

THE REPUTATION COUNCIL

LATEST FINDINGS FROM
THE TWELFTH SITTING

THE CHANGING ROLE OF THE
CORPORATE COMMUNICATOR –
AND THE BIGGEST ISSUES THEY FACE

SHOULD COMPANIES ‘TAKE A STAND’
ON CONTENTIOUS POLITICAL AND
SOCIAL ISSUES?

HOW TO EFFECTIVELY COMMUNICATE
WITH MILLENNIALS

THE ROLE CORPORATE REPUTATION
PLAYS IN THE WAR FOR TALENT

HOW CONNECTING CORPORATE AND
PRODUCT BRANDS LEVERAGES AN
ORGANISATION’S REPUTATION

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METHODOLOGY

127 interviews conducted with Reputation
Council members between April and
August 2017.

THE REPUTATION COUNCIL

WELCOME TO THE LATEST REPORT FROM THE IPSOS REPUTATION COUNCIL.
OUR TWELFTH SITTING IS THE MOST INTERNATIONAL TO DATE, INVOLVING
INTERVIEWS WITH 127 SENIOR COMMUNICATORS IN 22 DIFFERENT COUNTRIES.

Our recent Ipsos Global Trends Survey of citizens around the world highlighted the relationship between the speed of change in society and the sense of insecurity people have about their future. In many ways the same issues are impacting reputation management and the corporate environment.

With the pace of change quickening, many companies are feeling challenged just to keep up. The established order is breaking down and agents for progressive change are no longer drawn solely from the public sector – companies are redefining their role within the context of the wider world and for many this can feel like strange and uncharted waters.

Given this complex and dynamic environment, we decided to ask Council members about the challenges they face in their day to day activities. We wanted to know how the modern day corporate communicator coped with this changing landscape.

We also felt members may have some interesting thoughts about corporate activism – specifically when it's right to take a stand and the risks and rewards of doing so. Building on this theme, we explored the importance of the 'employer brand' and asked the Reputation Council about its role in fostering reputation improvement from the inside and out.

In current times, we seem to have constant coverage around the importance of Millennials and the way in which companies are focusing on them in their communications strategies. We wanted Council members' perspectives on this issue. Are Millennials truly a different audience from a communications perspective? Do they really have a unique take on the world and do they behave in a way that is fundamentally distinct from anyone else?

Finally, we wanted to talk to members about one of the most important commercial issues in reputation management – equity flow. Specifically, the way in which good will or equity can flow in either direction between corporate and product brand(s) and the benefits this can bring.

We hope you find this issue of The Reputation Council report to be of interest and, as ever, would welcome any thoughts or feedback you may have.



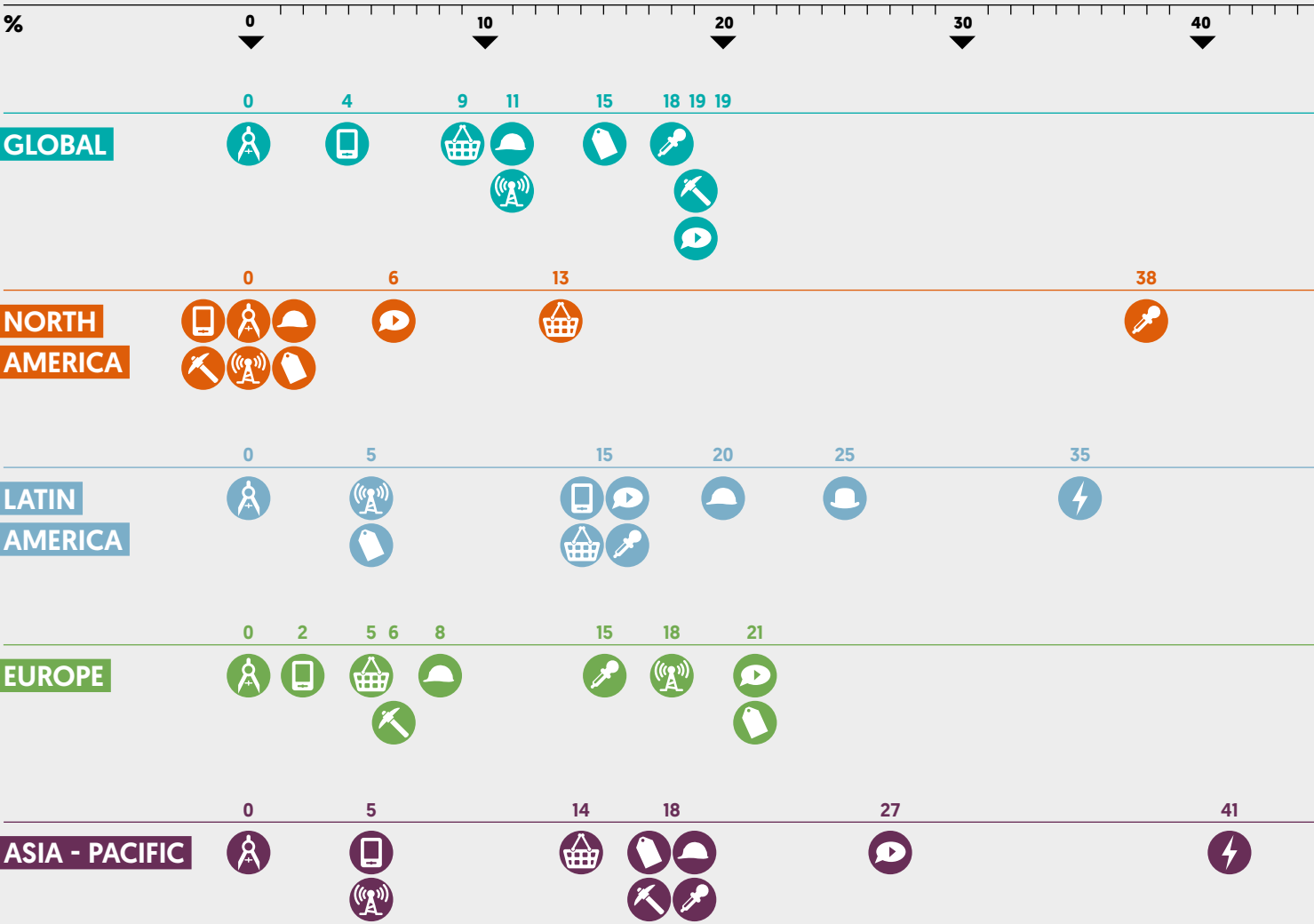
Milorad Ajder

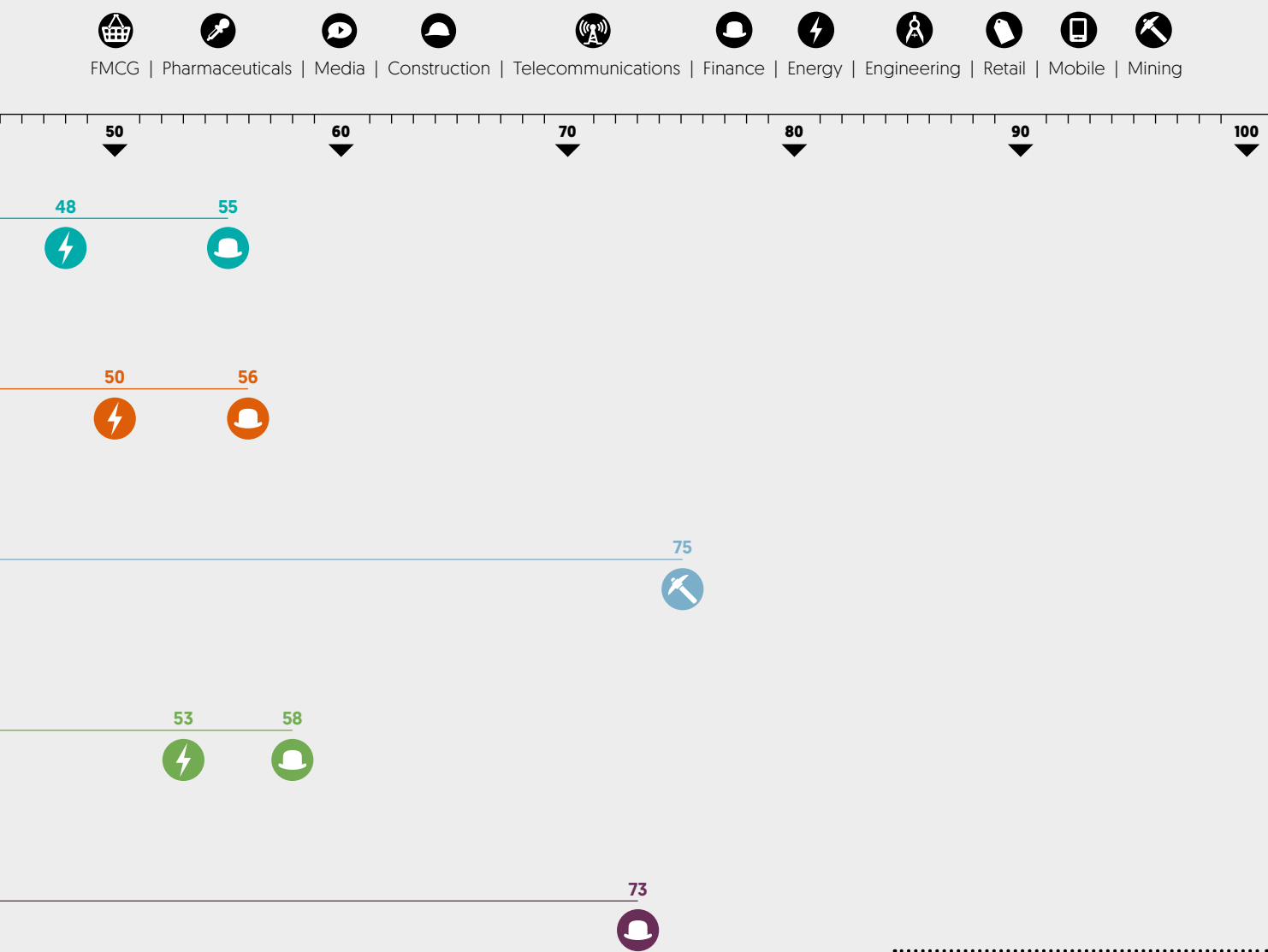


Trent Ross

GLOBAL PERSPECTIVES ON SECTOR REPUTATIONS

WHICH OF THE FOLLOWING INDUSTRIES ARE FACING THE GREATEST REPUTATION CHALLENGES AT THE MOMENT?





