

REPUTATION  
INSTITUTE



Reputation Results  
of the Largest Companies  
in The Netherlands

2008

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# INTRODUCTION



Cees B.M. van Riel  
Managing Partner and  
co-founder of Reputation  
Institute

How do your internal and external stakeholders perceive you over time? What impact did your recent ad campaign have in lifting your reputation with consumers? Did the recent departure of your CEO affect your reputation? What was the effect of last year's negative media coverage on perceptions of your company? Knowing the answers to these questions is crucial in managing your reputation and contributing to building economic value for your company.

Corporate reputation is "the collective representation of a firm's past actions and results that describes the firm's ability to deliver valued outcomes to multiple stakeholders".

A corporate reputation is essential to companies since reputations can be valuable as well as vulnerable. Strong corporate reputations have an economic value for corporations. A vulnerable reputation leads to losses as stakeholders withhold their support, leading towards a downward spiral potentially resulting in bankruptcy.

Hence, companies with a positive reputation have a strong competitive advantage, since:

- They appear to be more attractive in recruiting and retaining employees;
- They attract capital against lower costs;
- They are faced with less litigation;
- They can work with suppliers that are less demanding and prepared to offer their products against lower prices;
- They are preferred network partners in commercial and non-commercial configurations.

This implies a cost reduction resulting in a 100% contribution to the firm's profit. Thus, a positive reputation increases the firm's performance.

Consequently, it is essential for companies to manage their corporate reputation. Managing a reputation requires fact-based systematic tracking. Exactly this is what the Reputation Institute has been studying for more than 10 years, in 27 countries among 1,000 of the world's largest companies

We are pleased to present to you the reputation results among the largest corporations in The Netherlands. The results are yet again surprising.

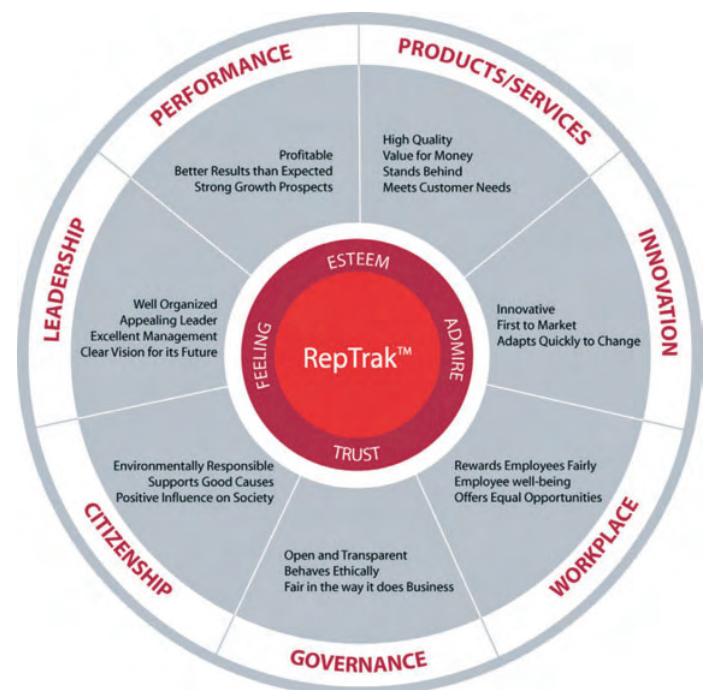
# THE REPTRAK™ METHOD

The Reputation Institute created the RepTrak™ method, to provide companies with a standardized framework for enabling the identification of factors that drive reputations and to benchmark their corporate reputations internationally.

RepTrak™ is the world's first standardized and integrated tool for tracking corporate reputations internationally across stakeholder groups. Companies can choose the data they want to see in their RepTrak™ and can juxtapose both perceptual surveys with analysis of media content. For instance, tracking polls conducted daily around the world, provide companies with direct access to the perceptions of consumers, investors and employees. Real-time monitoring of selected groups makes it possible for companies to see if corporate branding activities are inducing the kinds of supportive behaviors they were intended for if, PR strategies are influencing public opinion and if media coverage is hurting or helping the company's reputation. All this, benchmarked against your key rivals.

The RepTrak™ Model is a tool that tracks 23 key performance indicators grouped around 7 reputation dimensions that research has proven to be effective in getting stakeholders to support the company in their supportive behavior regarding aspects like purchasing and investment decisions;

1. Products / services
2. Innovation
3. Workplace
4. Governance
5. Citizenship
6. Leadership
7. Performance



The beating heart of the RepTrak™ Model is the Pulse, which takes the public pulse of a country by measuring how consumers evaluate companies on four attributes that the Reputation Institute has determined to comprise the overall reputation of a company: *overall regard, good feeling, trust and admiration.*

The strength of the RepTrak™ is that the dimensions used in this method are statistically independent of each other. This reduces the problems associated with multi-colinearity in data analysis and strengthens conclusions about the relative impact that specific attributes and dimensions have on the company's overall reputation.

### Internationally standardized and comparable reputation scores

Market research shows that people are inclined to rate companies more or less favorably in different countries, or when they are asked questions directly or online. When asked in a personal interview, for example, it's known that people tend to give a company higher ratings than when they are asked by phone, or when they are asked to answer questions about the company online. This is a well-established source of 'systematic bias'.

