



Ri

20  YEARS

2017 UK RepTrak[®] 150

Release

21 March, 2017

About Reputation Institute



The World's Leading Research and Advisory Firm for Reputation

Founded in 1997, we help organizations answer the questions:

- What is my reputation and how does it compare?
- How can I improve it?
- Who is doing it well?

RepTrak® Framework

We measure the reputations of thousands of the world's most prestigious companies annually using our RepTrak® framework – the world's largest and highest quality normative reputation database.

Continuous Reputation Measurement & Guidance

We provide continuous reputation measurement, benchmarking and consulting services to hundreds of the best-known companies globally to help them protect their reputations, analyze risks and drive competitive advantage.

Reputation Management Best Practices

Through our Reputation Leaders Network, we bring executives from 100+ global member companies together to advance the practice of reputation management collectively and for their organizations.

Agenda

- The 2017 UK RepTrak® 150
- Drivers of Reputation and Support
- Building a Strong Reputation Across Dimensions
- UK plc – A year of change
- Driving Business Success Through Reputation

Why Measure Reputation?



The success of your company depends on getting people to support you.

Reputation is an
emotional bond...



...that ensures

- Customers **buy** your products...
- The general public **recommend** your company...
- Policy makers and regulators give you a **license to operate**...
- The financial community **invest** in you...
- The media **report** favorably on your point of view...
- Employees **deliver** on your strategy...

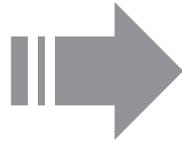
The RepTrak® Model Summary



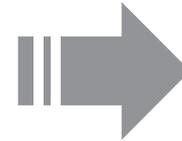
The RepTrak® System measures a company's ability to deliver on stakeholder expectations on the **7 key rational dimensions of reputation**

- PRODUCTS & SERVICES
- INNOVATION
- WORKPLACE
- GOVERNANCE
- CITIZENSHIP
- LEADERSHIP
- PERFORMANCE

REPUTATION DIMENSIONS



REPUTATION (RepTrak® Pulse)



- PURCHASE
- RECOMMEND
- CRISIS PROOF
- VERBAL SUPPORT
- INVEST
- WORK

SUPPORTIVE BEHAVIOURS

A company that delivers on expectations in the 7 domains will earn **support from its stakeholders**

Welcome to the UK RepTrak® 150



- Since 2010, Reputation Institute has measured the reputation of the largest and most visible companies in the UK
- The UK RepTrak® study is the largest reputation study, with over 40,000 ratings collected in Q1, 2017
- Respondents are qualified at 2 tiers:
 - **Familiarity:** Respondent must be “somewhat” or “very” familiar
 - **RepTrak® Pulse:** 75% completion of pulse rating to be included
- The results tell us:
 - Which companies are best regarded by consumers
 - What drives trust and support with consumers
 - How the top companies are living up to public expectations
- Study components:
 - **RepTrak® Pulse**
 - **Dimensions of Reputation and Drivers of Reputation**
 - **Supportive behaviours such as willingness to trust or buy**
 - **Brand expressiveness**
 - **Data by demographic cuts**





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2017: A year of change

Change at the top: 5 new entrants to the UK top ten performers in 2017

Rank	Company	RepTrak® Pulse Score
1	dyson	86.8
2	ASTON MARTIN	85.4
3	LEGO	85.0
4	MICHELIN	84.0
5	SONY	83.7
6	Waitrose	83.5
7	intel	83.5
8	PayPal	83.1
9	SAMSUNG	83.0
10	Rolls-Royce	82.3

THE STRENGTH OF THE EMOTIONAL BOND BETWEEN THE COMPANY AND GENERAL PUBLIC BASED ON:

- TRUST
- GOOD FEELING
- ADMIRATION
- ESTEEM



Normative Scale	
	Excellent/ Top Tier 80+
	Strong/ Robust 70-79
	Avg./ Moderate 60-69
	Weak/ Vulnerable 40-59
	Poor/ Lowest Tier <40

The UK RepTrak® – Top 10 (2015 -2017)

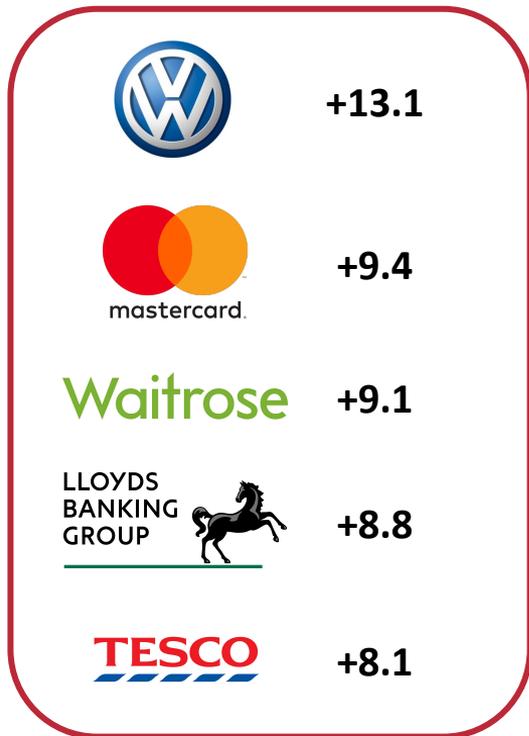
Rank	2017	2016	2015
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			



