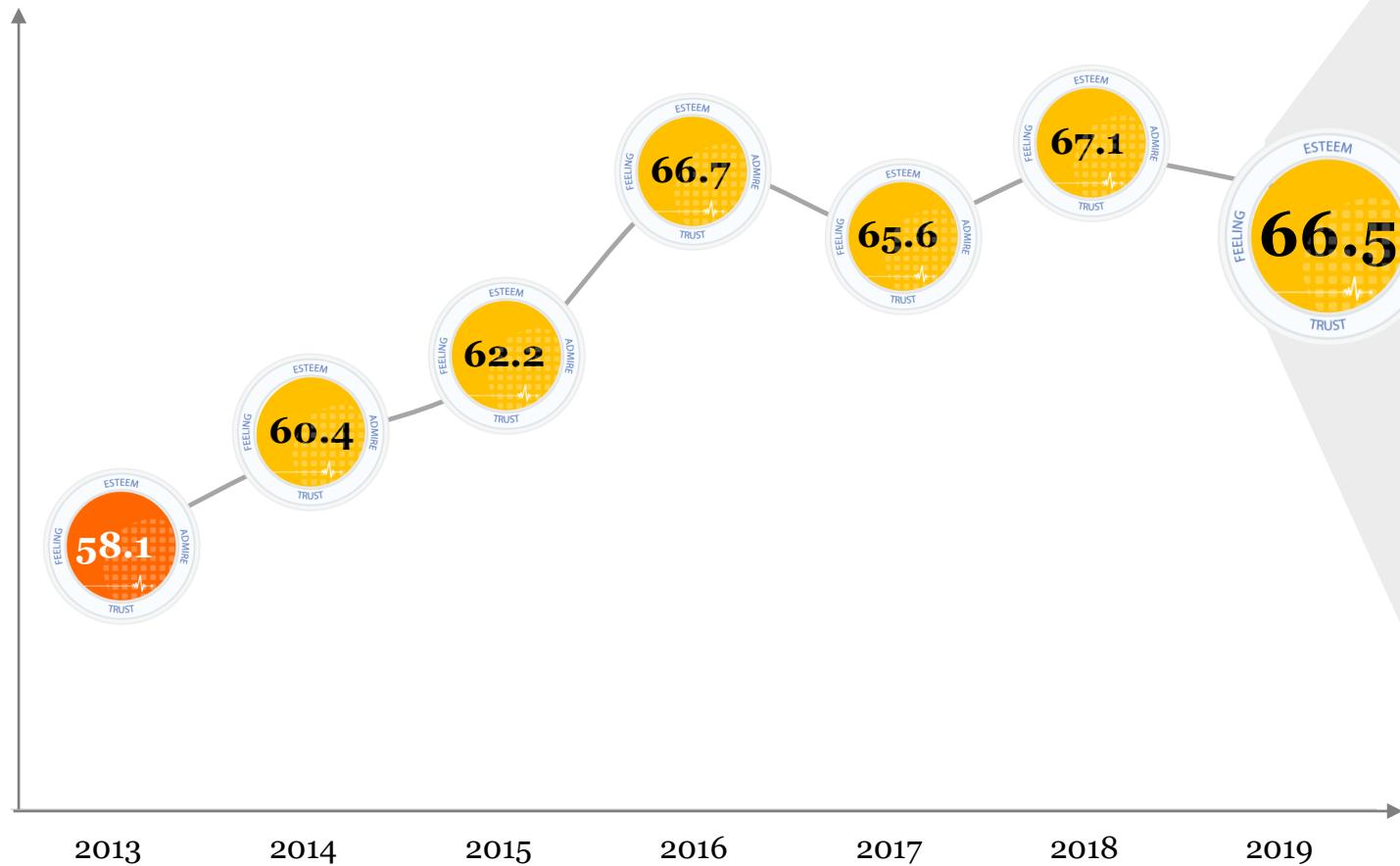
Source: Reputation Institute – Switzerland RepTrak® Pulse 2013-2019

● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

# Reputations in the different regions see a change YoY, the East moves from having the weakest to the strongest bond towards companies in 2019

## 🇨🇭 Companies RepTrend in Swiss 2013 - 2019

RepTrak® Pulse



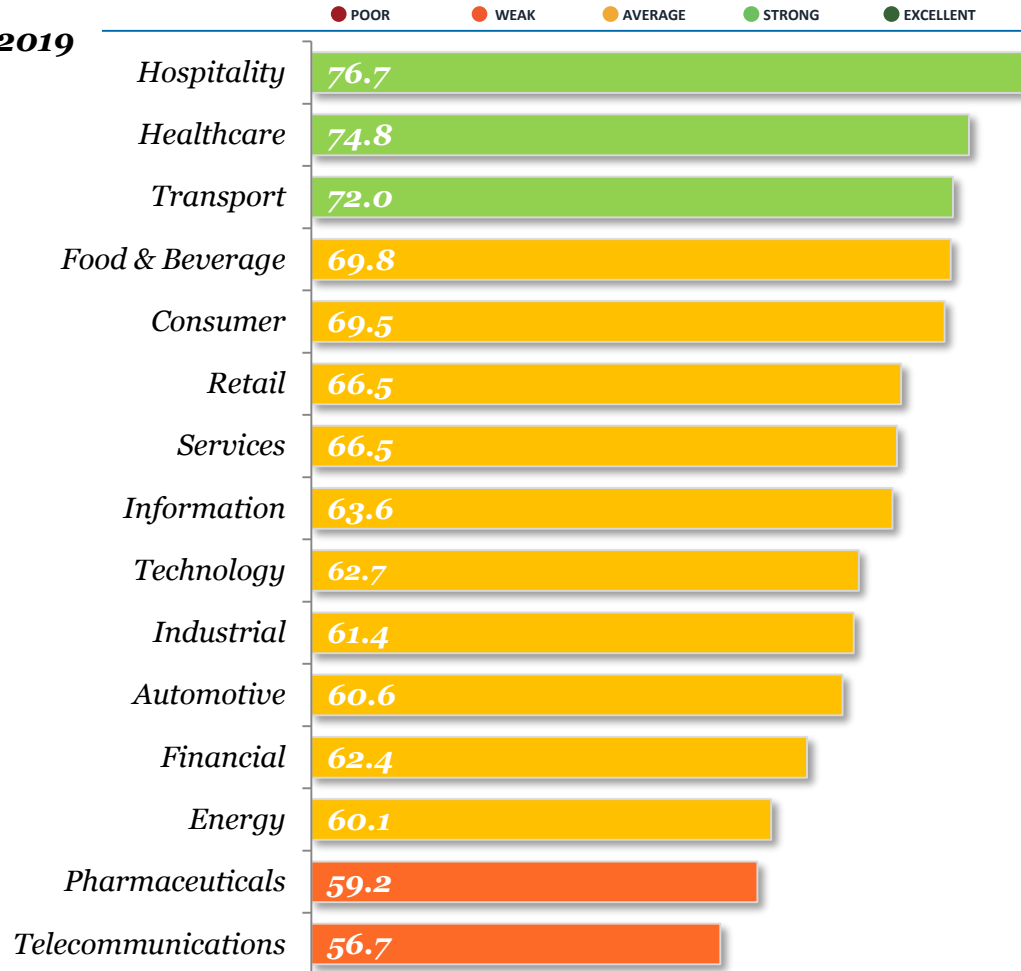
Source: Reputation Institute – Switzerland RepTrak® Pulse 2013-2019

● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

# Reputational performance by sector in Switzerland in 2018: know your context to better “stand out from the crowd”



2019



## Spread-out sectors



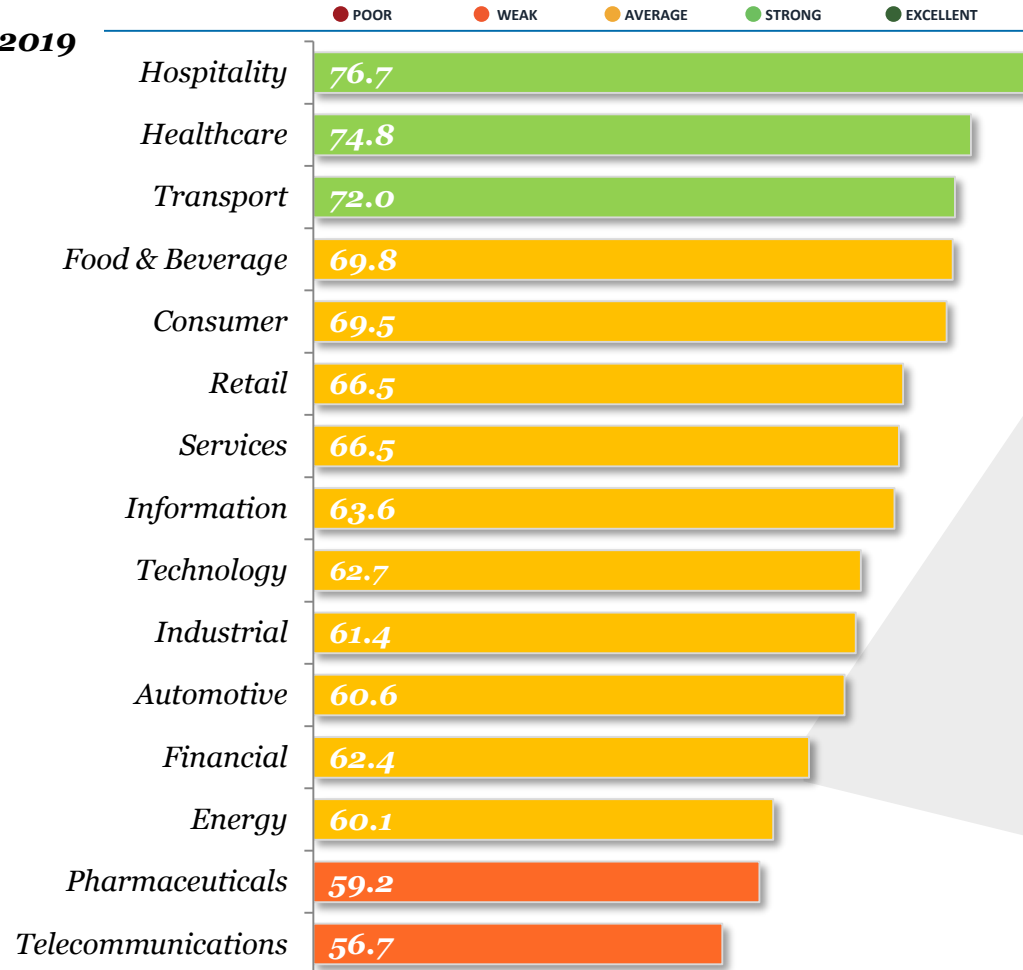
## Compact sectors



# Focus on the Financial industry – large differences between Insurance players and banks, retail banks have stronger reputations than other businesses



