

Forbes

2012 Forbes | Reputation Institute U.S. RepTrak™ Pulse Study



Top-Line Findings Report
Spring 2012

U.S. Most Reputable Companies: Part of the World's Largest Study on Corporate Reputation

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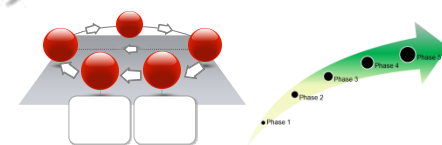


Forbes Home Page for the World's Business Leaders

COMPANY	COUNTRY	INDUSTRY	GLOBAL PUBLIC SCORE	2011	2010	Change
Ferrero	Italy	Consumer Products	1	89.17	7.66	
Asa	Sweden	General Retail	2	83.99	-0.16	
Johnson & Johnson	United States	Consumer Products	3	83.58	0.10	
Enbridge	Canada	Energy	4	82.37	-2.40	
Skids	Brazil	Food Manufacturing	5	82.06	New	
Walmart	Japan	Computer	6	81.63	New	
Christian Dior	France	Consumer Products	7	81.37	New	
Walt Foods	United States	Food Manufacturing	8	81.09	-1.70	
Monsieuro	Spain	Food Retail	9	80.98	2.00	
Singapore Airlines	Singapore	Airlines & Aerospace	10	80.97	New	
Dal	India	Completions	11	80.89	-1.95	

Advice Group

- Insight
- Strategy
- Alignment

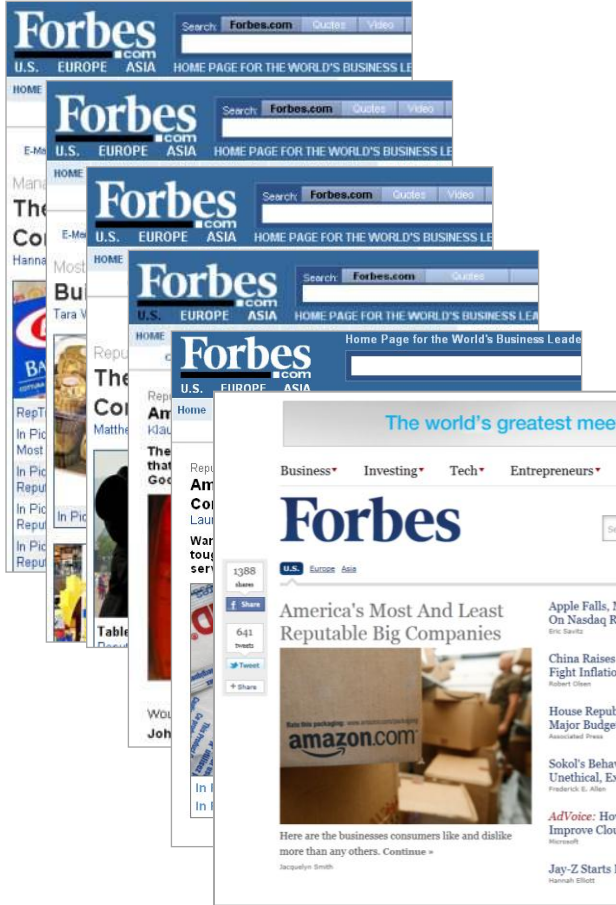


Reputation Institute

Our Global Value Proposition:

We enable leaders to make business decisions that build and protect reputation capital and drive competitive advantage.

Global Releases (2006-)



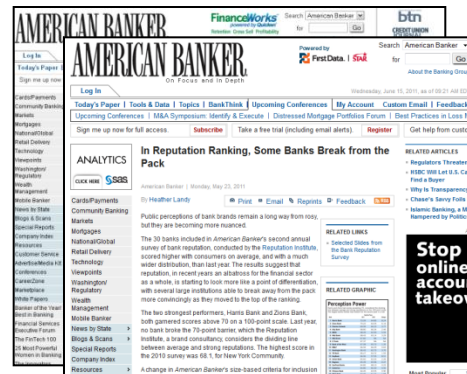
Quarterly Magazine (2009-)



OpEds (2009-)



American Banker (2010-)