- 2017 represents a year of change in UK General Public's assessment of reputation. 50% of the top 10 performers have changed since 2016
- Four of 2017's most reputable companies are UK-domiciled: Dyson, Aston Martin, Waitrose and Rolls-Royce Aerospace. This is the strongest performance from UK plc since 2014
- Previous high performers of BMW Group, Rolex and Kellogg's sit outside the UK top 10 for the first time since 2014

Companies recovering from crisis shape the Most Improved reputations; a negative media climate has adversely affected Merlin Entertainments and Sports Direct

Top 5 Improvers 16 – 17
UK RepTrak® Pulse



Top 5 Declines 16 – 17
UK RepTrak® Pulse



Normative Scale

	Excellent/ Top Tier	80+
	Strong/ Robust	70-79
	Avg./ Moderate	60-69
	Weak/ Vulnerable	40-59
	Poor/ Lowest Tier	<40

2017 UK RepTrak®: The UK's Most Reputable Companies (1-50)



Rank	Company	2017 RepTrak® Pulse
1	Dyson	86.8
2	Aston Martin	85.4
3	LEGO Group	85.0
4	Michelin	84.0
5	Sony	83.7
6	Waitrose	83.5
7	Intel	83.5
8	PayPal	83.1
9	Samsung Electronics	83.0
10	Rolls-Royce Aerospace	82.3
11	Google	81.9
12	Robert Bosch	81.8
13	Canon	81.7
14	Panasonic	81.7
15	Clarks	81.3
16	Hilton Worldwide	81.2
17	Warburtons	81.2
18	The Walt Disney Company	80.8
19	Rolax	80.8
20	Under Armour	80.7
21	John Lewis	80.6
22	Ford	80.6
23	Visa	80.5
24	Sotheby's	80.3
25	Emirates	80.2

Rank	Company	2017 RepTrak® Pulse
26	Levi Strauss & Co.	80.1
27	Boots	79.9
28	Daimler	79.8
29	Nationwide Building Society	79.8
30	LG Corporation	79.7
31	Marriott International	79.7
32	Britvic	79.5
33	Boeing	79.3
34	AbbVie	79.0
35	Netflix	79.0
36	Ferrero	79.0
37	Sanofi	78.9
38	Philips Electronics	78.7
39	McLaren	78.4
40	British Airways	78.3
41	Kellogg's	78.2
42	Airbus	78.2
43	BMW Group	78.1
44	Marks & Spencer	78.1
45	Innocent Drinks	78.1
46	Goodyear	78.0
47	Meggitt	77.9
48	Barilla	77.8
49	adidas	77.8
50	HP Inc.	77.8

2017 UK RepTrak®: The UK's Most Reputable Companies (51-100)



Rank	Company	2017 RepTrak® Pulse
51	Amgen	77.8
52	A. G. Barr	77.6
53	Virgin Atlantic	77.4
54	3M	77.4
55	FedEx	77.4
56	Mastercard	77.4
57	Johnson & Johnson	77.3
58	AVG	77.3
59	Cisco Systems	77.3
60	InterContinental Hotels	77.2
61	Johnson Matthey	77.2
62	Virgin Group	77.2
63	Lavazza	77.2
64	Jimmy Choo	77.2
65	Novo Nordisk	77.2
66	Toyota	77.1
67	Microsoft	77.1
68	Pirelli	77.0
69	Danone	76.8
70	IKEA Group	76.8
71	Hargreaves Lansdown	76.8
72	Selfridges	76.7
73	Allergan	76.6
74	Apple	76.4
75	Whirlpool	76.4

Rank	Company	2017 RepTrak® Pulse
76	MSD (Merck Sharp & Dohme)	76.3
77	Nintendo	76.3
78	Zara	76.2
79	Wilkinson	76.2
80	Carlsberg Group	76.1
81	Bridgestone	76.0
82	Caterpillar	75.9
83	Jaguar Land Rover	75.9
84	LVMH Group (Louis Vuitton - Moët Hennessy)	75.9
85	Campbell Soup Company	75.8
86	Fujifilm	75.6
87	Sofitel	75.6
88	The Estée Lauder Companies	75.6
89	Sainsbury's	75.5
90	Harrods	75.4
91	Yeo Valley	75.3
92	ITV	75.3
93	Groupe Eurotunnel	75.2
94	Mulberry Group	75.2
95	RSA Insurance	75.2
96	Siemens	75.2
97	Moneysupermarket	75.2
98	Associated British Foods	75.2
99	Procter & Gamble	75.1
100	Nike, Inc.	75.1

