Today’s Presenters

Enrique Johnson
@enrique_johnson

Oliver Freedman
@moneoli

@Reputation_Inst

#CityRepTrak
Focus For Today

• Methodology
• Setting the Scene
• Key Insights
• City RepTrak®
• Spotlight and Context
• Summary

What city is the most reputable in the world?
Reputation Institute

“The global leader in reputation intelligence.”

- Founded in 1997 we have been measuring reputation for more than 20 years
- We measure more than 7,000 companies per year, across 55 countries, and 20 different industries
- We help organizations answer the following three key questions:
  - What is my reputation and how does it compare?
  - How can I improve and protect my reputation?
  - What is the business impact of better managing my reputation?
City RepTrak® Model

Dimensions

Attributes

Source: City RepTrak®
Relationship Between Reputation and Support

STUDY 0.72
BUY 0.72
VISIT 0.68
INVEST 0.69
ATTEND/ORGANIZE EVENTS 0.66

LIVE 0.73
WORK 0.71

Economic Indicators

Source: City RepTrak®
Cities Evaluated by G8 Economies

2018 Most Reputable Cities

TOP CITIES

RepTrak
Reputation Institute

CANADA ● FRANCE ● GERMANY ● ITALY ● JAPAN ● RUSSIA ● THE UNITED KINGDOM ● THE UNITED STATES

Source: City RepTrak®
2018 City RepTrak®

12,044
Individual ratings

56
Largest cities by GDP

Informed General Public
Somewhat or very familiar with city evaluated

2 months
March-April 2018

“The largest normative database on reputation in the world.”
City Selection Criteria

Criteria for City Selection:

1. GDP
2. Population
3. Level of familiarity
Setting the Scene:
City Reputation Trends
Cities are the Economy’s Backbone— and Highly Important

Urbanization is on the rise: the UN estimates that 2/3 of the world’s population will be living in cities by 2050

According to McKinsey, city GDP will increase over $30 trillion by 2025, accounting for 65% of global growth

But in Times of Social and Political Disruption...

City reputation is compromised of more than just fiscal growth. Underlying feelings of geopolitical tension, nationalism, and social unrest contribute to city perception.
... Reputation is Declining Across Cities

City decline in reputation...

-1.1 pts

...and a drop in city support

-3.4% pts

Supportive behaviors: visit, live, invest, work, buy products from city, attend event in a city

Source: City RepTrak®
Key Insights for City Reputation
How to Become the Most Reputable City
Recognize What Drives City Reputation
Effective Government: Increasingly Important

City RepTrak Dimension Importance: 2014-2018

- Effective government continues to surpass appealing environment as the key dimension driving city reputation

Source: City RepTrak®
Promote Safety, Beauty, and Leadership to Drive Reputation

Most Important Attributes

- Offers a safe environment for visitors and residents: 12.2%  
  -1.8 pts.

- Is a beautiful city: 11.9%  
  -1.4 pts.

- Is run by respected leaders: 8.6%  
  -3.2 pts.

The key attributes driving city reputation are safety, beauty and leadership, which together compromise 32.7% of a city’s reputation score.

However, in 2018 there is an overall decline in each of these.
Safety Has Overtaken Beauty

This is the first time in 7 years that beauty declined in significance, being surpassed by safety as the premier attribute driving reputation.
2 Understand the Relationship Between City and Country
Consistency in Ranking is Hard to Achieve

Breakdown

- This graph shows the comparison of the variation from the average rank of a city between the G8 countries and the city’s average rank among all G8 countries.
- Strong-scoring cities with less variation between country rating outperform the rest— and is what other cities should aim for.

Source: City RepTrak®
Even the Most Reputable City Struggles in Select Markets

#1 City Breakdown

- In some countries, the most reputable city ranks lower than others
- Specifically, Italy, France, USA, and Canada all rank the number one city within their top five most reputable cities
- However in Russia, Germany, and Japan, the number one city doesn’t fall into the top ten

Source: City RepTrak®
Home-Country Advantage: Not a Given

Breakdown

- For the majority of the G8, respondents from a country do not rate their cities more favorably than external cities.
- Such countries include: Japan, Italy, France, Canada, Germany, and the USA, where respondents rate cities from their home-country on average between 5 and 10 points less than external cities.
- However, in Russia and the UK, home-country respondents rate their cities higher than external cities— they view their cities better than the outside world does.
- Especially Russia, who on average scores their cities +25 points higher than respondents from the rest of the G8.
3 Align Your Emotional and Rational Perception
**Emotional vs. Rational Scores: Aim for Alignment**

It is key to align and deliver on both rational and emotional levels.

