



AHEAD OF WHAT'S NEXT.

# The 2011 Harris Interactive Annual RQ® Summary Report

A Survey of the U.S. General Public Using  
the Reputation Quotient®

*12<sup>th</sup> Annual RQ Study*

*RQ Ratings:  
December 30th –  
February 22th*

*30,104  
people interviewed*

## Harris Interactive Contact Information

- For purchase or licensing information, please contact:  
Robert Fronk  
[rfronk@harrisinteractive.com](mailto:rfronk@harrisinteractive.com)
- For media inquiries, please contact:  
Mike Cooperman 805 217 3241  
[mcooperman@harrisinteractive.com](mailto:mcooperman@harrisinteractive.com)  
or  
Janice Snook 650 400 4448  
[janicesnook@gmail.com](mailto:janicesnook@gmail.com)

## Managing Corporate Reputation: Study overview

**For the 12<sup>th</sup> consecutive year Harris Interactive has measured the reputations of the most visible companies in the United States using the Harris Reputation Quotient®.** Interviews have been conducted with 30,104 people. Interviews were conducted from 12/30/10 to 2/22/11 so that we are able to capture perceptions of reputation for the entire previous year. In this case, 2010.

This **Annual RQ® 2011 Summary Report for the United States** provides a look at corporate America's reputation in general, as well as a detailed look at the reputations of the 60 most visible companies during a time when corporate America continues to try to distance itself from corporate scandals, association with the economic crisis, and replace negative perceptions and skepticism with restored trust and indications of support.

**This report presents the public's point of view on the reputations of the 60 most visible companies in the United States** – their rankings overall and details on reputation-related elements such as supportive behaviors, reputational red flags, and corporate communications that help explain the ratings behind those rankings.

**In addition to providing a current picture of corporate reputation, much of the value from our Annual RQ research comes from the ability to look at the results over time.** Among the 60 “most visible” companies in 2011, 54 were also measured in 2010. The consistency of the most visible companies and the length of time the Annual RQ has been conducted, has allowed us to accumulate a significant database of reputation information – some of the results of which are found within this report.

# 1

## **The Reputations of the Most Visible Companies - Executive Summary**

Survey of the U.S. General Public

## Positive reputation momentum returns to Corporate America as Google takes top spot in Harris Interactive Reputation Quotient® (RQ®) 2011 release

### US General Public gives higher ratings to Corporate America overall, specific industries, and largest number of individual companies in 12 year history of RQ study among the Most Visible Companies.

- Google takes first in RQ rankings with a score of 84.05, supplanting Berkshire Hathaway, which falls to 4<sup>th</sup> despite identical RQ score from previous year of 82.3.
  - Google places among the top 5 on 5 of the 6 reputation dimensions (Vision and Leadership, Financial Performance, Workplace Environment, Products & Services, and Social Responsibility) that make up the RQ score.
- Johnson & Johnson ranks second again, improving score from 81.88 to 83.13
- Apple continues steady rise begun in 2002 to 5<sup>th</sup> place, with elite score of 82.05, as corporate reputation finally catches up with elite brand status. Company has been prime example of distinctions between reputation and brand over past 8 years.
- 16 companies exceed 80 point RQ score, highest in study's 12 year history and 10 more than last year
  - RQ scores of 80 and above are considered excellent.
  - Scores of 75-80 are considered very good.
  - 70-75 are considered good.
  - 65-70 are considered fair.

**Positive perceptions of auto industry gains 15 points from 2010, the largest year over year gain by any industry in study's 12 year history, and combined with last year's 9 point gain, overcomes 22 point slide from 2009 study.**

**Technology industry continues to hold large lead in terms of overall reputation (75% positive vs. #2 Retail at 57% positive).**

- Technology/Internet and Consumer Goods companies dominate the top rankings, with top 10 finishers 3M, Apple, and amazon.com being highly associated with both industries.
  - Facebook debuts on RQ Most Visible List in 31<sup>st</sup> place with RQ score of 74.12.
- Among companies measured in 2010 and 2011, 18 saw significant improvements in their reputation.
  - Continuing from last year, Ford achieves 8<sup>th</sup> largest improvement to increase it's RQ score to 74.61, but positive reputation momentum of Detroit automakers is now shared more broadly as General Motors and Chrysler garner 3<sup>rd</sup> and 4<sup>th</sup> largest increases this year, respectively.
  - AIG drops from 59<sup>th</sup> to 60<sup>th</sup> place on list but actually has largest RQ score gain this year of 8.54 points from 39.23 to 47.77, giving strong indication of future viability.
  - Citigroup and JP Morgan Chase saw significant gains in reputation, while Goldman Sachs and Bank of America saw very minor increases.
    - All 4 of these financial services firms remain in bottom 10 of the 60 most visible.
- Similarly, among companies measured in 2010 and 2011, only 2 saw significant declines in their reputation.
  - Toyota has the biggest decline in both rank (20 down to 43) and RQ score (78.21 to 68.25) as a result of multiple recall issues.
  - Monsanto dropped 11 places from 36<sup>th</sup> to 47<sup>th</sup> with a RQ score decrease of 5.11.
  - BP returns to Most Visible List in 59<sup>th</sup> place with RQ score of 49.82

## Corporate reputation elite emerge over past decade and new drivers of excellent reputation emerge in 2011

**Nine companies\* have earned RQ scores of 75+ for each of the past 10 years. These companies have benefitted from consistently strong perceptions in all 6 dimensions of reputation, while always engendering positive associations of trust, admiration and respect.**

Johnson & Johnson	3M Company	Procter & Gamble Co.
Sony	The Coca-Cola Co.	Microsoft
General Mills**	UPS**	FedEx**

- In 2011, there are 2 attributes of reputation that drive the higher overall reputation of the 16 companies that achieved RQ scores of 80+.

- Looks like a company that has high ethical standards
- Tends to outperform its competitors

- It is the combination of positive perceptions of both that are currently at the heart of an excellent reputation.

- Additionally, communicating Sincerely, Accurately, and Consistently correlates most highly with positive reputation

- Communicating with more transparency continues to be the area with the greatest opportunity for higher reputation given the gap between high correlation and current performance by individual companies.

