THE IPSOS REPUTATION COUNCIL

Findings from the thirteenth sitting – exploring the latest thinking and practice in corporate reputation management across the world

GLOBAL PERSPECTIVES ON SECTOR REPUTATIONS

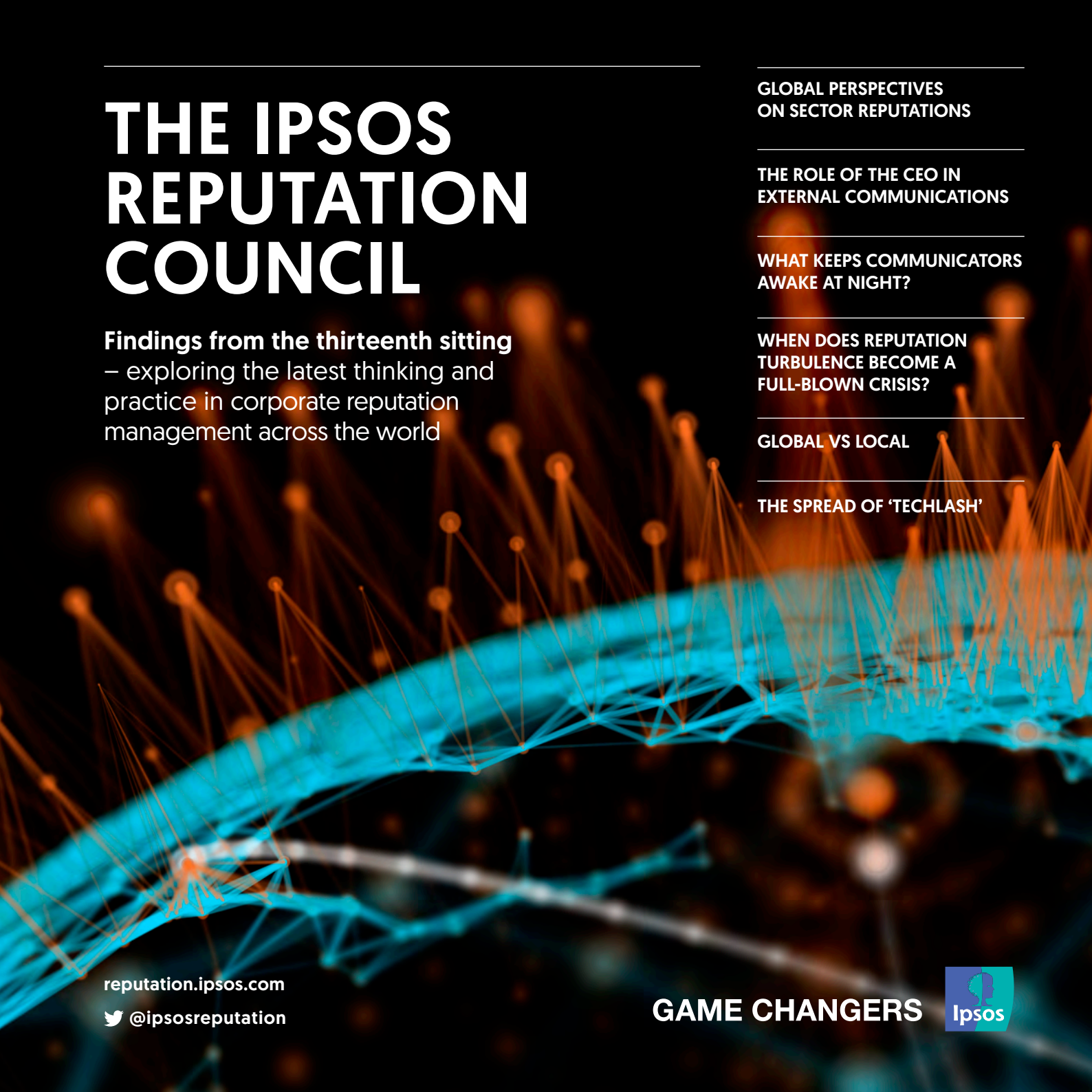
THE ROLE OF THE CEO IN EXTERNAL COMMUNICATIONS

WHAT KEEPS COMMUNICATORS AWAKE AT NIGHT?

WHEN DOES REPUTATION TURBULENCE BECOME A FULL-BLOWN CRISIS?

GLOBAL VS LOCAL

THE SPREAD OF 'TECHLASH'



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GAME CHANGERS

Ipsos

IPSOS CORPORATE REPUTATION

For business leaders who aspire to better decision-making in reputation, corporate communications and corporate policy development, the Ipsos Corporate Reputation team is the insight industry's most trusted source of specialist research and guidance.

The Ipsos Corporate Reputation team helps organisations build resilient reputations and stronger relationships.

Our approach is tailored and carefully designed to meet each client's individual needs, and our research directly drives business performance:

- Measuring reputation performance relative to peers
- Identifying the drivers that create reputational value
- Defining the stakeholders that influence reputation
- Shaping a stakeholder engagement strategy
- Building communications campaigns and measuring impact
- Understanding future opportunities and risks around reputation
- Measuring the impact of and responding to a crisis
- Clarifying the actions necessary to deliver on strategic objectives

This support helps organisations strengthen their reputation capital – the ability of a brand to command preference in the marketplace – and optimise its relationships across its stakeholders.

Welcome to the latest briefing from the Ipsos Reputation Council.

This – our thirteenth sitting – has been the biggest and most international yet, involving 154 senior communicators from 20 countries.

As Paul Polman, CEO of Unilever, once said: "reputation has a habit of arriving on foot and departing on horseback". In the past year, a welter of high-profile reputation scandals affecting businesses, their leaders and even whole industry sectors has, once again, focused our minds on the risks and rewards of this powerful but potentially volatile asset.

Some of these scandals have posed a genuine threat to companies' continued survival or licence to operate. Others have fizzled out. In this edition, we examine how Reputation Council members distinguish between issues which might blow up into a genuine reputation crisis, and others that are just day-to-day turbulence. What indicators or early warning systems can communicators draw on, to help them build resilience?

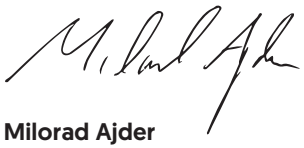
The technology sector has been wrestling with some unprecedented reputation issues recently. Concerns around privacy, data leaks, advertising practices, AI and automation have come together to create the phenomenon of 'techlash'. We talk to Council members about the implications for their own businesses and the lessons that communicators can learn from the way in which the technology sector is responding to techlash.

We're also beginning to see greater scrutiny of the role that CEOs should play in external communications, against a backdrop of issues such as pay ratio reporting, gender inequality, shrinking CEO tenures and the 'celebrity leader'. In this edition, we explore Council members' playbook for CEO-led communications, and look at how the CCO can ensure that these communications build, rather than destroy, reputation value.

The opportunities and challenges that come with communicating in a global context is a theme we've examined in past editions. In this sitting, we ask Council members how they strike the right balance between global and local messaging and narratives, and how they keep a finger on the pulse of their reputation (or reputations) around the world.

Lastly, we've introduced some new, 'quickfire' sections, in which we analyse Council members' views on a number of contentious, topical talking points, such as the death of CSR, the distraction posed by social media, the need to pick a side in a polarising society, and whether consumers will overlook poor corporate behaviour if the price is right...

I hope you enjoy this edition of the Reputation Council report. Please do get in touch if you'd like to find out more about any of the issues covered or discuss how they might affect your own business.



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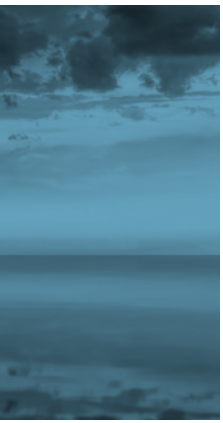

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METHODOLOGY

154 interviews conducted with Reputation Council members between 25th June and 12th November 2018.

All 154 interviews with corporate communicators were conducted face-to-face or over the telephone.

QUICKFIRE

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ABOUT THE IPSOS REPUTATION COUNCIL

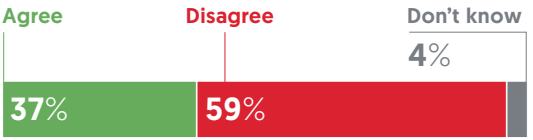
Established in 2009, the Reputation Council brings together senior communicators from some of the most respected corporations in the world.

QUICKFIRE

THE BUSINESS OF TRUST

IS TRUST IN COMPANIES AT AN ALL-TIME LOW?

Three in five Reputation Council members tend to ignore conventional wisdom and disagree with this claim. This matches Ipsos' own evidence that the 'trust crisis' has been overstated, and that levels of goodwill towards business vary across the globe and between generations. However, there's no complacency among Council members – trust is still too low.

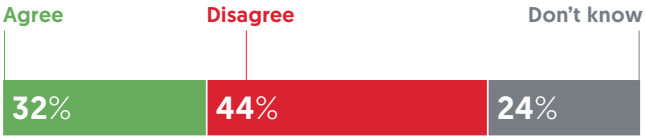


Base: 129 Council members

> **"I can tell you in emerging markets the trust in companies is much greater, because sometimes the government doesn't exist locally or to a very limited extent, so the only one who can actually make a change is the company.**

WILL TRUST IN COMPANIES BE MUCH HIGHER IN FIVE YEARS' TIME?

One in three Council members foresee an upswing in trust; either because businesses' greater commitment to their societal obligations will pay off, or because the public will come to view corporates more positively, in comparison with the struggling political classes. But a greater proportion of members – two in five – don't see enough evidence, yet, of a significant surge in trust.

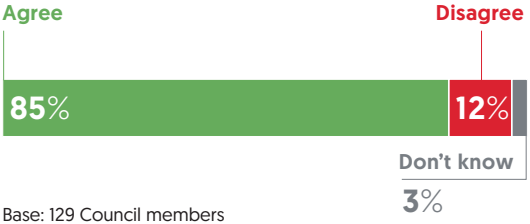


Base: 131 Council members

> **Because of polarisation and politicisation. It's easier to highlight wrongdoing or call 'gotcha'. There are so many voices right now and so much anti-corporate bias.**

DOES MY COMPANY'S REPUTATION AFFECT OUR FINANCIAL RESULTS?