2017 UK RepTrak®: The UK's Most Reputable Companies (101-150)



Rank	Company	2017 RepTrak® Pulse
101	Colgate-Palmolive	75.1
102	Novartis	75.1
103	WH Smith	75.1
104	United Biscuits	75.0
105	Fresnillo	74.9
106	Amazon.com	74.8
107	Air Canada	74.7
108	The Coca-Cola Company	74.7
109	SAP	74.6
110	Comparethemarket	74.6
111	Toshiba	74.5
112	SuperGroup	74.5
113	Ralph Lauren Corporation	74.4
114	Hasbro	74.3
115	Honda Motor	74.3
116	IBM	74.3
117	Dell	74.3
118	UBM	74.2
119	Swatch Group	74.2
120	Wyndham Worldwide	74.1
121	Kimberly-Clark Corporation	74.1
122	Smith & Nephew	74.1
123	Debenhams	74.1
124	Beazley	74.1
125	Deutsche Lufthansa	74.0

Rank	Company	2017 RepTrak® Pulse
126	Ashfords	73.9
127	Burberry	73.9
128	Wilkinson Sword	73.9
129	QBE Insurance	73.7
130	Takeda Pharmaceutical	73.6
131	Hugo Boss	73.6
132	eBay	73.6
133	Specsavers	73.6
134	B&Q	73.5
135	Tate & Lyle	73.5
136	Superdrug Stores	73.4
137	Electrolux	73.4
138	BUPA	73.3
139	Morrison Supermarkets	73.3
140	PepsiCo	73.2
141	Nokia	73.2
142	The Kraft Heinz Company	73.1
143	Reckitt Benckiser	73.0
144	Lidl	73.0
145	Eurostar	72.9
146	Hyundai	72.8
147	Pearson	72.8
148	Oracle	72.7
149	Tesco	72.6
150	House of Fraser	72.6



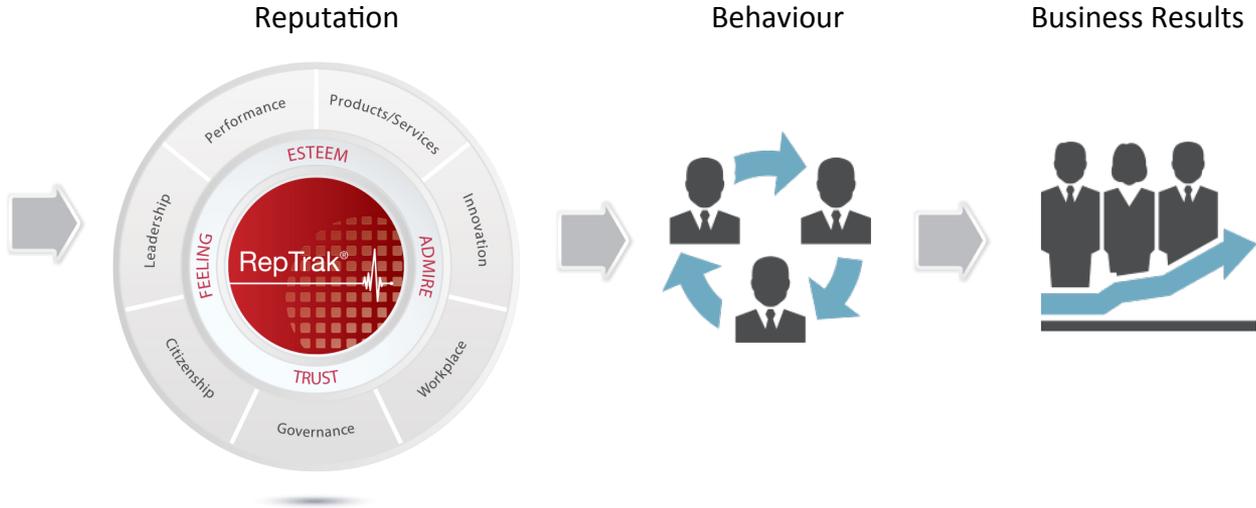
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Changing drivers of Reputation and Support

