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Managing Your Reputation

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6th International Sustainability Forum

Zurich, 8/9 September 2005

The Mechanism of Reputation

Reputation Framework

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Criteria for Judging Companies: Other Audiences (SPONTANEOUS)

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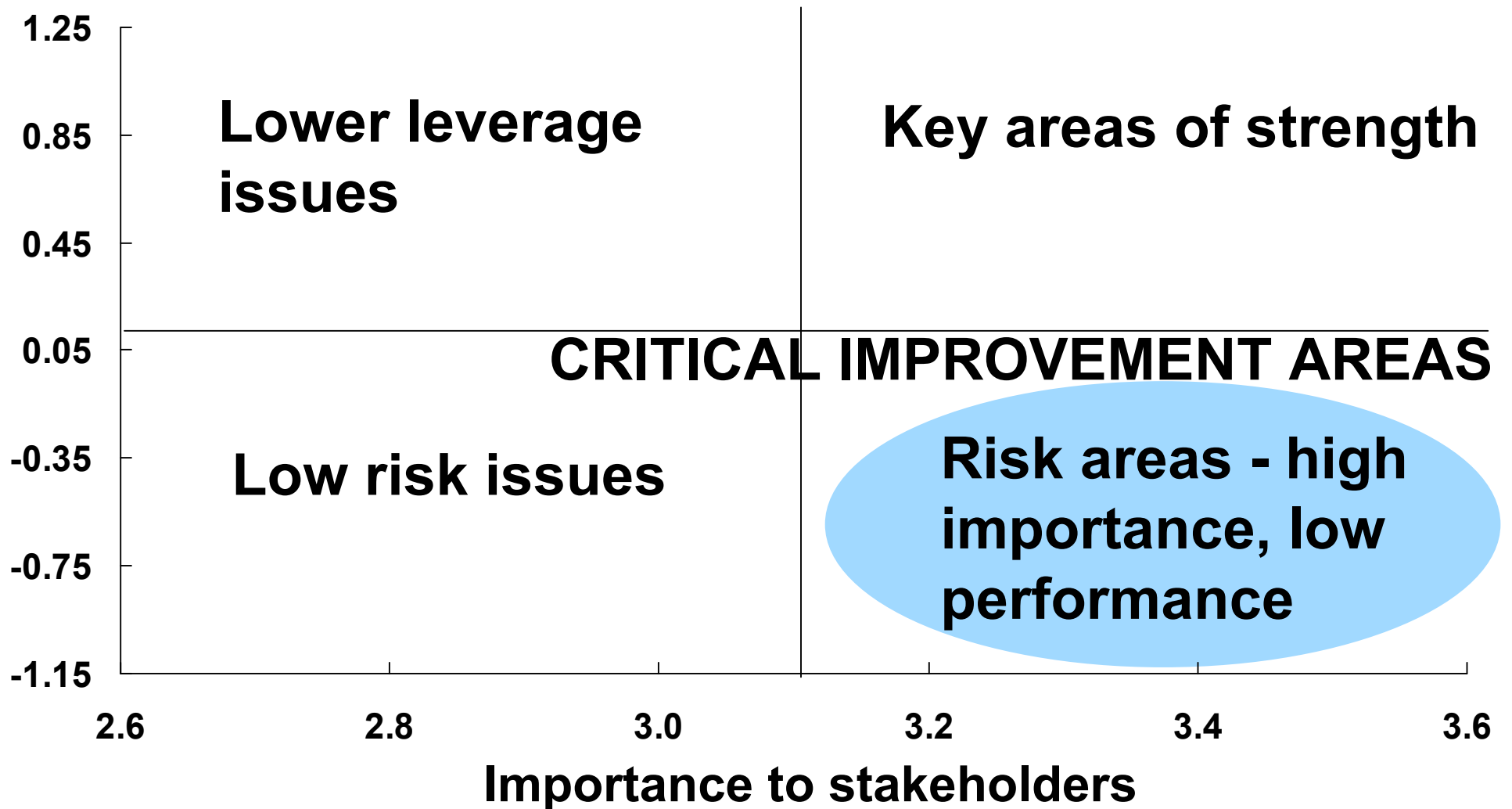
Q *What are the most important factors you take into account when making a judgement about a company?*

	General Public	Lab	MPs	Con	Captains	City Investors	NGOs & CR experts
	%	%	%	%	%	%	%
Honesty/ Integrity	27	18	14	21	6	10	
Quality of products/ services	21	8	11	16	8	23	
Customer service*	20	27	11	11	1	0	
Treatment of staff/employees	21	48	20	9	1	10	
Financial performance	15	31	66	42	43	5	
Quality of management	16	6	6	39	73	13	
Image / reputation	0	8	7	34	5	15	
Environmental responsibility	6	12	16	3	1	18	
Social responsibility	2	38	31	6	3	10	
Corporate responsibility / sustainability / business ethics	0	10	10	0	0	50	