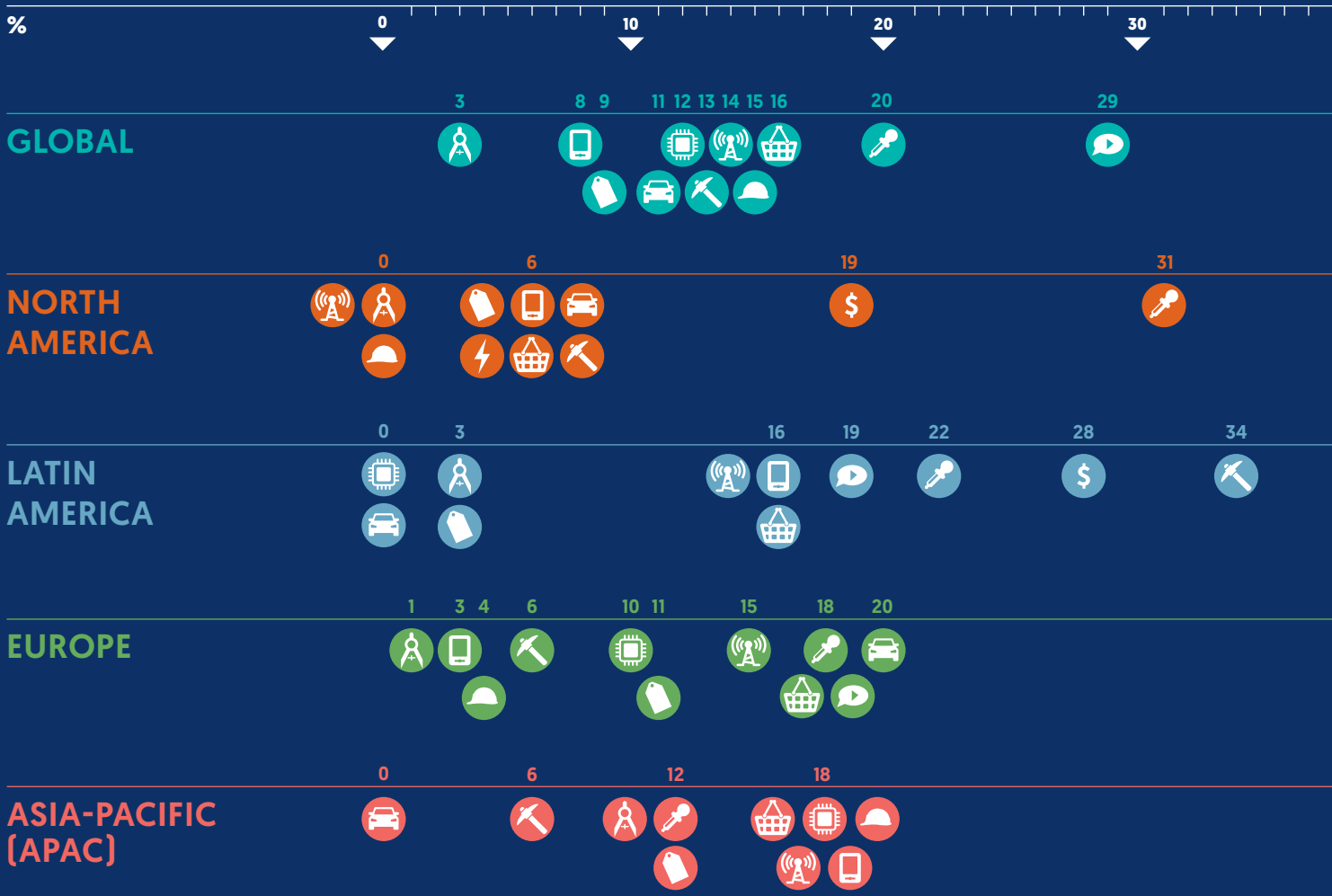
Eight in ten Council members agree that reputation impacts the bottom line. For many, a causal link to sales or share price is difficult to evidence. But in terms of consumer preference, stakeholder support and the battle for talent – all of which drive commercial success – members see a strong reputation as critical.



Base: 129 Council members

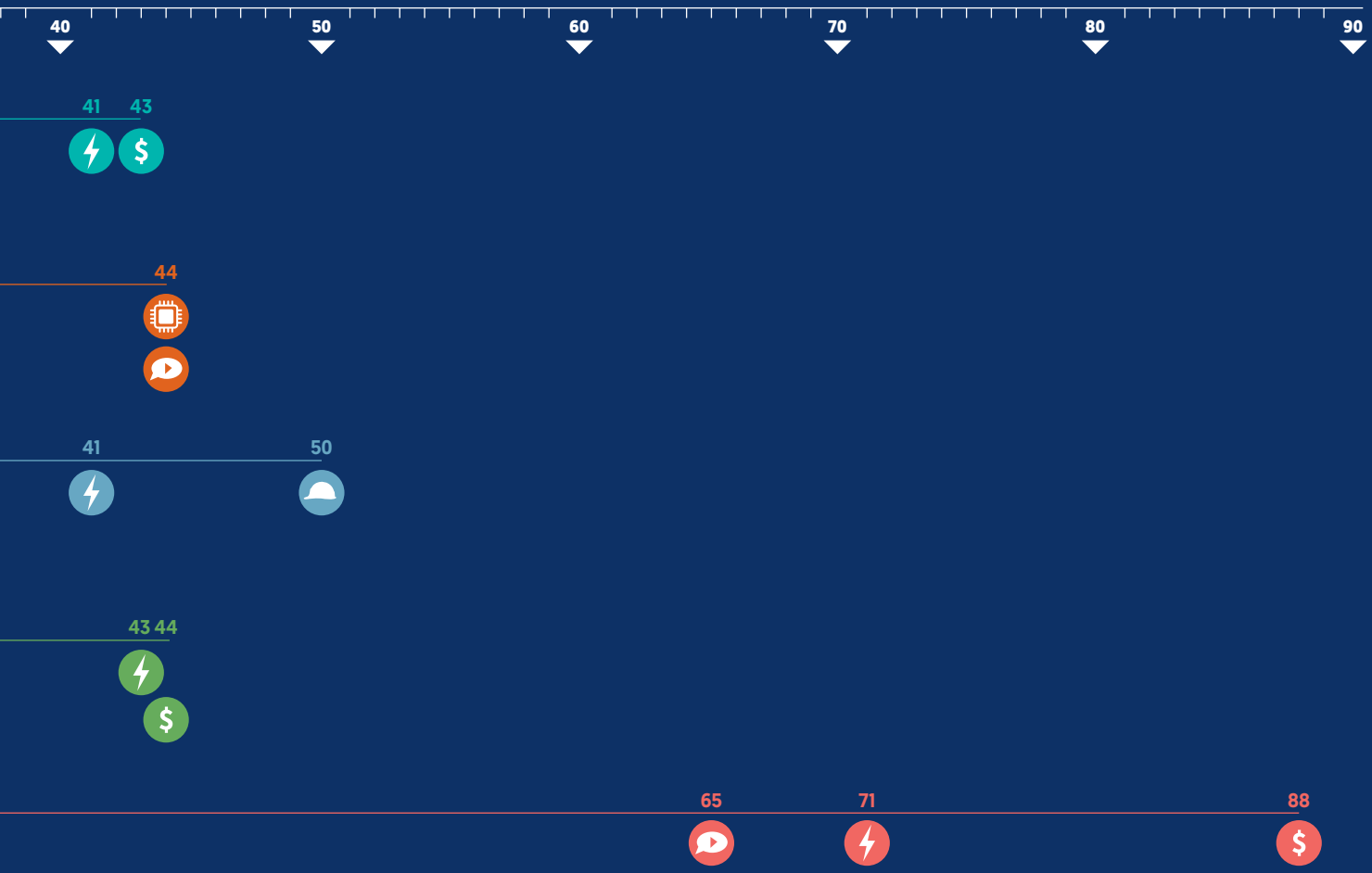
> **We talk about it as: our reputation is something that will enable us to deliver strong financial results. It's hard to draw a direct correlation, but there's no doubt that it's a factor.**

GLOBAL PERSPECTIVES ON SECTOR REPUTATIONS



Which of the following industries are facing the greatest reputation challenges at the moment?

FMCG
Pharmaceuticals
Media
Construction
Telecommunications
Finance
Energy
Engineering
Retail
Mobile
Mining
Technology
Automotive



Base: All Reputation Council members – Global (145), North America (16), Europe (80), Latin America (32), APAC (17).

NORTH AMERICA

44% 44% 31%

Despite lingering reputational issues still plaguing the financial services sector, the recent assault on media and tech means that these two industries are seen to be facing the greatest reputational challenges in North America. Each of these industries is named by 44% of Council members.

Beyond these two industries, pharmaceuticals now holds the third position in terms of reputational challenges at 31%. Cost and value continue to drive the conversation, and with the US government putting more of a spotlight on drug costs, these reputational challenges are likely to continue.

> **“[Media has] got a constant drumbeat of ‘fake news’, how do you overcome that?**

> **“These are self-inflicted wounds [in the tech industry] – companies are not thinking through the implications of their actions on their customers.**

LATIN AMERICA

50% 41% 34%

In Latin America, construction rises to the top as the industry facing the greatest reputational challenges this year (50%). A number of corruption charges have embroiled not only specific companies throughout the region but also politicians and civil servants.

Energy (41%) and mining (34%) round out the top three most challenged industries, predominantly due to environmental concerns and a perception that they bring limited benefits to the local markets.

> **“There is a public perception that mining pollutes, does not produce profits for the country, and is a group of companies that do not add local value but add value to those who extract the material and take it away.**

EUROPE

44% 43%

Finance remains one of the industries facing the greatest reputational challenge in Europe (mentioned by 44% of Council members). In the words of one Council member, "this crisis has not been solved yet, given that the image reconstruction process appears to be very slow."

Additional challenges for the financial services sector include cyber security concerns and emerging FinTech players challenging the traditional financial companies.

Energy also continues to face reputational challenges, cited by 43% of Council members in Europe. Issues continue to focus on environmental concerns, climate change, sustainability and consumer costs.

> **"When energy companies don't immediately pass on price savings from a barrel of oil to a consumer or to a client, then the negative repercussions are there immediately.**

ASIA-PACIFIC

88% 71% 65%

Consistent with last year, the financial services industry continues to suffer reputational challenges in APAC, though mentions are higher this year at 88% (up from 73% in the last wave). Council members continue to cite the lingering effects of the financial crisis. The energy sector is also mentioned more frequently than last year (71%), and while affordability and sustainability are still key reasons, government policy is now referenced far more frequently by Council members.

This year, media is also mentioned by 65% of Council members in APAC, with many attributing this to a changing media landscape as well as the resounding cry of 'fake news'.

> **"The energy policy is a mess. Can't separate from political environment.**

> **"The Trump phenomenon and the constant hammering of 'fake news'.**

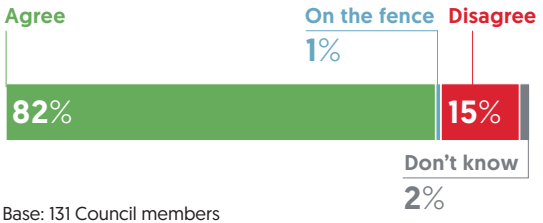
Base: All Reputation Council members – Global (145), North America (16), Europe (80), Latin America (32), APAC (17).

QUICKFIRE

AUTHORITATIVE VOICES

ARE A COMPANY'S EMPLOYEES ITS MOST IMPORTANT SPOKESPEOPLE?

There's strong agreement that employees acting as ambassadors and advocates is hugely important in building corporate reputation. But Reputation Council members also see a continuing role for the CEO, formal spokespeople and, of course, third-party endorsers such as loyal customers.



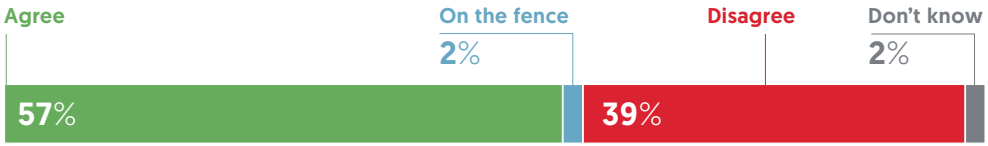
Base: 131 Council members

> **"We take our employee engagement scores very seriously and are actively working on this... It takes a lot of work to move the dial. You ignore your employees' voice at your peril. It's almost like a secret sauce here.**

> **“These days, [journalists] have a role in showing the way forward, because they have additional knowledge. They must feed public opinion. The social networks have greatly altered the agenda.**

IS IT TRUE THAT JOURNALISTS DON’T INFLUENCE PUBLIC OPINION AS MUCH AS THEY USED TO?

Council members’ opinions are divided, and this reflects two opposing dynamics. On the one hand, the rise of social channels and the fragmentation of traditional media means more competition for attention. On the other hand, the rise of fake news means that authoritative, trusted journalistic voices are more influential than ever.



Base: 133 Council members

Today, the toolbox of a communications professional is wider and deeper than ever before. From traditional resources such as press releases or spokespeople pertinent to the issue at hand, to newer methods such as social media, blogs or interactive multimedia platforms, the array of options is continually evolving. Within this modern environment, the medium and spokesperson can be as important as the message itself, with the decisions made by corporate communicators playing a crucial role in shaping the image the company is able to create for itself.

