

The Changing Face of Authenticity

What we value in corporate leaders

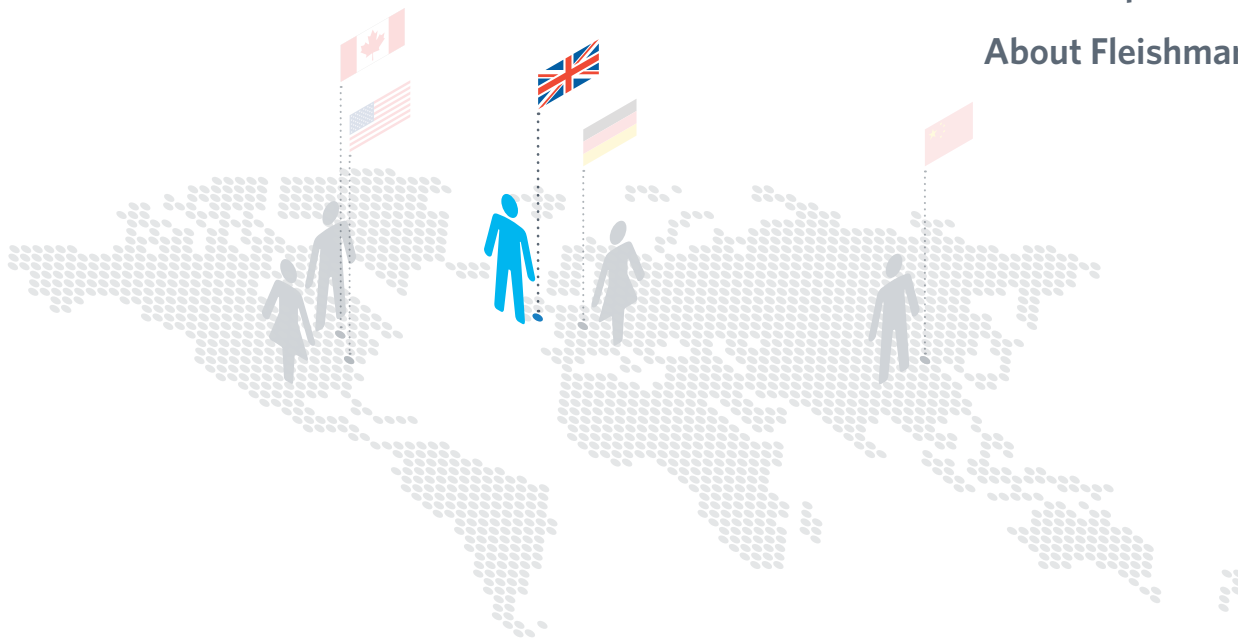


FLEISHMANHILLARD

The power of true

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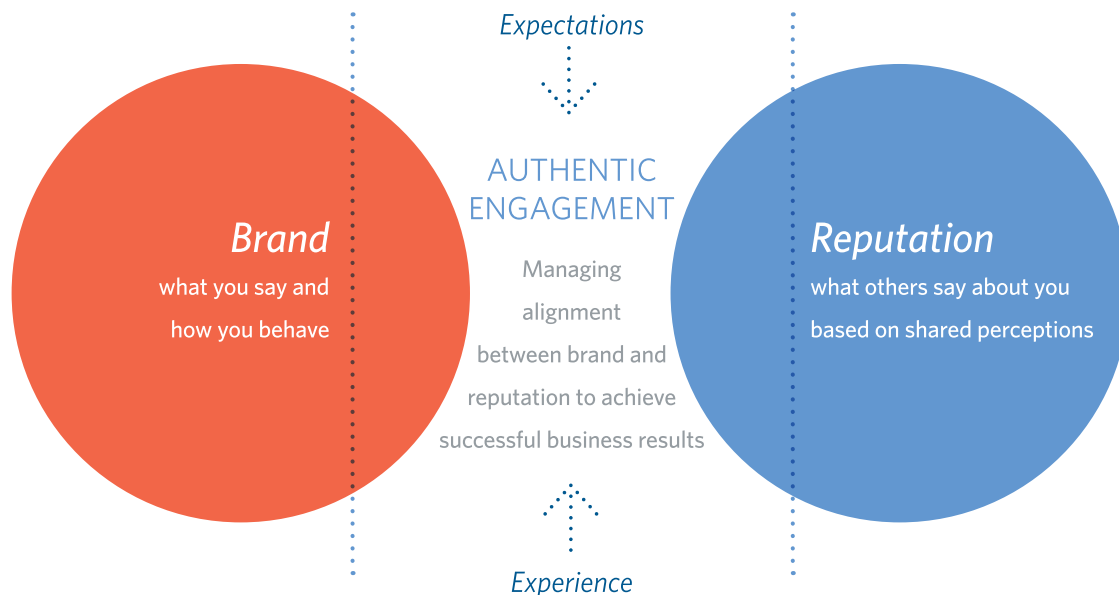
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Working at the Intersection of Brand and Reputation

The Authenticity Gap insights can be used to address a spectrum of brand and reputation needs, including:

- *Strategic business planning*
- *Differentiating for industry leadership*
- *Mission, vision, values development*
- *Cultural integration with employees*
- *Government and community affairs strategy building*
- *Identifying strengths and weaknesses for reputation recovery*
- *KPI in measurement dashboard*
- *Building business case for additional resources*



Reputation is a fundamental quality of every organisation – what stakeholders believe, what they expect and what they say to others. Many businesses, however, continue to manage their brands and reputations in separate silos. We believe this disconnect between brand and reputation creates a barrier to success and growth and, in some cases, a destructive force. We understand the evolving space in which brand and reputation intersect.

The Authenticity Gap is a methodology to help companies understand and proactively manage the gap between audiences' expectations and actual experiences with a company or industry. The insights allow organisations to create true relationships with their audiences – authentic engagement that drives progress and opportunity.

To succeed in a world where organisations and management are under increasing scrutiny, understanding expectations is fundamental. Companies must align what they say and how they behave (the brand) with the shared perceptions of others (the reputation). The pressure to bring brand and reputation together is driving the evolution of a new model, where the intersection of brand and reputation offers executives a new, single view of their organisation.

How is the Study Conducted?

1 Hundreds of companies studied across industry categories around the globe

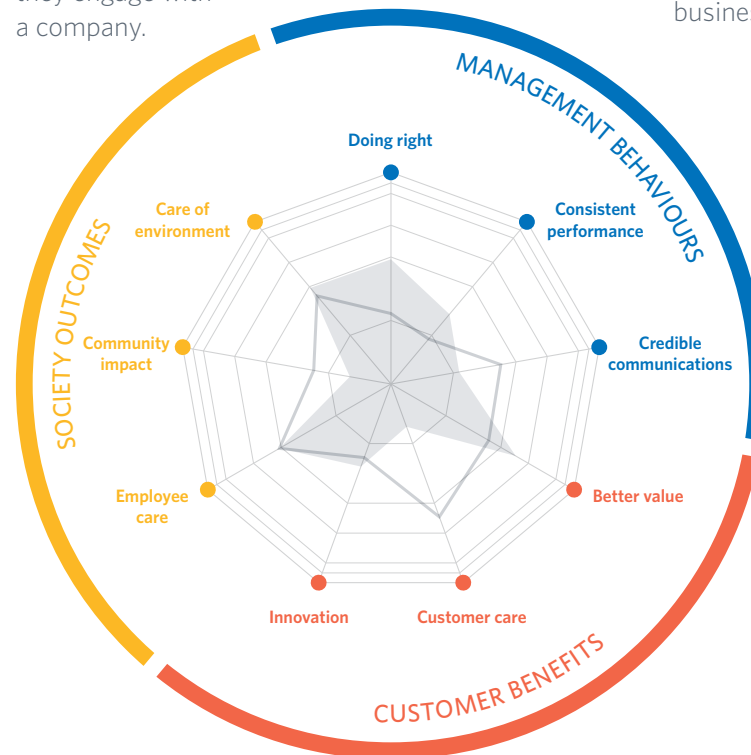


2 Respondents rank their expectations and experience on Nine Drivers of Authenticity

Our research is framed against the Nine Drivers of Authenticity – those attributes that most shape audiences' perceptions and beliefs about a company. The drivers are tracked over time to monitor the organisation's current authenticity and changes against the industry and key competitors.

Together, these Nine Drivers provide a map to the agendas of today's stakeholders and how they engage with a company.

The Nine Drivers fall into three interconnected groups: Management Behaviours, Customer Benefits and Society Outcomes, with each group made up of three individual drivers. In the past a company could choose to target different groups on specific issues – Stockholders with messages on performance or NGOs with messages about community. Today companies must tell a holistic story that includes inter-related facets of their business across all three categories of drivers.



Authenticity drivers (full statements)

Management Behaviours

- More committed to doing the right thing
- Having more consistent and stable financial and operational performance
- Communicating more frequently and credibly

Customer Benefits

- Offering products and services that are better value
- Taking better care of customers
- Innovating new and better products and services

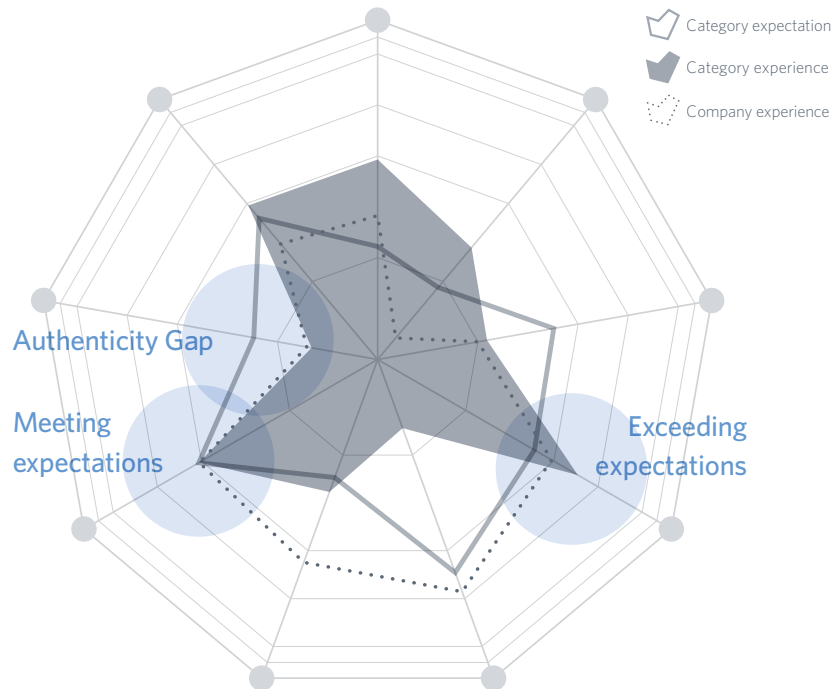
Society Outcomes

- Taking better care of employees
- Contributing to society in a way that has a better impact on my community
- Taking better care of the environment

How is the Study Conducted?

3 Expectations and experiences are mapped and used to inform a company's position in the industry and against competitors

Rather than a list of rankings like so many other research studies, our study gives communications and marketing executives actionable data they can use to shape their brands and business initiatives - thus addressing the Authenticity Gap.



INDUSTRY LEADERSHIP = MEETING EXPECTATIONS ON 9 DRIVERS + EXCEEDING EXPECTATIONS ON 1-2 DRIVERS

4 Additionally we explore public sentiment on major trends and business issues of the day



Industry Insights

Technology

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Innovation dominates but companies must provide value to stand out from competitors

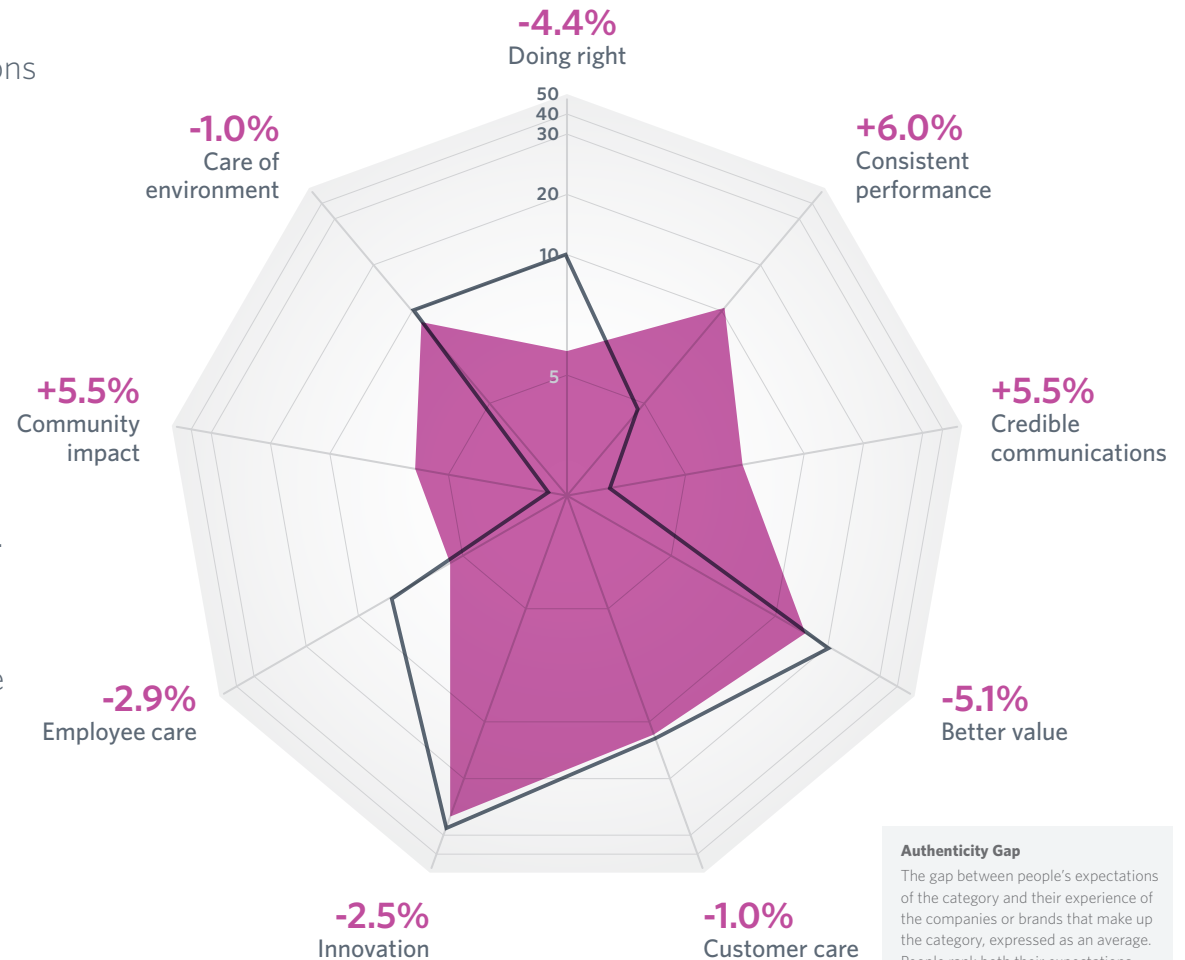
- Innovation accounts for almost one third of expectations in Consumer Electronic Devices. This is the highest innovation reading of all industries studied.
- To be competitive a company must meet these very high expectations of innovation, but only three companies are succeeding.
- However, focusing exclusively on meeting expectations of innovation is likely to still only take a company so far.
- Expectations of better value are high and coupled with innovation make up half of industry expectations. Only two companies are exceeding expectations of better value.
- Expectations of customer care round out the top three in the industry. Shortfalls predominate here too as only one company exceeds expectations and two broadly match.
- Interestingly, no one company exceeds in all three Customer Benefits drivers.
- Unless companies step up on innovation, better value and customer care, they will be hard pressed to distinguish themselves from competitors.

Consumer Electronic Devices authenticity gap % UK 2017



Authenticity Gap:

👉 Category expectation minus 👈 Category experience equals $\pm\%$ gap



Authenticity Gap
The gap between people's expectations of the category and their experience of the companies or brands that make up the category, expressed as an average. People rank both their expectations of the category and their experience of an individual company against the Nine Drivers.

Innovation is mission critical but must be cost effective

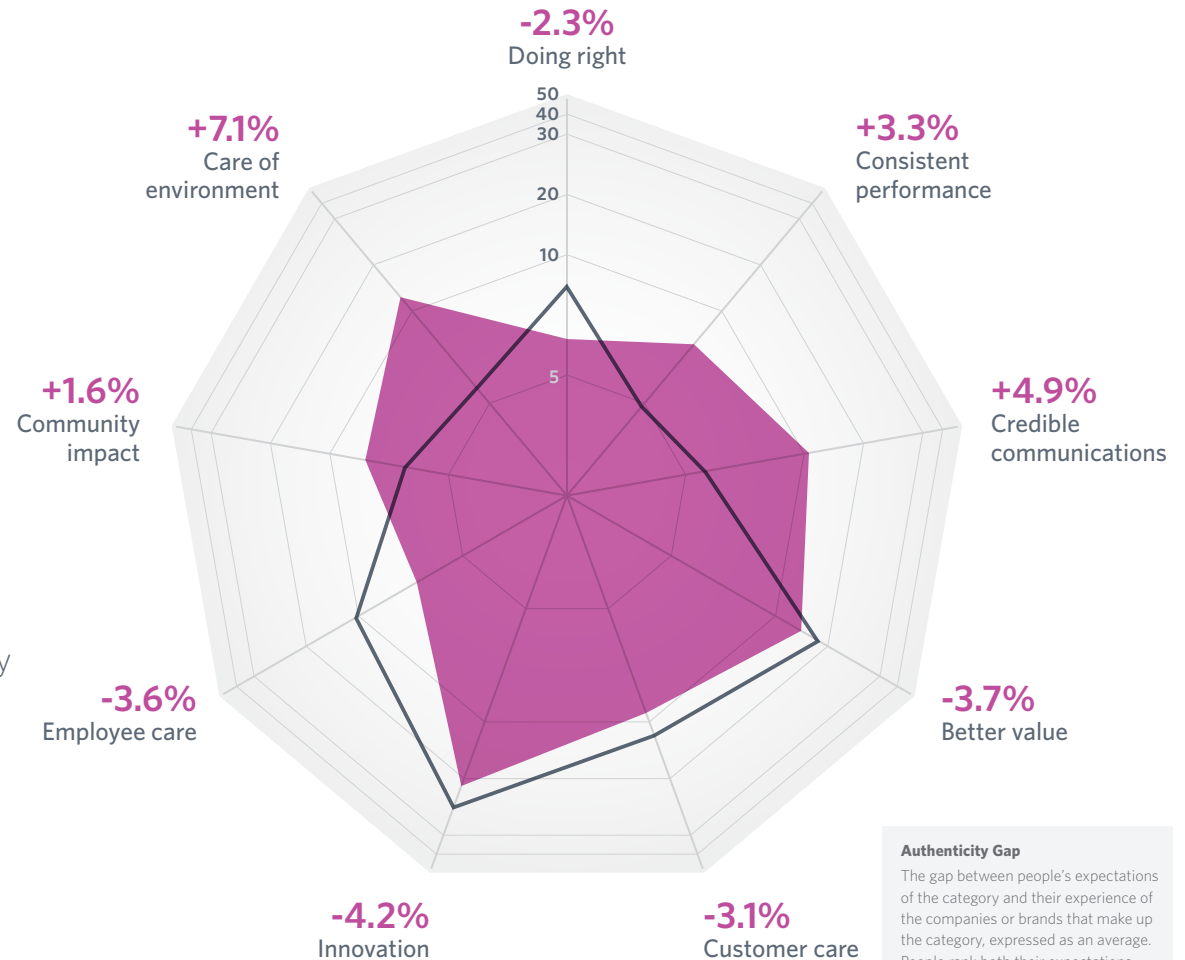
- Not surprisingly, innovation makes up one quarter of people’s expectations and is the top driver when they assess this technology-dependent industry.
- All Enterprise Services companies are falling short of high expectations of innovation.
- But people also expect better value from these companies, and only two broadly match expectations.
- Another problem for the industry is that people do not find these companies very caring – of either customers or employees. All companies fall short of expectations of employee care, and all but two of customer care.
- Of note is the low expectation of consistent performance. All companies exceed or broadly match expectations, an indicator that performing consistently in this industry is considered table stakes.
- While all companies exceed expectations of credible communications and care of the environment the industry needs to up its efforts in innovation and better value as well as care.

