



*Powering the world's
most reputable companies*

US RepTrak® 100

17 April, 2018

Focus For Today



- Methodology
- Setting the Scene
- Digging Deeper
- US RepTrak® 100
- Company Spotlight

Reputation Institute

“*The gold standard in reputation measurement and management.*”

- Founded in 1997 we have been measuring reputation for more than 20 years
- We measures more than 7,000 companies per year, across 55 countries, and 20 different industries
- We help organizations answer the following three key questions:
 - What is my reputation and how does it compare?
 - How can I improve and protect my reputation?
 - What is the business impact of better managing my reputation?



Gauging Reputation: RepTrak®

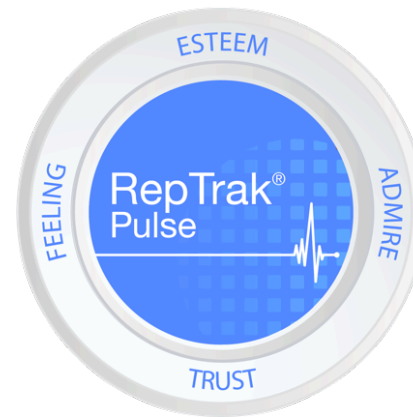
THINK

REPTRAK® DIMENSIONS Cognitive Consideration

PRODUCTS & SERVICES
INNOVATION
WORKPLACE
GOVERNANCE
CITIZENSHIP
LEADERSHIP
PERFORMANCE

FEEL

REPTRAK® PULSE Emotional Connection



DO

BEHAVIORAL INTENTIONS Reputation Outcome

PURCHASE
ADVOCATE FOR
ACCEPT
DEFEND
WORK FOR
INVEST IN

US RepTrak® 100

52,000+

Individual ratings

880+

Nominated Companies

Informed
General Public

Somewhat or very familiar with
company evaluated

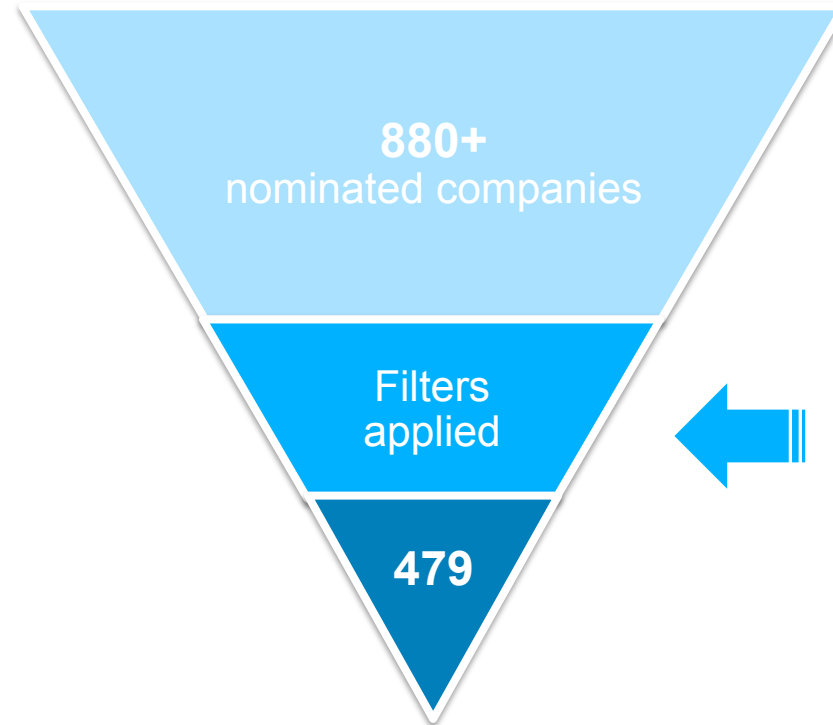
2 months

January-February 2018

“The largest normative database on corporate reputation in the world.”



2018 US RepTrak[®] 100



Nomination criteria:

- Largest and most visible companies in the US
 - All other companies included in the Global RepTrak 100

Filters applied:

- Filter out companies with a familiarity <30% among the General Public in the US
- Filter out product brands
- Filter out companies with <\$3 Billion of revenue

Companies selected:

- 479 eligible companies for the US RepTrak[®] 100



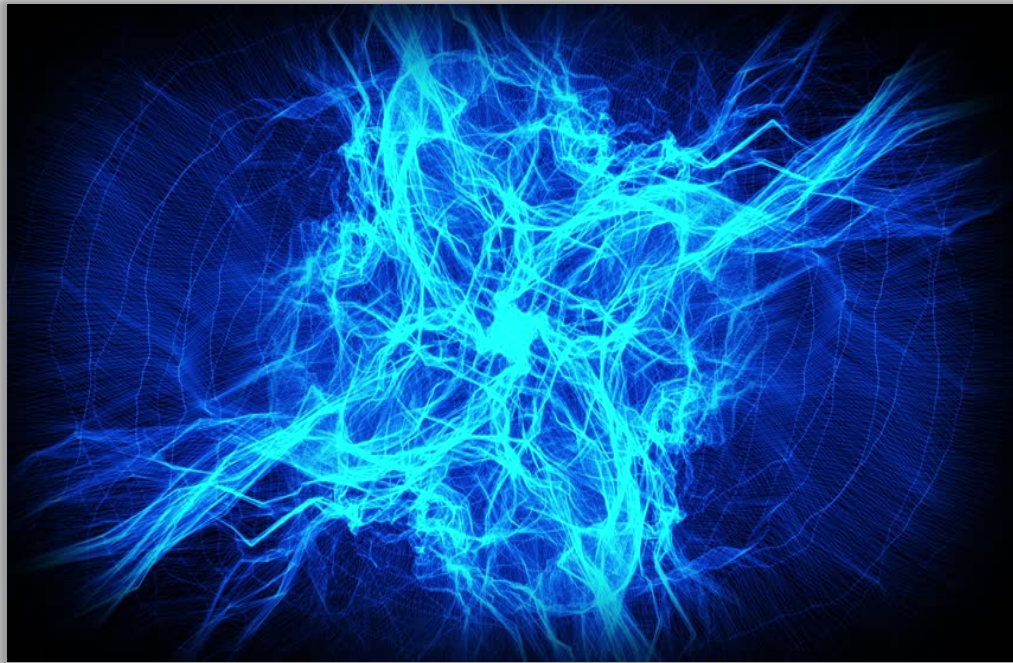
Setting the Scene: *Understanding Reputation in the US*

Macrotrends are Impacting US Reputation



There is a new era emerging in which the **intangibles of reputation** underscore political, social, and economic change.

Reputation Impact 2018: US RepTrak® 100



Shock waves of reputation decline in US vs. 2017

-3.0 pts

Significant difference > 0.5

What it Means for Companies in the US?

REP
UTA
TION

Significant difference > 0.7

What it Means for Companies in the US?

**DIS
RUP
TION**

Significant difference > 0.7

Reputation Impact 2018: US RepTrak® 100



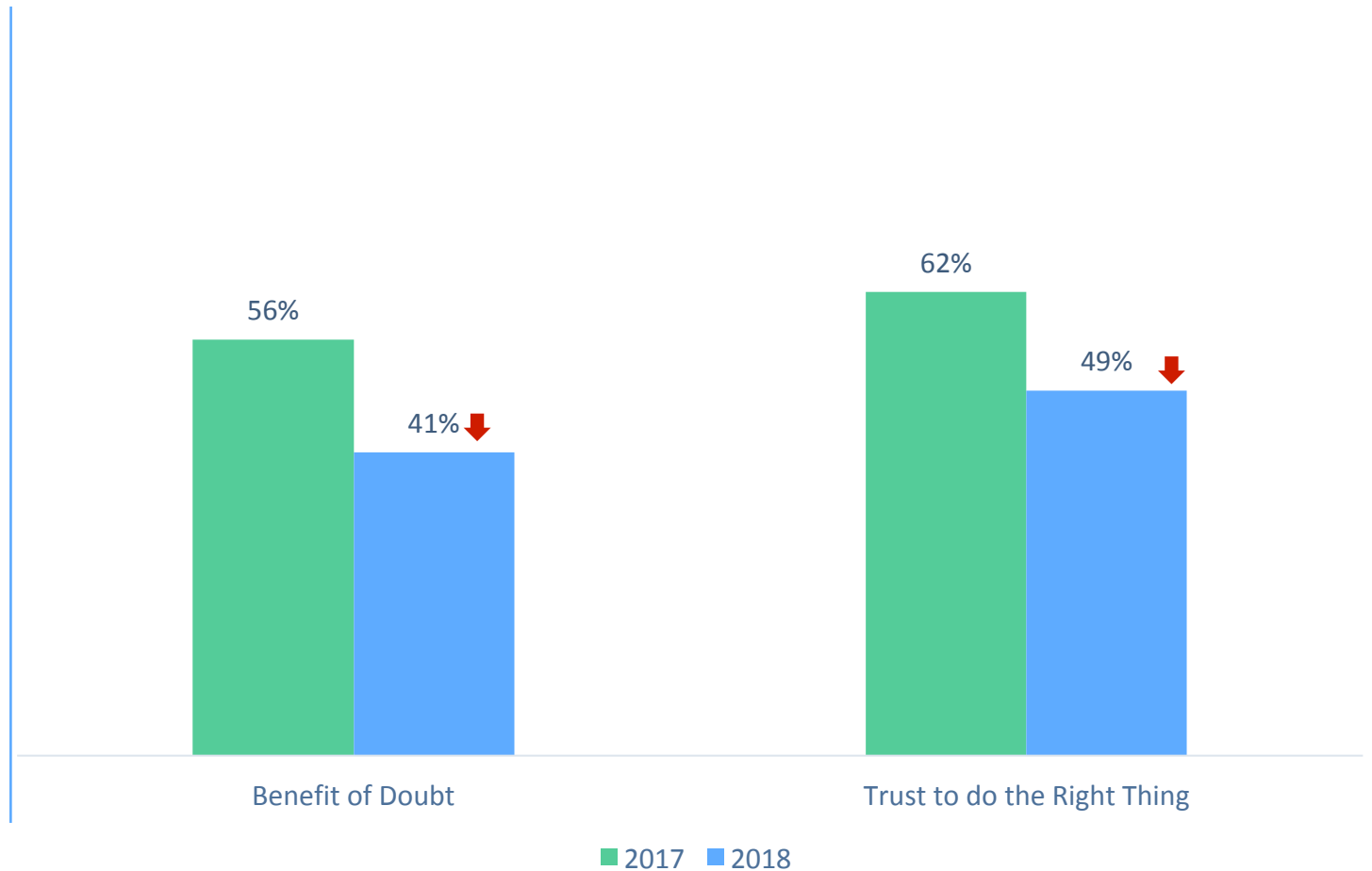
- 6 out of 10 companies new in the Top 10
- 36 new companies in Top 100
- Companies' rank changes by average 27 spots

Digging Deeper
The dynamics of disruption

1 Erosion of Trust

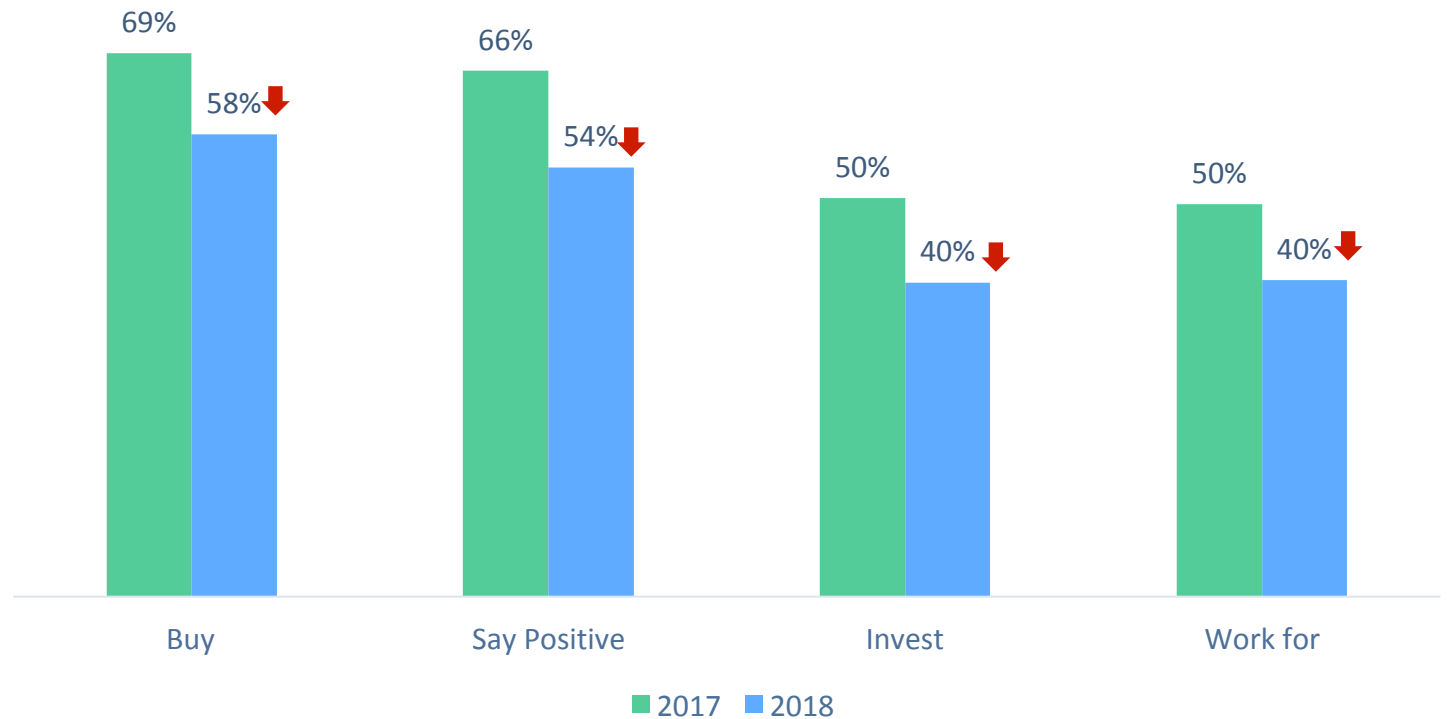
Significant Erosion of Trust

The reputation decline has eroded trust and confidence in companies:



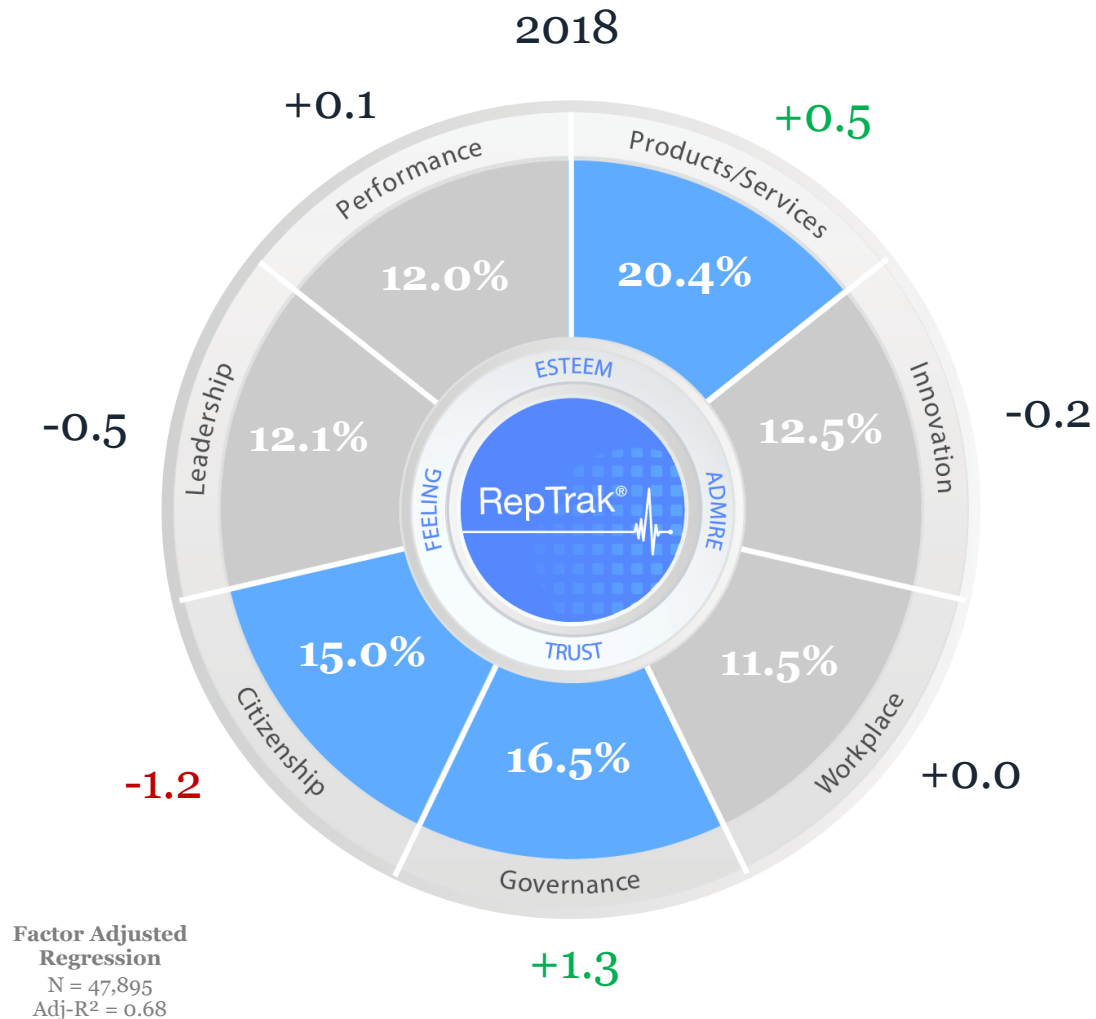
Trust Erosion Makes Earning Support Difficult

The reputational repercussions yield declining stakeholder support:



2 Shift in What Matters

Reputational Importance vs. 2017



Reputation is more likely to be defined by Products / Services. Governance and Citizenship:

51.9%

Paradox of Proof vs. Company Performance

As key drivers of importance have increased, perceived company performance has declined – especially on fairness, ethical, and positive influence on society

Reputation Attributes	Weight (Change vs. 2017)	Average Company Score (Change vs. 2017)
High quality products/services	6.6% ↑	79.6 ↓
Good value products/services	6.2% ↑	75.2 ↓
Positive influence on society	5.8% ↑	73.3 ↓
Meets customer needs	5.6% ↓	79.8 ↓
Fair in doing business	5.4% ↑	74.2 ↓
Behaves ethically	5.2% ↑	73.0 ↓
Stands behind products/services	5.0% ↔	79.5 ↓
Open and transparent	4.4% ↔	69.5 ↓
Well organized	4.4% ↑	77.5 ↓

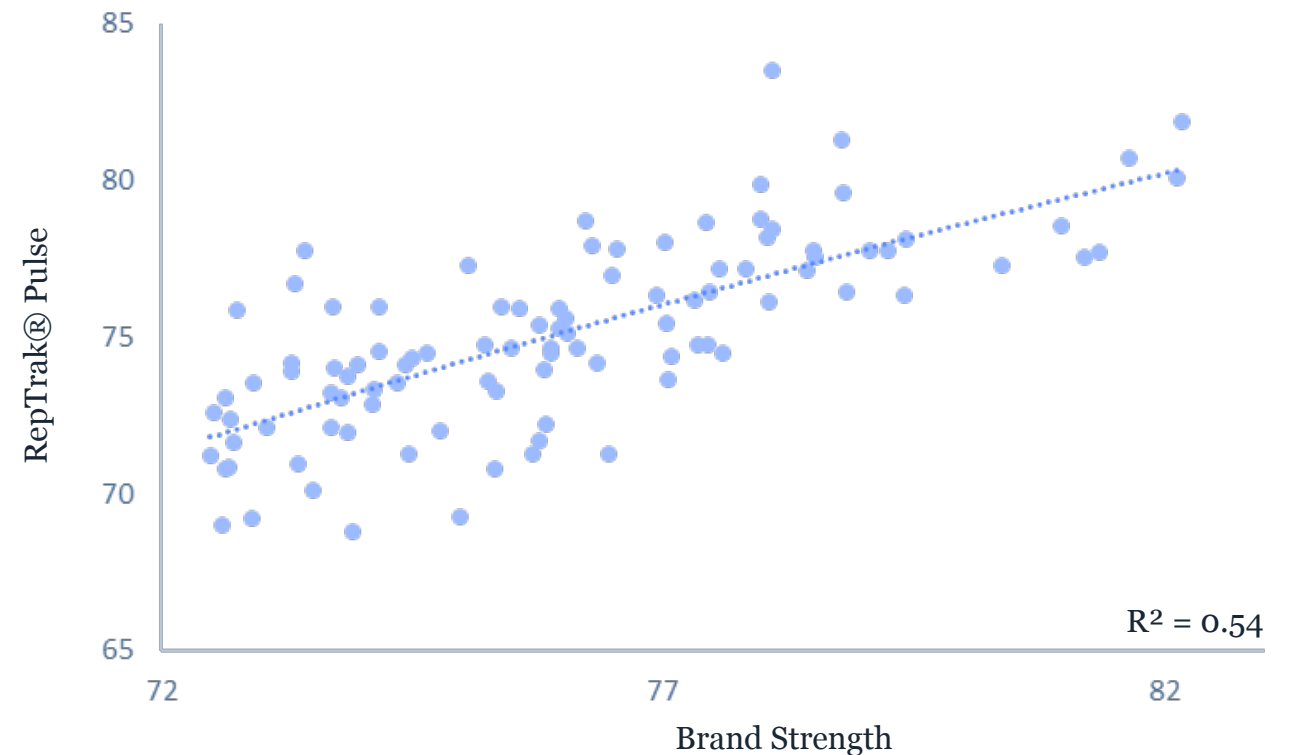
3

Brand Strength and Authenticity

Brand Strength Yield Higher Reputation

Companies with enhanced corporate brand strength have a higher reputation – reputation is more dependent on the delivery of a brand promise.

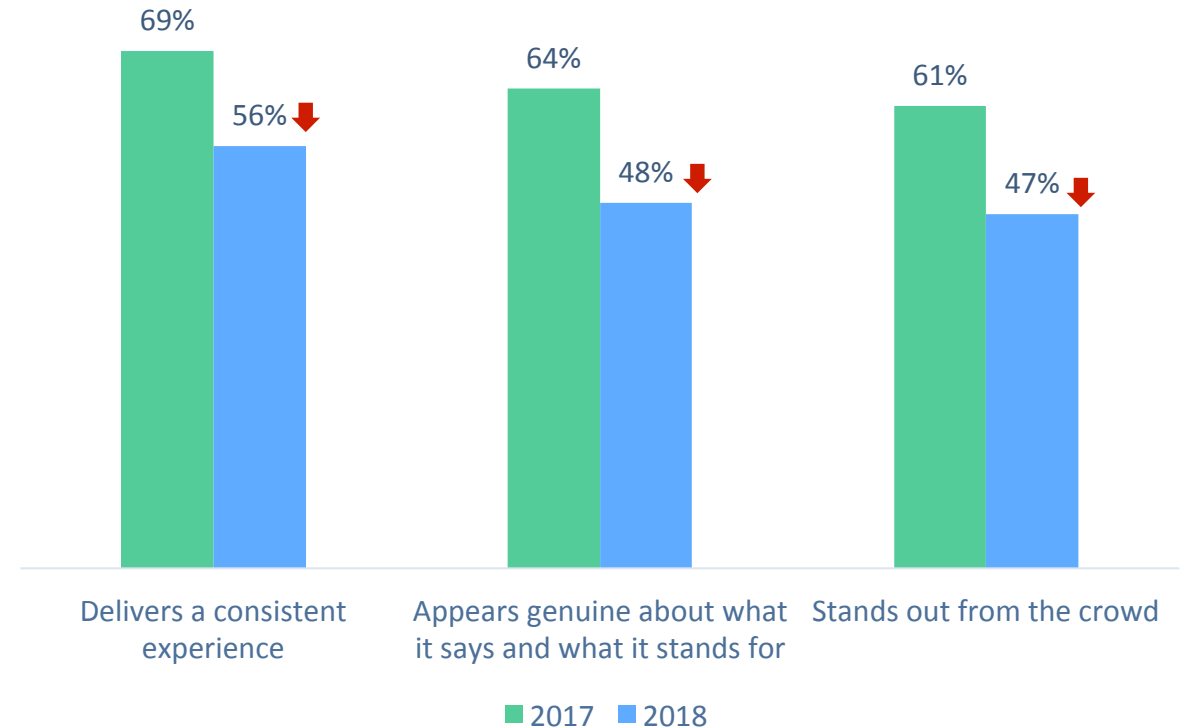
Corporate Brand Correlates with a Stronger Reputation



Absence of Authenticity Fuels Doubt

In an environment where brand strength is more important to reputation, perceptions of consistent delivery, authenticity, and uniqueness are significantly down.

Change in Components of Brand Strength



Declining Sincerity and Humanity

Fewer companies are perceived as embodying a sense sincerity, being genuine, and caring.

Because of this **only 25.5%** of companies are deemed as sharing the same values and beliefs.