2019



Financial - Insurance



Financial - Bank



Financial – Private Bank

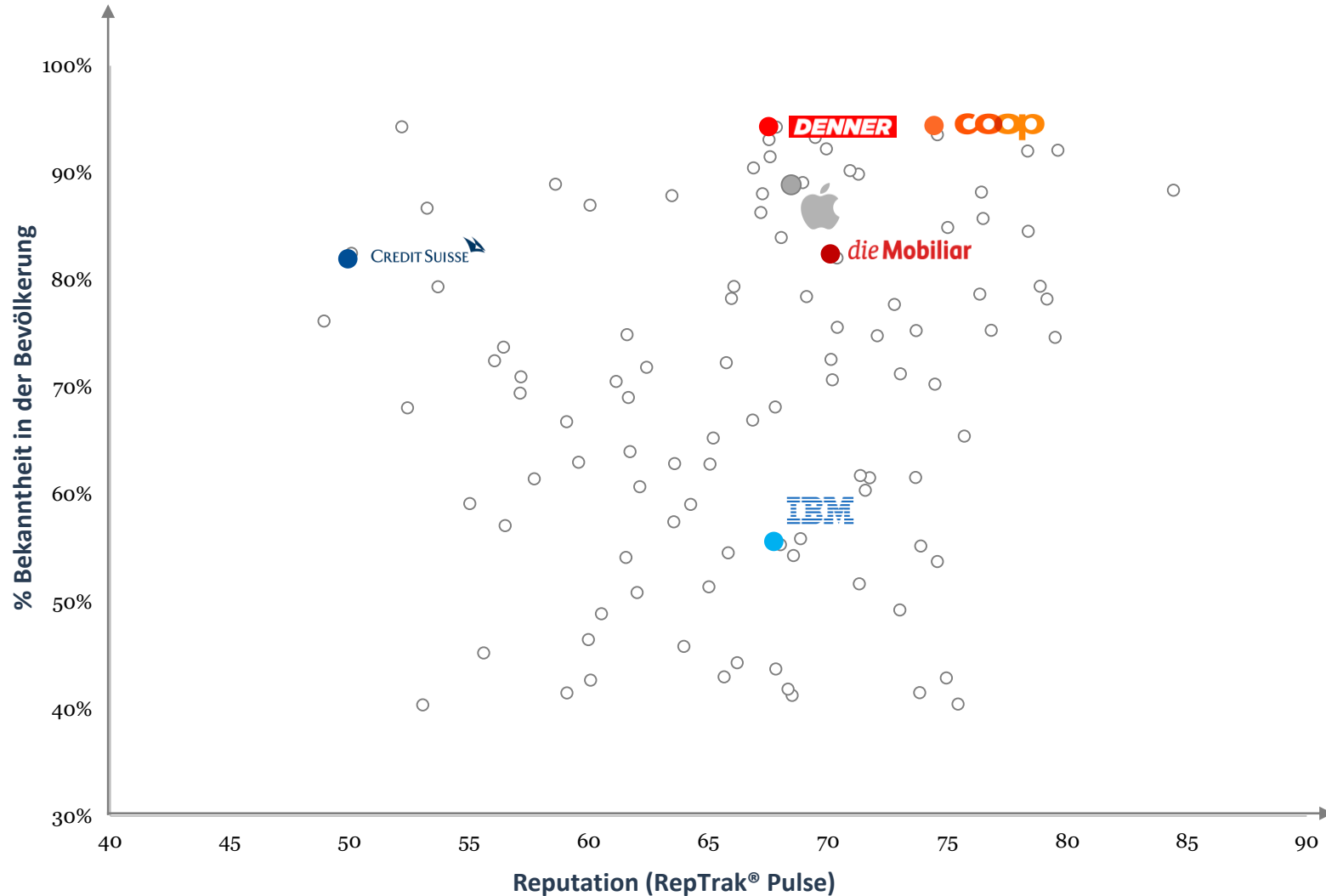


Financial – Health Insurance

▲ +/- 23 pts



# As mentioned in 2018, there's no correlation between Awareness and Reputation...



<b>DENNER</b>	<b>COOP</b>
94%    67.8	94%    74.6
CREDIT SUISSE	die Mobiliar
82%    50.1	82%    70.4
Apple	IBM
89%    68.9	56%    68.8

● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

...we are overloaded with information... Key is being remembered!



**940 Million**  
email per day

Source: <https://www.ionos.it/digitalguide>



**+2,9% YoY**

Active **Social Media** users (+1 million)

Source: We Are Social and Hootsuite report on Digital trend 2019



**+27% YoY**

**Internet users** (+11 million)

Source: We Are Social and Hootsuite report on Digital trend 2019



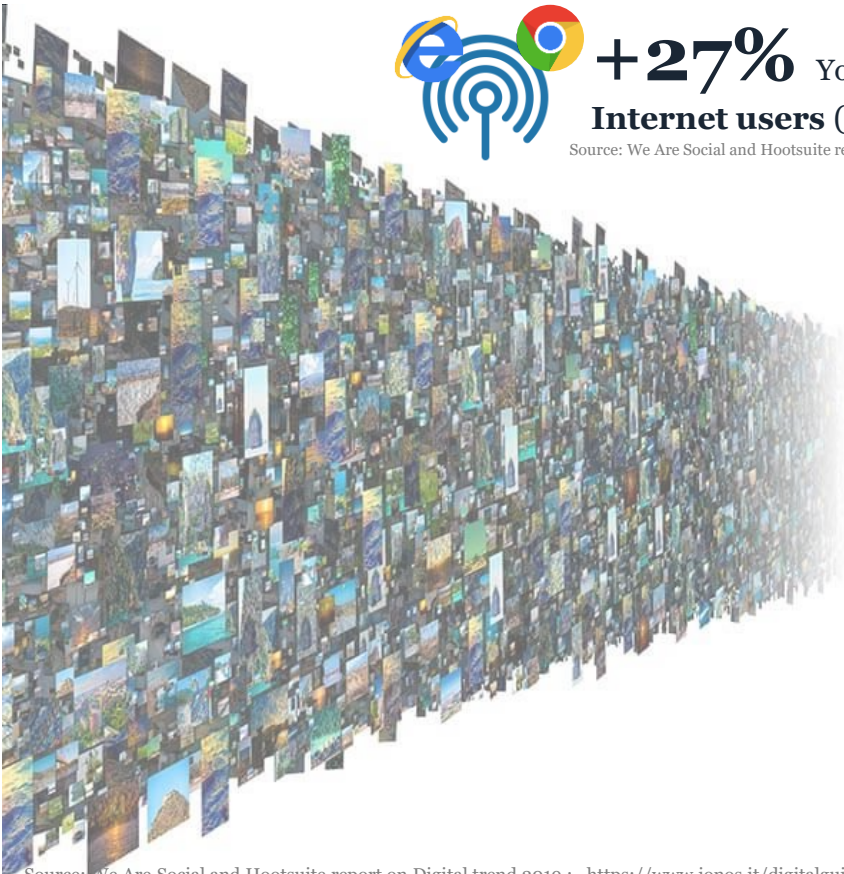
**97%** of Italians  
are smartphone users

Source: We Are Social and Hootsuite report on Digital trend 2019

*We are not thinking  
machines that feel,  
rather we are  
feeling machines  
that think.*