Enterprise Services authenticity gap % UK 2017



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Internet Services has work to do on caring for customers

- Leading Internet Services companies pride themselves on innovation, but people’s most important expectation is customer care.
- In fact, customer care accounts for one quarter of people’s expectations. No company in the industry exceeds these expectations of customer care and only one company broadly matches them.
- Better value and innovation are equally important expectations, following customer care. While all the companies fall short in better value, half the companies exceed expectations of innovation.
- As people are keenly aware that much of their personal data is in the hands of Internet Services companies, their expectations of companies doing the right thing are also high. Expectations of doing right closely follow better value and innovation. Only one company exceeds expectations of doing right and one company broadly matches.
- Even if companies provide more innovative solutions and offer better value, without doing right and caring for their customers, they are not telling the complete story.

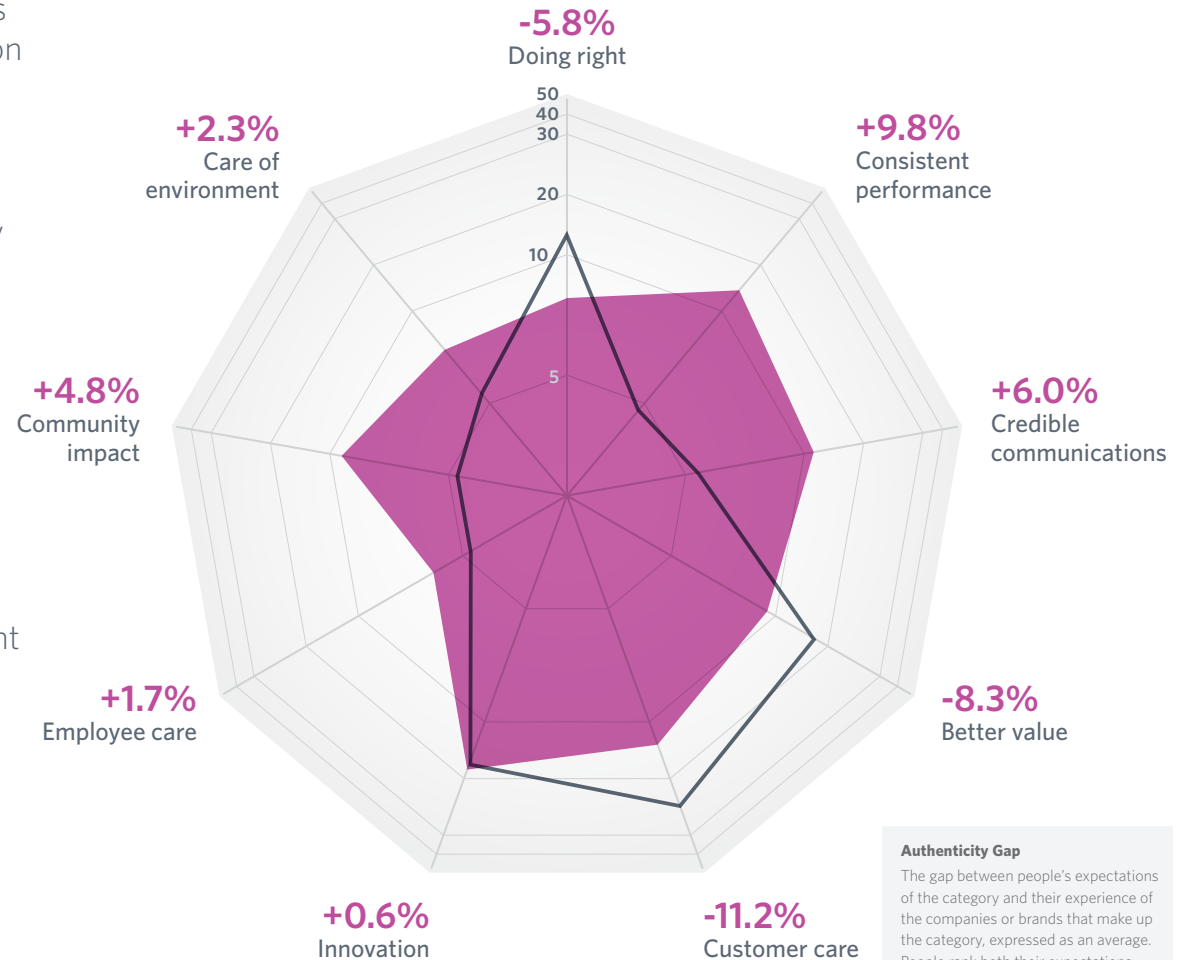
Internet Services authenticity gap % UK

2017



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Airlines experience turbulence in caring for passengers

- With Airlines' shabby treatment of passengers in the news, people's expectations of customer care top the industry. But only one company broadly matches people's lofty expectations of customer care.
- Though people look to be cared for when flying, they don't necessarily want to pay for the service. Passengers' expectations of better value rank second in the industry but the industry is falling short. Only two companies exceed expectations of better value and most companies that fall short do so by double digits.
- Surprisingly, expectations of consistent performance rank much lower than customer care and better value. Though all companies exceed expectations, perhaps passengers have inured themselves to flight and baggage delays, overcrowding and extra fees that are part and parcel of air travel today.
- Surprising too is that experience exceeds expectations in credible communications. But expectations are very low. Airlines who raise the bar in communicating credibly could have a competitive advantage.

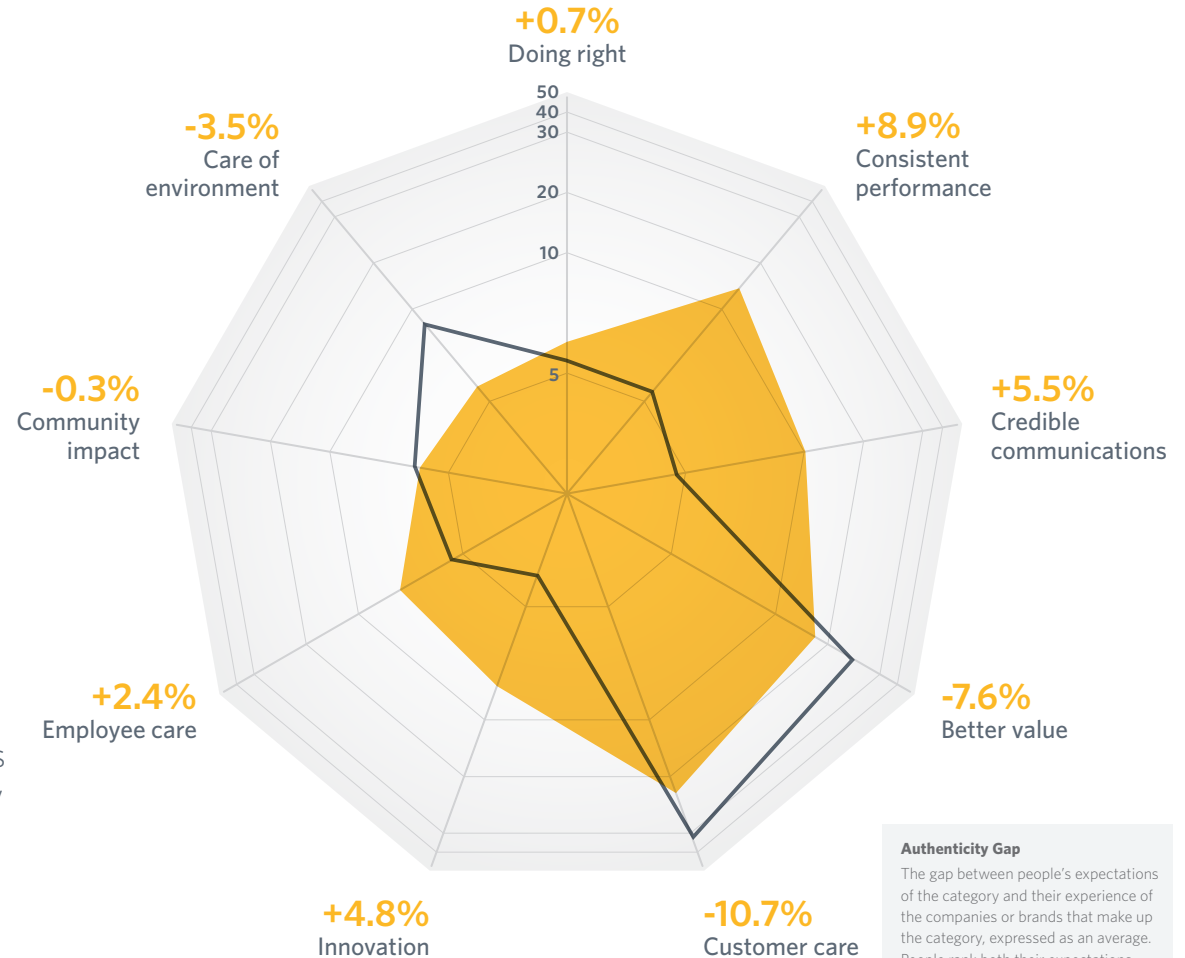
Airlines authenticity gap % UK

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People care about getting good value – but not at the expense of the environment or employees

- Taken together, Customer Benefits (better value, customer care, innovation) account for half of people’s expectations of Apparel companies. But other drivers are key.
- As consumers have become more attuned to the environmental impact of apparel manufacture and poor working conditions often associated with clothing production, people expect companies to take better care of the environment and take care of the people who work for them or their suppliers. Unfortunately, all companies fall short of expectations of employee care, and only one exceeds expectations of care of the environment.
- Communicating credibly with people would go a long way to help them understand more about how an Apparel company operates. People have zero expectations of credible communications, so while their experience is positive, getting the word out more fully will help tell a more complete story.

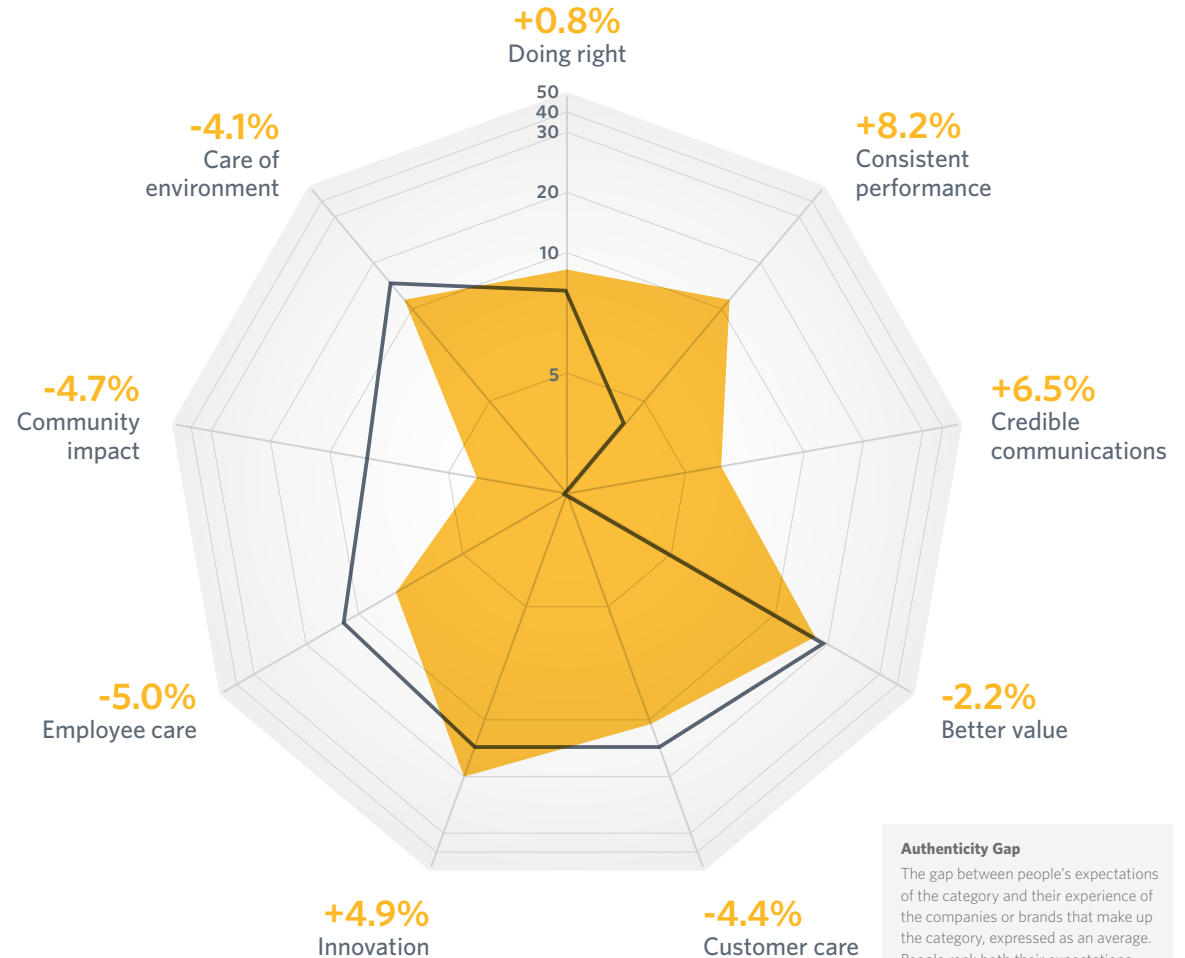
Apparel authenticity gap % UK

2017



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Hotels' shortfall of employee care jeopardises care of guests

- Guests have high expectations of customer care. They are very aware that this care is provided by hotel staff. So, they also have high expectations of employee care.
- Customer care is more than one third of people's expectations of the industry, and is the highest reading of customer care across all industries studied.
- However, only one company broadly matches expectations of customer care, and most fall short by double digits.
- Employee care is the third highest driver in the industry. But companies need to do a better job of caring for their staff, as only one Hotels company exceeds expectations.
- Better value plays a strong role in people's expectations of Hotels but company performance is mixed. While the industry overall broadly matches guests' expectations, only two companies exceed.
- People have zero expectations of credible communications, so while their experience is positive, companies need to communicate their beneficial guest experience.

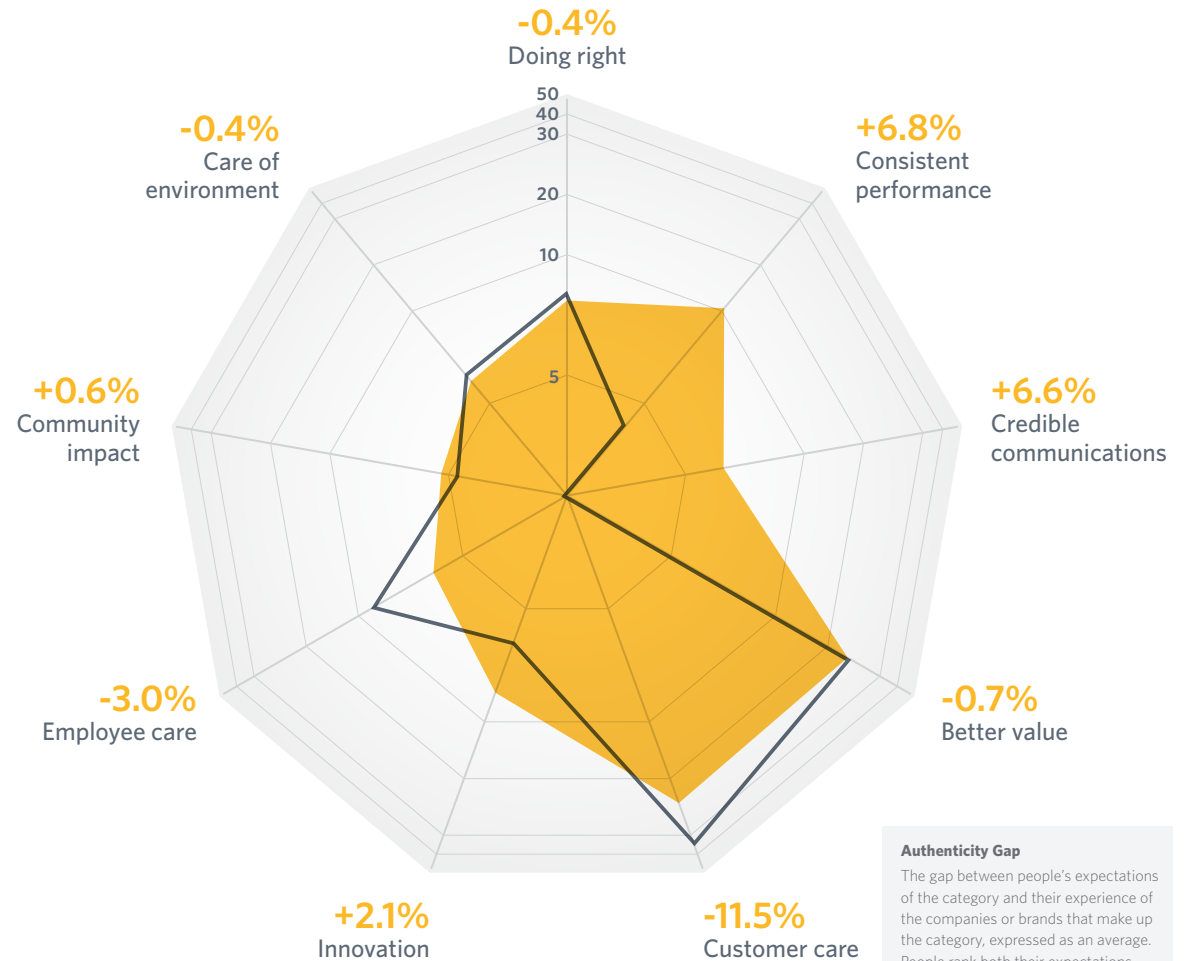
Hotels authenticity gap % UK

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Better value trumps feature-laden appliances