Brand Persona Association and Reputation Impact

Brand Persona	Association (Change vs 2017)	Reputation Impact
Genuine	34% ↓	4.6
Hard-working	37% ↔	3.6
Friendly	37% ↔	3.5
Intelligent	32% ↔	3.4
Creative	34% ↔	3.2
Confident	35% ↑	2.4
Modern	39% ↔	2.2
Sincere	22% ↓	2.2
Caring	19% ↓	2.1

4

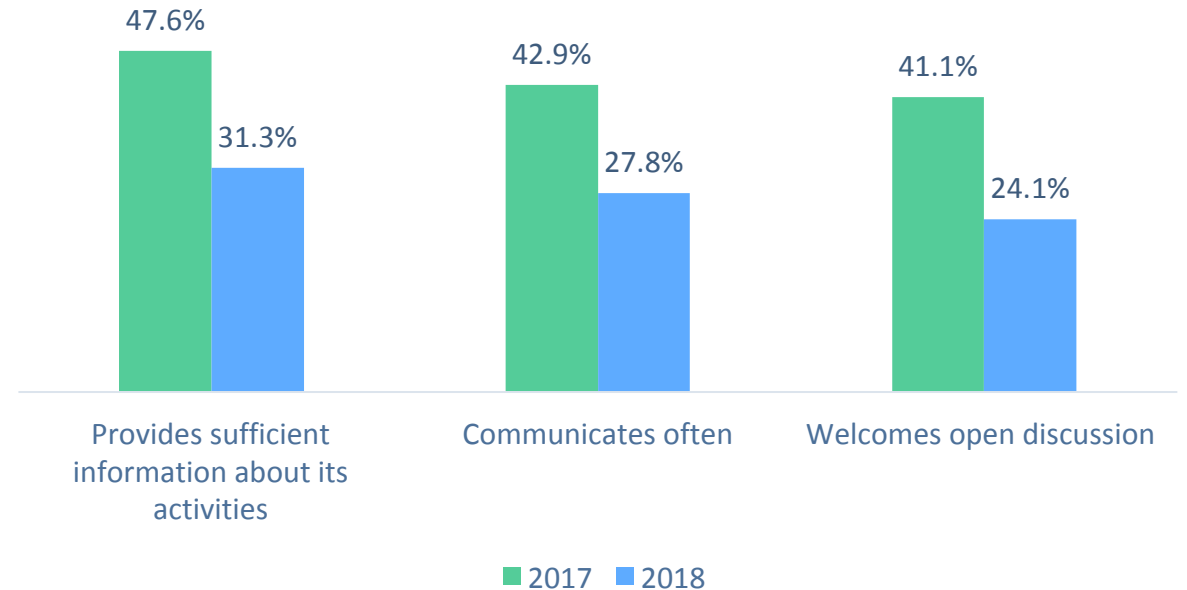
Ignored and Dismissed

Communication is Losing Relevance

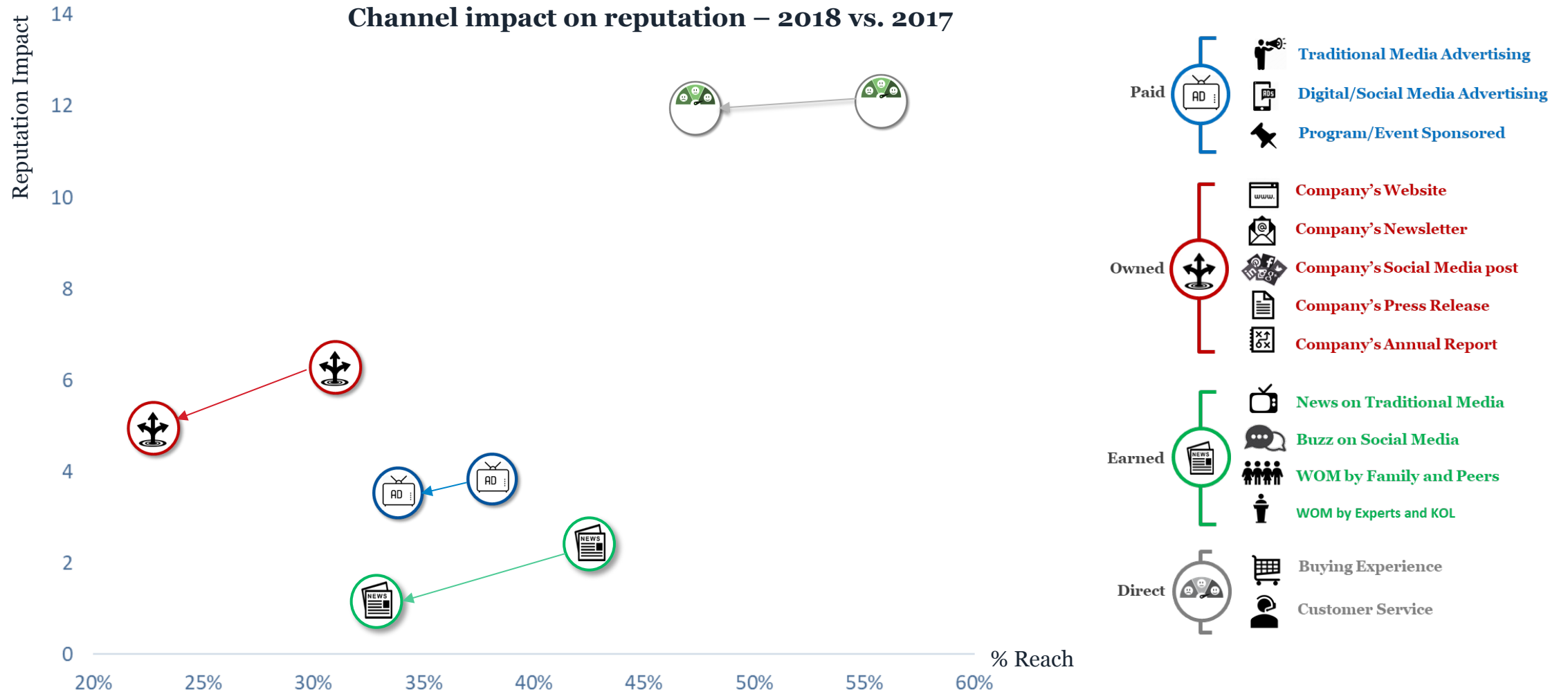
In an environment increasingly centered around the credibility of information recall of communication is way down.

Only 33% of the general public feel that what is being communicated to them by companies is relevant.

Communication Performance



Harder to Garner Attention



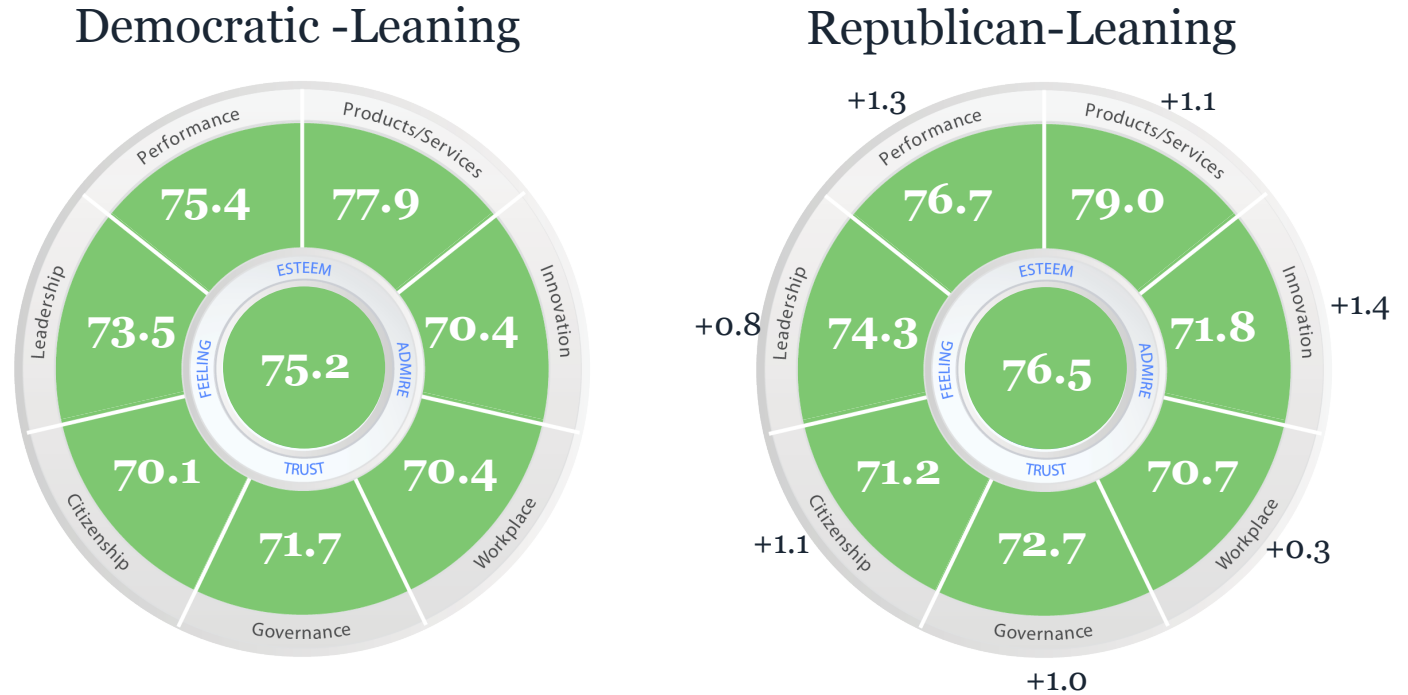
5

Politics and Reputation

Politics and Reputation Do Mix

In a Dis-United America the polarized political environment impacts company reputation – respondents from Republican leaning states rate companies higher.

Reputation and Dimension Scores – Based on Political Affiliation



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

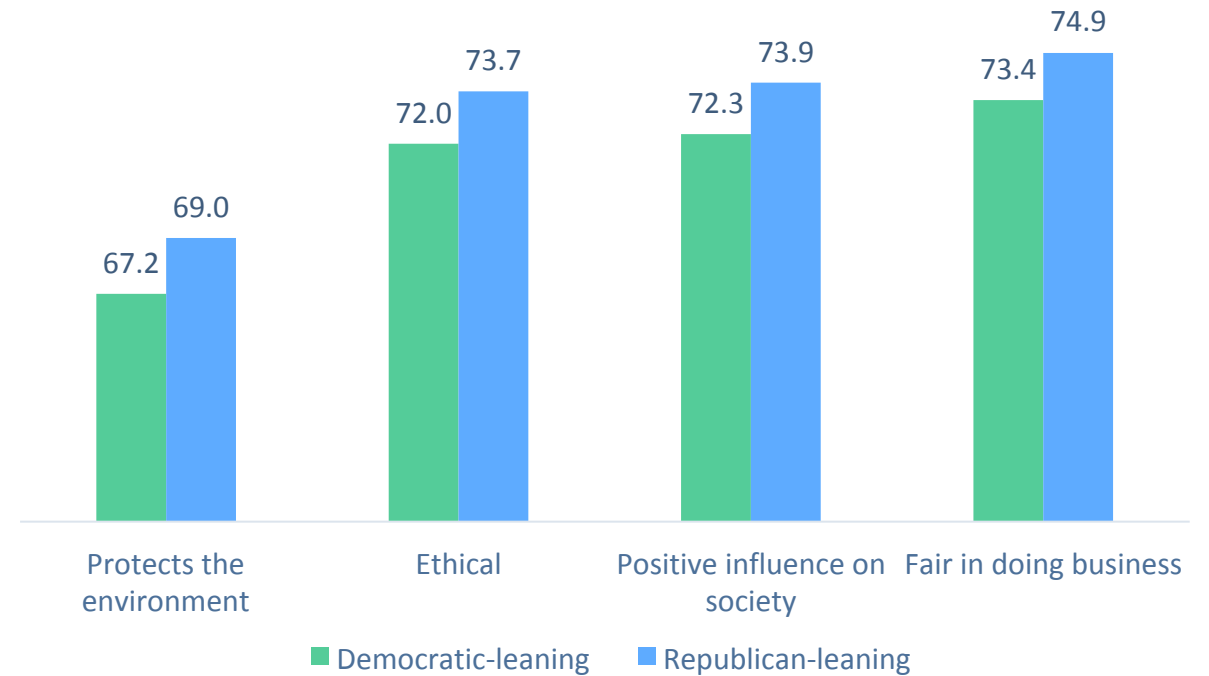
*Respondents' "political affiliation" based on winning party in State of residence in 2016 Presidential election

Significant difference > 0.6

Performance Gap Wider Among Democrats

Democratic-leaning respondents are more critical of companies with respect to environmental, societal contributions and ethics – they are less likely to exhibit support.