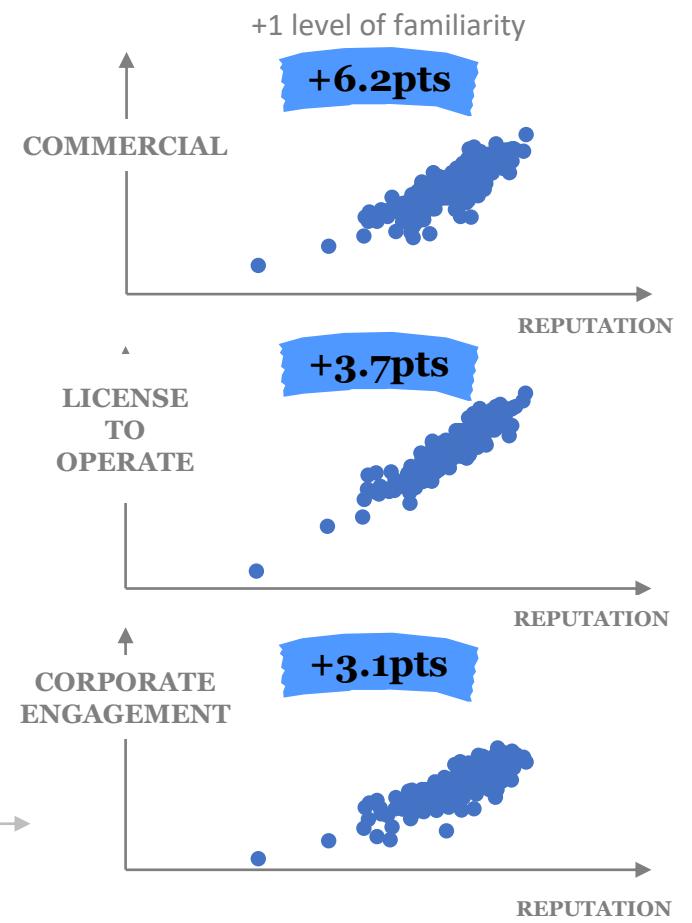
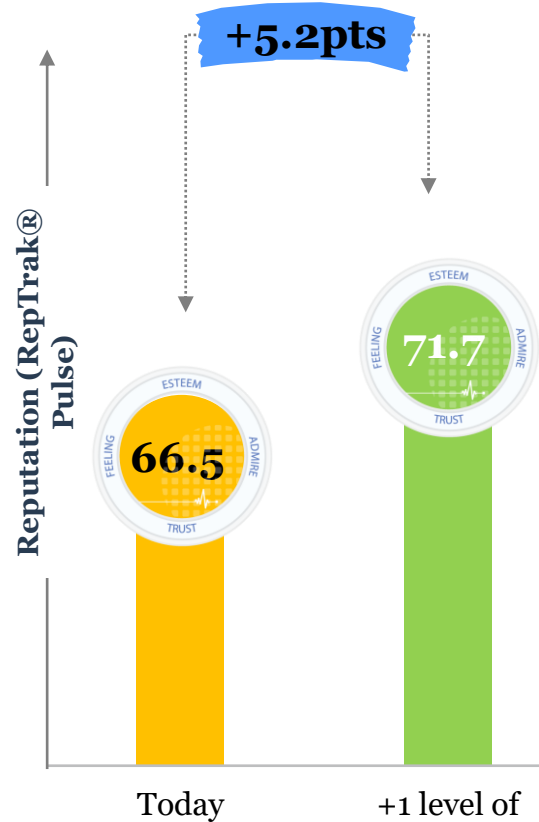
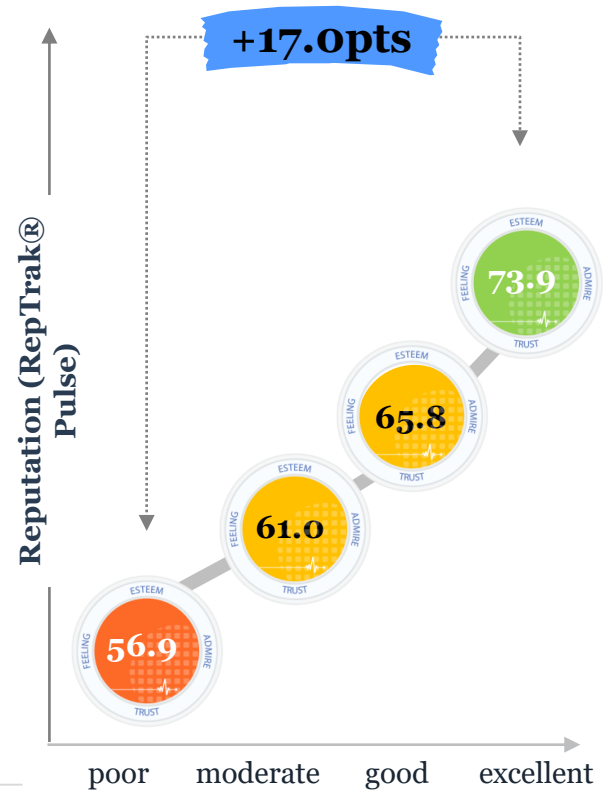
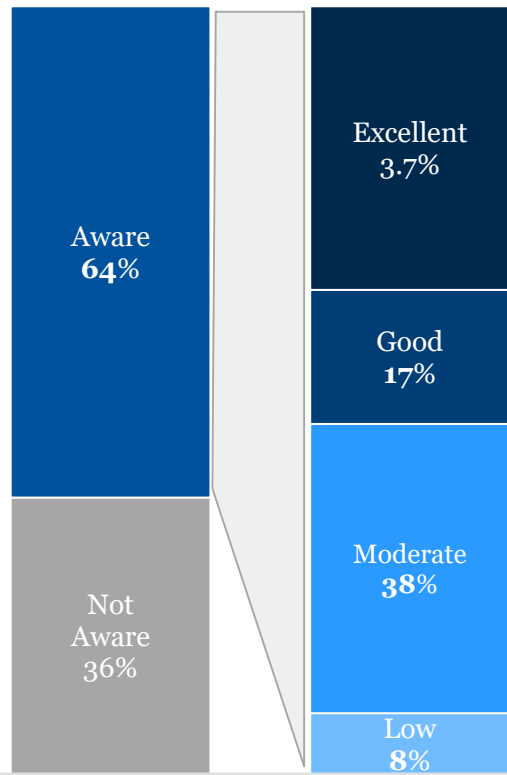
*Antonio Damasio*

What we remember are the  
messages that evoke  
emotion



Source: We Are Social and Hootsuite report on Digital trend 2019 ; <https://www.ionos.it/digitalguide/online-marketing/vendere-online/sovraccarico-di-informazioni-troppi-dati-scacciano-i-clienti/>

# The business case for Reputation Management: Work to drive «familiarity» through stakeholder engagement to impact the business

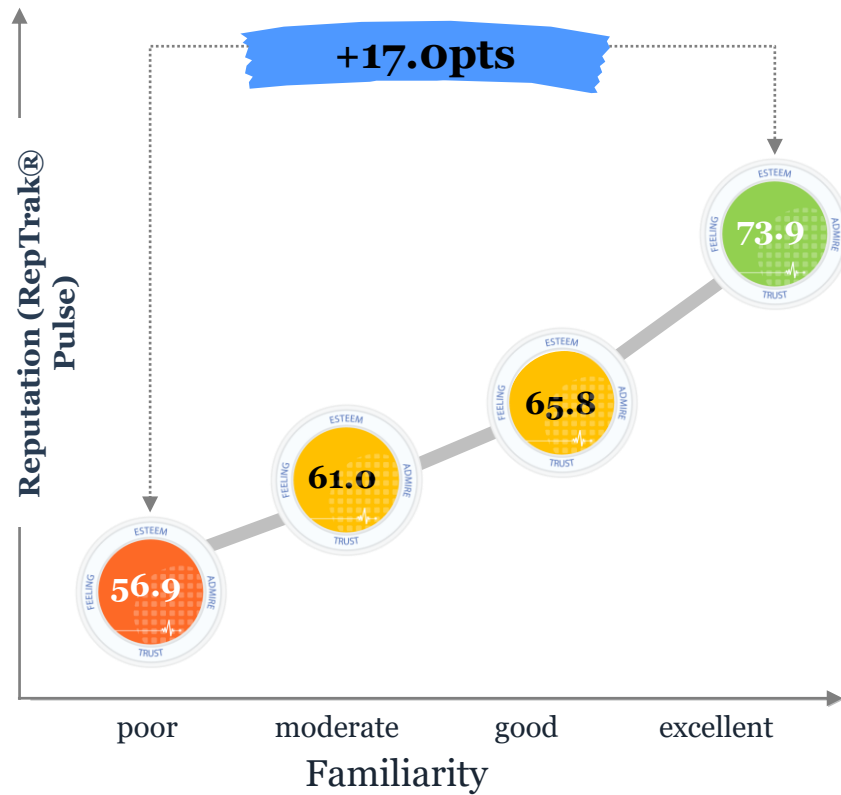


● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

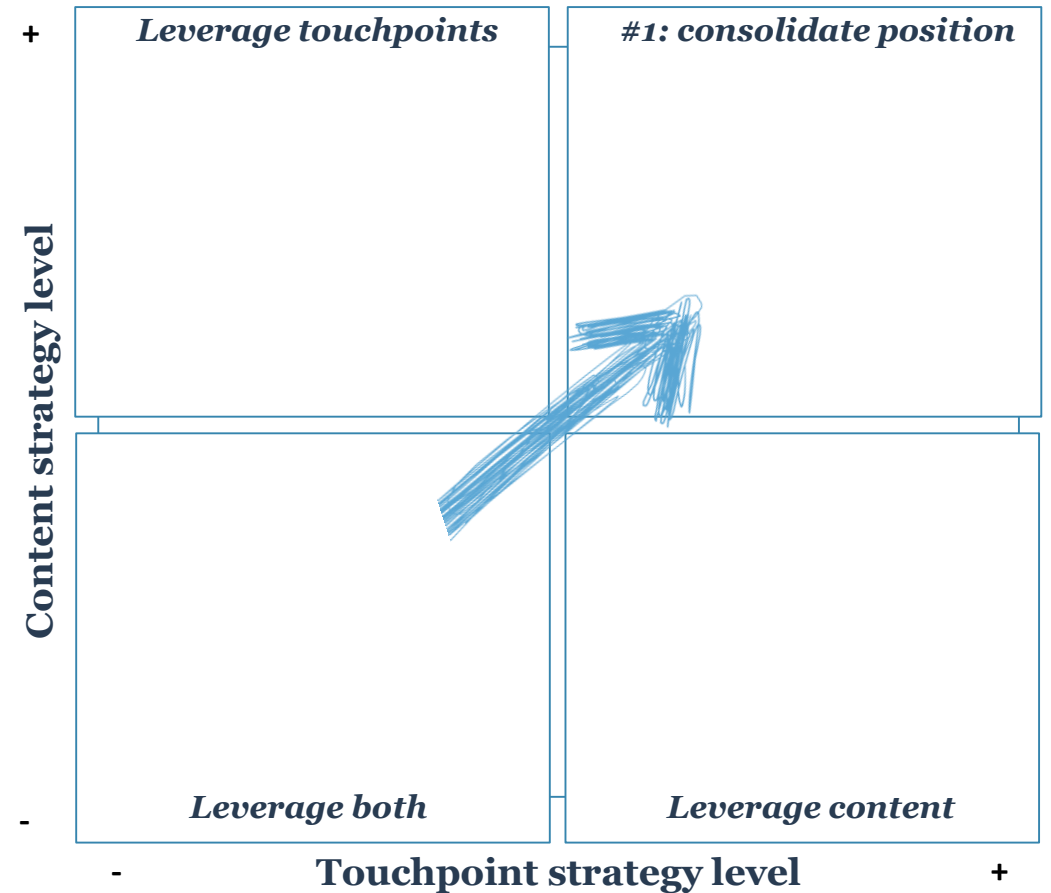
Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