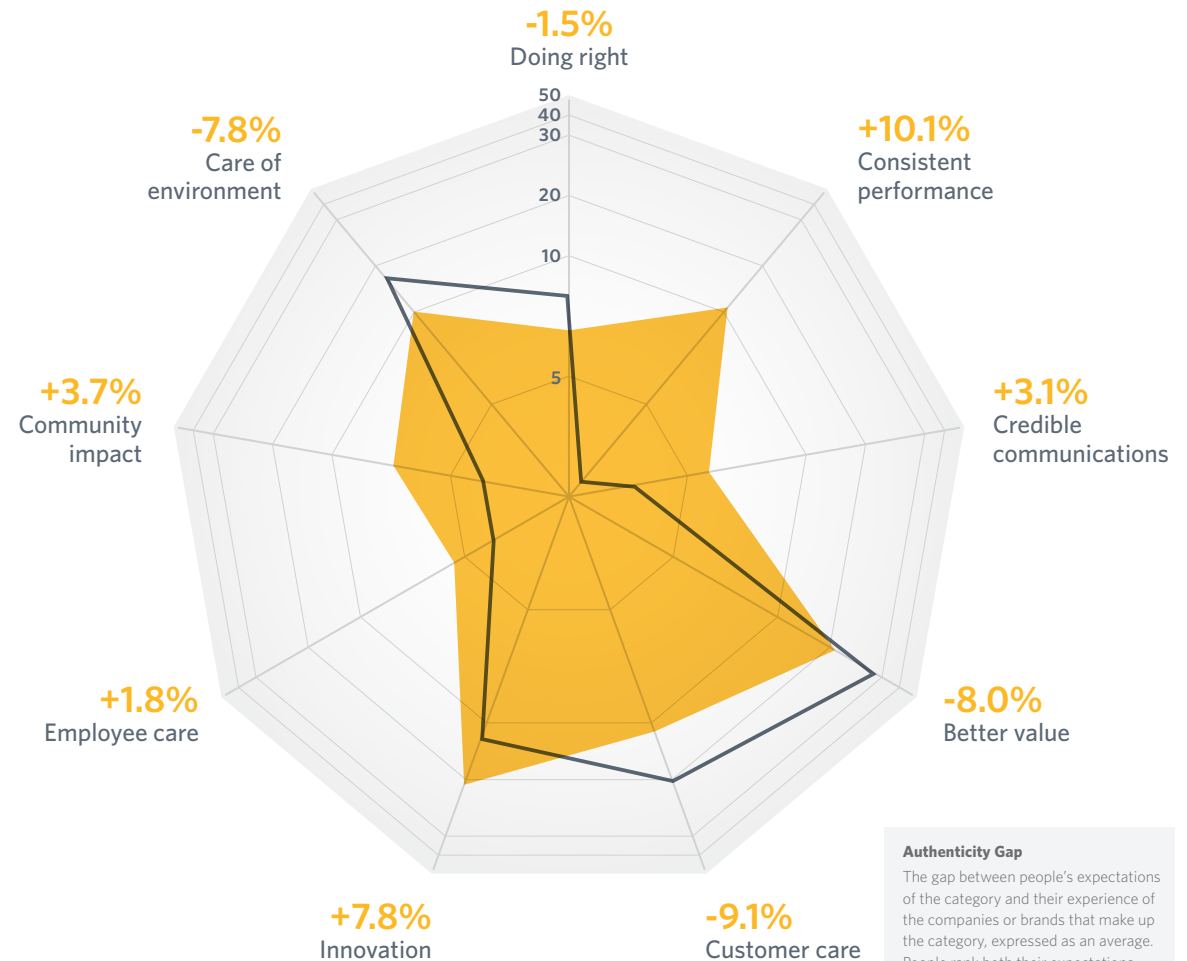
- Household Appliance companies tout cutting-edge features and striking design in their offerings, but people expect value above all. Companies have work to do, as all suffer authenticity gaps.
- People also expect a high level of care from Appliance companies, but all companies are falling short of expectations of customer care.
- Appliance makers need to tell people how they care for the environment. This is the third highest expectation in the industry, but here too all companies fall short.
- Innovation plays a much smaller role in people's expectations of the industry. But people do give credit to the new features companies offer as all but one appliance maker exceeds expectations of innovation. Has innovation become a given?
- The industry has extremely low expectations of consistent performance so unsurprisingly people's experience exceeds their expectations. If people's expectations of consistent performance rise, will companies more readily meet expectations of better value?

Household Large Appliances authenticity gap % UK 2017



Authenticity Gap:

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Personal Care Products Insights

Higher expectations for care for the environment than for customer benefits

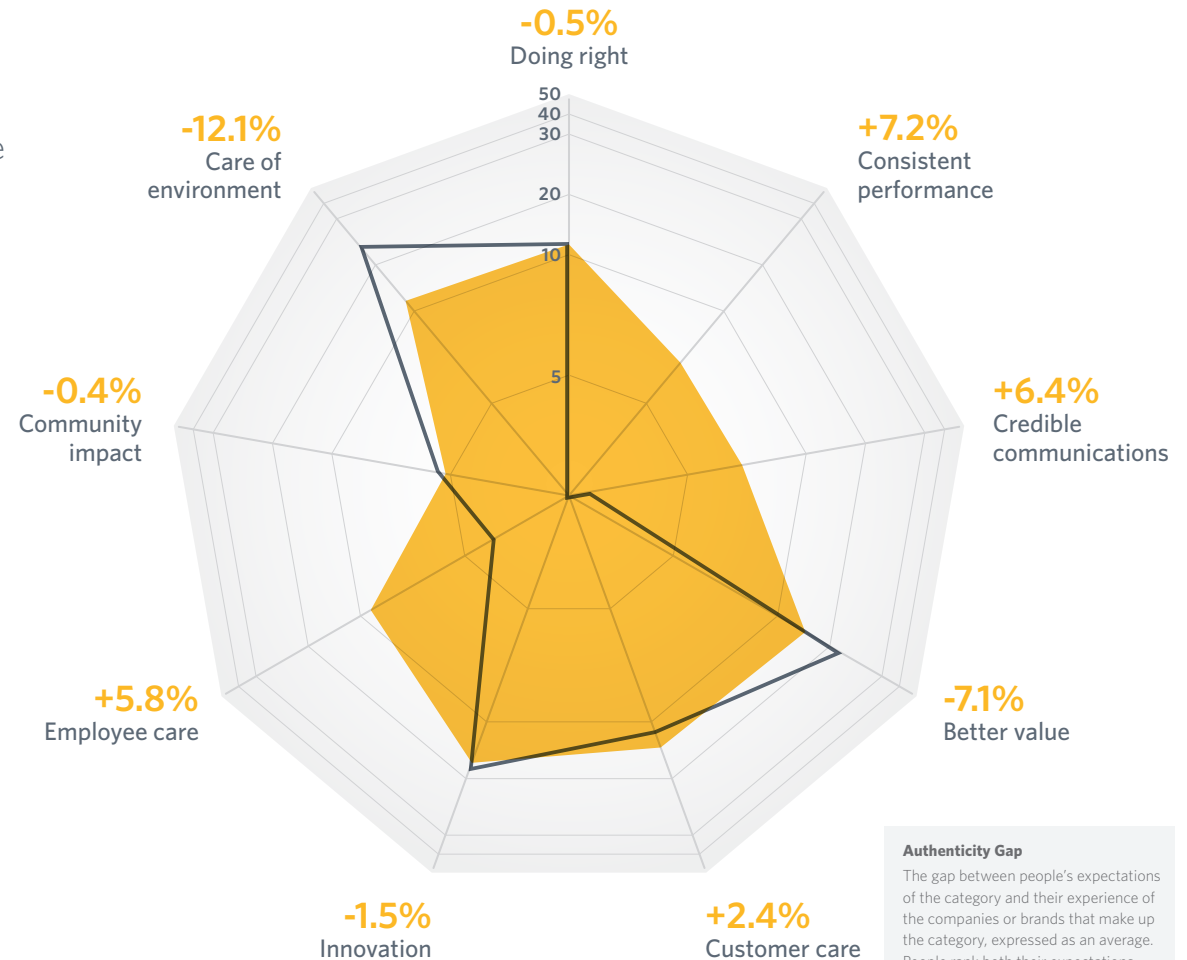
- Though Customer Benefits (better value, customer care, innovation) together make up over half of people’s expectations of the Personal Care Products industry, caring for the environment is the single highest expectation, with almost one quarter of overall expectations.
- However, all companies are falling short of expectations of care of the environment with five having a double-digit shortfall. People are concerned about how the environment is impacted when these products are made and don’t believe companies are doing the most they can to address environmental care.
- While people have high expectations of better value, all companies are falling short here as well.
- People are conscious of price when it comes to Personal Care Products but also seek innovation, the third highest expectation. Company performance on expectations of innovation is mixed: two companies exceed expectations, three fall short, and three broadly match.

Personal Care Products authenticity gap % UK 2017



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Industry ailing on expectations of innovation and care of environment

- People’s expectations of innovation are the highest in the industry and are almost three times higher than both better value and customer care, the other drivers that make up Customer Benefits.
- All eight Biotechnology companies are failing to deliver on expectations of innovation.
- Companies should not equate innovation simply with technology. While innovation is often supported by technology, innovation can also include new ways of providing care, new medicines and new services.
- People also expect Biotech companies to care for the environment as they produce their medicines. But there is work to be done. The industry falls short with only two companies exceeding expectations of care of the environment.
- The industry is broadly balanced in people’s expectations of Management Behaviours, Customer Benefits and Society Outcomes.

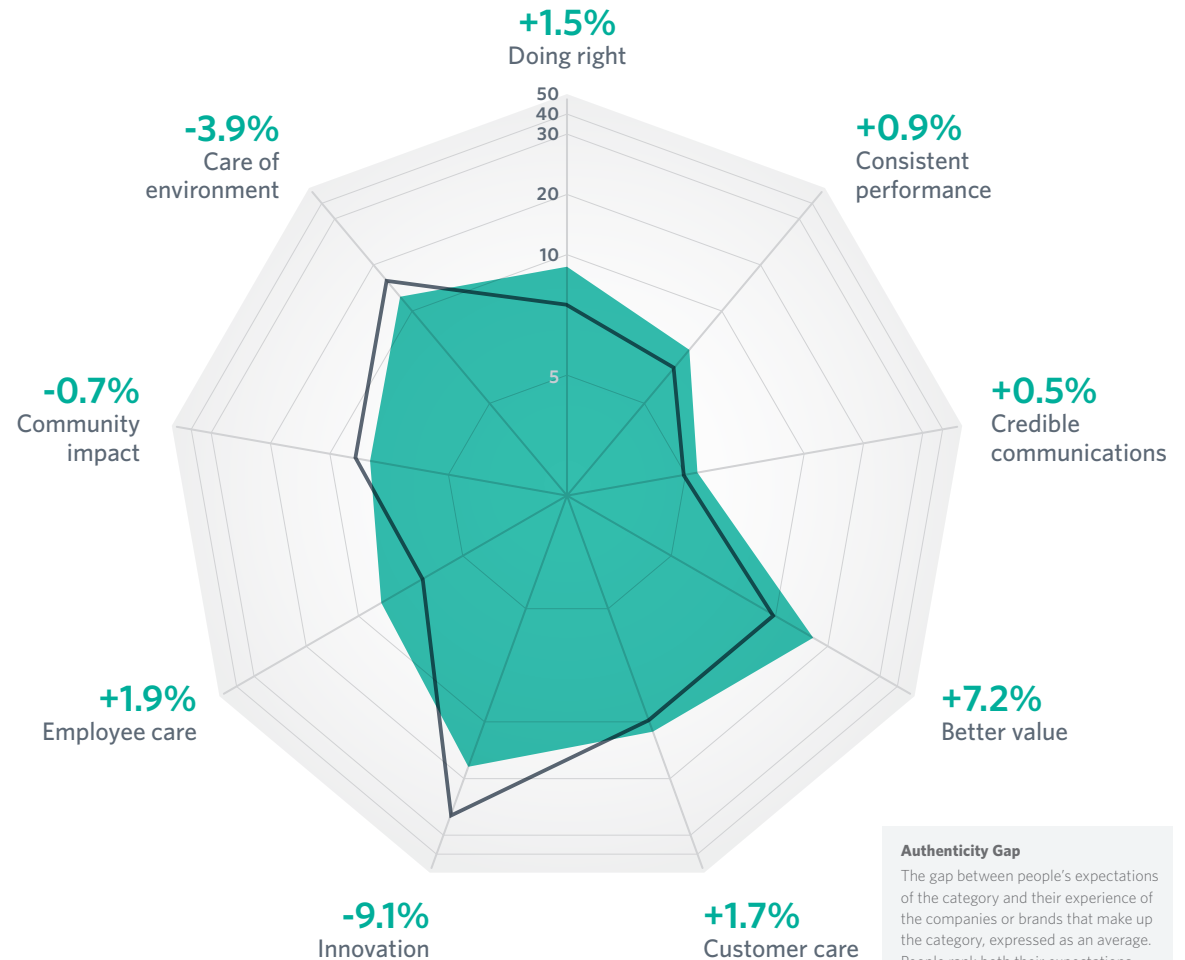
Biotechnology authenticity gap % UK

2017



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Medical Devices & Diagnostics companies not seen to be caring for their patients

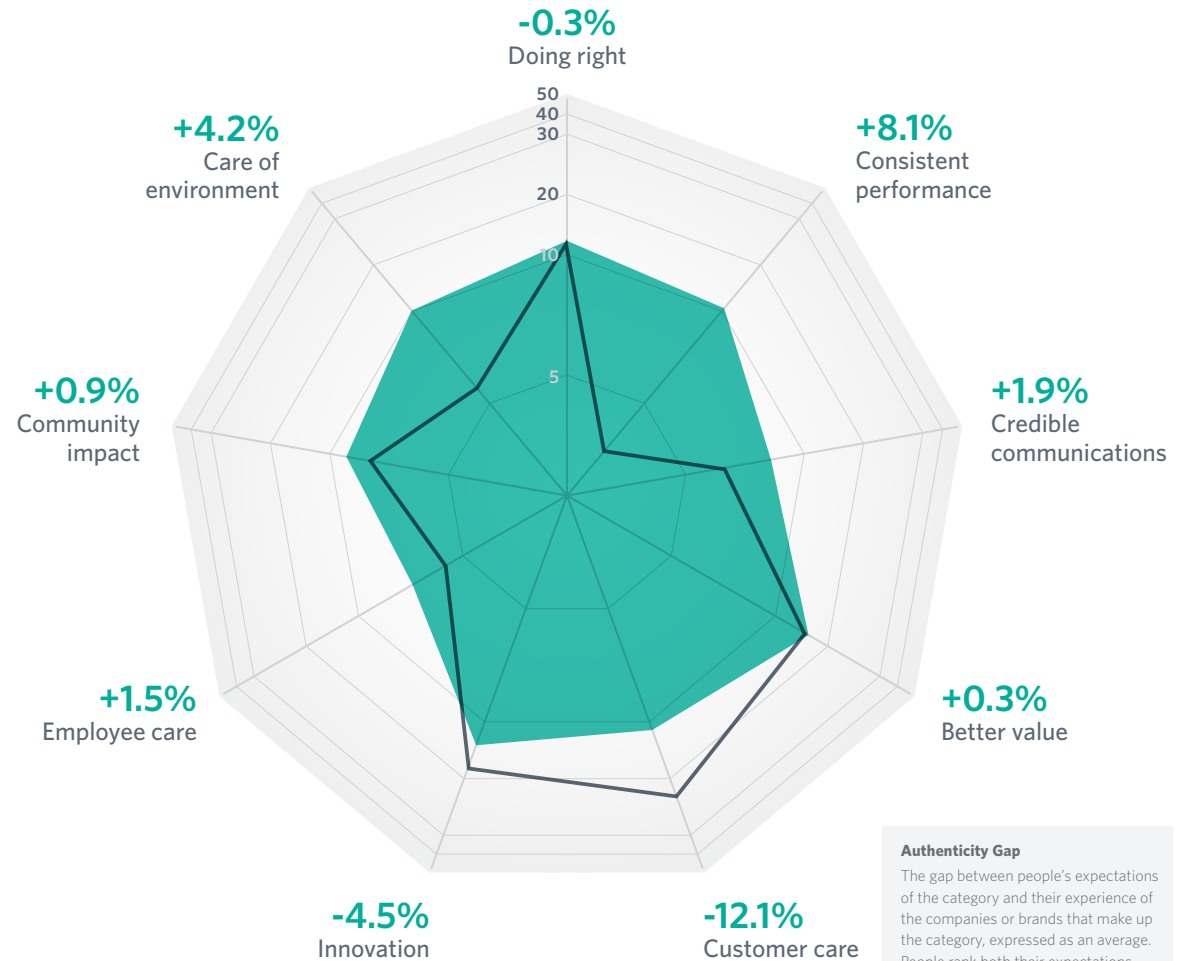
- When people are diagnosed or need to rely upon a medical device to aid their health, their top expectation for Medical Devices & Diagnostics companies is customer care.
- But all companies are failing to meet expectations of customer care. Significantly, all companies but one show double-digit shortfalls of patients' expectations of care.
- People also look to these companies to do the right thing when providing care. Overall the industry broadly matches expectations but some companies have gaps.
- Not surprisingly, expectations of innovation are high in this industry, behind only customer care: people look to these companies to innovate and offer new testing methods to diagnose health issues and provide cutting-edge devices to aid in care. However, most companies in the industry have gaps.
- People's expectations for better value is close to that of innovation and the industry overall closely matches expectations.

Medical Devices & Diagnostics authenticity gap % UK 2017



Authenticity Gap:

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Patients demand better value over customer care

- Better value comprises almost one quarter of people’s expectations of the Pharmaceuticals industry. Are people taking to heart reports the NHS is footing an ever-larger bill for drugs, and patients are being denied drugs because of high prices?
- People’s experience of the industry falls short of better value expectations, and all companies have authenticity gaps.
- When people are sick they expect prescribed drugs will provide suitable care and help aid their recovery. Unsurprisingly, customer care ranks as the second highest expectation in the industry. But the industry has a gap in customer care, with all companies falling short of expectations.
- In fact, all companies are falling short in better value and customer care. Perhaps this is why they also all fall short against expectations of doing right – the third ranked driver?