Among the decisions facing communicators is the role that the CEO should play in supporting stakeholder engagement. Here, the devil is in the detail.

On the whole, Reputation Council members see the Chief Executive as playing an important communications role. There is a caveat though: the leader is not a communications 'silver bullet'. Their involvement should be assessed carefully, balancing risk and reward, with consideration given to whether the CEO's personality and characteristics fit the specific brief.

> **"Every CEO should be named the Chief Reputation Officer for his or her company.**

THE ROLE OF THE CEO IN EXTERNAL COMMUNICATIONS

Communicators have to be selective about the frequency and nature of the top executive's participation, balancing the benefits and risks of bringing a powerful voice into the conversation.

01 Use of the CEO as one of the company's primary communicators is influenced by industry norms, the nature of the message, and the target audience – with cultural and generational differences in how stakeholders respond to a CEO as an important consideration.

02 Council members highlight the risk of the CEO's personality and corporate identity becoming intertwined, as well as the potential to polarise media opinion.

03 The CEO must be regarded as credible, authentic, empathetic, and transparent if their communications are to have a positive impact. In some cases, other employees may have greater cut-through on a specific issue or with a certain audience.

BALANCING RISK AND REWARD

In balancing the potential risk and reward of involving the CEO, Council members highlight some key factors to consider.

RISK

Overexposure. This could erode the impact of their voice and place unnecessary focus on less important issues.

> **If people like me do their jobs well, then the nature of the enterprise should do the heavy lifting when it comes to external perceptions. If it were up to me, I would have the CEO out there three times per year and I hold them in reserve for really big issues or circuit breakers.**

Difficulty in distinguishing the person from the company. High-profile CEOs can generate increased scrutiny and pose a challenge when personal views differ from the corporate position.

> **It humanises a company, gives it personality and a vision. But the risks are that it becomes too connected with the individual and the personal behaviour impacts the business when they go off the rails, for example, in the case of Tesla.**

Personality traits could undermine effectiveness.

> **It's important to speak for the company, but it depends on the CEO's personality. They need to be comfortable on social media and able to speak on broad topics. The CEO can bring transparency to the company. It's important to speak on business-critical issues, but there are some cases where the CEO can be too much – sometimes a rank-and-file employee is more authentic.**

REWARD

Personification of the company's values. The CEO is the company's ambassador, conveying a vision and setting the company's tone and image.

> **We live in a media society that is more strongly personalised than before. If you have a CEO who is an authentic communicator, who is able to excite, then you have the best marketing or PR strategy possible.**

A sense of authority. The CEO's voice emphasises the importance of the message, maximising the chances of engagement.

> **It is extremely important for a CEO to act as their company's figurehead for communication. Nowadays, companies cannot be represented by their brands only: CEOs are required to play a primary role in their companies' communication efforts because they are the decision-maker ultimately responsible for their companies' actions.**

The face of the company in a major crisis. Instilling confidence, being transparent and outlining short-term and long-term actions.

> **I think when the company has an imminent crisis situation, with damages to third parties, the CEO needs to participate and communicate decisions around investments, continuity, etc. that affect stakeholders, be it employees, partners or suppliers.**

THE PORTRAIT OF A TOP COMMUNICATOR

As one might expect, the CEO needs to be a well-rounded leader for him or her to run the organisation successfully. There are, however, useful characteristics to take into account when looking to apply their role to the world of communications. The views of the Reputation Council can be distilled into three guiding principles.

CREDIBLE AND RELIABLE

In order to come across as an authoritative figure in front of key stakeholder groups, competence in the job is essential, as well as a solid track record delivering on the company's vision. Key audiences need to believe that the person in charge of the organisation is a capable individual who will be in the post beyond the short-term and can take decisive action to steer the company in the right direction.

> **"Firstly, a master of the brief, so you do need to know the detail, you need to be able to speak credibly to a number of people, know how much things cost, to be able to describe your operations properly, not just in a flippant way. That would be the foundation.**

CHARISMATIC, CONFIDENT AND EMPATHETIC

Successfully running the business is simply not enough for the CEO to become a valuable asset for the communications function. He or she needs to appeal to and captivate audiences. They need to be relatable but display confidence and a feeling of security both in the tone and content of the message.

> **"They need to be able to talk about what the business does in a way that engages and connects with people. If they are not good communicators, that will land flat. The role of a CEO has got to change. They have to have more of the softer skills. They need to know about consumers and stakeholders and what makes them tick. They need to be able to engage on issues of concern. But if they have no empathy or no grasp of the issues, the best communications brief in the world won't help!**

HONEST, TRANSPARENT AND AUTHENTIC

Displaying genuine motivations, with the best intentions at heart, is also vital. The credibility of the message, the CEO themself and the entire company are all at risk if stakeholders do not sense authenticity.

> **"Truthfulness, transparency, honesty, commitment, passion. But most of all, in the end you express what you are and what a stakeholder expects: a real speech. We are working very hard on this: to have coherence between internal and external discourse, this discourse to be transparent, to not try to hide, seeking to have the greatest transparency and honesty. This is absolutely fundamental.**

WHEN THE CEO BECOMES A CELEBRITY

What happens when the CEO is so good at being the figurehead of the company that their name becomes synonymous with that of the organisation? Examples such as Steve Jobs at Apple, Richard Branson at Virgin or Elon Musk at Tesla come to mind. Very often, these are strategic choices made in the early years, where a founder seeks the spotlight to help boost the profile of the company.

Overall, Council members feel that this has proven a successful strategy in the past for many, but it is a tactic that should be carefully thought through.

There is a need to consider not only the profile and abilities of the individual, but also industry dynamics, cultural nuances and generational differences.

> **“The popularity itself is not bad, but it must be related to the business so that it is a healthy relationship for the company.**

> **“I think celebrity CEOs are a very dangerous game to play. I think celebrity CEOs are a problem here. The tall poppy syndrome [being targeted for criticism due to their success] makes it difficult for a prominent voice to be sustainably successful. I don’t think it is a good model in the current era because this culture is quite oppressive when it comes to success. Less of an issue in the US, where a celebrity CEO still holds some value. I don’t think millennials or Gen Z are particularly interested or respectful of middle-aged men and women who run companies – they are much more interested in brands and movements.**

All in all, Council members see some risks if the image of the company and CEO merge into one in the public eye.

In situations where the CEO is an appointed figure who will lead the company for a number of years, rather than the founder and essence of the company, their profile should be moderated accordingly.

> **“Unless it is your name above the door, unless you are Elon Musk, you need to be very careful that you are the guy who for a period of time is running this organisation and you are a hired hand to do so and at some stage, you will stop being the hired hand and someone else will come in. And as long as all CEOs act like that, they won’t go far wrong, but quite a few don’t act like that.**

> **“Having a celebrity CEO can be helpful but can be a nightmare, especially for the PR department because media will polarise. If they have built this profile around them and they might run their own Twitter account or something, it is very hard to manage the flow of communication and the content of communication. On one hand, that is good for transparency and openness, but on the other hand, he or she might need the time to evaluate information and talk to his or her lieutenants before making comments.**

FINAL THOUGHTS

Call on your CEO, but do so after careful consideration.

A communications strategy is successful when it’s able to deliver a clear and compelling message to the audience it is trying to address.

The company needs to act like a well-coordinated orchestra to deliver a compelling symphony.

The communications professional, as the conductor, can achieve this with a greater array of instruments than ever before. Here, the CEO can play the lead tenor or soprano able to unlock attention and convey the essence of the ensemble in a way no one else can.

However, like the valuable resource that they are, the CEO needs to appear at the right time and in coordination with the rest of the company.

WHAT KEEPS COMMUNICATORS AWAKE AT NIGHT?

Reputation Council members across the world face a range of business challenges – but what are the biggest issues that keep them awake at night?

01
24/7 AND FRAGMENTED MEDIA ENVIRONMENT

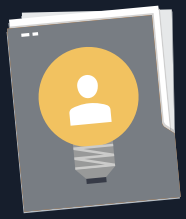
02
ALIGNING INTERNAL TEAMS

03
DIGITAL COMMUNICATION DEMANDS

04
PRODUCT AND REGULATION ISSUES

05
ECONOMIC AND TRADING ENVIRONMENT

06
EMPLOYEE ENGAGEMENT



07
FAKE NEWS, MISINFORMATION, AND DECLINING TRUST IN EXPERTS

08
SUSTAINABILITY AND PURPOSE

09
LACK OF PUBLIC TRUST IN BUSINESS

10
POLITICAL POLARISATION

24/7 AND FRAGMENTED MEDIA ENVIRONMENT

> We used to control the information, these days, the information is coming from everywhere. So we play the role of conductor, catalyst.

> We need to deal with a much more informed, empowered and vocal consumer.

> You have not only fragmentation but distrust in the media as well, which is making it increasingly difficult to engage and land messages.

> The demarcation line between capital markets and the rest of the world is getting more and more porous. Messages for the general public are becoming just as relevant for capital markets, and vice versa.

ALIGNING INTERNAL TEAMS

> It's a reputation economy... Marketers don't get reputation. I think it takes a crisis for people to realise the importance in reputation management.

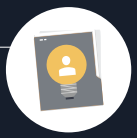
> We are a new organisation working with technology, so there aren't regulations in place around what we do. There is an advocacy role we need to take... Bring the external voice to every business decision that is made and that is the increasing role of corporate communicators.

> Making it understood in-house that corporate and business are now one and the same, that there is no more dichotomy between corporate communications and actual user experience.

> Reputation issues are being included more and more in the due diligence processes for big government tenders. This not only affects us, but also the partners we bring into large projects.

> If you work for a business where the CEO fundamentally doesn't get or give time to reputation management, it makes the job really hard, whereas if you have that sponsorship from the top, you can achieve a lot more.

EMPLOYEE ENGAGEMENT



> Engaging and activating employees, because not everyone trusts a CEO, but they trust people like themselves.

> Each individual has become a medium in their own right and a communicator, we need to work particularly hard on associates in the company who are its first spokespersons, first ambassadors, and who, what's more, can potentially be very powerful.

FAKE NEWS, MISINFORMATION, AND DECLINING TRUST IN EXPERTS

> Because people don't really care about what you are trying to communicate with them, they care more about what you are doing and what value you can bring.

> The main problem is the issue of credibility – how the messages that you are delivering are credible for the different stakeholders.

SUSTAINABILITY AND PURPOSE

> Society has an expectation that corporates deliver for those communities where we live and work... Local relationships are more important.

> The digital revolution brings many differences of behaviours, very different desires, ways of working, ways to consume information. And this generation has a very clear vision of the absolute need to transform society in terms of sustainability.

LACK OF PUBLIC TRUST IN BUSINESS

> We're facing the defiance that companies, and particularly large multinationals, can generate among the general public, but through contamination coming from the media, political decision-makers.