# There are 2 (+1) strategic options to drive familiarity

## The starting point to create your Reputational Equity



## How to select your strategy

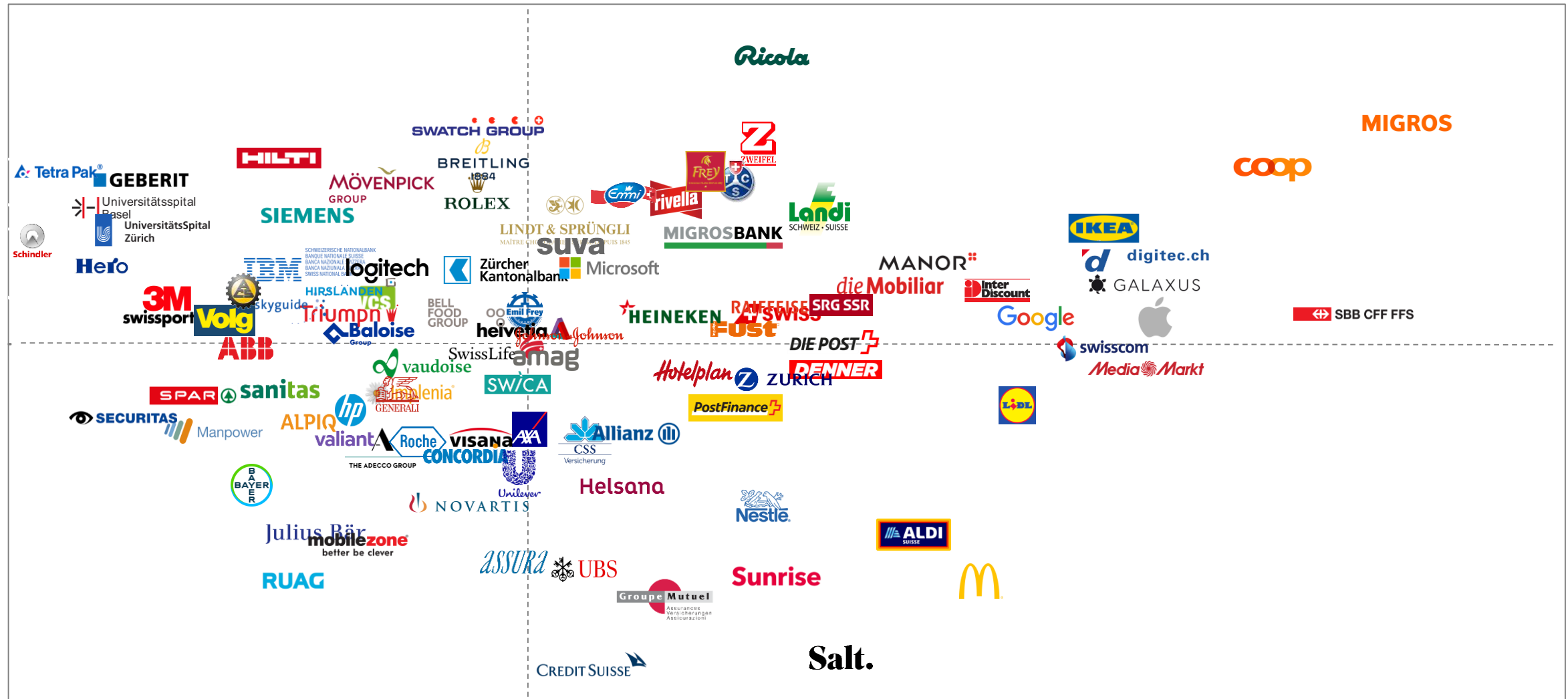


● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

# Where do companies stand in 2019? What strateic direction to take?

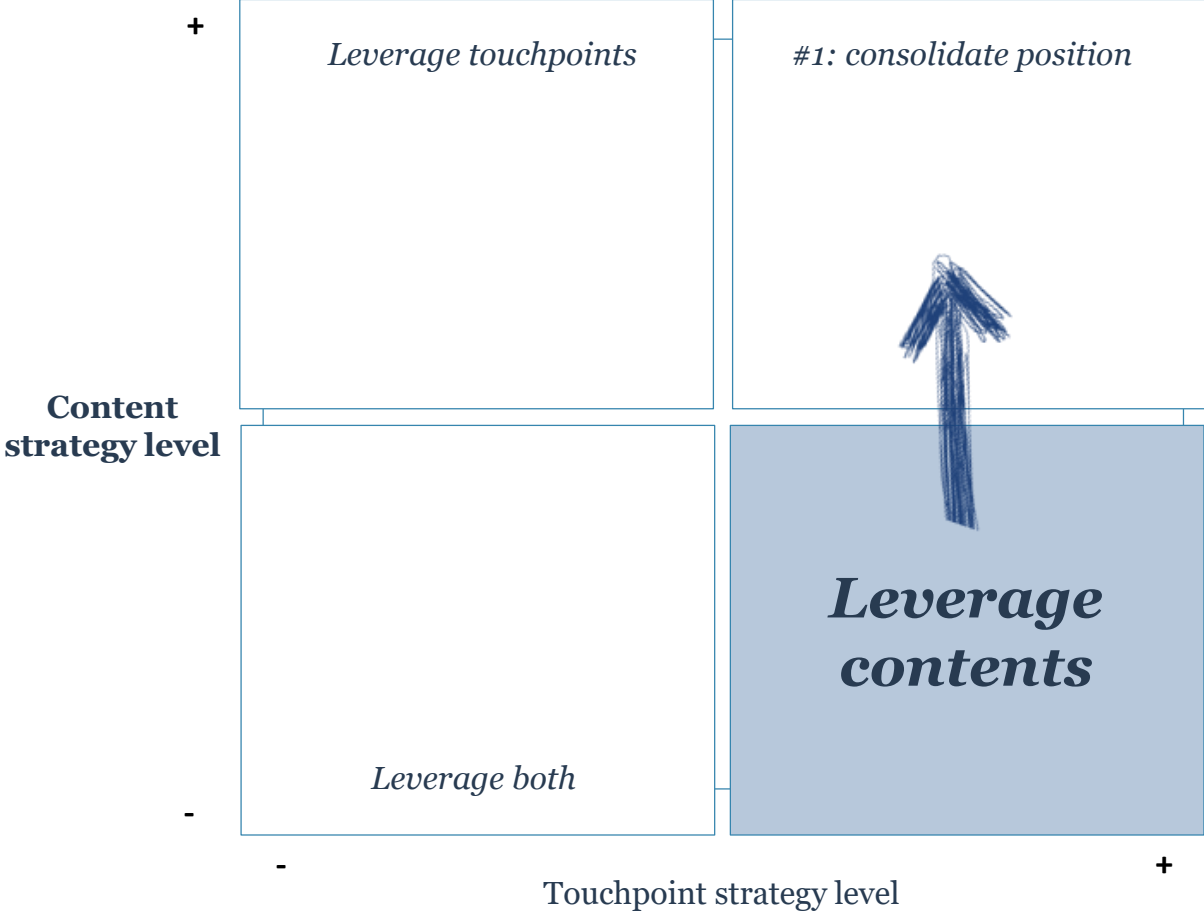
Content strategy – Average Score on key messages



Channel strategy - % Reach by Paid – Owned – Earned Media

Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

# How to apply a “content driven strategy” towards Reputational Equity



How to leverage key messages / content to grow your reputation and impact your business?