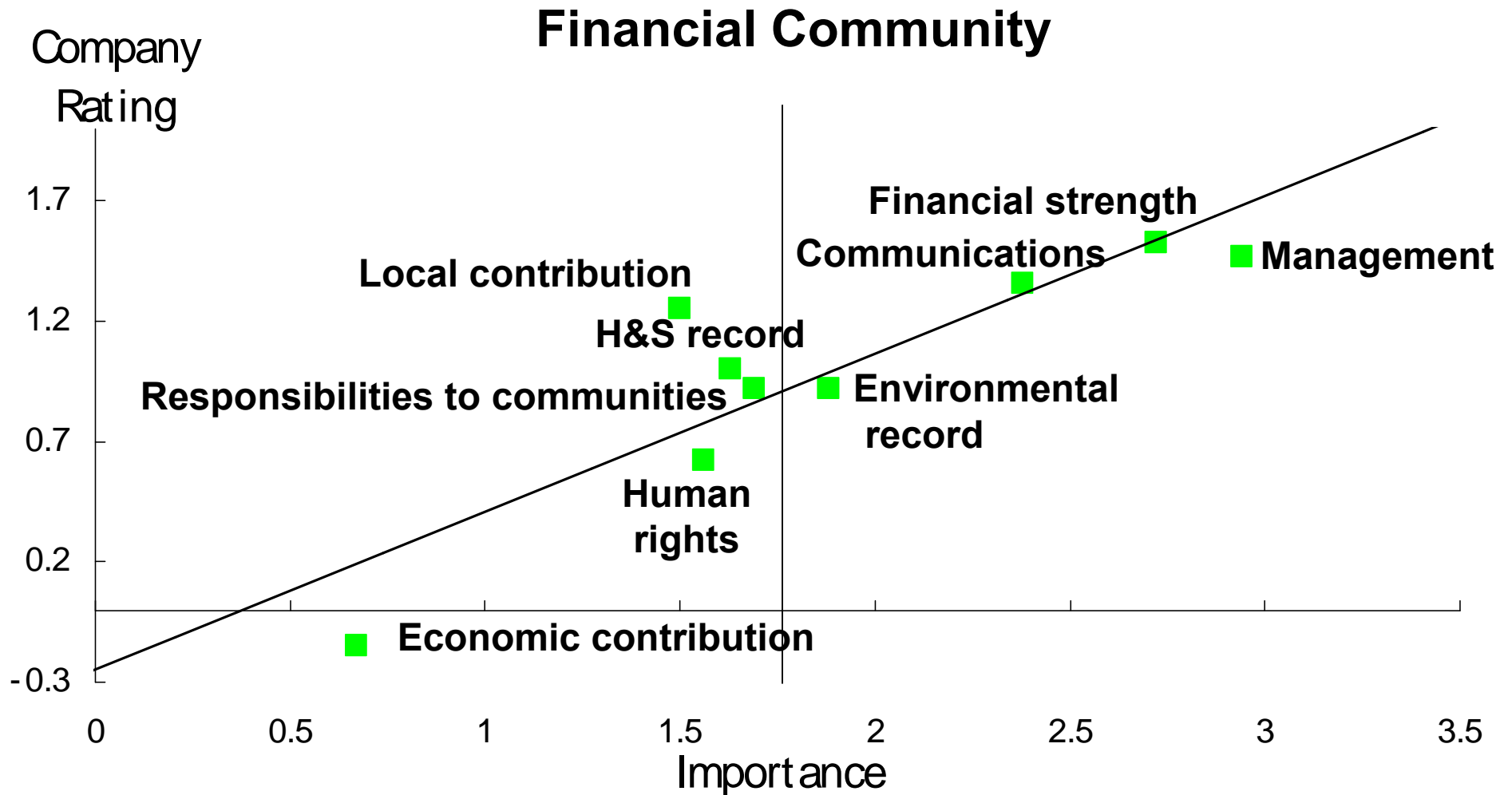
Base: All audiences 2004/2005 *For MPs/Captains, figures refer to 'treatment of customers'