.....
Base: All Reputation Council members that answered the question – Global [120], North America [16], Europe [62], Latin America [20], APAC [22]

Global Perspectives on Sector Reputations

NORTH AMERICA

Despite almost ten years having passed since the financial crisis, the financial services industry continues to be seen as the sector facing the greatest reputational challenge in North America, mentioned by over half [56%] of Council members; 'there is still too much risk involved; the lingering effects of the global crisis'.

The energy sector also comes under scrutiny (mentioned by 50%), with climate change and alternative energy most mentioned as issues for the sector to address. Nominations for the pharma industry have risen slightly (now 38%). One Council member observes that 'a handful of players have led folks to believe that this is how all companies operate. One bad apple spoils the bunch'.



LATIN AMERICA

Perhaps unsurprisingly given the region's history and geography, mining is nominated as an industry facing reputational challenges by a significant proportion [75%] of Council members interviewed in Latin America. Members say the industry faces complex challenges, needing to balance generating revenue and employment for the region, while mitigating their impact on communities and the environment; 'through illegal mining, a negative impact was caused to vulnerable sectors, which has generated a collective feeling of rejection.'

EUROPE

In Europe, much as in North America, the financial services industry continues to feel the impact of the financial crisis, mentioned by six in ten (58%) as an industry facing reputational challenges. Council members also mention executive pay, cyber security, and a general lack of trust in banking as issues facing the sector, with members noting that 'the banks will likely always feature' because 'fundamentally, people don't trust the bankers'.

Mentions of energy have risen since 2016. While climate change and pricing remain issues for the sector to address, the impact of new technology (e.g. electric cars) on energy demand emerges as a new issue for the sector to take action on; 'if we suddenly get a massive shift to electric cars, even in the next 2, 3 or 5 years...where does that electricity come from?'



APAC

The financial services industry continues to struggle in APAC, mentioned by three-quarters (73%) of Council members this year. As in other markets, the legacy of the 2008 crisis continues to impact the sector, with other mentions including mis-selling scandals and negligent consumer lending. In particular, Council members say the sector faces the challenge of communicating complex issues in a clear, succinct way; 'their working is very opaque. And even when they try and explain, and become transparent, it's very complex.'

As in other regions, Energy emerges as a sector of concern this year, mentioned by two-fifths (41%) of Council members. Reliability, affordability and sustainability are the key issues to address.

The Life of a Modern Communicator



THE LIFE OF A MODERN COMMUNICATOR

KEY POINTS

Corporate communicators need to demonstrate a deep commercial understanding of the business issues their organisations face – this gives them credibility around the leadership table.

They operate in fast-moving and complex environments and need to be able to learn and adapt quickly.

Building strong relationships and networks with influencers and decision-makers (both internally and externally) is essential if they are to get things done.

There is little doubt that in the last 20 years we have witnessed the evolution of corporate communications from a predominantly PR orientated function to a more strategic all-encompassing management discipline.

This is in no small part due to the rise in the concept of the corporate brand – the idea that a company and what it stands for can provide added equity to its products and services as well as helping it to build relationships with a wide range of important internal and external stakeholders.

This change has led to the convergence of corporate strategy with corporate communications as companies seek to articulate their overriding purpose in a clear and compelling way.

What are the skills required by the modern corporate communicator?

Reputation Council members are adamant that the corporate communications function (or, more broadly speaking, corporate affairs) needs to be part of the strategic planning process. In other words, effective communications strategies can only be developed when senior communicators have an in-depth understanding of the business issues their organisations face:

If you are defining a policy of a business... you need to understand the business model.

Business partnering... and within business partnering I would look at having a deep knowledge of the business you are working with.



COMMUNICATORS
WORK ON AVERAGE
60 HOURS
A WEEK

In my view the best organisations are including their Communications Directors or Corporate Affairs Directors in the conversations about key business decisions right at the beginning.

However, many respondents also felt strongly that broader business knowledge was not the only priority for today's communicator. So-called 'soft skills' including empathy, judgement, flexibility, sincerity and enthusiasm were seen as vitally important in gaining the respect and support of colleagues and external stakeholders alike:

First of all an open mind and curiosity are important things; flexibility and the ability to cope with a rapidly changing environment.

An eagerness and hunger to understand what the big issues are and able to communicate them in simple terms... a good degree of intelligence, emotional intelligence... an inquisitive nature.

Flexibility, adaptability, curiosity and confidence.

Ultimately it's about being seen as a trusted advisor

There was a clear consensus amongst Council members that the ultimate goal for most communicators was to be seen by the CEO and leadership team as a trusted advisor. The reason being that when this status is achieved it provides a powerful 'platform' for the effective co-ordination of reputation management activities – both internally and externally:

One is trust and that is trust given you by stakeholders, whether that is internal or external.

That trusted advisor role is very important: it is important that you give a clear and unambiguous steer to the Board, the Executive Committee and the Chief Executive.

You need to have an ear at the top table. I wouldn't necessarily say you need to have a seat at it, but you definitely need an ear at the top table, so a strong relationship with the Chief Executive, Finance Director and key members of the C-Suite. Ideally you want to have control over different levers within the reputation tool kit.

There's no such thing as an average working day

Although it may well be a claim made by many functions within the corporate environment, there is no doubt that most Council members wholeheartedly believe that the average working day does not exist for them. The predominant view being that the nature of the corporate communications function within a global organisation means "that most of my days do not end up where I thought they were going to end at all."

Council members work an average 60-hour week (not including periodic monitoring of emails over the weekend, which 88% of Council members do). This covers activity within the head office environment but also conference calls with colleagues from markets in different time zones. To varying degrees, respondents divide their time between planning activities (strategy development, meetings with communication colleagues and other functions such as HR, campaign development, etc.) and responding to internal requests as well as unexpected external events (including potentially damaging issues):

There is no average day! Every day is different and throws up different issues, the ability to multitask and spin a lot of plates at the same time and that is driven by this hyper-connectivity of everything.



88% OF COUNCIL MEMBERS CHECK THEIR EMAILS AT THE WEEKENDS



I work with a proactive and reactive role. The proactive side is what I do to make the company appear somewhere, conveying a message. The reactive part is what I do when something appears in the media, a reputation crisis. This is difficult because it is unexpected. You need to act at a moment's notice.

There is no average day, that's the exciting bit about working in communications. No day is like the next. A challenge but also exciting.

Single biggest frustration

In many cases the size and complexity of the organisation they work for lies at the heart of many of the frustrations cited by Council members. Specific issues mentioned include the relatively slow pace at which change can be achieved, the difficulty of gaining access to the right people and the challenges in aligning messages throughout the organisation:

The most frustrating thing is not being able to get hold of the people you want to talk to, whatever the reason. They might be avoiding you or they are too busy.

To create the guidelines and policies needed to reach our long-term goals is difficult. It is a challenge to make sure we stick to our vision and that everybody in our organisation understands the importance of this.