**Reputation Attribute Scores –
Based on Political Affiliation**



*Respondents' "political affiliation" based on winning party in State of residence in 2016 Presidential election

Significant difference > 0.6

6

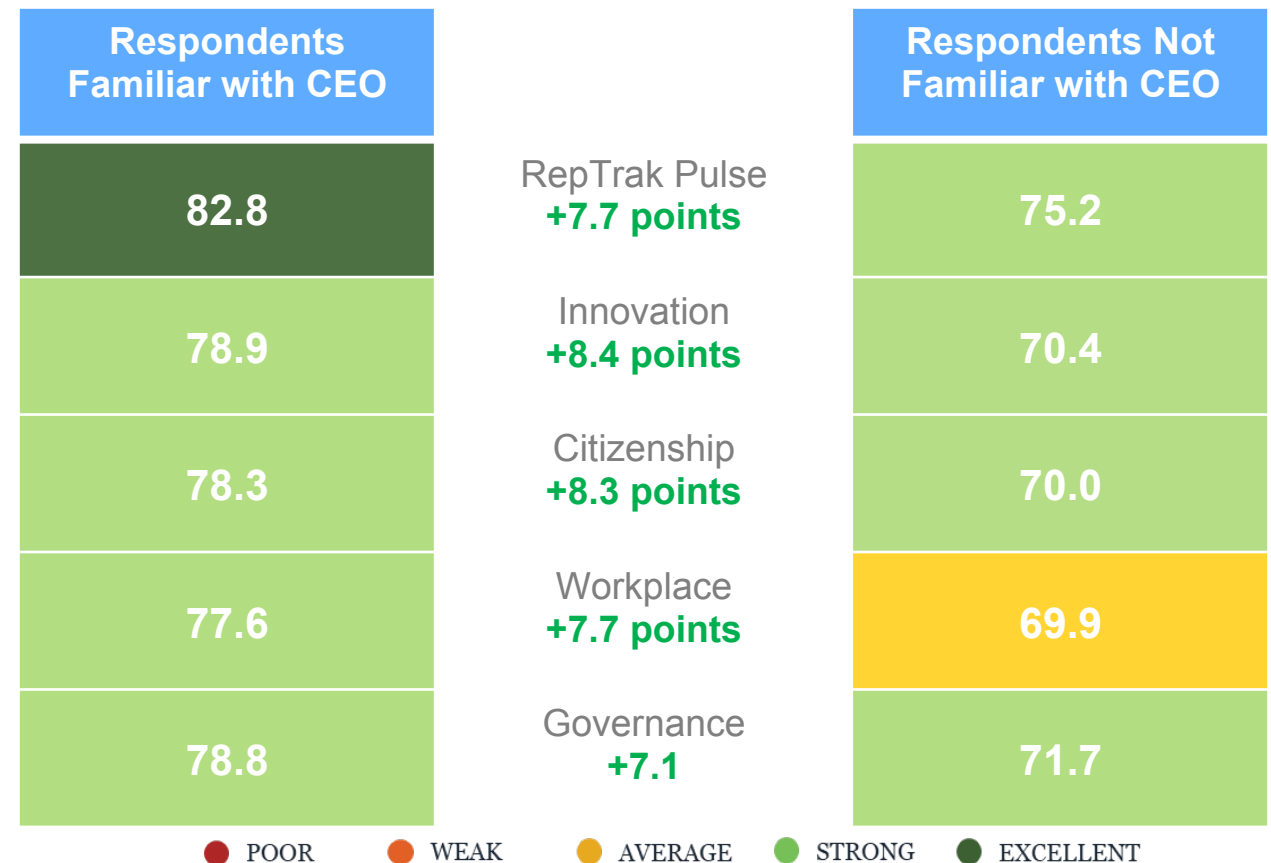
Need for a Voice of Reason

It's Time for the CEO to be Heard

Perceptions of “strong and appealing leader” has majorly declined and familiarity of all CEOs is only 9%

But a more vocal CEO role benefits a company’s reputation – including key dimensions of Citizenship and Governance.

CEO Reputation Impact Company Reputation



Significant difference > 0.5

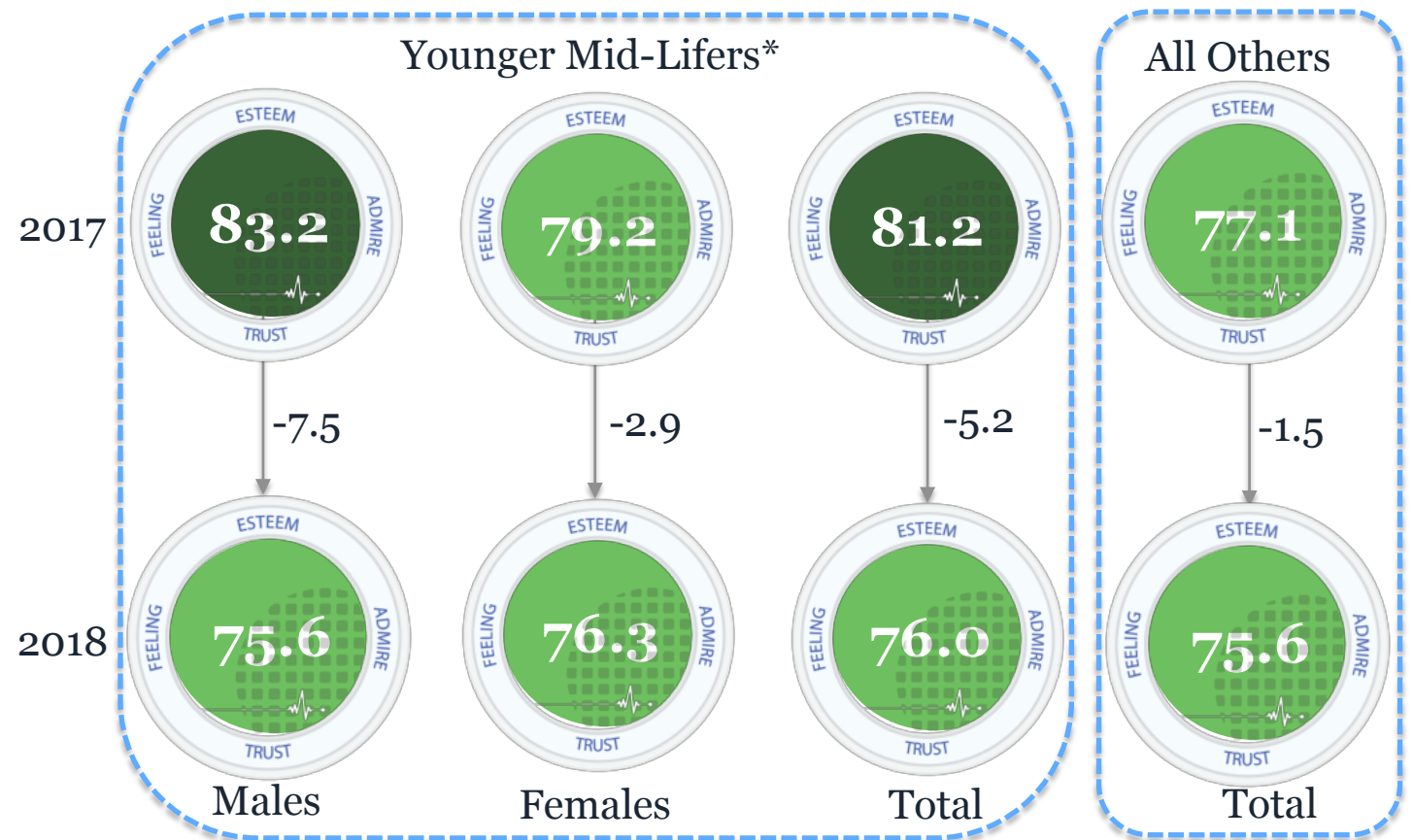
7

Younger Mid-Lifers Feel Disenfranchised

Younger Mid-Lifers are Feeling Less Love

Younger Mid-Lifers rated the reputation of companies significantly lower in 2018 – the declines are happening at a faster rate among Males.

Reputation Score Change by Age Group 2017 to 2018



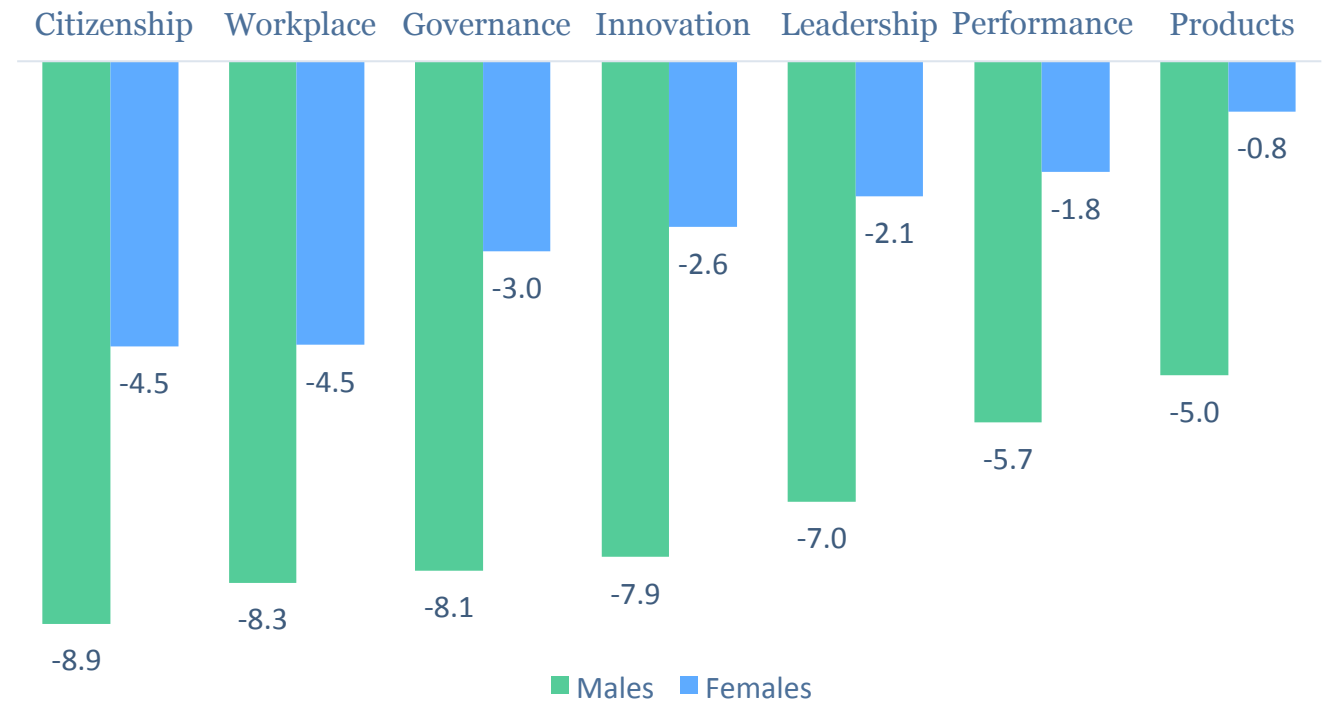
*25-44 years old

Significant difference > 0.6

Younger Mid-lifers are Most Critical

All reputation dimension scores are down – especially for Citizenship, Workplace and Governance, because there is a growing belief companies focus on profits over people.

**Reputation Dimension Scores –
Younger Mid-Lifers* by Gender and Change vs. 2017**



*25-44 years old

Significant difference > 0.6

8

Need to Manage the Conversation

Need to Influence Social/Digital Media Impressions

While company driven social/digital media has a positive impact, it is not enough to overcome negatives of current narratives posted by influencers.