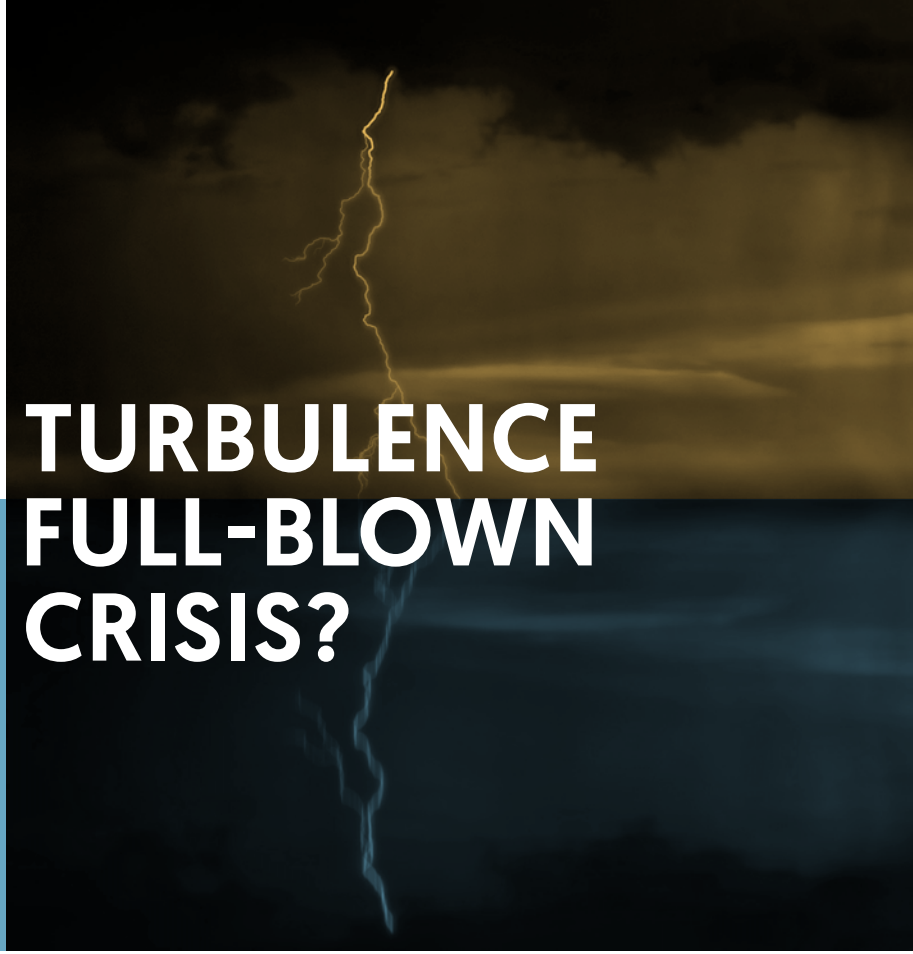
> If I talk to my counterparts in the FTSE 100, they see this anti-capitalist sentiment and there is an anti-business sentiment and there's a lack of trust that the corporate sector will do the right thing and there's a very unsophisticated view that it is all about shareholders and we don't worry about other stakeholders.

POLITICAL POLARISATION

> Deteriorating levels of trust in government and a deterioration in the functionality, effectiveness and stability of government. There is uncertainty in the policy environment.

> As a global company, what are the right issues that employees, customers and investors want to see us involved in? The company looks to the communications function to advise on where to take a stand and what are the costs/benefits.

> The turbulent political environment and lack of harmony in society. We're trying to find our place as a company to remedy that.



WHEN DOES REPUTATION TURBULENCE BECOME A FULL-BLOWN CRISIS?

In a world of information overload, communications leaders must be able to separate the signal from the noise in order to defend their companies when it matters most.

Full-blown crises pose a genuine threat to a company's continued survival or licence to operate. By contrast, reputation turbulence is an issue, or series of issues, which impacts the impressions of stakeholders without posing a sustained threat to the company.

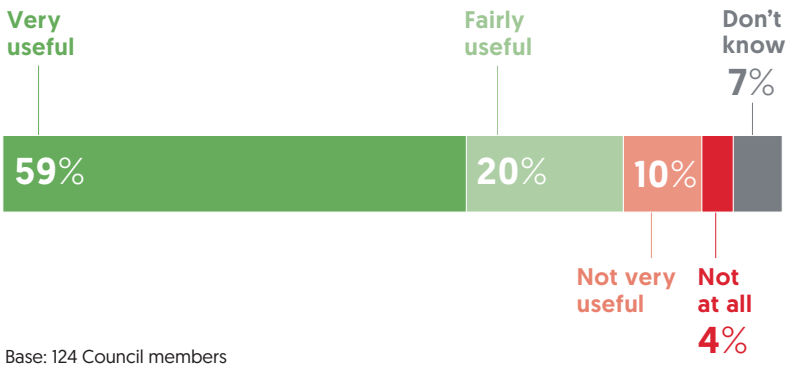
For the vast majority (79%) of Reputation Council members, being able to differentiate between the two is seen as very (59%) or fairly (20%) useful. The remainder don't make this delineation. They believe that EVERY issue must be treated as a potential crisis, until it is proven otherwise. But without doubt, communicators have a limited amount of time and resources. They need to identify and prioritise the emerging issues that matter the most to their business.

Experience, internal networks, planning, and analytics each play important roles in helping to prepare, prioritise, react and regain a state of 'equilibrium'.

> "Our philosophy is to actively manage outside of crisis situations – like engaging in diet and exercise rather than going to shock trauma. You want to know the number for emergency services, but you don't want to live on a bench outside the hospital. Actively managing in advance means engaging with stakeholders and communities you need in case of a crisis.

Johannes Plenio/Pexels

IS THE DISTINCTION BETWEEN REPUTATION TURBULENCE AND CRISIS USEFUL TO COMMUNICATORS?



Base: 124 Council members

01 Communications leaders need the tools to spot a potential crisis amongst the background turbulence, as well as the corporate resilience to weather the storm when it hits.

02 Experience, internal networks, planning, and measurement & management tools are crucial in separating turbulence from a crisis.

03 Council members identify two important factors in building resilience: a thorough track record of stakeholder engagement to build reputational strength, and prior planning to understand potential triggers and team roles across the business when an issue arises.

HOW DO YOU DISTINGUISH A CRISIS FROM TURBULENCE?

Unilever's Paul Polman notes that "reputation has a habit of arriving on foot and departing on horseback." Is it possible for corporate communicators, in the heat of the moment, to distinguish between an emerging crisis and something that's just background turbulence? A cool head, in-depth knowledge of the business, and detailed data can all help:

The number of Council members who believe that every issue must be treated as a potential crisis, until it is proven otherwise.

EXPERIENCE

Like much of a communicator's job, telling the difference between day-to-day turbulence and a business-altering crisis is as much art as science, drawing on both intuition and knowledge built up through years of experience. The key is to have a process in place which ensures that each issue gets due attention and is escalated only when necessary. A common theme among Council members is that it is the role of the communications professional to be the dispassionate 'cool head' in the room; one goes so far as to suggest that keeping executives calm and correctly diagnosing a crisis are core competencies of the communications leader.

UNDERSTANDING

The main filter for determining whether an issue is turbulence or a crisis is its likely impact on the business's core activities, purpose and values. In order to assess this 'salience', Council members say it is important for the communications function to be integrated into the business. The more information it has about operations and leadership, the better it will be at judging the likely impact of an issue. Internal networks which can be leveraged in times of crisis are critical.

MEASUREMENT AND MONITORING

What indicators or early warning systems can communicators draw on to help them make this judgement? While social media and the digitisation of traditional media have greatly increased the volume of turbulence that Council members face on a daily basis, they have also equipped them with more sophisticated diagnostic and predictive tools.

The volume and velocity of 'noise' are important; if an issue gains traction over a series of hours, then it is more likely to be heading toward a crisis. But this must be understood in the context of the news cycle, as well as the credibility of the sources and commentators. As one member points out, a big 'Trump story' will suck up all of the oxygen that would be devoted to less prominent issues.

An issue that provokes strong stakeholder sentiment will also demand more attention than one that does not. Especially if analysis shows that these perceptions are key drivers of stakeholder behaviour.

> **"Research, media monitoring, social media monitoring, talking with stakeholders and engaging with them on a regular basis. Doing polling on a regular basis to understand attitudes towards particular issues. Stakeholder discussion groups. To the extent that you can get a 360 approach going, so much the better.**

HOW DO YOU BUILD RESILIENCE?

If resilience is the organisational ability to withstand crises, what does it take to become resilient?

> **“To have resilience, a company has to have a capacity to keep cool. Many issues can be amplified within the company. When a reputational problem appears, people can take this from a very personal side, feel hurt, and subjectivity can make you see a crisis in any turbulence. So, in order to be resilient, it is really necessary to have very well-established processes, but also to count on experienced professionals who have accurate analytical capacity, so that this ‘crisis management team’, with all its expertise, can do the correct diagnostic and convey a certain tranquility.**

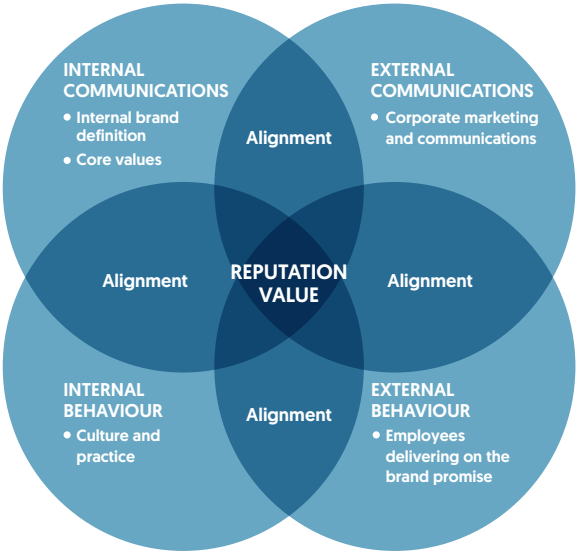
As we’ve seen in previous Council reports, the ability to ‘bounce back’ from a crisis depends on a variety of factors, such as the calibre and engagement of corporate leadership; the thoroughness of preparedness plans; and the commitment of employees.

Council members focus on two activities: building reputation strength before a crisis occurs, and planning.

01 BUILDING REPUTATION STRENGTH BEFORE A CRISIS

Across geographies, Council members agree that building a solid reputation through a track record of stakeholder engagement is the best way to build resilience. This provides a thorough understanding of what drives your reputation, which issues are important to stakeholders, and which communications and initiatives are most effective.

> **“Our CEO is always talking about something that Steve Jobs told him; he said he broke it down and made it very simple. What you do is either a brand deposit or a brand withdrawal, and you need to have a lot more brand deposits than brand withdrawals. And the simplicity of that is, the consumer will give you the benefit of the doubt if you have been making consistent brand deposits.**



It’s often said that you can’t communicate your way out of a crisis that your behaviour created. Reputation resilience means that corporate communications must be genuinely aligned with behaviour, both within and outside the business.

02 PLANNING

The second essential requirement for resilience is prior planning. Council members are united in the belief that thorough analysis and planning can not only enable a business to weather a crisis, but also to emerge from it stronger. Members highlight several important elements of planning:

TRIGGERS

To anticipate potential crisis triggers, connectivity with business lines is key. As one communicator put it, "crises are caused by operations, not by communications." Access to data is critical. But at the same time, members emphasise the need to communicate internally; keeping internal audiences informed can help keep pressurised situations from spilling over to external audiences. Internal and external networks will be precious if a crisis hits.