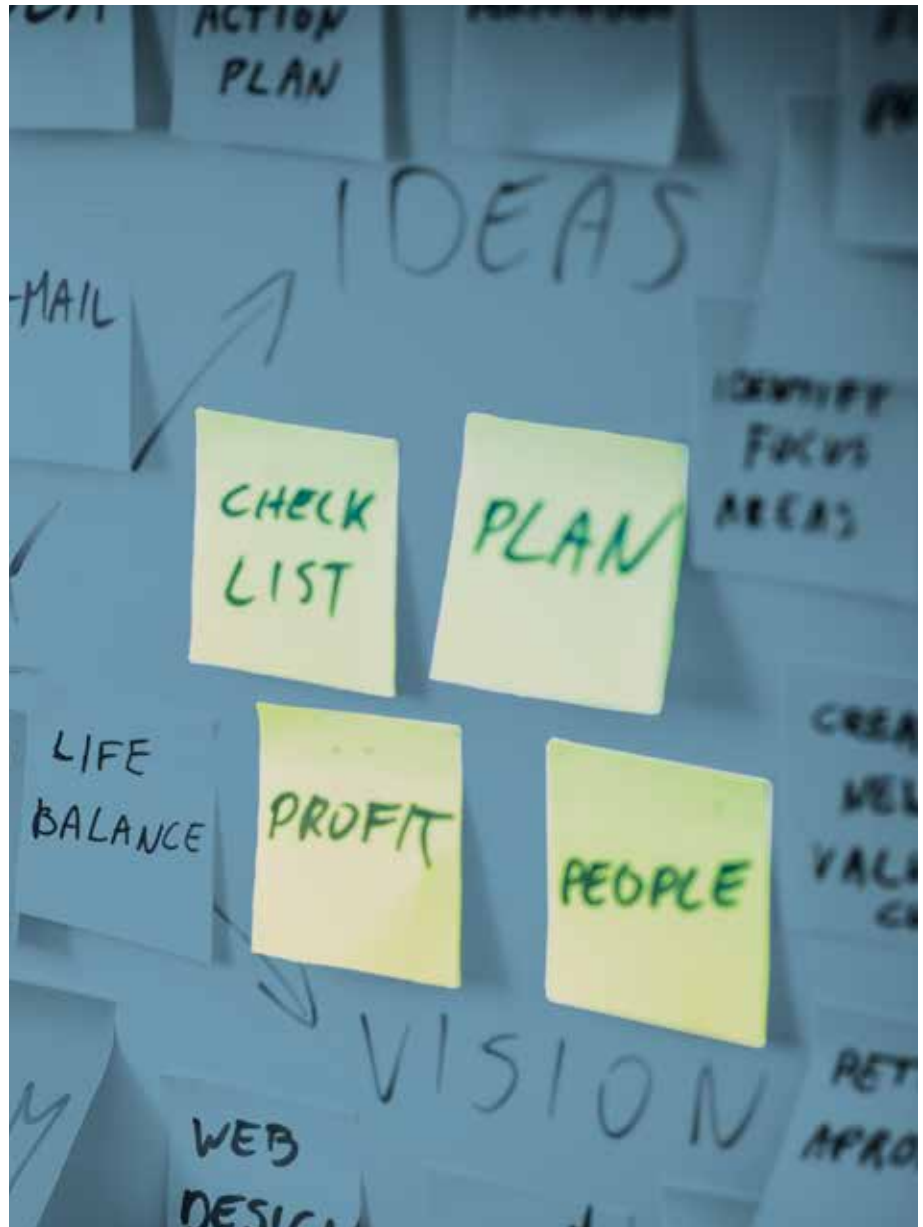
Internal bureaucracy – the length of time it takes to get things done.

Other frustrations include lack of resources and budget relative to the deliverables expected and lack of understanding or unrealistic expectations of the communications function – “expectation that communications can solve unsolvable problems”.

FINAL THOUGHTS

It's clear Council members believe the corporate communications function has never been more important to the long-term performance and health of the organisations they work for, although it is also clear that the function is highly scrutinised for evidence of its impact on business performance. Indeed, there are some individuals within the corporate environment who are still to be convinced that it should sit alongside other support functions such as HR and Marketing.

However, what is not in doubt is the determination of Reputation Council members to maintain the momentum that has driven communications and reputation management higher up the corporate agenda.



Taking a Stand – Do The Rewards of Corporate Activism Outweigh The Risks?



TAKING A STAND – DO THE REWARDS OF CORPORATE ACTIVISM OUTWEIGH THE RISKS?

KEY POINTS

Corporate activism is both an opportunity and risk, with Council members acknowledging both sides of the debate in equal measure.

There is widespread acknowledgement that corporate activism is expected by consumers, but is also very hard to do well.

Authenticity is the key, with campaigns that are true to your corporate values having the greatest chance of success.

In 1966 Robert F. Kennedy made a speech in which he referred to a Chinese curse “may he live in interesting times”. The world was an uncertain place in the 1960s, with risk and opportunity both abundant.

It seems history is very much repeating itself as social and political disruption gathers pace, alongside the myriad opportunities being created by the digital economy.

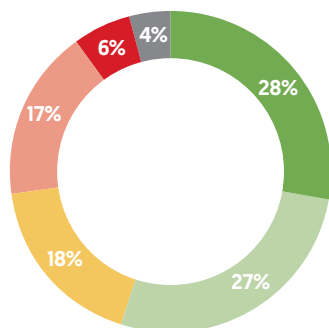
So what's the role of business given this backdrop? Can it be a force for progressive change in a world where anti-establishment beliefs are in the ascendancy? Or, indeed, will more companies choose to adopt a tone of 'regressive activism', for equally pragmatic or idealistic motives? More fundamentally, can the voice of business even be heard when the prism of fake news is applied to so much communication?

Well, Council members believe that businesses do have a licence, or even an obligation, to speak out on the big socio-political and cultural issues of the day (the environment, tolerance and diversity, and social justice are most often mentioned). This is nothing new – think of Lever Brothers, or Carnegie and Rockefeller in the US. In a world that seems more connected, but more polarised, than ever, the pressure is growing on businesses to connect with people in an authentic and meaningful way — to tackle issues that really matter to society as a whole rather than focusing purely on the bottom line.

Businesses are part of the community so they should have a view. Leadership should not stop at financial issues.

Taking a Stand – Do The Rewards of Corporate Activism Outweigh The Risks?

OUR CONSUMERS EXPECT US TO TAKE A STAND ON SOCIO-POLITICAL ISSUES



- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

Base: Reputation Council members [113]

In large part, Council members attribute this pressure to the growing expectations of customers, opinion formers and especially employees, who want to understand more about a company's purpose and values, before they invest their money, time or goodwill. Nowadays what your business stands for is as important as what it sells. People want reassurance that businesses can be on their side, understand their issues and be prepared to fight their corner.

This is borne out by a 2016 Ipsos study across 23 countries, in which 63% of the public said they tend to buy brands that reflect their personal values – up from 54% in 2014. And in fast-growing economies such as India, China and Indonesia, the proportion was higher still.

Council members tend to agree. More than half [56%] say their consumers expect them to take a stand on socio-political issues, against a quarter [23%] who disagree.

They are more sophisticated consumers and they perhaps see there is not much functional differentiation between brands, and make their decisions more on whether it is the sort of company they would like to be associated with.

In reality, of course, decisions about when and how to take a particular stand are complex. But we can distil the views of the Reputation Council into five guiding principles.

1. ABOVE ALL, BE RELEVANT AND AUTHENTIC.

- Any public position must reflect the genuine purpose, values and actions of the company. To paraphrase Mark Zuckerberg, focus on the fundamentals. Trust in businesses (along with other elites) is low, there's lots of noise, and people are quick to sniff out self-interested, trivialising or opportunistic positions.

On the other hand, a stance which is aligned with a strong social purpose that is true to your values can bring benefits beyond the purely altruistic – creating a real connection with customers, helping to attract the best talent and leading to better engagement with influencers. A clear social purpose also acts as a road map, clearly outlining the issues a business will, and will not, engage on (particularly useful guidance when resources are limited).

As a business you need to find the areas that align with your purpose and your brand and, as long as you have a policy, it is easier to defend the areas that you are supporting and the areas that you don't want to get involved in.



2. PRACTICE WHAT YOU PREACH.

Any stance will lack credibility if the business can't show a track record of action. If you're taking a stand on diversity, you'd better be sure you measure up within your own business. And wherever possible, show the tangible value of your work to people's lives.

The companies which Council members most admire are agents of change, not bandwagon-jumpers. Qantas' campaign in support of same-sex marriage in Australia, despite opposition from some influential stakeholders, is cited by a number of Council members as a genuine, powerful example.

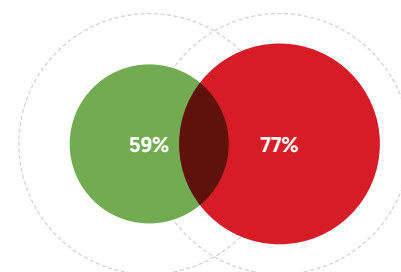
I think the challenge for business is to communicate their role in these social policy debates in a meaningful way and not looking perhaps self-interested, and being credible and being in it for the long term as well. And actually being able to demonstrate the value of what you are doing.

3. DON'T GET PARTY POLITICAL.

Council members are strongly of the view that companies should avoid issues which are closely aligned with party political agendas – at least publicly. In the main, such themes (Brexit and the Trump presidency are mentioned a lot) are seen as too polarising, too short-term and above all too risky for corporates to get embroiled in. But as major social and cultural movements become increasingly politicised, this may be a fine distinction for activist companies to negotiate.

63% OF THE GLOBAL PUBLIC SAID THEY TEND TO BUY BRANDS THAT REFLECT THEIR PERSONAL VALUES

THE BENEFITS & RISKS OF TAKING A STAND ON SOCIO-POLITICAL ISSUES ARE GREATER THAN EVER



● % who think the benefits are greater than ever
● % who think the risks are greater than ever

Base: Reputation Council members [111]



**59% OF
COUNCIL MEMBERS
BELIEVE THE BENEFITS
OF TAKING A STAND
ARE GREATER THAN
EVER**

I don't think that companies should get involved in politics, that is not what we do and it is not what we should do... I don't want to be told by my employer or by the companies I invest in how I should be voting.