# Content Strategy: To drive reputation uplift you need to close the “gaps” by converting fence sitter into ambassadors



Reputation Platform of SWITZERLAND



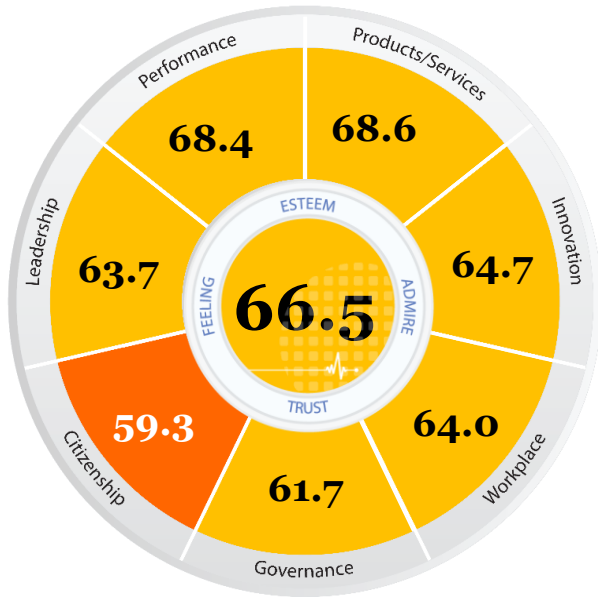
Reputation Drivers for growth



% uncertain people assessing

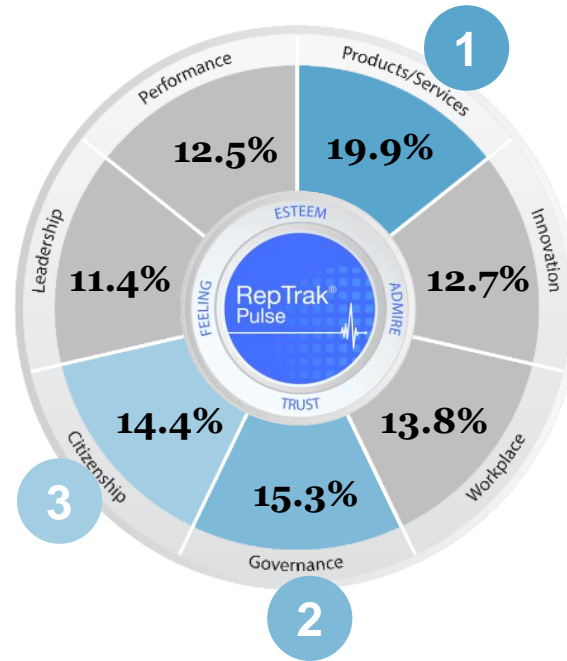
## Reputation

Switzerland RepTrak® 2019



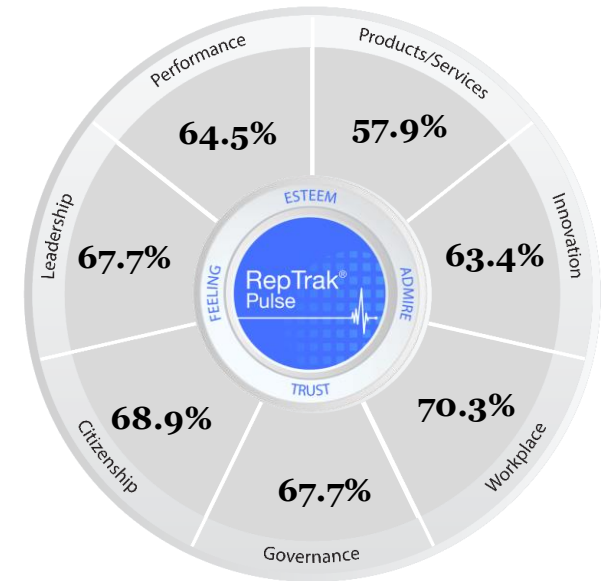
## Drivers

Switzerland RepTrak® 2019



## Fencesitters

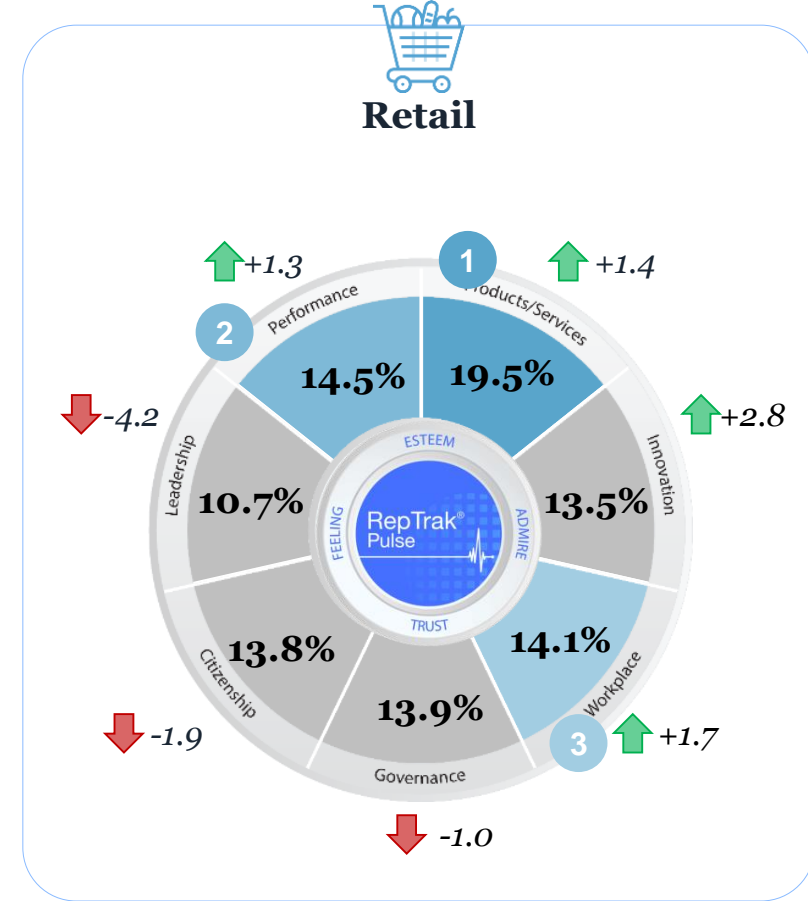
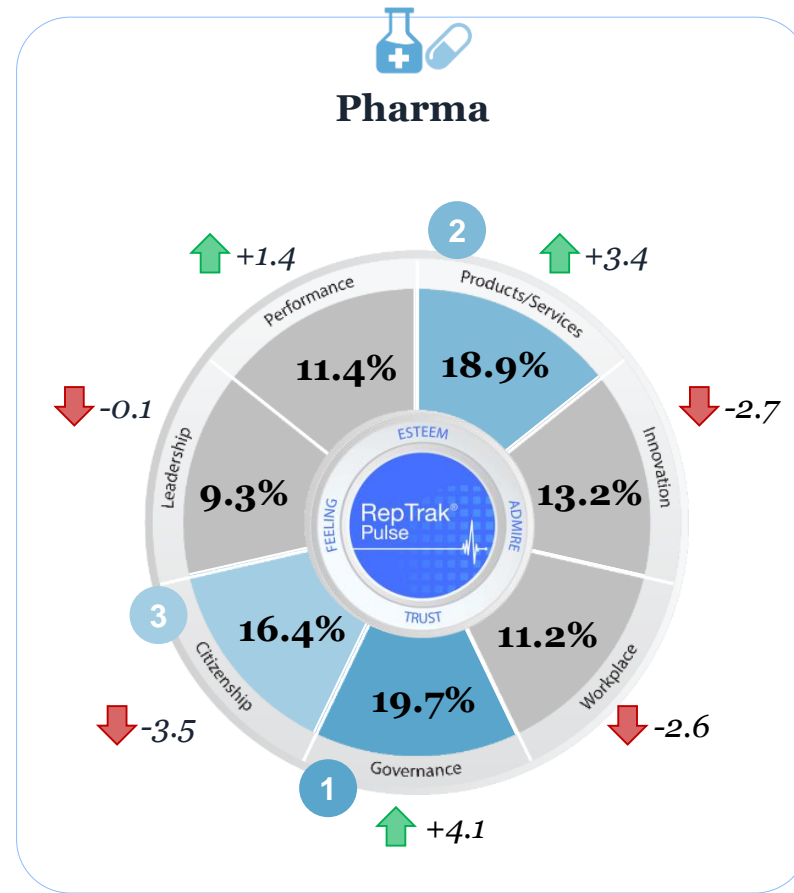
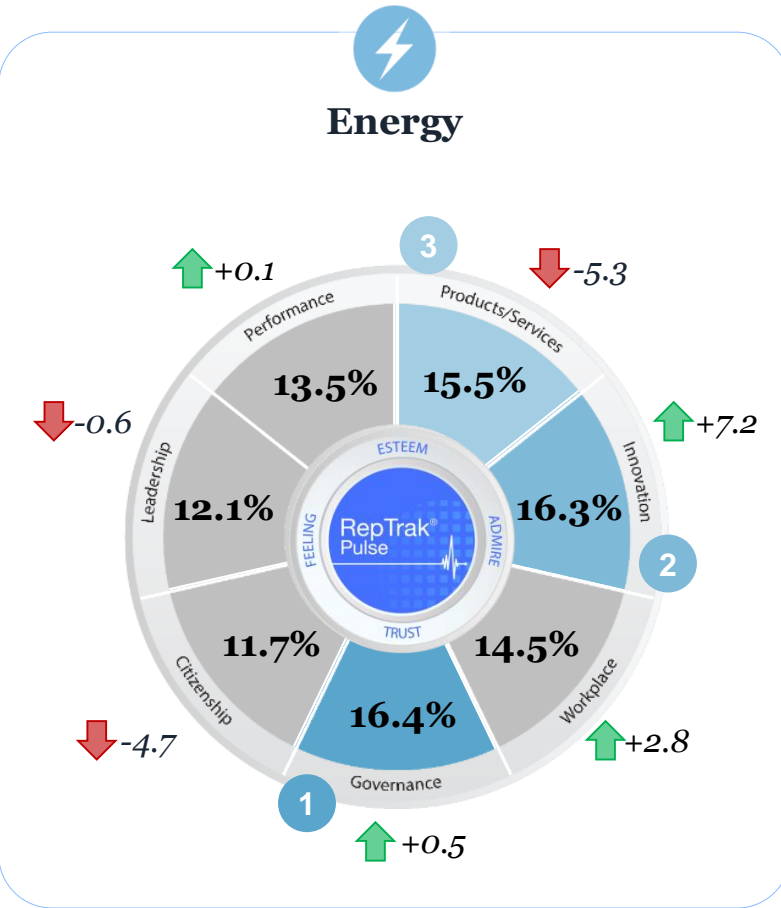
Switzerland RepTrak® 2019