Another source of systematic bias comes from national culture – in some countries, people are universally more positive in their responses than in other countries. In statistical terms, it means that the entire distribution of scores in a

'positive' country is artificially 'shifted' because of this propensity for people in that country to give higher ratings to all companies, good or bad. The distribution of scores in that country may also be more 'spread out' than in another because people have more information and are able to make more subtle differences between companies.

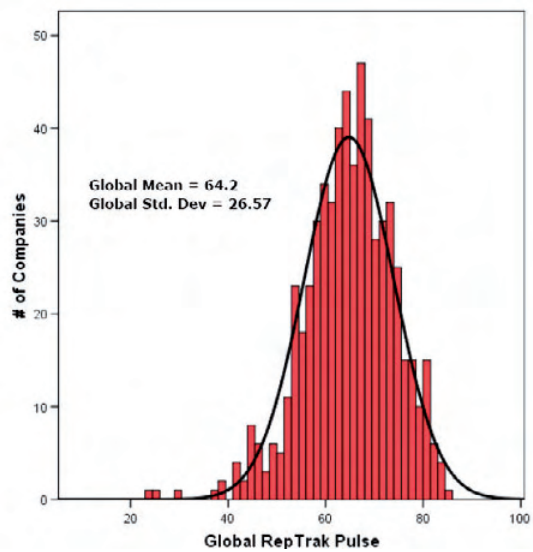
To overcome these sources of systematic bias, Reputation Institute's policy is to adjust all RepTrak™ scores by standardizing them against the aggregate distribution of all scores obtained from the RI's Annual Global RepTrak™ Pulse. Standardization has the effect of lowering scores in countries that tend to over-rate companies, and has the effect of raising scores for companies in countries that tend to rate companies more negatively. Due to this procedure, all RepTrak™ reputation scores are comparable across industries, countries, and over time.

Through further statistical analysis, Reputation Institute connects RepTrak™ Dimension scores with RepTrak™ Pulse scores, as well as with various supportive behaviors, in order to identify the drivers and implications of corporate reputation. The findings enable companies to understand and take advantage of the dynamics of reputation among the general public.

## The Global Distribution of Reputations

The reputations of the largest companies in the world range from a low of 17.44 (Northern Rock in the UK) to a high of 86.53 (Toyota Motor Corporation in Japan). The global mean is 64.2 and the largest concentration of companies have a RepTrak™ Pulse between 60.0 and 70.0. Based on the global distribution of scores, Reputation Institute proposes the following benchmarks for benchmarking standardized corporate reputation results internationally:

- Maintain (>70)
- Improve (60-70)
- Immediate action (<60)



# THE GLOBAL REPTRAK™ 2008

## Measuring The Reputations of the World's Largest Companies

The RepTrak™ Pulse 2008 is the annual study of the reputations of the World's Largest Companies. The study was developed by the Reputation Institute to provide executives with a high-level overview of their company's reputation with consumers. Over 60,000 online interviews with consumers in 27 countries on six continents were conducted in January and February 2008. More than 150,000 ratings were used to create reliable measures of the 'corporate reputation' of more than 1,000 companies.

*In 2008 the Global RepTrak™ Pulse study is conducted in 27 countries:*

### **Europe:**

Denmark, Finland, France, Germany, Greece, Italy, Norway, Poland, Portugal, Russia, Spain, Sweden, Switzerland, The Netherlands, United Kingdom

### **Asia and the Pacific:**

Australia, China, India, Japan, South Korea

### **North America:**

United States, Canada, Mexico

### **Latin America:**

Argentina, Brazil, Chile

### **Africa:**

South Africa

## Companies Rated

The Global RepTrak™ 2008 measures the reputations of the largest corporations in each country based on their 'total revenues'. Rated companies had to have significant consumer presence and be minimally familiar to the general public. All companies are measured in their home country only.

## Survey Methodology

The Global RepTrak™ 2008 was conducted online in all countries. The RepTrak™ Pulse is calculated by sampling an average of 100 local respondents a month, who are familiar with the company.

## Questionnaire

The Global RepTrak™ 2008 questionnaire is a 10 minute long online survey that invites respondents to describe their perceptions of companies. The Reputation Institute uses online surveys since they are more diverse than traditional samples in many domains (e.g. gender, geographic location and socio-economic status).

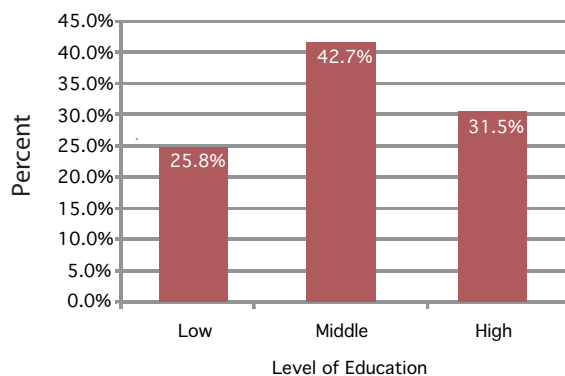
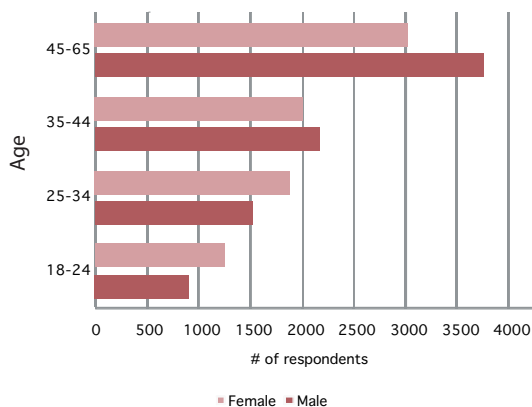
# REPUTATION RESULTS OF THE LARGEST COMPANIES IN THE NETHERLANDS

## Companies Rated

The Global RepTrak™ 2008 measures the reputations of the largest corporations in The Netherlands based on their 'total revenues'. Furthermore, rated companies had to have significant consumer presence and be minimally familiar to the general public in The Netherlands. These conditions have as a consequence that a small number of corporations were not included in the list (e.g. Vitol and Gasterra); the general public in The Netherlands is not familiar enough with the companies to evaluate them in a valid way.