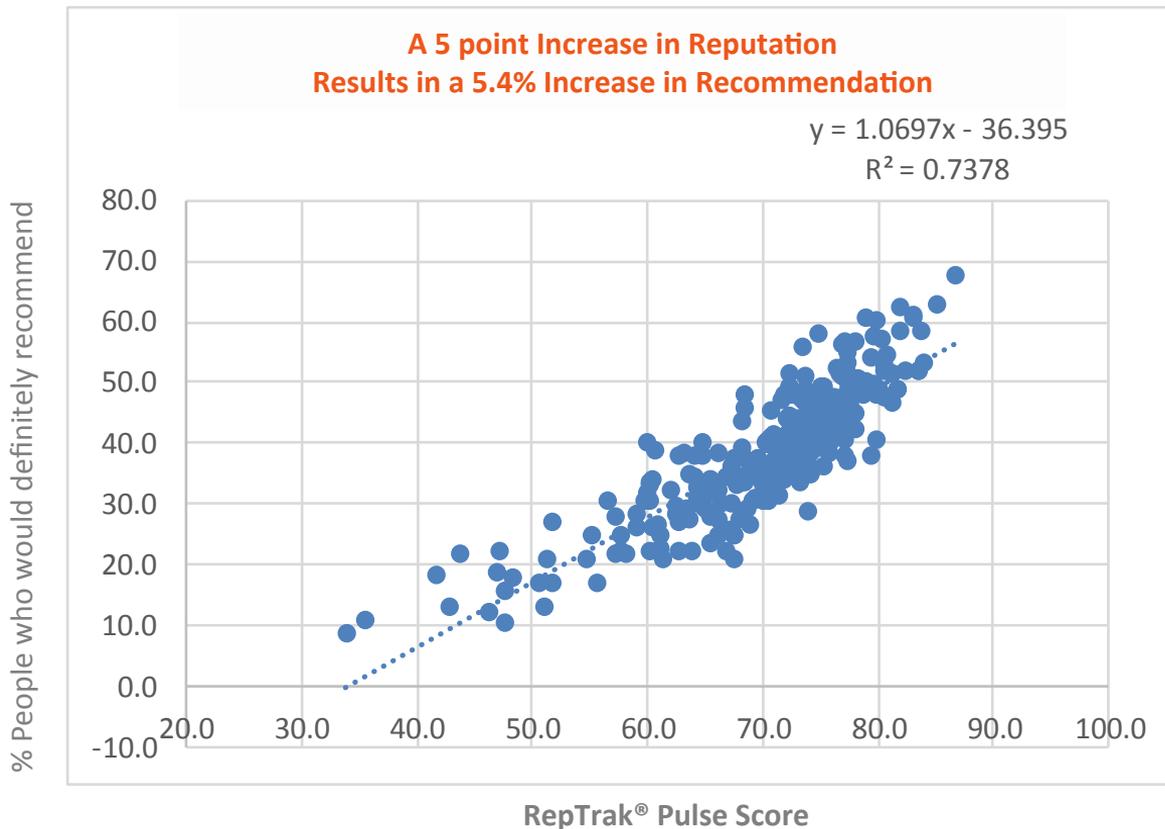
Reputation Management Requires Clear Measurement and Structure



- What You Do**
 - › Products
 - › Customer Service
 - › Investments
 - › Employment
- What You Say**
 - › Branding
 - › Public Relations
 - › Marketing
 - › Sponsorship
- What Others Say**
 - › Media
 - › Key Opinion Leaders
 - › Topic Experts
 - › Friends/Family



A strong reputation improves in-market recommendation

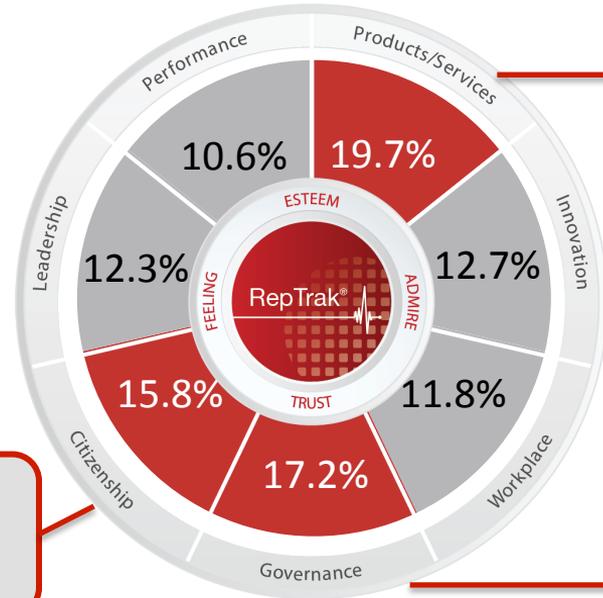


Reputation Drives Support: Only Companies in the Excellent RepTrak® Pulse Range Achieve Support Above 50%



UK consumers are placing more importance than ever on Products & Services and Responsible Business Behaviour in shaping company reputations