- 4. UNDERSTAND THE RISKS.** Taking a bold stand will be inherently divisive, and can be a bruising experience. It might bring rewards, but it will definitely carry risks. Three in five Council members (59%) believe the benefits of taking a stand are greater than ever. But three quarters (77%) say the risks are greater too. So it's important to be selective. But if an issue lies at the heart of your corporate purpose, and the expectations of your stakeholders, then not speaking out may be the bigger risk.
- 5. NOT EVERY COMPANY HAS TO BE A DIRECT SOCIAL ACTIVIST.** Council members often have to think about how a particular position will play out in different global markets, or among stakeholders with conflicting expectations, or have to work within regulatory restrictions on what they can say.

These businesses may have less of an appetite for controversy, perhaps preferring to engage collectively via trade associations or industry bodies. However, is important to bear in mind that they still feel they are engaging constructively on important issues – perhaps not taking such an overt, confrontational stand, but still having a principled point of view and being part of the discussion.

For global organisations, you have to weigh up the consequences taking a stand in one part of the world will have elsewhere, and one always has to deal with that ambiguity.

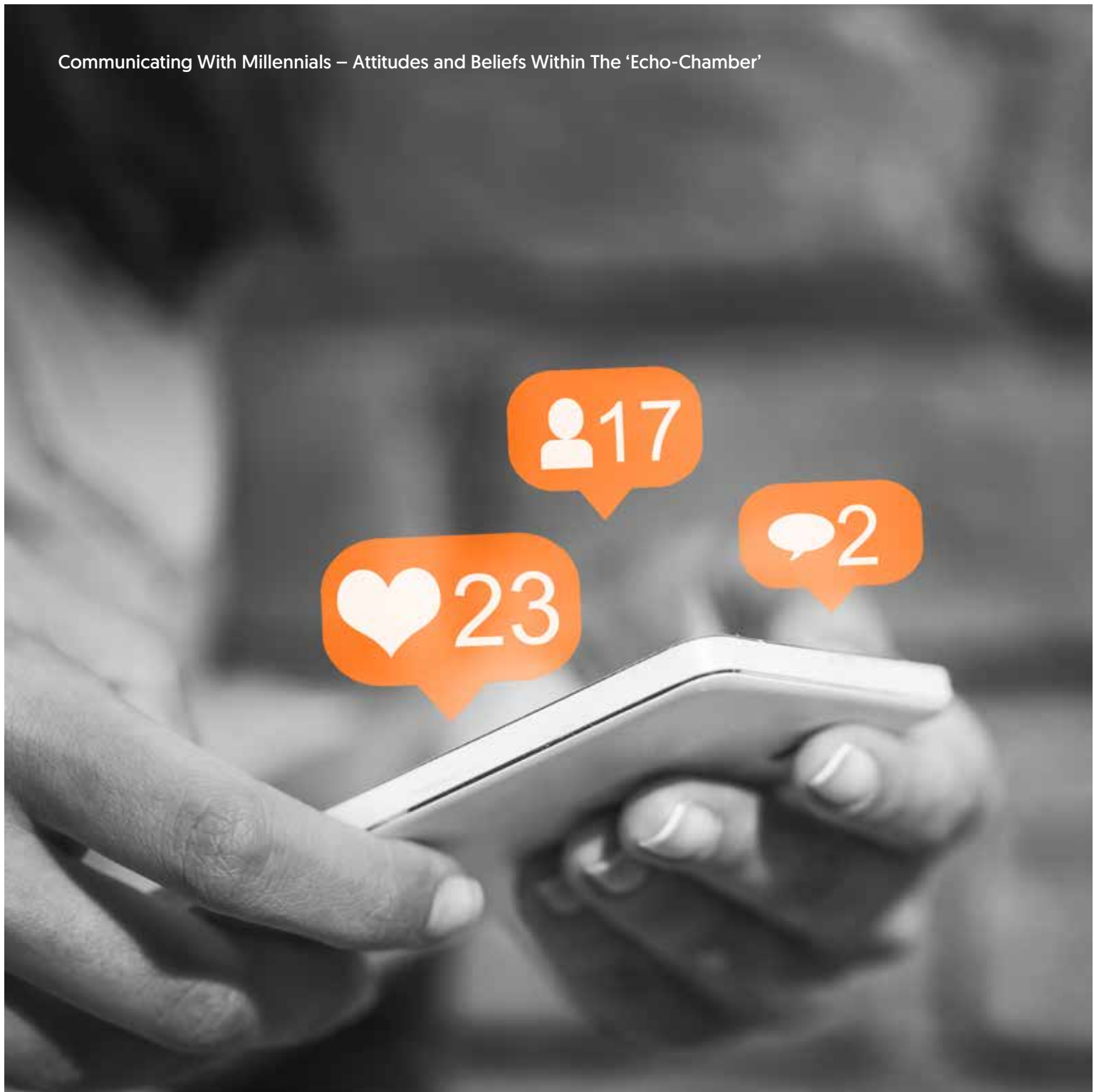
FINAL THOUGHTS

Activist consumers and stakeholders increasingly demand to know where corporations stand on the issues which matter to them. They are looking for leadership that places social progress [in whatever way they define it] at the heart of the corporate agenda.

However, speaking out carries risks and can be divisive. But if it genuinely reflects the social purpose and values of the business, and is backed up with evidence of action, the reward can be a powerful, positive impact on reputation and relationships.



Communicating With Millennials – Attitudes and Beliefs Within The 'Echo-Chamber'



COMMUNICATING WITH MILLENNIALS – ATTITUDES AND BELIEFS WITHIN THE ‘ECHO-CHAMBER’

KEY POINTS

Millennials can be challenging to communicate with, but corporate communicators often do not think in terms of age, but rather attitudes and behaviours.

The most worrying phenomenon concerns ‘echo-chambers’.

Millennials trust companies and engage with those that are transparent, responsible and have something to say. However, true loyalty is hard to achieve.

In recent years Millennials have become a group of great interest, coveted because of their spending power and influence, yet seemingly misunderstood and misrepresented. The recent Ipsos MORI report ‘**Millennial Myths and Realities**’* observes that ‘unfortunately, many of the claims made about Millennial characteristics are simplified, misinterpreted or just plain wrong, which can mean real differences get lost’. Responding to this, we asked Reputation Council members what, if anything, makes Millennials different and how to communicate with them effectively.

It’s not all about age

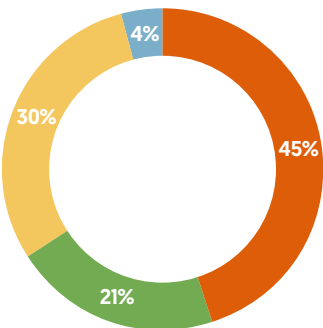
For many companies, communicating with Millennials represents a complex, but not necessarily overriding core challenge. That’s because the objective of generating true engagement is based on audience segmentations derived from a range of attitudes and beliefs, rather than age cohort.

We did all sorts of fancy stuff online to target the supporters of a prominent NGO and it is not a demographic thing actually. It is attitudes, interests... I think from a corporate reputation standpoint the issues are not demographic issues.

* <https://www.ipsos.com/ipsos-mori/en-uk/millennial-myths-and-realities>

Communicating With Millennials – Attitudes and Beliefs Within The ‘Echo-Chamber’

WHICH OF THE FOLLOWING AGE BANDS
IS THE MOST IMPORTANT TARGET
GROUP FOR COMMUNICATIONS
WITHIN YOUR ROLE?



- All age cohort equally relevant
- <35 [Millennials]
- 35 + [Non millennials]
- New families [25-44]

Base: Reputation Council members [103]

MILLENNIALS DO NOT
TIE THEMSELVES TO A
BRAND, LIKE PEOPLE
USED TO IN THE 1980s

In discussing the topic of communications based on age, Council members make a distinction between ‘brand’ and ‘corporate’ communications. The targeting of brand-oriented communication is determined by the specific markets at which it is aimed. Therefore, in an area such as financial services, the over-35s are of greater importance than Millennials. Furthermore, corporate communications have traditionally been oriented towards the over-35s, though some Council members note that on certain subjects, such as recruitment, it is increasingly necessary to target Millennials more specifically. What emerges most clearly from the discussion regarding age targeting is that Council members do not have a standardised method, with tailored approaches being adopted based on the individual needs of the company and the objective of the communication.

Breaking through the ‘echo-chamber’

Communicating with Millennials involves building a targeted experience that will grab their attention right from the start. Council members note that you need to appear authentic, and to put into place systems of listening and dialogue that have very short reaction times. This is not necessarily unique to Millennials [see our report that debunks the myth that Millennials are worse than goldfish], but the fierce competition to be noticed is real. Though social media is ideally suited to these needs, it also an environment where companies feel they have little control. Unlike traditional media, there is no established modus operandi and therefore established communication practices may not be fit for purpose.

Today there is an attention deficit. Millennials have an incredibly low attention span, and so we need to catch it. It is a fight with every other player, and not only with peers. How do you catch that attention? That is the question.