## Profile of Respondents to Global RepTrak™ 2008 in The Netherlands

More than 16,000 respondents were interviewed during **January, February** and **March** of 2008 to come to the ranking of the Global RepTrak™ Pulse The Netherlands. Respondents had to be familiar with the company they were rating and were allowed to rate up to four companies. The interviews were conducted **online**. The demographic breakdown of the sample was intended to reflect the demographics of **the general population with internet access**. The results are balanced on age and gender, but show the expected over-representation of mid education level in the sample.

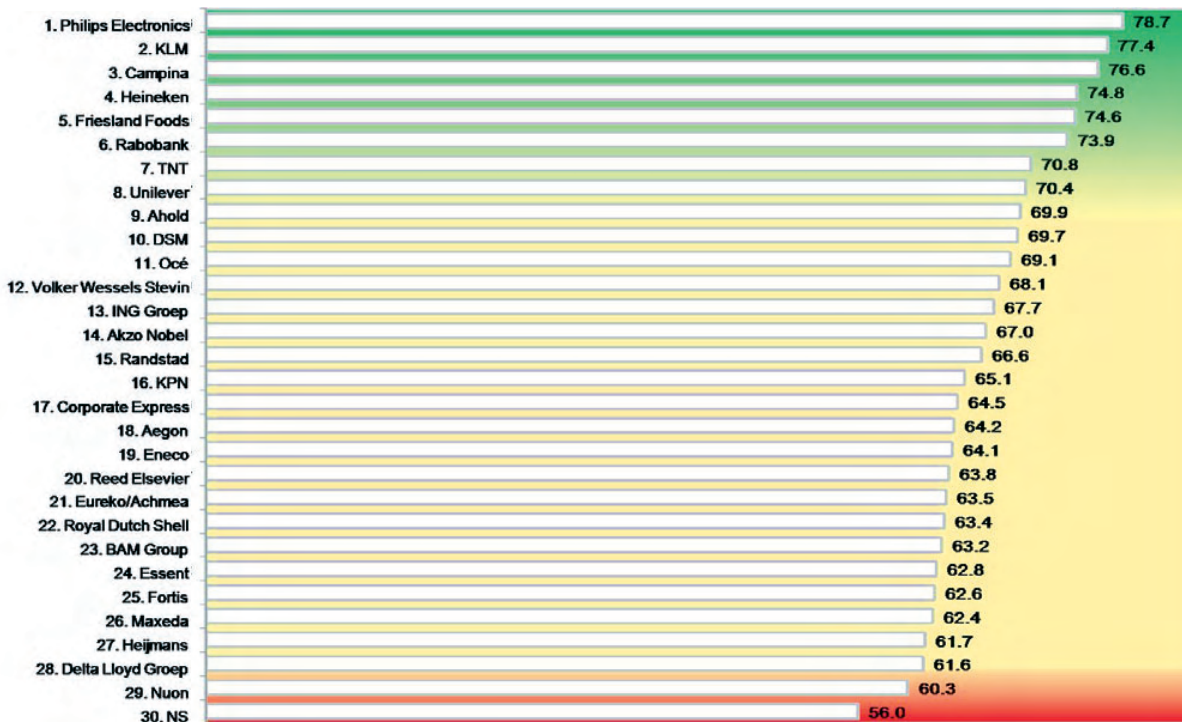


## Reputation Results of the Largest Companies in The Netherlands

The reputation of the Dutch largest companies has been measured for the seventh time. This year's reputation leader in The Netherlands is Philips with a RepTrak™ Pulse of 78.7. KLM takes the second place with a Pulse of 77.4, followed by Campina (76.6).

Reputation scores above 70 are hard to achieve as we have seen over the years. In The Netherlands, only 8 out of the 30 largest Dutch companies manage to accomplish this top achievement.

The industry effect on reputation is clear; for example, the Consumer Products industry has the best reputation compared to other industries and we see that companies within this industry (Campina, Friesland Foods & Unilever) all rank in the top tier.



Another thing worth noting is that Dutch companies fare very well in comparison to the 'average' players within their global industry. Out of the 30 companies, only 5 score below the global average in their industry. The best Dutch performer in comparison to its industry is the Rabobank, which reputation (73.9) is almost 15 points higher than the average in the global banking industry (59.2). But also KLM does very well by scoring almost 14 points above its industry average (77.4 versus the global airlines & aerospace average of 63.6).

## Shifts in the Reputation Ranking

In comparison to last year's results, Philips and KLM have leapfrogged. Newcomer in the rankings is Campina, which has a successful start and obtains a third place in the rankings. Nederlandse Spoorwegen closes the ranking with a Pulse of 56.0, although they improved their score again from 53.2 to 56.0.