Source: Reputation Institute – Switzerland RepTrak® Pulse 2019



# Know what drives Reputation in your industry to sharpen your strategy...



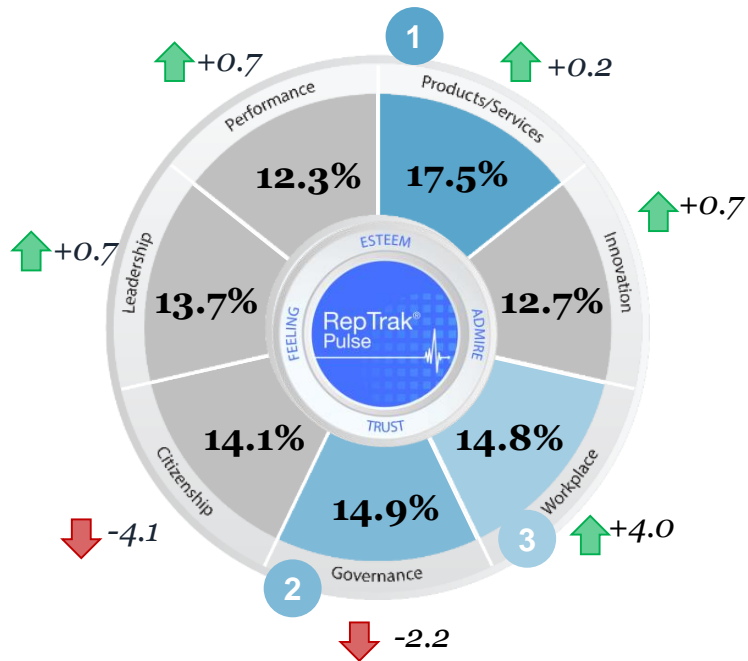
↓ ↑ +/- change vs previous Year

Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

# Focus on the Financial industry



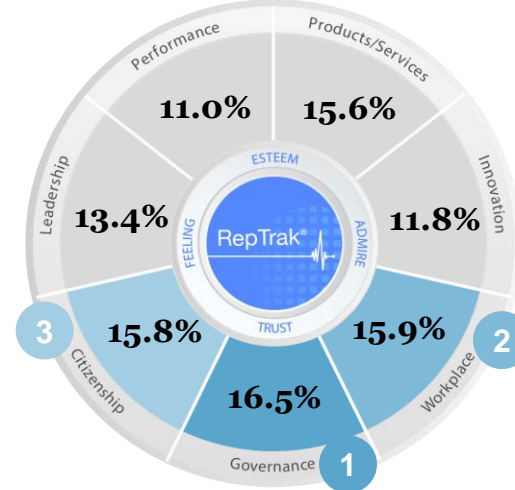
## Financial



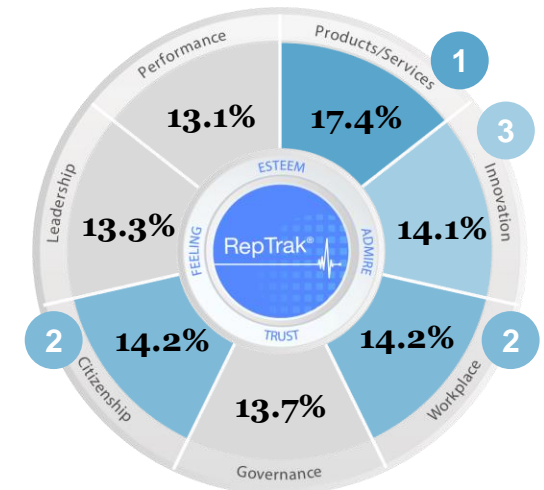
↓ ↑ +/- pts change vs previous Year

Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

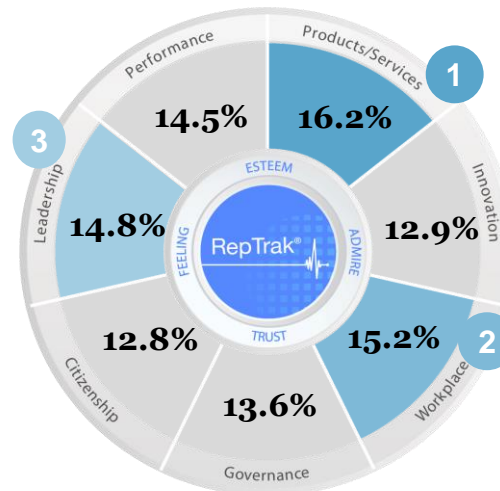
## Financial - Bank



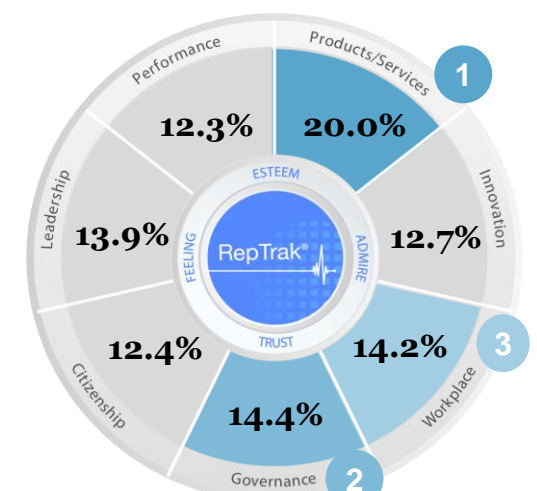
## Financial - Health insurance



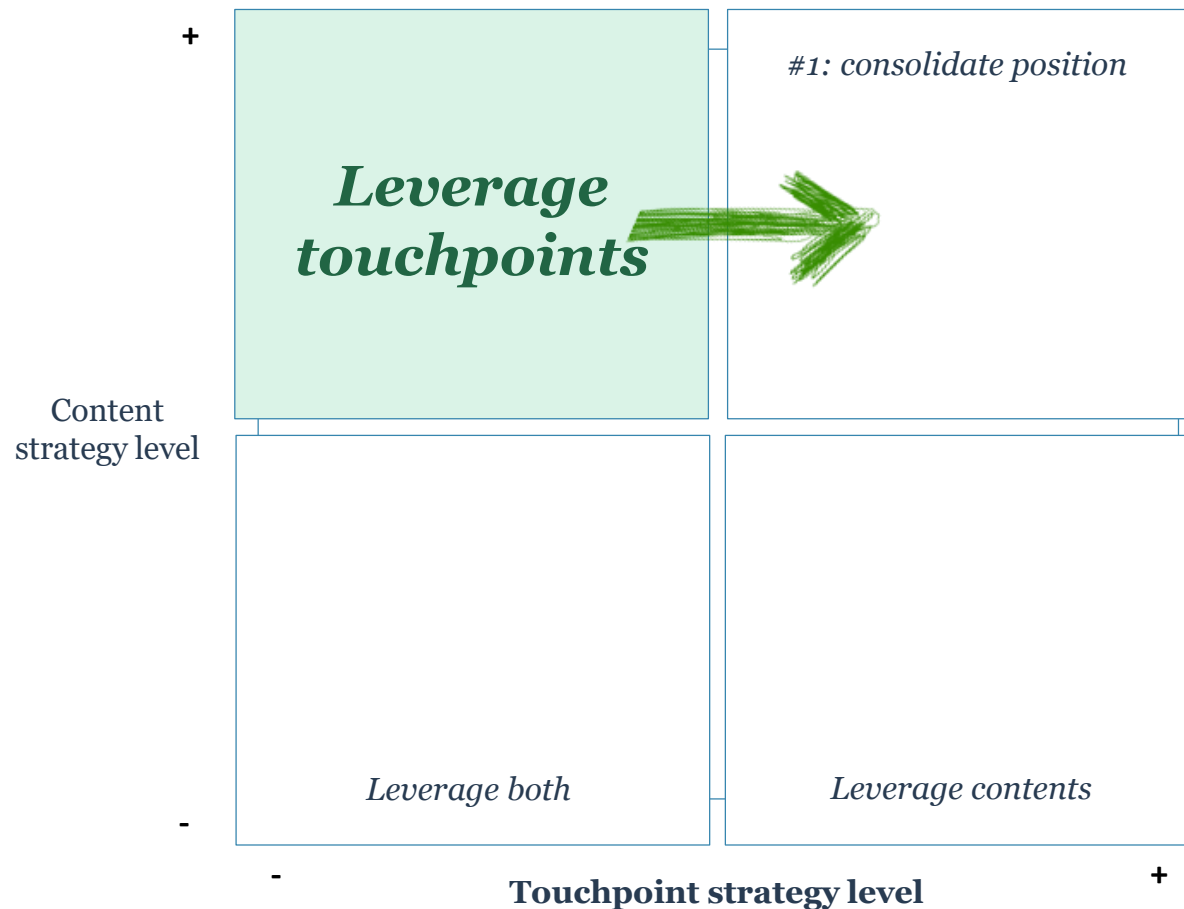
## Financial - Private Bank



## Financial - Insurance

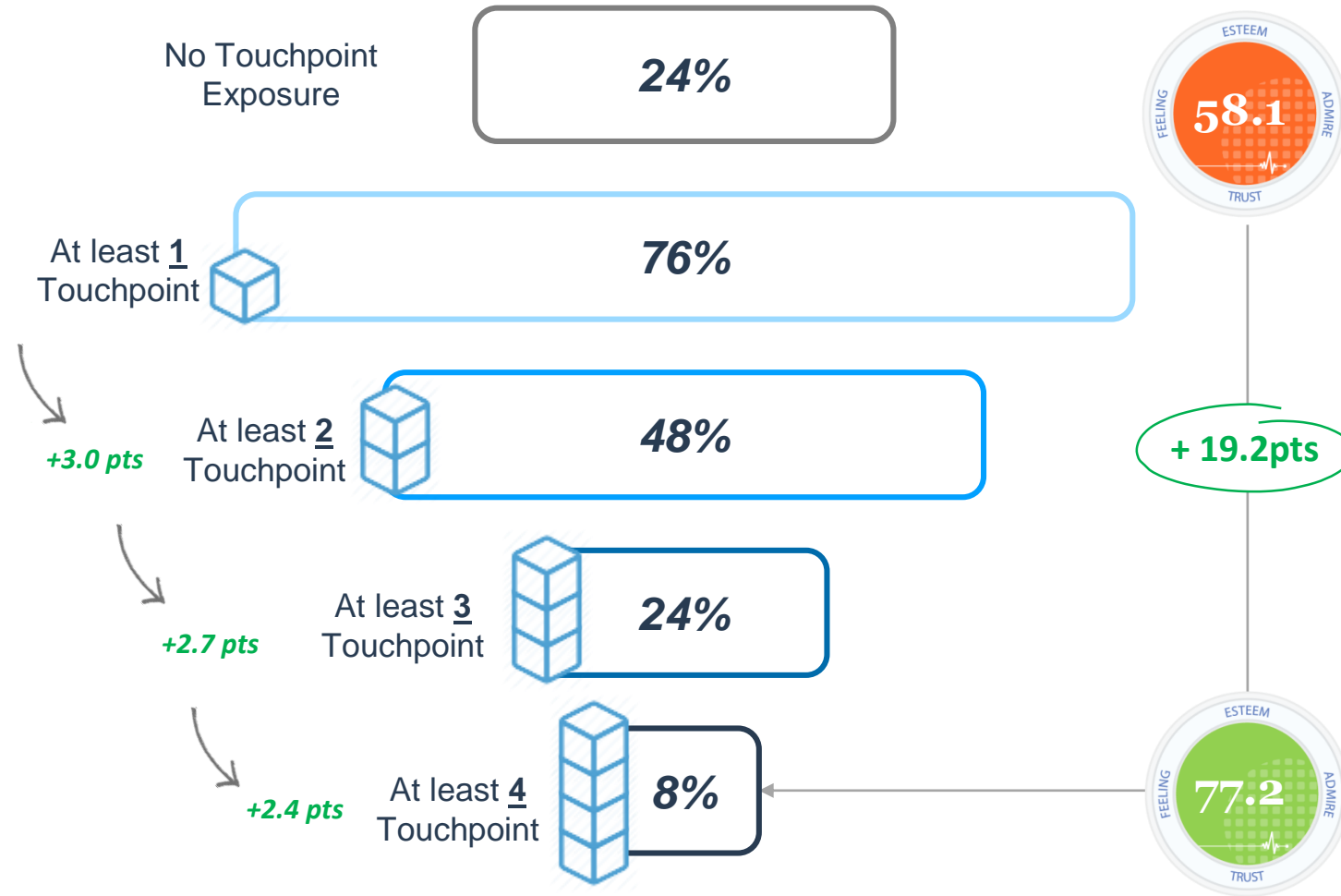