Further challenges are faced through the way in which Millennials acquire information, where the opinions of a single individual, expert, institution or company are often all placed on the same level. As our ‘Millennial Myths and Realities’ report highlights, Millennials are consummate triangulators of views, using numerous channels – but the increasingly filtered and tailored world they inhabit still provides a challenge. In addition, Council members note that there has been a fragmentation of channels and

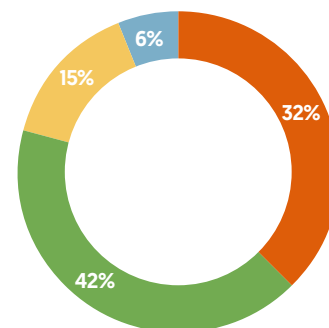
tendency for people to operate in a comfort zone where they engage only with those who share their opinions. This behaviour is compounded by algorithms on social media, giving rise to the dangerous phenomenon of echo-chambers. The credibility of the source is pre-determined and the pool of potential information becomes very closed, making it very difficult to communicate effectively. It is a problem that concerns everyone (including the over-35s, with traditional media engendering a similar effect), but it is particularly common among younger groups on social media.

The other interesting challenge is the phenomenon of the echo-chambers: people now are used to only seeing what they are interested in, and the social media and search engine algorithms are increasing this trend. We are all — not only Millennials — more ‘closed’, looking only to ourselves.

To engage with Millennials, it is essential to make use of multimedia tools and ensure that a constant, evolved presence on social media is maintained. Our report on Millennial behaviour shows that while access to social media is not that different between age cohorts nowadays, the intensity of use is at a different level with younger groups. At the same time, dependability and empathy have to be pursued: it is necessary to communicate authentically and transparently, placing great focus on the relevant issues, whether you are communicating to potential customers or setting up a recruitment process.

They have grown up with a very different mind-set; they are digital natives and to speak their language is to discover another language for us oldies, which is why it is very important to have Millennials in your team.

THINKING ABOUT THE SAME AGE GROUPS, WHICH IS THE MOST CHALLENGING TO COMMUNICATE WITH?



- No specific difficulties with age
- Millennials (<35) most difficult
- Non-Millennials (35+) more difficult
- Other

.....
Base: Reputation Council members [91]

Communicating With Millennials – Attitudes and Beliefs Within The ‘Echo-Chamber’

Trust, not loyalty

Among the commonly held beliefs about Millennials, one that resonates most strongly within the context of corporate reputation is that they are less inclined to trust companies. Recent Ipsos MORI data serves to debunk this myth and, when it was presented to Reputation Council members, it was notable that companies from Anglo-Saxon markets found it more surprising than their counterparts in other markets.

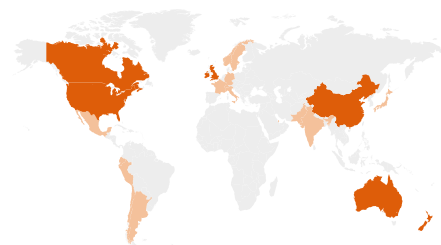
At a time when traditional institutions are going through a crisis of trust, Millennials are searching for something they can rely on: they are sceptical, but full of hope, with a desire to talk and be listened to. Looking across our generational research, we see the Millennial engagement issue as more about relevance and efficacy than trust – that’s where companies should focus their efforts, rather than wringing their hands about a trust crisis that is beyond their control. Corporations can solve practical problems (unlike politics), and brands can help Millennials to define and identify themselves.

At present, companies are everywhere. The brands are life trendsetters regarding not only what to consume, but who you are... before, people wrote about a political party, but now it is about a brand. So, your identity and [its] formation has nowadays more to do with brands and what they express versus political parties.

All of this goes hand-in-hand with the behaviour of successful corporations – a willingness to hold a dialogue, relational flexibility and the personalisation of engagement have all contributed to a climate of trust. This trust is also supported by the ease with which Millennials share their data and personal information with the companies of which they are customers.

The selection is made in advance; they identify the brands that they want to trust and the companies that interest them. However, Council members warn that this trust must not be confused with loyalty: Millennials do not tie themselves to a brand, like people used to in the 1980s. Instead, they love to have new experiences, moving safely between brands based on a careful review of existing information. In this way, trust becomes a precursor to consideration.

THERE ARE STARK GEOGRAPHICAL DIFFERENCES IN RESPONSES WHEN COUNCIL MEMBERS ARE SHOWN IPSOS MORI DATA REVEALING LITTLE ACTUAL DIFFERENCE IN MILLENNIALS’ TRUST OF COMPANIES, VERSUS OLDER GENERATIONS



■ Anglo Saxon Countries:
58% express surprise
■ Other Countries:
13% express surprise

.....
Base: Reputation Council members [86]

MILLENNIAL TRUST IN BUSINESSES IS GENERALLY SIMILAR TO THE NATIONAL SENTIMENT

% high level of trust in businesses in general

		Overall score	Millennial difference
Indonesia	80%	78%	+2 ▲
India	74%	72%	+2 ▲
S Africa	57%	57%	0 ●
Sweden	57%	53%	+4 ▲
US	57%	46%	+11 ▲
Brazil	48%	48%	0 ●
Mexico	46%	41%	+5 ▲
Australia	44%	41%	+3 ▲
Italy	43%	40%	+3 ▲
Turkey	42%	42%	0 ●
Poland	40%	42%	-2 ▼
Germany	37%	35%	+2 ▲
Canada	36%	40%	-4 ▼
Japan	36%	40%	-4 ▼
Peru	36%	46%	-10 ▼
Russia	36%	34%	+2 ▲
Argentina	32%	31%	+1 ▲
GB	29%	31%	-2 ▼
Spain	29%	34%	-5 ▼
Belgium	28%	31%	-3 ▼
France	25%	27%	-2 ▼
S Korea	19%	28%	-9 ▼

■ Millennials -
% agree

Source: Ipsos Global Trends survey 2017 Base: 18,810 adults aged 16-64, 23 countries Sept - Oct 2016

FINAL THOUGHTS

Of the challenges discussed, it is echo-chambers which Council members find the most concerning. In an environment where technology increasingly encourages us to operate in tribes, it becomes ever more difficult for companies to have crossover appeal and become relevant outside of their core audience. Breaking this cycle in an echo-chamber, where you have little control over the communication flow, is a growing challenge.

Nevertheless, Millennials' willingness to interact openly with corporations creates a number of opportunities for communicators. Companies that succeed in this environment operate transparently and achieve authenticity through all communications and behaviours being aligned with their core values. Should these conditions be met, then corporations and their brands can benefit by establishing the relationships of trust that Millennials are seeking.

The Biggest Issues Currently Facing Corporate Communicators

GOALS

ANALYSIS

MEDIA

SUCCE

VISI

IMIZE

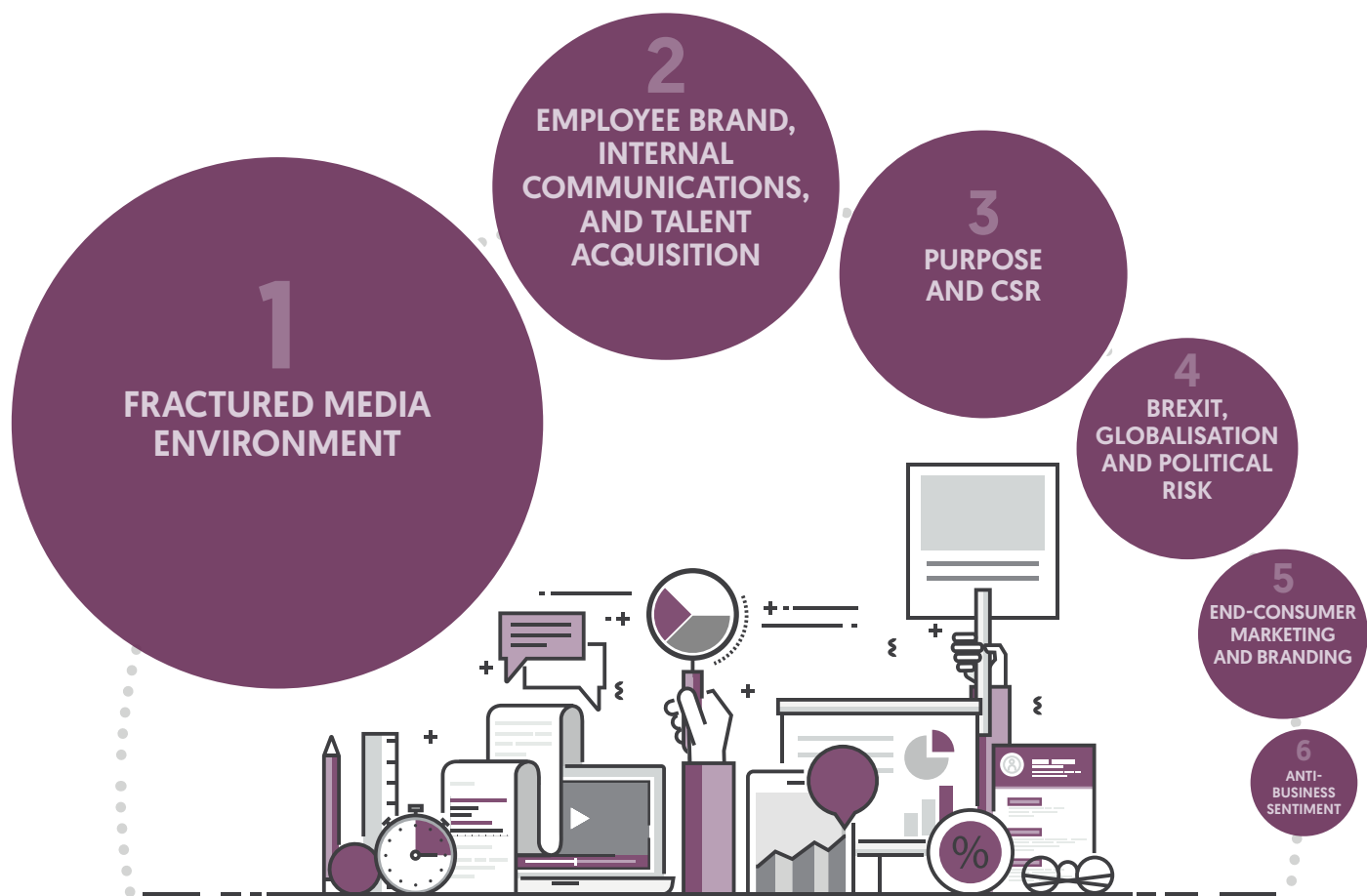
BUSINESS

GROWTH

MAR



THE BIGGEST ISSUES CURRENTLY FACING CORPORATE COMMUNICATORS



Bubble size indicates the number of references to each issue by Reputation Council members, in response to the question "What are the biggest issues facing you as a corporate communicator at the moment?"