2017 UK RepTrak® Drivers



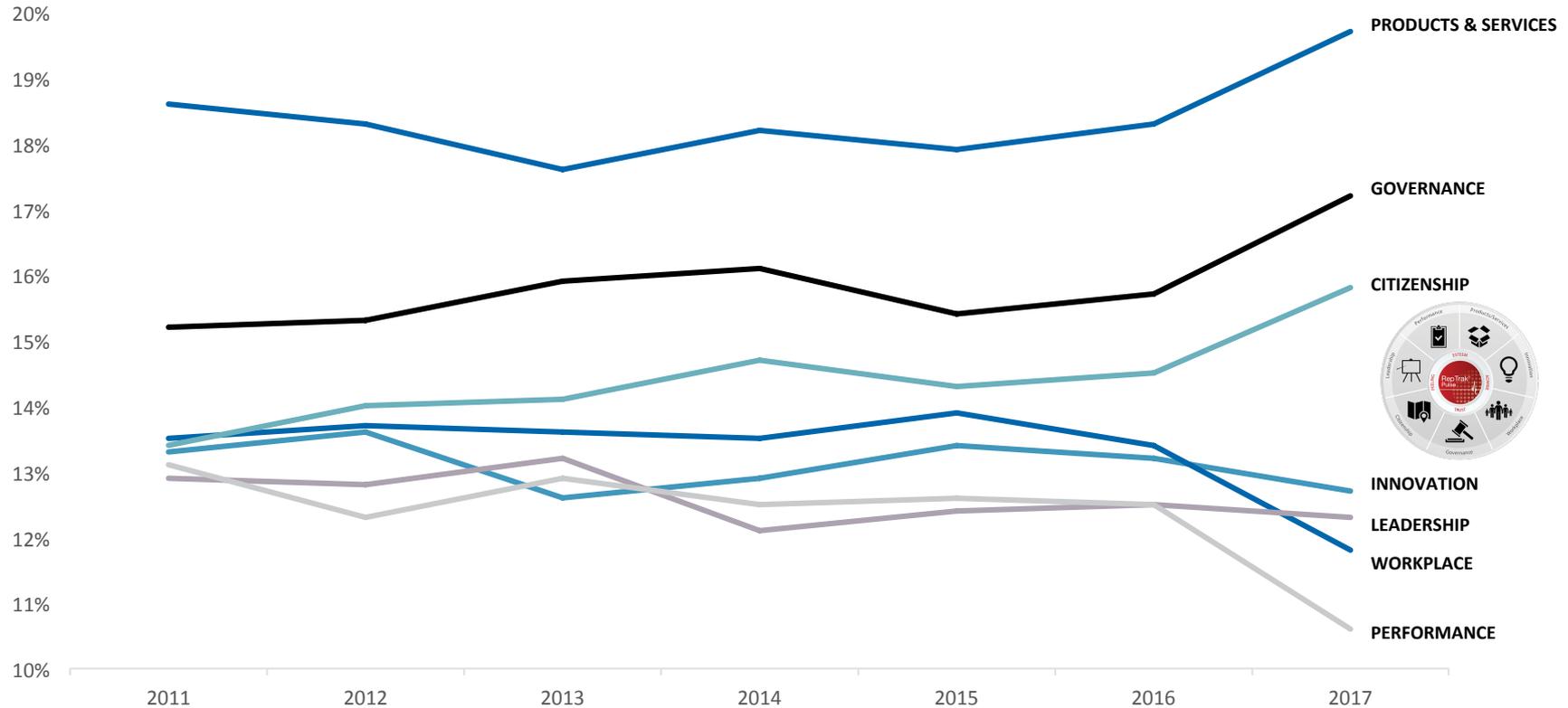
High quality products and service
Value for money
Meets customer needs
Stands behind its products and services

Positive influence on society
Protects the environment

Fair in business
Behaves ethically
Open and transparent

Factor Adjusted Regression
N = 36,000
Adj-R² = 0.701

Responsible Business Behaviours, expressed through Governance and Citizenship, have increased markedly in their impact on reputation since 2016. These drivers are at historically high levels



