

Managing The World's Most Respected Companies

Hannah Clark, 11.21.06, 6:00 AM ET



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Enron. WorldCom. Hewlett-Packard. Backdated stock options. Fudged earnings. Sky-high executive paychecks. The corporate world has been inundated by scandals for the last five years. After the delirious debut of the dot-com era in the late 1990s, reality arrived--and made itself at home. Business leaders now rank down near journalists and politicians on the list of trusted professions.

But companies are starting to catch on. "Reputation" has become a watchword in the corporate world, and safeguarding a company's image is now a top priority for many CEOs. That's one reason why the Reputation Institute, a New York consulting firm, decided to rate the reputations of the biggest companies in the world. The results may surprise you; only one American company, for example, made it into the top ten worldwide.

The [Reputation Institute](#) has been ranking corporate reputations in conjunction with **Harris Interactive** (nasdaq: [HPOL](#) - [news](#) - [people](#)) since 1999. They only surveyed Americans, however, and only ranked the 60 companies that were most frequently named by respondents. This year, the two organizations parted ways.

For the latest poll, the Reputation Institute surveyed 30,000 people around the world and ranked 600 of the largest companies worldwide. Companies were only judged on their home turf; Americans only opined

about American companies, for example, and Indians only discussed firms headquartered in India. To determine which countries and which companies to rank, the Reputation Institute started with a list of the 300 largest companies worldwide. The companies on that list were headquartered in 25 different countries. Then, the researchers looked at the largest companies in each of those countries, so that citizens from each nation in the survey could rank at least ten firms.

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The Reputation Institute then adjusted its findings to account for regional differences. French respondents, for example, tended to rate companies less favorably than Brazilians. The researchers adjusted the scores so that the average rating in each country was 64, the same as the global mean. The distribution around the mean was also standardized.

And the winner is ... **Barilla Holding**, the Italian pasta maker, with annual revenue over \$5 billion and a reputation score of 87.79 out of a possible 100. Barilla wasn't the only Italian stallion to make the top ten. **Ferrero**, which makes chocolate products like Nutella and Kinder chocolate eggs, was close behind, ranking eighth overall.

If there's one thing these results confirmed, it's that people like food. The \$34 billion **Kraft Foods** (nyse: [KFT - news - people](#)) was the only American firm to make it into the top ten, with a score of 81.82. Clearly, Americans have fond memories of elbow macaroni smothered in cheese-flavored sauce.

Consumer product companies also fared well. Denmark's **Lego** and Sweden's **Ikea** also made the top ten, along with South Korea's **Samsung**. In the United Kingdom, **Wal-Mart Stores** (nyse: [WMT - news - people](#)) rival **Tesco** (other-otc: [TSCDY - news - people](#)) was number one. "People are just more aware of those companies," says Leslie Gaines Ross, a reputation expert with public relations firm Weber Shandwick.

Good deeds, of course, also boost corporate reputations. Charles Fombrun, executive director of the Reputation Institute, says companies that give to social causes did well in the survey. The Lego founding family, he says, takes care of a small Danish town. Tata Group, a conglomerate which is the most respected company in India, is also generous, Fombrun says.

The bottom line: Corporations need to build a strong relationship with consumers, even if they don't sell macaroni or candy bars. That's easier to do in a smaller country with fewer large firms, which is one reason why so few American firms made the top ten. Because there are more large companies in the U.S., Americans have less of a connection to the companies that influence their lives, says Fombrun.

The list contains a few surprises. The U.S. Postal Service, for example, made the top 30 in the United States, with a score of 67.25. It came in just behind **Caterpillar** (nyse: [CAT - news - people](#)), **Mars**, and **PricewaterhouseCoopers**. **AT&T** (nyse: [T - news - people](#)), by contrast, despite its strong brand recognition, had a rating of 53.63, enough to put it in America's bottom ten.

The bottom end of the list included a few corporations whose names have become synonymous with bad behavior. **Tyco's** (nyse: [TYC - news - people](#)) reputation hasn't recovered from its corporate scandals; its reputation score is 52.61. **Exxon Mobil** (nyse: [XOM - news - people](#)) may be popular with investors, but consumers care more about gas prices than stock prices and gave it the third-worst ranking in the United States. Cigarette maker **Altria** (nyse: [MO - news - people](#)) fared poorly as well.

The company with the worst reputation worldwide was **Halliburton** (nyse: [HAL - news - people](#)), with a score of 21.86. The defense contractor was one of only three companies, including Sweden's **Skandia** and Japan's **Mitsubishi Motors** (other-otc: [MMTOF - news - people](#)), to achieve a dubious feat: a reputation score below 30.