The Biggest Issues Currently Facing Corporate Communicators

CROSS-CUTTING:

You are engaging with people, seeing which arguments work, which arguments don't; you have a sense of what is going on in the outside world, and what is acceptable today may not be regarded as acceptable behaviour in two years' time. You need to talk to a lot of people and you need to listen – it is very important to listen.

Appreciation of the CEO's brand, how to handle that, and how that ties back to reputation.

We have to put ourselves in the mindset of the CEO and the CFO more than we ever have done historically.

BREXIT, GLOBALISATION AND POLITICAL RISK:

Issues are becoming much, much more regional.

Today it is even more important to focus on genuineness and transparency. This is not always easy for companies with complex business models, with partners and projects around the world.

PURPOSE AND CSR:

What we noticed is that a lot of people are not looking for products or services, but they are looking to make investment, to buy in to a particular brand – it supports their lifestyle and aspirations.

The commercialisation of CSR and sustainability is something which we haven't cracked properly, really, and that is very, very important as well.

EMPLOYEE BRAND, INTERNAL COMMUNICATIONS, AND TALENT ACQUISITION:

Employee engagement is increasingly moving up the agenda.

Brand advocacy has been going on some time, how do you make your employees ... brand defenders now?

FRACTURED MEDIA ENVIRONMENT:

The emergence of a highly informed, engaged and active set of stakeholders who are now empowered by the digital revolution.

The media landscape is changing colossally; everyone is becoming a communicator themselves.

Jeff Bezos has a microphone in my living room — how do I feel about that?

We are disintermediating the business media because actually it is almost impossible to get their attention, unless it is for the wrong reasons.

Another interesting challenge is how to combine the BTB communication and the BTC one: it is not easy to find a single 'narrative', since the needs and the requests of the different actors are different.

ANTI-BUSINESS SENTIMENT:

There is absolutely zero appetite for positive stories about the role of business.

We can clearly see that people are against companies making a real profit.

Our shareholders want to hear how much money we have made... it is often quite a shameful thing to talk to people about the fact that we make €1 billion a quarter.

That culture is going to fundamentally shift and what that means is in our sector we are going to get a lot more use of Bully Pulpits.

The Ins-and-Outs of Equity Flow



THE INS-AND-OUTS OF EQUITY FLOW

KEY POINTS

Equity flow is an important way to leverage value from a strong reputation.

It can be used to build business when market opportunities arise, or as a defence when reputation turbulence hits.

Above all, the management of equity flow should be seen as a strategic process that brings together people across the marketing, communications and leadership spectrum.

We live in a world where corporate behaviour has never been under greater scrutiny and where judgement of a company can be transmitted around the world at a touch of a button. This reality presents both a threat and an opportunity from a corporate perspective. Companies that are seen to do the right thing and imbue their corporate brand with positive equity can harness that very same equity to endorse the products they deliver. Indeed, equity flow can work both ways and a corporate brand can also receive equity from its product brands as long as they are meeting or exceeding customer needs.

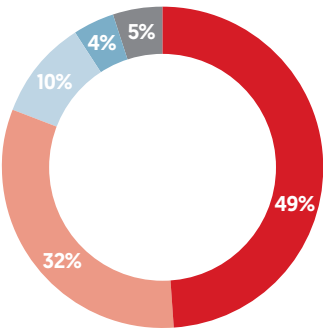
Equity flow is therefore the extent to which stakeholders understand and value the connection between the corporate brand and subsidiary or product brands. While nearly all of our Reputation Council members [80%] find equity flow to be important, the reasons for this importance are nearly as varied as the number of companies represented in the Council. However, a careful analysis of the responses points to three main concepts when it comes to equity flow:

The Golden Thread – equity that entwines itself between the corporate and product brands. This equity can flow up from the product brands as well as flowing down from the corporate brand. Reputation Council members who espouse this concept tend to come from companies with a very strong and visible corporate mission. Achieving a golden thread requires strong alignment between corporate brand communications and product marketing.

Given the interdependence, I think that you want to manage them all in the right way. There should be a golden thread that runs through them and that reflects your values, even if they serve different parts of the market with slightly different propositions or price points.

The Ins-and-Outs of Equity Flow

HOW IMPORTANT TO YOUR COMPANY'S OVERALL REPUTATION IS IT FOR STAKEHOLDERS TO UNDERSTAND THE CONNECTION BETWEEN YOUR CORPORATE BRAND AND YOUR SUBSIDIARY OR PRODUCT BRANDS?



- Very important
- Fairly important
- Not very important
- Not at all important
- Don't know

Base: Reputation Council members [92]

We're a brand that has a lot of brands. Our purpose is to contribute to healthier lifestyles, to a better future. All of our brands need to point to this besides being delicious, close to our consumer, maintain a functional goal... they need to be completely aligned to the 'mega' brand.

Seal of Approval – the corporate brand acts as a quality mark for sub-brands or sub-categories. This concept is similar to the golden thread, but is specifically focused on leveraging equity around the key themes of quality and reliability. The seal of approval is particularly useful when expanding into new categories or geographies. In fact, some companies that may not display their corporate brand prominently in their home markets will place the corporate brand front and centre on products in developing markets, in order to draw upon the reputation for quality and reliability that is associated with products from developed markets.

In a category like ours, where trust is very important, we want to be in a situation of people going to our product because it can be trusted. You should not have to start from scratch, build up that trust from zero each time. Having the halo of the brand is very important.

Transparency Agenda – in last year's Reputation Council report, members were urging their organisations to be transparent in order to meet the information needs of stakeholders in the interest of promoting open and honest communications. This transparency agenda unfolds when discussing equity flow as well. Stakeholders want to know more about the companies they interact with and part of this understanding is knowing all of the brands and categories that are present.

With the world becoming a global village, consumers — as never before — care about the corporation behind the product. They do not separate their opinions about the company from their opinions of that company's products or services. This blending of corporate and product/service opinions is due to increasing corporate transparency, which gives stakeholders a deeper and clearer view into a corporation's actual behaviour and actual performance.

Expectations of transparency for any brand or service people buy is increasing. We are experiencing a greater level of expectations with regard to how products are made, ingredients and values of the corporate parent.

STAKEHOLDER GROUPS



INVESTORS

Increases confidence in the company's commercial prospects.



EMPLOYEES

A powerful motivating factor, underlining the scale and range of a company's activities.



GOVERNMENT/REGULATORS

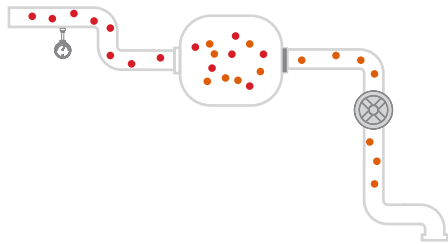
Helps build strong relationships by leveraging reputation.



CONSUMERS

Quick identification of brands they love (golden thread), gives confidence in trying new products (seal of approval), engenders trust (transparency).

The Ins-and-Outs of Equity Flow



**81% OF OUR
REPUTATION
COUNCIL MEMBERS
FIND EQUITY FLOW
TO BE IMPORTANT**

Other applications of equity flow – entering new markets can be challenging for companies on a number of levels, and establishing equity flow can ease entry among both regulators and consumers. Many companies who do not prominently display their corporate brand on product brands within their home market may do so in new/ developing markets in order to provide a seal of approval to their product brands. Knowing that a global company stands behind a brand gives regulators and consumers the confidence that products are of high quality.

We know that there is definite commercial benefit from our reputation, particularly in emerging markets... that then feeds into buying specific consumer products.



Council members are divided on the effects of equity flow in crisis management situations. Some members worry that strong equity flow could have an adverse impact during a crisis, as brands that may have escaped negativity could be drawn in or contaminated. However, other members argue that a strong corporate brand can help a product brand recover from a crisis more quickly and that a broader awareness of a company's categories helps to insulate the company as a whole from isolated incidents.