# How to apply a “channel driven strategy” towards Reputational Equity



Leverage key channels to improve your reputation and impact your business

# Applying a multi-channel strategy yields an increase up to 19.2 pts in Reputation



## Media Channel Exposure

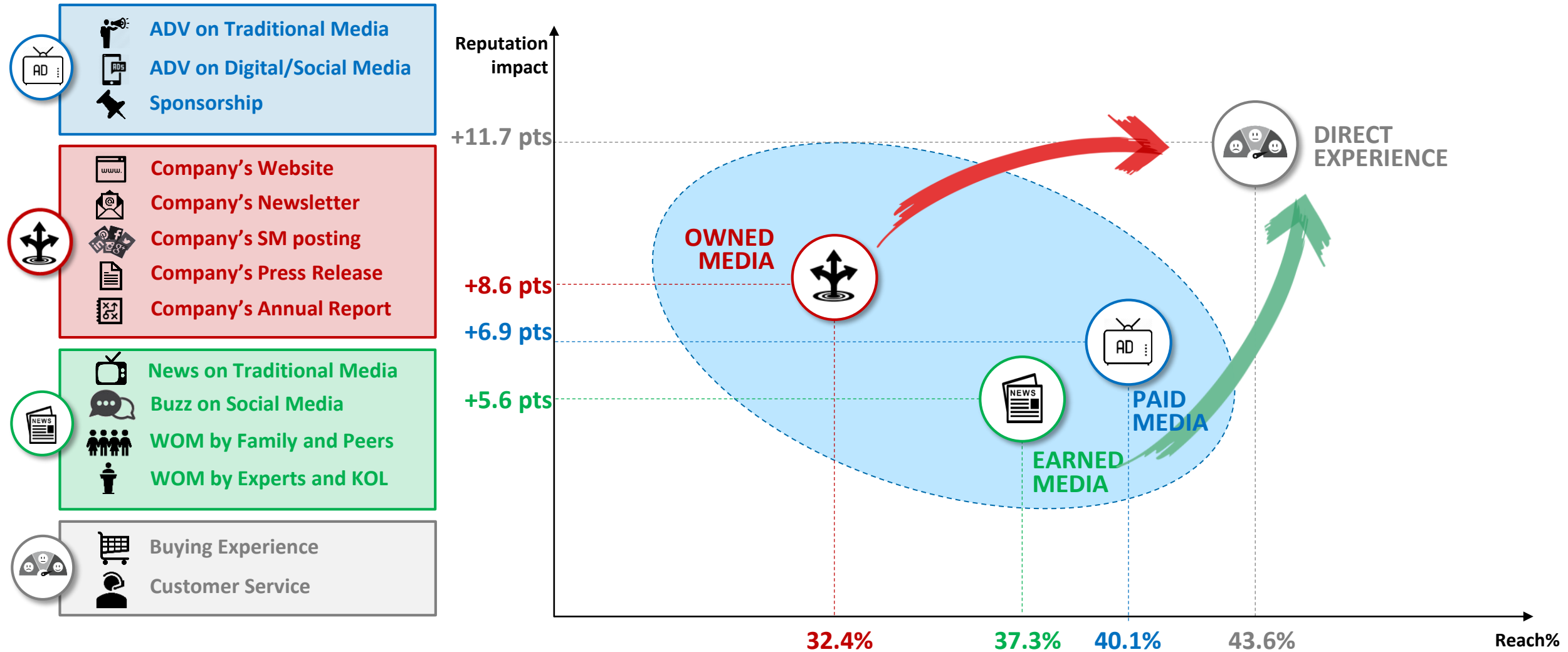
- Paid Media
- Owned Media
- Earned Media
- Direct Experience

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

Source: Reputation Institute – Switzerland RepTrak® Pulse 2019 0-39 Poor 40-59 Weak 60-69 Average 70-79 Strong 80+ Excellent



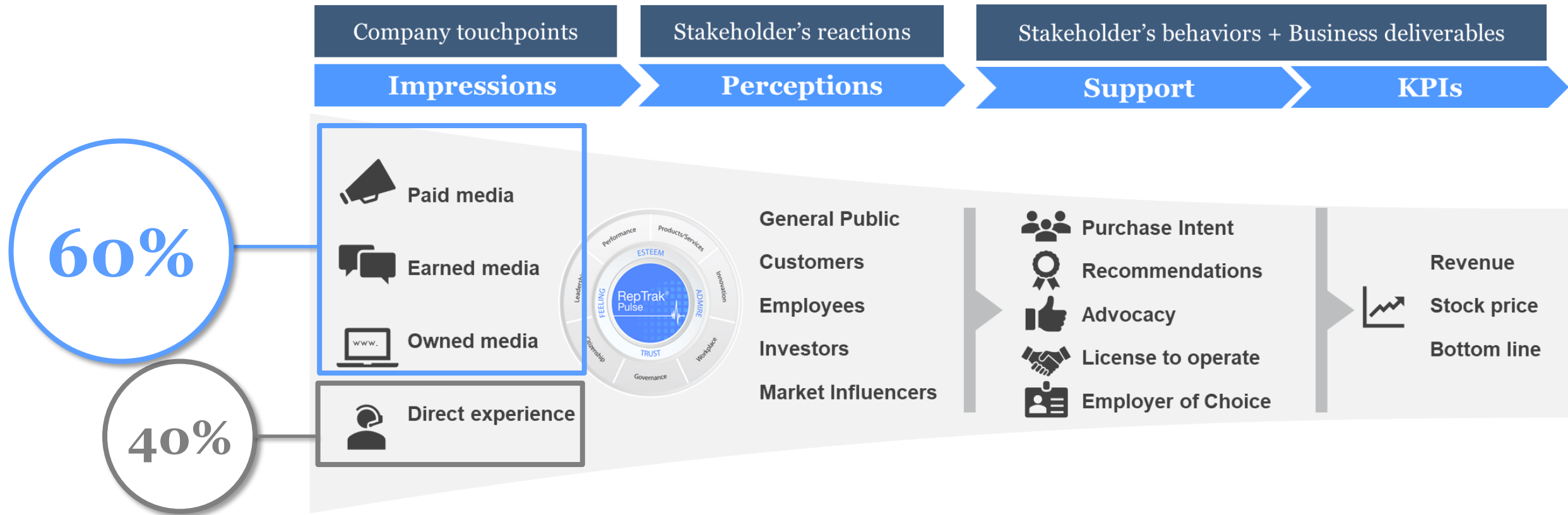
# Select the right channel mix to activate a 'domino effect' towards the direct experience where "magic" happens...



Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

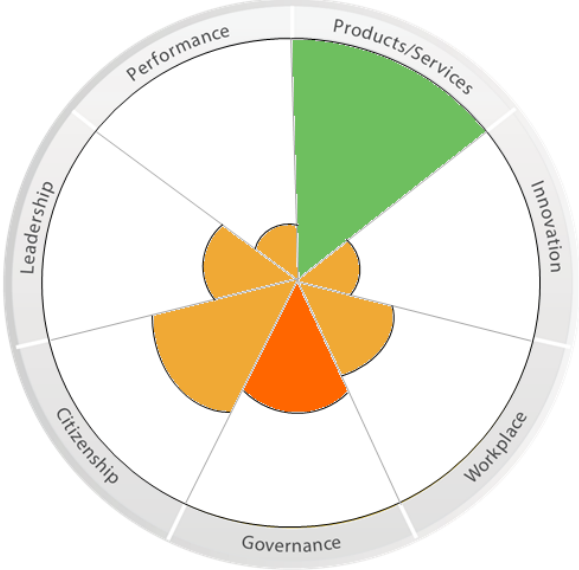
# The media world is changing in terms of reputation impact...

