



let's make a
better
world

CORPORATE REPUTATION

understanding the drivers

Chris Tuppen

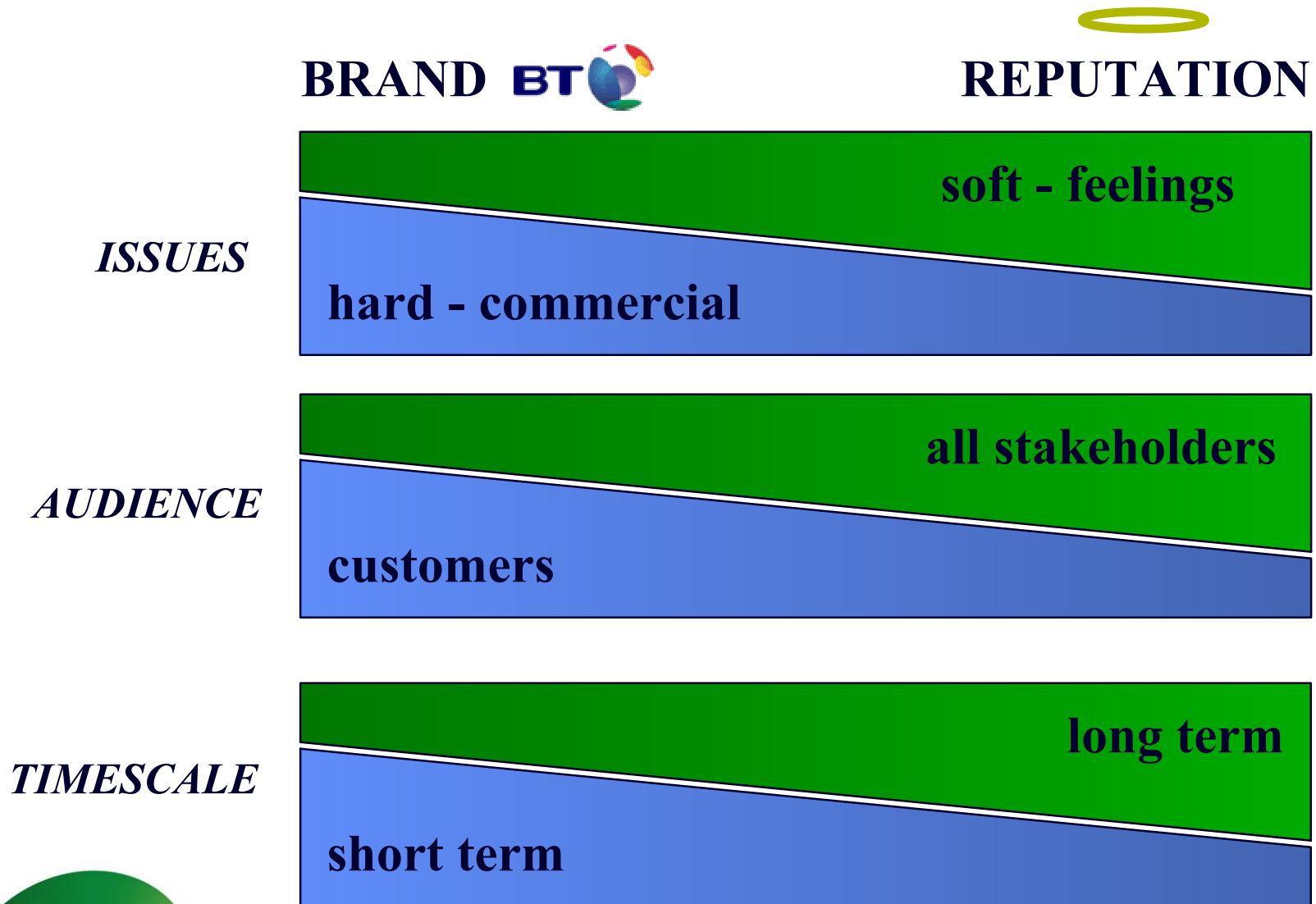


Content

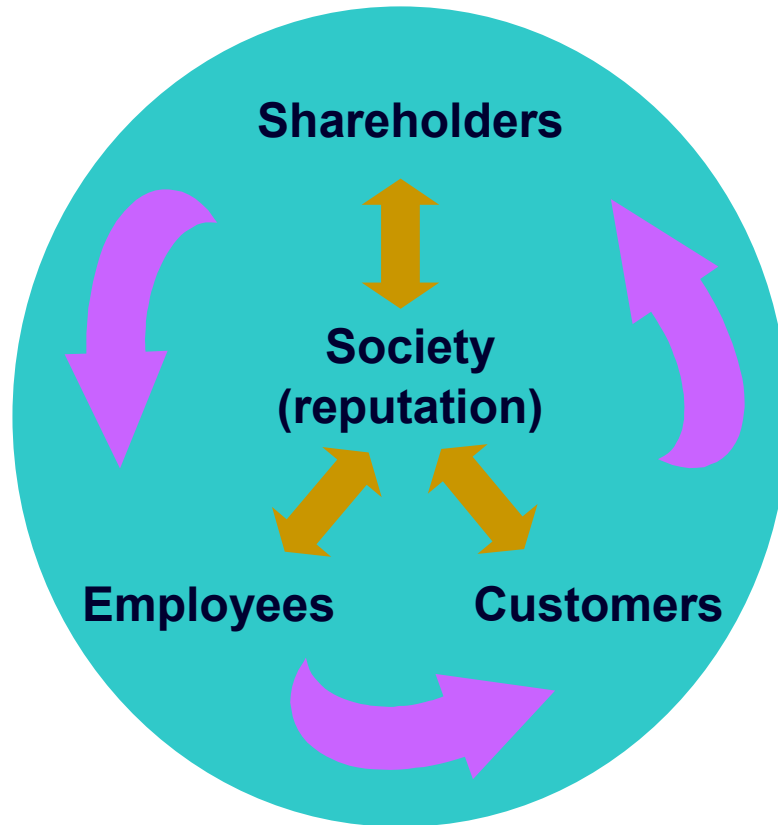
- Defining reputation
- Measuring reputation
- Key drivers
- Understanding stakeholders
- Building trust



Brand and Reputation



Reputation = Stakeholder Perception



Our reputation is, in essence, a summary of how our stakeholders perceive us.

It therefore feeds, and feeds off, the satisfaction of each stakeholder constituency.