Social/Digital Media Touchpoints	2018 % Reach	2018 Reputation Impact
Company's advertisements on social media	15.0%	2.6
From social media postings by Company	9.1%	2.6
From others posting about Company in social media	7.2%	-1.5
Topic experts, websites and blogs	4.2%	-2.0

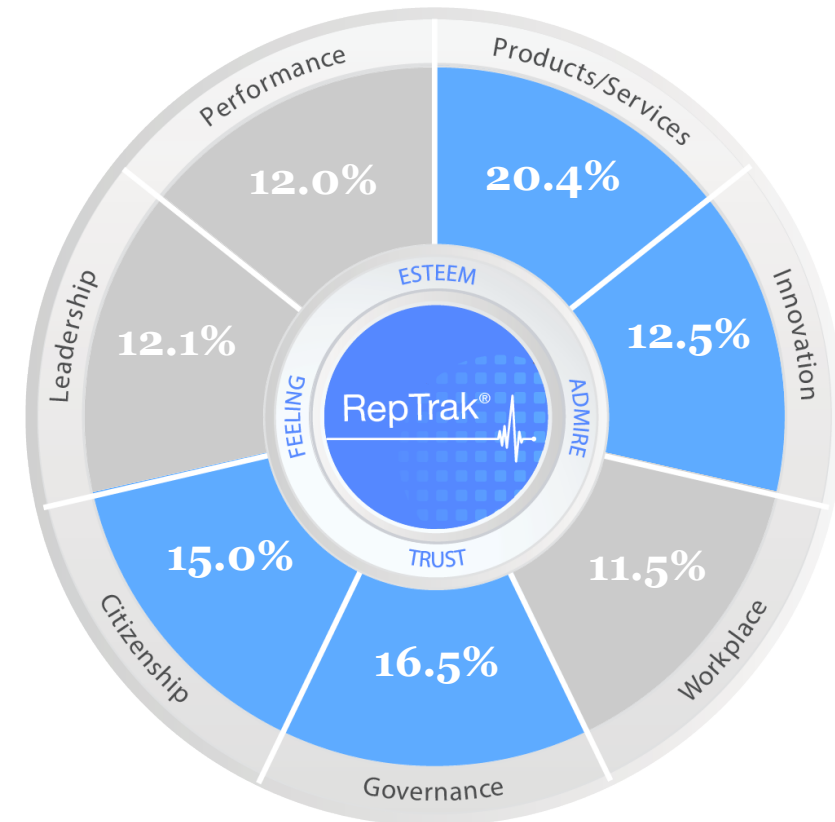
What is Driving Social/Digital Media Discussion?

The digital conversation for leading companies worldwide centers around the three dimensions that drive reputation the most - plus innovation.

Analysis is based on **260 million conversations in 2017** in publicly-available digital channels – such as Facebook, Twitter, New York Times, blogs, and online forums

Discussion themes are derived using tailored search strings and **Latent Dirichlet Allocation** to cluster conversations

The most prevalent reputation dimensions on social/digital media

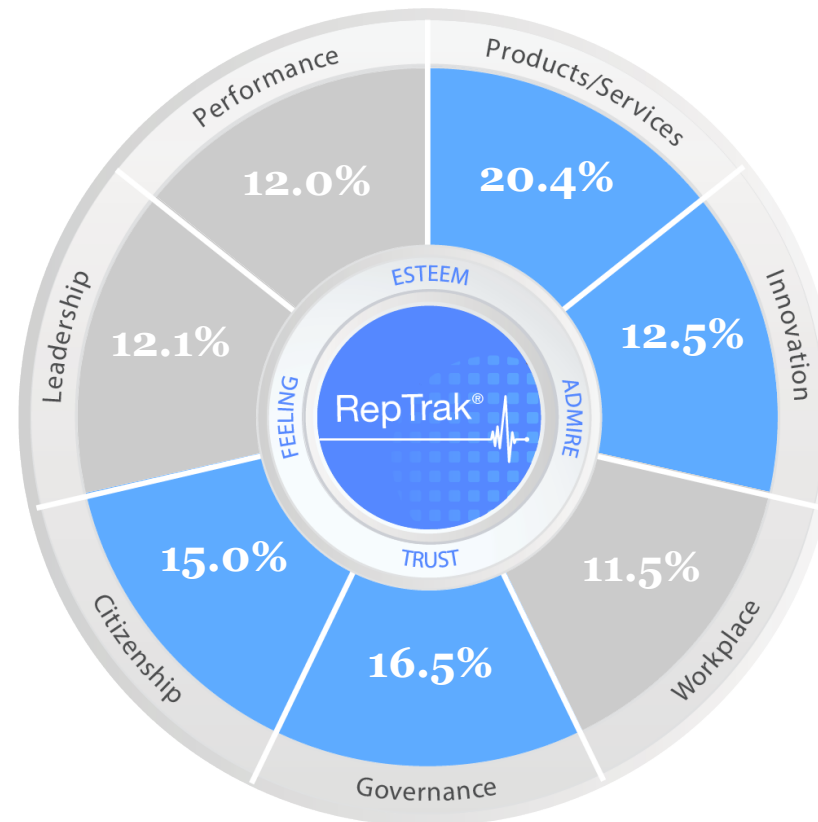


Emerging Narrative to Drive Positive Sentiment

Key narratives by dimension across social/digital media

Citizenship: What are you doing for my community and society at large?

Governance: Platform that seeks to get clarity and an open/honest company position on product performance and their involvement in the political and social arena













Products and Services:

Exchange of ideas and personal experiences around product performance – validation of own purchase decision and quest for certainty

Innovation: Narrative centered around product innovation as helping consumers lead better, easier lives – not innovation for innovation's sake

*US RepTrak® 100:
How Companies Compare in 2018*

2018 US RepTrak® Top 10 Companies

Rank		Home	2018	Score
1	↑	United States		82.2
2	↑	United States		82.1
3	↑	United States		81.7
4	↑	United States		81.3
5	↑	United States		81.2
6	↑	United States		81.0
7	↓	United States		80.4
8	↑	United States		79.4
9	↑	Japan		79.4
10	↓	United States		79.2



Top 10

- 9 out of the Top10 are US based companies
- Only 7 have an excellent reputation in 2018
- 6 new companies in the Top 10: Campbell's, Nike, Bose, Kellogg's, J.M. Smucker and Canon
- Amazon is on the decline at #10 from being #1 in 2016 and #2 in 2017

Significant difference > 3.0

2018 US RepTrak® 100

1 Campbell's 82.2	2 NIKE 82.1	3 BOSE 81.7	4 BARNES & NOBLE 81.3	5 Kellogg's 81.2	6 HERSHEY THE HERSHEY COMPANY 81.0	7 Hallmark 80.4	8 SMUCKER'S 79.4	9 Canon 79.4	10 amazon 79.2
11 General Mills Making Food People Love 79.1	12 Nintendo 78.8	13 HARLEY-DAVIDSON MOTOR COMPANY 78.8	14 LEGO 78.8	15 CLOROX 78.5	16 SAMSUNG 78.5	17 LEVI STRAUSS & CO. 78.4	18 ROLEX 78.1	19 COSTCO WHOLESALE 78.1	20 MATTEL 78.1
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31 PayPal 77.3	32 Dole 77.1	33 Whirlpool CORPORATION 77.1	34 Kraft Heinz 77.0	35 KOHLER 77.0	36 USAA 76.9	37 The Walt Disney Company 76.5	38 Dean FOODS 76.5	39 UPS 76.5	40 HANES Brands Inc 76.3
41 Publix 76.3	42 Bass Pro Shops 76.2	43 Honeywell 76.1	44 LAND LAKES 76.0	45 SUBARU 76.0	46 newell BRANDS 76.0	47 carter's 76.0	48 Marriott INTERNATIONAL 75.9	49 ALDI 75.9	50 Hewlett Packard Enterprise 75.8
51 intel 75.8	52 BED BATH & BEYOND 75.8	53 FedEx Corporation 75.8	54 Kroger 75.7	55 adidas 75.6	56 Google 75.5	57 Rolls-Royce 75.4	58 COLGATE-PALMOLIVE 75.3	59 CVS caremark 75.3	60 Vanguard 75.3
61 Barilla The Italian Food Company Since 1877 75.2	62 SHERWIN WILLIAMS 75.1	63 new balance 75.0	64 TEXAS INSTRUMENTS 74.8	65 BOSS HUGO BOSS 74.6	66 Adobe 74.5	67 THE HOME DEPOT 74.5	68 RALPH LAUREN 74.4	69 LG 74.4	70 salesforce 74.2
71 FERRERO 74.2	72 3M 74.1	73 SONY 74.1	74 HYATT HOTEL & RESORTS 74.0	75 pandora 73.9	76 hp 73.9	77 DR PEPPER SNAPPLE 73.9	78 BOSCH 73.8	79 HONDA The Power of Dreams 73.7	80 BMW GROUP 73.7
81 VISA 73.7	82 BOEING 73.7	83 MetLife 73.5	84 The Coca-Cola Company 73.4	85 PHILIPS 73.4	86 LVMH MOET HENNESSY, LOUIS VUITTON 73.3	87 Hilton 73.3	88 BEST BUY 73.3	89 DICK'S SPORTING GOODS 73.1	90 CISCO 72.9
91 GE 72.9	92 Royal Caribbean INTERNATIONAL 72.8	93 xerox 72.7	94 intuit 72.7	95 Southwest 72.7	96 J&J Johnson 72.6	97 SUBWAY 72.6	98 mastercard 72.6	99 Kimberly-Clark 72.5	100 meijer 72.5

2018 US RepTrak® Industry Rank

Rank	Industry	2018 Score	▲ vs. 2017
1	Consumer	72.1	-4.4
2	Food & Beverage	71.8	-3.7
3	Automotive	70.4	-3.6
4	Retail	69.6	-2.8
5	Technology	69.2	-2.6
6	Hospitality	69.1	-2.5
7	Transport	68.9	-5.4
8	Services	68.7	-1.9
9	Healthcare	68.2	0.9
10	Financial	64.9	-4.1
11	Information	64.4	-7.4
12	Pharmaceutical	64.0	-7.6
13	Airlines	62.3	-11.0
14	Telecommunications	58.3	-7.0
15	Energy	56.5	-3.3



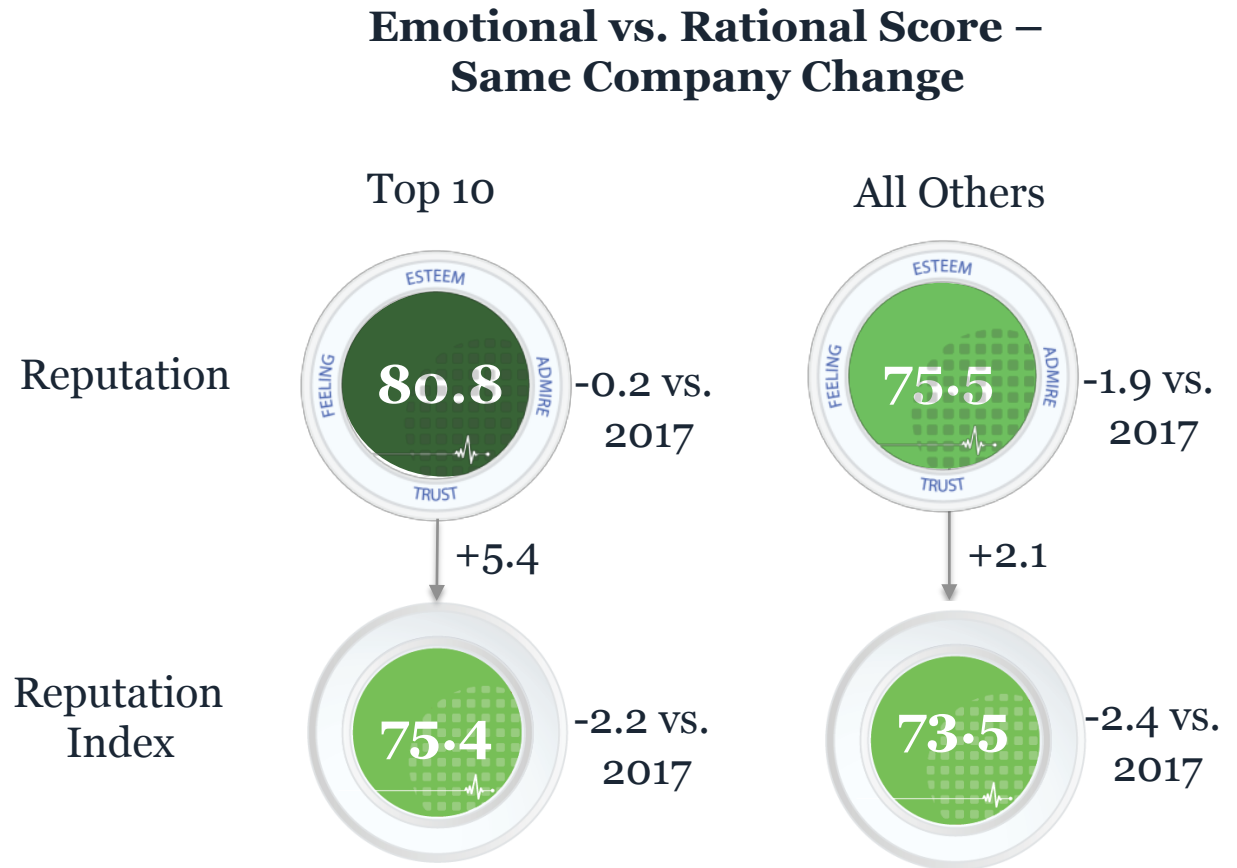
US Industries

- Only 3 industries have a strong reputation score, while the majority are in the average range
- The Telcom industry joins Energy in the weak range
- The industry with the largest pulse decline is Airlines
- Healthcare is the only industry to have a positive reputation movement since 2017 – and is the fastest riser in ranking

