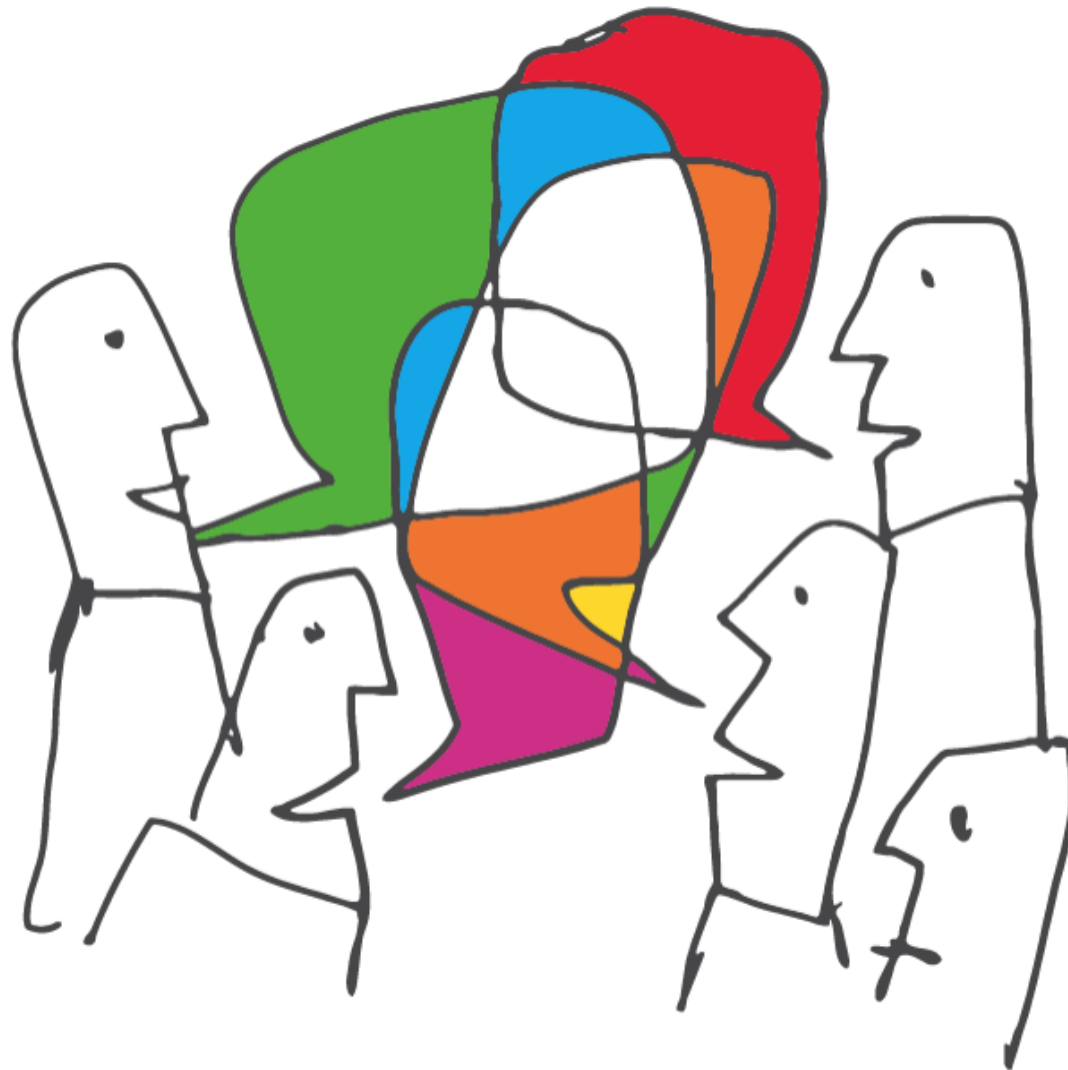


REPUTATION MANAGEMENT & THE AUTHENTICITY GAP





*In today's era, the **alignment**
between **brand** and **reputation** is what drives
success and new opportunity...*