TEAMS

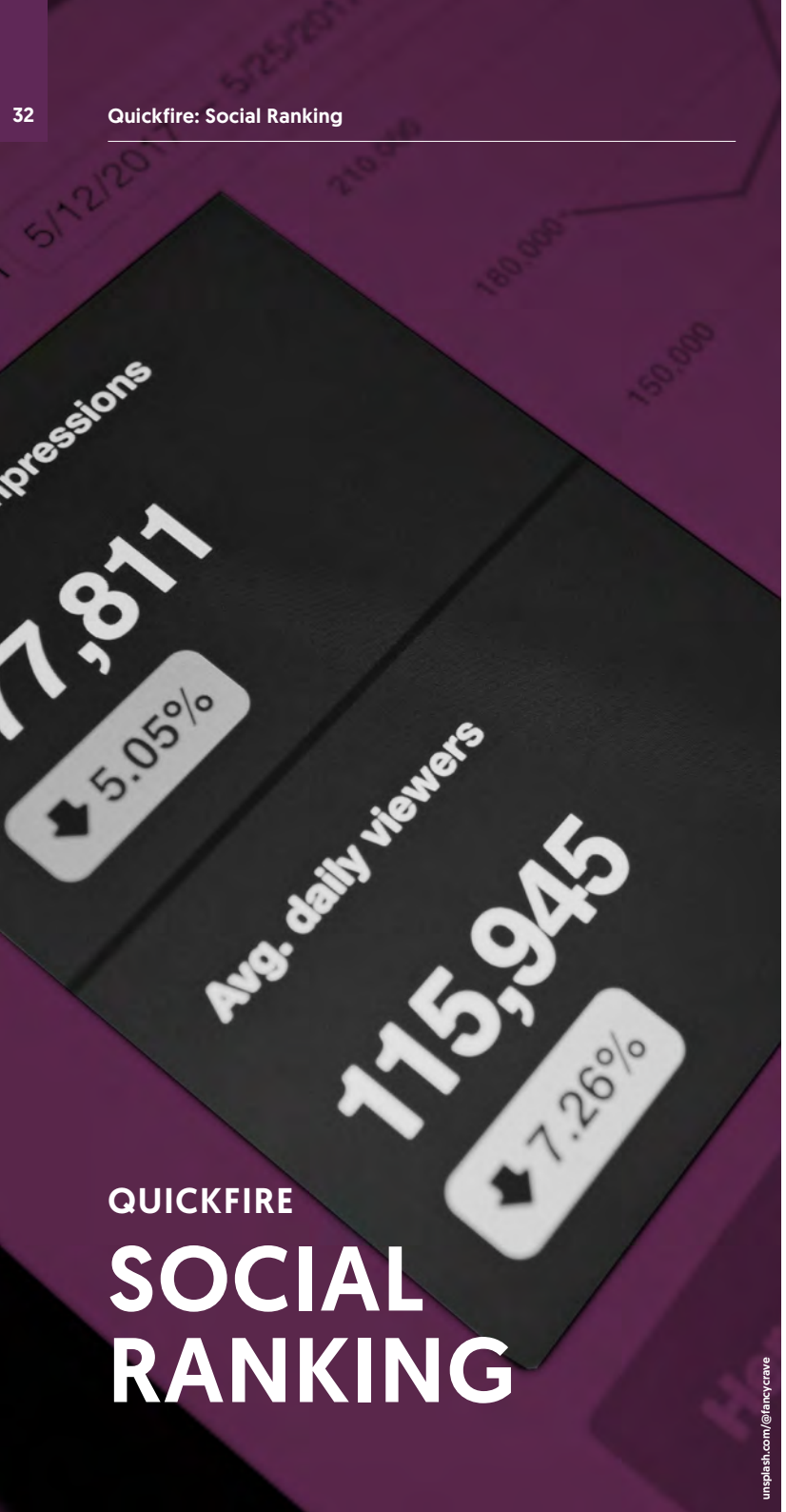
In a crisis, everyone needs to understand their role. Communicators need to be able to execute the plan in a dispassionate manner.

PRACTICE

The ability to keep a cool head comes from multiple rounds of practice. All of the planning needs to be pressure-tested so that when a true crisis hits, it's second nature.

Ultimately, the ability to weather a crisis is significantly linked to prior preparation. This preparation comes from a total business perspective of building reputation resiliency beforehand, as well as within the corporate affairs department in building networks and plans, and making sense of data. Communicators' hard-won knowledge and experience is key here. Those who are best equipped will have the strongest chance of identifying and weathering reputational crises.

> **"Having plans of action against specific negative events, as well as being able to manage difficult situations with clarity of mind and rationality, are strategies for building resilience. Never overlook signals, even those that appear insignificant or negligible.**



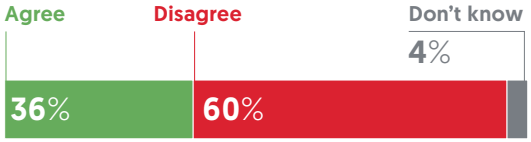
unsplash.com/@fancycrave

QUICKFIRE

SOCIAL RANKING

IS SOCIAL MEDIA A DISTRACTION FROM MORE WORTHWHILE COMMUNICATIONS CHANNELS?

One in three think social media can be distracting – for example, in employee communications. Nevertheless, Reputation Council members believe it's integral to their communications.



Base: 126 Council members

> **"Half-right. Because it is a distraction in a sense of it's a great tool and people are attracted by the fact that there is a lot of back-end data.**

IS SOCIAL MEDIA MORE IMPORTANT THAN TRADITIONAL MEDIA IN TODAY'S COMMUNICATIONS STRATEGIES?

This proposition sparked debate (especially from the ex-journalists on the Council!). Two broad conclusions emerged:

- They are complementary; traditional media increasingly relies on social feeds, and in turn contextualises and interprets social content for its audiences. Corporates can ignore neither channel.
- Both forms of media are important; the 'ranking' will depend on the sector, audience and issue. But, without question, social is becoming ever-more important for corporate communicators.

Base: 131 Council members

> **"Everything has converged so it is all-important.**

In 1983 Theodore Levitt published his classic treatise 'The Globalisation of Markets' in Harvard Business Review. His central contention was that advances in communications and technology were leading to a more homogenous world, indeed, a world where uniformity in consumer tastes would increase and global brands would flourish by delivering the same proposition and experience – regardless of location.

Reality seemed to support Levitt's contention as companies such as McDonalds, Levi's, Toyota and Panasonic exported standardised products (and marketing campaigns) around the world. The concept of the 'global consumer' was in the ascendancy and businesses aligned their organisational structures accordingly. Decision-making became centralised with the focus on global business units rather than individual countries.

GLOBAL VS LOCAL

Local relevance is climbing the corporate agenda for global businesses and reputation management has a vital role to play in getting the global versus local balance right.

01 **Globalisation and the growth of the digital economy make it increasingly important for businesses to understand cultural norms, customer expectations and regulatory views across every market.**

02 **Conversely, as the media, political pressure groups, and investors have become global, local incidents can now quickly escalate into global reputation crises.**

03 **Reputation Council members are clear that the balance between local market needs and global strategy requires experimentation and analysis, as well as evidence-based trust.**

Perhaps not surprisingly, the same principles permeated global reputation management: The idea that an organisation and what it stands for should be consistently expressed regardless of the location and cultural context. Ideas such as vision, purpose and core values were seen as essential truths that underpinned the corporate reason for being. They needed little in the way of adaptation to local needs or sensitivities and were at their best when unadulterated.

This doctrine held true for a number of years but became increasingly questioned with the emergence of fast-growing economies such as China and India, which spawned increasingly powerful local competitors. Consumers no longer needed to default to global brands as local companies were producing products and services that were catching up in quality and brand appeal. It became apparent that local relevance was climbing the corporate agenda for global businesses and that reputation management had a vital role to play in getting the global versus local balance right.

It's in this context that we decided to ask our Reputation Council members from around the world to share their thinking with us in this area. Our findings fell under a number of clear themes: authenticity; measurement; autonomy; and digital and social media.

AUTHENTICITY

In an environment of increased scrutiny of global corporates in domestic markets, corporate communicators report the growing importance of translating global strategy into authentic localised outputs.

To do this effectively, corporate communicators must have a deep and evidence-based understanding of both the role of localism in driving reputation in the domestic market and local stakeholders' expectations of the corporate entity, and then be empowered to turn broad global strategies into effective domestic communication plans, backed up by meaningful practical demonstrations of the entity's commitment to the local market.

In addressing this challenge, many Council members referred to one of the bedrocks of good reputation management: authenticity. It emerged that if an organisation has done the groundwork in developing and embedding a strong corporate brand strategy internally, it will be well positioned to apply a specific market or stakeholder lens to this strategy to develop and tailor external communications that are authentic. That is, they're true to the master strategy and relevant to specific markets or stakeholder groups, and will not put the business in a position where it is communicating in one market or with one stakeholder group in a way that compromises it with another.

unsplash.com/@benwhitephotography

> **"The stakeholders in each market whose views make up your reputation are shaped by their cultural, historical, political and market differences. There is a culture in every country that is different, no matter what global strategy you're trying to deploy.**

> **"We have to operate with sufficient consistency so that we bring the same value set and value proposition wherever we operate around the world. We have to do this whilst also knowing that different audiences care about different things and therefore expect different things from you. We must appreciate this balance, else we risk not being authentic.**

> **"Stakeholders don't expect you to be a global brand, they expect you to be a local brand. When they interact with us, they interact in the local context.**

MEASUREMENT

As barriers to global business continue to diminish and the world becomes smaller, many businesses find themselves in new markets and new regions, managing different cultural norms, customer expectations and regulations. It's normal in these situations to wonder why a company's reputation varies by market, much as a reputation may vary by stakeholder audience. The majority of Council members we spoke with recognise this complex environment and understand that it's nearly impossible to have a consistent, unified reputation across markets.

> **"It's impossible. A general theme could come through, but it's different at the local level. You can create a general belief about an organisation, but not a unified reputation across markets.**

Within this context, most global communicators and marketers aim to develop a consistent global positioning strategy and framework that has the flexibility to be tailored to local markets, and also strive to demonstrate a long-term commitment to the local markets where they operate.

> **"It's critical to understand reputation by market and have an umbrella narrative globally but understand that different markets, different cohorts and different subgroups are going to require pushes and pulls that are nuanced in the messaging. That will always be the case. Unless you have that diversified approach, you're likely to fail at a global approach. The more global we get, the more local we get.**

Additionally, this localisation of messaging and communications within the broader global context requires strong teams and partners on the ground.

> **"You need respect for regional and country communicators. They know the local market better than anyone else. Companies should be listening from the bottom up, not the top down.**

Nearly all the Council members interviewed indicate that they evaluate their company's reputation globally to provide the insight necessary to tailor their strategies and understand how to prioritise messaging and communications to local markets and various stakeholders. In many instances, this reputation measurement informs everything these companies do – programme prioritisation, partnerships, key messaging, stakeholder prioritisation, resource allocation, etc.

> **"It helps you to invest where it's needed, but also get ahead of pushback. Research is a guiding tool for resource allocation and to measure the success of programmes.**

Reputation measurement plays a critical role in the long-term strategy for local markets, and in the words of one of our Council members:

> **"You can't improve what you don't measure.**

AUTONOMY

Our research suggests that tailoring corporate communication to local markets has become more important in recent years. Council respondents point out that it is vital to find a balance between local market needs and corporate-level strategy. The alignment builds on continuous exchange and relationships of trust.

The paradox is that the media, political pressure groups and investors have become global, but it is precisely this global perspective that has made local reputation problems more urgent. Today, a local reputation issue has the potential to grow into a global reputation crisis. On the flipside, communication tools on hand today have also made it easier to tailor global strategies to local particularities.

Mixing global and local communication strategies brings different points of view to the table. The way businesses talk to clients or organise a campaign and the images they use to build a corporate brand differ greatly between Saudi Arabia, China and Sweden. What matters depends on local cultural values, including religion. It is this broader context that needs to be considered when building communication strategies. Blending local and global communication can be a source of refreshing innovation.

Council members agree that the balance between global communication objectives and local needs has got to be right. Companies experimented with a spectrum ranging from totally autonomous local to totally centralised global communication strategies. There is no one-size-fits-all solution.

Whilst global narratives set the broad framework of a strategy, alignment with local needs is important. Both ought to be interlocked. Continuous exchange with local communication experts is necessary to achieve this. Local communicators should have a degree of autonomy, because they are the ones with robust knowledge of their local communication landscape. This autonomy presupposes trust in the vernacular expertise of communication teams on the ground.