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The World's Most Reputable Companies

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REPTRAK RANK 2006	COMPANY	COUNTRY	INDUSTRY	REPTRAK PULSE 2006	2005 REVENUES (\$MIL)
1	Barilla Holding	Italy	Food & Tobacco	87.79	5,522**
2	LEGO Holding A/S	Denmark	Consumer Products	86.58	1,380
3	Deutsche Lufthansa AG	Germany	Airline & Aerospace	84.09	21,353
4	IKEA International A/S	Sweden	Retail - General	84.08	18,088
5	Compagnie Generale des Etablissements Michelin	France	Automotive	83.79	18,428
6	Toyota Motor Corp.	Japan	Automotive	83.15	179,024
7	A.P. Moller-Maersk A/S	Denmark	Transport/Logistics	83.15	33,058
8	Ferrero SpA	Italy	Food & Tobacco	82.98	5,664**
9	Samsung Electronics Co. Ltd.	South Korea	Electrical & Electronics	82.57	79,501
10	Kraft Foods Inc.	USA	Food & Tobacco	81.82	34,113
11	Danfoss A/S	Denmark	Industrial Products	81.57	2,860
12	AKER	Norway	Industrial Products	81.33	9,710*
13	Johnson & Johnson	USA	Pharmaceuticals	81.07	50,514
14	Koninklijke Philips Electronics N.V.	Netherlands	Electrical & Electronics	80.98	35,928
15	Federation of Migros Cooperatives	Switzerland	Retail - Food	80.91	17,938**
16	Reitangruppen AS (Rema 1000)	Norway	Retail - Food	79.71	2,496*
17	Tesco PLC	UK	Retail - Food	79.65	69,218
18	BMW AG	Germany	Automotive	79.58	55,149
19	Honda Motor Co. Ltd.	Japan	Automotive	79.55	84,317
20	Tata Group	India	Conglomerate	79.41	17,878*
21	Aldi Group	Germany	Retail - Food	79.18	37,000
22	VELUX A/S	Denmark	Industrial Products	78.92	2,209
23	PepsiCo Inc.	USA	Beverage	78.85	32,562
24	Novo Nordisk A/S	Denmark	Pharmaceuticals	78.75	5,351

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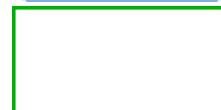
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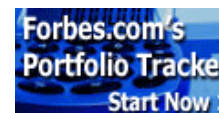


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25	Haier Group	China	Electrical & Electronics	78.74	12,800
26	Kone Corp.	Finland	Industrial Products	78.73	7,182*
27	Walt Disney Co.	USA	Information & Media	78.65	31,944
28	McCain Foods	Canada	Food & Tobacco	78.03	4,623*
29	Mercadona, S.A.	Spain	Retail - Food	78.00	11,962**
30	Grupo Bimbo, S.A.	Mexico	Food & Tobacco	77.86	5,206*
31	Luxottica Group	Italy	Consumer Products	77.68	5,578
32	Coop Norge AS	Norway	Retail - Food	77.63	2,921*
33	Coop Italia	Italy	Retail - Food	77.44	15,000
34	Airbus S.A.S.	France	Airline & Aerospace	77.41	28,313
35	Raiffeisen Bank	Switzerland	Financial - Diversified	77.37	3,034*
36	Robert Bosch GmbH	Germany	Electrical & Electronics	77.26	49,759
37	Grupo Leche Pascual, S.A.	Spain	Food & Tobacco	77.06	1,353**
38	Canon Inc.	Japan	Electrical & Electronics	77.02	31,798
39	Woolworths Ltd.	Australia	Retail - Food	76.98	28,034
40	Home Depot Inc.	USA	Retail - General	76.95	81,511
41	Nokia Corp.	Finland	Telecommunications	76.85	40,415
42	Vestas Wind Systems A/S	Denmark	Industrial Products	76.80	4,243
43	Woolworths Holdings Ltd.	South Africa	Retail - General	76.78	2,100**
44	Grundfos A/S	Denmark	Industrial Products	76.71	2,079
45	Marks & Spencer Group PLC	UK	Retail - General	76.66	13,561
46	Ebro Puleva S.A.	Spain	Food & Tobacco	76.60	2,615**
47	Sharp Corp.	Japan	Electrical & Electronics	76.38	23,803
48	Sol Meliá, S.A.	Spain	Services	76.33	1,416**
49	3M Co.	USA	Industrial Products	76.27	21,167
50	L'Oreal S.A.	France	Consumer Products	76.12	17,178