A risk model

Perceived company performance

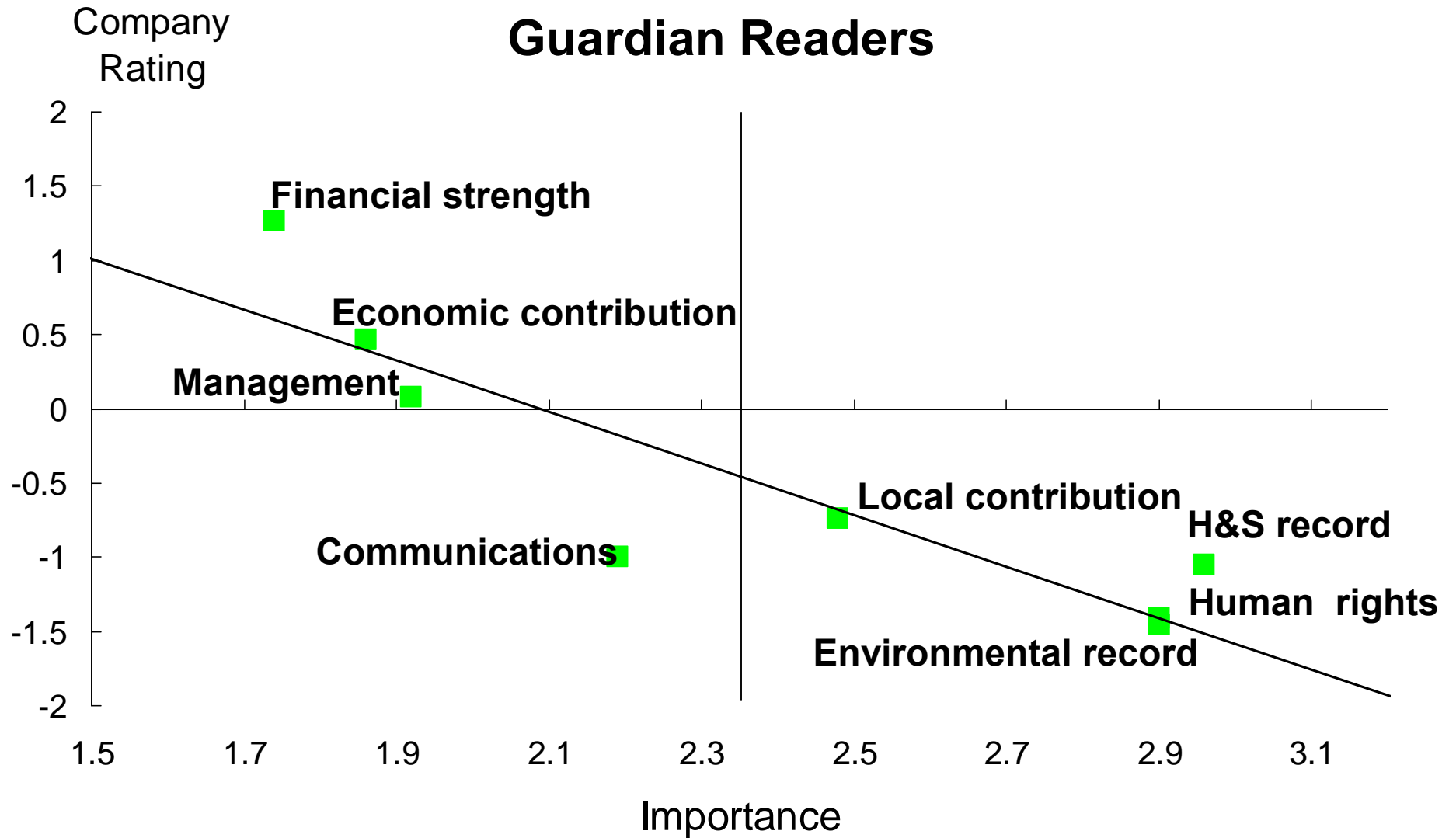


A Recipe for Positive Disposition



Base: Institutional Investors/Analysts, March 1998

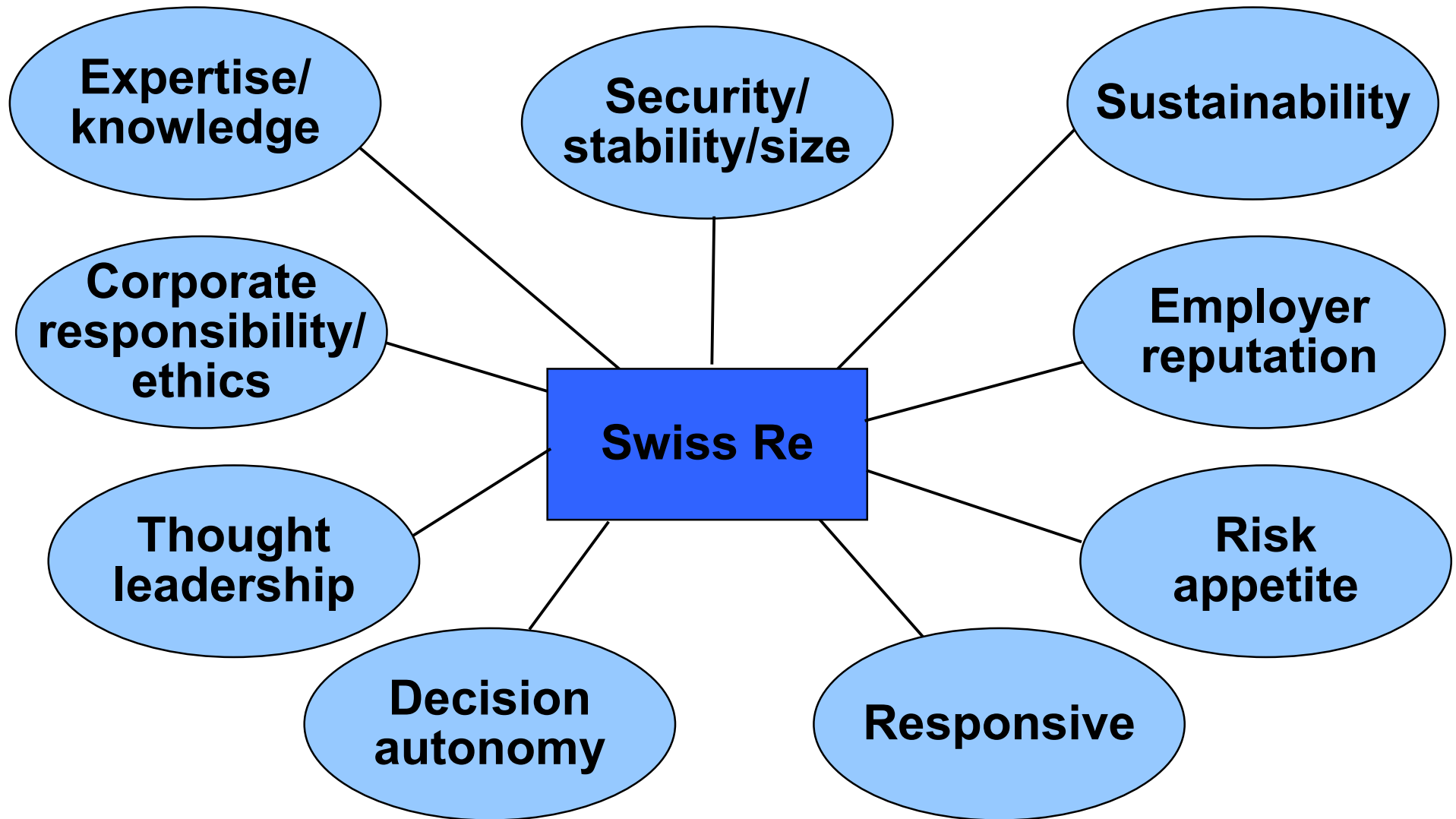
A Recipe for Negative Disposition



Base: Guardian readers, March 1998

Applying the Reputation Framework to Swiss Re - 1

Issues



Applying the Reputation Framework to Swiss Re - 2

Stakeholders

- **External**
 - **Clients**
 - **Journalists**
 - **Investors**
 - **Analysts**
 - **Brokers**

- **Internal**
 - **Top management**
 - **Client managers**
 - **Other employees**