> **“There are also questions of internal governance: What is the relationship between the holding company and its local market branches? How much autonomy do you grant local communicators? How far can this be, or should this be, controlled centrally?**

> **“On the corporate level, we must understand that it is very well possible for a local reputation issue to grow into an existential global reputation crisis. A system must be in place that allows communicators to allocate resources and to react with precision on the ground.**

80%

of Council members working in multinational companies analyse perceptions of their sector or business across different countries.

DIGITAL AND SOCIAL MEDIA

For global businesses, digital and social media have dramatically increased public scrutiny of local operations. What may once have been considered local incidents can now quickly escalate into global reputation crises. At the same time, connecting with local consumers and stakeholders increasingly requires tailored engagement at a local level.

The challenge for global businesses is therefore a simple, if paradoxical, one: to build a reputation that is globally consistent and at the same time locally relevant.

In last year's Reputation Council report, we discussed how equity flows between corporate and product brands, offering both opportunities and threats to corporate communicators. The same principle applies to reputational equity flow between regions. And this flow has been accelerated by the growth of digital media, which has collapsed the barriers to information flowing between regions. In this environment, inconsistency of positioning or behaviour between regions becomes a threat to global businesses.

Reputation Council members stress the importance, therefore, of establishing a principle or framework that anchors corporate behaviour and messaging globally. This is the role of the corporate brand. As described in Ipsos's white paper, 'Brand Purpose: What's the point of you?', part of the purpose of brand positioning is to act as the "guardrails for communication."

> "**The growth in digital media in the last 20 years does mean that being able to segregate reputation by geography is not really tenable.**

Read more
Brand Purpose:
What's the point of you?

www.ipsos.com/en-us/knowledge/media-brand-communication/brand-purpose-whats-the-point-to-you

FINAL THOUGHTS

It's clear that the world has indeed changed since Theodore Levitt mused on the role of the global brand over 35 years ago. Global marketing and communications are no longer homogenous; we now live in a world where brands and reputations are seen through the prism of local market needs and expectations.

Council members clearly recognise this change and are working with CEOs and other members of the senior leadership team to implement communication and business strategies that achieve the right balance between globally consistent and locally relevant messaging.

However, given the rise of connected and savvy stakeholders, it is imperative that such strategies are built on the pillars of:

- **Authenticity** – behaviour is aligned to communications
- **Autonomy** – power is devolved wherever possible
- **Digital and social media** – understanding their role in breaking down barriers
- **Measurement** – objective assessment of progress

QUICKFIRE

SHARED VALUES

IS SOCIETY SO POLARISED AT THE MOMENT THAT COMPANIES NEED TO PICK A SIDE IN ORDER TO THRIVE?

In our last Reputation Council report, we saw that more than half (56%) of members believe that their consumers now expect them to take a stand on socio-political issues. These stances should be firmly rooted in the company's purpose, values and behaviour.

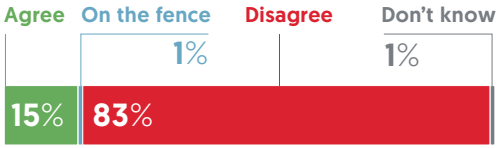
By contrast, in this wave, seven out of ten Council members say that picking a particular side – in a world that's increasingly polarised and confrontational – is probably a step too far. To do so, businesses would, in most cases, risk alienating significant proportions of their customers or stakeholders. Even for the one in four members who agree with picking a side, this very much depends on the specific issue at hand.

Base: 124 Council members

> **That is a very dangerous route to go down... It was a very courageous move for Nike to take a stance in their latest campaign. Most companies do not thrive if they put two fingers up to a significant proportion of their potential customer base.**

IS CSR DEAD?

Reports of CSR's death have been greatly exaggerated. Better to say that in many Council members' businesses, it has matured from simple corporate philanthropy into something more integrated, rigorous and genuinely aligned with the company's purpose.



Base: 126 Council members

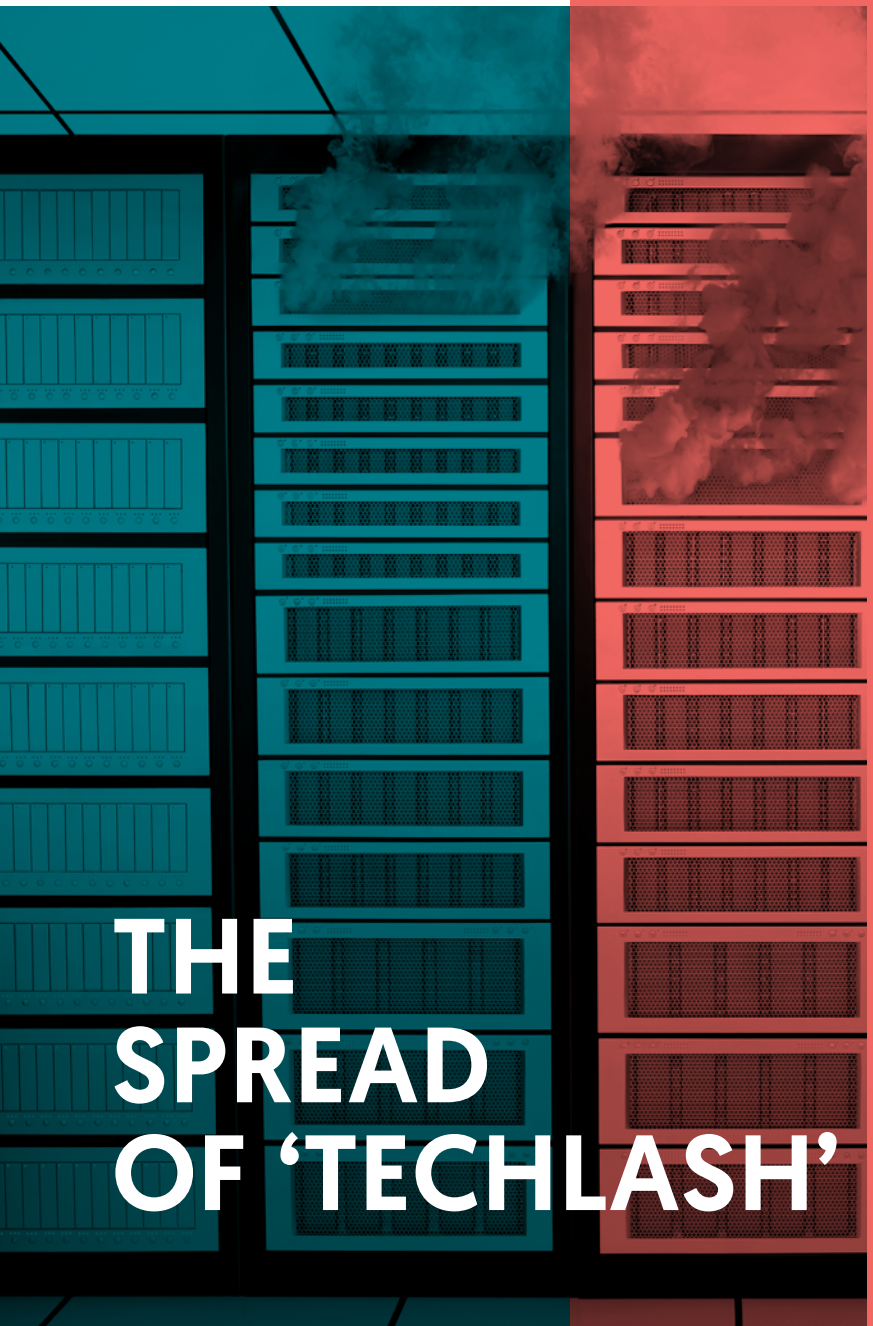
> **So whatever you call it, the actions still need to be there. Where it is moving to is more formality and more measurement and more scrutiny, so you can't fluff that any longer with a bit of money to a good cause. You need to take it seriously, you need to show progress and, again, you need to do it long-term and aligned to what you do as an organisation. You can't sugarcoat the issues you might have.**

WILL CONSUMERS IGNORE POOR CORPORATE BEHAVIOUR AS LONG AS THEY GET PRODUCTS THAT ARE GOOD AND CHEAP?

Council members recognise that our self-interest will often trump reputational concerns about the company we're buying from – "people want good stuff and they are willing to put up with a little bad behaviour in order to get that." But members also see a growing trend, especially among activist millennials and Gen Z, and driven by ever-more available information, to factor a company's reputation into their purchase decisions. For these consumers, is good corporate citizenship now a basic hygiene factor, rather than a differentiator?

Base: 131 Council members

> **We believe that consumers more and more expect certain behaviours from a company and they even want to be able to buy products so that they can contribute to a better society. So the products need to enable them to contribute to a better society. Not all consumers and not everyone, but a growing number of consumers.**



THE SPREAD OF ‘TECHLASH’

01 Technological backlash doesn’t just affect tech companies; a majority of Reputation Council members across all sectors say that tech issues, particularly around the use of personal data, have become more important to them.

02 There are three key areas that communicators need to watch out for to protect companies’ reputations: data security, new international regulations and standards, and fake news.

03 Techlash is no different to the reputational challenges that many other sectors have faced in the past, and traditional communications techniques – understanding different stakeholder perceptions, message testing, horizon scanning, and crisis preparedness – are key to tackling the threat.

How can businesses respond to the reputational challenges of technological change – including privacy, data leaks, advertising practices, and AI and automation?

If you're not worried about the impact of techlash on your company, perhaps you should be. Techlash was defined by the Financial Times as 'the growing public animosity towards large Silicon Valley platform technology companies and their Chinese equivalents' when it chose the term as one of the defining words of 2018.

But technology issues are increasingly shaping the reputations of businesses in every sector.

Our own Ipsos research shows that these concerns are key issues for stakeholders, particularly around data privacy, where lack of understanding means groups as diverse as media, consumers and government make assumptions about how their data is being used and misused by companies in practices that aren't explained.

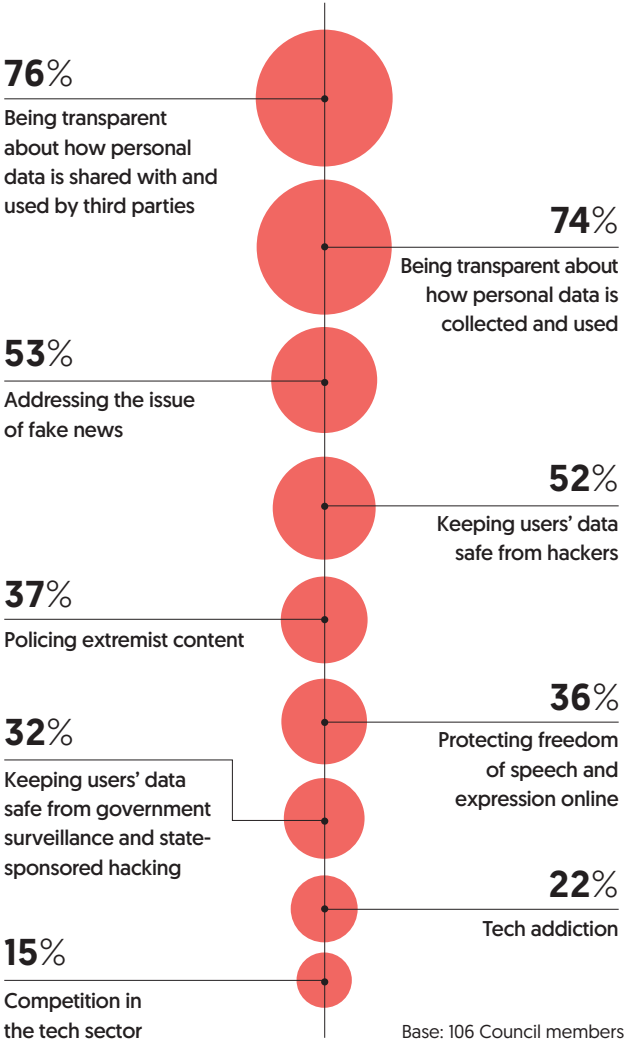
Council members have plenty of advice for preparing for these issues, but Ipsos says: keep ahead of what stakeholders know (or think they know) about your company.