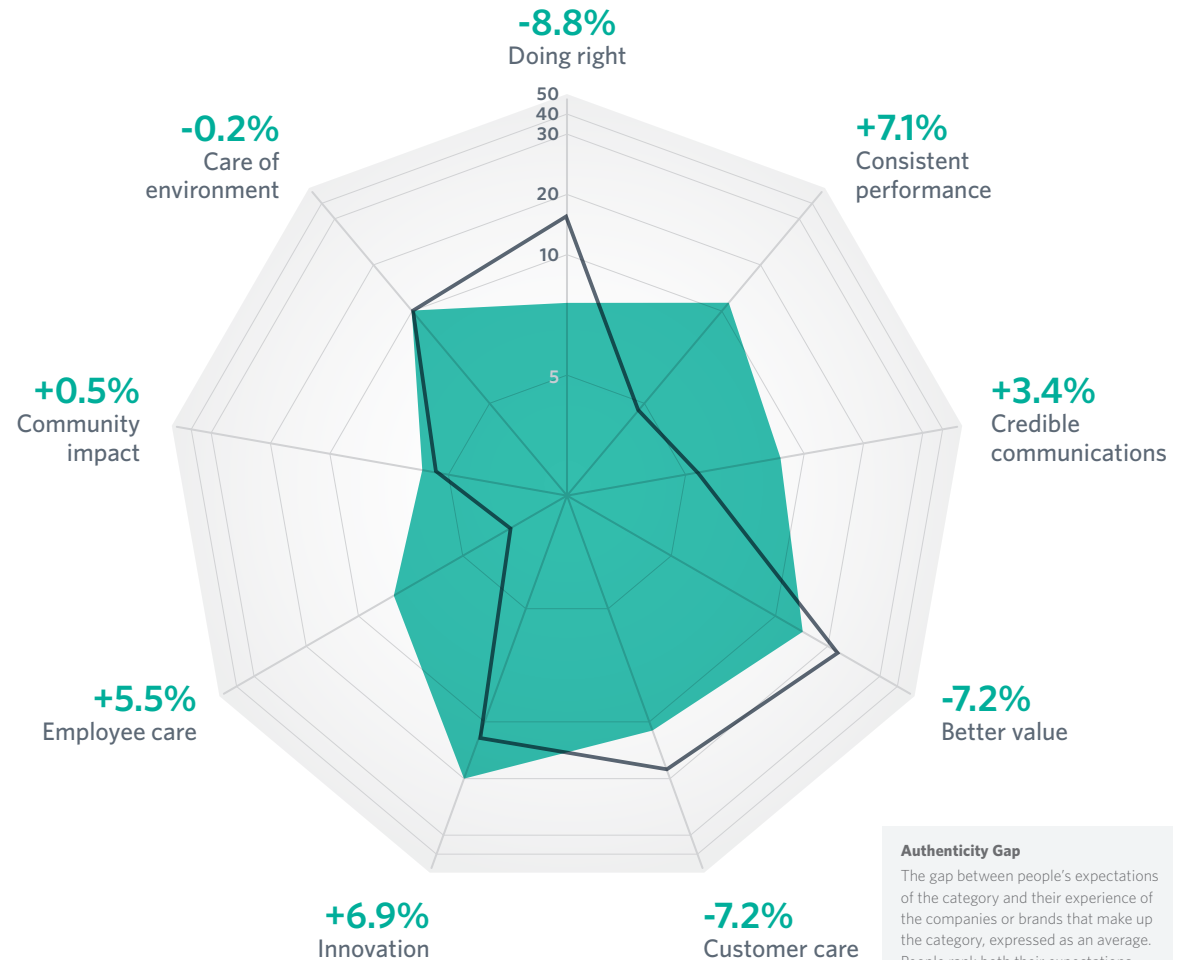
Pharmaceuticals authenticity gap % UK

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Better value and care of environment take precedence over innovation in Automobiles

- Taken together, better value and care of environment account for almost half of people’s expectations of Automobile companies.
- But not a single company delivers better value – all have gaps and half have double-digit shortfalls.
- As the impact of vehicles' air pollutants gains greater visibility, people’s expectations of care of the environment takes precedence over innovation, the driver with the third highest expectations.
- All companies are also falling short of expectations of care of the environment, with six of the eight companies having double-digit gaps.
- Auto companies must work harder to tell their story. The very low expectations of credible communications are noteworthy and something the industry must address.

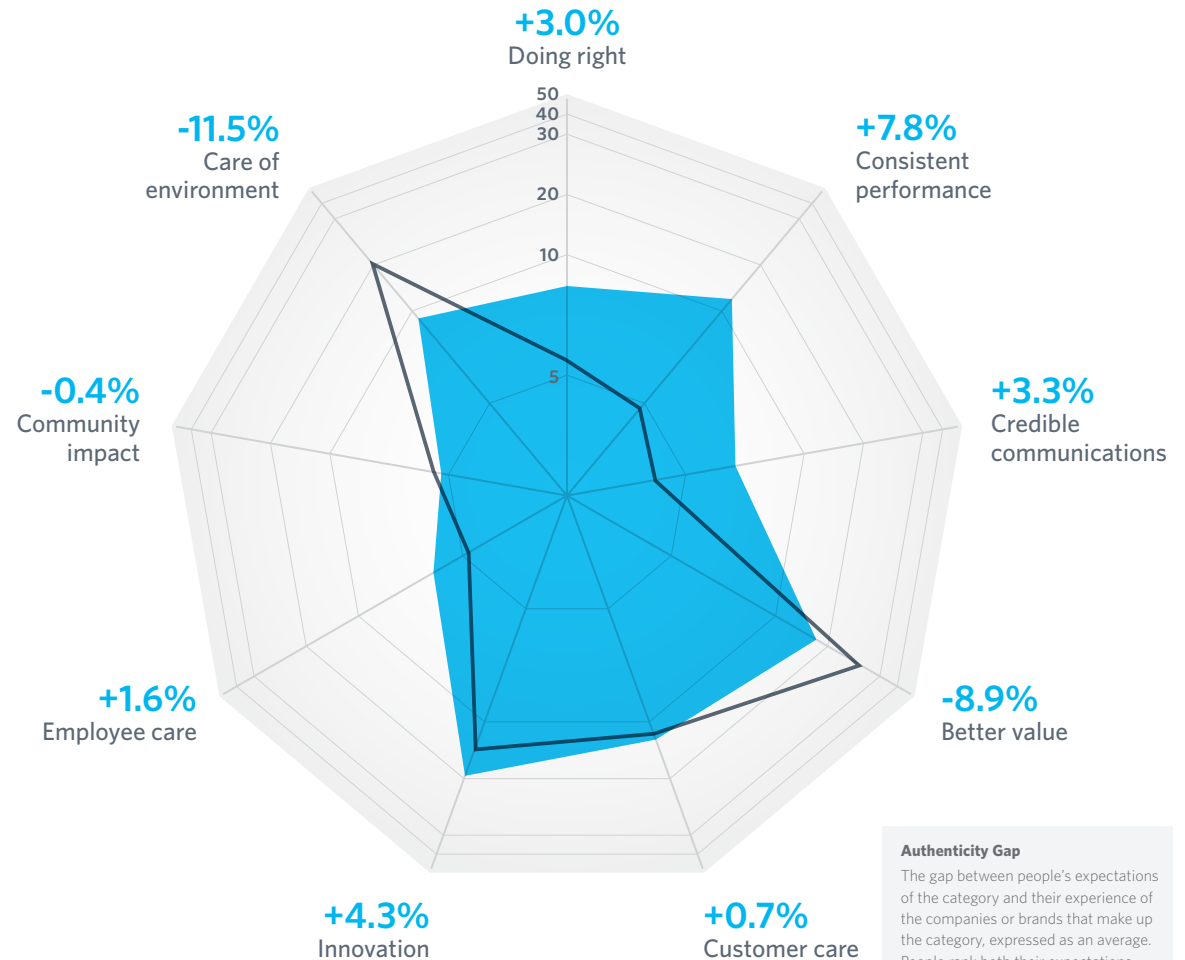
Automobiles authenticity gap % UK

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People seek more innovation from Industrials

- As Industrial Companies increasingly deploy new technologies in their operations and offer new products and services that impact society, it is no surprise that innovation is people's top industry expectation.
- Companies must make innovation a priority to be competitive yet all companies but one, have gaps.
- Better value is the second highest expectation in the industry and here half the companies exceed people's expectations.
- People are also aware of the impact Industrial Companies may have on the environment so their expectations of this driver surpass other Society Outcomes. However, every company in the industry falls short of expectations of care of the environment.
- Companies fare much better in the drivers that comprise Management Behaviours. The industry exceeds expectations in doing right, consistent performance and credible communications. Industrial Companies would be wise to leverage that strength in addressing gaps in innovation and care of environment.

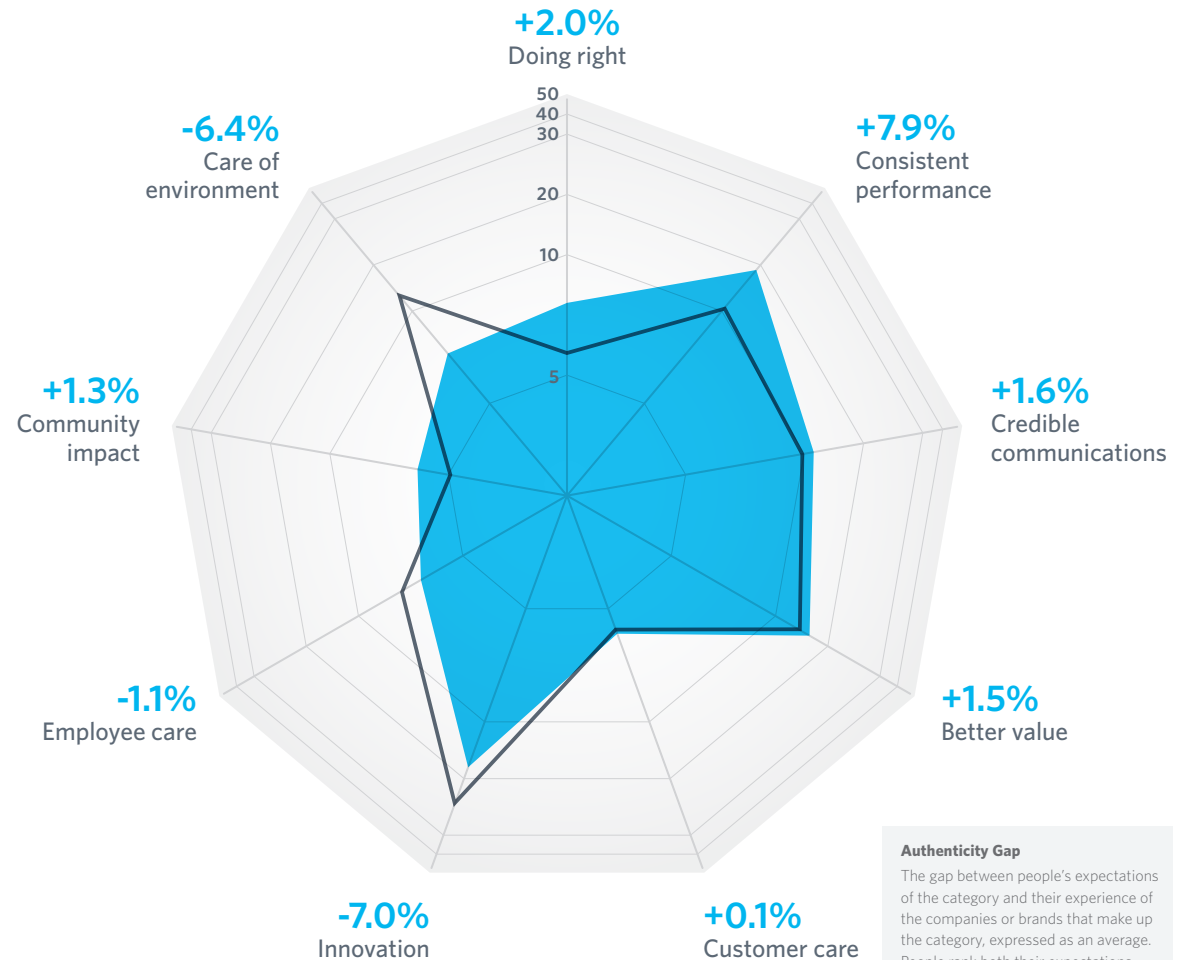
Industrial Companies authenticity gap % UK

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Perhaps banks are focusing too much on innovation?

- Expectations of innovation are almost five times lower than those of customer care.
- Though increasingly banking is done online, people still have enormously high expectations of customer care. Customer care is the highest expectation in the Banking industry, comprising over one third of expectations in the category.
- But banks are not meeting expectations of customer care. In fact, Banking has the largest gap of any industry studied; no company exceeds expectations. Clearly people feel that banks are paying little attention to caring for their customers.
- People expect better value from banks, though to a lesser extent than customer care. Here too every company has an authenticity gap, with several having double-digit shortfalls.
- Expectations of consistent performance rank highly and banks are doing a good job of not just meeting but exceeding expectations.

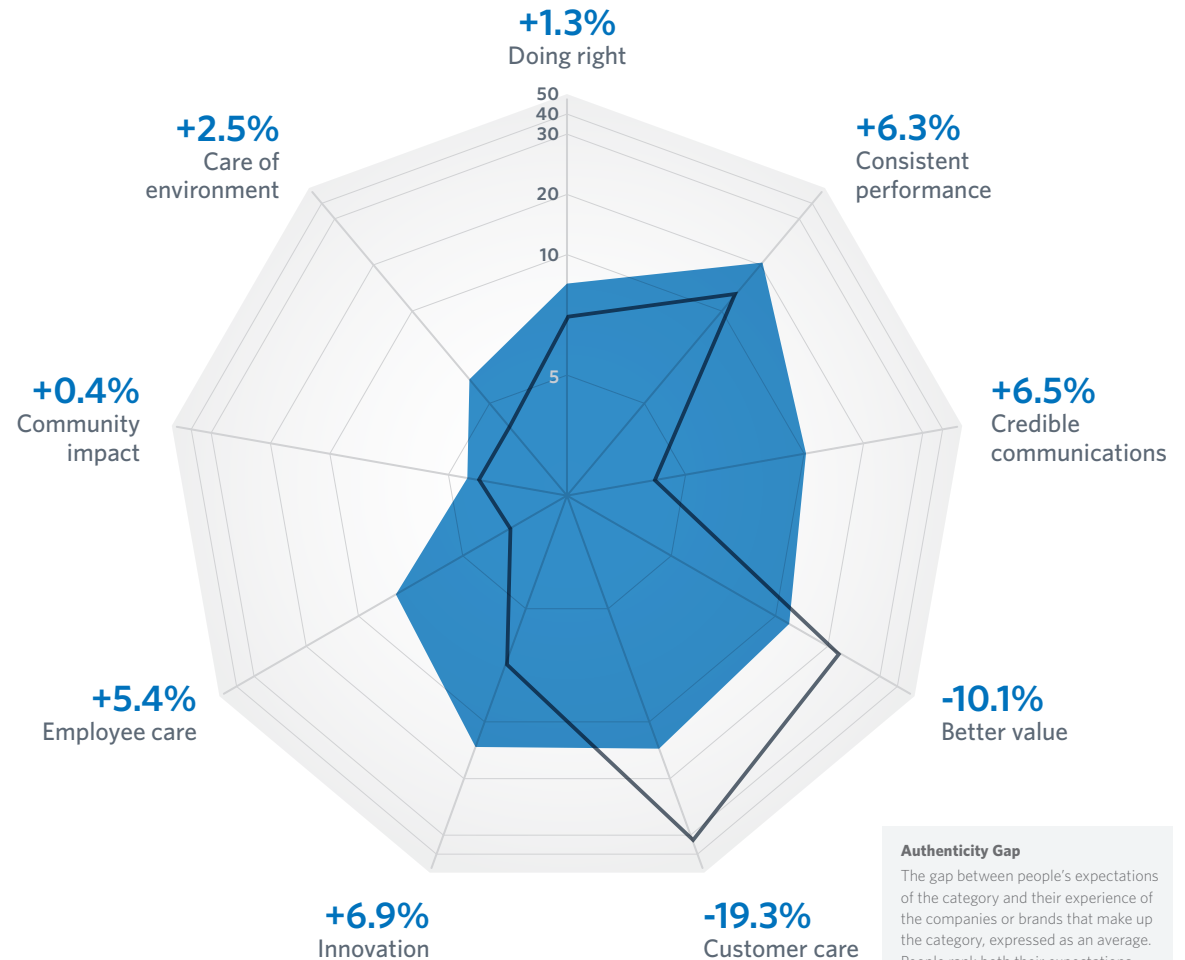
Banking authenticity gap % UK

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Fintech innovation not delivering customer care

- People’s greatest expectation of Fintech is customer care. Yet, all companies fall short.
- Though the industry as a whole exceeds expectations of innovation, two companies just meet expectations and one has a gap. Innovation does not appear to be focused on customer care.
- What the innovation is delivering is better value which ties with innovation as the second highest expectation.
- By offering innovative solutions, Fintech companies offer their services at lower prices with richer, more state-of-the-art features than legacy financial companies. Fintech companies do a respectable job of exceeding expectations of better value: all companies surpass people’s expectations.
- Interestingly, doing the right thing matches expectations of better value and innovation, but doesn’t fare as well. All companies have gaps.
- To excel, companies in the industry must address the needs of their customers and not focus solely on price and innovation.

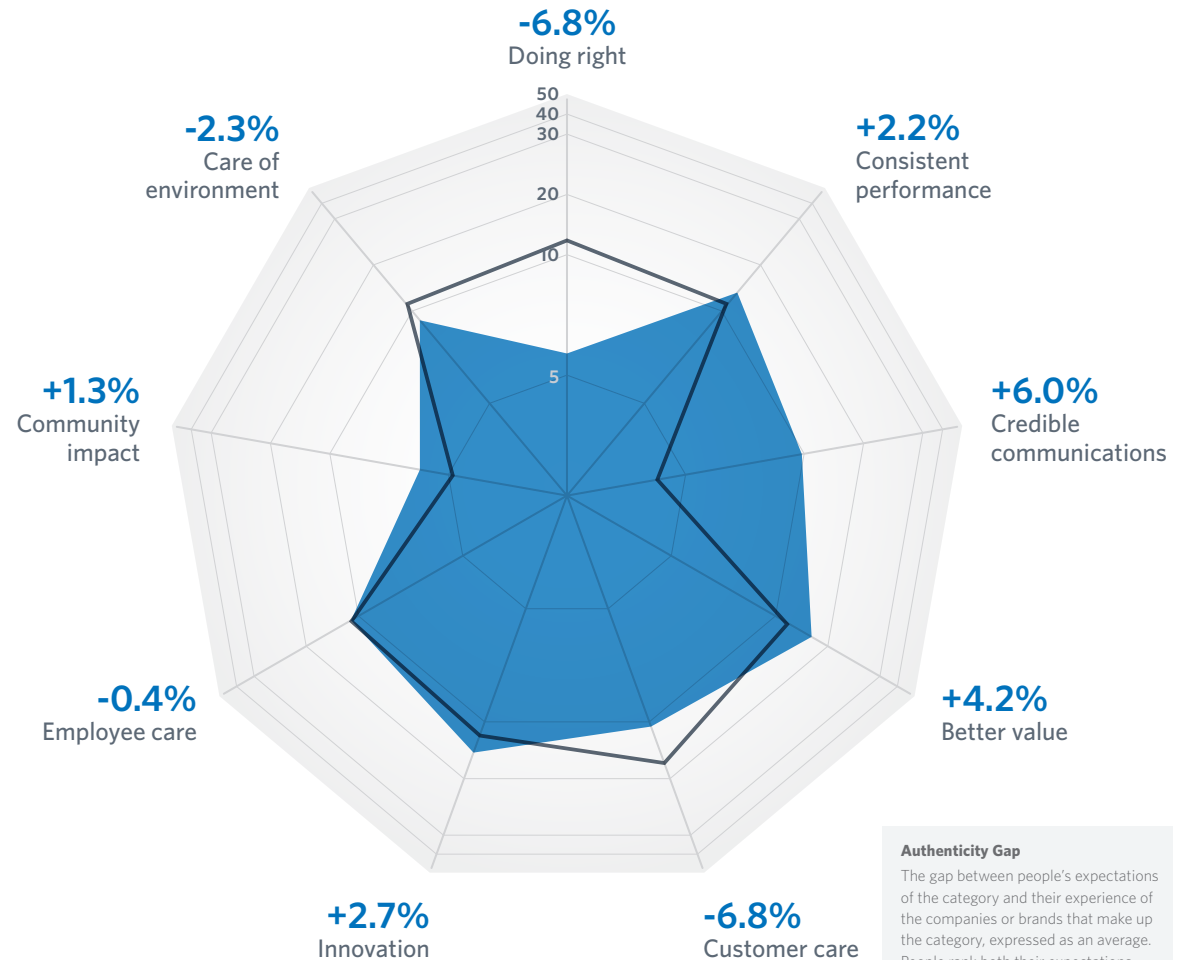
Fintech authenticity gap % UK

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When it comes to investing, more than ever, every penny counts

- As people understand more of the costs associated with Investing and the impact it can have on returns, better value is the most important expectation consumers have when evaluating companies in the industry. All but one have gaps in this critical driver.
- People dislike erratic returns on their investments. Not surprisingly, consistent performance follows better value as the second most important expectation. Companies in the industry are serving people well as all are exceeding expectations of consistent performance.
- But while companies get credit for performing consistently, they are not delivering on customer care. With their investable assets at stake, people expect attention and service from their provider. The industry falls short of expectations, with only one company exceeding in this important driver.
- Companies would do well to leverage their strength in credible communications to deliver their message of better value and customer care.