Swiss Re/MORI Global Reputation Survey 2005

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- **Third in a series – 1999/2000, 2002/2003, 2005**
- **Qualitative research – in-depth interviews**
 - **some in-person, mostly telephone**

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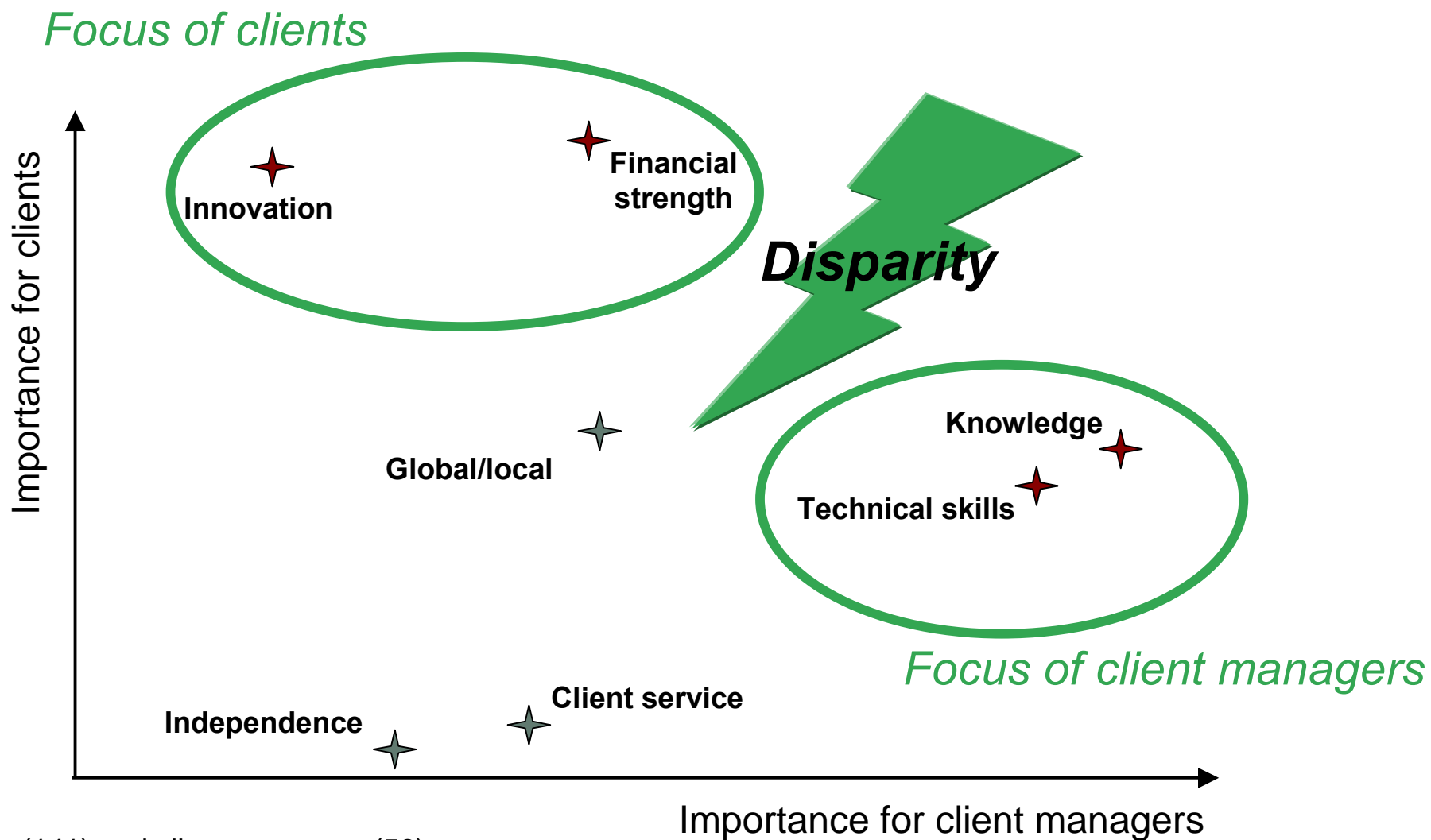
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- **More than 300 interviews – massive analysis undertaking**
 - Xsight software

Swiss Re's image – the main features are positive

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Leadership: which characteristics are important?