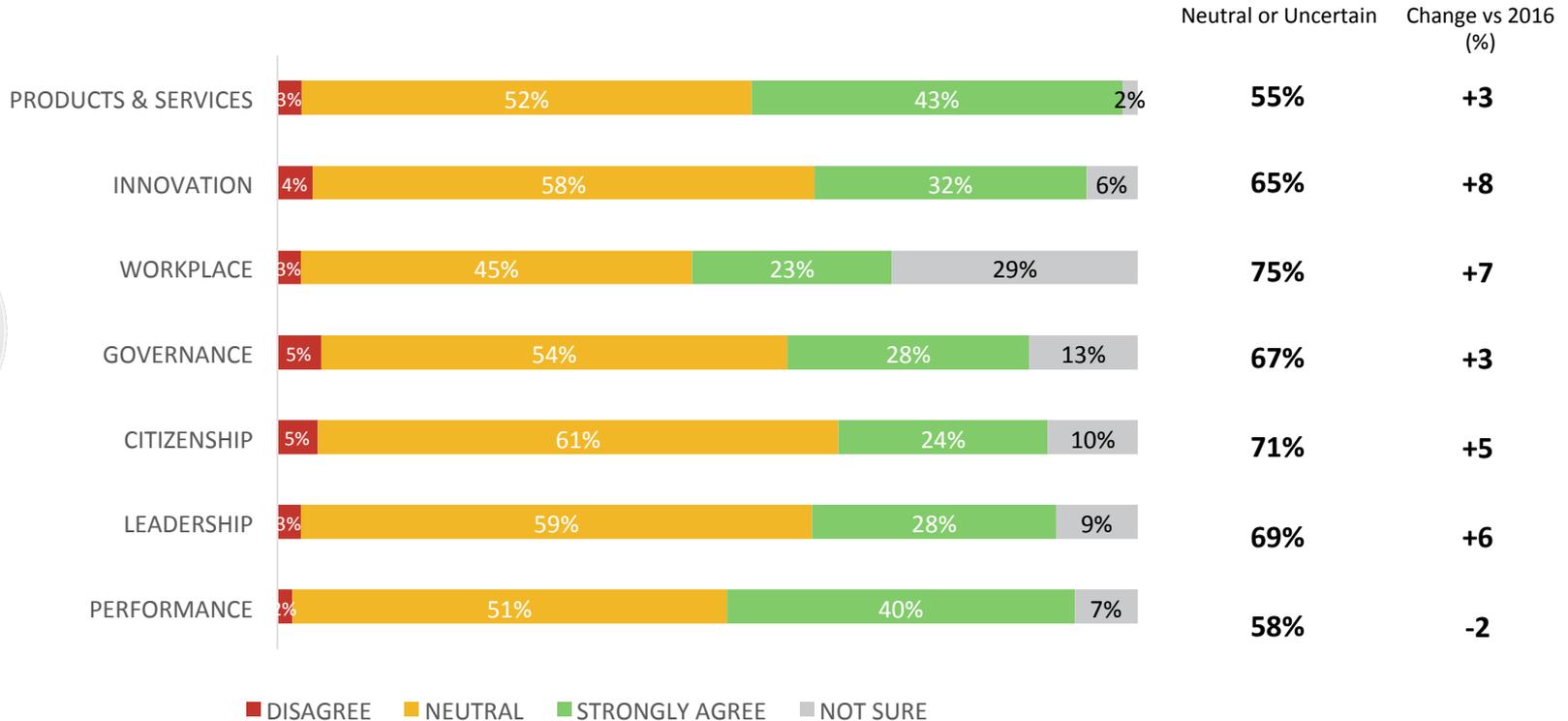
Positive societal influence, fair and ethical behaviour have similarly high impacts on reputation as the 'table stakes' of price and value



2017 UK RepTrak® Top 10 Attribute Drivers

High quality products and services	7.1%
Value for money	6.3%
Positive influence on society	6.0%
Meets customer needs	5.6%
Fair in the way it does business	5.5%
Behaves ethically	5.0%
Open and transparent	4.8%
Stands behind its products and services	4.3%
Acts responsibly to protect the environment	4.3%
Is well organised	4.2%

UK General Public is increasingly uncertain about company activities in those areas that impact reputation the most



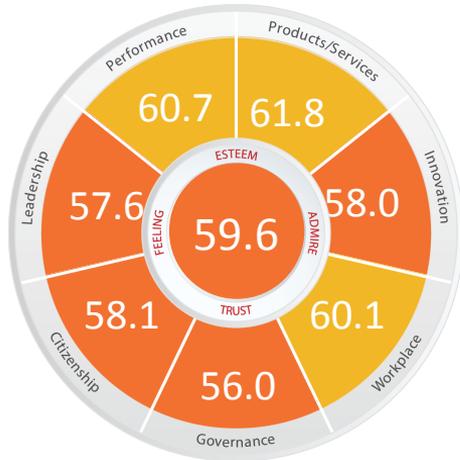


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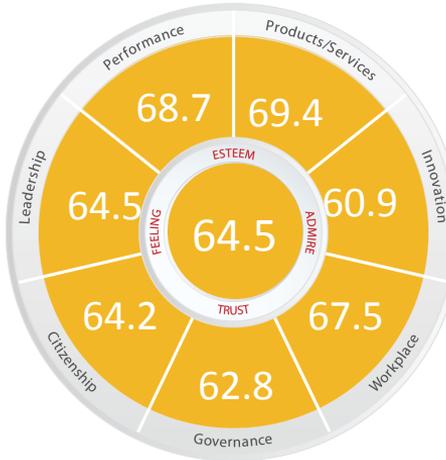
Retail Banks and FinTech: Recovery and Improvement