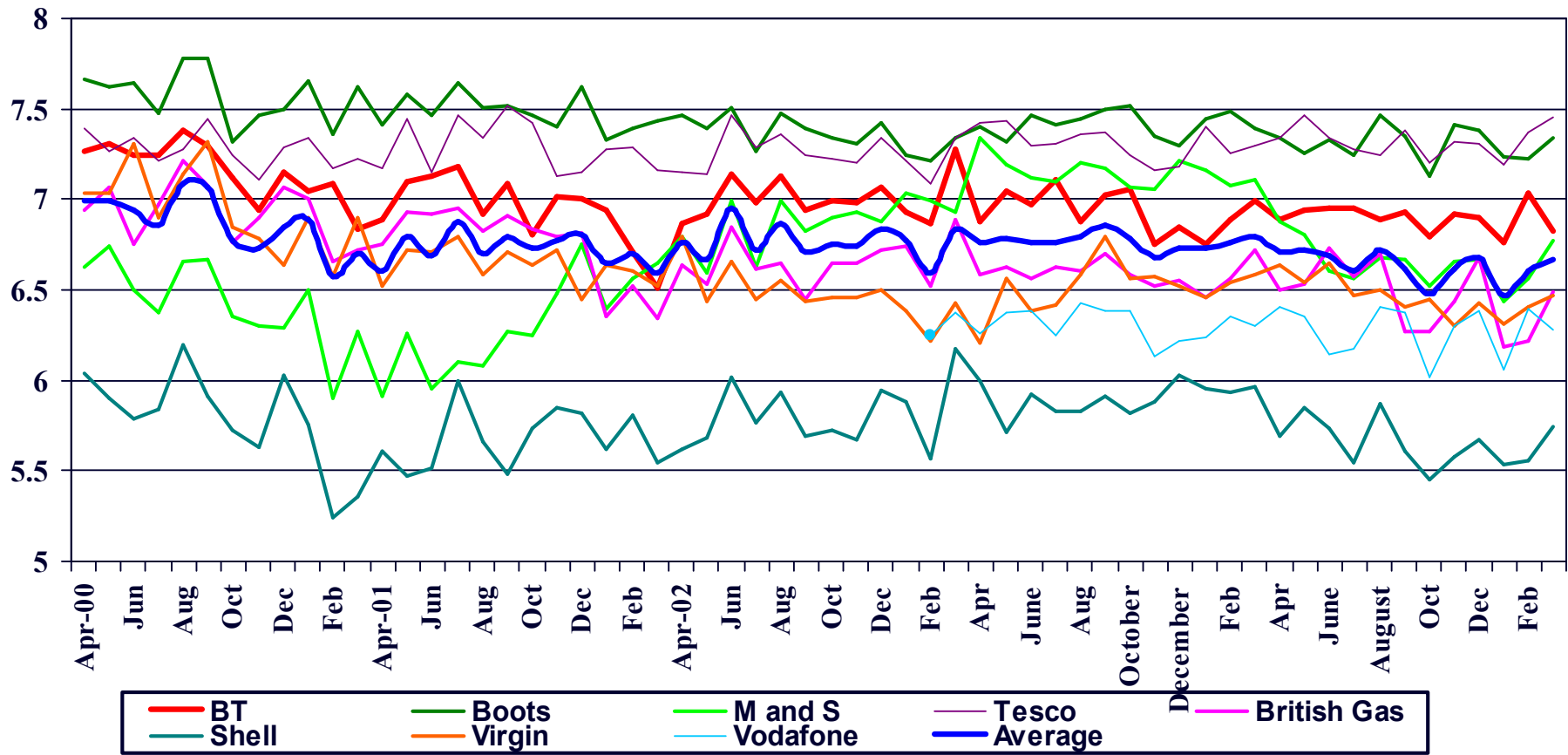
Source: *Enlightened Values*





Overall Reputation Score of some UK Companies