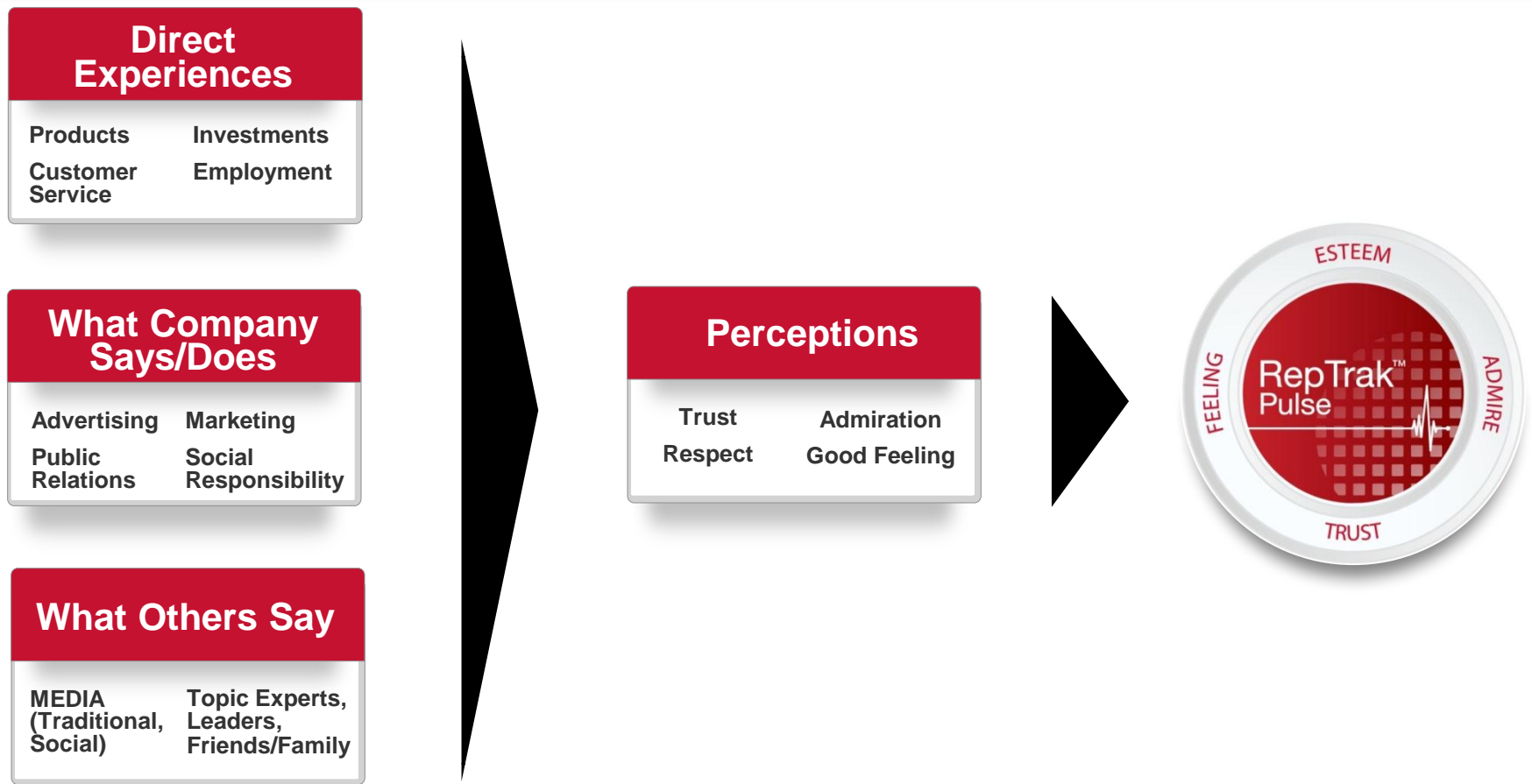
AMERICAN BANKER

[Click here for the most recent article](#)

How are Reputations Created?

Reputation is Built Through Three Types of Experience Channels – RepTrak™ Pulse Connects Them

The general public builds relationships with companies based primarily on three types of experiences: direct experiences, hearing from the company directly, and hearing about the company from third parties. These experiences have differential impacts on how respondents perceive a company. Reputation Institute's Annual RepTrak™ Pulse Study measures how respondents interact with companies to determine how these experiences change over time, and how different experiences build varying degrees of trust, admiration, esteem and good feeling.



How are Corporate Reputations Measured?

Reputation is Driven by Seven Dimensions – RepTrak™ Pulse Measures Them

For each company in the study, perception measures are taken on each of the factors in the model – we measure respondents' trust, admiration, esteem and good feeling to form a single score (The RepTrak™ Pulse), which is the dependent variable used in our driver analysis. When the full set of 150 companies' dimension ratings are statistically analyzed against this score, we find that to earn a strong reputation, companies need to address all seven dimensions.



Emotional



Rational explanation
of the emotional

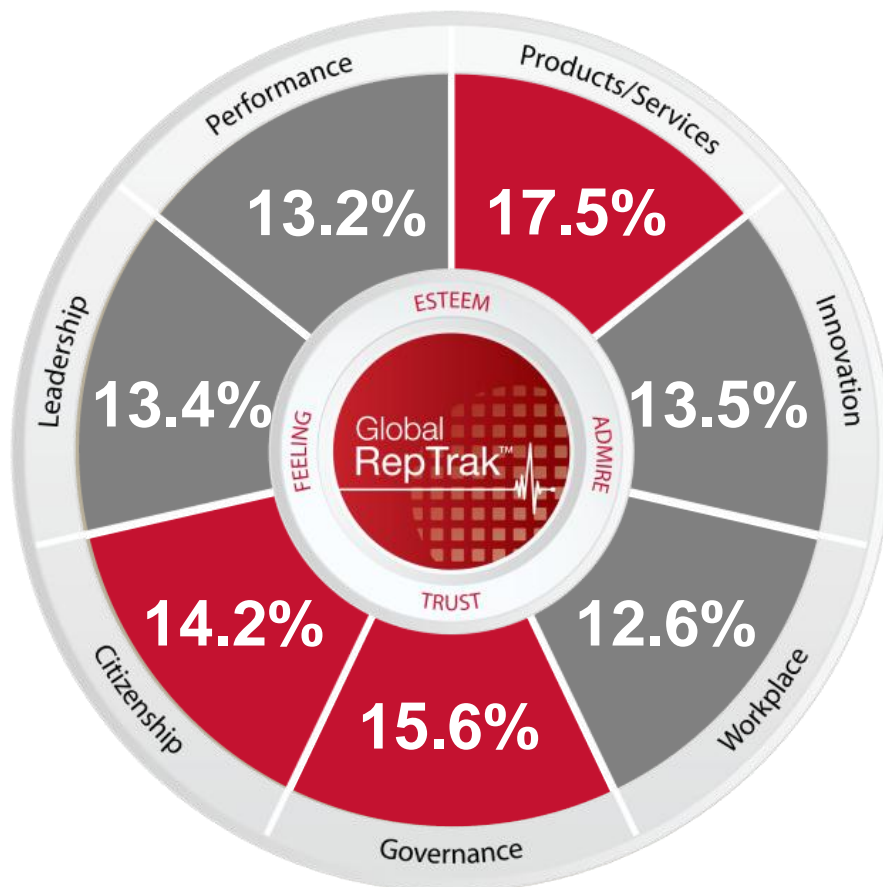
How Much do the Seven Dimensions Matter in 2012?