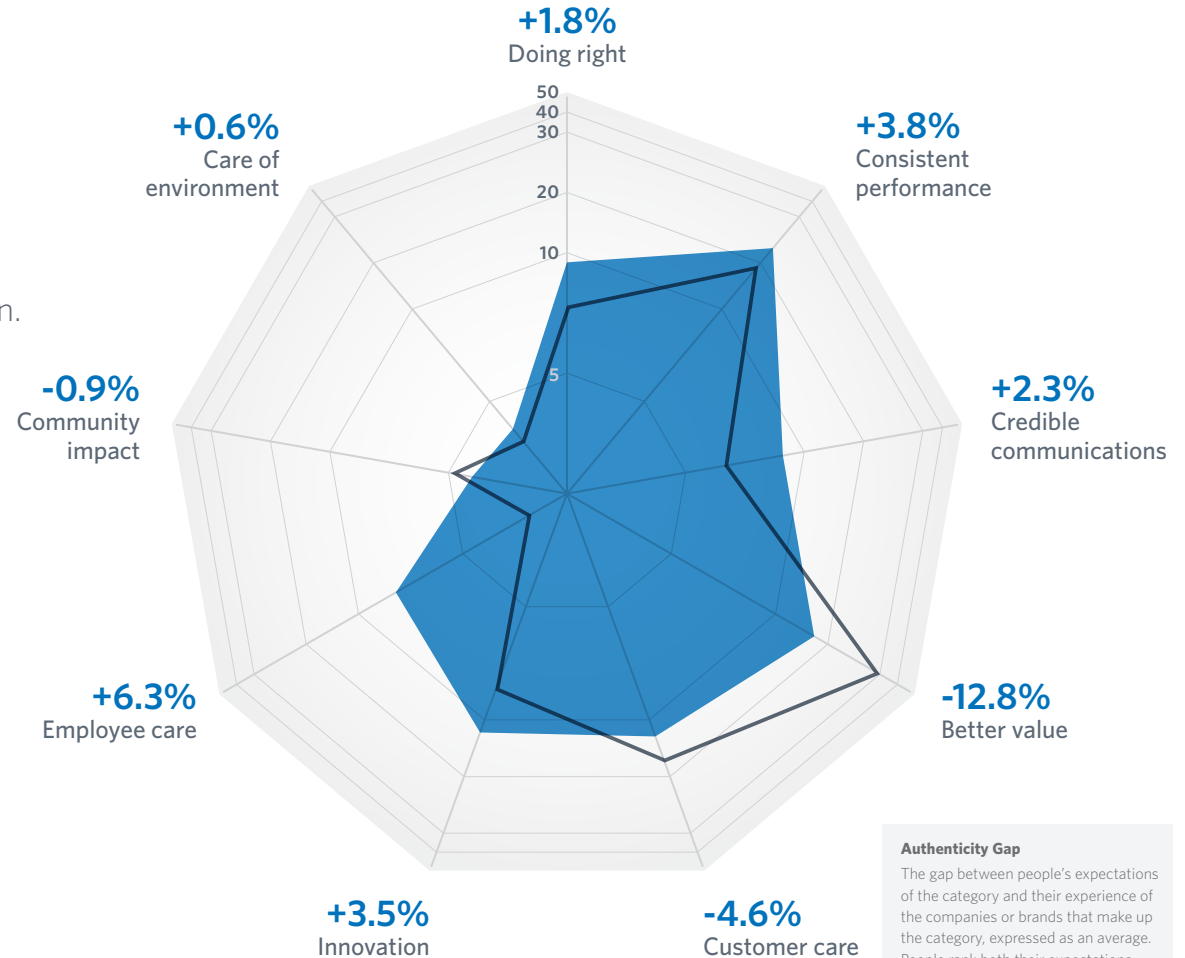
Investing authenticity gap % UK

2017



Authenticity Gap:

Category expectation minus Category experience equals $\pm\%$ gap



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People are mindful of value when they fancy a tipple

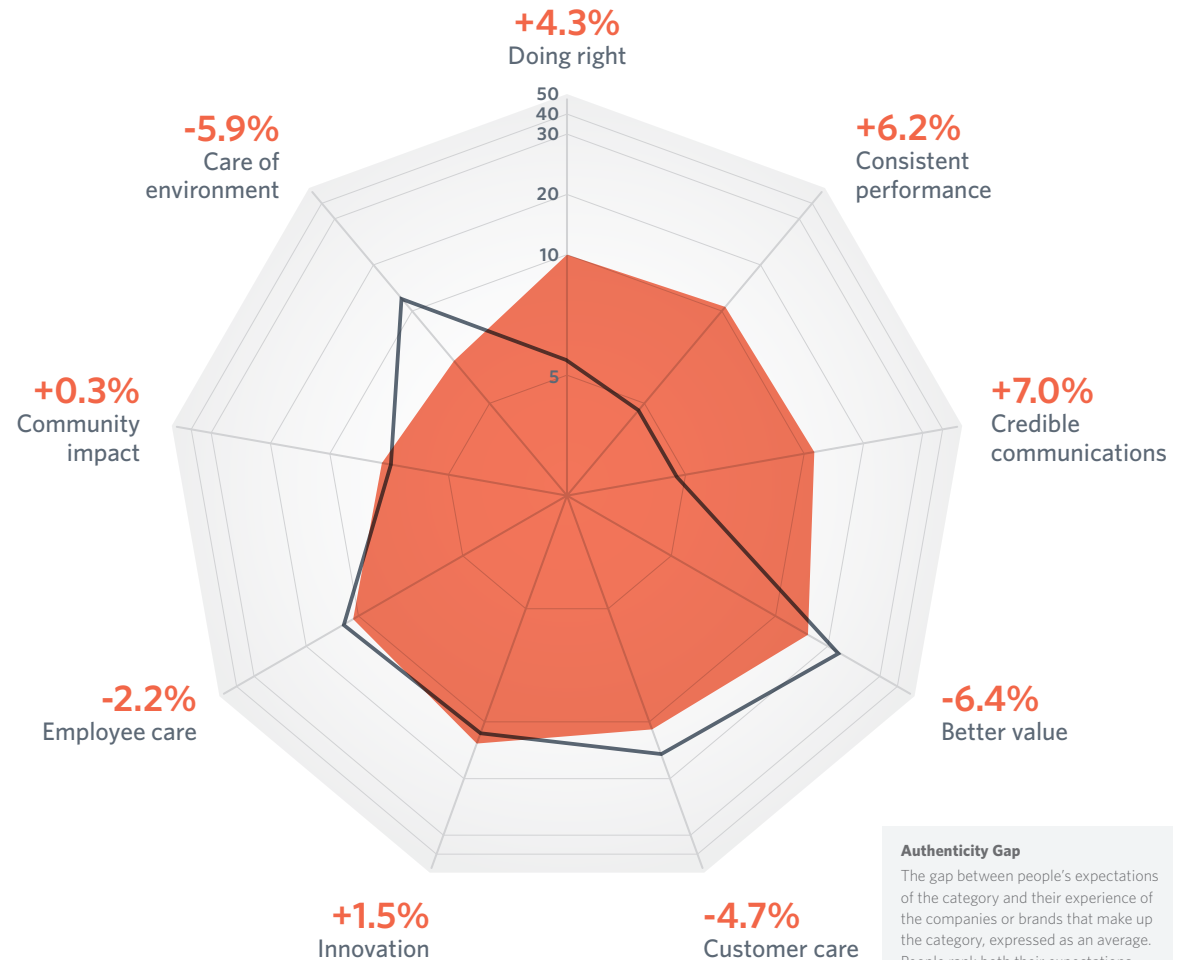
- Better value is the most important expectation people have of the Beer & Spirits industry, and all brands are falling short.
- All types of 'care' figure strongly in people's expectations of these companies: customer care, employee care and care of the environment are substantial expectations in this industry, but gaps prevail:
 - In customer care, i.e. delivering a quality experience, all companies have gaps.
 - In care of the environment, where production methods can have a negative impact, here too all companies have gaps.
 - In employee care, people look to companies to do right by their workers. The industry is showing a gap, but two companies exceed expectations of employee care.
- Drinkers are mindful of the effect drinking can have on a community. They rank expectations of community impact above consistent performance and credible communications. Messages focused on responsible drinking perhaps explains why the industry is broadly matching people's expectations of community impact.

Beer & Spirits authenticity gap % UK 2017



Authenticity Gap:

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Better value and care of the environment lead expectations

- The Food & Beverage industry is the only one studied where expectations of care of the environment equal that of better value.
- People are becoming more aware of how their food and drink is produced, and the adverse impact some types of farming and food production have on the environment. But all companies have gaps in caring for the environment.
- Better value in the Food & Beverage industry is not just low price it is also quality of the food and drink. Only one company is broadly meeting expectations of better value. The rest have gaps.
- Given concerns about the impact of food and drink on health, it is not surprising that the industry is falling short of expectations of customer care.
- Though exceeding expectations in innovation, companies should focus their efforts on demonstrating to people the value of environmental and customer care.

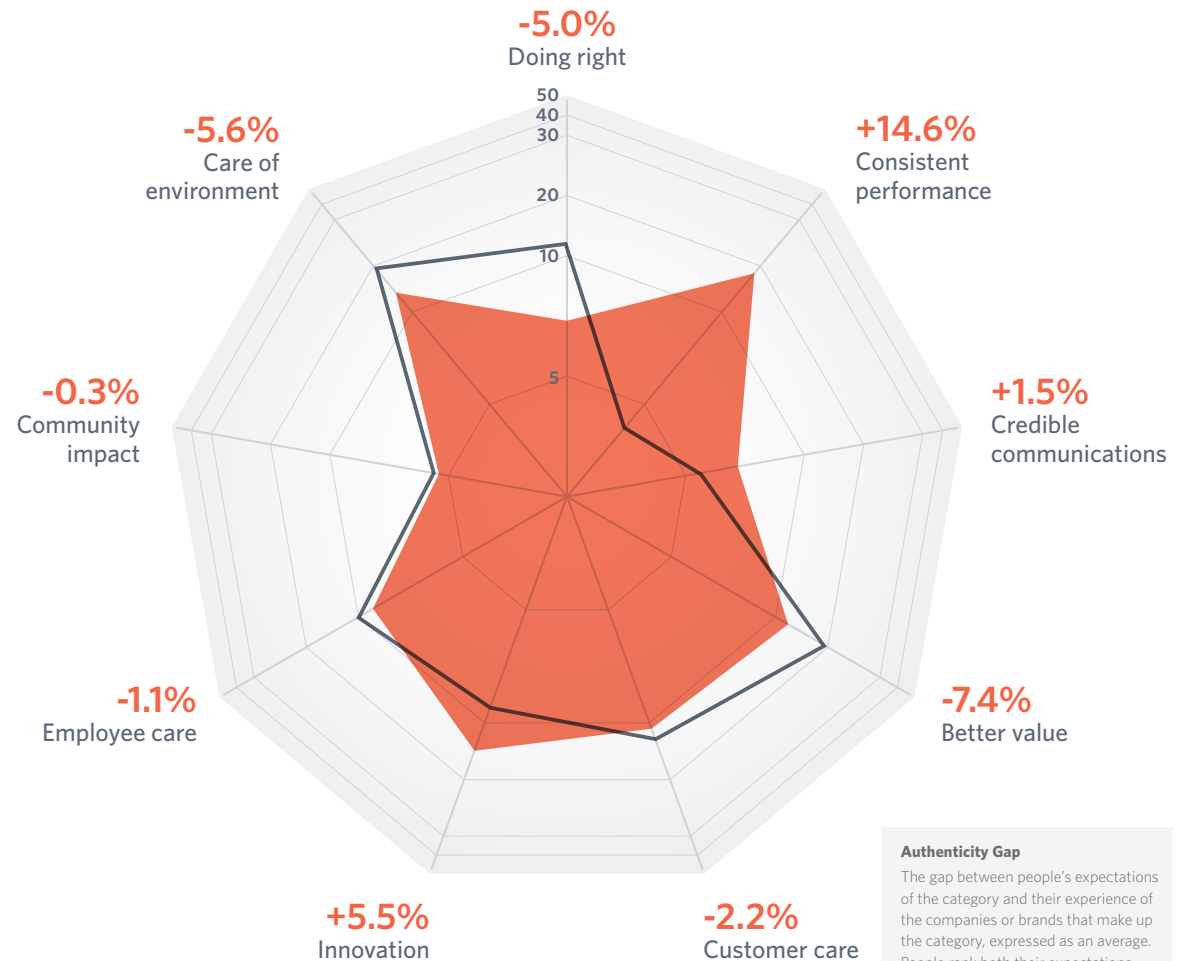
Food & Beverage authenticity gap % UK

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Better value makes up almost 40 per cent of all expectations

- Expectations of better value in this industry are the highest of any industry in the study.
- All but two companies have gaps in better value, and most gaps are in double digits.
- But despite the focus on value, people still expect good service when supermarket shopping. Though expectations of customer care are half that of better value, the driver is people’s second most important in the industry.
- Expectations of customer care broadly match shoppers’ experience, but the readings are mixed: three companies exceed expectations, while the rest have gaps.
- People have the lowest expectations of community impact and credible communications. With such very low readings it is no surprise that the industry exceeds expectations in both drivers.
- Supermarkets must face the challenge of providing better value and customer care – and communicate their strategy.

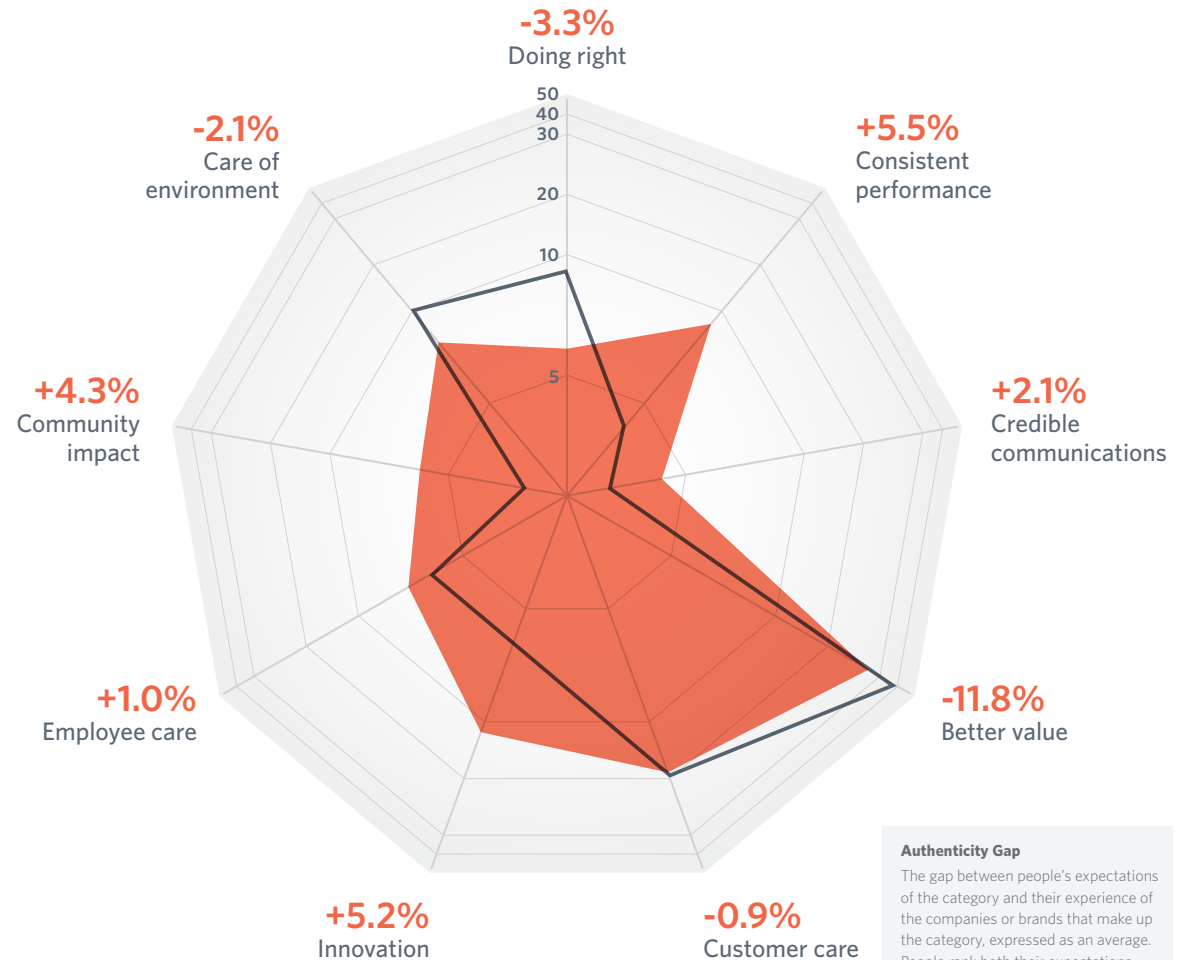
Supermarkets authenticity gap % UK

2017



Authenticity Gap:

📈 Category expectation minus 📉 Category experience equals $\pm\%$ gap



Authenticity Gap
The gap between people’s expectations of the category and their experience of the companies or brands that make up the category, expressed as an average. People rank both their expectations of the category and their experience of an individual company against the Nine Drivers.