Source: Reputation Institute, 2006. Revenues are from the 2005 Forbes 1000 or company websites except where noted. * 2005 revenues from Hoovers.com. ** 2004 revenues from Hoovers.com



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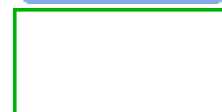
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REPTRAK RANK 2006	COMPANY	COUNTRY	INDUSTRY	REPTRAK PULSE 2006	2005 REVENUES (\$MIL)
51	Kroger Co.	USA	Retail - Food	76.03	60,553
52	Vodacom Group Ltd.	South Africa	Telecommunications	75.97	4,601*
53	Target Corp.	USA	Retail - General	75.97	52,620
54	Matsushita Electric Industrial Co. Ltd.	Japan	Electrical & Electronics	75.58	75,691
55	Groupe Danone	France	Food & Tobacco	75.48	15,395
56	Bridgestone Corp.	Japan	Automotive	75.38	22,796
57	Australian Postal Corp.	Australia	Information & Media	75.35	2,861**
58	Royal Friesland Foods N.V.	Netherlands	Food & Tobacco	75.33	5,642
59	El Corte Inglés, S.A.	Spain	Retail - General	75.32	17,643**
60	Heineken N.V.	Netherlands	Beverage	75.29	12,761
61	Rockwool International A/S	Denmark	Industrial Products	75.28	1,604
62	Carlsberg A/S	Denmark	Beverage	75.23	6,160
63	ICA AB	Sweden	Retail - Food	75.20	10,828**
64	Sony Corp.	Japan	Electrical & Electronics	75.17	63,616
65	Qantas Airways Ltd.	Australia	Airline & Aerospace	75.16	10,059
66	Procter & Gamble Co.	USA	Consumer Products	75.12	68,222
67	Siemens AG	Germany	Electrical & Electronics	75.11	90,679
68	Tsingtao Brewery Co. Ltd	China	Beverage	75.10	1,250
69	Esselunga Group	Italy	Retail - Food	75.09	5,200
70	Metalurgica Gerdau	Brazil	Raw Materials	74.94	9,087
71	Deere & Co.	USA	Industrial Products	74.85	21,931
72	Motability	UK	Services	74.74	34,605*
73	J Sainsbury PLC	UK	Retail - Food	74.67	27,932
74	Sony Ericsson Mobile Communications AB	Sweden	Telecommunications	74.64	8,608*

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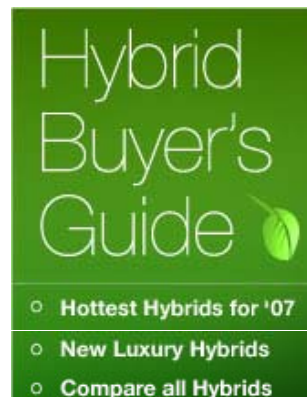

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75	Sara Lee Corp.	USA	Food & Tobacco	74.60	15,944
76	Intel Corp.	USA	Computer	74.47	38,826
77	Statoil ASA	Norway	Energy	74.43	57,808
78	General Electric Co.	USA	Conglomerate	74.26	149,702
79	Pick 'n Pay	South Africa	Retail - Food	74.24	4,479
80	Volvo AB	Sweden	Automotive	74.18	30,233
81	FUJIFILM Holdings Corp.	Japan	Consumer Products	74.17	22,700
82	Lowe's Cos.	USA	Retail - General	74.10	43,243
83	Petrobras	Brazil	Energy	73.99	58,429
84	Best Buy Co. Inc.	USA	Retail - General	73.79	30,848
85	Coop	Switzerland	Retail - Food	73.63	12,481**
86	Coles Myer Ltd.	Australia	Retail - General	73.60	26,266
87	Magnitogorsk	Russia	Raw Materials	73.50	5,380*
88	Walgreen Co.	USA	Retail - General	73.47	47,409
89	LG Electronics Inc.	South Korea	Electrical & Electronics	73.35	43,823
90	Yili Group	China	Food & Tobacco	73.32	1,090**
91	Maruti Suzuki Ltd	India	Automotive	73.08	2,081**
92	Unilever N.V.	Netherlands	Consumer Products	72.91	46,893
93	Berkshire Hathaway Inc.	USA	Financial - Diversified	72.81	81,663
94	Auchan S.A.	France	Retail - Food	72.73	42,073
95	Empresas Copec S.A.	Chile	Energy	72.70	1,549**
96	Danisco A/S	Denmark	Food & Tobacco	72.68	3,081
97	Inditex S.A.	Spain	Retail - General	72.64	8,211
98	FedEx Corp.	USA	Transport/Logistics	72.61	32,294
99	Motorola Inc.	USA	Telecommunications	72.44	36,843
100	PPR S.A.	France	Retail - General	72.31	21,000