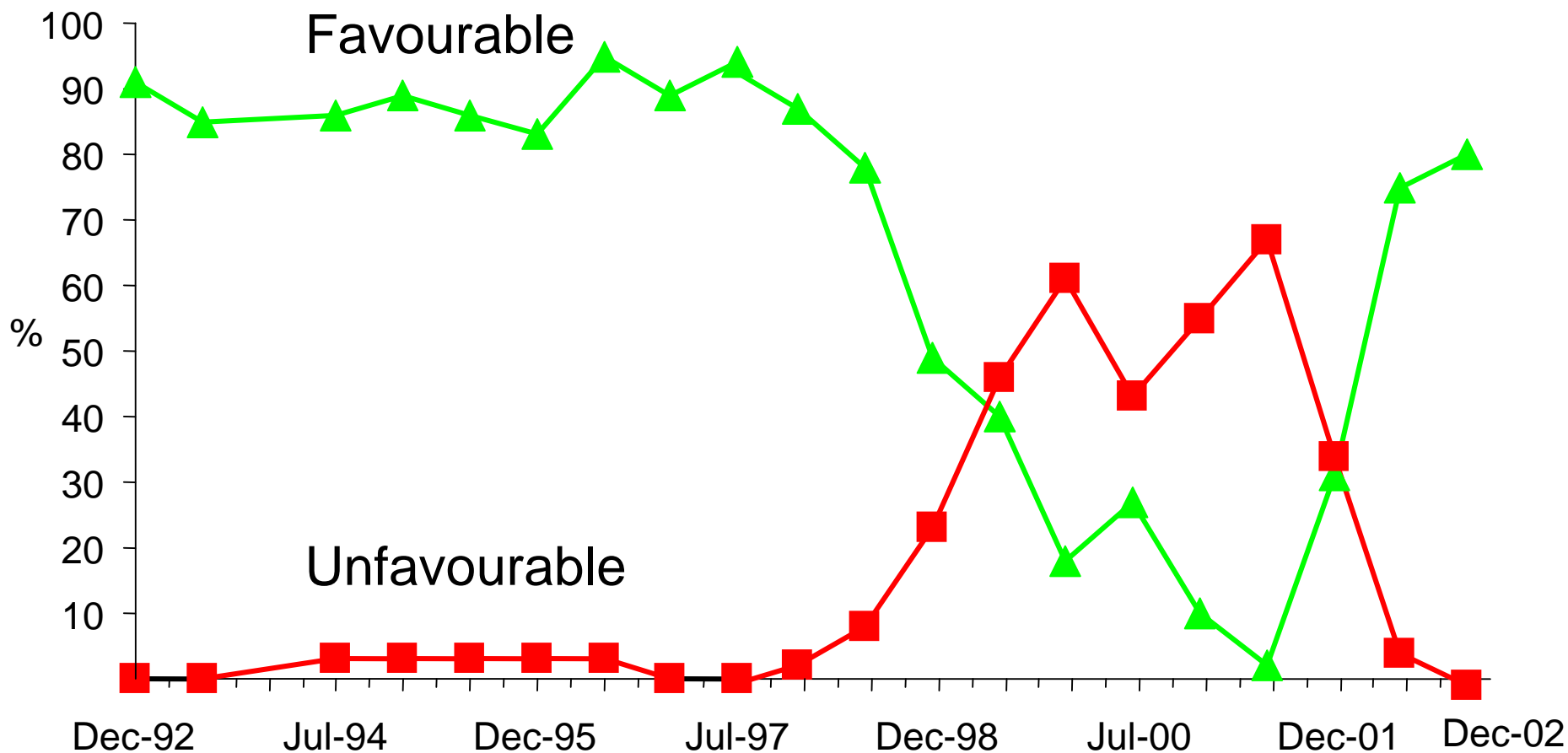
Base: all clients (141) and client managers (56)

“Importance” is primarily measured by number of stakeholders mentioning the characteristic