Top 3 Influential Drivers of Reputation: Products/Services, Governance and Citizenship

- Combined these factors drive 47.3% of U.S. companies' reputations.
- If consumers perceive companies as performing well on these dimensions, their reputation and support are strong. If companies do not perform well in these areas, perceptions and support are likely to suffer.

But, the Remaining Dimensions Cannot Be Ignored

- Each dimension alone accounts for over 12% of a company's reputation.
- Top companies must exhibit strength in all seven dimension areas in order to maintain consistently strong reputations.



Factor Adjusted Reaession

n = 15,000

Adj R² = .700

Product/Services: 'Company' offers high quality products and services -- it offers excellent products and reliable services
 Innovation: 'Company' is an innovative company -- it makes or sells innovative products or innovates in the way it does business
 Workplace: 'Company' is an appealing place to work -- it treats its employees well
 Governance: 'Company' is a responsibly-run company -- it behaves ethically and is open & transparent in its business dealings
 Citizenship: 'Company' is a good corporate citizen -- it supports good causes & protects the environment
 Leadership: 'Company' is a company with strong leadership -- it has visible leaders & is managed effectively
 Performance: 'Company' is a high-performance company -- it delivers good financial results

The 150 Largest Companies in the U.S.



Welcome to The Reputation Economy...

- The influence of enterprise perceptions on a company's overall reputation has continued to increase over the years. Governance now drives 15.6% of a company's reputation with consumers, followed by corporate citizenship (14.2%). These dimensions are second only to Products & Services (17.7%).
- This trend speaks to our current environment – a “Reputation Economy” – where a company's value is being driven by *who they are*, not just by *what they do*.

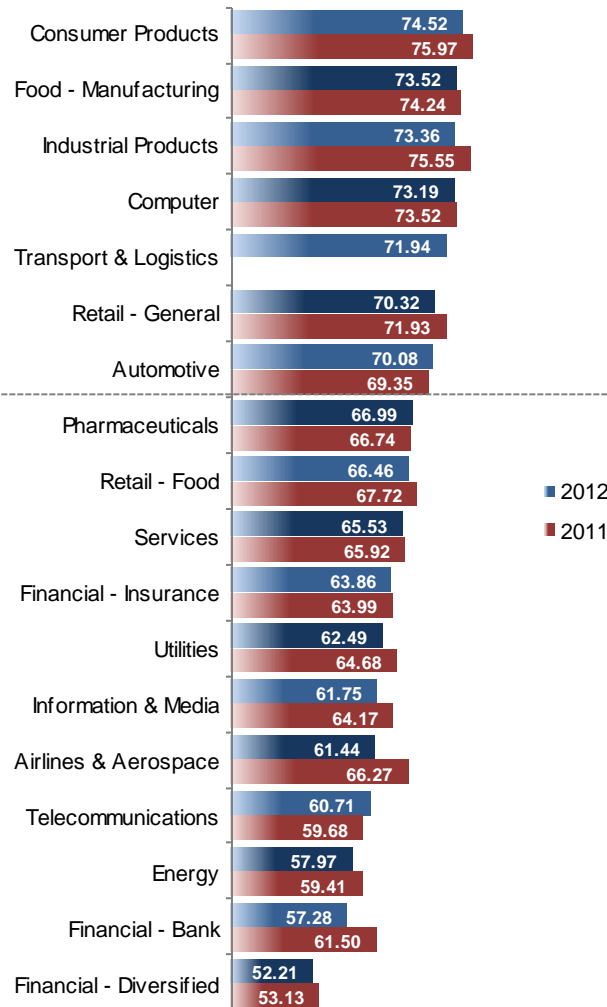
...Where Companies Are Just Surviving, Not Thriving...

- In 2012 there was an overall drop in performance of companies; a staggering 91% of companies stayed the same, or saw a decline in their reputation score from 2011 to 2012.
- Only 9% of companies improved their reputation score in 2012, compared to 16% of companies in 2011, and 31% in 2010.

...And Missing Out on Strong Consumer Support – the Connection to Business Results

- Companies that have high perceptions across the most important dimensions of reputation enjoy a strong connection with their stakeholders. Those connections build increased supportive behavior. For example, by increasing a reputation score 5 points, a company will increase consumer willingness to recommend them by 6.1%.
- Those with the highest reputation scores experience the highest benefit of the doubt, as well as strongest likelihood to purchase.

Industry Reputations: 2012 vs. 2011



Industry Reputations Can Impact Company Scores

- Industry scores can help put company scores in context, as consumer perceptions about an industry can have either a halo effect or a damaging impact on their perceptions about an individual company.

Industry Reputations Drop From 2011

- Many industries have experienced drops in scores since 2011, signaling a decline in perceptions of companies overall in 2012.

Consumer Products Remains the Strongest Industry

- Consumer Products** remains the most reputable industry in 2012. Consumer Products performs particularly strongly in the key dimension of products/services, citizenship, and governance.

All Global Pulse scores that differ by more than +/-3.5 are significantly different at the 95% confidence level.

Pulse scores are based on questions measuring Trust, Admiration & Respect, Good Feeling and Overall Esteem (captured in the Pulse score on a 0-100 scale).