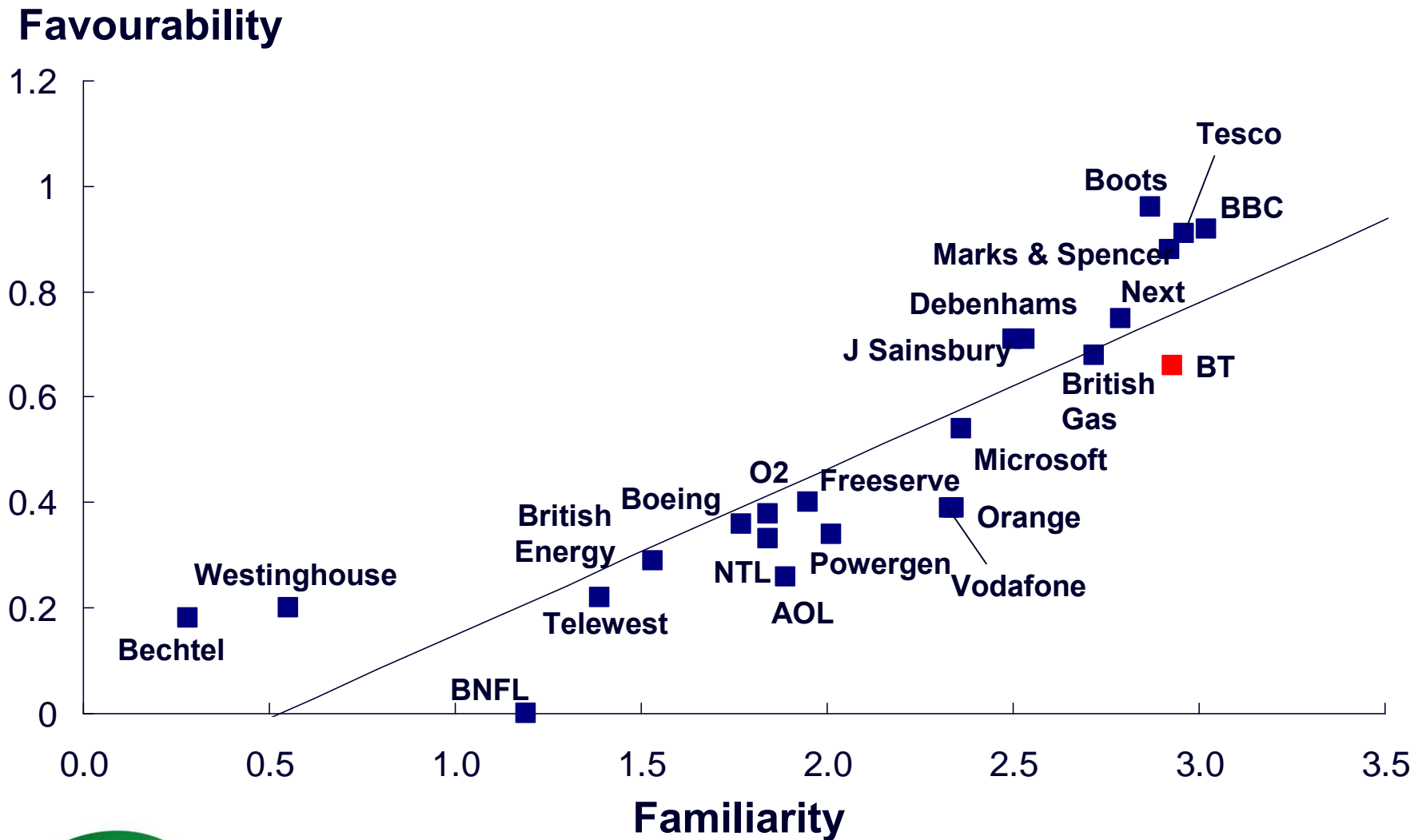
April 2000 – March 2005



Source: COS Monitor (BMRB) - Score out of 10



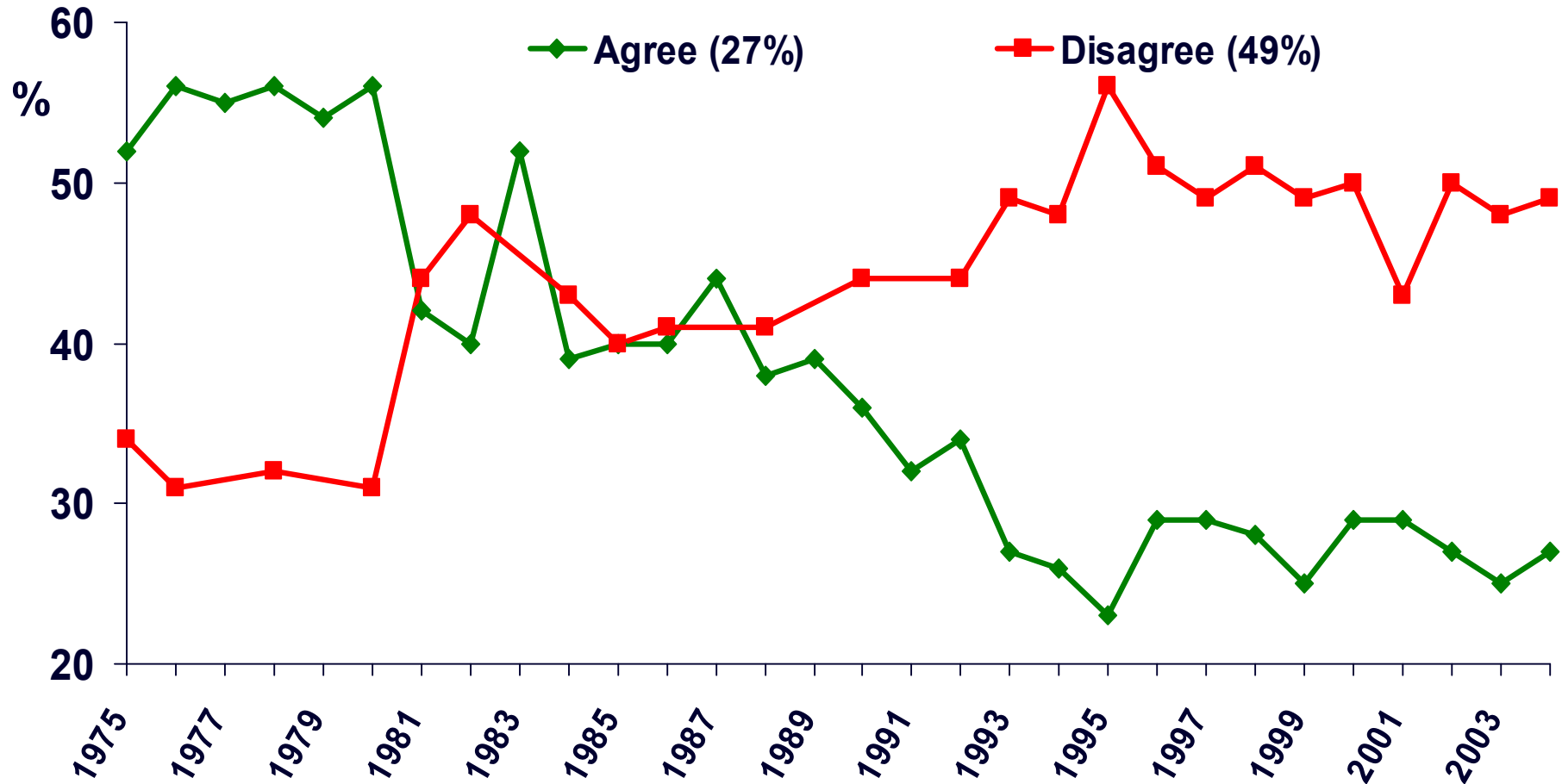
Company Familiarity vs Favourability 2003