Changes over time

Marks & Spencer - Business & Financial Journalists

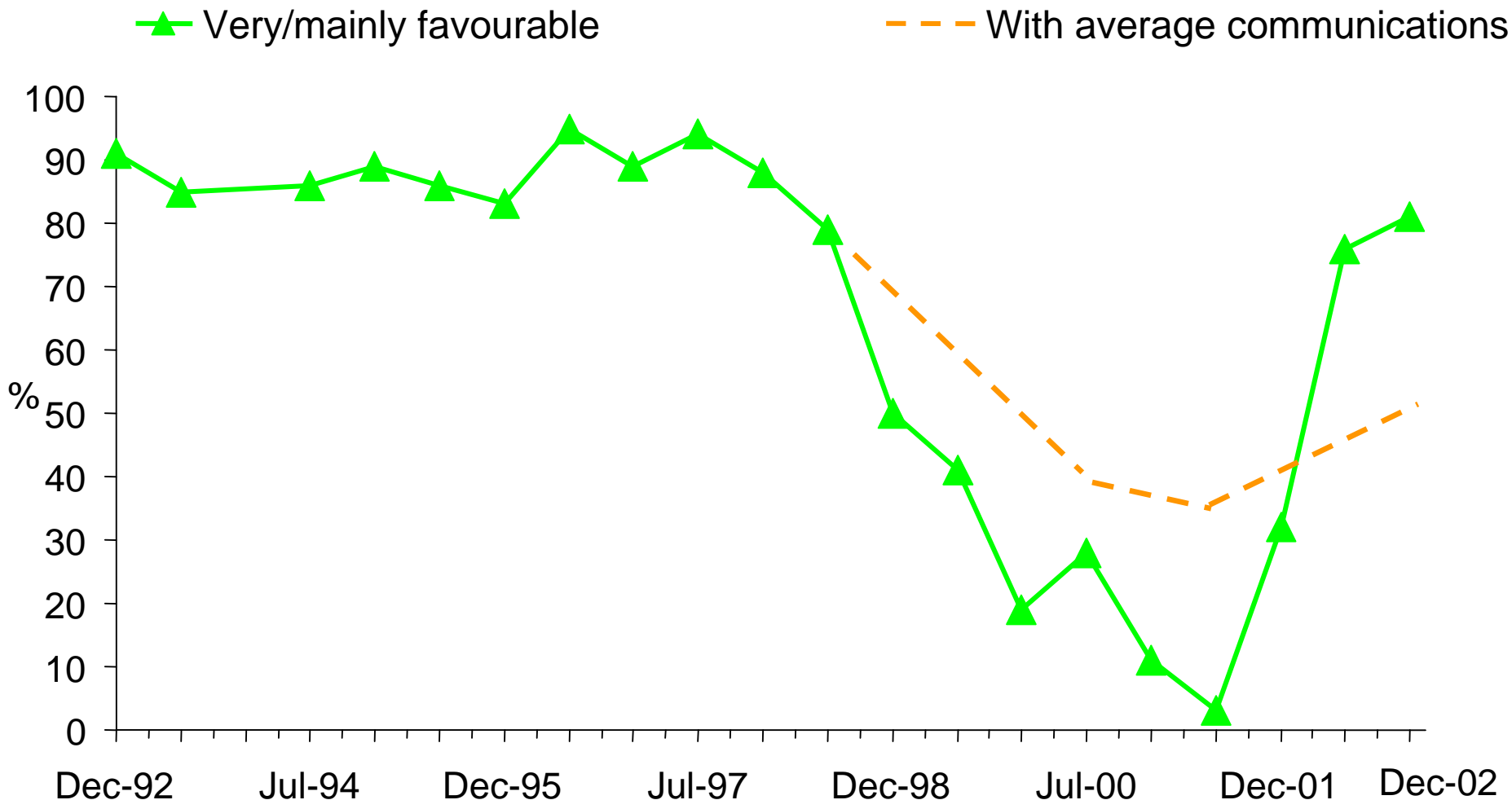
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Base: All Business & Financial Journalists (35)