\* Kraft has also achieved RQ score of 75+ each year but was a subsidiary until 2008 study and not eligible for Most Visible List

\*\* Company did not always appear on 60 Most Visible List but RQ score still exceeded 75 each of 10 years

## Consistent with previous years, a strong relationship exists between reputation and the likelihood of purchasing and recommending a company's products and services

- The likelihood to purchase a company's products and services is highest among consumer goods companies, while companies least likely to have their products and services recommended are financial services companies.
- Strong advocacy for a company's products corresponds directly with the likelihood to purchase a company's products/services.
  - The top 5 for both likelihood to purchase and recommend are the same. In addition, with the exception of Facebook, the bottom companies for both are also the same.
- The companies likely to recommend mirror those likely to invest in (Berkshire Hathaway, Apple, 3M, Coca-Cola and Intel).
  - The exception to this is Whole Food Market which garners strong advocacy but not the likelihood for investment.
- Companies with the lowest levels of "trust to do the right thing in the event of a product or service problem" also have the lowest ratings for high ethical standards. These companies are also reputation laggards.
  - Goldman Sachs, BP, AIG and Citigroup.



## 2011 Additional themes

**Companies that receive good-excellent reputation ratings are those that can be characterized as companies that “support the infrastructure” of the lives of the American public, both personally and professionally .**

- These infrastructure companies fall into two camps.
  - Those that are so solidly reliable that they let me perform my personal and work tasks without having to think about them
    - This is particularly true of those that are part of the long-term elite reputation companies
  - Those that delight me or enrich my life
    - With minor exception, this is true of those companies that are on the path to join the long-term reputation elite

**While there is still a long road ahead, and the political and economic arguments will rage for quite some time, it would appear that the infusion of cash into both General Motors and Chrysler has contributed to both the business and reputation turnarounds at these two iconic American companies.**

- Nearly half of respondents said GM’s reputation improved and positive perceptions of trust, admiration, and respect, the foundation for a stable reputation, improved by 7.6 points.

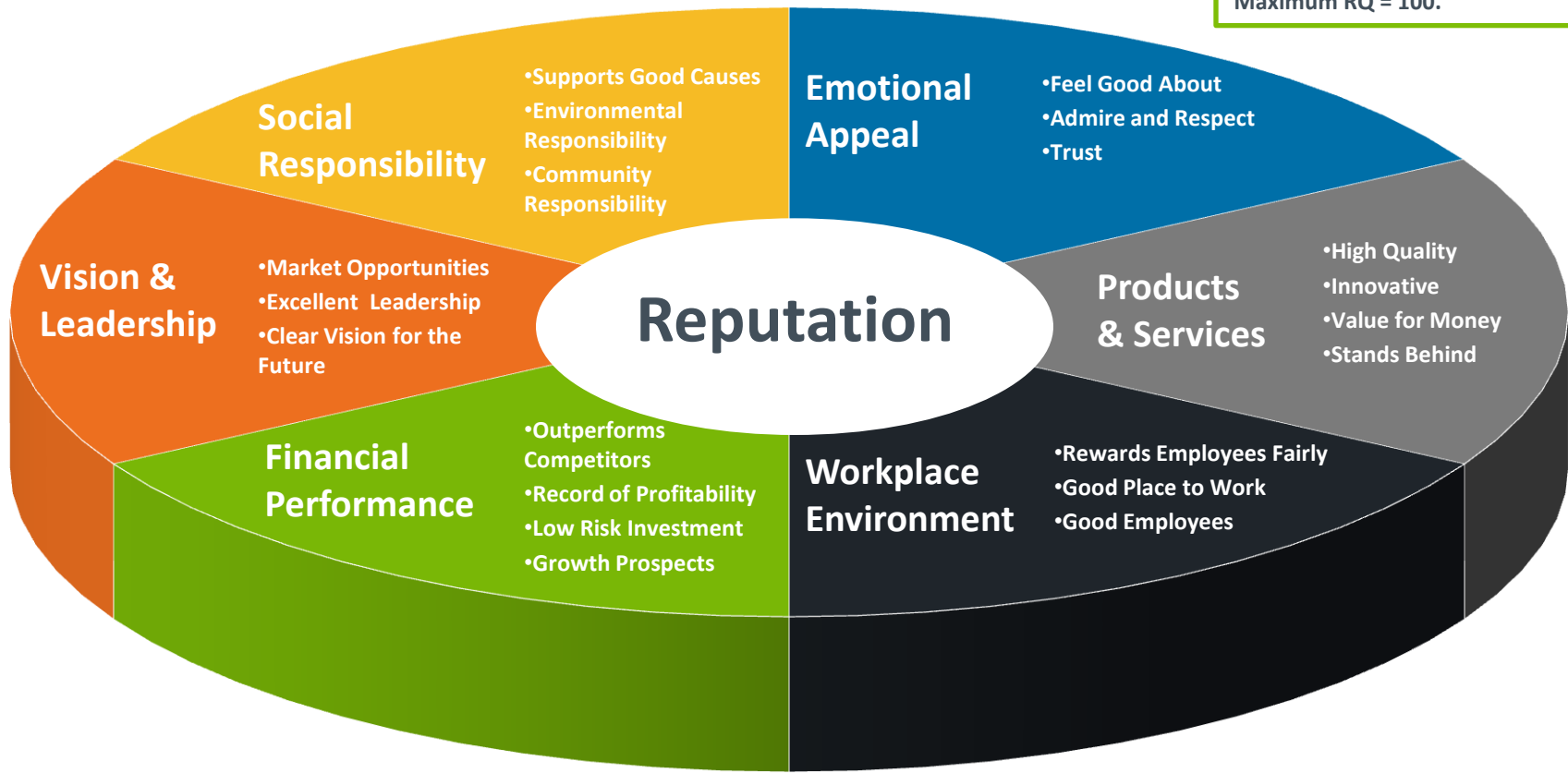
# 2

## Supporting Data

# The Reputation Quotient® (RQ) Research Instrument

## 20 Attributes folded into 6 Dimensions

RQ Score = [(Sum of ratings on the 20 attributes) / (the total number of attributes answered X 7)] X 100...  
 Maximum RQ = 100.