Excellent/Top Tier	80+
Strong/Robust	70-79
Average/Moderate	60-69
Weak/Vulnerable	40-59
Poor/Bottom Tier	Below 40

Company	Rank	RepTrak™ Pulse Score	
	2012	2012	2011 Change
General Mills	1	83.03	77.44 5.60
Kraft Foods Inc.	2	80.05	81.40 -1.35
Johnson & Johnson	3	79.98	81.32 -1.34
Kellogg's	4	79.05	80.87 -1.83
Amazon.com	5	78.64	82.70 -4.06
UPS	6	78.43	80.46 -2.03
The Coca-Cola Company	7	78.11	75.85 2.26
Apple	8	77.74	72.89 4.85
PepsiCo	9	77.63	75.09 2.54
Procter & Gamble	10	77.28	76.45 0.83
Sara Lee	11	76.74	79.53 -2.79
Low e's Home Improvement	12	76.31	76.35 -0.04
Google	13	76.17	79.25 -3.08
Colgate-Palmolive	14	76.14	74.40 1.74
Deere & Co.	15	76.04	72.20 3.84
Berkshire Hathaway	16	75.75	77.24 -1.49
The Walt Disney Company	17	75.67	79.02 -3.34
Texas Instruments	18	75.51	78.46 -2.96
IBM	19	74.56	73.12 1.44
HJ Heinz	20	74.55	77.29 -2.74
General Electric	21	74.47	69.29 5.19
Target	22	74.25	76.17 -1.92
FedEx	23	74.25	79.63 -5.38
Dean Foods	24	74.23	72.11 2.12
CVS Caremark	25	74.22	74.31 -0.09

General Mills Ranks #1

- Of the 150 largest companies in the U.S., Americans have the strongest amount of trust, admiration, respect and good feeling for **General Mills**, which moved up 5.6 points from #15 in 2011.
- Other top leaders in reputation this year are **Kraft Foods Inc., Johnson & Johnson, Kellogg's, UPS, The Coca-Cola Company, and Apple.**

Shake-Up In The Top 10

- Half of the Top 10 List in 2012 is comprised of new companies. Five new companies were introduced into the Top Ten including **General Mills, Coca-Cola, Apple, PepsiCo, and P&G.**
- Half of the 2011 Top 10 also dropped out of the Top 10 rankings, including **3M, Sara Lee, Walt-Disney Company, FedEx, and Google.**

Drop In "Excellent" Companies

- 2012 shows a drop in the number of companies who are ranked by consumers as "Excellent". In 2011, 4 companies were ranked as "Excellent", but in 2012 this number drops to only 2, including **General Mills and Kraft Foods Inc.**
- This drop relates to a larger trend in declining overall perceptions of companies by consumers.

Excellent/Top Tier 80+
 Strong/Robust 70-79
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Reputations of the 150 Largest Public U.S. Companies (#26-75)

Company	Rank	RepTrak™ Pulse Score		Change
	2012	2012	2011	
Goodyear	26	73.99	73.62	0.37
3M	27	73.89	81.00	-7.11
Medtronic	28	73.76	71.35	2.41
JC Penney	29	73.65	75.34	-1.69
Intel	30	73.22	76.34	-3.12
Costco Wholesale	31	73.21	73.21	0.00
Avon Products	32	73.13	73.67	-0.53
Caterpillar	33	73.13	77.95	-4.82
Kimberly-Clark Corporation	34	73.07	74.14	-1.07
Boeing	35	73.07	69.65	3.42
Hewlett-Packard	36	73.04	73.58	-0.53
Whirlpool	37	72.97	77.51	-4.54
Home Depot	38	72.65	76.11	-3.46
Microsoft	39	72.58	72.73	-0.15
Walgreens	40	72.54	72.14	0.40
Abbott Laboratories	41	72.32	66.58	5.74
Cisco Systems	42	72.13	73.22	-1.09
Honeywell International	43	72.12	72.27	-0.16
Ford	44	71.80	71.47	0.32
Xerox	45	71.62	74.31	-2.69
Nike, Inc.	46	71.49	73.45	-1.96
Oracle	47	71.31	72.66	-1.35
Kohl's	48	71.03	77.91	-6.88
Eastman Kodak	49	70.72	76.85	-6.13
Staples	50	70.21	76.50	-6.29

Company	Rank	RepTrak™ Pulse Score		Change
	2012	2012	2011	
Southwest Airlines	51	70.17	74.02	-3.85
BJ's Wholesale Club, Inc.	52	69.94	73.04	-3.10
State Farm Insurance	53	69.45	72.70	-3.25
CBS Broadcasting Inc.	54	69.40	64.82	4.58
Marriott International	55	69.32	74.02	-4.70
Office Depot	56	69.22	73.58	-4.36
Rite Aid	57	68.98	65.31	3.67
Best Buy	58	68.84	67.43	1.41
Kroger	59	68.75	73.86	-5.11
Alcoa	60	68.69	71.51	-2.82
Dell	61	68.66	68.71	-0.05
The Hartford Financial Services Group	62	68.61	67.42	1.18
eBay	63	68.48	67.16	1.32
Macy's, Inc.	64	68.39	75.69	-7.31
MetLife	65	68.30	65.25	3.05
Baxter International	66	68.21	74.04	-5.82
TJX Companies	67	68.20	70.75	-2.55
WellPoint	68	67.73	62.52	5.21
Motorola	69	67.59	71.74	-4.15
ConAgra Foods	70	67.49	67.27	0.22
Nordstrom	71	67.44	69.06	-1.62
Bristol-Myers Squibb	72	67.41	69.27	-1.85
Amgen	73	67.21	66.65	0.55
Chubb	74	67.11	68.00	-0.89
Southern Company	75	67.01	70.28	-3.27

Excellent/Top Tier 80+
 Strong/Robust 70-79
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Reputations of the 150 Largest Public U.S. Companies (#76-125)