### Top 5 Reputation Improvements

Essent	+5.3
Eneco	+5.0
Nuon	+3.5
Ahold	+3.3
DSM	+3.0

### Top 5 Reputation Declines

ABN Amro <sup>1</sup>	-9.8
Friesland Foods	-4.8
Maxeda	-4.7
Heijmans	-4.1
Corporate Express	-3.3

<sup>1</sup> Due to the take-over, ABN Amro is no longer part of the Dutch largest companies. However, for consistency reasons and curiosity regarding the impact of the take-over ABN Amro's reputation has been measured this year.

*Reputation gains:*

The utility companies achieve the greatest gains in reputation. Essent sees the biggest improvement in its Pulse score between 2007 and 2008 (+5.3 points), closely followed by Eneco (+5.0) and Nuon (+3.5). Other notable increases in reputation are attained by Ahold (+3.3) and DSM (+3.0).

*Reputation losses:*

ABN Amro suffers the greatest decline in reputation: a drop of 9.8 points. Friesland Foods encounters a decrease of 4.8 points in its reputation, followed by Maxeda (-4.7) and Heijmans (-4.1). Corporate Express sees its reputation diminish with 3.3 points.



*"Reputation is determined by a multitude of factors and hence is a good indicator for the quality of the organization. Therefore, I see this Award as a result of our clear, consistent and successful strategic direction. On the other hand, a good reputation is an important success factor when competing on the market, recruiting and retaining personnel or attracting investors, and by that it is a source for future success."*

*"It is a big merit of the Reputation Institute that it succeeded in making reputation measurable and comparable and that it receives broad international acknowledgement for its method."*

Gerard Kleisterlee  
President / CEO Philips Electronics

## Corporate Leaders on Reputation Dimensions in 2008

A reputation is built on seven pillars from which a company can create a strategic platform for communicating with its stakeholders. Reputation Institute measured not only perceptions of companies on the four Pulse attributes – the beating heart of the model – but also asked respondents to rate the companies on the seven key dimensions.

Products & Services	Innovation	Workplace
1 Friesland Foods	1 Philips	1 Friesland Foods
2 Campina	2 DSM	2 Philips
3 Philips	3 Friesland Foods	3 DSM
4 Heineken	4 Unilever	4 KLM
5 Unilever	5 Campina	5 Volker Wessels Stevin

Governance	Citizenship	Leadership
1 DSM	1 Rabobank	1 Philips
2 Friesland Foods	2 Friesland Foods	2 DSM
3 Océ	3 Philips	3 Heineken
4 Philips	4 Campina	4 Friesland Foods
5 Volker Wessels Stevin	5 Unilever	5 Volker Wessels Stevin

Performance
1 Philips
2 Heineken
3 Friesland Foods
4 Shell
5 DSM

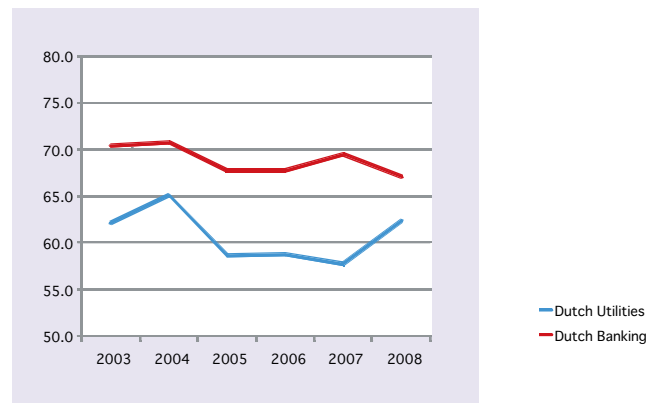
The reputational leader in 2008, Philips, is present in the top 5 of each of the seven reputation dimensions. This demonstrates that the company's reputation sits on a solid multi-dimensional foundation. Philips is seen as the absolute number one on Innovation, and is also evaluated as best in Leadership and Performance.

In contrast, the number two in the reputation rankings (KLM) is only in the top 5 of one of the reputation dimensions, namely Workplace. This suggests some likely vulnerabilities in KLM's reputation with consumers.

Besides Philips, Friesland Foods is the only other company that is part of the top 5 of every reputation dimension. More importantly, Friesland Foods' Products & Services are rated the highest of all companies, while the company also excels on the Workplace environment. Worth mentioning is DSM's performance on the reputation dimensions: DSM makes it to the top 5 on five of the seven dimensions. Moreover, DSM obtains a second place on Innovation and Leadership.

## Industry Trends

Over the years, the reputations of various industries change. The developments in the Dutch utilities and Dutch banking industry are a good showcase. After an upsurge in 2004, we see that the reputation of Dutch utility companies was declining until 2007. Yet in 2008, the industry's reputation recovers strongly. For the banks, we see a relatively steady decline over the last years. In contrast to the utilities industry, in the banking industry we observed an improvement in reputation in 2007 but a decline again in 2008.



One of the explanations for the 'mirror' trend in the two industries from 2007 to 2008 can be found by looking at the seven key dimensions of reputation.