## The Annual RQ® 2011 — The Reputations of the Most Visible Companies

Rank 1-15	RQ	Rank 16-30	RQ	Rank 31-45	RQ	Rank 46-60	RQ
1. Google	84.05	16. Microsoft	80.16	31. Facebook*	74.12	46. Shell	65.96
2. Johnson & Johnson	83.13	17. Whole Foods Market	79.57	32. Nike	74.11	47. Monsanto	65.18
3. 3M Company	82.56	18. Honda Motor Company	79.1	33. Pfizer	73.48	48. Sprint Nextel Corporation	64.27
4. Berkshire Hathaway	82.3	19. PepsiCo	78.21	34. JC Penney*	73.41	49. American Airlines*	62.31
5. Apple	82.05	20. Costco	78.03	35. McDonald's	72.77	50. Comcast	62.05
6. Intel Corporation	81.94	21. Kohl's*	77.55	36. Starbucks	72.05	51. Delta Airlines	61.17
7. Kraft Foods	81.67	22. Unilever*	77.19	37. Dell	71.9	52. JPMorgan Chase	61.15
8. amazon.com	81.14	23. Southwest Airlines	76.88	38. State Farm Insurance	71.73	53. ExxonMobil	61.09
9. General Mills	81.04	24. Home Depot	76.83	39. Verizon Communications	71.64	54. General Motors	60.12
10. The Walt Disney Company	81.04	25. Hewlett-Packard	76.43	40. Walmart	69.35	55. Bank of America	58.93
11. Procter & Gamble Co.	80.98	26. IBM	76.27	41. AT&T	69.31	56. Chrysler	58.37
12. SC Johnson	80.74	27. Best Buy	75.92	42. The Allstate Corporation	68.28	57. Citigroup	57.45
13. UPS	80.51	28. Target	74.91	43. Toyota Motor Corporation	68.25	58. Goldman Sachs	53.9
14. Sony	80.44	29. Ford Motor Company	74.61	44. Time Warner	66.89	59. BP*	49.82
15. The Coca-Cola Company	80.38	30. General Electric	74.22	45. Wells Fargo & Co.	66.15	60. AIG	47.77

\* = New to RQ 2011 Study and/or not measured in the RQ 2010

# The Annual RQ® 2010 —

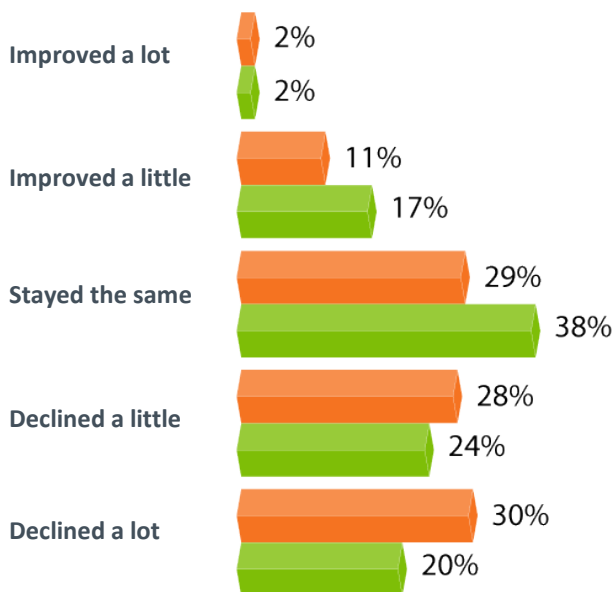
## The Reputations of the Most Visible Companies

Rank 1 - 15		RQ	Rank 16 - 30		RQ	Rank 31 - 45		RQ	Rank 46 - 60		RQ
1.	Berkshire Hathaway	82.33	16.	Sony	78.66	31.	Target	72.36	46.	Wells Fargo & Co.	64.91
2.	Johnson & Johnson	81.88	17.	Lowe's	78.64	32.	Best Buy	72.19	47.	Sprint Nextel Corporation	62.41
3.	Google	81.49	18.	Honda Motor Company	78.47	33.	Dell	72.03	48.	Time Warner	61.84
4.	3M Company	80.96	19.	UPS*	78.26	34.	Starbucks	70.73	49.	ExxonMobil	60.85
5.	SC Johnson*	80.76	20.	Toyota Motor Corporation	78.21	35.	ING DIRECT*	70.32	50.	Comcast	60.41
6.	Intel Corporation*	80.13	21.	Southwest Airlines	77.65	36.	Monsanto*	70.29	51.	Delta Airlines*	59.57
7.	Microsoft	79.83	22.	Costco	77.61	37.	Ford Motor Company	69.77	52.	Bank of America	57.72
8.	The Coca-Cola Company	79.81	23.	FedEx Corporation*	77.49	38.	WalMart	69.58	53.	JPMorgan Chase	55.67
9.	amazon.com	79.57	24.	Home Depot	76.95	39.	American Express	69.56	54.	General Motors	53.60
10.	General Mills	79.46	25.	Hewlett-Packard	76.4	40.	Pfizer*	69.17	55.	Chrysler	51.9
11.	PepsiCo	79.46	26.	IBM	75.56	41.	Verizon Communications	69.05	56.	Goldman Sachs*	51.36
12.	Apple	79.31	27.	Whole Foods Market	74.71	42.	State Farm Insurance	68.63	57.	Citigroup	50.57
13.	Kraft Foods	79.28	28.	General Electric	74.64	43.	AT&T	68.29	58.	Fannie Mae*	41.77
14.	Procter & Gamble Co.	79.12	29.	Nike	74.08	44.	The Allstate Corporation	67.16	59.	AIG	39.23
15.	The Walt Disney Company	79.12	30.	McDonald's	73.45	45.	Shell	65.02	60.	Freddie Mac*	38.94