In 2018, tech companies came under scrutiny again – this time, not because Apple was claimed to be funnelling profits through Dublin, or Samsung phones were exploding, but for reasons much more closely tied to their core business: data use and misuse by tech firms and third parties, 'fake news', and the threat of hackers.

But these issues don't just affect tech companies any more. Three quarters of Council members say that transparency around data collection and usage has become more important to them since techlash started, and more than half are concerned about 'fake news'.

The vast majority (86%) of Council members expect these issues to affect their own companies – and those who don't either don't require personal data for their business model or are confident that they have prepared enough already to avoid being affected.

WHICH, IF ANY, OF THE FOLLOWING ISSUES DO YOU THINK HAVE BECOME MORE IMPORTANT SINCE TECHLASH STARTED?



Base: 106 Council members

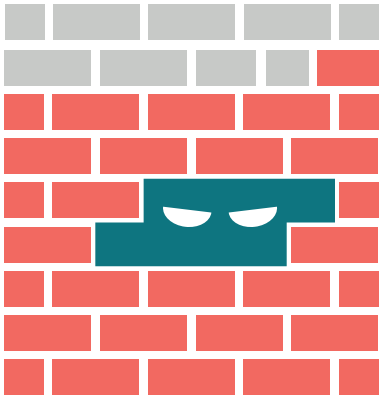
There are three particular areas that Council members mentioned when we asked why they expected techlash to affect them.

ALL COMPANIES ARE DATA COMPANIES NOW

There are few companies in the world which don't collect data as part of doing business, whether that's consumer, supplier or client information. As one Council member put it, "companies will become just as much data companies as they are health companies." The smart dashboard in your car means that companies like Nissan or General Motors hold much more data on customers than even 20 years ago. Supermarkets can email you when your favourite brand of toilet paper is back in stock.

The more data is collected, the more stakeholders want to know what exactly the company is doing with the data. In the era of smartphones, many of the data connections are transparent but baffling – why does your new gaming app need access to your Facebook data? For some companies, data security is nothing new. Council members in the banking sector claim that they are ahead of the curve, having had stringent data protection mechanisms in place since before the World Wide Web. Being early adopters has paid off: Ipsos Global Trends data from 2016 shows that more people trust banks with their data than any other type of business. For other companies, it will mean a change in how they think about themselves. No matter where you work, working in corporate communications means you may soon face questions about what data your company collects and how it is shared and used.

86%



of Council members expect data and privacy issues to affect their own companies.

> **"The big challenge is that the digital world is based on data, while our company is not used to dealing with data. We need to develop competencies and expertise in data management and privacy. Developing new competencies is always a big challenge.**

> **We will have to review and follow the legislation on private data that has just arrived in Europe. It is necessary to discipline the company, establish rules and criteria to respect these laws. So the impact on the company is difficult, but it does not endanger the life of the company, we just have to adapt the organisation.**

EUROPE REGULATES THE WORLD

2018 was the year that the European Union's General Data Protection Regulation (GDPR) took force – and you could hardly avoid it. Certainly, our Council members around the world felt its force. Communicators working in Europe mention the steps their companies took to become compliant – but in our interconnected world, what happens in Europe has ramifications much further afield. Some Council members from outside the EU say that they have taken GDPR as their starting point, both for dealing with European stakeholders (a legal requirement) and for assumptions about how data protection standards might be rolled out across the world in the future.

We know from our wider research that the general public in the UK are more clued up on GDPR than you might expect.

Its adoption has not yet started to make an impact on how much the public trust the organisations and industry sectors that use our data most frequently and on the largest scale. But communications leaders should expect a more knowledgeable public to ask more questions in the future.

Read more

The Ipsos MORI Almanac 2018: Can GDPR restore our trust in business?

almanac.ipsos-mori.com/1656-2/

FAKE NEWS

The word of the year from 2017 shows no signs of going away in 2019. Communicators must still watch out for the implications of fake news scandals. They can happen in public places (the new town halls of Facebook and Twitter) or in private groups (encrypted services like WhatsApp), and each location requires a radically different response from communicators.

Council members talk about two of the main threats from fake news.

- Lies about their companies can spread like wildfire, and corporate rebuttals don't have the same virality as the initial stories. One Council member states: "Power is actually in everyone's hands. Today a fake news [story], if well crafted, does not have to be made by a large vehicle, and it has a greater destructive potential than anything else."

- All companies have good stories they want to tell, but some Council members fear that the pervading atmosphere of distrust means the public won't believe them. "You have to understand how you can use this digital world in a healthier way by letting people know that your [communications] are not fake news, they are not untruths. When I run a campaign, I have to have a certain credibility."

We have to remember that cultural context is a force at play here. Massive closed groups, through which false stories can spread, are much more prevalent in developing markets than in developed economies. And Ipsos research in 27 countries shows that the crisis of trust in traditional media sources is more overblown than we might think: it is a problem in established markets, true, but developing markets report an increase in trust in professional media outlets. Whatever your target audience, it's important to find out where they get their news, and what credibility they put in individual publications – including your company communications.

> **"Nowadays, on social networks, people often build their own fictional world, pretending to do wonderful things that they do not actually do. Conversely, [we have] real incredible stories to tell and, paradoxically, find it difficult to prove that such stories are true.**

Despite the different forms that technological backlash can take, Council members advise four key ways to keep on top of the story.

01 The fundamentals of communications haven't changed. Be clear and transparent, and communicate openly and honestly. Much of the tech-related suspicion facing corporates at the moment stems from a lack of understanding among the public – something that doesn't just affect technology companies, but all companies which use personal data.

02 Get ahead of the story. Council members perceive that many tech companies are playing catch up, reacting to stories as they explode, rather than defusing them before they begin. For all companies, regular horizon scanning can help you keep track of issues as they start to emerge. Many of our research programmes among senior publics take this long-term approach, helping our clients understand where they might be in five years' time as well as what needs to be fixed right now.

03 Be more joined up. Members observe that changes and uncertainty in the policy or public environment don't affect any company in isolation. Over the years that we've been conducting reputation research for some of the biggest companies in the world, we've seen that, rightly or wrongly, sector reputations often rise and fall as one. Even audiences that you hope know better, like senior legislators, often get confused about whether a story they heard involved company A or company B. It's important to know what issues 'belong' to a sector and what 'belong' to individual companies from the external perspective. There are areas in all sectors where a united approach can make a bigger difference than individual efforts, even for some of the largest companies in the world.

04 This is part of growing up. Many Council members are sanguine about the challenges that the tech sector is facing at the moment because they've been through it themselves. They view it as a sign of a maturing sector. Perceptions of the tech sector will settle, but it is important for businesses to communicate their viewpoint so that this settlement doesn't happen without their involvement and isn't to their detriment.

> **"At some point people will understand and say: okay, it's not just in social networks, it's how companies are using my data, and this will affect other sectors.**

> **"Our company must think and operate as if observers were always present, and perfection must be the goal: if consumers observed what we do, they would say that it is perfect. Nobody is perfect, but we strive for continuous improvement.**

The Ipsos Corporate Reputation team will be exploring Techlash through a series of reports throughout 2019 – examining the reputation of the tech industry, the implications of AI and automation, assessments of fake news and measures to tackle misinformation, and assessing whether trust in the tech sector will shape its expansion into new markets.

For more information on our techlash research programme, please email reputation@ipsos.com.

ABOUT THE IPSOS REPUTATION COUNCIL

Established in 2009, the Ipsos Reputation Council brings together senior communicators from some of the most respected corporations in the world.

The Reputation Council's mission is to increase understanding of the issues and challenges facing communicators in the corporate environment, as well as capturing expert views on key trends, issues and events in the wider world. Each sitting of the Reputation Council provides a definitive guide to the latest thinking and practice in the corporate communications world. This thirteenth sitting of the Reputation Council involved 154 senior communicators based in 20 different countries.

REPUTATION COUNCIL PARTICIPANTS 2018

Name	Organisation	Role
Clayton Ford	7-Eleven	GM – Corporate Affairs
Louise Fernley	AB InBev	Public Relations and Communications
Alexander Machowetz	ADAC	Head of Corporate Communications
Lisa Harrington	AGL	Executive General Manager, Stakeholder Relations
Marie Hosking	Air New Zealand	Head of Communications
Tor Odland	Aker Solutions	Head of External Communications and Sustainability
Suresh Vaidyanathan	Alibaba Mobility	Head of Corporate Affairs
Mike Aabram	Allstate	Director, Executive Communications & Administration
Heloisa Joly	Ambev	Communication Manager
Nick Johnson	Anesco	Communications and Marketing Director
Cesar Vargas	Anheuser-Busch	Vice President, Legal and Corporate Affairs
Sarah Fornier	ANIA	Communication Director
Nick Gabery Adams	Arjo	Vice President, Marketing Communications & Brand Management
Christian May	ASB	General Manager – Head of Corporate Communications
Antonella Massari	Associazione Italiana Private Banking	Segretario Generale
Cémine Acharian	Autorité de Sûreté Nucléaire	Information, Communication and Digital Uses Director
Francesco Delzio	Autostrade per l'Italia	Head of External Relations, Institutional Affairs and Marketing – Executive Vice President
Raj Kumar	Aviva	Global Director, Corporate Reputation and Brand Governance
Chris Wermann	Avon	Group Vice President and Chief Communications Officer, President Avon Foundation for Women
Miguel Trucco	Aysa	Public Relations Manager
Giles Croot	Balfour Beatty	Group Head of Communications and Investor Relations
Andrea Ragaini	Banca Generali	Vice Direttore Generale Wealth Management, Mercati e Prodotti
Alex Torres	Banco Pichincha	Administrador de Imagen Institucional
Lise Lemonnier	Bayer France	Head of Communications
Tony Cudmore	BHP	Group Sustainability & Public Policy Officer
Justin Sherwood	BILD GTA	Senior Vice President, Stakeholder Relations and Communications
Dr Sebastian Rudolph	Bilfinger	Head of Corporate Communications & Public Affairs
Fernando Careli	Bimbo Brasil	Head of Corporate Affairs
Angelika Thielen	Bitburger Braugruppe	Head Of Corporate Communications
Bertrand Cizeau	BNP Paribas	Head of Group Communications / Deputy Head of Company Engagement

Reputation Council Participants 2018

Name	Organisation	Role
Judith von Gordon	Boehringer Ingelheim	Head of Media and PR, Corporate Spokesperson
Grant McLaughlin	Booz Allen Hamilton	Vice President, Corporate Affairs
Pierre Auberger	Bouygues SA	Group Communication Director
David Bickerton	BP	Deputy Group Head of Communications & External Affairs
Ed Petter	BT	Group Corporate Affairs Director
Sascha Cumia	Campari Group	Managing Director Italy
Enrico Bocedi	Campari Group	Corporate Communications Director
Florence Lépany Duval	Carrefour	Deputy Communication Director Group & France
Will Clarke	carsales.com	Head of External Communications and Investor Relations
Julian Hunt	CCEP	Vice President, Public Affairs and Communications
Francisco Lebrija	CEMEX	Global Corporate Communications and Public Affairs Head
Guy Matthews	CitiBank	Managing Director - Head of Corporate Affairs
Leonardo Cerda Cortés	Claro Chile	Corporate Affairs Manager
Paul D. Maidstone	Codelco	Corporate Director of Environment Affairs
Michael Neuwirth	Dannon Company	Senior Director of Public Relations
Natalia Berenguer	Danone	General Secretary, Iberia, Greece & Italy
Ligia Camargo	Danone	Head of Communication and Sustainability
Michael Schlechtriem	Deutsche Telekom	Corporate Communications - VP Digital Transformation & Development
Axel Loeber	E.ON	Head of Global Brand and Marketing
Denise Coelho	Edenred	Marketing Director
Pablo Alfredo Comba	Edenred	Public Market Manager
Martin von Arronet	Electrolux	Senior Vice President Corporate Communications
Melissa Lauer	EMD Serono	Director, U.S. Oncology Communications
Dr Jens Schreiber	EnbW	Senior Vice President Corporate Communications and Corporate Marketing
Henrik Øinæs Habberstad	Equinor	Creative Director
Matthias Ruch	Evonik	Head of External Communication
Steven Soper	ExxonMobil	Senior Communications Advisor
Lauren More	Ford	Vice President, Communications
Will Spiers	GE Healthcare	Global Head of External Communications and Reputation
Gustavo Gastelum	General Motors de Mexico	Director of Government Relations and Corporate Affairs