Changes 2007-2008	Dutch Utilities	Dutch Banking
Products & Services	↑	—
Innovation	↑	—
Workplace	↑	↓
Governance	↑	↓
Citizenship	↑	↓
Leadership	↑	↓
Performance	↑	—

With the Dutch utilities companies we observe that consumers consistently give higher marks for each of the seven reputation dimensions.

By contrast, for the Dutch banking industry we notice that consumers' evaluation of the Products & Services, Innovation and Performance have not altered, yet all of the other reputation dimensions receive lower evaluations.

# REPUTATION RESULTS OF THE WORLD'S 200 LARGEST COMPANIES

The RepTrak™ 200 consists of the 200 largest companies in the world. Companies were included by selecting the largest companies within each of the countries examined. The number of companies selected per country depended on the size of the country.

The RepTrak™ 2008 is led by Toyota Motor Corporation, market leader in the automotive industry in Japan and Asia, with a RepTrak™ Pulse of 86.53.

The most popular search engine Google is second with a RepTrak™ Pulse of 85.23. The world's largest furniture store Ikea drops one place in comparison to last year being on the third place now with a RepTrak™ Pulse of 84.14.

The top tier with excellent Pulse scores above 80 consists of 19 companies. United States is leading the top tier with 6 companies (Google, Johnson & Johnson, Kraft Foods Inc., General Mills, Walt Disney and United Parcel Service). Additionally, companies from the United States are dominating the top 50 of the RepTrak™ 2008, with 16 companies.

Philips Electronics is the single Dutch company in the top 50 of the RepTrak™ 2008.

Philips Electronics claims the 29th place with a RepTrak™ Pulse of 78.72. In 2007, Philips Electronics maintained the 27th place with a slightly higher RepTrak™ Pulse of 79.82.

## RepTrak™ 2008 – The World's Best Corporate Reputations: The Top 50

1	Toyota Motor Corp. (Japan)	86.53	26	Matsushita Electric Industrial Co. (Japan)	78.88
2	Google (US)	85.23	27	Marks & Spencer Group (UK)	78.78
3	IKEA (Sweden)	84.14	28	Sobeys (Canada)	78.74
4	Ferrero (Italy)	83.52	29	Philips Electronics (The Netherlands)	78.72
5	Johnson & Johnson (US)	83.48	30	Volvo bilar (Sweden)	78.57
6	Tata Group (India)	82.84	31	Xerox (US)	78.44
7	Kraft Foods Inc. (US)	82.79	32	Bridgestone Corp. (Japan)	78.09
8	Novo Nordisk (Denmark)	82.28	33	Canon Inc. (Japan)	78.07
9	Grupo Bimbo, S.A. (Mexico)	81.75	34	Colgate-Palmolive (US)	78.04
10	Migros (Switzerland)	81.54	35	AEON Co. Ltd. (Japan)	78.00
11	General Mills (US)	81.34	36	Sony Corp. (Japan)	78.00
12	Walt Disney (US)	81.22	37	Honda Motor Co. Ltd. (Japan)	77.79
13	Haier Corporation (China)	81.19	38	China Faw Group Corporation (China)	77.61
14	Infosys Technologies Limited (India)	81.18	39	Lukoil (Russia)	77.49
15	United Parcel Service (US)	81.05	40	A.P. Møller - Mærsk (Denmark)	77.35
16	Sharp Corp. (Japan)	80.44	41	Cadbury Schweppes (UK)	77.32
17	Coop (Norway)	80.43	42	Copec (Chile)	77.27
18	Jean Coutu Group (Canada)	80.11	43	Texas Instruments (US)	77.22
19	El Corte Inglés (Spain)	80.00	44	Eastman Kodak (US)	77.13
20	Carlsberg (Denmark)	79.82	45	General Electric (US)	76.82
21	3M (US)	79.79	46	Sara Lee (US)	76.48
22	Barilla (Italy)	79.44	47	FedEx (US)	76.28
23	Robert Bosch GmbH (Germany)	79.22	48	Deere & Co (US)	76.12
24	Kone (Finland)	79.12	49	Goodyear (US)	76.00
25	Mercadona (Spain)	78.90	50	Gazprom (Russia)	75.99

# GLOBAL INDUSTRY REPUTATIONS

Firms act within an industry context. An excellent industry reputation enhances the firm's performance, since an industry reputation leads to a positive halo around an industry.

### *Top-Rated Industries:*

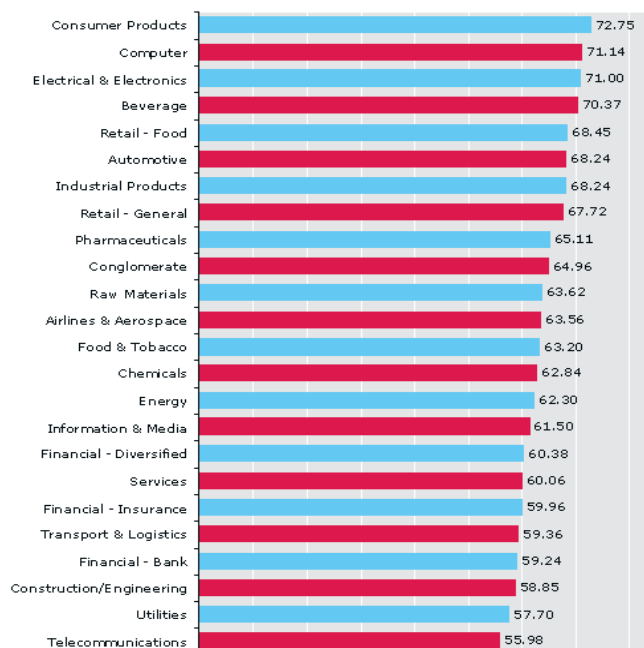
Firms involved in Consumer Products, Computers, Electrical & Electronics and Beverages have built strong reputation platforms, showing an average industry score above 70.