Source: MORI



“The profits of large companies help make things better for everyone who uses their products and services”



Source: MORI



Q What do you think are the two or three most important things to know about a company in order to judge its reputation ? (Spontaneous)

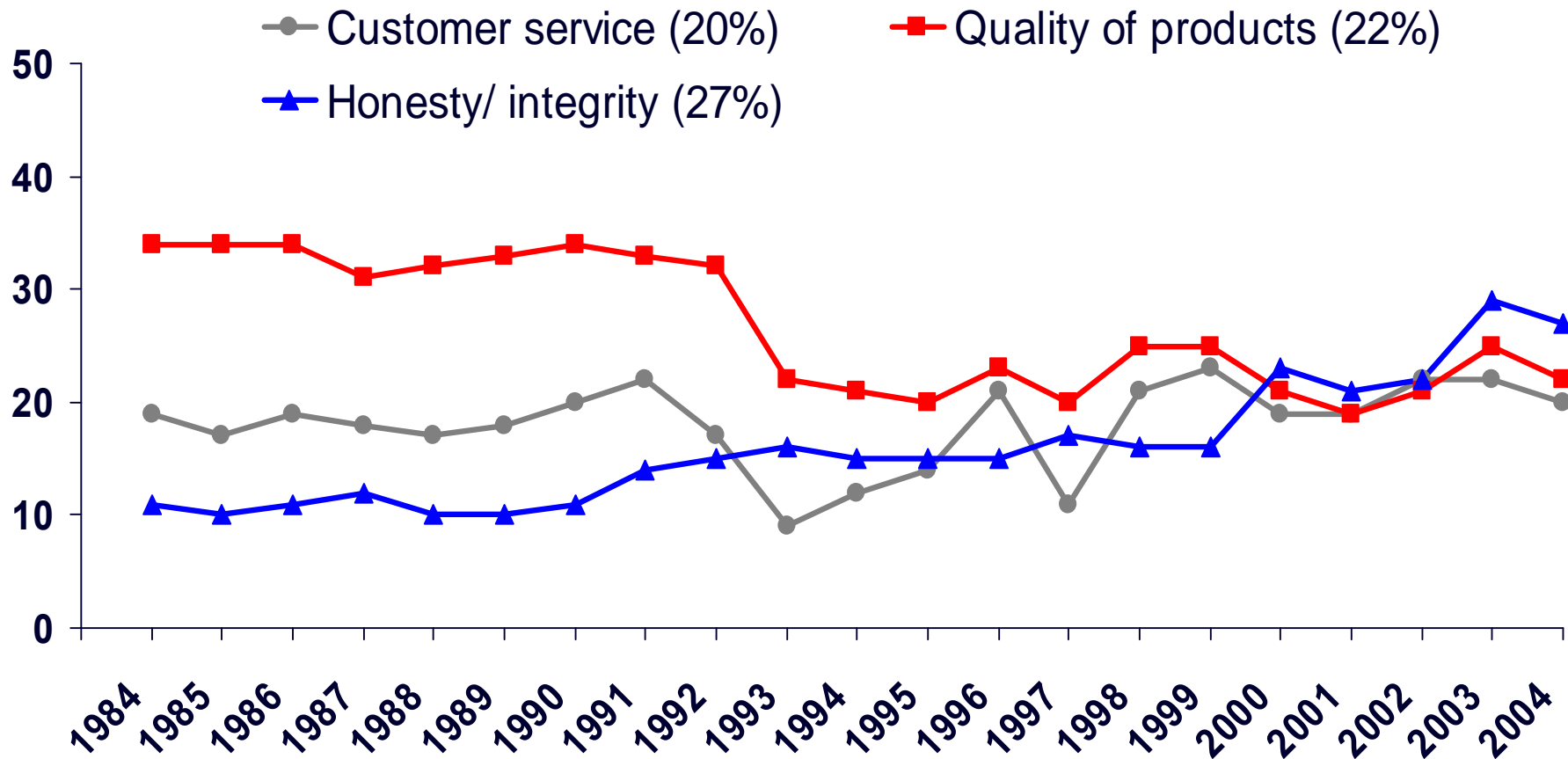
Top mentions



Source: MORI



Q What do you think are the two or three most important things to know about a company in order to judge its reputation ? (Spontaneous)



Source: MORI





The secret of business success is honesty and sincerity. If you can fake those you've got it made.

Groucho Marx





“A few years ago I wasn't, but now I'm really proud to tell people I work for BT.”

“Stress is a real issue for me. I wonder how many people in BT work under pressure?”
BT employees

“Customer care is the be all and end all”
Customer from Stockport