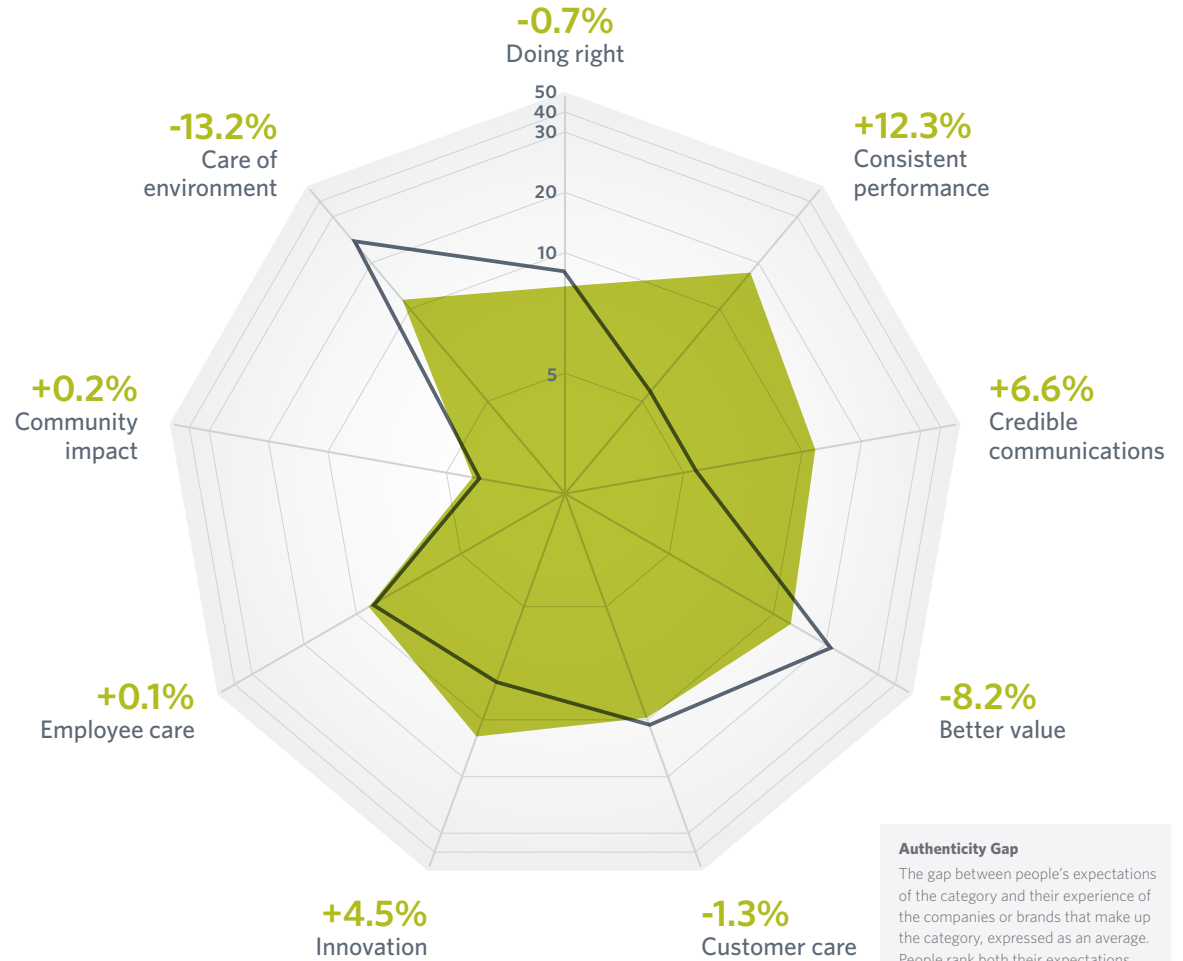
Energy companies are not seen to care for the environment or provide better value

- As people become more familiar with green energy sources and sustainability initiatives, the Energy industry is given very low marks for care of the environment. It has the largest gap in care of environment in the study.
- Care of environment makes up one quarter of people’s expectations and all companies have double-digit gaps.
- As UK energy prices continue to rise, better value plays a strong role in people’s expectations of the Energy industry. Here too companies have work to do as all but one fall short of expectations.
- Are people resigned to energy companies taking them for granted as customers? If companies provided better customer care, they may be able to reverse the gap in people’s expectations.
- Surprisingly, despite gaps in care of environment and better value, energy companies broadly match expectations of doing right, community impact and employee care.

Energy authenticity gap % UK
2017



Authenticity Gap:
 ☞ Category expectation minus ☞ Category experience equals $\pm\%$ gap

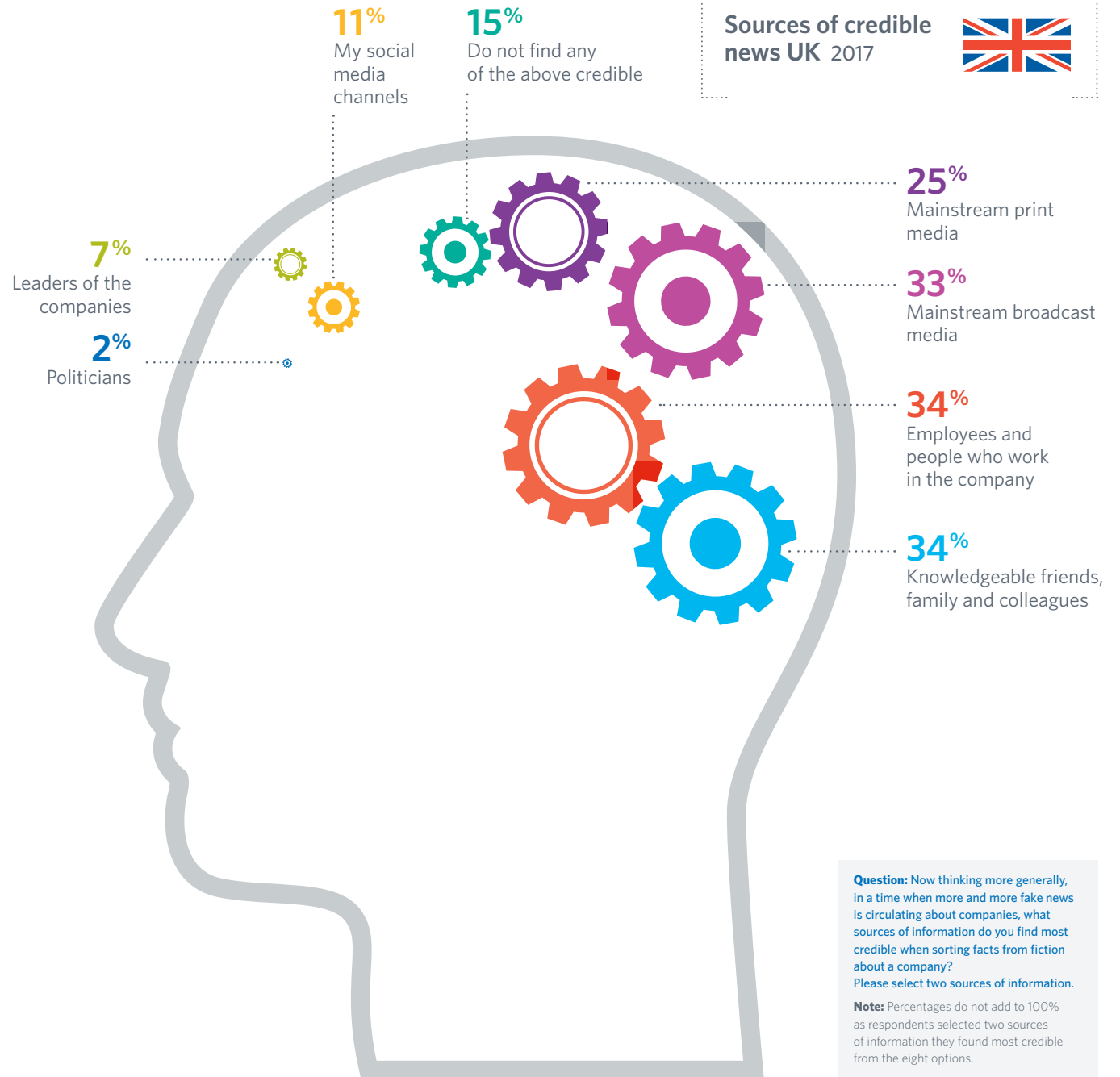


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 The gap between people’s expectations of the category and their experience of the companies or brands that make up the category, expressed as an average. People rank both their expectations of the category and their experience of an individual company against the Nine Drivers.

What's Fake News and What's Fact?

We asked people how in a time of more and more fake news circulating about companies, what sources of information they find most credible when sorting facts from fiction about a company.

Percentages do not add to 100% as respondents selected two sources of information they found most credible from the eight options.



Can Companies Go Above and Beyond?

Agree/Disagree %
UK 2017



How a company treats its employees is about more than pay and benefits, it's also about how it behaves on issues regarding inclusiveness and equality



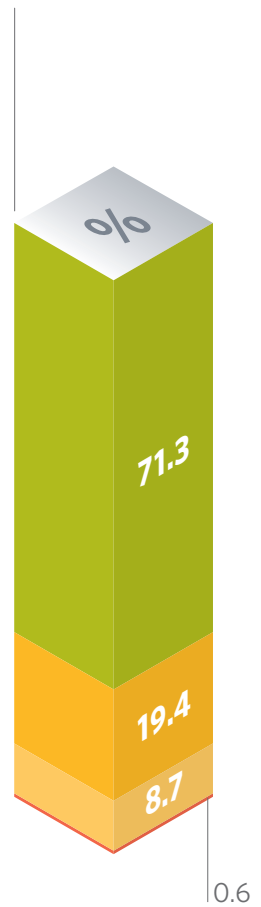
I expect companies to be more transparent about the source of materials and manufacturing of their products because I consider that to be part of the value of what I'm buying



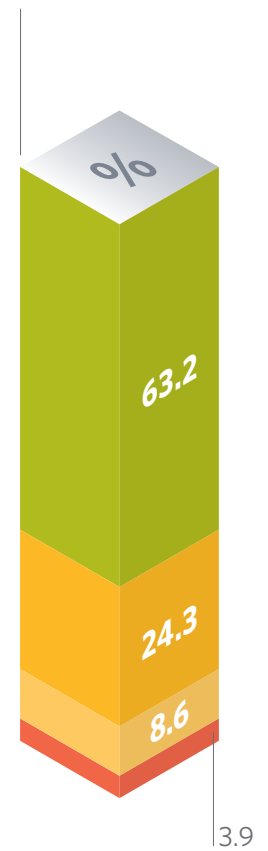
The behaviours and integrity of the CEO reflect the behaviours and integrity of the company the CEO leads



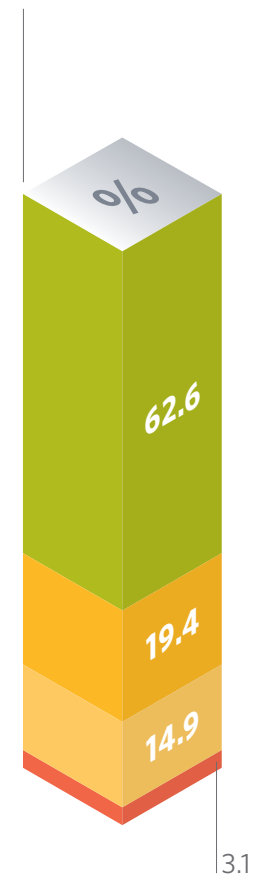
I expect companies to go beyond mandated regulations and to be actively working to solve societal issues



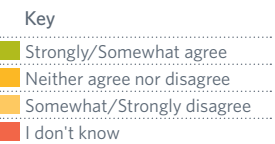
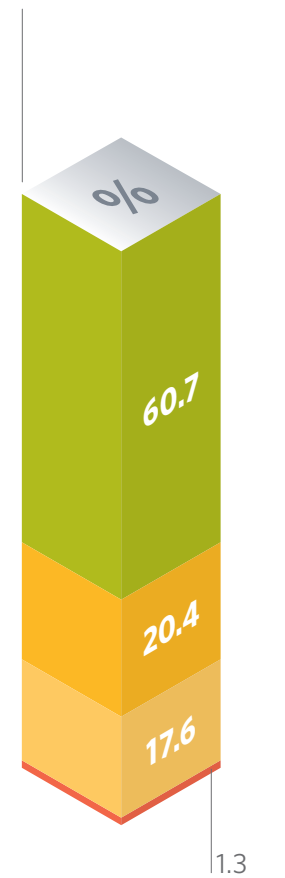
When a government creates policies that support isolationism, global companies should take a lead in driving the interchange of ideas, products, and culture



Companies are not taking data security threats seriously and are not investing enough in their IT to protect against breaches



I expect innovative companies to make product or service mistakes because they are inventing something completely new



'Disruptor' Companies

Airbnb	29
BlaBlaCar	30
Crowdcube	31
Deliveroo	32
Just Eat	33
JustPark	34
Uber	35
Zipcar	36

How do people view Disruptor Companies?

Companies in many industries are using new ideas and business models to challenge established ones, disrupting business as usual and are referred to as 'disruptor' companies.

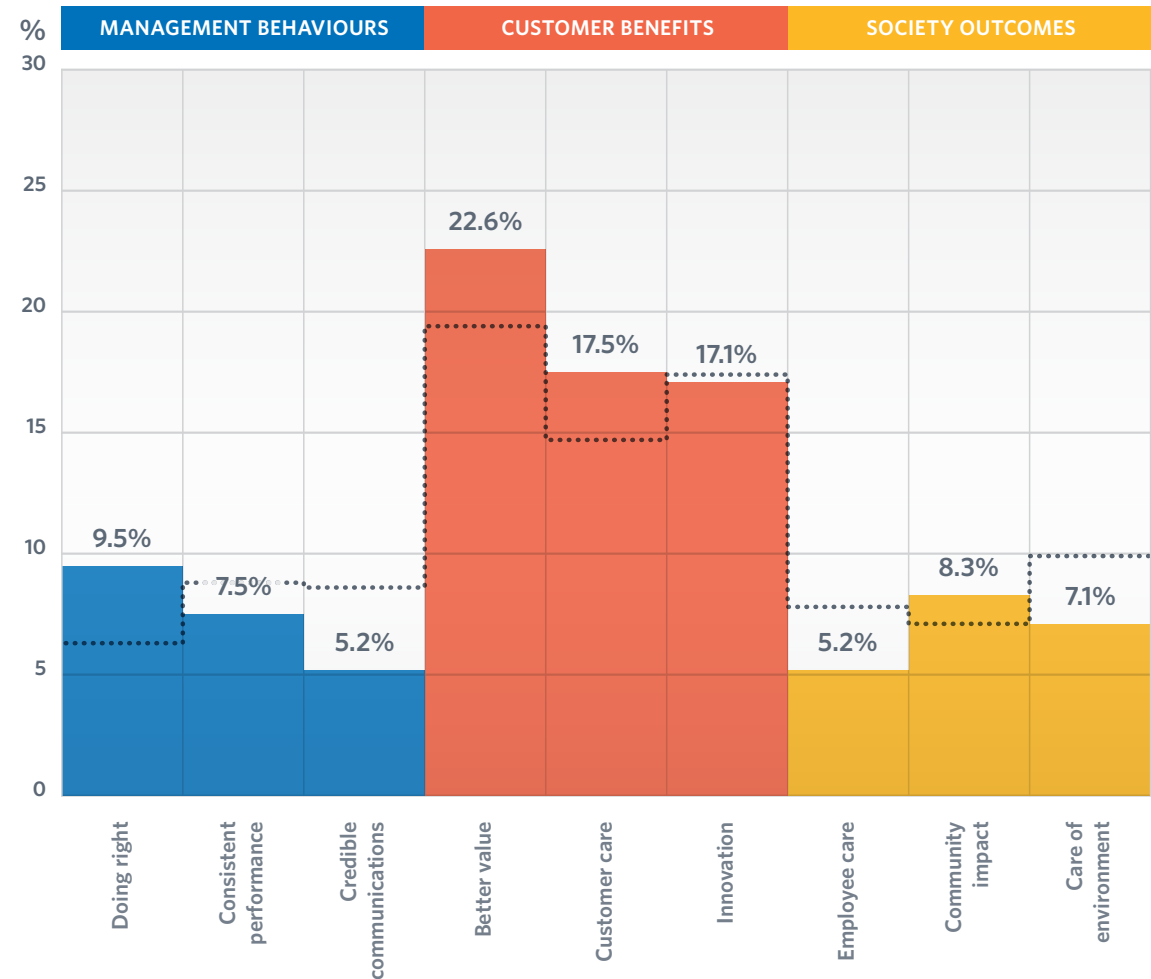
We asked people to assess their experience of select disruptor companies using our Nine Drivers of Authenticity framework, and compared them to the average experience of these companies.

The Nine Drivers fall into three interconnected groups: Management Behaviours, Customer Benefits and Society Outcomes, with each group made up of three individual drivers.

Airbnb experience % UK
2017



●●● Disruptor average experience ■ Company experience



Question: We would now like your opinion of how you feel these "disruptor" companies have been performing over the past 6-12 months on different qualities. Thinking about ... We would like you to consider each quality and rank them according to performance. For each quality please select a number from 1st to the 9th, where 1st is the quality people think the company is performing best on, 2nd the next best quality that the company is performing on and so on down to 9th.

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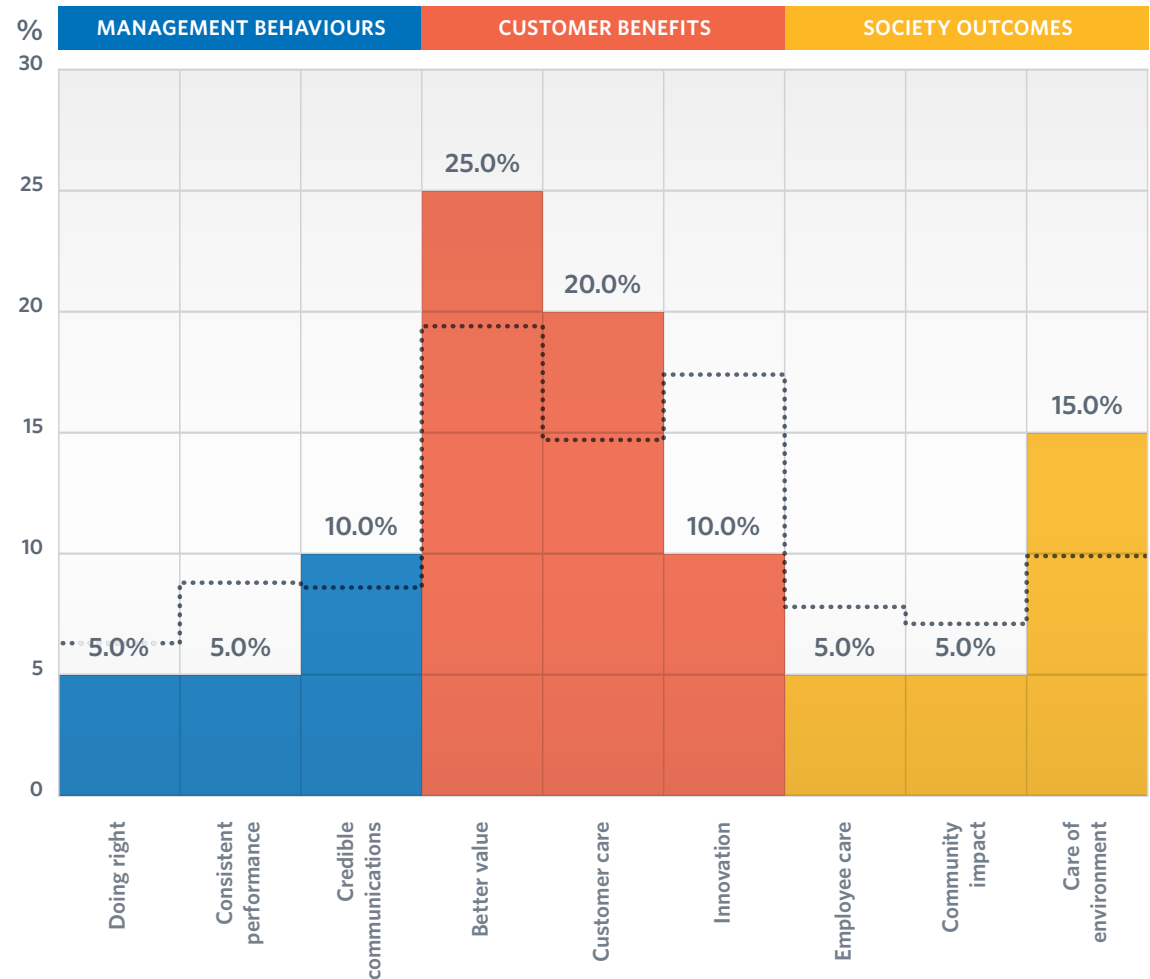
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BlaBlaCar experience % UK
2017