Company	Rank	RepTrak™ Pulse Score		Change
	2012	2012	2011	
Eli Lilly	76	66.73	67.44	-0.71
New York Life Insurance Company	77	66.64	69.23	-2.59
Starbucks Coffee Company	78	66.49	65.05	1.44
DuPont	79	66.37	68.37	-1.99
Aflac	80	66.31	63.33	2.98
Safeway	81	65.85	69.15	-3.31
Supervalu	82	65.72	68.04	-2.32
Sears Holdings	83	65.71	66.13	-0.42
McDonald's	84	65.50	62.47	3.03
Gap	85	65.33	68.91	-3.57
Allstate	86	65.32	66.02	-0.70
UnitedHealth Group	87	65.23	63.30	1.93
Tyson Foods	88	65.01	72.51	-7.50
Liberty Mutual Insurance	89	65.00	66.26	-1.26
Pfizer	90	64.95	66.69	-1.74
American Express	91	64.82	64.93	-0.11
Travelers	92	64.52	67.51	-2.99
General Motors	93	64.45	62.95	1.51
Prudential	94	64.19	70.25	-6.06
CenturyLink	95	63.98	63.21	0.77
Constellation Energy	96	63.96	67.68	-3.72
AutoNation	97	63.88	61.01	2.86
Unum Group	98	63.83	62.54	1.29
The Bank of New York Mellon Corporation	99	63.66	65.66	-2.00
Assurant	100	63.58	59.10	4.48

Company	Rank	RepTrak™ Pulse Score		Change
	2012	2012	2011	
Merck	101	63.30	63.81	-0.51
Union Pacific Railroad	102	63.14	-	-
Wal-Mart	103	63.00	63.73	-0.73
Hess	104	62.75	71.04	-8.28
Duke Energy	105	62.74	63.06	-0.33
Verizon Communications	106	62.57	63.08	-0.51
Morgan Stanley	107	62.24	60.51	1.73
SunTrust Banks	108	61.93	64.85	-2.92
Continental Airlines	109	61.79	65.46	-3.67
Archer Daniels Midland	110	61.54	59.77	1.77
FPL GROUP (Florida Power & Light)	111	61.48	64.89	-3.41
US Bancorp	112	60.72	60.31	0.41
Humana	113	60.67	61.08	-0.41
CIGNA	114	60.66	59.34	1.33
Sunoco	115	60.48	61.36	-0.89
Progressive	116	60.20	66.19	-5.99
Delta Air Lines	117	60.15	63.85	-3.69
Marathon Oil	118	60.06	59.61	0.45
Exelon	119	60.04	59.67	0.38
BB&T	120	59.82	66.94	-7.12
Dow Chemical	121	59.80	61.05	-1.25
Xcel Energy	122	59.69	62.52	-2.83
Nationwide	123	59.63	65.56	-5.93
Time Warner	124	59.51	69.44	-9.94
Valero Energy	125	59.24	58.57	0.67

Excellent/Top Tier Above 80
 Strong/Robust 70-79
 Average/Moderate 60-69
 Weak/Vulnerable 40-59
 Poor/Bottom Tier Below 40

All Global Pulse scores that differ by more than +/-3.5 are significantly different at the 95% confidence level.
 Pulse scores are based on questions measuring Trust, Admiration & Respect, Good Feeling and Overall Esteem (captured in the Pulse score on a 0-100 scale).

Reputations of the 150 Largest Public U.S. Companies (#126-150)

Company	Rank	RepTrak™ Pulse Score	
	2012	2012	2011 Change
Viacom Inc.	126	59.15	61.86 -2.71
AT&T	127	58.67	59.33 -0.66
Aetna	128	58.66	61.75 -3.09
Sprint Nextel	129	57.62	60.15 -2.53
DirecTV Group	130	56.93	57.63 -0.70
Chevron	131	56.78	60.43 -3.64
Capital One Financial	132	56.36	50.52 5.83
UAL - United Airlines	133	56.04	64.76 -8.72
JPMorgan Chase	134	55.38	59.89 -4.51
US Airways Group	135	55.26	63.26 -7.99
ConocoPhillips	136	54.84	59.86 -5.02
Comcast	137	54.05	51.62 2.43
DISH Network	138	53.80	58.39 -4.59
Wells Fargo	139	53.63	57.82 -4.19
AMR - American Airlines	140	53.62	62.91 -9.28
Altria Group	141	52.88	61.64 -8.77
Exxonmobil	142	51.65	44.99 6.66
News Corporation	143	51.10	55.47 -4.37
AIG - American International Group	144	49.92	33.94 15.98
Citigroup	145	46.49	49.46 -2.97
Bank of America	146	43.90	53.40 -9.51
Halliburton	147	37.62	37.62 0.00
Goldman Sachs	148	36.95	37.14 -0.19
Fannie Mae	149	29.52	34.70 -5.19
Freddie Mac	150	26.01	29.47 -3.46

Those At The Bottom Stay At the Bottom

- Of the 150 largest companies in the U.S., Americans have the smallest amount of trust, admiration, respect and good feeling for **Freddie Mac, Fannie Mae, Goldman Sachs, and Halliburton**, which stayed in the bottom 5 from 2011.
- Almost half of the bottom 25 (48%) experienced statistically significant drops from 2011, indicating that consumers are not “forgiving or forgetting” when it comes to those they respect least.
- Largest drops in reputation from 2011 include **Bank of America, AMR-American Airlines, Altria Group, and UAL-United Airlines.**

Hopeful Improvements

- **AIG** has the largest gain in reputation, up 15.98 points versus 2011. **Exxonmobil** and **Capital One Financial** also show strong improvements above 5 points from 2011.
- Improvements are largely driven by improved perceptions of their corporate governance, citizenship, and financial performance since 2011.