The rational cognitive dimensions drive city reputation.

The emotional connection stakeholders have with your city drive positive economic factors such as tourism and development.

<table>
<thead>
<tr>
<th>E &gt; R</th>
<th>59% of cities</th>
<th>(examples: Rome, Venice)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E = R</td>
<td>25% of cities</td>
<td>(examples: Tokyo, Berlin)</td>
</tr>
<tr>
<td>E &lt; R</td>
<td>16% of cities</td>
<td>(examples: Moscow, NYC)</td>
</tr>
</tbody>
</table>

Does not deliver on reputation expectations

Emotional/Rational Equilibrium

Does not achieve emotional connection

Source: City RepTrak®
City RepTrak® 2018: Ranking the 56 cities
## 2018 City RepTrak®: The Top Ten

<table>
<thead>
<tr>
<th>Rank</th>
<th>City</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tokyo</td>
<td>81.8</td>
</tr>
<tr>
<td>2</td>
<td>Sydney</td>
<td>81.5</td>
</tr>
<tr>
<td>3</td>
<td>Copenhagen</td>
<td>81.0</td>
</tr>
<tr>
<td>4</td>
<td>Vienna</td>
<td>80.9</td>
</tr>
<tr>
<td>5</td>
<td>Stockholm</td>
<td>80.8</td>
</tr>
<tr>
<td>6</td>
<td>Venice</td>
<td>80.3</td>
</tr>
<tr>
<td>7</td>
<td>Rome</td>
<td>79.2</td>
</tr>
<tr>
<td>8</td>
<td>Zurich</td>
<td>78.5</td>
</tr>
<tr>
<td>9</td>
<td>Munich</td>
<td>78.2</td>
</tr>
<tr>
<td>10</td>
<td>Montreal</td>
<td>78.2</td>
</tr>
</tbody>
</table>

### Top 10

There is some shake up in this year’s list—only 4 cities appeared last year, meaning 6 are new to the top 10.

Sydney, Copenhagen, Vienna and Stockholm were the only cities on last year’s top 10 list.