“Billing is one area where I think BT definitely falls down. They send those statements and you need a university degree to understand what you're paying for.”
Customer from West Wycombe.”

“The quality of management is the top criterion in judging performance.”
Institutional shareholder

Stakeholder Pull



BT



A modern company plays a delicate balancing act. Not only in trying to keep all its individual stakeholders happy by offering them a rewarding transactional experience, but also by making a contribution to the wider society.



Source: *Enlightened Values*



Can CSR Help?

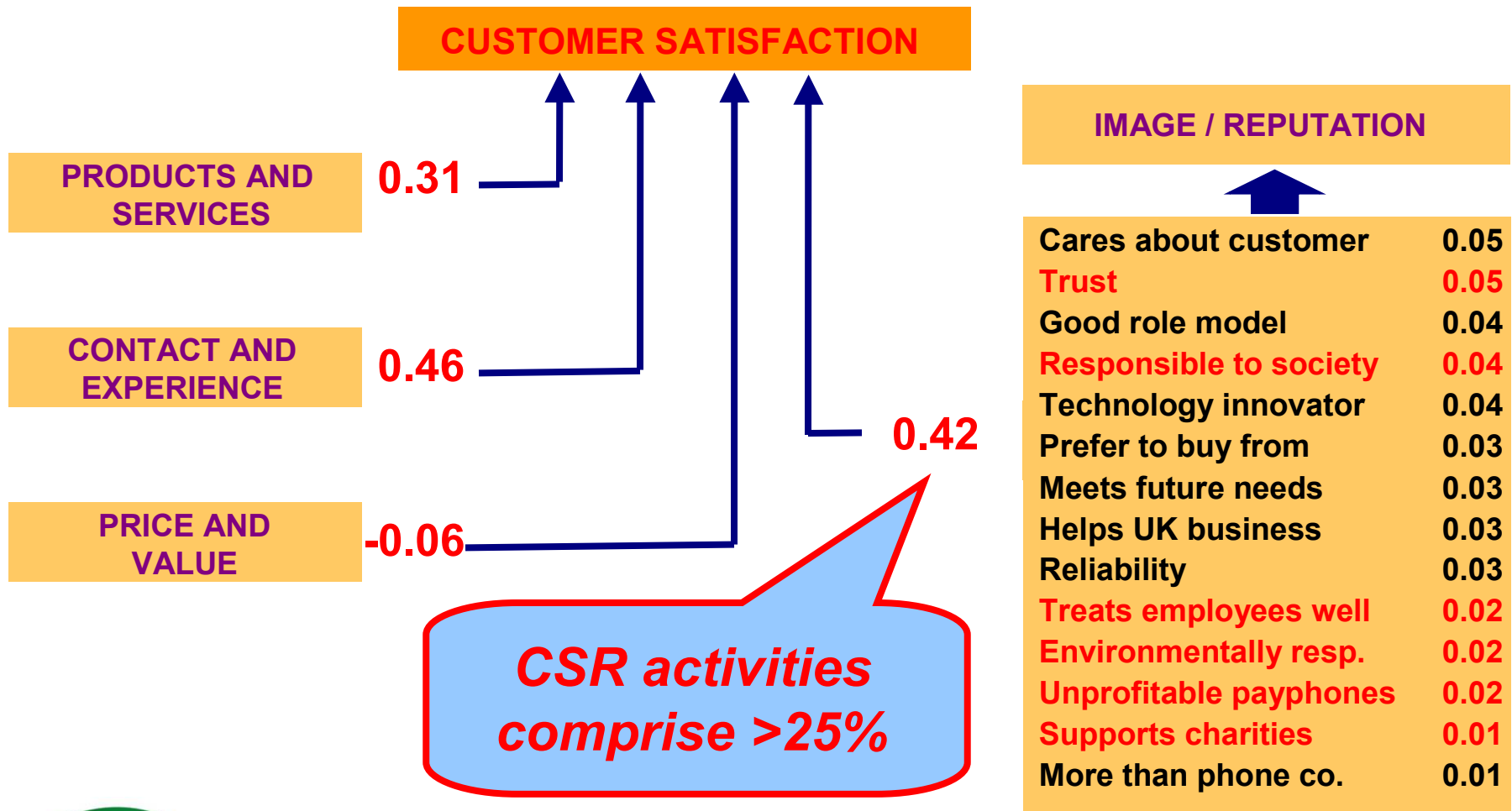
“The whole concept [of CSR] is reprehensible. Companies are owned by shareholders. Directors have responsibilities to their shareholders. They do not have responsibilities to the public at large or to the social good.” UK MP