Source: Reputation Institute, 2006. Revenues are from the 2005 Forbes 1000 or company websites except where noted. * 2005 revenues from Hoovers.com. ** 2004 revenues from Hoovers.com



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REPTRAK RANK 2006	COMPANY	COUNTRY	INDUSTRY	REPTRAK PULSE 2006	2005 REVENUES (\$MIL)
101	Otto GmbH & Co KG	Germany	Industrial Products	72.30	19,096*
102	Publix Super Markets Inc.	USA	Retail - Food	72.22	20,745
103	Pirelli & Co.	Italy	Automotive	72.22	5,803
104	Grupo Votorantim	Brazil	Conglomerate	72.12	8,883*
105	Electrolux AB	Sweden	Electrical & Electronics	72.06	16,272
106	Coca-Cola Co.	USA	Beverage	72.06	23,104
107	International Business Machines Corp.	USA	Computer	72.05	91,134
108	Hero Honda Motors Limited	India	Automotive	72.01	1,325**
109	St. George Bank Ltd.	Australia	Financial - Bank	71.91	2,165
110	H. Lundbeck A/S	Denmark	Pharmaceuticals	71.88	1,676
111	Swiss Federal Railways	Switzerland	Transport/Logistics	71.87	6,192**
112	United Parcel Service Inc.	USA	Transport/Logistics	71.72	42,581
113	ABSA Group Ltd.	South Africa	Financial - Bank	71.69	6,889
114	George Weston Ltd.	Canada	Food & Tobacco	71.68	31,363
115	Air France-KLM	France	Airline & Aerospace	71.64	25,998
116	Hindustan Lever Limited	India	Consumer Products	71.56	2,650*
117	Embraer-Empresa Brasileira de Aeronáutica S.A.	Brazil	Airline & Aerospace	71.47	1,299**
118	Toshiba Corp.	Japan	Electrical & Electronics	71.33	53,983
119	Rabobank Group	Netherlands	Financial - Bank	71.31	28,513
120	Hewlett-Packard Co.	USA	Computer	71.27	86,696
121	Diageo PLC	UK	Beverage	71.27	13,420
122	Indesit Company	Italy	Electrical & Electronics	71.16	3,830
123	Peugeot S.A.	France	Automotive	71.11	66,509

Trading Center



No surprises.

124	Nestle S.A.	Switzerland	Food & Tobacco	71.11	69,153
125	DaimlerChrysler AG	Germany	Automotive	70.93	177,040
126	Outokumpu Oyj	Finland	Raw Materials	70.80	6,563
127	Lenovo Group Ltd.	China	Computer	70.77	13,345
128	E. Leclerc	France	Retail - General	70.76	27,200**
129	Honeywell International Inc.	USA	Industrial Products	70.53	27,653
130	Norsk Hydro ASA	Norway	Energy	70.49	25,785
131	Volkswagen AG	Germany	Automotive	70.46	112,610
132	Empresas CMPC S.A.	Chile	Raw Materials	70.38	1,933**
133	TNT N.V.	Netherlands	Transport/Logistics	70.36	11,879
134	Coop Norden AB	Sweden	Retail - Food	70.24	11,875**
135	Cemex S.A.B. de C.V.	Mexico	Industrial Products	70.22	15,340
136	Nissan Motor Co. Ltd.	Japan	Automotive	70.18	80,235
137	ITC Limited	India	Conglomerate	70.10	2,194**
138	Shanghai Automobile Industry Corp	China	Automotive	70.05	14,370
139	Microsoft Corp.	USA	Computer	70.01	44,282
140	H & M Hennes & Mauritz AB	Sweden	Retail - General	69.97	7,569
141	Empire Co. Ltd.	Canada	Retail - Food	69.96	13,161
142	Dell Inc.	USA	Computer	69.95	55,908
143	Hitachi Ltd.	Japan	Computer	69.90	80,545
144	Costco Wholesale Corp.	USA	Retail - General	69.87	60,151
145	Lockheed Martin Corp.	USA	Airline & Aerospace	69.85	37,213
146	Cisco Systems Inc.	USA	Computer	69.83	28,484
147	Braskem S.A.	Brazil	Chemicals	69.74	5,158*
148	Grupo Carso, S.A. de C.V.	Mexico	Conglomerate	69.55	7,210
149	State Bank of India	India	Financial - Bank	69.50	13,655
150	TNK-BP Ltd.	Russia	Energy	69.47	6,075**