Retail Banks are benefitting from their renewed focus on Customer Fairness

UK Retail Banking- 2014 UK RepTrak®



UK Retail Banking - 2017 UK RepTrak®

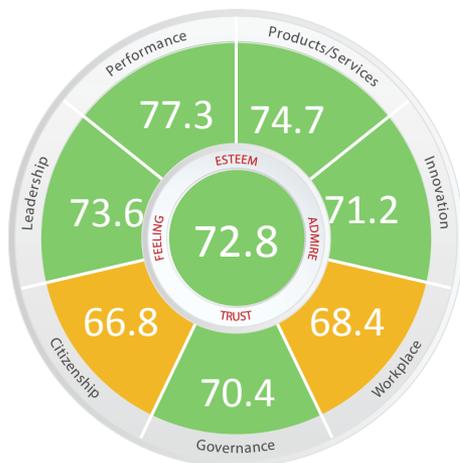


	BUY PRODUCTS	TRUST TO DO RIGHT THING	SAY POSITIVE	WELCOME TO COMMUNITY
2017	32.3%	35.1%	33.2%	37.7%
2014	24.5%	26.4%	25.5%	27.8%

- UK Retail Banks have staged a gradual yet consistent reputation improvement since 2014
- Overall perceptions of the sector have improved significantly from Vulnerable to Average
- Governance and Citizenship perceptions have increased by an average of 6.5 points during this period
- Supportive behaviour has improved by an average of 8.6%
- Regulatory pressure to demonstrate Customer Fairness appears to have been central to these gains
- Nationwide Building Society now shows a near-Excellent performance, with LBG one of the strongest year-on-year improvers

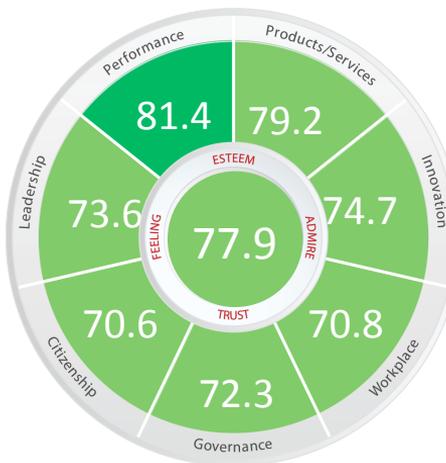
In comparison, Retail Banking has a long way to go to emulate the performance of its sister category, FinTech

UK FinTech - 2016 UK RepTrak®



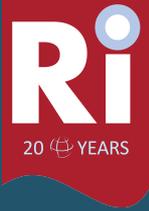
UK FinTech - 2017 UK RepTrak®

+5.1



- FinTech, represented by major Payment Systems, has demonstrated strong year-on-year improvements
- The Sector has a Strong overall reputation, showing the clear positioning of the category as a technology enabler yields a reputation dividend
- Whereas Retail Banking is on a journey towards a Strong reputation, FinTech's performance illustrates what good looks like for Financial Services – among the very membership base of the Payment Providers themselves

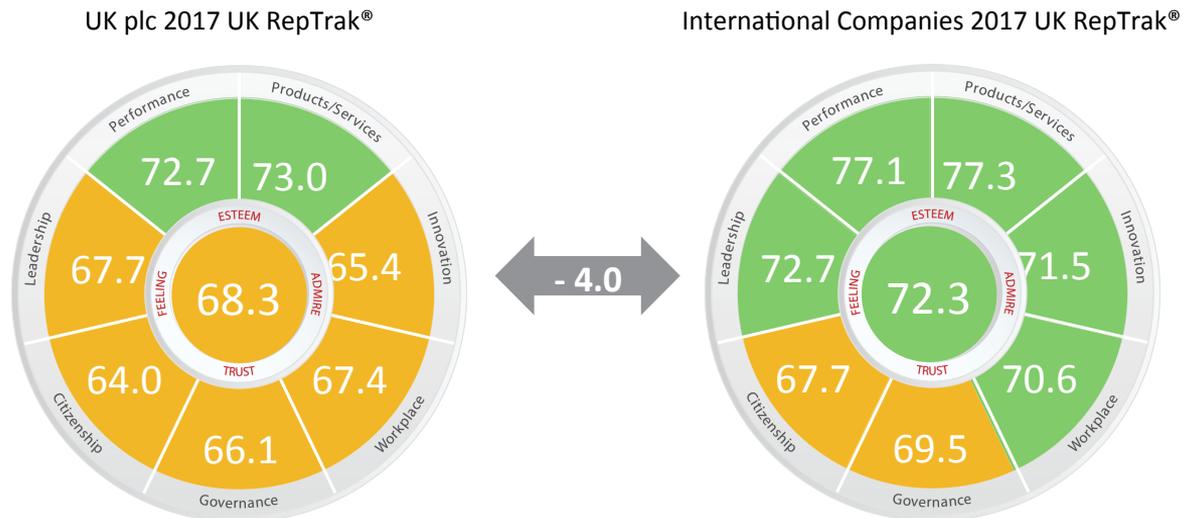
	BUY PRODUCTS	TRUST TO DO RIGHT THING	SAY POSITIVE	WELCOME TO COMMUNITY
2017	47.1%	44.6%	44.6%	40.0%
2016	40.4%	39.4%	40.7%	32.5%



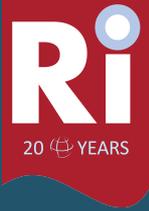
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UK plc: Still work to do