Source: City RepTrak®
### 2018 City RepTrak® Ranking

<table>
<thead>
<tr>
<th>Rank</th>
<th>City</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>TOKYO</td>
<td>81.8</td>
</tr>
<tr>
<td>2</td>
<td>SYDNEY</td>
<td>81.5</td>
</tr>
<tr>
<td>3</td>
<td>COPENHAGEN</td>
<td>81.0</td>
</tr>
<tr>
<td>4</td>
<td>VIENNA</td>
<td>80.9</td>
</tr>
<tr>
<td>5</td>
<td>STOCKHOLM</td>
<td>80.8</td>
</tr>
<tr>
<td>6</td>
<td>VENICE</td>
<td>80.3</td>
</tr>
<tr>
<td>7</td>
<td>ROME</td>
<td>79.2</td>
</tr>
<tr>
<td>8</td>
<td>ZURICH</td>
<td>78.5</td>
</tr>
<tr>
<td>9</td>
<td>MUNICH</td>
<td>78.2</td>
</tr>
<tr>
<td>10</td>
<td>MONTREAL</td>
<td>78.2</td>
</tr>
<tr>
<td>11</td>
<td>HELSINKI</td>
<td>77.7</td>
</tr>
<tr>
<td>12</td>
<td>MELBOURNE</td>
<td>77.7</td>
</tr>
<tr>
<td>13</td>
<td>TORONTO</td>
<td>77.6</td>
</tr>
<tr>
<td>14</td>
<td>MILAN</td>
<td>77.1</td>
</tr>
<tr>
<td>15</td>
<td>BARI</td>
<td>76.5</td>
</tr>
<tr>
<td>16</td>
<td>VANCOUVER</td>
<td>76.4</td>
</tr>
<tr>
<td>17</td>
<td>LONDON</td>
<td>76.4</td>
</tr>
<tr>
<td>18</td>
<td>DUBLIN</td>
<td>76.1</td>
</tr>
<tr>
<td>19</td>
<td>MADRID</td>
<td>76.1</td>
</tr>
<tr>
<td>20</td>
<td>SAN FRANCISCO</td>
<td>75.9</td>
</tr>
<tr>
<td>21</td>
<td>EDINBURGH</td>
<td>75.7</td>
</tr>
<tr>
<td>22</td>
<td>AMSTERDAM</td>
<td>75.5</td>
</tr>
<tr>
<td>23</td>
<td>FRANKFURT</td>
<td>75.5</td>
</tr>
<tr>
<td>24</td>
<td>NEW YORK</td>
<td>75.0</td>
</tr>
<tr>
<td>25</td>
<td>PRAGUE</td>
<td>74.4</td>
</tr>
<tr>
<td>26</td>
<td>PARIS</td>
<td>73.3</td>
</tr>
<tr>
<td>27</td>
<td>SINGAPORE</td>
<td>73.1</td>
</tr>
<tr>
<td>28</td>
<td>GOLD COAST</td>
<td>73.0</td>
</tr>
<tr>
<td>29</td>
<td>SEATTLE</td>
<td>72.9</td>
</tr>
<tr>
<td>30</td>
<td>BRUSSELS</td>
<td>72.1</td>
</tr>
<tr>
<td>31</td>
<td>BERLIN</td>
<td>72.0</td>
</tr>
<tr>
<td>32</td>
<td>BOSTON</td>
<td>71.7</td>
</tr>
<tr>
<td>33</td>
<td>ATHENS</td>
<td>71.5</td>
</tr>
<tr>
<td>34</td>
<td>MIAMI</td>
<td>71.3</td>
</tr>
<tr>
<td>35</td>
<td>MANCHESTER</td>
<td>70.7</td>
</tr>
<tr>
<td>36</td>
<td>ORLANDO</td>
<td>69.7</td>
</tr>
<tr>
<td>37</td>
<td>HONG KONG</td>
<td>69.7</td>
</tr>
<tr>
<td>38</td>
<td>LOS ANGELES</td>
<td>69.6</td>
</tr>
<tr>
<td>39</td>
<td>BUDAPEST</td>
<td>69.4</td>
</tr>
<tr>
<td>40</td>
<td>WASHINGTON DC</td>
<td>69.2</td>
</tr>
<tr>
<td>41</td>
<td>DUBAI</td>
<td>68.6</td>
</tr>
<tr>
<td>42</td>
<td>NEW ORLEANS</td>
<td>68.2</td>
</tr>
<tr>
<td>43</td>
<td>ST PETERSBURG</td>
<td>66.2</td>
</tr>
<tr>
<td>44</td>
<td>SEOUL</td>
<td>66.1</td>
</tr>
<tr>
<td>45</td>
<td>CHICAGO</td>
<td>65.7</td>
</tr>
<tr>
<td>46</td>
<td>ATLANTA</td>
<td>65.3</td>
</tr>
<tr>
<td>47</td>
<td>LAS VEGAS</td>
<td>64.7</td>
</tr>
<tr>
<td>48</td>
<td>SHANGHAI</td>
<td>64.7</td>
</tr>
<tr>
<td>49</td>
<td>BANGKOK</td>
<td>63.5</td>
</tr>
<tr>
<td>50</td>
<td>JERUSALEM</td>
<td>62.6</td>
</tr>
<tr>
<td>51</td>
<td>RIO DE JANEIRO</td>
<td>61.7</td>
</tr>
<tr>
<td>52</td>
<td>ISTANBUL</td>
<td>57.8</td>
</tr>
<tr>
<td>53</td>
<td>NEW DELHI</td>
<td>54.7</td>
</tr>
<tr>
<td>54</td>
<td>MEXICO CITY</td>
<td>52.6</td>
</tr>
<tr>
<td>55</td>
<td>CAIRO</td>
<td>51.6</td>
</tr>
<tr>
<td>56</td>
<td>MOSCOW</td>
<td>51.3</td>
</tr>
</tbody>
</table>

The presentation is confidential and contains proprietary information and intellectual property of Reputation Institute, which may not be reproduced or disclosed without the express written permission of Reputation Institute. RepTrak® is a registered trademark of Reputation Institute. © 2018 Reputation Institute, all rights reserved.