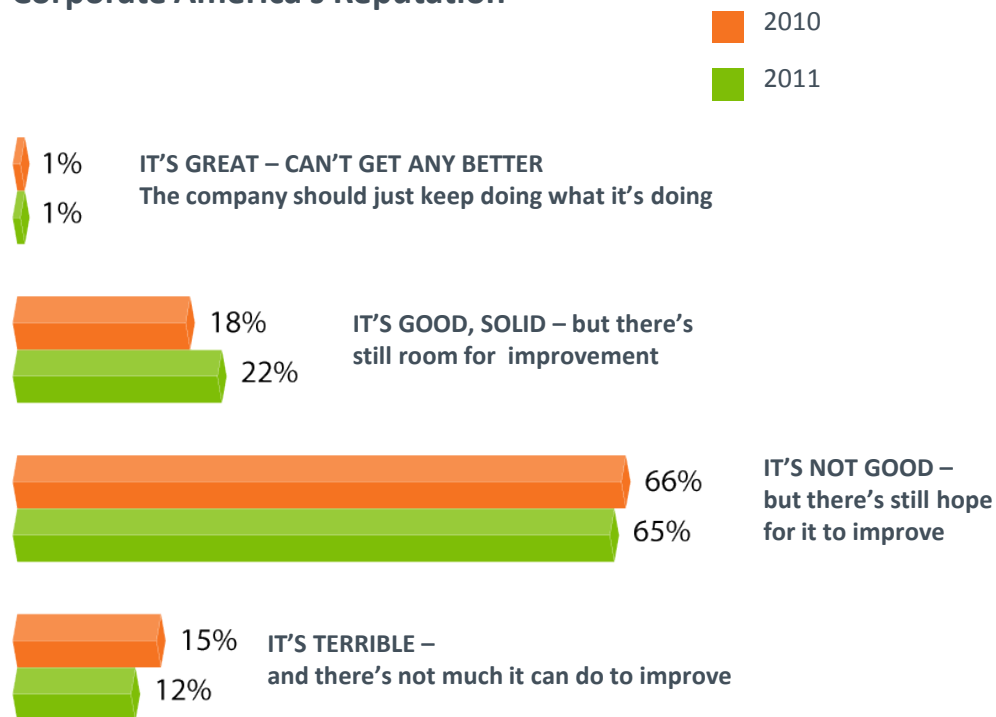
\* = New to RQ 2010 Study and/or not measured in the RQ 2009

# The Reputation of Corporate America – 2010 and 2011

## Perceived Past Year Change in Corporate America's Reputation



## Current State of Corporate America's Reputation



Base: General Public 2008 (n=29,963); General Public 2008(n=30,104)

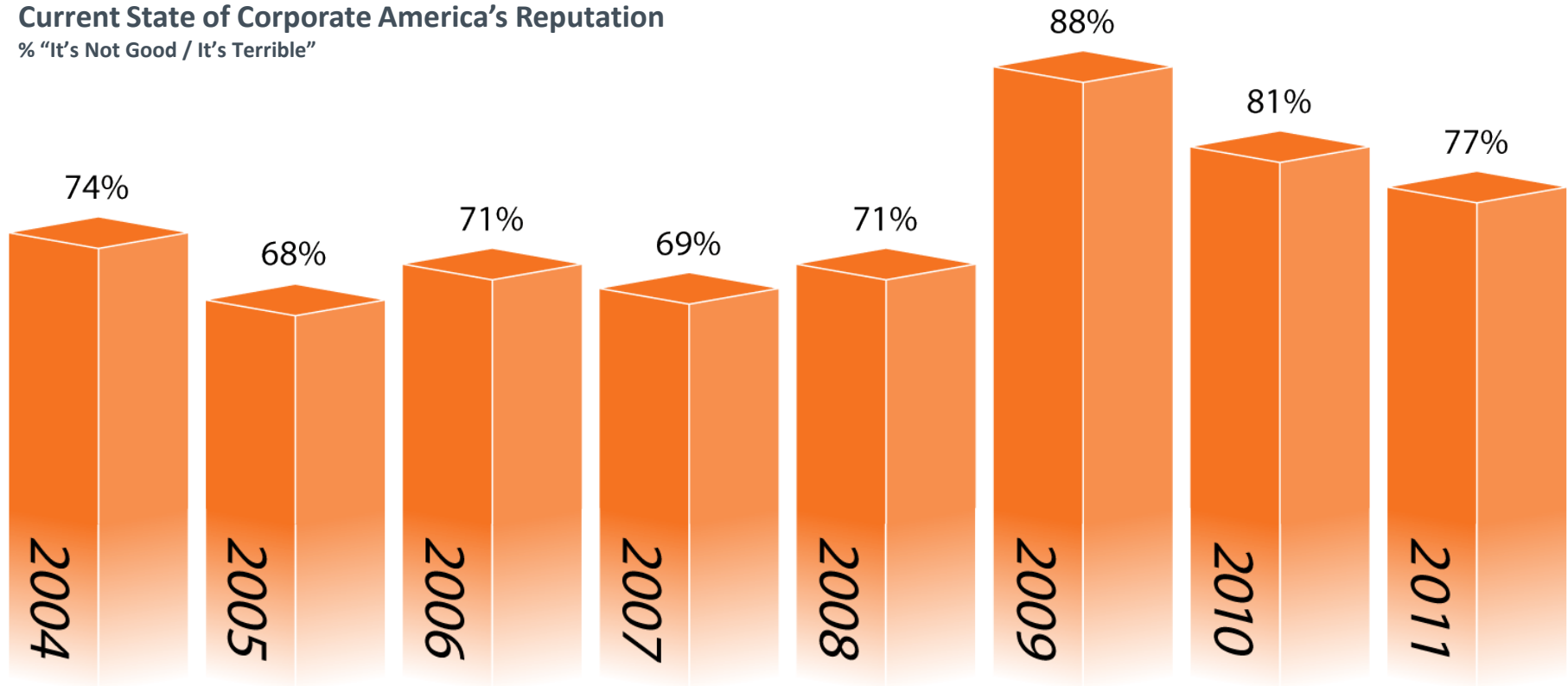
Q1311: Which one of the following best captures your opinion of how the reputation of corporate America has changed over the past year? 1. It has improved a lot. 2. It has improved a little. 3. It has basically stayed the same. 4. It has declined a little. 5. It has declined a lot.

Q1312: Which one of the following best captures how you feel about the reputation of corporate America today? 1. It's great - can't get any better. It should just keep doing what it's doing. 2. It's good, solid - but there's still room to improve. 3. It's not good - but there's still hope for it to improve. 4. It's terrible - and there's not much it can do to improve.

Public perception that corporate reputations are either “not good” or are “terrible” continues to decline since its high point in 2009.