UK plc continues to fall behind perceptions of International Companies among UK General Public



- UK companies continue to be less better perceived than international companies
- This underlines the lack of emotional and rational connection the UK General Public has with UK plc
- This gap in perceptions remains a challenge for UK plc as levels of trust, admiration, esteem, and good feeling continue to be lower than for international companies

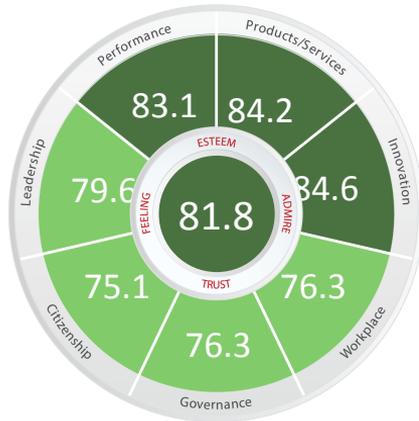


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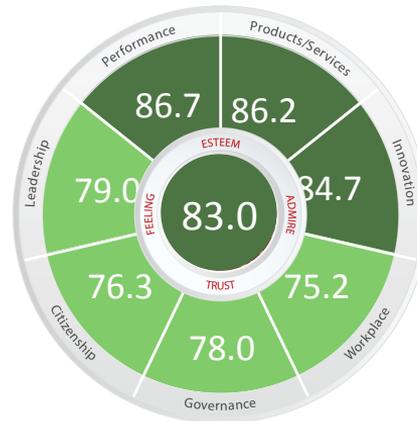
Crisis handling comparisons

Samsung – Excellent reputation remains stable despite a challenging year

Samsung - 2016 UK RepTrak®



Samsung - 2017 UK RepTrak®



+1.2

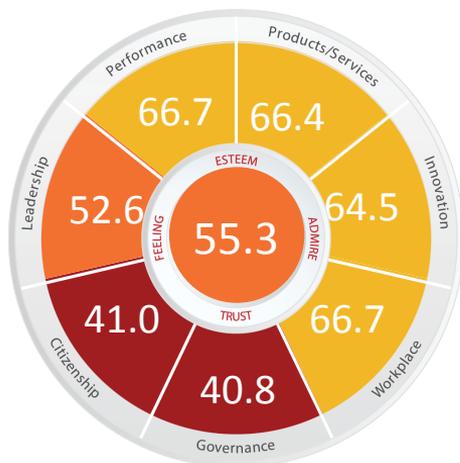
POSITIVE IMPACT ON SUPPORTIVE BEHAVIOURS - % who would definitely...

	RECOMMEND COMPANY	RECOMMEND PRODUCTS	BUY PRODUCTS	WELCOME TO NEIGHBOURHOOD	GIVE BENEFIT OF DOUBT
2017	60%	63%	64%	55%	48%
2016	57%	57%	62%	49%	44%

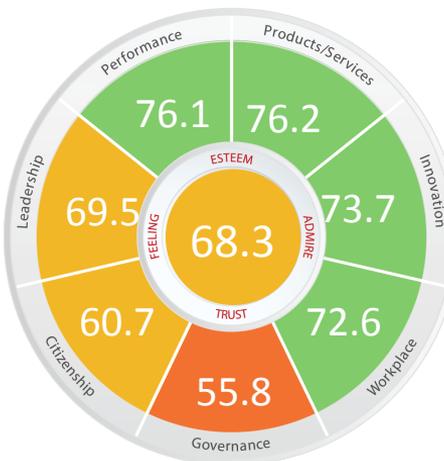
- Even though Samsung experienced profound reputational challenge in 2016, it managed to maintain an Excellent reputation
- Samsung's RepTrak® Pulse score remains excellent at 83.0. Perceptions of the company remained consistently Excellent for Products/Services, Innovation, and even financial Performance
- By taking early responsibility for the Galaxy Note 7 issue, and working with consumers to recall the product, Samsung leveraged its reputation capital among UK General Public to minimise the damage

Volkswagen AG – Recovering from its reputational challenges

Volkswagen AG - 2016 UK RepTrak®



Volkswagen AG - 2017 UK RepTrak®



+13.0

	RECOMMEND COMPANY	BUY PRODUCTS	WELCOME TO NEIGHBOURHOOD	GIVE BENEFIT OF DOUBT
2017	46%	52%	44%	43%
2016	24%	28%	25%	20%

- After a large drop in reputation for Volkswagen in 2016 as a result of the emissions scandal, Volkswagen has seen an improvement in 2017
- While in 2016 Volkswagen had a weak reputation, it now has gained 13 points, bringing the company to an average reputation
- At a dimension level, perceptions of Citizenship and Leadership see the highest improvements
- In line with the reputational improvements, support for Volkswagen has also increased
- This development for Volkswagen highlights that recovery from a reputation crisis takes time before a company can reach similar levels of how their reputation was pre-crisis



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