Source: City RepTrak®

Positive/negative rank change since 2017
Tokyo: Most Reputable City

Tokyo rose 11 spots in the ranks to become the most reputable city in the world this year.

Tokyo leads the way in key drivers of city reputation:
- #1 most respected leaders
- #1 effective government
- #2 in safe environment

“Not to rely on the status quo, to seek change and reform constantly — that is the way to think. Change in order to preserve. That’s why my goal is a Great Reform of Tokyo. By managing a megacity well, I want to leave behind a new kind of politics.”

—Yuriko Koike, Governor of Tokyo
Copenhagen: World’s Safest City

“Safe Environment” Scores: Copenhagen vs. All Cities 2016-2018

- #1 safest environment for residents and tourists
- #2 well-developed political and legal institutions
- #3 progressive policies
- #3 most reputable city

Source: City RepTrak®
Mexico City: Perceived as Least Safe City

According to the Mexico Daily News, this year Mexico City has recorded its most violent first quarter in the past two decades, with 382 intentional homicides between January 1 and the end of April 2018, which is 14% higher than in the first quarter of 2017 and 24% higher than the first quarter of 1998.

“Safe Environment” Scores 2017 vs. 2018

<table>
<thead>
<tr>
<th>City</th>
<th>2017</th>
<th>Change</th>
<th>2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mexico City</td>
<td>49.7</td>
<td>-7.2</td>
<td>42.5</td>
<td>+26.4</td>
</tr>
<tr>
<td>All Cities</td>
<td>70.7</td>
<td>-1.8</td>
<td>68.9</td>
<td></td>
</tr>
</tbody>
</table>

Source: Mexico News Daily, City RepTrak®

The presentation is confidential and contains proprietary information and intellectual property of Reputation Institute, which may not be reproduced or disclosed without the express written permission of Reputation Institute. © 2018 Reputation Institute, all rights reserved.
Rome: Benefits from Emotional Affinity

Emotional vs. Rational Scores: Rome

Reputation Pulse

Reputation Index

Rome’s lead in emotional score over rational indicates the public feels more strongly about Rome than it thinks, which could give Rome an emotional buffer in a time of crisis. However, Rome’s major gap between emotional and rational scores could be a sign of a reputation drop in the near future.
New Delhi: Why It’s the Fastest Falling City

New Delhi, the fourth least reputable city this year, fell the furthest of all city pulse scores since 2017, the reason being the following:

- Lowest scoring city for beauty
- Second lowest score for appealing environment
- Fastest falling score in: effective environment, safe environment, advanced economy, and adequate infrastructure

Source: City RepTrak®

The New York Times

‘The Dump Killed My Son’: Mountains of Garbage Envelop India’s Capital
(06/10/18)

The Washington Post

More than five years after the Delhi gang-rape, India is still no country for women
(07/02/18)

THE HINDU

Nearly 15,000 premature deaths due to air pollution in Delhi: study
(07/14/18)
Moscow: Least Reputable City, but Strong Self-Image

Moscow Pulse Score: G8 vs. Russia

Moscow is this year’s least reputable city, with a weak score of 51.3. However, Russians give Moscow an average strong rating of 73.8, which is 22.5 points higher than the overall G8 score. Russians think highly of their own cities.

As the overall G8 is declining in support for Moscow, Russians are increasing their support. The difference between G8 and Russian support for Moscow is huge—42% for recommendation as a place to visit and 27% as recommendation as a place to live.
Summary:

Key Learnings and Implications
City RepTrak®: Key Takeaways

1. Recognize what drives city reputation
   - Fostering and developing an effective government is the most important priority for cities to attain a strong reputation foundation
   - Cities must specifically promote safety, beauty, and leadership, which are the key attributes driving city reputation
   - This year’s pivotal switch between beauty and safety as the most important attribute is a sign of the current socio-political landscape shaping cities – stability and reassurance matter

2. Understand the relationship between city and country to identify pockets of opportunity
   - Consistency in reputation is hard to achieve: even the most reputable city sees score variation between markets
   - Don’t assume your city has a home-country advantage: home countries are often most critical of their cities during reputation evaluation

3. Align your emotional and rational scores
   - Cities must align their emotional and rational scores, which will bring them reputational equilibrium to increase reputation and overall appeal
Thank You

www.reputationinstitute.com

#CityRepTrak

@Reputation_Inst