### *Industries with Weak Reputations:*

Firms involved in Telecommunications, Utilities, Construction/ Engineering, Transport &

Logistics and Financial-Insurance have a weak reputation platform, showing an average industry score below 60.

The Computer, Automotive and the Information & Media industries gain ground in comparison to last year's results. The Computer industry climbed three places, to the second position with a RepTrak™ Pulse of 71.14. The Automotive industry went up two places to the 6th position with a RepTrak™ Pulse of 68.24. The Information & Media sector went up five places to the 16th position on the global industry reputation list with a RepTrak™ Pulse of 61.5.



# ABOUT REPUTATION INSTITUTE

Reputation Institute (RI) is the leading international organization devoted to advancing knowledge about corporate reputations and to providing professional assistance to companies interested in measuring and managing their reputations proactively. Founded in 1998, Reputation Institute has been and remains a pioneer and global leader in the development of measurement tools in reputation, employee alignment and corporate branding and in offering advice and counsel to leading companies around the world.



## Our Approach

Through systematic research and analysis, Reputation Institute helps companies build comprehensive strategies and make operational decisions that are designed to align stakeholders with corporate objectives and thereby create tangible economic value.

In 2006, Reputation Institute launched the **Global RepTrak™ System** to identify and assess the world's most respected companies. The annual survey interviews more than 60,000 consumers in 27 countries using a standardized measurement system to rate the overall health of 1,000 of the world's largest companies. The results were featured in numerous publications around the world, and most prominently in Forbes in the US. The study is being repeated annually and enables us to provide unprecedented benchmarking capability for our clients.

Reputation Institute also conducts extensive internal analysis of employee alignment to assist clients in building increased support for their corporate strategies. We rely on proprietary methodologies embodied in our **EcQ® System** to identify internal weaknesses that prevent companies from building genuine ambassadorship and that limit their strategic capabilities. EcQ® has proven its value in both large global companies, as well as in smaller entrepreneurial firms.

Senior managers of leading companies around the world have come to trust Reputation Institute for our ability to draw on our extensive knowledge and research, sophisticated analysis, rigorous methodologies, and on our international network of experienced partners and advisors to help them develop robust and actionable reputation strategies. We invite organizations and individuals to take advantage of our proven and proprietary analytical tools, and work with our experts to manage, grow, and protect your organization's reputation.

## Our Team

Reputation Institute's global network of local offices, associates, academics, and practitioners regularly produces thought leadership about corporate reputations that is shared in our conferences and workshops, and gets featured in our newsletters and in our peer-reviewed quarterly journal, *Corporate Reputation Review*. Our team consists of well-known thought leaders such as Reputation Institute founders Charles J. Fombrun and Cees B.M. van Riel, authors of acclaimed books such as *Reputation: Realizing Value from the Corporate Image*, *Essentials of Corporate Communication*, and *Fame & Fortune: How the World's Most Successful Companies Build Winning Reputations*.



*Hans Wijers also updated shareholders on the outcome of a recent global brand assessment which has been used to review Akzo Nobel's corporate name and visual identity.*

*"Following an extensive study conducted by The Reputation Institute, we have decided to continue using the Akzo Nobel name for the newly enlarged company," he revealed. "Our research findings confirmed that the Akzo Nobel name is well respected and trusted among our key stakeholders and commands significant brand equity. Its use, combined with our products, adds a high degree of value. Therefore, while all strong product brand names such as Dulux® and Glidden® will remain, ICI will be discontinued as a corporate name."*

Hans Wijers, CEO Akzo Nobel

Press release: Akzo Nobel increases synergy target, April 22, 2008

Reputation Institute also brings together a team of Senior Advisors with extensive hands-on knowledge and experience in specific areas that are critical to effective strategic development and execution of reputation management programs.

### The Reputation Institute is led by an Executive Committee consisting of:

**Charles J. Fombrun** is Chief Executive Officer of The Reputation Institute that he created with Cees van Riel in 1998. Dr. Fombrun is a former Professor of Management at NYU's Stern School of Business where he was on the standing faculty from 1984 to 2004. He was also Professor of Management at The Wharton School from 1979 to 1984. Dr. Fombrun is the author of numerous books, including the path-breaking best-seller *Reputation: Realizing Value from the Corporate Image*, first released by Harvard Business School Press in 1996. Dr. Fombrun has published hundreds of articles in leading management journals, and is the creator of reputation management systems used by many companies around the world.

**Cees B.M. van Riel** is Managing Partner and co-founder of the Reputation Institute and RI Director for The Netherlands. Dr. Van Riel is also a Professor at Erasmus University Rotterdam and head of its Corporate Communication Centre. His most recent book, co-authored with Charles Fombrun, is *Essentials of Corporate Communication*. Cees is the author of numerous books and articles, creator of the

EcQ® Alignment Monitor, and co-author with Charles Fombrun of *Fame & Fortune: How the World's Leading Companies Build Winning Reputations*.