Excellent/Top Tier	Above 80	All Global Pulse scores that differ by more than +/-3.5 are significantly different at the 95% confidence level.
Strong/Robust	70-79	
Average/Moderate	60-69	
Weak/Vulnerable	40-59	
Poor/Bottom Tier	Below 40	

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Top Ranked Companies Deliver On Top Drivers



Products

Amazon.com	83.93	★
Apple	83.80	★
General Mills	82.55	★
Johnson & Johnson	81.88	
Kellogg's	81.76	

Governance

Amazon.com	78.70	★
UPS	76.89	
General Mills	75.88	★
Costco Wholesale	75.78	
Avon Products	75.78	

Citizenship

General Mills	79.00	★
Johnson & Johnson	76.75	
The Walt Disney Company	75.55	
The Coca-Cola Company	74.73	
Apple	74.62	★

Innovation

Apple	84.12	★
Amazon.com	83.50	★
The Walt Disney Company	80.11	
General Electric	79.10	
Boeing	78.77	

Workplace

Apple	77.15	★
Google	76.85	
Amazon.com	76.20	★
The Coca-Cola Company	75.40	
Abbott Laboratories	74.97	

Performance

Apple	82.08	★
Berkshire Hathaway	81.59	
The Coca-Cola Company	81.28	
Amazon.com	79.74	★
The Walt Disney Company	79.63	

Leadership

Apple	79.53	★
Berkshire Hathaway	78.99	
Amazon.com	78.81	★
General Mills	77.60	★
The Walt Disney Company	77.46	

Most Frequent "Top 5" Dimension Winners

amazon.com[®]



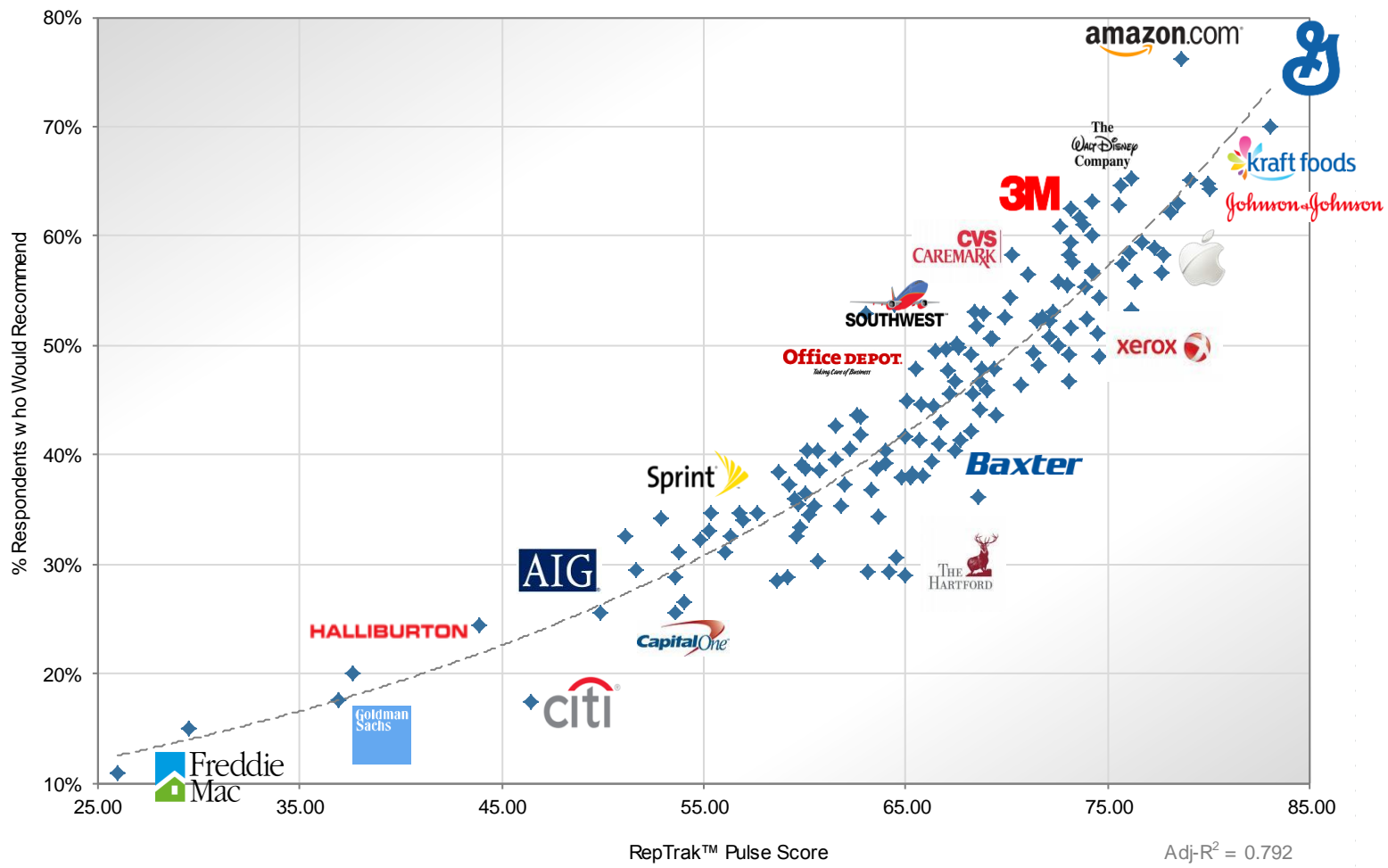
All Global Pulse scores that differ by more than +/-6.3 are significantly different at the 95% confidence level.

Pulse scores are based on questions measuring Trust, Admiration & Respect, Good Feeling and Overall Esteem (captured in the Pulse score on a 0-100 scale).

Excellent/Top Tier	Above 80
Strong/Robust	70-79
Average/Moderate	60-69
Weak/Vulnerable	40-59
Poor/Bottom Tier	Below 40

Reputable Companies Experience Increasing Returns

Improve Reputation by **5 Points** – Increase Recommendation by **6.1%**



Direct Experience Remains The Strongest Influencer

Experiencing a Company Directly – Through Use Or Hearing From Company Communications – Has The Highest Impact

Regardless of a company's reputation score, consumers who had a direct experience with a company or heard from the company rated that company higher. Direct exposure to a company was particularly influential in improving consumer perceptions.