Although, negative ratings for this measure are still higher than previous years

### Current State of Corporate America's Reputation % “It's Not Good / It's Terrible”



Base: General Public (n=30,104)

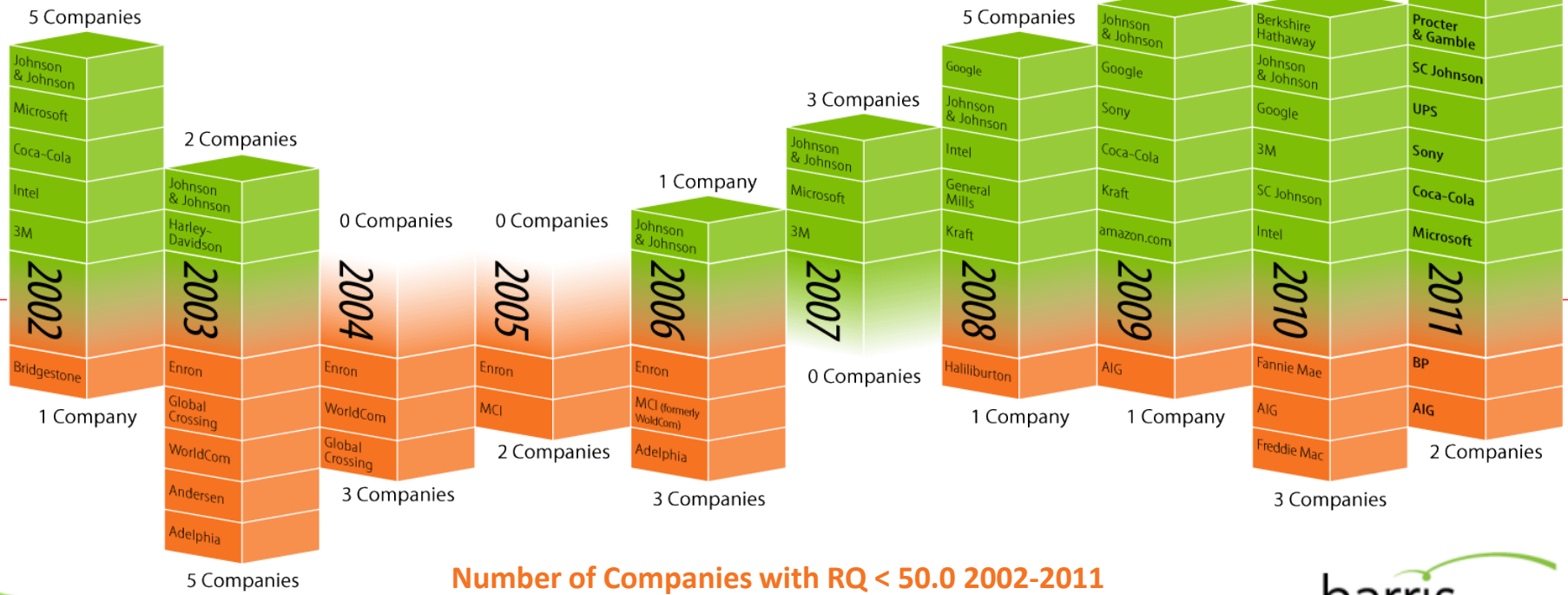
Q1312.: Which one of the following best captures how you feel about the reputation of corporate America today?

# Sixteen companies edge over the 80.0 RQ Index score this year, while 2 companies fail to pass the 50.0 threshold.

The number of companies holds from 2010 to 2011, This is the highest number of companies with a score above 75.0

2002 = 21
2003 = 17
2004 = 15
2005 = 14
2006 = 17
2007 = 20
2008 = 24
2009 = 21
2010 = 26
2011 = 27

Number of Companies with RQ Above 80.0 2002-2011



Number of Companies with RQ < 50.0 2002-2011



There are 20 notable changes in reputation among the 54 companies measured in both 2010 and 2011, with 18 increasing significant compare to only two declines.

### Significant Improvements in RQ 2011 v. 2010


1.	AIG	8.54
2.	Citigroup	6.88
3.	General Motors	6.52
4.	Chrysler	6.47
5.	JPMorgan Chase	5.48
6.	Time Warner	5.05
7.	Whole Foods Market	4.86
8.	Ford Motor Company	4.84
9.	Pfizer	4.31
10.	Best Buy	3.73
11.	State Farm Insurance	2.9
12.	Apple	2.74
13.	Verizon Communications	2.59
14.	Google	2.56
15.	Target	2.55
16.	Goldman Sachs	2.54
17.	Kraft Foods	2.39
18.	UPS	2.25

### Significant Declines in RQ 2011 v. 2010

1.	Toyota Motor Corporation	-9.96
2.	Monsanto	-5.11

## All of the industry sector reputations improve from last year.

Automotive experiences the largest improvement; none decline

	Positive Ratings 2010	Positive Ratings 2011	Change (2011 – 2010)
	%	%	%
1. Technology	72	75	3
2. Retail	52	57	5
3. Travel and Tourism	52	55	3
4. Consumer Products	49	53	4
5. Telecommunications	47	51	4
6. Manufacturing	40	43	3
7. Restaurant	NA	69	NA
8. Railroad	NA	42	NA
9. Automotive	25	40	15 
10. Airline	24	25	1
11. Energy	33	36	3
12. Non-profits	NA	57	NA
13. Financial Services	16	22	6
14. Pharmaceutical	29	32	3
15. Sports	NA	50	NA
16. Insurance	23	27	4
17. Tobacco	11	11	0

## Corporate Leaders on the Six Reputational Dimensions

Social Responsibility		
1.	Whole Foods Market	82.81
2.	Johnson & Johnson	80.75
3.	Google	80.51
4.	The Walt Disney Company	79.96
5.	Procter & Gamble Co.	79.73

Emotional Appeal		
1.	Johnson & Johnson	84.02
2.	amazon.com	83.64
3.	UPS	82.91
4.	General Mills	82.46
5.	Kraft Foods	82.03

Products & Services		
1.	Intel Corporation	86.32
2.	3M Company	86.17
3.	Johnson & Johnson	86.14
4.	Google	85.76
5.	Procter & Gamble Co.	84.09