“The big issue is broadband to as many people as possible and reduce the divide, which is not only the rich and poor, it’s the young and old.” Journalist

“I’m personally not happy that British Telecom aren’t doing enough to deal with these Internet scams, which come through BT.” UK MP



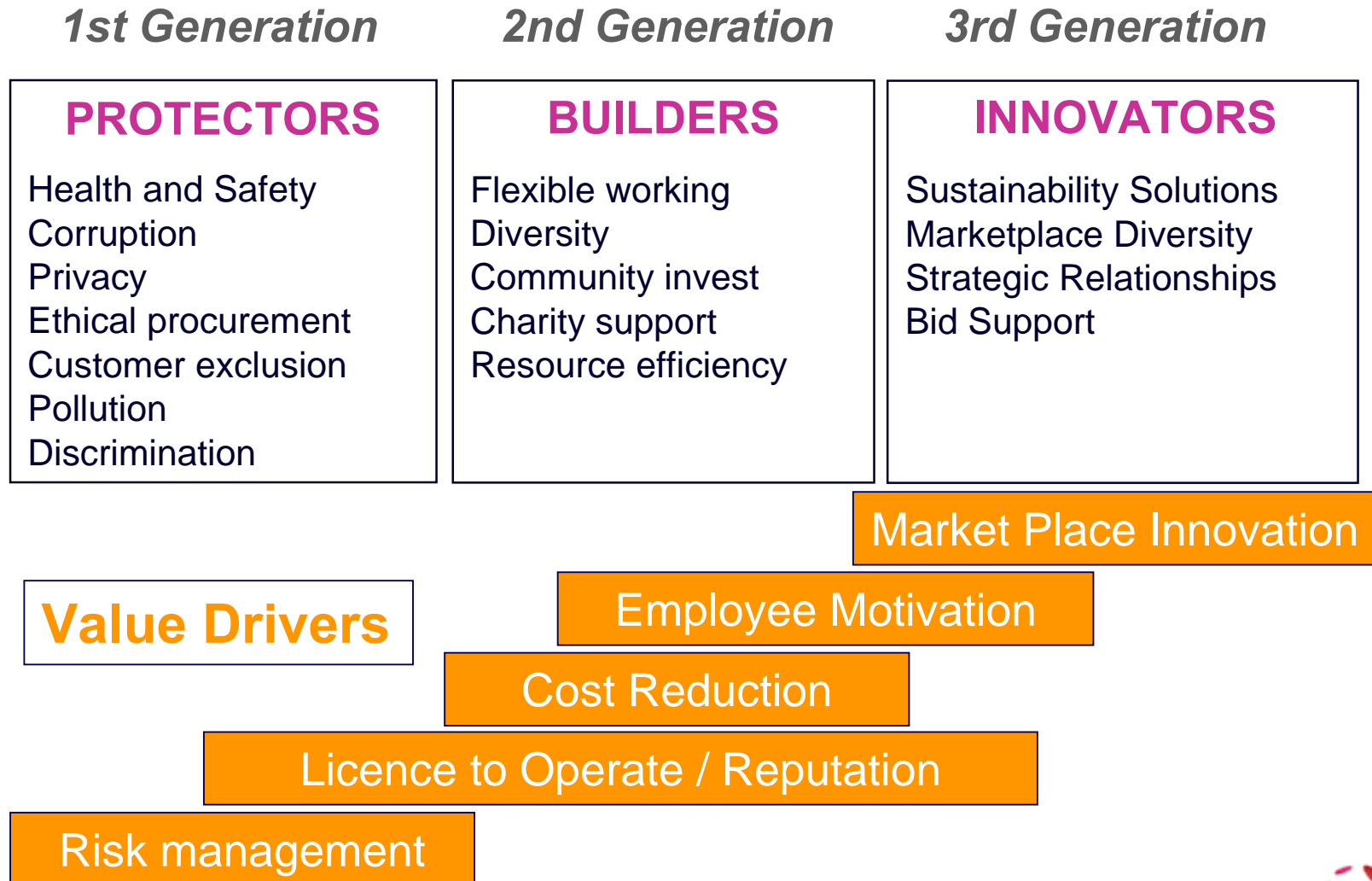
Licence to Operate / Reputation



Model based on BT Retail internal data (Residential Customers)



Business Case for CSR



A foundation of values

Trustworthy
Helpful
Inspiring
Straightforward
Heart Our Values

“The business case for sustainable development won’t work unless it generates real, lasting trust with all a company’s principal stakeholders.

..... You can’t add value without values.”

Just Values



Taking an Ethical Stance

BBC NEWS UK EDITION

Last Updated: Tuesday, 8 June, 2004, 11:04 GMT 12:04 UK

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BT acts against child porn sites

BT customers will soon be prevented from accessing websites containing images of child sexual abuse.

The move has been welcoming by child protection bodies but is acknowledged as only a small step in the fight against child pornography on the net.

BT's internet customers will be blocked from viewing websites blacklisted by the Internet Watch Foundation.

While it goes some way to protecting the public, it will have limited impact on paedophiles who use the internet.



BT aims to pull plug on illegal websites



CSR + value for money

We think you deserve some uninterrupted quality time

Just when you manage to have a moment to yourself, the phone rings. More often these days, it's an unsolicited sales call.

BT Privacy at Home¹ helps you spend more, uninterrupted time on the things that matter to you by **giving you control** over who you speak to. What's more, this service is **FREE**.

- See who's calling before you pick up the phone with **FREE** Caller Display². BT even has some great discounts on compatible phones
- Help block unwanted sales calls with the **FREE** Telephone Preference Service

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If you want more control over your calls at home we have a range of Advanced Calling Features such as barring withheld numbers and blocking calls from specific phone numbers.

[Advanced Calling Features >>](#)



... a winning combination



Conclusions

Reputation = $R_{\text{business community}} \cdot R_{\text{individual company}}$

Reputation = Favourability \cdot Familiarity

Reputation \neq Profitability

Reputation = Informed Balance of Stakeholder Expectations $\left\{ \text{Transactional} \cdot \text{Societal} \right\}$



Society & environment



- The Group
- Shares & performance
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- Online services



"Transparency in dealing with controversial issues is paramount. We will never satisfy everyone, so openness is key"

Ben Verwaayen, Chief Executive

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- Stress at work** - is it a modern inevitability?
- Privacy** - will new technologies invade your privacy?

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