**Kasper U. Nielsen** is Managing Partner of Reputation Institute and Director of U.S. Operations. Kasper manages the RI's product portfolio and works closely with global clients. Kasper holds an MSc in Intercultural Management from Copenhagen Business School.

**Nicolas G. Trad** is Managing Partner of Reputation Institute and Director of International Operations. Nicolas coordinates RI's global network and works closely with clients on global projects. Nicolas holds an MSc in Intercultural Management from Copenhagen Business School and an MBA from UADE, Buenos Aires.

**Majken Schultz** is Senior Advisor to Reputation Institute and Director of RI Knowledge in Denmark. Dr. Schultz specializes in research linking corporate branding, strategy, and identity, and is the author and editor of many books and articles, including *The Expressive Organization* and *The 2nd Wave of Corporate Branding*.



From top down:  
Charles J. Fombrun  
Cees B.M. van Riel  
Kasper U. Nielsen  
Nicolas G. Trad  
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# INTERNATIONAL OFFICES



## Belo Horizonte

### RI Knowledge



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### Corporate Members



## Beijing

### RI Knowledge & RI Advice



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## Copenhagen

### RI Knowledge



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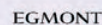
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### Corporate Members





## Rotterdam

### RI Knowledge & RI Advice



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RI The Netherlands cooperates with the Corporate Communication Centre. The Corporate Communication Centre is a joint initiative of the Rotterdam School of Management, Erasmus University and the business community, and aims to develop and expand knowledge in the field of corporate communication. The director of the Corporate Communication Centre is dr. C.B.M. van Riel.



### Corporate Members & RfN Members



## Corporate Communication Centre



**Dr. Majorie Dijkstra**  
 Senior research consultant



**Marijke Baumann MSc.BA**  
 Research consultant



**Amidé Stevens MSc.BA**  
 Research consultant



**Patricia Heijndijk MSc.BA**  
 Research consultant



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## New York

### RI Knowledge



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**Kasper Ulf Nielsen**  
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### Corporate Members



# 12<sup>TH</sup> INTERNATIONAL CONFERENCE MAY 29 - JUNE 1 2008, BEIJING, CHINA

## Come explore developments in Reputation Management in the world's fastest growing market – China!

Reputation Institute is pleased to announce that its 12<sup>th</sup> International Conference on Corporate Reputation, Brand, Identity and Competitiveness will be held in **Beijing, China** with generous support from sponsors ICCA, Telefonica and China Netcom, and BBVA and CITIC. To take advantage of our first-time visit to China, we have put together an exciting week-long program that begins on Monday, **May 26, 2008 and concludes on Sunday, June 1, 2008!**

From Monday May 26 to Wednesday, May 28, Reputation Institute is offering conference participants a unique opportunity to sign up for a pre-conference **Study Tour** that will consist of:

- Visits to some of China's leading companies and institutions
- Excursions to some of Beijing's cultural and historical marvels
- Networking with representatives of China's corporate, academic, and public sectors.

The Study Tour concludes on Wednesday May 28 with a **Reputation Forum** hosted by Reputation Institute China with presentations by senior Chinese officials, corporate sponsors, and the Chinese media. At the Forum, Reputation Institute will also present its 2008 Reputation Awards to the 'Most Respected Companies in China' and Award recipients will be invited to showcase some of their accomplishments. Simultaneous English/Chinese translation will be provided to enable full participation by conference participants, and facilitate networking between local and foreign participants.

Following the Forum, the **Conference Program** will begin on Thursday evening May 29 with an opening dinner and presentation of Reputation Institute's 2008 International Awards. A full program of plenary sessions and breakout workshops will follow on Friday and Saturday, and the conference will end with informal Brunch roundtables on Sunday June 1. So mark your calendars and join Reputation Institute in **Beijing, China** for the three day **Study Tour** on **May 26-28**, followed by the **Reputation Institute China Forum** on **May 28**, and **Reputation Institute's 12<sup>th</sup> International Conference Program** taking place **May 29 to June 1, 2008**.

The experience will be valuable, unforgettable, informative, and fun!

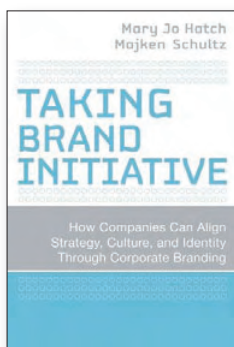
Conference Sponsors



	Thursday 29 <sup>th</sup>	Friday 30 <sup>th</sup>	Saturday 31 <sup>st</sup>	Sunday 1 <sup>st</sup>
09:00 - 10:00	Doctoral Consortium 10:00 - 16:00 (by Invitation)	PLENARY 3 9:00 - 10:15	Breakout 4 9:00 - 10:30	
10:30	Great Wall Excursion 10:00 - 16:00	Coffee Break 10:15 - 10:45	Coffee Break 10:30 - 11:00	Brunch - Roundtables 10:00 - 12:00 (optional)
11:00 - 12:00	RepTrak Roundtable 10:00 - 16:00 (by Invitation)	Breakout 1 10:45 - 12:15	PLENARY 5 11:00 - 12:15	
12:30		Lunch 12:15 - 13:45	Lunch 12:15 - 13:45	
13:00 - 14:00		PLENARY 4 13:45 - 15:00	Breakout 5 13:45 - 15:15	
14:30		Breakout 2 15:00 - 16:30	PLENARY 6 15:15 - 16:30	
15:00 - 16:00		Coffee Break 16:30 - 17:00	Coffee Break 16:30 - 17:00	
16:30		Breakout 3 17:00 - 18:30	PLENARY 7 17:00 - 18:15	
17:00 - 18:00	Registration & Cocktail Reception 17:00 - 18:00		CLOSING SESSION 18:15 - 18:45	
18:30				
19:00 - 20:00	WELCOME, PLENARY 1 & 2, RI HALL OF FAME: -Award for Best Practice -Award for Best Scholarship Dinner 18:00 - 21:30			
20:30		Social Event Opera and Dinner 20:00		
21:00 - 21:30				
22:00				