Vision & Leadership		
1.	Berkshire Hathaway	87.45
2.	Google	86.10
3.	Apple	85.94
4.	Intel Corporation	83.90
5.	The Walt Disney Company	83.47

Financial Performance		
1.	Google	86.22
2.	Berkshire Hathaway	86.10
3.	Apple	84.44
4.	Intel Corporation	83.94
5.	The Walt Disney Company	83.93

Workplace Environment		
1.	Google	85.76
2.	Johnson & Johnson	83.18
3.	Apple	82.84
4.	Berkshire Hathaway	82.51
5.	3M Company	82.13

Base: Familiar with [COMPANY]

## Supportive Behavior – Product/Service Purchase & Recommendation

% saying they would “definitely” PURCHASE company’s  
Products & Services in the FUTURE

% saying they would “definitely” RECOMMEND  
company’s Products & Services to others

<b>Most Likely to Purchase</b>	<b>(&gt;50%)</b>
1. amazon.com	68%
2. Kraft Foods	66%
3. Johnson & Johnson	63%
4. The Coca-Cola Company	62%
5. General Mills	60%
6. Target	58%
7. Home Depot	58%
8. Procter & Gamble Co.	56%
9. 3M Company	56%
10. PepsiCo	53%
11. UPS	53%
12. McDonald's	51%
13. SC Johnson	51%
14. Kohl's	51%
<b>Least Likely to Purchase</b>	<b>(&lt;10%)</b>
55. Chrysler	9%
56. JPMorgan Chase	9%
57. Goldman Sachs	7%
58. Citigroup	5%
59. Facebook	3%
60. AIG	3%

<b>Most Likely to Recommend</b>	<b>(&gt;50%)</b>
1. amazon.com	59%
2. Johnson & Johnson	55%
3. The Coca-Cola Company	53%
4. Kraft Foods	51%
5. General Mills	51%
<b>Least Likely to Recommend</b>	<b>(&lt;10%)</b>
53. JPMorgan Chase	9%
54. Chrysler	9%
55. American Airlines	8%
56. Comcast	7%
57. Goldman Sachs	5%
58. BP	5%
59. Citigroup	4%
60. AIG	2%

Base: Familiar with and rated [COMPANY]

Q655/855 Would you purchase products or services from [COMPANY] in the future?-- Yes, I definitely would; I probably would; I probably would not; No, I definitely would not.

Q660/860 Would you recommend the products or services of [COMPANY] to others?-- Yes, I definitely would; I probably would; I probably would not; No, I definitely would not.

## Supportive Behavior – Future Investment & Recommendation

### % saying they would “definitely” INVEST in the company in the FUTURE

### % saying they would “definitely” RECOMMEND company’s stock to others

Most Likely to Invest	(>= 15%)
1. Berkshire Hathaway	36%
2. Apple	32%
3. 3M Company	25%
4. Intel Corporation	24%
5. The Coca-Cola Company	24%
6. Microsoft	21%
7. Hewlett-Packard	20%
8. Best Buy	19%
9. General Electric	18%
10. Walmart	18%
11. Honda Motor Company	17%
12. McDonald’s	17%
13. The Walt Disney Company	16%
14. Google	15%
15. amazon.com	15%
16. ExxonMobil	15%
17. Kraft Foods	15%
18. Goldman Sachs	15%
19. Procter & Gamble Co.	15%

Most Likely to Recommend	(>= 15%)
1. Berkshire Hathaway	39%
2. Apple	33%
3. 3M Company	30%
4. Whole Foods Market	26%
5. Intel Corporation	24%
6. The Coca-Cola Company	22%
7. The Walt Disney Company	22%
8. Microsoft	19%
9. Hewlett-Packard	18%
10. McDonald’s	18%
12. Walmart	18%
13. Honda Motor Company	17%
14. General Electric	17%
15. amazon.com	16%
16. Best Buy	16%
17. Monsanto	15%
18. Kraft Foods	15%
19. Procter & Gamble Co.	15%

Base: General Investor and Familiar with [COMPANY]

Q680/880 Would you purchase stock in [COMPANY] in the future?-- Yes, definitely would; probably would; probably would not; No, definitely would not.

Q685/885 Would you recommend the stock of [COMPANY] to others?-- Yes, definitely would; probably would; probably would not; No, definitely would not.

# Trust

## Highest Trust

% saying they would “definitely” trust company in the event of a product/service problem

1. amazon.com	45%
2. UPS	44%
3. Johnson & Johnson	43%
4. Kraft Foods	41%
5. Kohl’s	40%
6. The Walt Disney Company	38%
7. Procter & Gamble Co.	38%
8. General Mills	38%
9. Home Depot	36%
10. SC Johnson	35%
The Coca-Cola Company	35%
Whole Foods Market	35%
Costco	35%

## Lowest Trust

% saying they would “definitely not” trust company in the event of a product/service problem

1. Goldman Sachs	36%
2. BP	32%
3. AIG	30%
4. Citigroup	24%
5. Monsanto	23%
6. Bank of America	22%
7. JPMorgan Chase	20%
8. Comcast	19%
9. ExxonMobil	18%
10. Wells Fargo & Co.	13%

Base: Familiar with and rated [COMPANY]

Q640/840 Would you trust [COMPANY] to do the right thing if it were faced with a product or service problem?

## Positive Perceptions of Customer Service and Ethical Standards

Highest Number of Positive Ratings for  
“Excellent Customer Service”  
(Positive Ratings – 5,6,7 on 7-point scale)

1. amazon.com	81%
2. UPS	81%
3. Johnson & Johnson	81%
4. Whole Foods Market	80%
5. Sony	79%
6. The Walt Disney Company	77%
7. Kohl’s	75%
8. Intel Corporation	74%
9. Google	74%
10. Best Buy	74%

Highest Number of Positive Ratings for  
“Ethical Standards”  
(Positive Ratings – 5,6,7 on 7-point scale)

1. Johnson & Johnson	85%
2. Whole Foods Market	82%
3. UPS	80%
4. Kraft Foods	78%
5. Berkshire Hathaway	76%
6. Google	76%
7. General Mills	76%
8. Procter & Gamble Co.	74%
9. SC Johnson	74%
10. Apple	74%

Base: Familiar with and rated [COMPANY]

Q750/950 Consider the statements: “Provides excellent customer service” and “Maintains high ethical standards” how well does it describe [COMPANY]. Please select a number from “1” to “7” where “1” means “This item does not describe [COMPANY] well” and “7” mean “This item describes [COMPANY] very well”.