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151	Toronto-Dominion Bank	Canada	Financial - Diversified	69.47	18,665
152	KDDI Corp.	Japan	Telecommunications	69.46	26,048
153	William Morrison Supermarkets PLC	UK	Retail - Food	69.39	21,595
154	Kesko Oyj	Finland	Industrial Products	69.37	9,836
155	Infosys Technologies Limited	India	Computer	69.36	1,592*
156	Veidekke ASA	Norway	Construction/Engineering	69.18	2,208*
157	NEC Corp.	Japan	Electrical & Electronics	69.17	41,060
158	GlaxoSmithKline PLC	UK	Pharmaceuticals	69.12	37,216
159	LVMH Moët Hennessy Louis Vuitton	France	Consumer Products	69.12	16,442
160	Metro AG	Germany	Retail - Food	69.11	65,865
161	Randstad Holding N.V.	Netherlands	Services	69.10	7,847
162	Bombardier Inc.	Canada	Airline & Aerospace	69.09	14,726
163	Goodyear Tire & Rubber Co.	USA	Automotive	69.07	19,723
164	Grupo Pão de Açúcar	Brazil	Conglomerate	69.06	4,530*
165	SK Corp.	South Korea	Energy	68.94	47,612
166	Mediaset Group	Italy	Information & Media	68.89	4,695
167	Corporación Nacional del Cobre de Chile	Chile	Raw Materials	68.84	9,040
168	Fomento Económico Mexicano, S.A. de C.V.	Mexico	Beverage	68.82	5,429*
169	J.C. Penney Co. Inc.	USA	Retail - General	68.73	18,781
170	Compagnie de Saint-Gobain S.A.	France	Industrial Products	68.61	41,501
171	China Faw Group Corp	China	Automotive	68.58	14,511
172	Lukoil Holdings	Russia	Energy	68.57	54,953
173	Assicurazioni Generali S.p.A.	Italy	Financial - Insurance	68.52	90,895

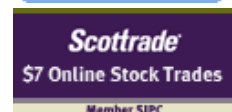
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174	Banco de Chile	Chile	Financial - Bank	68.42	1,729*
175	Unilever PLC	UK	Consumer Products	68.38	46,604
176	Vale do Rio Doce	Brazil	Raw Materials	68.35	14,540
177	Renfe	Spain	Transport/Logistics	68.35	3,600**
178	Aeon Co. Ltd.	Japan	Services	68.30	38,233
179	Electricite de France	France	Utilities	68.27	60,359
180	Akzo Nobel N.V.	Netherlands	Chemicals	68.20	15,366
181	Delixi Group Co. Ltd.	China	Industrial Products	68.18	1,338**
182	Tyson Foods Inc.	USA	Food & Tobacco	68.14	26,014
183	Koninklijke DSM N.V.	Netherlands	Chemicals	68.14	9,470
184	PricewaterhouseCoopers International Ltd.	USA	Services	68.08	20,300
185	South African Airways Ltd.	South Africa	Airline & Aerospace	68.05	2,571**
186	Coop Danmark A/S	Denmark	Retail - Food	67.95	6,256
187	Ladbrokes PLC (former Hilton Group)	UK	Services	67.94	19,768
188	Corporación Mapfre, S.A.	Spain	Financial - Insurance	67.73	7,013**
189	Mahindra & Mahindra Limited	India	Automotive	67.71	1,596**
190	Svenska Cellulosa AB	Sweden	Raw Materials	67.68	12,114
191	Mars, Inc.	USA	Food & Tobacco	67.55	18,000
192	Severstal JSC	Russia	Raw Materials	67.43	7,855
193	Usinas Siderúrgicas de Minas Gerais S.A.	Brazil	Raw Materials	67.35	4,594**
194	S.A.C.I. Falabella	Chile	Retail - General	67.34	3,853
195	Bank BPH	Poland	Financial - Bank	67.32	1,204**
196	Seven & I Holdings Co. Ltd.	Japan	Retail - Food	67.26	33,621
197	Caterpillar Inc.	USA	Industrial Products	67.26	36,339
198	Fujitsu Ltd.	Japan	Computer	67.25	40,775
199	US Postal Service	USA	Transport/Logistics	67.25	69,907*
200	Prosegur Compañía de Seguridad, S.A.	Spain	Industrial Products	67.19	1,613**

Source: Reputation Institute, 2006. Revenues are from the 2005 Forbes 1000 or company websites except where noted. * 2005 revenues from Hoovers.com. ** 2004 revenues from Hoovers.com

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