Significant difference > 3.0

Tradition Matters in Times of Disruption

- Top 10 companies – 9 of which are US-based - all embody traditional American values of success, independence and growth
- They provide a sense of comfort, safety and have a life-long deeply rooted intimacy with consumers
- In times of disruption, they benefit from this connection despite declines in perceived actual performance



Significant difference > 0.5

Company Spotlight

2018 US RepTrak® 100

↑ 1 Campbell's 82.2	32.1	↑ 3 BOSE 81.7	↑ 4 BARNES & NOBLE 81.3	↑ 5 Kellogg's 81.2	↑ 6 HERSHEY'S THE HERSHEY COMPANY 81.0	↓ 7 Hallmark 80.4	↑ 8 SMUCKER'S 79.4	↑ 9 Canon 79.4	↓ 10 amazon 79.2
78.8	↑ 13 MOTOR HARLEY-DAVIDSON COMPANY 78.8	↓ 14 LEGO 78.8	↑ 15 CLOROX 78.5	↑ 16 SAMSUNG 78.5	↑ 17 LEVI STRAUSS & CO. 78.4	↓ 18 ROLEX 78.1	↑ 19 COSTCO WHOLESALE 78.1	NEW 20 MATTEL 78.1	
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Company Spotlight: Campbell's Soup

Campbell's Soup is the most reputable company in the US – driven by CSR and being a leader in following dimensions:

#1 in Governance



#1 in Leadership



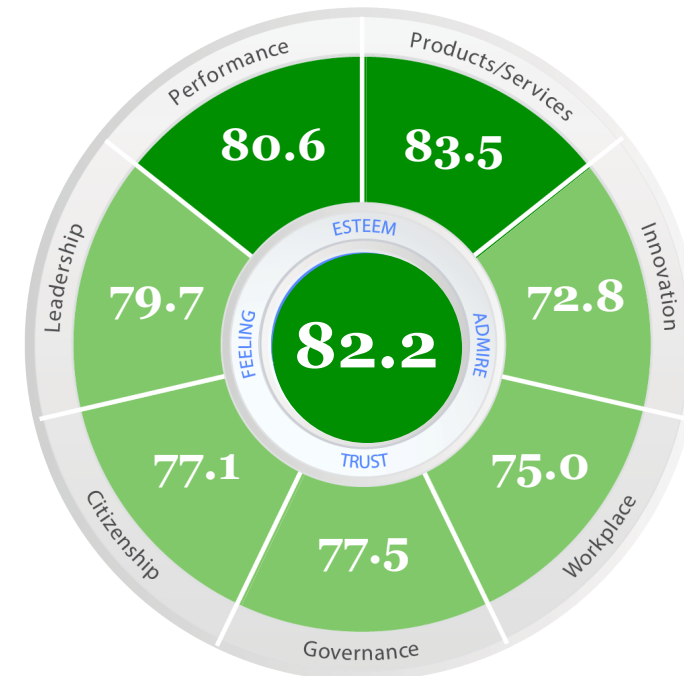
#2 in Citizenship



#2 in Products



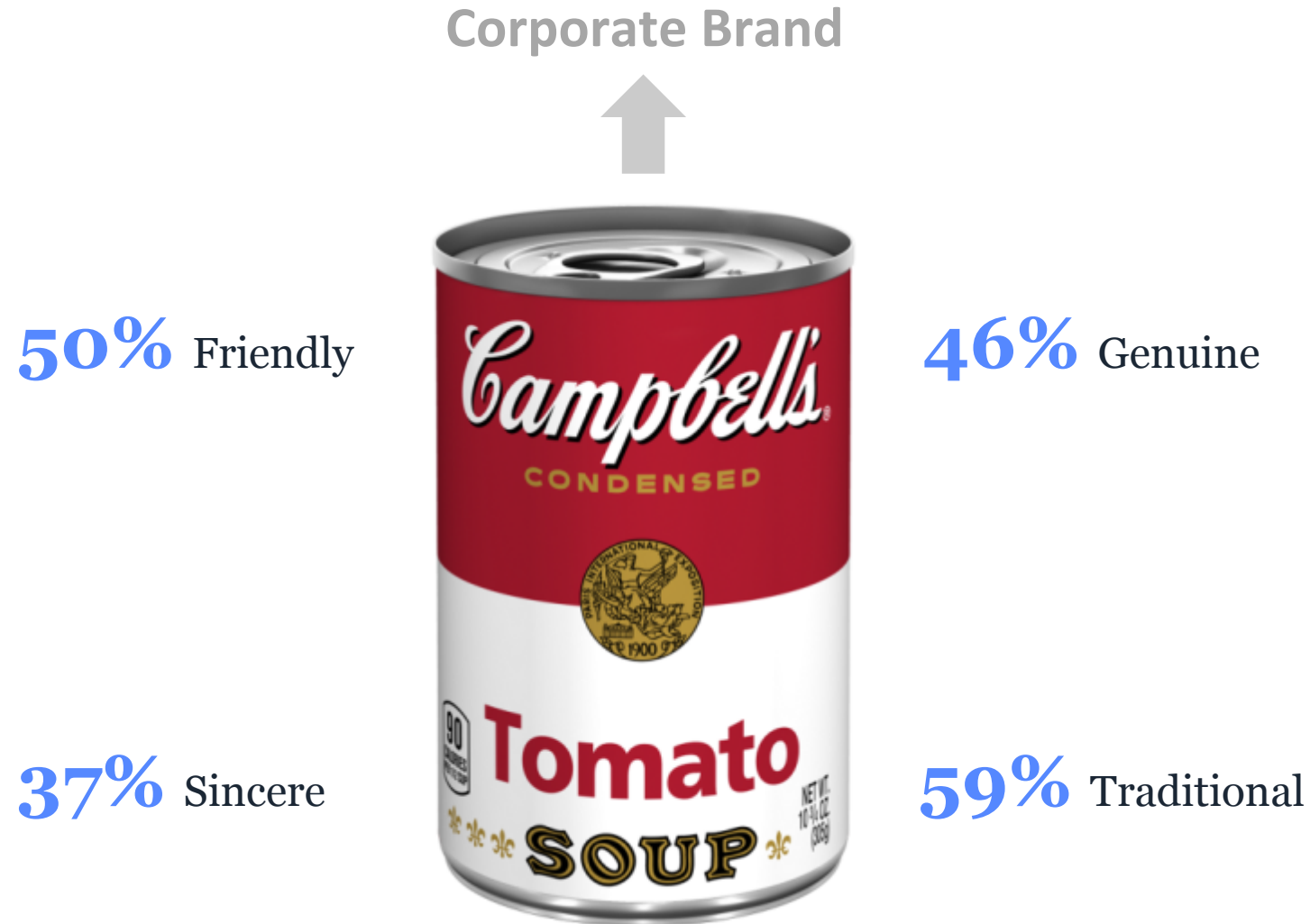
Campbell's Soup:
2018 Pulse and Dimension Scores



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

Significant Difference > 3.0

Campbell's: Back to the Basics of America



CSR: Integral Part of What Campbell's Does

Campbell's CSR commitment focuses on becoming a “health and well-being” food company:

- Fresh and nutritious food
- Sustainable business
- Focus on well-being of the community
- Promote global health
- Build trust through transparency and create resources such like www.whatsinmyfood.com



“We’ve made an unwavering commitment to move Campbell in the direction of the consumer’s definition of health and well-being.”

Denise M. Morrison
President and Chief Executive Officer

“Guided by our purpose, ‘Real food that matters for life’s moments,’ [we’ve evolved] from reliant on soup to a more diversified and dynamic company.”

-Campbell's Soup CEO, Denise Morrison

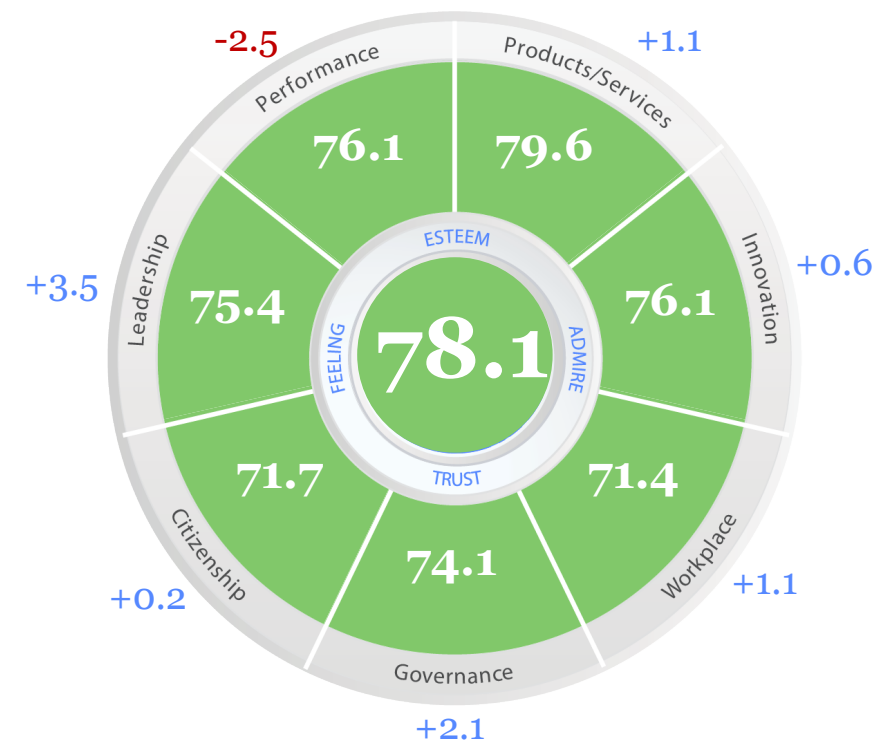
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Company Spotlight: Mattel, Inc.

- **Mattel is ranked #20** most reputable company — newcomer into the top 100
- Top Ten in company to market with **new products and services**
- Perceived as one of the most friendly (48%) and creative (63%) companies -- both of which drive reputation

Mattel, Inc.:
2017 vs. 2018 Pulse and Dimension Scores



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

Significant Difference > 3.0

Mattel, Inc.: Innovation Through Product Diversity

- Mattel embodies leadership via innovative products that promote diversity, female empowerment, and body positivity.
- They benefit from a deep-seeded, intimate bond with consumers as an iconic American toy company.



Mattel, Inc. official website: “Office of Global Diversity provides expertise and guidance, but diversity and inclusion are **everyone's responsibility** at Mattel.”

2018 US RepTrak® 100

1 Campbell's 82.2	2 NIKE 82.1	3 BOSE 81.7	4 BARNES & NOBLE 81.3	5 Kellogg's 81.2	6 HERSHEY THE HERSHEY COMPANY 81.0	7 Hallmark 80.4	8 SMUCKER'S 79.4	9 Canon 79.4	10 amazon 79.2
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31 PayPal 77.3	32 Dole 77.1	33 Whirlpool CORPORATION 77.1	34 Kraft Heinz 77.0	35 KOHLER 76.9	36 USA A 76.9	37 The Disney Company 76.5	38 Dean FOODS 76.5	39 UPS 76.5	40 HANES Brands Inc 76.3
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61 Barilla The Italian Food Company Since 1877 75.2	62 SHERWIN WILLIAMS 75.1	63 new balance NEW	64 TEXAS INSTRUMENTS NEW	65 BOSS HUGO BOSS NEW	66 Adobe 74.5	67 THE HOME DEPOT 74.5	68 RALPH LAUREN 74.4	69 LG 74.4	70 salesforce NEW
71 FERRERO 74.2	72 3M 74.1	73 SONY 74.1	74 HYATT HOTEL & RESORTS 74.0	75 pandora 73.9	76 hp 73.9	77 DR PEPPER SNAPPLE 73.9	78 BOSCH 73.8	79 HONDA The Power of Dreams 73.7	80 BMW GROUP 73.7
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91 GE 72.9	92 Royal Caribbean INTERNATIONAL NEW	93 xerox 72.7	94 intuit 72.7	95 Southwest 72.7	96 J&J Johnson 72.6	97 SUBWAY 72.6	98 mastercard 72.6	99 Kimberly-Clark 72.5	100 meijer 72.5

Company Spotlight: USAA

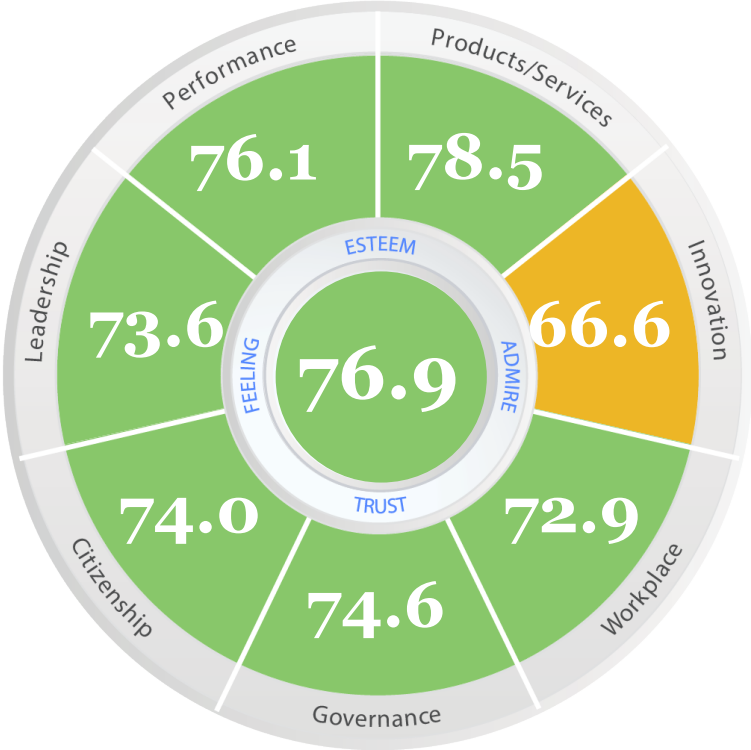
USAA is a company that **shares the same values as the general public** and is ranked 36th overall:

“USAA has built our reputation on doing the right thing for members and serving the military community.” We value the trust and loyalty of our members. Every employee at USAA is passionate about delivering on our mission to help members achieve financial security.”