## Negative Perceptions of Customer Service and Ethical Standards

### Highest Number of Negative Ratings for “Excellent Customer Service” (Negative Ratings - 1,2,3 on 7-point scale)

<b>1. BP</b>	<b>43%</b>
<b>2. Goldman Sachs</b>	<b>38%</b>
<b>3. Citigroup</b>	<b>38%</b>
<b>4. AIG</b>	<b>37%</b>
<b>5. Bank of America</b>	<b>34%</b>
<b>6. Comcast</b>	<b>33%</b>
<b>7. Delta Airlines</b>	<b>32%</b>
<b>8. JPMorgan Chase</b>	<b>28%</b>
<b>9. Sprint Nextel Corporation</b>	<b>26%</b>
<b>10. Time Warner</b>	<b>26%</b>
<b>American Airlines</b>	<b>26%</b>

### Highest Number of Negative Ratings for “Ethical Standards” (Negative Ratings - 1,2,3 on 7-point scale)

<b>1. Goldman Sachs</b>	<b>63%</b>
<b>2. BP</b>	<b>61%</b>
<b>3. AIG</b>	<b>57%</b>
<b>4. ExxonMobil</b>	<b>45%</b>
<b>5. Citigroup</b>	<b>45%</b>
<b>6. Bank of America</b>	<b>42%</b>
<b>7. JPMorgan Chase</b>	<b>38%</b>
<b>8. General Motors</b>	<b>33%</b>
<b>9. Walmart</b>	<b>32%</b>
<b>10. Wells Fargo &amp; Co.</b>	<b>30%</b>

**Base:** Familiar with and rated [COMPANY]

Q750/950 Consider the statements: “Provides excellent customer service” and “Maintains high ethical standards” how well does it describe [COMPANY]. Please select a number from “1” to “7” where “1” means “This item does not describe [COMPANY] well” and “7” mean “This item describes [COMPANY] very well”.



## Perceptions of Corporate Communications

The highest correlation of corporate communications and overall perceptions of reputation is with sincerity (.84) and providing correct and accurate information (.82).

The average positive sincerity rating across the 60 most visible companies, however, is only 58%.

Sincere % Positive Ratings		
1.	Johnson & Johnson	80%
2.	UPS	78%
3.	Kraft Foods	77%
4.	The Walt Disney Company	76%
5.	Whole Foods Market	75%
6.	Google	74%
7.	Southwest Airlines	73%
8.	Apple	73%
9.	The Coca-Cola Company	72%
10.	Sony	72%
<b>Average of 60</b>		<b>58%</b>

**Correlation with RQ = .84**

Consistent % Positive Ratings		
1.	Google	69%
2.	Apple	65%
3.	The Walt Disney Company	64%
4.	Kraft Foods	62%
5.	Berkshire Hathaway	62%
6.	Johnson & Johnson	62%
7.	The Coca-Cola Company	61%
8.	Sony	59%
9.	Microsoft	59%
10.	Honda Motor Company	59%
<b>Average of 60</b>		<b>48%</b>

**Correlation with RQ = .80**

Distinctive % Positive Ratings		
1.	The Walt Disney Company	82%
2.	Apple	81%
3.	Whole Foods Market	76%
4.	Johnson & Johnson	75%
5.	Google	75%
6.	UPS	74%
7.	3M Company	74%
8.	Kraft Foods	73%
9.	Southwest Airlines	72%
10.	Microsoft	71%
<b>Average of 60</b>		<b>57%</b>

**Correlation with RQ = .78**

Transparent % Positive Ratings		
1.	Berkshire Hathaway	48%
2.	Google	46%
3.	Apple	45%
4.	Kraft Foods	43%
5.	Johnson & Johnson	42%
6.	Sony	42%
7.	Honda Motor Company	41%
8.	Microsoft	41%
9.	Southwest Airlines	41%
10.	The Coca-Cola Company	41%
<b>Average of 60</b>		<b>33%</b>

**Correlation with RQ = .77**

**Base:** Familiar with and rated [COMPANY]

Q632/832 *In your opinion, how well does each item (Sincere, Consistent, Distinctive, Transparent, Correct and accurate information, Common look and feel, Easily recognizable, Consistent messages) describe the corporate communications of [COMPANY]? (1="Does not describe well" and 7="Describes very well")*

Note: "Positive Ratings" refer to ratings of 5,6, or 7 on a 7-point scale.

## Perceptions of Corporate Communications

Of all the items used to describe the corporate communications of the 60 most visible companies, Easily recognizable has the highest average positive rating (69%).

Transparent has the lowest average positive rating (33%).

Provides Correct and Accurate Information % Positive Ratings		
1.	Google	75%
2.	UPS	72%
3.	Apple	71%
4.	Sony	71%
5.	amazon.com	70%
6.	Microsoft	70%
7.	Kraft Foods	69%
8.	General mills	68%
9.	Southwest Airlines	67%
10.	Johnson & Johnson	67%
<b>Average of 60</b>		<b>55%</b>

Correlation with RQ = .82

Has a Common Look and Feel % Positive Ratings		
1.	Kraft Foods	79%
2.	The Coca-Cola Company	79%
3.	UPS	78%
4.	The Walt Disney Company	78%
5.	Google	78%
6.	Johnson & Johnson	77%
7.	General mills	76%
8.	Apple	76%
9.	Target	75%
10.	McDonald's	75%
	Best Buy	75%
<b>Average of 60</b>		<b>64%</b>

Correlation with RQ = .64

Easily Recognizable % Positive Ratings		
1.	The Walt Disney Company	86%
2.	UPS	84%
3.	Apple	84%
4.	Kraft Foods	83%
5.	The Coca-Cola Company	81%
6.	Google	80%
7.	Microsoft	79%
8.	Johnson & Johnson	79%
9.	Nike	78%
10.	Best Buy	78%
	Starbucks	78%
<b>Average of 60</b>		<b>69%</b>