Reputation Gap

Direct Experiences

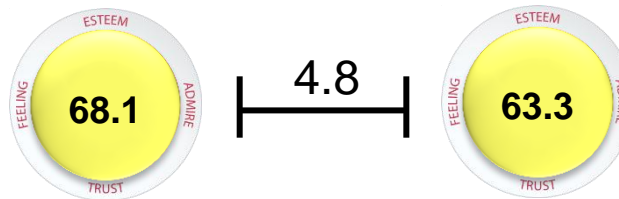
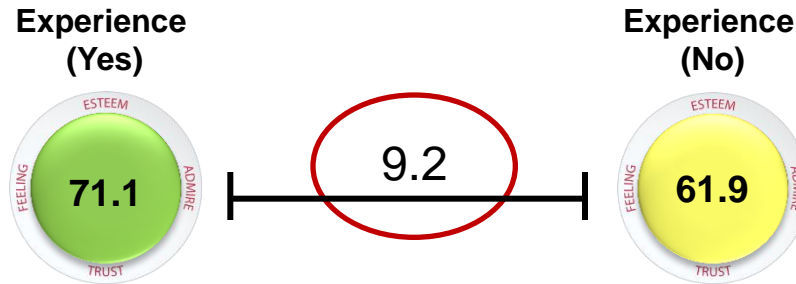
Products	Investments
Customer Service	Employment

What Company Says/Does

Advertising	Marketing
Public Relations	Social Responsibility

What Others Say

MEDIA (Traditional, Social)	Topic Experts, Leaders, Friends/Family
-----------------------------	--



Excellent/Top Tier	Above 80
Strong/Robust	70-79
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*Source: 2012 Global Reputation Pulse (U.S. Results) – All Scores Aggregated

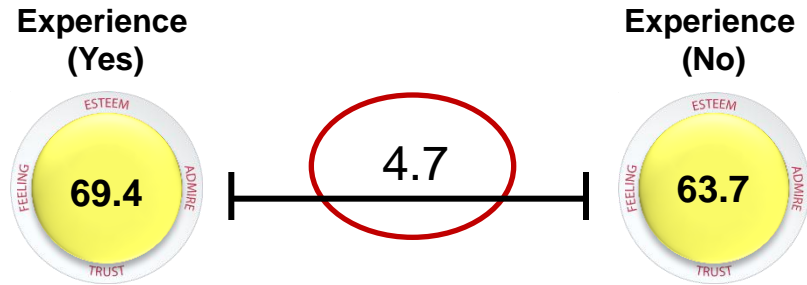
Q: In the last 12 months, I have come across COMPANY in the following ways. Please select all that apply