# CORPORATE REPUTATION, BRAND IDENTITY AND COMPETITIVENESS

# RECENT PUBLICATIONS



## Taking Brand Initiative: How Companies Can Align Strategy, Culture, and Identity Through Corporate Branding

**Majken Schultz and Mary Jo Hatch**

*Taking Brand Initiative* offers a revolutionary approach to corporate branding that looks beyond the marketing value of brands company-to-customer and the HR significance of brands company-to-employee. It places the management of brands at the senior level of management as it radiates throughout the organization. In this groundbreaking book, international branding thought leaders, Mary Jo Hatch and Make Schultz explain how a company's brand is just as important to outsiders and politicians, suppliers, and analysts as it is to company insiders. They show how only the corporate brand can integrate all the company's staff functions and provide a vision for competition and globalization.

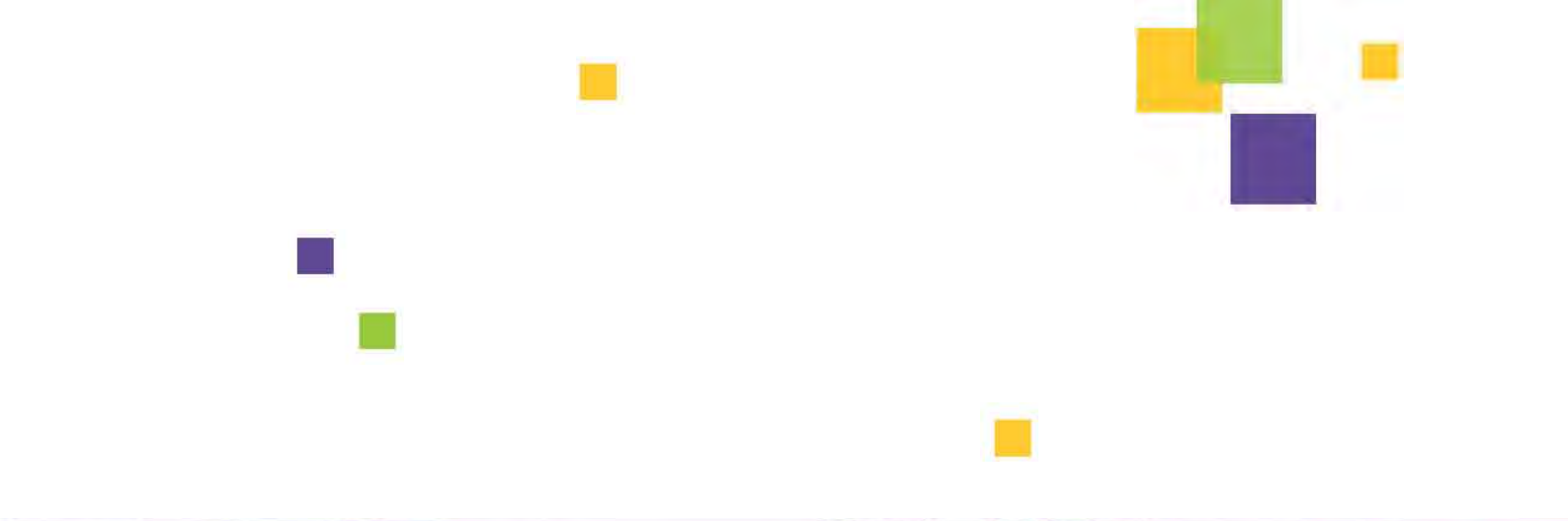


## Essentials of Corporate Communication

**Cees B. M. Van Riel, and Charles J. Fombrun**

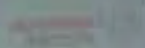
*Essentials of Corporate Communication* features original examples and vignettes, drawn from a variety of US, European and Asian companies with a proven record of successful corporate communication, thus offering readers best practice examples. Illustrations are drawn from such global companies as Virgin, IKEA, INVE and Lego. Presenting the most up-to-date content available it is a must-read for all those studying and working in this field.







Results Annual Reputation Institute Study 2008



1-10		11-20		21-30	
Philips	78.7	Oce	68.1	Eirako/Actitsea	63.0
KLM	77.4	Yuker Westin Stevin	68.1	Shell	63.4
Carrefour	75.8	IFG Group	67.7	BAM Group	63.2
Hankook	74.8	Alcoa Nobel	67.0	Essent	62.8
Foreland Foods	74.8	Handstad	66.6	Fortis	62.6
Rijksoverheid	73.8	KPN	65.1	Maveda	62.1
TNT	70.8	Corporate Express	64.5	Helix	61.8
Unilever	70.4	Angon	64.2	Delta Food Group	61.8
AKA	68.8	Exco	64.1	Nuron	61.8
DSM	68.7	Reed Elsevier	63.8		