## 60% of Reputation is defined by “inputs” that People get from the Media



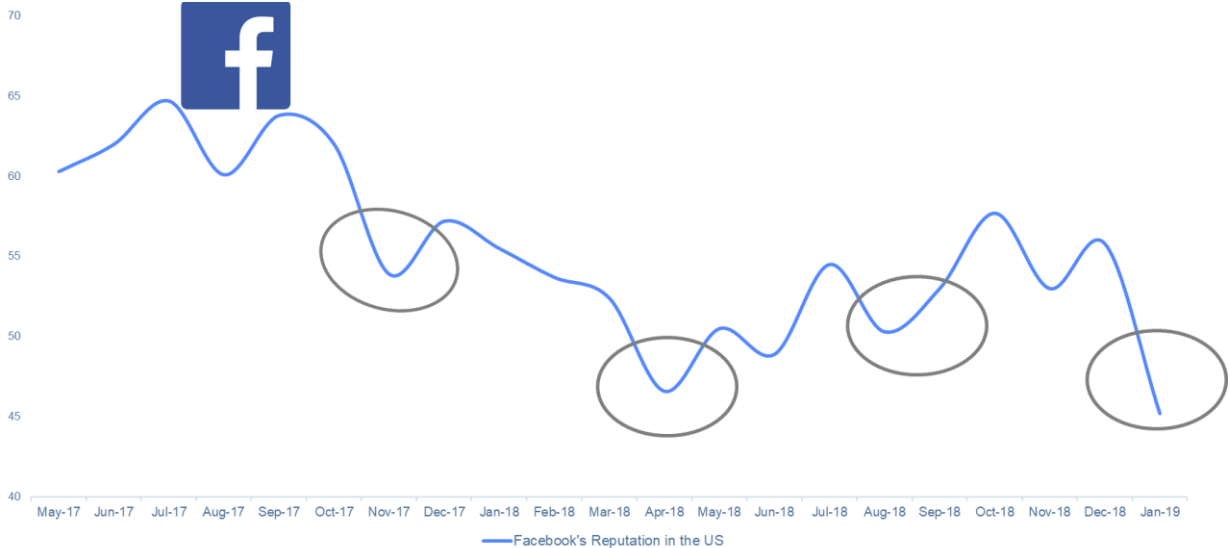
# How the Media influenced Facebook's reputation in the United States

## 2018 Media Conversation Volume & Sentiment for Facebook



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

## Facebook reputation trend in US



- Reputation → -6.2 pts
- Governance → -7.6 pts
- Leadership → -6.2 pts
- Data privacy → -11.9 pts



Source: US Continuous RepTrak®

# *2019 most reputable companies in Switzerland*

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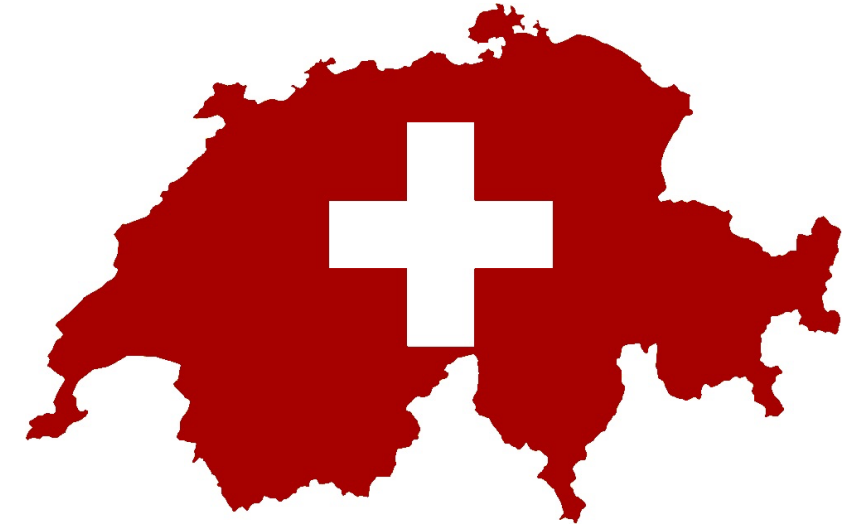
# The largest and most updated study on Corporate Reputation in Switzerland

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## Swiss RepTrak® Study 2019

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

- stakeholder: **Informed General Public in Switzerland**
- methodology: **internet based survey**
- data collection: **Jan 2019** (every year since 2006)
- sample size: **20.000+** ratings
- # companies measured: **217**
- # industries: **16**



Criteria followed for the rank of the **100 Most reputable companies:**

- Source: Handelszeitung Top 500
- Companies Familiarity > 40%
- Only Corporate brands are included



# Reputation Judgement Day

## Top 3 companies for Reputation in Switzerland

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Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

# Reputation Judgement Day

## 2019 most reputable companies in Switzerland: top 100



1		2		3		4		5		6		7		8		9		10	
11		12		13		14		15		16		17		18		19		20	
21		22		23		24		25		26		27		28		29		30	
31		32		33		34		35		36		37		38		39		40	
41		42		43		44		45		46		47		48		49		50	
51		52		53		54		55		56		57		58		59		60	
61		62		63		64		65		66		67		68		69		70	
71		72		73		74		75		76		77		78		79		80	
81		82		83		84		85		86		87		88		89		90	
91		92		93		94		95		96		97		98		99		100	

Source: Reputation Institute – Switzerland RepTrak® Pulse 2019

0-39 Poor 40-59 Weak 60-69 Average 70-79 Strong 80+ Excellent

# Agenda

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## 2019 Swiss Reputation awards

*1<sup>st</sup> Session:*  
**Open & Welcome**

10'

*2<sup>nd</sup> Session:*  
**Reputation Mega Trends 2019**

10'

*3<sup>rd</sup> Session:*  
**Swiss RepTrak® 2019 – new, extended ranking**

60'

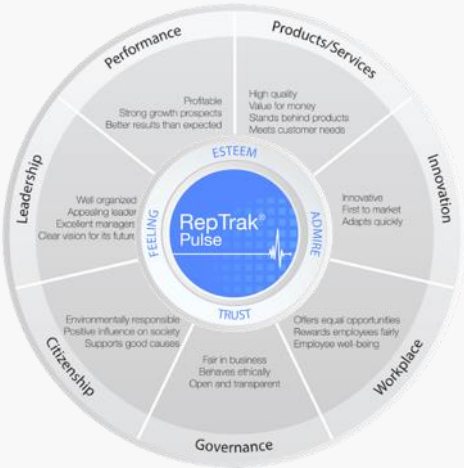
*4<sup>th</sup> Session:*  
**“Purpose” as a key driver of reputation:  
making data useful for taking action**

15'

# How to “architect” data driven Reputation Pillars to drive Purpose positioning concepts

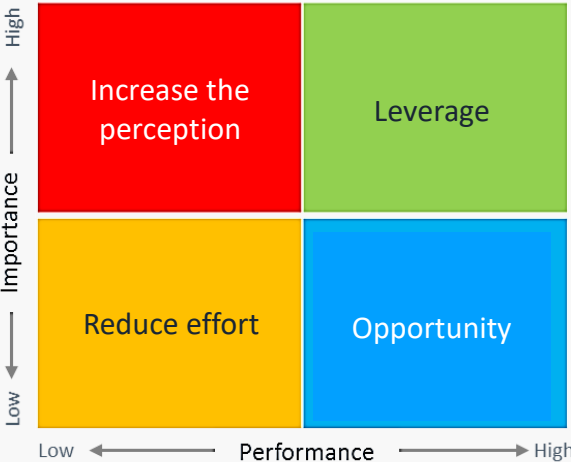
## REPTRAK® MODEL

23 factors  
At the core of reputation between  
Company and stakeholder



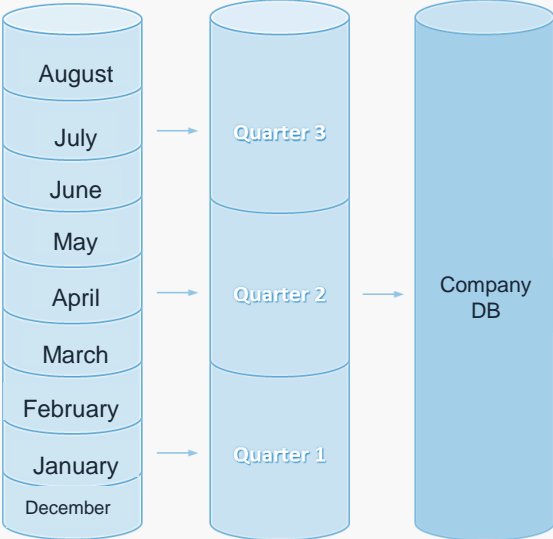
## DRIVER ANALYSIS

Impact assessment to evaluate  
effective contribution to Reputation  
Equity



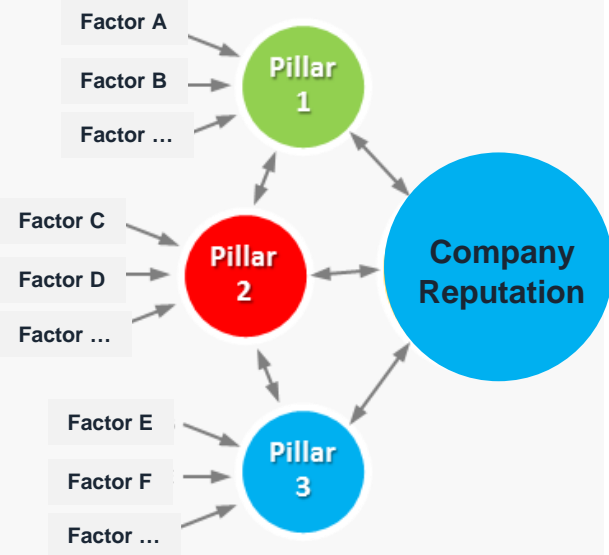
## DATA CONSOLIDATION

Data aggregation and mining to reduce  
variance/volatility and stabilize trends  
and statistical analyses



## FACTOR ANALYSIS

Identification of key "latent"  
conceptual building blocks that  
summarize the 23 starting factors



# Purpose discussion

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*Moderator*



**Adrian Kohler**  
*Senior Consultant &  
Purpose Specialist*

Farner Consulting AG

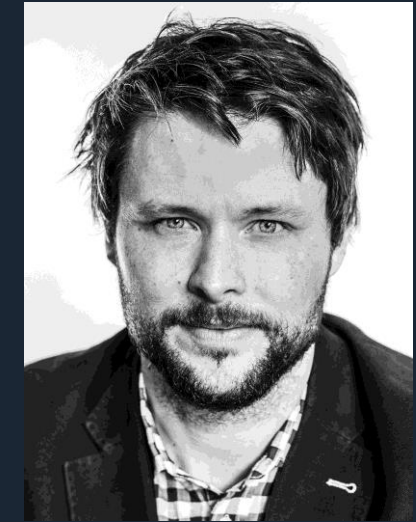
*Special guest*



**Alexandra Kunz**  
*Mediensprecherin / Projektleiterin  
Nachhaltigkeitskommunikation*

Migros-Genossenschafts-Bund

*Special guest*



**Lukas Eiselin**  
*Vice President Global Brand  
and Communications*

Ricola



*Merci - see you in 2020!*