Name	Organisation	Role
Nelson Silveira	General Motors Mercosur	Corporate and Brand Communications
Øystein Thoresen	Gjensidige	Head of Communications
Julia Sobrevilla	Graña y Montero Holding	Public Affairs Corporate Manager
Karina Fogel Kaplan	Grupo Bimbo	Corporate Communications Director
Liliana Mejía	Grupo Bimbo	Global Head of Corporate Affairs
Luca Josi	Gruppo TIM	Brand Strategy, Media & Multimedia Entertainment Director
Soren Hagh	Heineken Italy	Managing Director Italy
Atsushi Konno	Hitachi	General Manager, Group Brand Strategy Department – Corporate Brand & Communication Division
Hans Daems	Hitachi Europe	Group Public Affairs Officer
Ruiqi Lin	Huawei Technologies Co., Ltd	Senior Vice President
Bryce Davies	IAG	General Manager – Corporate Relations
Kai Boschmann	International SOS	Chief Marketing & Communications Officer
Francisco Lucio Mandarino Moraes	Ipiranga	Executive Marketing Manager
Sarah Colamarino	Johnson & Johnson	VP, Corporate Brand
Joanna de Koning	Just Eat plc	Head of Corporate Communications
Rupert Maitland-Titterton	Kellogg's	Senior Director, Corporate Affairs, CSR & Sustainability, Europe
Thomas Barbelet	Keolis	Group Marketing, Brand and Communication Executive Director
Nicola Marsden	Kier Group	Director of Group Communications
Steve Lombardo	Koch Industries	Chief Communications & Marketing Officer
Patrick Sabatier	L'Oréal Brasil	Director of Institutional Relations
Pablo Sánchez Liste	L'Oréal Argentina	CCO/CMO
Jon Sellors	LV	Head of Corporate Communications
Mariana Lucena	Mars	Corporate Affairs Director
David Reilly	Mars	Vice President Corporate Affairs
James Issokson	MasterCard Worldwide	Senior Vice President, Communications and Digital Marketing
Paul Hegna	Møller Mobility Group	VP Communication & CSR
Marcello Gelo	Mutti Spa	Global Marketing Director
Barney Wyld	National Grid	Group Director Corporate Affairs
Sara Peredo	Natura Mexico	Director of Corporate Affairs
Julian Regan-Mears	Neptune Energy	Director of Corporate Affairs

Reputation Council Participants 2018

Name	Organisation	Role
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Håkon Mageli	Orkla	Group Director, Corporate Communications & Corporate Affairs
Martin Bachler	Osram	Director Corporate Communications & Brand Strategy
Rob Skinner	PayPal	Director, Acting Head of Communications, PayPal EMEA
Regina de Carvalho Teixeira	PepsiCo	Corporate Affairs Director
Dana Gandsman	Pfizer	Senior Director, Reputation Communications
Aimee Goldsmith	Procter & Gamble	Head of Communications Northern Europe
Tim Fassam	Prudential plc	Director of UK Public Affairs
Roger Lowry	QBE Insurance	Head of Communications and Marketing
Peter Edwards	RB	External Communications Director
Patty O'Hayer	RB	Global Head Communications & Government Affairs
Paul Abrahams	RELX Group	Head of Global Corporate Communications
Blair Dickerson	Rio Tinto	Vice President, Corporate Relations
Brad Haynes	Rio Tinto	VP – Corporate Relations
Jamie Nicholson	Roche	Corporate Affairs Manager
Guy Esnouf	RWE npower	Head of Communications
Gaetano Colucci	Saipem	Direttore Sustainability, Identity and Corporate Communication
Bernhard Kleinermann	Salzgitter	Director Corporate Communications
Pius Hornstein	Sanofi	Country Chair Sanofi Group Brazil and General Manager Pharma
Rob Colmer	Shell	External Relations Manager
Gianfranco De Marchi	SIA	Communication Director
Dr Heike Bernhard	Siemens	Director Communication Performance Measurement
Stéphane Chéry	SNCF	Brand and External Communication Director
Alejandro Hörmann Orezolli	Sodimac	Corporate Communications Manager
Céline Dojwa	Sopra Steria	Group Communications Director
Frank Staud	Stada	Executive Vice President Corporate Communications, Branding and Sponsoring
Marcela de Macedo Porto	Suzano	Corporate Communication Executive Manager and Ecofuturo Institute Superintendent
Abhinav Kumar	TATA Consulting	Chief Marketing & Communications Officer – Global Markets
B.J. Talley	TE Connectivity	Global Head of Communications
Susana Gallego	Telefónica	Head of Reputation

Name	Organisation	Role
Fiona Maharg	Telefónica	Director of International and Financial Media Relations
Eduardo Puig	Telefónica	Director of Stakeholder Engagement and Corporate Reporting
Alvaro Valdez	Telefónica	Director of Institutional Relations, Communications and Corporate Sustainability
Atle Lessum	Telenor	SVP & Head of Telenor Group Communications
Tully Smith	Telstra	Corporate Affairs Manager
Gérard Benedetti	Tereos	Group Communication and CSR Director
Maylis Carçabal	TF1 Le Groupe	Communication and Brands Director / Vice President Communication and Brands
Mike Phifer	The Coca-Cola Company	Senior Director, Global Corporate Reputation
Matthew Grossman	The Walt Disney Company	Vice President Corporate Communications, Publicity & Corporate Citizenship and GM Healthy Living (EMEA)
Gabriela Rosello	Total Austral	Public Affairs Manager
Viviane Regina Mansi	Toyota	Communications and Public Relations Regional Director
Martin Riecken	TUI	Head of Corporate Communications
Maggie Lloyd	Uber	Corporate Communications Lead
Michelle Wood	Uber	Director of Communications
Max Hohenberg	UniCredit Spa	Head of Group Identity & Communications
Paul Matthews	Unilever	Head of Communications
Paul N. Cohen	Visa	Senior Vice President / Chief Communications Officer
Alexander Leinhos	Vodafone (Germany)	Company Spokesman, Head of External Communications
Armando do Vale Junior	Whirlpool	Vice President for Latin America
Adriane Soares	Whirlpool	Junior Manager
Maribel Ferrero	WiZink	Head of Brand and Communication
Peter Metcalfe	Woodside	GM – Government & International Relations
Esben Tuman	Yara International	Vice President Corporate Affairs
Nathalie Darres	Zurich	Marketing and Communications Director

154 participants were interviewed as part of this year's Reputation Council. Ten people requested that their participation remain anonymous, therefore 144 names are shown here.

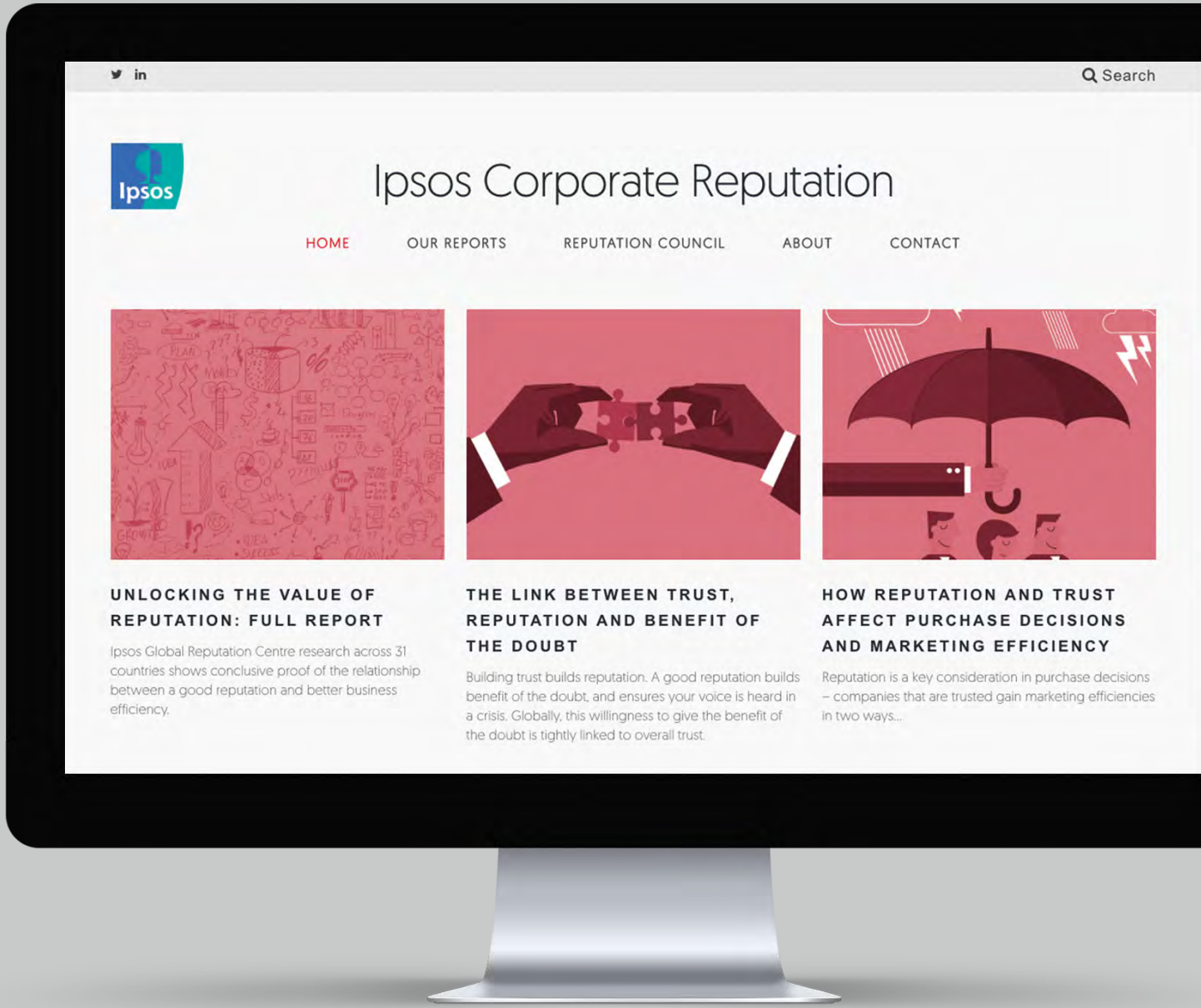
For more insight and analysis from The Ipsos Corporate Reputation team

Visit reputation.ipsos.com

Follow us on Twitter at twitter.com/ipsosreputation

The Ipsos Corporate Reputation team helps organisations build resilient reputations and stronger relationships.

This support helps organisations strengthen their reputation capital – the ability of a brand to command preference in the marketplace – and optimise its relationships across its stakeholders.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FURTHER INFORMATION

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