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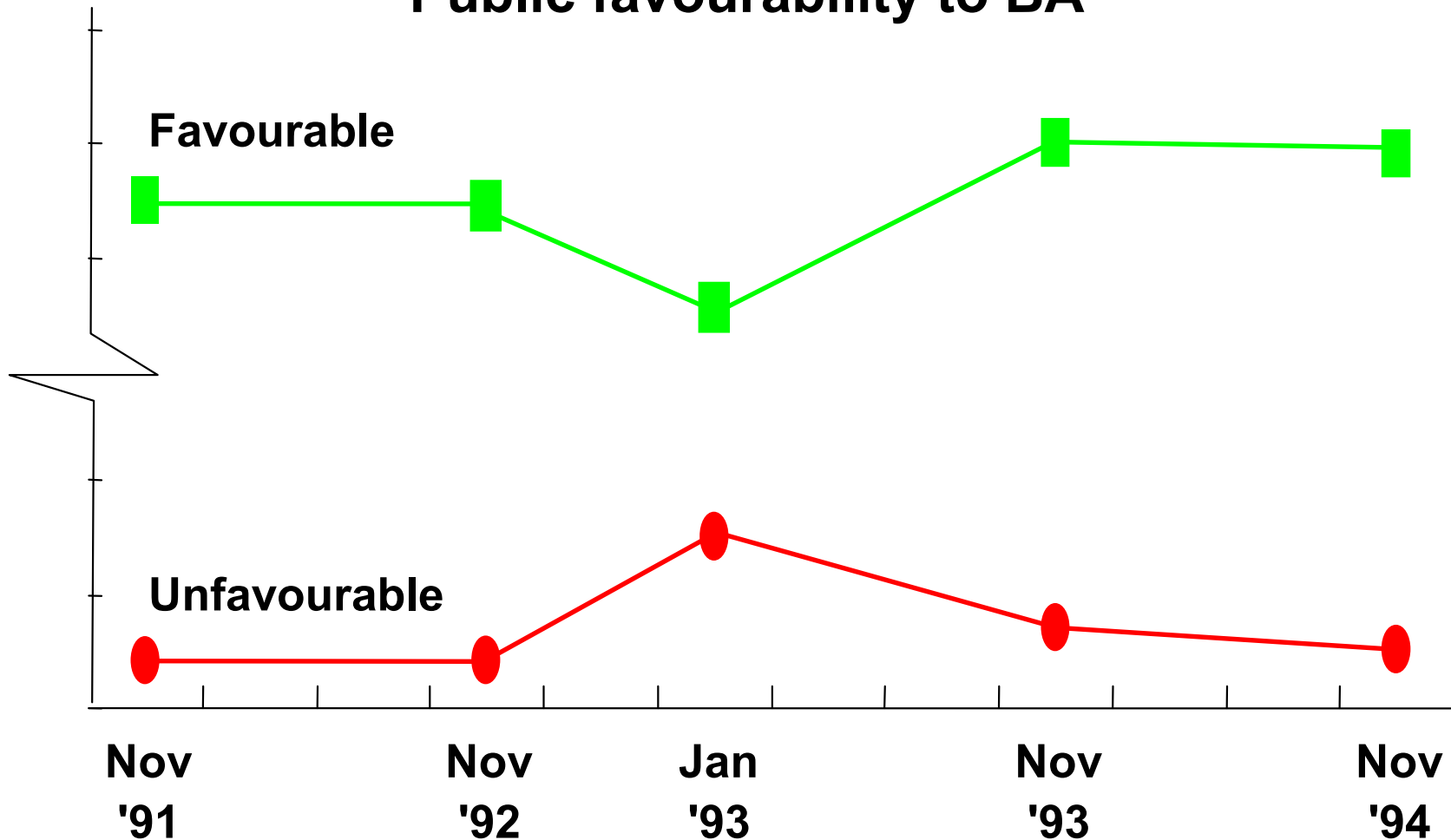
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British Airways 'dirty tricks'