STUART PARKER
CEO
USAA

US 2018 Pulse & Dimension Scores for USAA



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

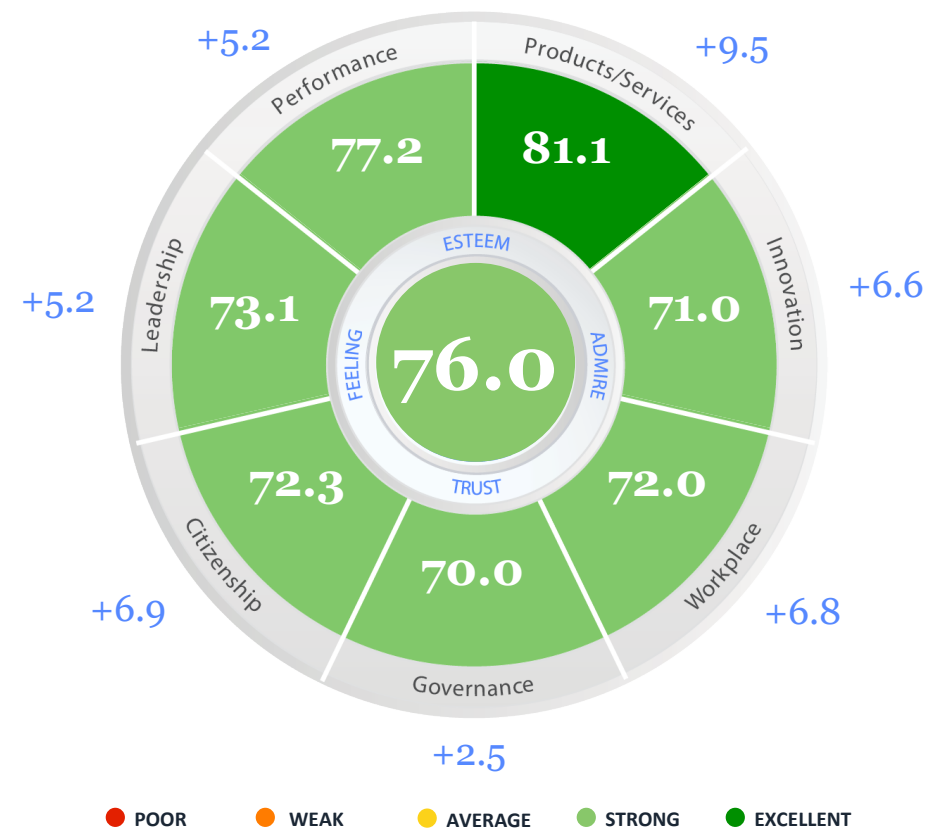
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Company Spotlight: Subaru

- New to the USRT100 Subaru ranks as the most reputable car company at #45
- Viewed as highly genuine and hard-working
- Highest increase in pulse and average attribute score of all top 100 companies
- 8 consecutive years of sales increase – doubled sales within 5 years

Subaru:
2017 vs. 2018 Pulse and Dimension Scores



Significant Difference > 3.0

Subaru: The “Be Who You Are Car”

- Subaru has successfully portrayed themselves as a down-to-earth company, tying their product image to personal fulfillment and independence
- Subaru’s “Love Campaign” that began in the 90s was a radical promotion of marriage equality and LGBTQ+ rights, long before such advertising was mainstream.
- The company signs of its message with a “Love is what makes a Subaru a Subaru”.



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Company Spotlight: Cisco Systems

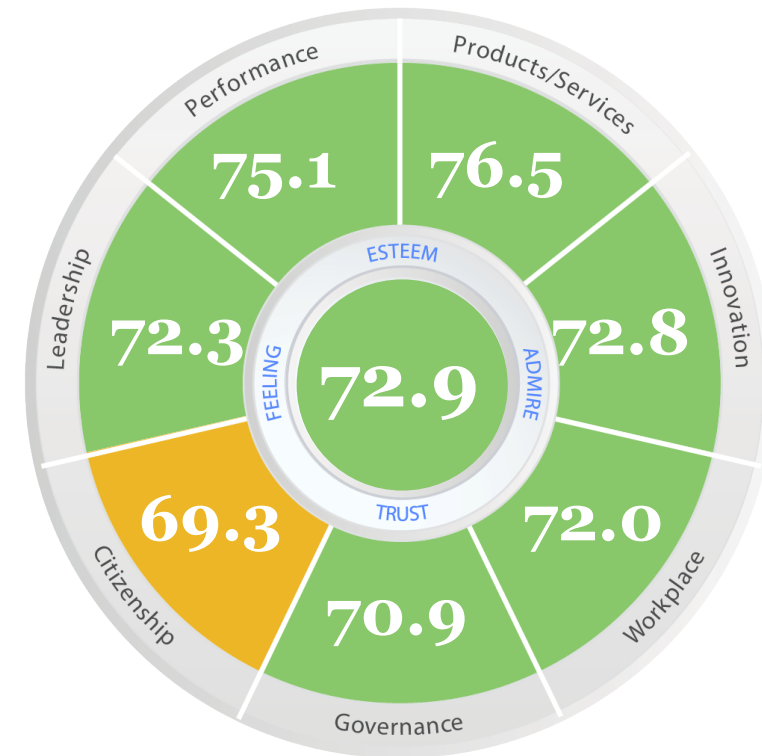
Cisco Systems **made the US RT100 for first time** and ranked 90th overall:

“At Cisco we believe we have the responsibility to serve people, society and the planet. We are working every day towards our goal to securely connect everything, innovate everywhere, and benefit everyone. Being named a most reputable company is an honor and a signal that we are doing our job.”



VITOR DE SOUZA
VICE PRESIDENT COMMUNICATIONS
CISCO

US 2018 Pulse & Dimension Scores for Cisco



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

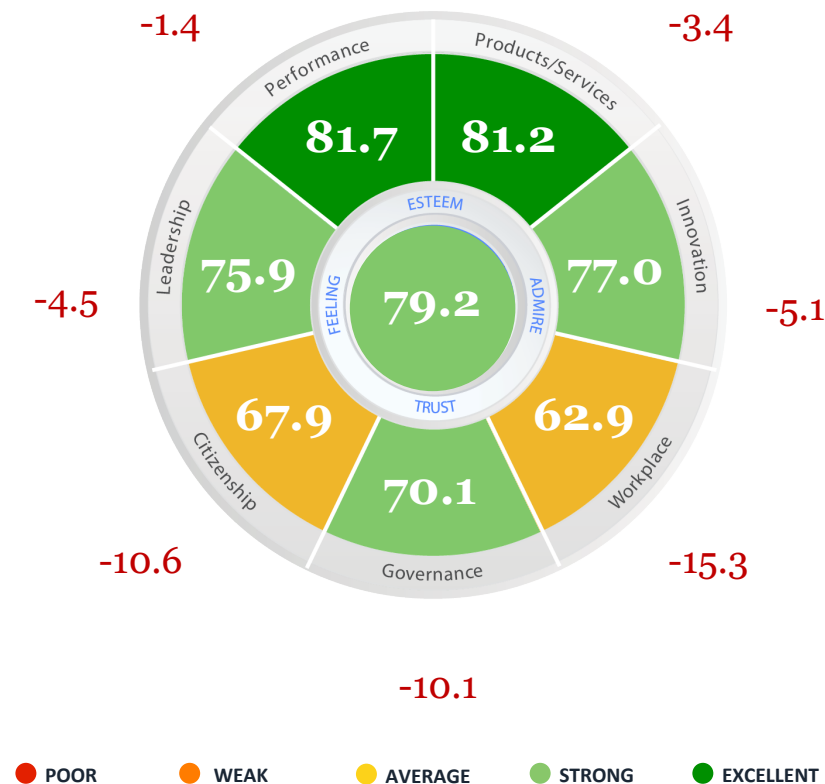
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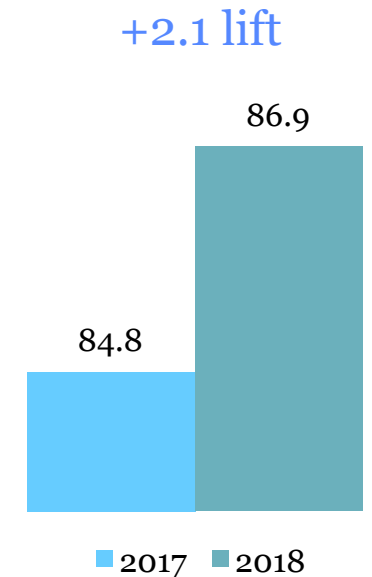
Company Spotlight: Amazon

- Amazon: traditionally among the top 3 in reputation has declined in 2018
- A increased focus on performance has impacted perceptions of impact on societal well-being
- Amazon's largest declines are in the 3 CSR dimensions: workplace, citizenship and governance

Amazon: 2017 vs. 2018
Pulse and Dimension Scores



Is a profitable company



Significant Difference > 3.0;
Attribute Significant Difference > 6.0

Under Attack: Amazon's Reputation Buffer is Eroding



I have stated my concerns with Amazon long before the Election. Unlike others, they pay little or no taxes to state & local governments, use our Postal System as their Delivery Boy (causing tremendous loss to the U.S.), and are putting many thousands of retailers out of business!

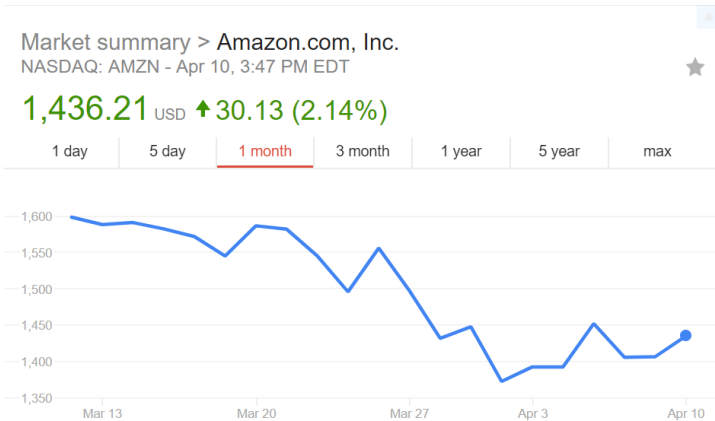
7:57 AM - Mar 29, 2018

130K 86.5K people are talking about this

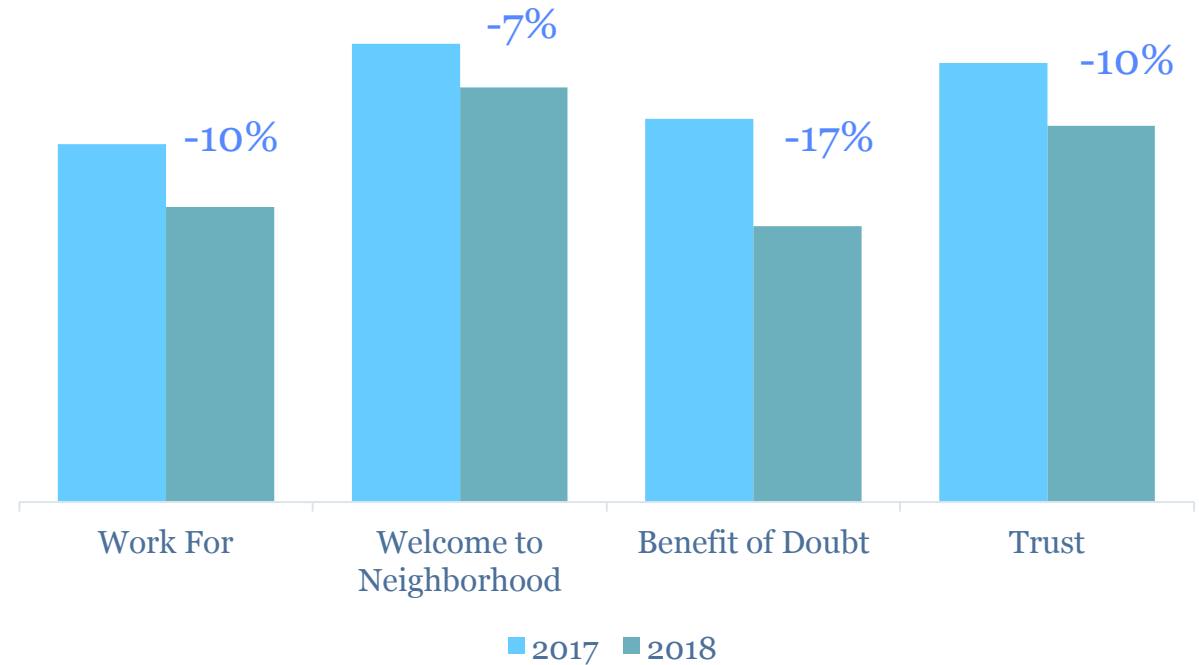
The New York Times

[Amazon Shares Fall 6 Percent as Trump Renews Attack](#)