When there are incidents that occur in one part of the business or another, then of course you wish that nobody knew, but you can't have your cake and eat it too. Again the upside with stakeholders is better than the downside.

Every time this association between the corporate brand and the subsidiary brands is strong, it is important to stress it. Indeed, in our case this association has helped support local brands during the crisis period. The good reputation of the holding company supports and increases the reputation of all its brands.

For many companies, one of the roles of the corporate brand is to carry the company's sustainability message. The sustainability message has more impact, though, if there is strong equity flow – otherwise the benefit for the product brands is minimal.

It is essential that we always work according to our brand values. Everything is about credibility and trust. For example, sustainability is a brand value benefiting our corporate brand. Then we need to work according to this when we set up our products. The products have a positive impact on the corporate brand and vice versa.

FINAL THOUGHTS

Equity flow is important across companies and industries. The way that importance is gauged varies by company and industry. The concepts we have identified should provide corporate communicators with a way to understand their own equity situation, helping facilitate discussions with internal stakeholders. The benefits we have identified can provide communicators with avenues for improving or directing their equity flow, leading to improved brand and business performance.

Employer Branding – Corporate Reputation and The War For Talent



EMPLOYER BRANDING – CORPORATE REPUTATION AND THE WAR FOR TALENT

KEY POINTS

Having a strong employer brand is crucial to corporate reputation, giving companies not only a recruitment edge in the growing talent war but also the highest-quality long-term ambassadors to deliver on their brand promises.

Employees are more demanding than ever when it comes to what they expect from their employer but this is not purely down to Millennials; employees at all life stages want a career with a deeper purpose.

Getting it wrong and failing to deliver on the employee brand expectation can have consequences that extend well beyond employees; consumers too are demanding more from corporates.

The importance of employer branding to reputation.

For Council members, there's little doubt that high-quality employees are a crucial ingredient in any strong reputation. However, the relationship plays out as somewhat of a chicken and egg scenario; organisations with the strongest reputations attract and retain the best talent, and organisations with high-quality and engaged workforces have the strongest reputations.

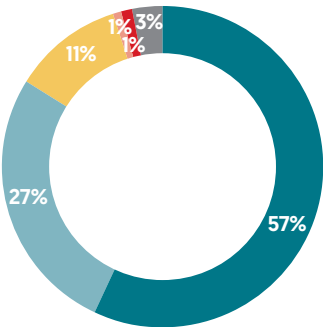
As one Council member put it, “a brand is what a brand does” and it is employees who bring a brand to life. So, in building and maintaining strong reputations, it is essential that companies both attract the very best talent to represent their brand, and genuinely engage that talent so as to retain the benefit to the company over the long-term.

An increasing focus on the importance of employer branding has seen that it is no longer the sole domain of HR, and, instead, corporate communicators are increasingly applying an employee – both current and potential – lens to everything they say and do.

Further, in the age of radical transparency, social media has seen that employees themselves are more visible to consumers, and therefore to potential employees, than ever before. Employees' voices can be transmitted directly to the public, bypassing any opportunity for corporate censorship and, as a result, these voices are often considered more authentic and believable than the carefully crafted messages that come from communications professionals.

It is in this context that employer branding has increased significantly in strategic importance, now often having high levels of CEO involvement. Indeed, 84% of Council members have seen employer branding become more important over the last five years.

OVER THE LAST FIVE YEARS, DO YOU
THINK EMPLOYER BRANDING HAS
BECOME MORE OR LESS IMPORTANT
FOR CORPORATE COMMUNICATORS,
OR HAS THERE BEEN NO CHANGE?



- Much more important
- Slightly more important
- No change
- Slightly less important
- Much less important
- Don't know

Base: Reputation Council members (102)

Changing employee expectations

Council members contend that in today's corporate environment, employees have the ability to drive a company's strategic direction with their expectations. A very practical example is the way many organisations have responded to employee demands for changing workplaces by relaxing previously strictly formal dress requirements to allow staff to, within reason, dress how they're most comfortable.

At a more fundamental level, there are increasing demands from employees for transparent and honest conversations about what the company is doing, why it's doing it and what the social and political implications of the behaviour are. Further, Council members report that the glossy and well-packaged internal comms that corporate communications teams have become so adept at creating are now failing to satisfy this employee appetite, because of what is seen as a crucial lack of authenticity.

The warning is that failing to meet these demands, whether they be centred on dress-codes or authentic communication and engagement, can leave employees disillusioned by the behaviour of big corporates and open to exploring their increasing options to live out the careers they want.

We are fighting in the workplace for good employees who have got good skills and we are fighting for employees in the workspace who are less committed to a corporate. People are no longer committed to working for one corporate, they are much much more mobile, much happier to have their own businesses, take a pay cut in order to do something that more reflects their own values and to work where they want to.

Indeed, while remuneration in exchange for effort is still a key expectation of employees, it is arguably in danger of falling into the hygiene bucket as expectations shift towards more holistic fulfilment.

People are now motivated by mission as much as money. This is something Millennials have brought to the party but it also goes beyond them.

The role of Millennials

Some Council members feel that it is the changing expectations of Millennials that are putting employers under increasing pressure to adapt and evolve to ensure their brands are appealing to employees of all generations. There is a belief that employees today, especially those in their 20s, are no longer looking for a job for life or a career with one employer, and, as such, employers must work harder and continually prove themselves to be an organisation of choice.

Their expectations of life and companies are significantly different from those generations before... and, in this talent war, it will become increasingly important.

However, others contend that increasing demands on employers pre-date the rise of Millennials and are in fact more associated with general social trends demanding that companies do the right thing and demonstrate good corporate citizenship in many ways.

It goes back longer than the last 5 years, I think people have become more demanding of their employers in a lot of different ways... people expect to be more fulfilled but also to work for a company that is worthwhile... [that] they are proud to work for or happy to admit to working for.



84% OF COUNCIL MEMBERS HAVE SEEN EMPLOYER BRANDING BECOME MORE IMPORTANT OVER THE LAST FIVE YEARS

Employer Branding – Corporate Reputation and The War For Talent

MILLENNIALS WANT THE SAME THINGS FROM THEIR EMPLOYER AS OLDER WORKERS

Main qualities of an ideal company



■ Under 30
■ 30 and over

Source: Endenred Ipsos Barometer 2016

Supporting this latter view, Ipsos' research on Millennials reveals that despite claims from the likes of the Daily Mail that the cohort is "spoilt, full of themselves [and] averse to hard work", Millennials are actually not that different from the rest of society when it comes to what they expect from an employer. Indeed, rather than being a revolutionary generation set to change everything that comes before them, they are actually behaving in the same way generations before them did when they were the same age. And, at the end of the day, Millennials and older generations have the same expectations of their employer: to be rewarded for the work they do, to have the opportunity to grow and to work for someone who cares.

The importance of delivering on the employer brand

Council members warned of the danger of being too focused on projecting the perfect employer brand and failing to deliver on those expectations.

It is getting these people in but then you need to retain them as well. If you are not actually going to deliver it, all it will do is create frustration. They will say, 'the brochure you gave me isn't quite the same here'.

While there are several high-profile examples of employer branding going wrong, when brands get it right, the benefits can be considerable and far-reaching. Google has famously been able to position itself as an employer of choice across the globe and it, along with other tech companies, has been able to disrupt the hold financial services companies previously had on attracting the best talent.

Outdoor apparel company Patagonia is another example of how to develop a successful employer brand. By building its environmental mission into its employer branding and recruitment, Patagonia has carefully constructed a consumer-facing workforce that truly "lives the brand" and reinforces this at each customer interaction. The result is an authentic customer experience that is aligned with the brand's positioning, affirming for staff and good for the bottom line.

FINAL THOUGHTS

The 2017 Reputation Council confirms that the importance of employer branding is continuing to rise and it is those organisations that have recognised this and applied an employee lens across their business that are reaping the reputational rewards.

And, if any more evidence is needed of the importance of having a strong employer brand and engaging employees with a deeper purpose, consumers are demanding this too. Ipsos' Global Trends research shows that 68% of citizens from 23 countries believe that the most successful brands of the future will be those that make the most positive contribution to society beyond just providing good services and products.

Year after year there is a greater expectation that companies will participate in solving the most important social issues. Those companies that are not just generating the best products and services are those with the best reputation, with the best ability to connect with clients and consumers. They are the companies that generate emotional links and more loyalty, and at the same time, they are the first in line when choosing the best talent.