Of Third Party Experiences, Social Media Is Key

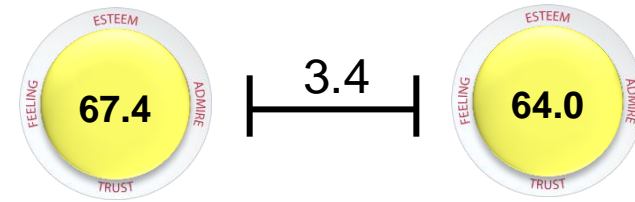
Experience Channel

Reputation Gap

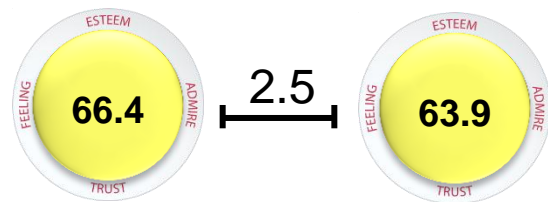
Social Media



Online-Only Media



Mainstream Media



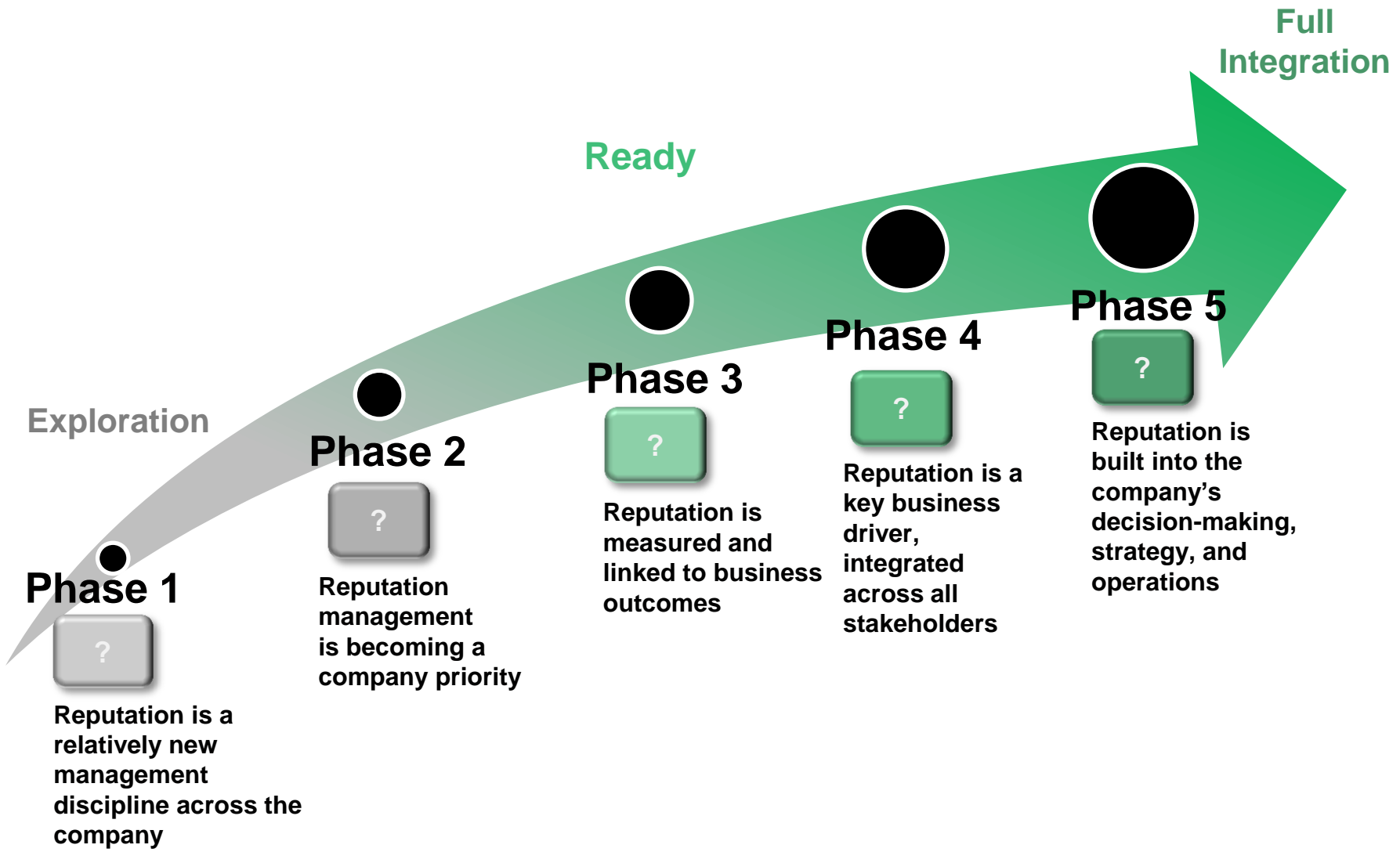
What Others Say

MEDIA (Traditional, Social) Topic Experts, Leaders, Friends/Family

Excellent/Top Tier	Above 80
Strong/Robust	70-79
Average/Moderate	60-69
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Poor/Bottom Tier	Below 40

Q: In the last 12 months, I have come across COMPANY in the following ways. Please select all that apply

Where Are You On Your Reputation Management Journey?



*Based on RI Analysis – 2012 Chief Reputation Officer Analysis

Feel Free To Contact Us Directly



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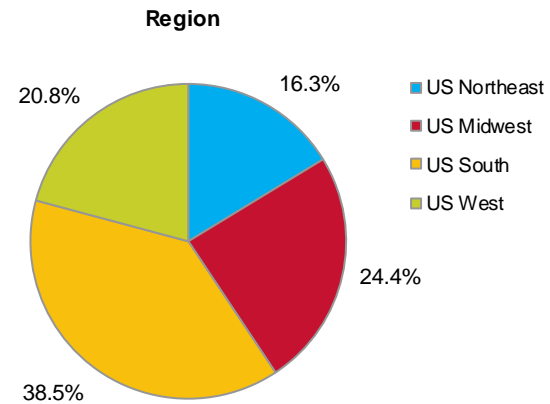
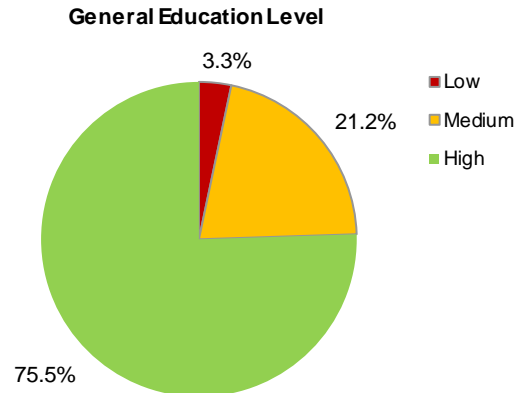
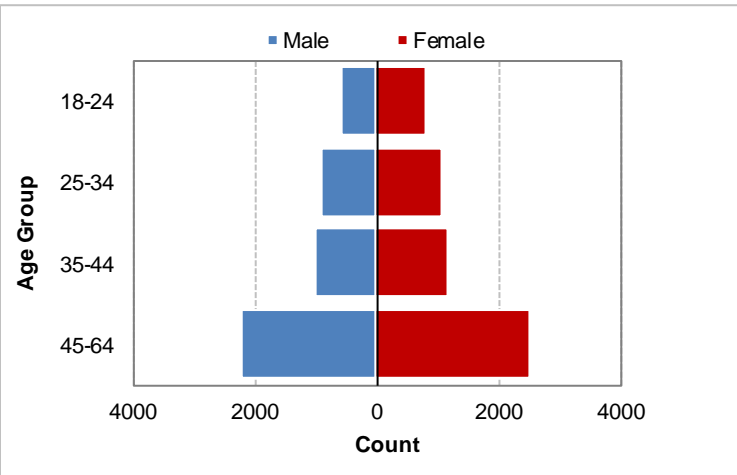
Company Selection:

- Largest U.S. public companies based on revenue data from the Forbes Global 2000 list
- All engaged in general public-facing commercial activities and/or had a reasonable amount of familiarity with the general public
- None were wholly-owned subsidiaries of another company

U.S. RepTrak™ Pulse Study Sample:

- 21,824 ratings based on 10,198 responses from online consumers in January and February 2012
- Consumers described their perceptions of up to five companies with whom they were “somewhat” or “very familiar;” all companies were rated by at least 100 respondents
- Ratings are statistically significant at a 95% confidence level with a margin of error +/- 3.5
- Respondents’ distribution was balanced to the country population on age and gender
- All reputation scores have been globally adjusted to correct for cross-country biases that were calculated using RI’s longitudinal database of more than 400,000 respondents interviewed in 31 countries since 2005

2012 U.S. Respondent Profile





About Reputation Institute

Reputation Institute is the world's leading reputation management consultancy, enabling leaders to make more confident business decisions that build and protect reputation capital and drive competitive advantage. Founded in 1997, and with a presence in 30 countries, we provide best-in-class thinking in reputation consulting and deliver fact-based insights to empower more confident decision-making, enabling our clients to achieve their corporate objectives. We also disseminate our knowledge, bringing together a global network to leverage extensive research, sophisticated analysis and rigorous methodologies that strengthen relationships and add tangible value through management, growth and protection of corporate reputations. For more information, visit: www.reputationinstitute.com.