(04/02/18)



Amazon: 2017 vs. 2018 Support %

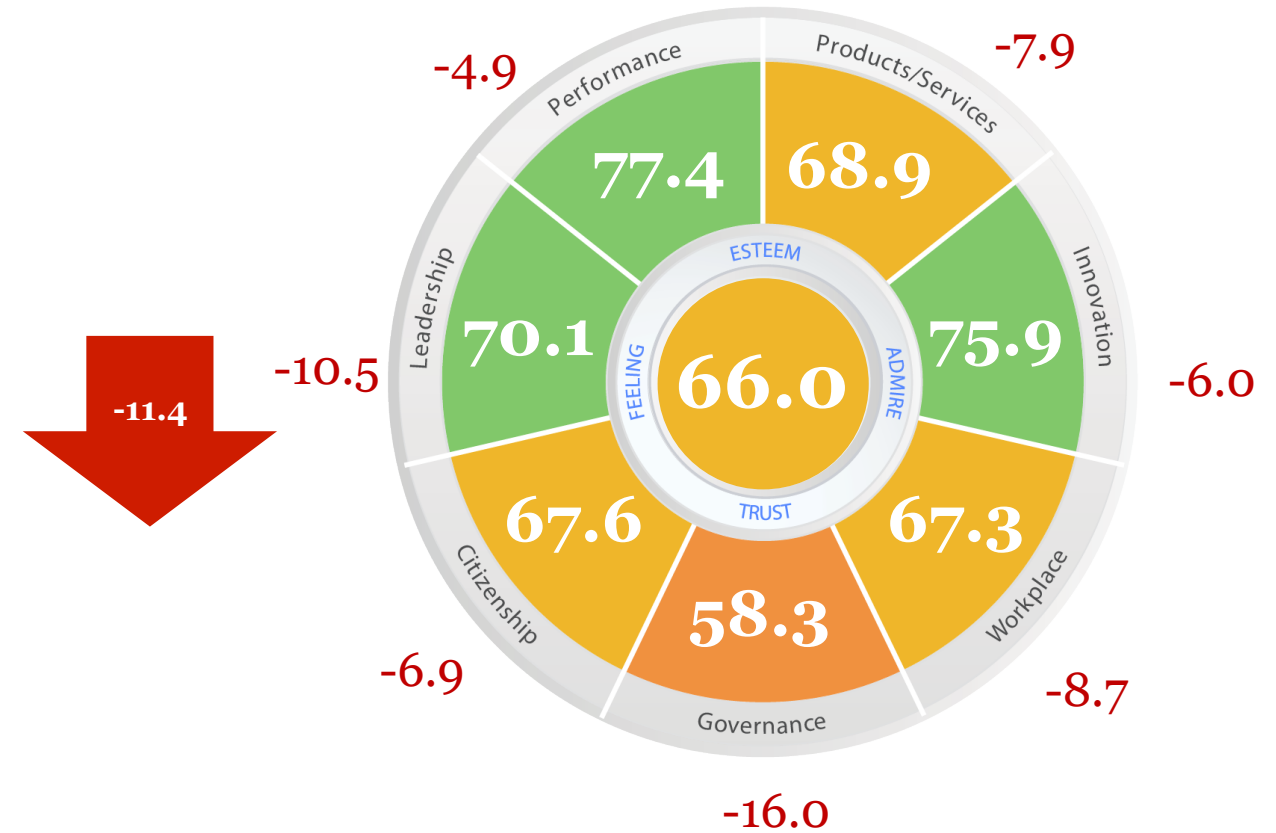


12% of respondents actively avoid Amazon

Company Spotlight: Apple

- Apple falls from the Top 100 list in 2018 with an astounding 11 point drop – last year Apple was #72
- Apple’s largest declines are in governance – the 2nd most important driver of reputation – with a 16 pt. drop

Apple: 2017 vs. 2018 Pulse and Dimension Scores



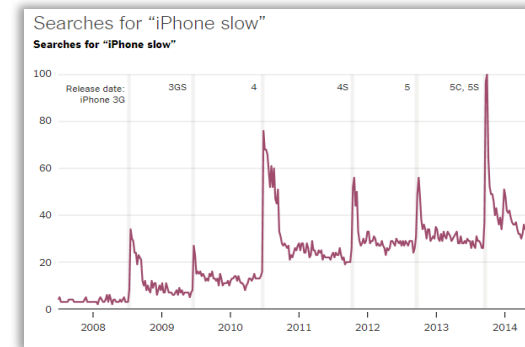
Significant Difference > 3.0

● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

Multiple Damaging Events Bring Major Decline in Trust

San Bernardino encryption controversy, Ireland tax evasion allegations, secret performance throttling and sluggish sales of \$1000 iPhone X all have lead to a decline in support:

- 23% points decline in Benefit of Doubt
- 13% points decline in Willingness to Purchase Products and Trust
- 26% of respondents would avoid purchasing Apple products



[Apple now facing nearly 60 lawsuits three months after admitting it DOES slow down old iPhones to save battery life](#)

(03/28/18)

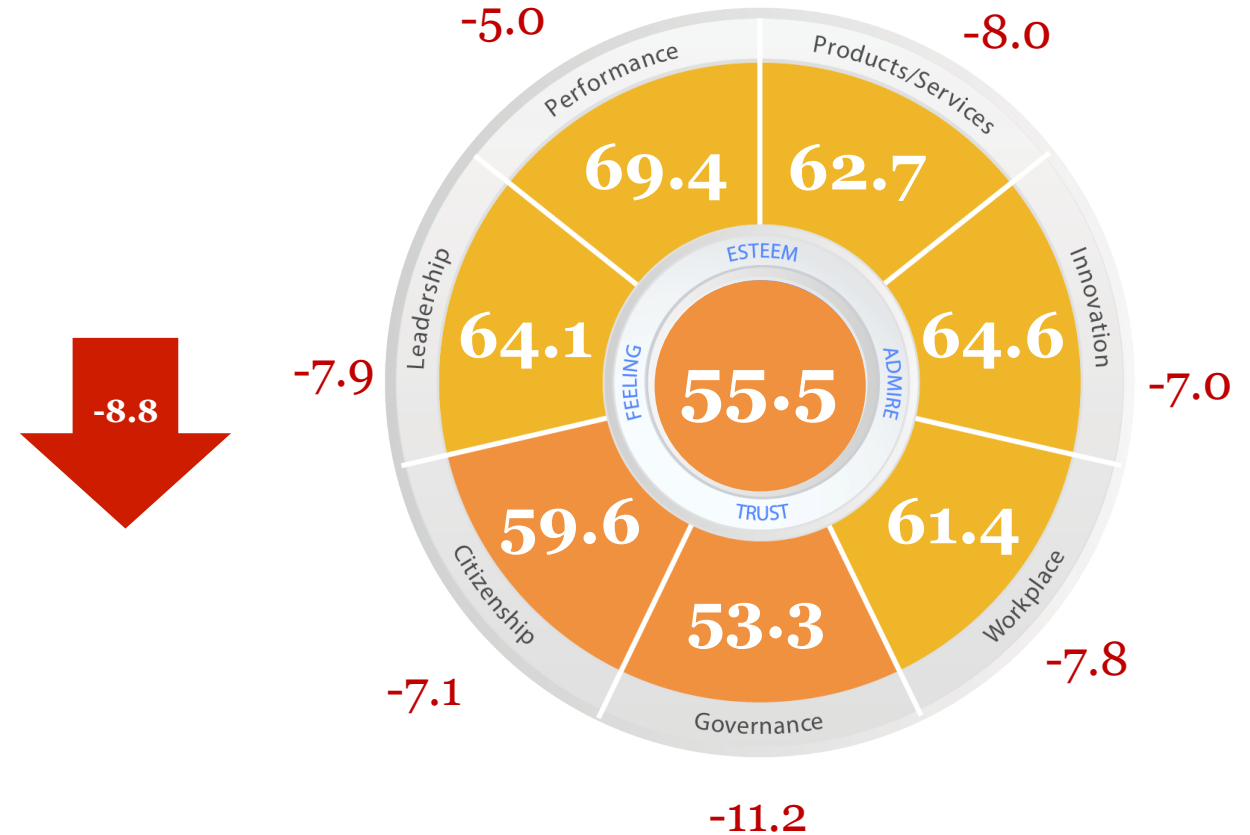
Company Spotlight: Facebook

Facebook has struggled with issues of data privacy – culminating in the illegal use of **over 50 million Facebook user profiles** by Cambridge Analytica

Facebook saw reputational declines for its pulse score and across all dimensions – especially for governance

Facebook has one of the **lowest data privacy scores** of all measured companies

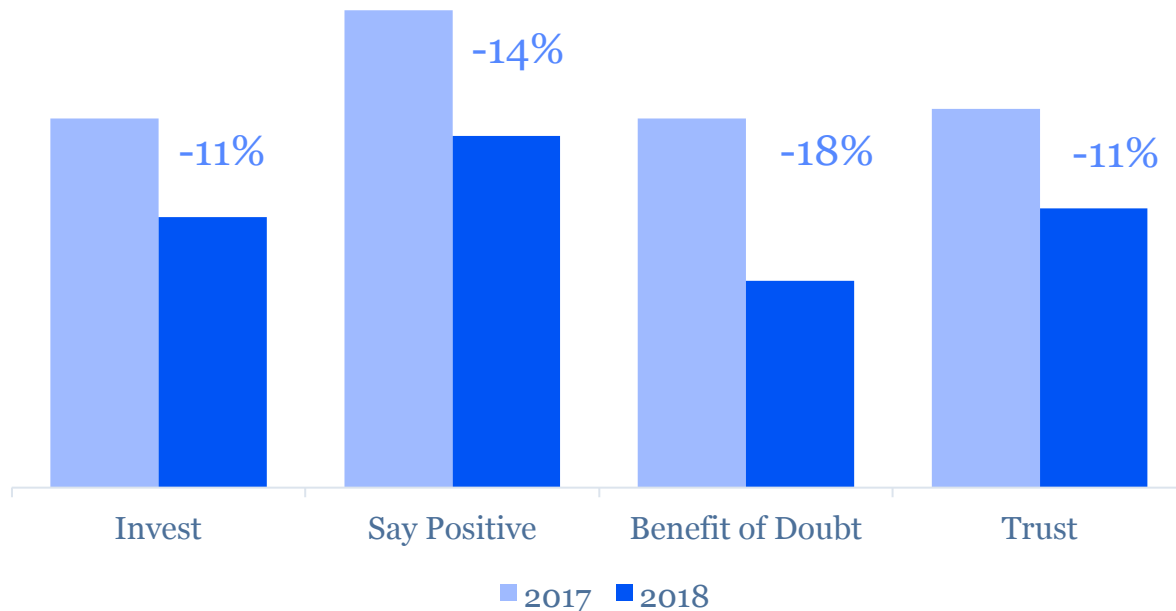
Facebook: 2017 vs. 2018 Pulse and Dimension Scores



Significant Difference > 3.0

Facebook Support Wanes: Backlash on Governance

Facebook: 2017 vs. 2018 Support %



Facebook founder Mark Zuckerberg took out full-page ads in several British and American newspapers Sunday to apologize for a "breach of trust" in the Cambridge Analytica scandal.

(03/25/18)



83% of respondents would **not defend** Facebook

In Summary....

DISRUPTION



Thank You

www.reputationinstitute.com

#RepTrak100

@shahngriff

@Reputation_Inst