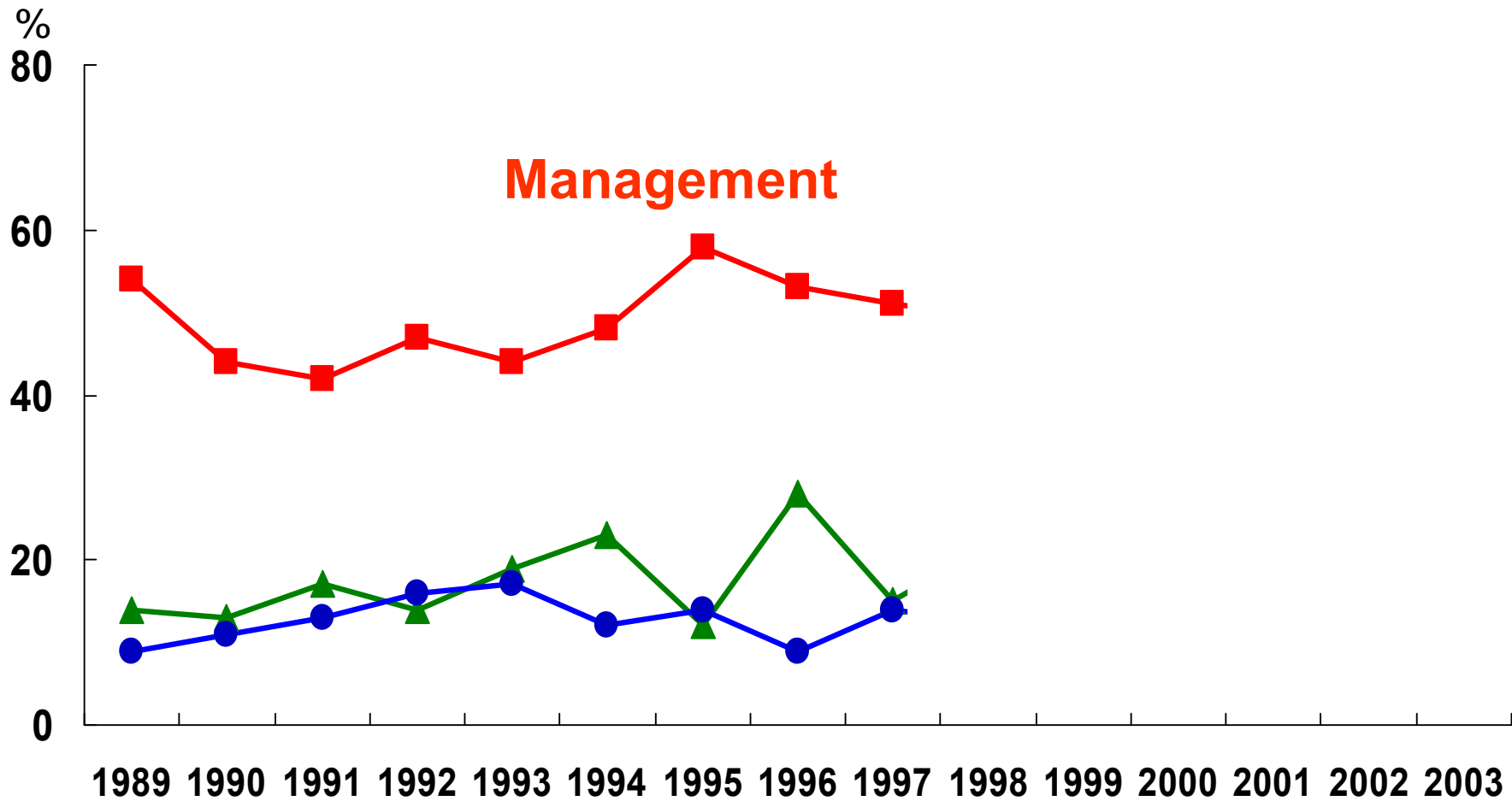
Public favourability to BA



Base: GB adults aged 15+ (c.1,000/2,000), MORI's General Public Corporate Image Survey

Reputation & honesty increasingly important to business leaders

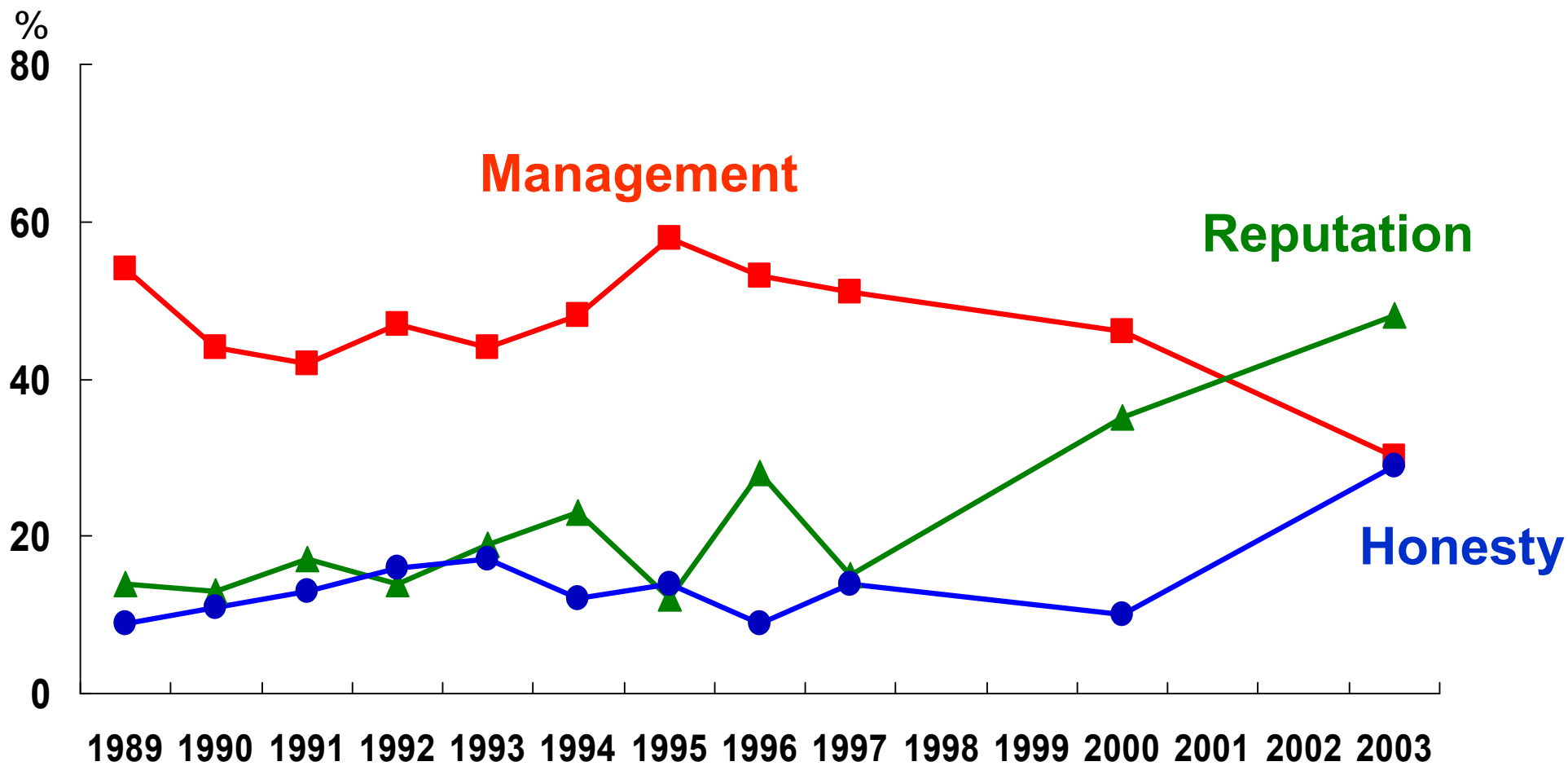
Q What are the most important factors you take into account when making a judgment about a company? (Spontaneous)



Base: c.100 Captains of Industry, MORI's Annual Multi-Client Captains of Industry Survey

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- Rogers/Graphics/Managing your reputation