REPUTATION COUNCIL PARTICIPANTS 2017

FULL NAME	COMPANY	ROLE
Clayton T Ford	7-Eleven Australia	General Manager, Corporate Affairs
Pablo Jimenez Zorrilla	AB Inbev	Vice President of Legal & Corporate Affairs for Middle Americas
Vic Dhillon	Ahli Bank QSC	Head of Marketing & Communication
David May	AIG	Corporate Chief Marketing Officer
Marie Hosking	Air New Zealand	Head of Communications
Bernarda Martínez	Almacenes Juan Eljuri	Director of Corporate Affairs & Social Responsibility
Christian May	ASB Bank Ltd	General Manager (Head of) Corporate Communications
Ben Gaff	Aviva Asia PLC Limited	Head of Customer Analytics
Jeff Bradley	Aviva Asia PLC Limited	Group Chief Customer Officer
Shubham Mukherjee	Bain & Co	Director Marketing & Editorial
Laurie Robertson	Baker McKenzie	Chief Marketing Officer
Giles Croot	Balfour Beatty	Group Head of Communications & Investor Relations
María Victoria Martabit	Banco de Chile	Manager of Corporate Affairs
David Grey	Banco Pichincha	Corporate Responsibility & Sustainability Manager
Tom Hoskin	Barclays	Managing Director, Head of Group Media Relations
Valérie Sauteret	Barclays France	Head of Corporate Communications
Lise Lemonnier	Bayer Group France	Head of Communications
Graham Biggs	BMW	Corporate Communications Director
Grant McLaughlin	Booz Allen Hamilton	Vice President, Marketing & Communications
Pierre Auberge	Bouygues SA	Corporate Communications Director
David Bickerton	BP	Director of Communications
Ed Petter	BT	Group Corporate Affairs Director
Angus Slater	Bupa Global, Asia Pacific	General Manager, APAC
Matt Ridsdale	Camelot Group	Director of Corporate Affairs
Dave Stangis	Campbell Soup Co	Vice President, Corporate Responsibility & Chief Sustainability Officer
Bruno Tomaselli	Canal 9	Institutional Relations Manager
Ivo Ferrario	Centromarca - the Association of Italian FMCG and Retail Companies	Director of Communication & Outreach

Reputation Council Participants 2017

FULL NAME	COMPANY	ROLE
DJ Choi	Cigna	Chief Marketing Officer, International Markets
Fahad Qadir	Coca Cola	Director Public Affairs & Communications, Pakistan & Afghanistan Region
Julia Sobrevilla	Coca Cola	Director of Public Affairs & Corporate Communication, Peru & Bolivia
Julian Hunt	Coca-Cola European Partners	Head of Public Affairs & Communications
Michael Neuwirth	Dannon North America	Public Relations & Corporate Communications Executive
Kirsty King	Diageo	Corporate PR Director
Sofia Corral	DirecTV	Press & Corporate Communications Manager
Lorraine Lenoir	Disneyland Paris	Senior Manager, Corporate Communication
Patricio Naveyra	Dow AgroSciences	Senior Government & Public Affairs Manager
Melissa Lauer	EMD Serono	Director, U.S. Oncology Communications
Marco Bardazzi	ENI	EVP, Communications Director
Sandra Cadiou	Eurazeo	Communications Director
Steven Soper	ExxonMobil	Public & Government Affairs
Erik von Hofsten	Folksam Group	Head of Communications
Lauren More	Ford Motor Co of Canada Ltd	VP, Communications
Katsunobu Ookubo	Fukoku Mutual Life Insurance Company	Director, Public Relations Department
Mike Scott	GE Digital	Communications Director, Europe, Russia & CIS
Will Spiers	GE Healthcare	Global External Affairs Director
Maarit Cruz	General Motors	Corporate Social Responsibility
Francisco Rodríguez Daniel	Grupo Financiero BANORTE	Executive Director of Corporate Communications
Simon Steel	GSK	VP, Global Corporate Media Relations
Ian Pascal	Hermes	Head of Marketing & Communications
Hans Daems	Hitachi	Group Public Affairs Officer
Philipp Wolff	Hubert Burda Media	Director, Communications
Halvor Molland	Hydro	Senior Vice President , Media Relations
Ola Fernvall	ICA Group	Head of External Communication
Vittorio Meloni	Intesa Sanpaolo	Head of External Relations
Margie Gimble Kooman	IQVIA (Quintiles)	Director, Corporate Communications
Ali Naseer	Jazz (previously known as Mobilink)	Chief Regulatory & Corporate Affairs Officer
Sarah Colamarino	Johnson & Johnson	VP, Corporate Brand
Rupert Maitland-Titterton	Kellogg's	Senior Director, Corporate Communications, Public Affairs & Sustainability, EMEA
Nicola Marsden	Kier Group	Director of Communications & Marketing
Jacquie Fegent-McGeachie	Kimberly-Clark	Global Director - Sustainability & Corporate Social Responsibility Engagement

FULL NAME	COMPANY	ROLE
Steve Lombardo	Koch Industries	Chief Communications & Marketing Officer
Luis Zapata	LAMSAC VINCI Concessions	Sustainability Communications Manager
Daniela Riutort Bertrand	LATAM Airlines	Senior Manager Corporate Affairs, Group Director of Corporate Affairs
Aubrey Ho Lau Fung	Link Asset Management Limited	Director (Corporate Affairs & Marketing)
Emilia Mazur	Lotto New Zealand	General Manager, Corporate Communications & Social Responsibility
Jon Sellors	LV	Head of Corporate Communications
David Reilly	Mars Food	VP Corporate Affairs, Western Europe & Russia
James Jim Issokson	MasterCard Worldwide	Senior Vice President / Group Head, North American Communications
Axel Löber	Merck	Head of Corporate Branding & Strategic Communication Projects
Adrián Vilaplana	Monsanto	Corporate & Government Affairs Manager
Kylie Breckenridge	NAB (National Australia Bank)	Strategy Manager, Corporate Affairs
Sara Aadnesen	Nasdaq	Head of Corporate Communication
Gisella Rojo	Nestlé	Corporate Affairs & External Communications Manager
Liz Deegan	News Corp Australia	General Manager Corporate Affairs & Relationships
Anne Sissel Skånvik	Norwegian Air Shuttle	Chief Communications Officer
Tom Ovind	Norwegian Armed Forces	Managing Director Norwegian Armed Forces Media Centre
Dave Massey	O2/Telefonica UK	Head of Corporate Communications
Håkon Mageli	Orkla ASA	Group Director Corporate Communication & Corporate Affairs
Katie Thompson	OVO Energy	Communications Director
Sara Vermeulen-Anastasi	Panalpina	Corporate Head of Marketing & Communications
Rob Skinner	PayPal EMEA	Director, Acting Head of Communications
Gian-Carlo Peressutti	PepsiCo	Vice President, Global Communications
Pablo Fernández	Peruvian Football Federation	Communications Manager
Dana Gandsman	Pfizer	Senior Director, Reputation Communications
Mónica Gálvez	PlusPetrol	External Communication Manager
Subir Moitra	Pratt & Whitney	Director, Marketing & Communications
Tim Fassam	Prudential	Head of Public Affairs, UK & Europe
Roger Lowry	QBE Business Insurance	Head of Communications & Marketing
Paul Abrahams	RELX Group	Head of Global Corporate Communications
Guy Esnouf	RWE npower	Director External Communications
Luigi Vianello	Salini Impregilo	Director of Corporate Identity & Communication
Mario Levratto	Samsung ELECTRONICS ITALIA	Head of Marketing & External Relations
Jennifer Scardino	Santander	Senior Executive Vice President, Head of Global Communications

Reputation Council Participants 2017

Full Name	Company	Role
Viveka Hirdman-Ryrberg	SEB	Chief Marketing & Communications Officer
Rob Colmer	Shell Upstream International	External Relations Manager
Anna Grönlund Krantz	Skandia Liv AB	Head of Strategic Communication
Catherine Hicks	Sky	Group Corporate Affairs Director
Bård Glad Pedersen	Statoil	Director & Head of CFO GBS Communication
Abhinav Kumar	TCS (Tata Consultancy Services)	Chief Communications & Marketing Officer
B.J. Talley	TE Connectivity	Senior Director of Communications
Kari Janavitz	TE Connectivity	Vice President, Marketing
Tor Odland	Telenor	Vice President, Group Communications
Caterina Epis	Tenaris	Head of Institutional Relations
Delia Fischer	The Adecco Group	Global Head of PR & Internal Communications
Mary Merrill	The Coca-Cola Company	Global Marketing Executive, Brand Management & Sustainability
Joan Prats	The Coca-Cola Company Mexico	Vice President of Public Affairs & Communications
Matthew Grossman	The Walt Disney Company EMEA	Vice President Corporate Communications EMEA, Publicity & Corporate Citizenship
Rebecca Shelley	TP ICAP	Group Corporate Affairs Director
Paul Ford	Trade Me	Head of Communications / Community
Tim Cobb	UBS	Senior Media Advisor
Ulrika Åkervall Westin	Vinge	Head of Marketing & Communications
Paul N Cohen	Visa	Senior Vice President / Chief Communications Officer
Peter Metcalfe	Woodside Energy Ltd.	General Manager, Government & International Relations
Esben Tuman	Yara International	Vice President Corporate Communications

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127 participants were interviewed as a part of this year’s Reputation Council. 13 people requested that their participation remain anonymous, therefore 114 names are shown here





ABOUT THE REPUTATION COUNCIL

ESTABLISHED IN 2009, THE
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 twelfth sitting of the Reputation Council involved 127 senior communicators based in 22 different countries.



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To view previous Reputation Council reports, please visit:
reputation.ipsos-mori.com

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

The Ipsos Global Reputation Centre 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.

For more information about measuring and managing the drivers of your organisation's reputation, please contact:



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The Ipsos Global Reputation Centre provides corporate clients and not-for-profit organisations with highly customised research that allows them to manage and build their reputation, plan, manage, and improve strategic and crisis communications, better understand their employees and audiences, and oversee stakeholder relations.

<http://reputation.ipsos-mori.com>