●●● Disruptor average experience ■ Company experience



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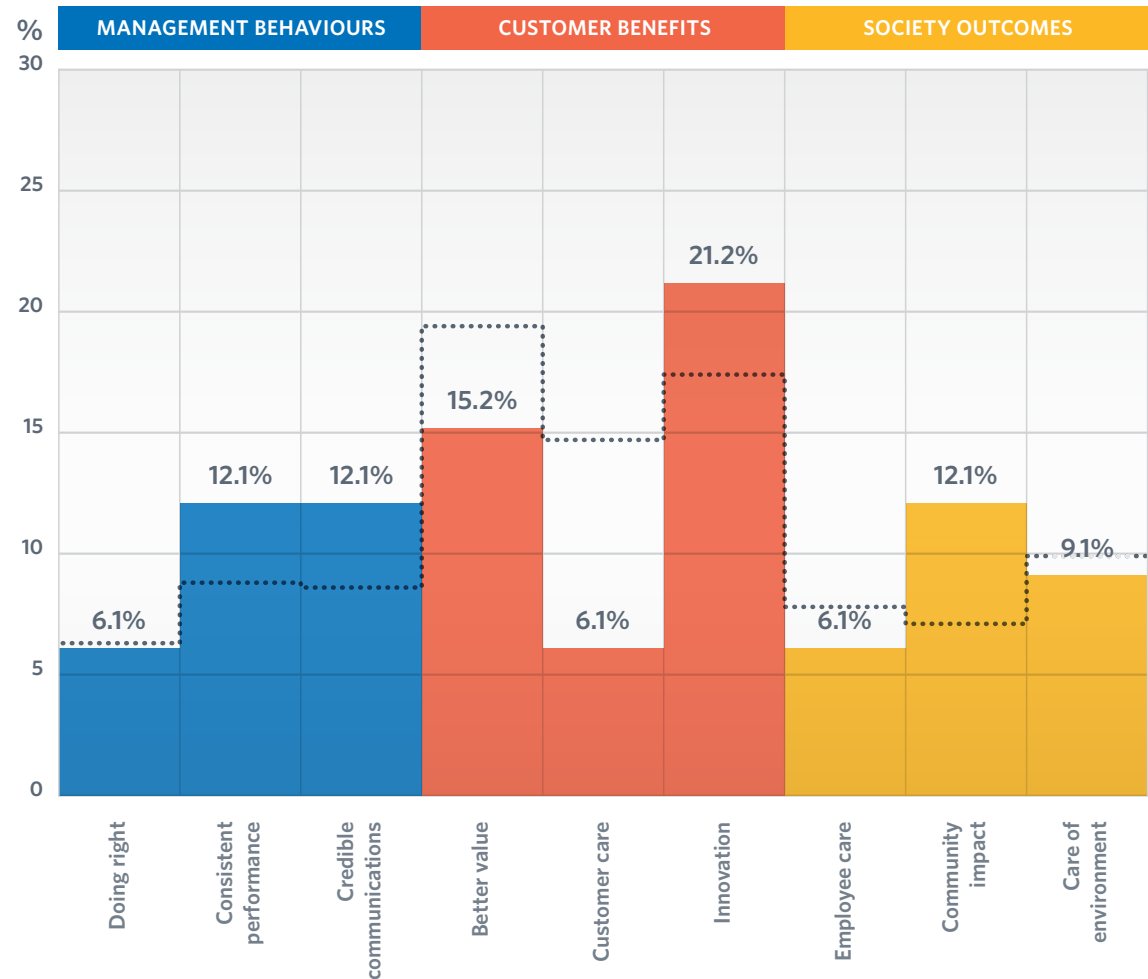
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Crowdcube experience % UK
2017



●●● Disruptor average experience | ■ Company experience



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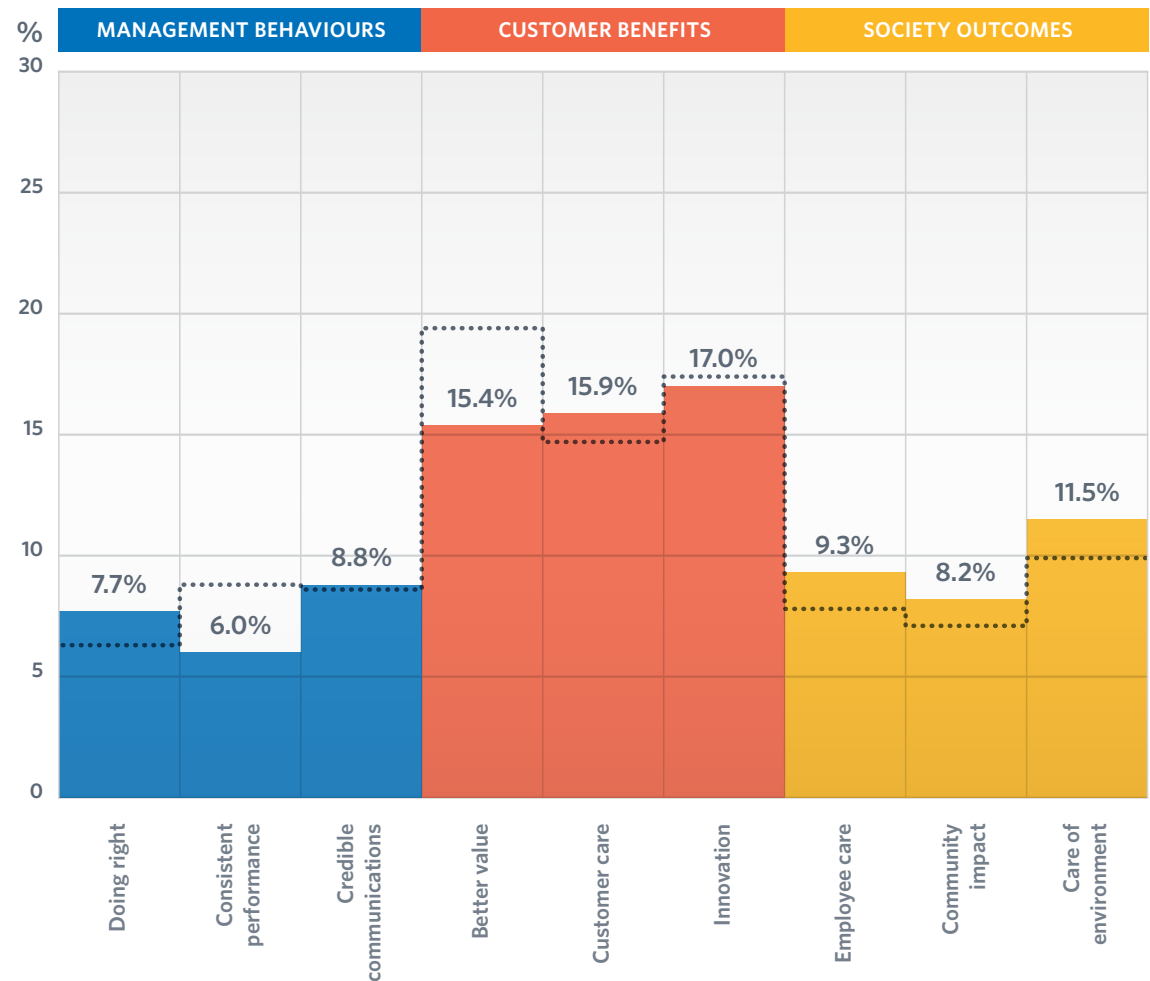
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Deliveroo experience % UK
2017



●●● Disruptor average experience | ■ Company experience



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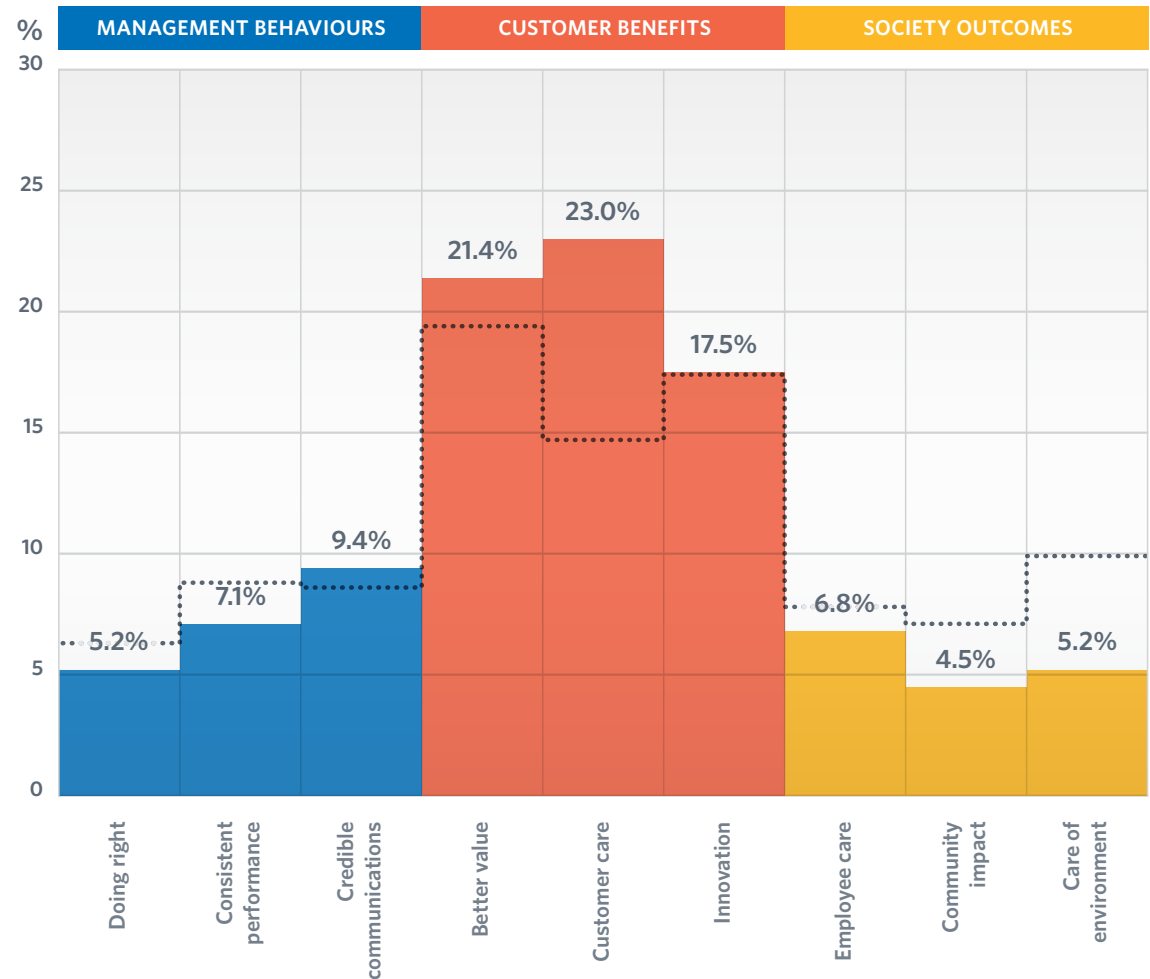
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Just Eat experience % UK
2017



●●● Disruptor average experience ■ Company experience



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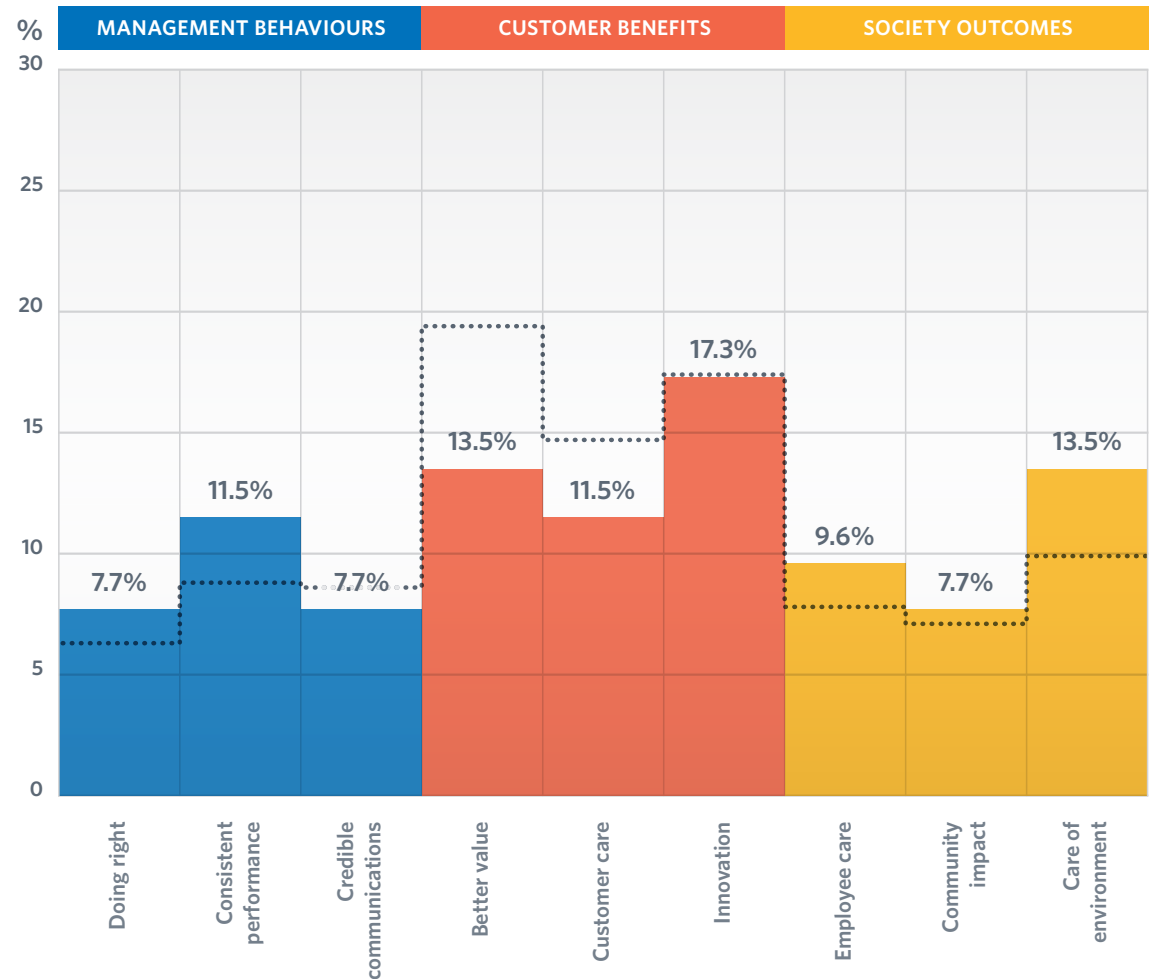
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JustPark experience % UK
2017



●●● Disruptor average experience ■ Company experience



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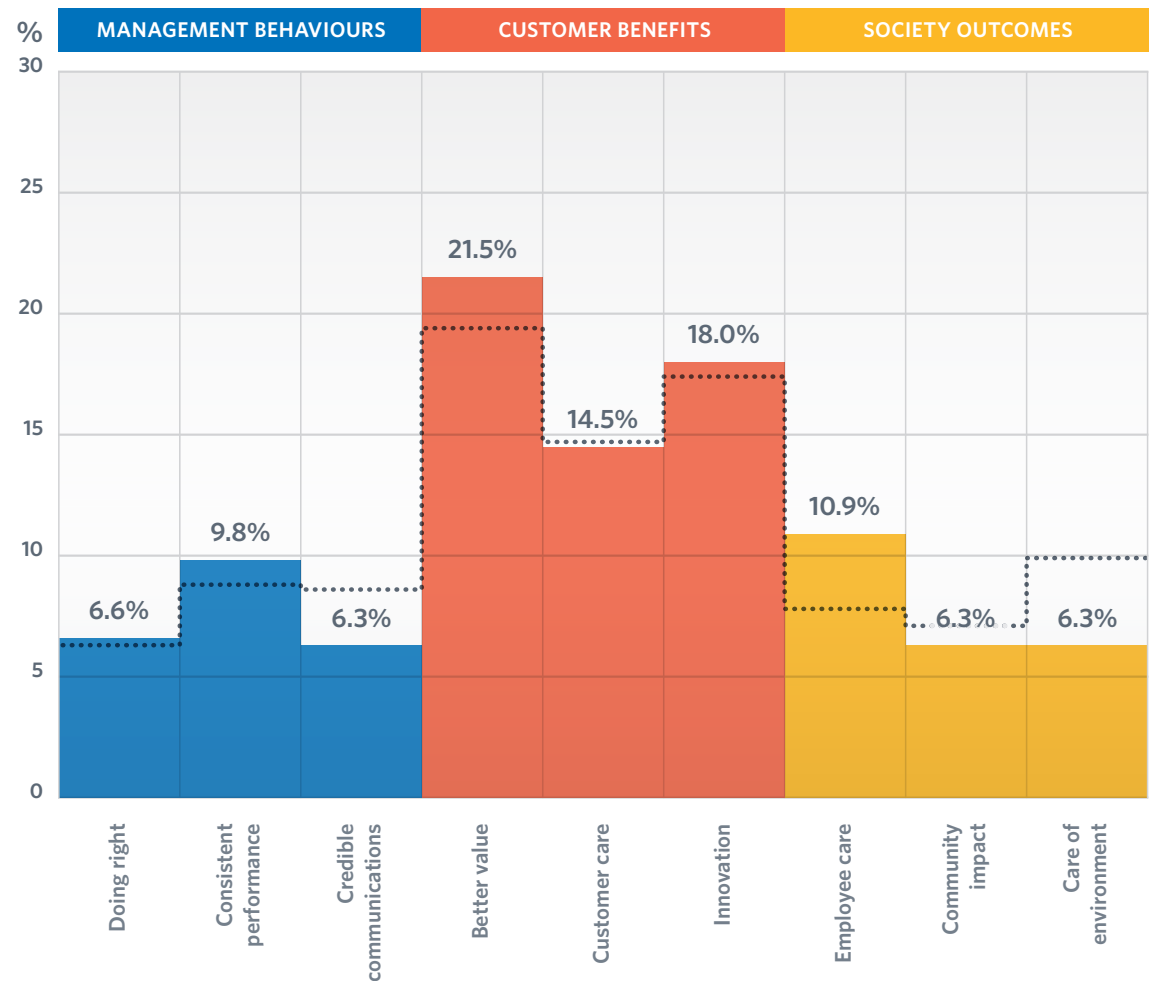
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Uber experience % UK
2017