Correlation with RQ = .62

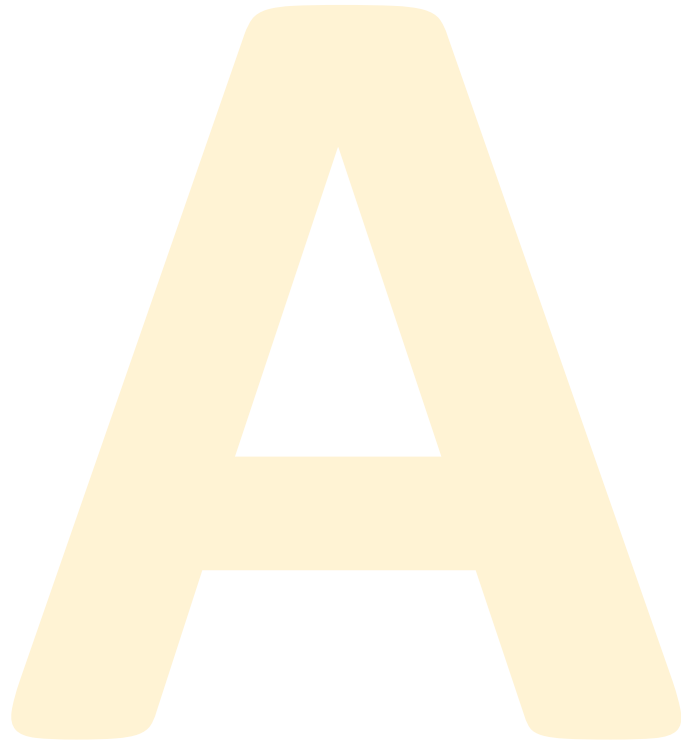
Provides Consistent Messages % Positive Ratings		
1.	Apple	79%
2.	Kraft Foods	76%
3.	The Walt Disney Company	76%
4.	The Coca-Cola Company	72%
5.	UPS	71%
6.	Johnson & Johnson	71%
7.	Microsoft	71%
8.	Southwest Airlines	71%
9.	Target	70%
10.	Google	70%
<b>Average of 60</b>		<b>58%</b>

Correlation with RQ = .74

Base: Familiar with and rated [COMPANY]

Q632/832 In your opinion, how well does each item (Sincere, Consistent, Distinctive, Transparent, Correct and accurate information, Common look and feel, Easily recognizable, Consistent messages) describe the corporate communications of [COMPANY]? (1="Does not describe well" and 7="Describes very well")

Note: "Positive Ratings" refer to ratings of 5,6, or 7 on a 7-point scale.



## Methodology

The Annual RQ® 2011

## Methodological Overview

- Harris Interactive has used the Harris Reputation Quotient®(RQ) to measure the reputations of the most visible companies in the U.S. since 1999. The Annual RQ 2011 study represents the 12<sup>th</sup> consecutive year of measuring corporate reputation in the U.S.
- The Annual RQ study involves a two step process which begins with a Nominations Phase and is followed by a Ratings Phase, where we measure the reputation of the most visible companies in the U.S.
- The following summarizes the methodological details for both phases of the Annual RQ study.
- The Annual RQ study involves process which begins with a Nominations Section and is followed by a Ratings Section, where we measure the reputation of the most visible companies in the U.S. and other companies representing the major industries in the U.S.
- The following summarizes the methodological details for both phases of the Annual RQ study.

### Nominations Section – Identifying the “Most Visible” Companies

- The Annual RQ study begins with a ‘nomination section’ which is used to identify the companies with the most “visible” reputations according to the General Public. All respondents are asked to name companies that stand out as having the best and worst reputations overall. Two open-end questions are used:
  - Of all the companies that you’re familiar with or that you might have heard about, which TWO - in your opinion - stand out as having the BEST reputations overall?
  - Of all the companies that you’re familiar with or that you might have heard about, which TWO - in your opinion - stand out as having the WORST reputations overall?
- Nominations from all interviews are tallied with subsidiaries and brand names collapsed within the parent company. Online nominations are summed to create a total number of nominations for each company. The final list of the 60 most visible companies in the U.S. is measured in the RQ Ratings Section along with other companies representing the major industries in the U.S.

## Methodological Overview (continued)

### Nominations Section - Summary of Specifications

	Nomination Interviewing Dates	Number of Nomination Interviews	Method of Interviewing	Number of “Most Visible” Companies Identified
<b>United States</b>	December 30 <sup>th</sup> – February 22 <sup>th</sup>	30,104	Online	60

### Who Rates the “Most Visible” Companies in the United States?

- The RQ Ratings phase takes place among the general public. As part of the ratings section, respondents are randomly assigned to rate two of the companies with which they are “very” or “somewhat” familiar. After the first company rating is completed, the respondent is given the option to rate the second company. Each interview lasts approximately 30 minutes.
- Outlined in the table below is the method of data collection for this phase, as well as the dates of interview, total number of interviews, number of companies measured, and average number of ratings per company.

### RQ Ratings Section - Summary of Specifications

	Rating Interviewing Dates	Number of Rating Interviews	Method of interviewing	Number of Companies Measured	Average Number of Ratings per Company
<b>United States</b>	December 30 <sup>th</sup> – February 22 <sup>th</sup>	30,104	Online	137	370



**B**

# About Harris Interactive

## About Harris Interactive

- **Annual revenue:** \$168.4 million from continuing operations, FYE June 30, 2010
- **Employees:** 800 full time (approximately)
- **Headquarters:** New York, New York, USA
- **Publicly Traded - Stock symbol:** HPOL

Harris Interactive is the leading global independent research organization focused on delivering proprietary custom research to its clients while also providing public opinion research on issues facing society, business, and governments. At Harris Interactive, we leverage all communication tools to get inside the minds of consumers, to decode what is really being said, and uncover what is really meant. Utilizing the most appropriate mix of media, tools, and methodologies, we turn relevant insight into actionable foresight.

Transcending traditional methods of gathering, analyzing and interpreting information — understanding one-size-fits-all solutions never fit anyone — we help people and companies move forward with agility and ease. We work outside and beyond conventional methodologies and embrace all information sources, to ensure every nugget of knowledge is unearthed, every reality is accounted for, and accommodated.