●●● Disruptor average experience ■ Company experience



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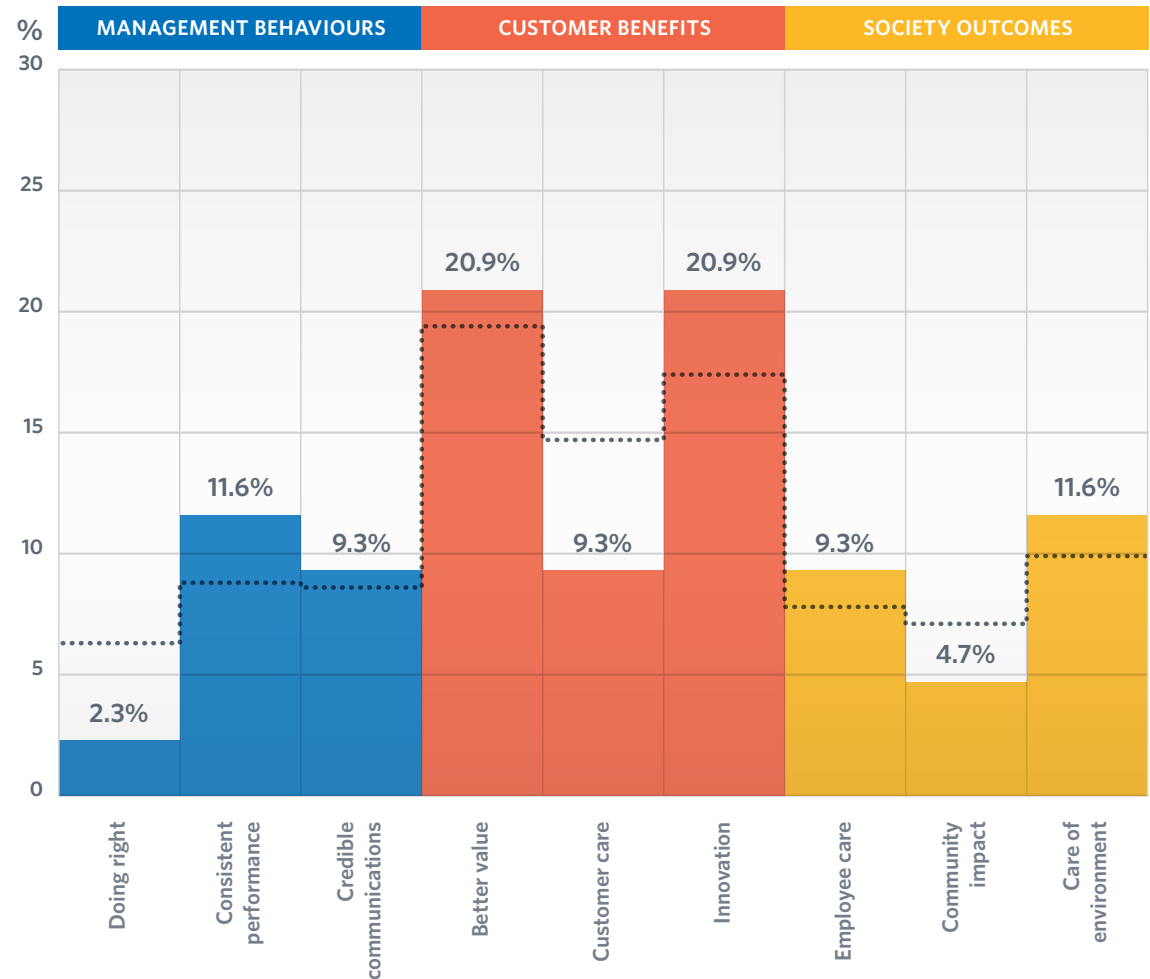
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Zipcar experience % UK
2017



●●● Disruptor average experience ■ Company experience



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Country Study Details

The People We Interviewed

United Kingdom

Country	United Kingdom	
Fieldwork dates	17th March-6th April 2017	
Total sample	1064	
Category	Sample	%
Airlines	107	10%
Apparel	106	10%
Automobiles	105	10%
Banking	106	10%
Beer & Spirits	106	10%
Biotechnology	100	9%
Consumer Electronic Devices	106	10%
Energy	107	10%
Enterprise Services	102	10%
Fintech	102	10%
Food & Beverage	106	10%
Hotels	106	10%
Household Large Appliances	107	10%
Industrial Companies	100	9%
Internet Services	107	10%
Investing	103	10%
Medical Devices & Diagnostics	119	11%
Personal Care Products	107	10%
Pharmaceuticals	107	10%
Supermarkets	106	10%

Age	Total	Male	Female
	1064	578	486
18-24	12.6%	10.0%	15.6%
25-34	19.0%	19.0%	18.9%
35-44	22.0%	26.5%	16.7%
45-54	19.0%	19.4%	18.5%
55+	27.4%	25.1%	30.2%

Highest level of education completed	%
Primary school	0.2%
Secondary school (age under 15 years old)	3.9%
NVQ3/SCE Higher Grade/Scottish Certificate of Sixth Year Studies/ General National Vocational Qualification Advanced Level/ GCE Advanced Level (GCE A/AS)	18.2%
General National Vocational Qualification Foundation or Intermediate Level (GNVQ, GSVQ)/GCSE/SCE standard	8.8%
NVQ1, NVQ2	6.7%
NVQ4/Higher National Certificate (HNC)/Higher National Diploma (HND)/Diploma in HE (iNVQ5/ Master's degree (MSc, MA, MBA, etc.)/ Post-graduate diplomas and certificates/Doctorate (Ph.D.)	24.2%
NVQ4/Higher National Certificate (HNC)/Higher National Diploma (HND)/Diploma in HE (including nurses training)/ Bachelor's degree (BA, BSc, BEd, BEng, MB, BDS, BV, etc.)	37.1%
Prefer not to answer	0.9%

Total household income	%
Under £5,000	1.0%
£5,000 - 9,999	3.1%
£10,000 - 14,999	5.7%
£15,000 - 19,999	6.3%
£20,000 - 24,999	8.7%
£25,000 - 34,999	17.6%
£35,000 - 44,999	14.1%
£45,000 - 54,999	12.1%
£55,000 - 99,999	18.6%
£100,000 or more	4.0%
Prefer not to answer	8.8%

Employment status	%
Employed full time	50.5%
Employed part time	10.9%
Self employed	9.0%
Unemployed but looking for a job	2.6%
Unemployed and not looking for a job/ Permanently disabled	2.7%
Homemaker	3.3%
Retired	15.3%
Pupil/Student/ In full time education	5.1%
Prefer not to answer	0.6%

Job type	%
Senior management (e.g. Director)	10.1%
Middle management	19.6%
Junior management/ supervisor	15.8%
Professional (e.g. Dentist, Lawyer)	13.2%
Technical specialist	6.3%
Clerical/administrative	14.0%
Skilled manual (e.g. Electrician, hairdresser, mechanic, etc.)	8.9%
Semi- or unskilled manual (e.g. Security guard, waitress, trainee, etc.)	8.0%
Other	3.5%
Prefer not to answer	0.5%

The Engaged Consumer

The Engaged Consumer

Customer engagement is the depth of the relationship a customer has with a brand. It is built, worn away and rebuilt (or destroyed) with every brand interaction, whether that's making a purchase, sharing a product Tweet or blog, investing in a company, writing an online review, having a conversation with a friend, or any other active engagement. This engagement provides a pro-active, conscious lens from which the consumer is able to decide among categories, companies and brands.



What does an Engaged Consumer look like?

Engagement takes a few different forms. Engaged consumers demonstrate at least three of these behaviours:

- Searched for information about a company's products or services
- Shared information and/or news articles about a company's products or services with others
- Shared their opinion or offered advice about a company's products or services with others
- Shared their opinion or offered advice about a company and its corporate activities with others
- Contacted a political candidate or government office to express their views
- Written an article or 'letter to an editor' for a newspaper or any publication
- Signed a petition in person or online
- Contributed to a blog or used other social media to share their opinion on a political or current event topic or to share their view about a company and its activities, products or services
- Bought or sold shares in a company

When considering a company's corporate reputation, these Engaged Consumers are more likely to be:

Informed Purchasers – They seek information about brands and the companies making products and services.

Evangelists – They speak to family and friends about a company, whether they're a purchaser or not. They also consume and re-broadcast company content to their social networks.

Responders – They engage in dialogue with a company and its brand, providing feedback. Don't discount their value, as customer feedback is a vital component of product and brand development. These people feel invested in the brand, as if they were employees. Others seek their advice.

Engaged Consumers shape how companies are perceived – the expectations of how companies should behave and how companies are performing relative to their expectations.

The Companies We Studied

United Kingdom

Industry Sectors

- Technology
- Consumer Products & Services
- Healthcare
- Manufacturing & Industrials
- Financial & Professional Services
- Food & Agribusiness
- Energy & Utilities

Consumer Electronic Devices	Enterprise Services	Internet Services	Airlines	Apparel
Apple	Dell/EMC	Amazon.com	American Airlines	Fossil Inc.
Bose	HPE	Alibaba	British Airways	Gap (Banana Republic, Old Navy, Athleta)
Fitbit	IBM	Alphabet (Google)	Cathay Pacific Airways	Inditex (Zara)
GoPro	Intel	Facebook	Delta Airlines	Levi Strauss & Co
Huawei	Microsoft	LinkedIn	easyJet	Nike
Plantronics	Oracle	Tencent	Emirates	PVH (Calvin Klein, Tommy Hilfiger, Izod)
Royal Philips	salesforce.com	Twitter	Ryanair	Under Armour
Samsung Electronics	SAP SE	YouTube	United Continental Holdings	VF Corporation (North Face, Nautica, Lee)
Hotels	Household Large Appliances	Personal Care Products	Biotechnology	Medical Devices & Diagnostics
Accor (Sofitel, Novotel, Ibis)	Beko	Colgate - Palmolive	Amgen	Abbott Laboratories
Best Western	Bosch	Estée Lauder	Biogen	Baxter International
Hyatt	Electrolux (Frigidaire, AEG)	Johnson & Johnson	Celgene	Boston Scientific
InterContinental (InterContinental, Holiday Inn, Kimpton)	GE	Kimberly-Clark	Genentech/Roche	Cardinal Health
Marriott (Marriott, Starwood, W Hotels)	LG	L'Oréal	Gilead Sciences	Danone Medical Nutrition
Premier Inn Hotels	Miele	Procter & Gamble	Novo Nordisk	Johnson & Johnson
Travelodge	Samsung	Reckitt Benckiser	Shire	Medtronic
Wyndham International	Whirlpool (KitchenAid, Maytag)	Unilever	UCB	St. Jude
Pharmaceuticals	Automobiles	Industrial Companies	Banking	Investing
AbbVie	BMW	BAE Systems	Barclays	Barclays Investments
Bayer	General Motors	Caterpillar	Citigroup	BlackRock
Eli Lilly & Company	McLaren	Dow	HSBC Holdings	BNY Mellon
Johnson & Johnson/Janssen	Nissan Motor	DuPont	JP Morgan Chase	Fidelity
Merck	Tesla	Emerson	Lloyds Bank	Goldman Sachs Group
Novartis	Vauxhall	General Electric	Santander Bank	Morgan Stanley
Pfizer	Volkswagen	Ingersoll-Rand	TSB	UBS
Sanofi	Volvo	Mitsubishi Heavy Industries	Wells Fargo	Vanguard
Beer & Spirits	Food & Beverage	Energy	Fintech	Supermarkets
AB InBev (Budweiser, Stella Artois)	Cereal Partners Worldwide	BP	Atom Bank	Aldi
Asahi Europe (Peroni, Pilsner Urquell)	Coca-Cola	Chevron	Bloomberg Markets	Asda
Bacardi (Bacardi, Dewar's, Grey Goose)	Danone (Activia, Evian, Okios)	ConocoPhillips	Funding Circle	Lidl
Constellation (Corona, Svedka, Tsingtao)	Kraft-Heinz	Exxon Mobil	Monzo	Marks & Spencer
Diageo (Tanqueray, Smirnoff, Guinness)	Mondelēz International (Cadbury, Lu, Tang)	Petrobras	PayPal	Morrisons
Molson Coors (Molson, Coors, Miller)	Nestlé	Royal Dutch Shell	Symphony	Sainsbury's
Patron	PepsiCo	Saudi Aramco	Thomson Reuters Financial and Risk	Tesco
Pernod Ricard (Absolut, Jameson, Beefeater)	Unilever	Total	TransferWise	Waitrose



FleishmanHillard produces its Global Trends Report based on ongoing polling in seven sectors and more than 28 industries. FleishmanHillard will **create custom reports** on particular industries or companies by request by contacting Marjorie Benzkofer, Global Managing Director of Reputation Management at Marjorie.Benzkofer@fleishman.com.

About FleishmanHillard

FleishmanHillard specialises in public relations, reputation management, public affairs, brand marketing, digital strategy, social engagement and content strategy. FleishmanHillard was named Agency of the Year at the 2017 North American Excellence Awards, PRWeek's 2014 Global Agency of the Year and 2014 Asia Pacific Network of the Year, 'Standout Agency' on Advertising Age's 2013 A-List; NAFE's 'Top 50 Companies for Executive Women' for 2010-2017; and among PRWeek's 2013 'Best Places to Work.' The firm's award-winning work is widely heralded, including at the Cannes International Festival of Creativity. FleishmanHillard is part of Omnicom Public Relations Group, and has more than 80 offices in 30 countries, plus affiliates in 43 countries. Visit us at www.fleishmanhillard.com.



Lepere Analytics is an independent research firm whose data forecasts company reputation and revenue. The methodology is US Patent Pending, is independently validated and is used by Wall Street investment analysts and portfolio managers.

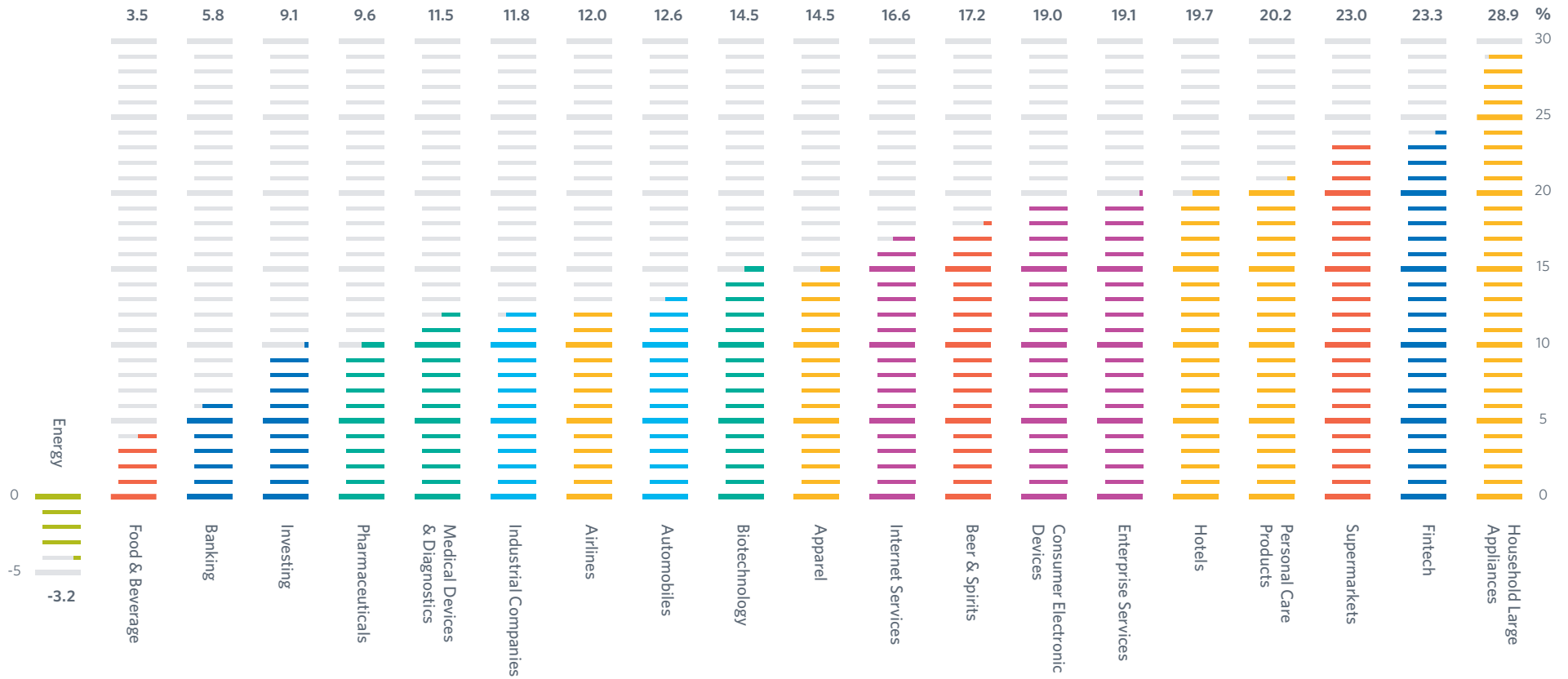
Lepere Analytics was founded in 2007. It is a privately held company, registered in the UK with partners based in London and New York. For more information, visit www.lepereanalytics.com.

Polling is conducted for Lepere Analytics by Ipsos - the world's third largest research company with operations in 84 countries. Online panels are in compliance with international quality standards ESOMAR and AIMRI and certified on key ISO standards.

Appendix

Category Momentum

Category Momentum UK 2017



Category Momentum™ is the average score of the companies making up the category. The score for each company is a net score defined as the % of Engaged Consumers who think a company is moving in the right direction minus the % who think it is moving in the wrong direction relative to the competition.™ and © Lepere Analytics

The Authenticity Gap Difference

The Nine Drivers of Authenticity

The Nine Drivers of Authenticity were identified and validated in separate studies in 2012. The Nine Drivers fall into three interconnected groups: Management Behaviours, Customer Benefits and Society Outcomes, with each group made up of three individual drivers.

What do the respondents see?

Each driver is stated in full in the questionnaire. For example each respondent sees the full statement, 'offering products and services that are better value.' In custom studies the authenticity drivers are tailored to fit a particular organisation's nomenclature, culture and values and the type of competitive activity it faces.

How were the Nine Drivers validated?

In summary, a combination of primary and secondary (literature and peer review) research was undertaken to identify the Authenticity drivers. The initial list was identified in extensive secondary research including published studies, white papers and literature reviews (e.g., Arthur W Page Society, The Reputation Institute, European Management Journal, McKinsey, Watson and Kitchen, Columbia Business School). This list was further tested and refined in primary research by Lepere Analytics reputation studies (Q4 2011) and by FleishmanHillard reputation experts.

A second wave of primary research was then used to validate the Authenticity drivers in a discrete study undertaken as part of the FleishmanHillard pilot study (Q4 2012). The methodology used three complementary approaches:

I. Correlation

Correlated company and brand ratings of the drivers for those brands respondents self-identified from the competitive set they commented on most often.

II. Regression

Conducted regression analysis to identify the strength of relationships between Authenticity as the dependent variable as measured by Competitive Momentum and the drivers as the independent variables.

III. Cross country analysis

Identified five outputs from the datasets including factor analysis. Data from US, China and Germany was analysed separately and ranked on each of the five outputs. Finally the results were cross-analysed across all three countries.

Authenticity drivers (full statements)

Management Behaviours

- More committed to doing the right thing
- Having more consistent and stable financial and operational performance
- Communicating more frequently and credibly

Customer Benefits

- Offering products and services that are better value
- Taking better care of customers
- Innovating new and better products and services

Society Outcomes

- Taking better care of employees
 - Contributing to society in a way that has a better impact on my community
 - Taking better care of the environment
-