BRAND

*What you say
and how you
behave*



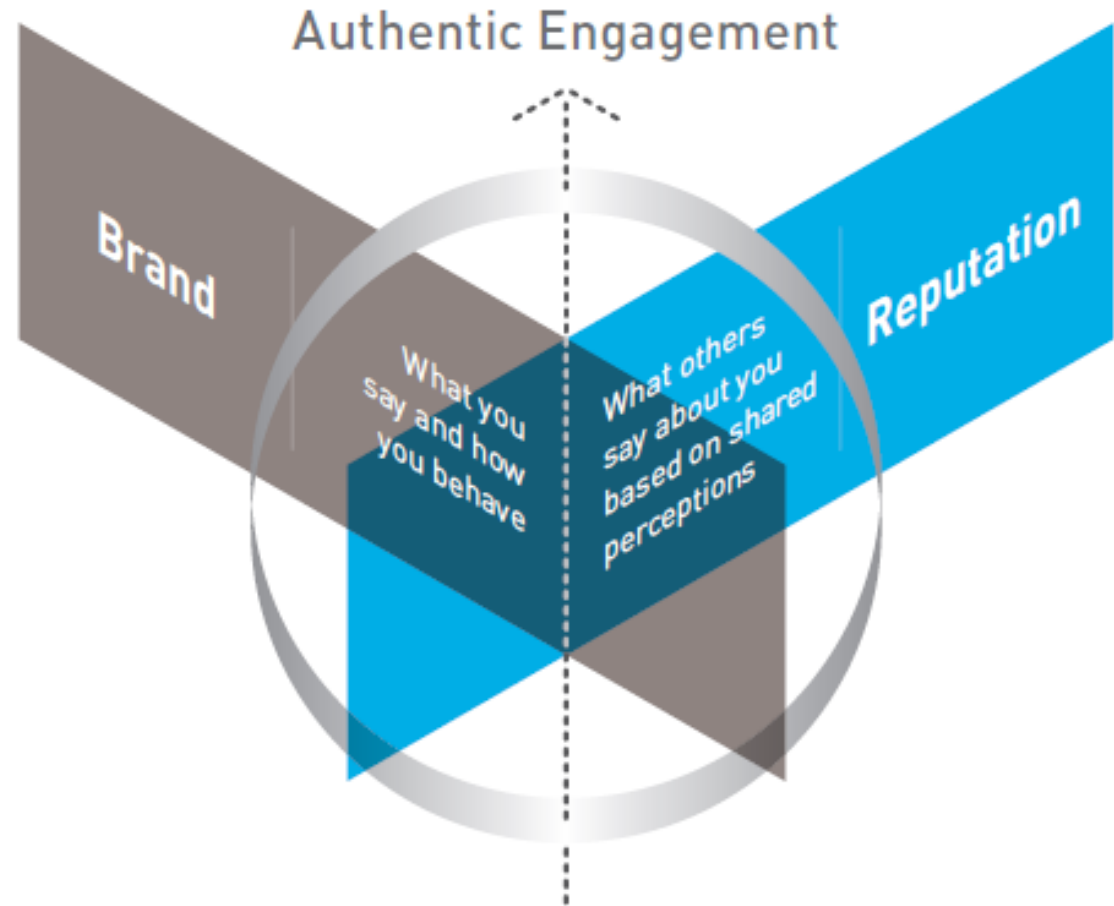
REPUTATION

*What others
think and say
about you*



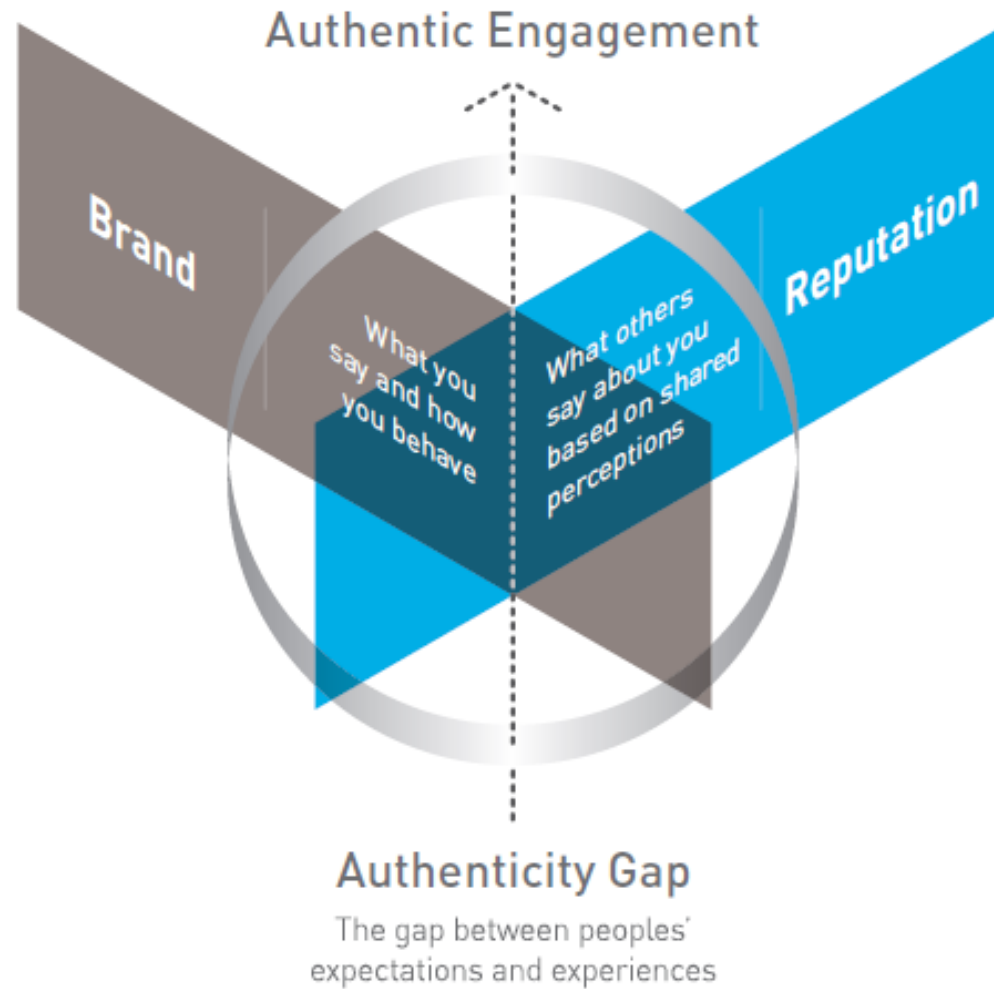


FleishmanHillard is helping clients proactively manage the alignment between their own actions and the **experiences and expectations** of their stakeholders to create **Authentic Engagement**





Authenticity Gap:
The divide between
consumers
expectations and
their *experiences*





FH's UNIQUE VIEW

- > Looking at **expectations and experience** across 20 industry categories in China, Germany, US
- > **Expert Consumers**
 - Methodology developed by Lepere Analytics
 - Consumers screened for personality, attitudes and behaviors that demonstrate a higher level of interest, knowledge, engagement and influence in the category

ACTIONABLE INSIGHTS

- > **Forward-looking and therefore more actionable**
 - Country, category and company specific data - helps companies pro-actively plan and act in specific ways



THE DNA OF AUTHENTICITY

Management Behaviors

- Doing right
- Consistent performance
- Credible communications

Customer Benefits

- Better value
- Customer care
- Innovation

Society Outcomes

- Employee care
- Community impact
- Care of environment

MIND THE GAP



For every brand studied there is an Authenticity Gap – a gap between people’s expectations and their actual experiences.



Authenticity outlook

Automobiles



Automobiles has the third highest momentum of the 20 categories in this study indicating that people's current expectations of the category are being reasonably well met by their experience of the various brands (see Company Directory).

The category is falling most short of expectations on innovation and care of the environment. Employee care and to a lesser extent better value and doing right are also below expectations.

On the plus side the category is exceeding expectations on consistent performance, credible communications, customer care and community impact.

Momentum

An indicator of the alignment between a category's behavior and people's expectations and experiences of it. Category momentum is the average score of the companies or brands making up the category. The score for each category is a net score based on the % of people who say a category is gaining ground minus the % who say it is losing ground.

Authenticity Gap

The gap between peoples' expectations of the category and their experience of the brands that make up the category expressed as an average.

Expectations and experience

Expectations are specific to the category and experience is specific to an individual company (or brand). Each is based on a separate ranking of the authenticity drivers from 1 to 9.

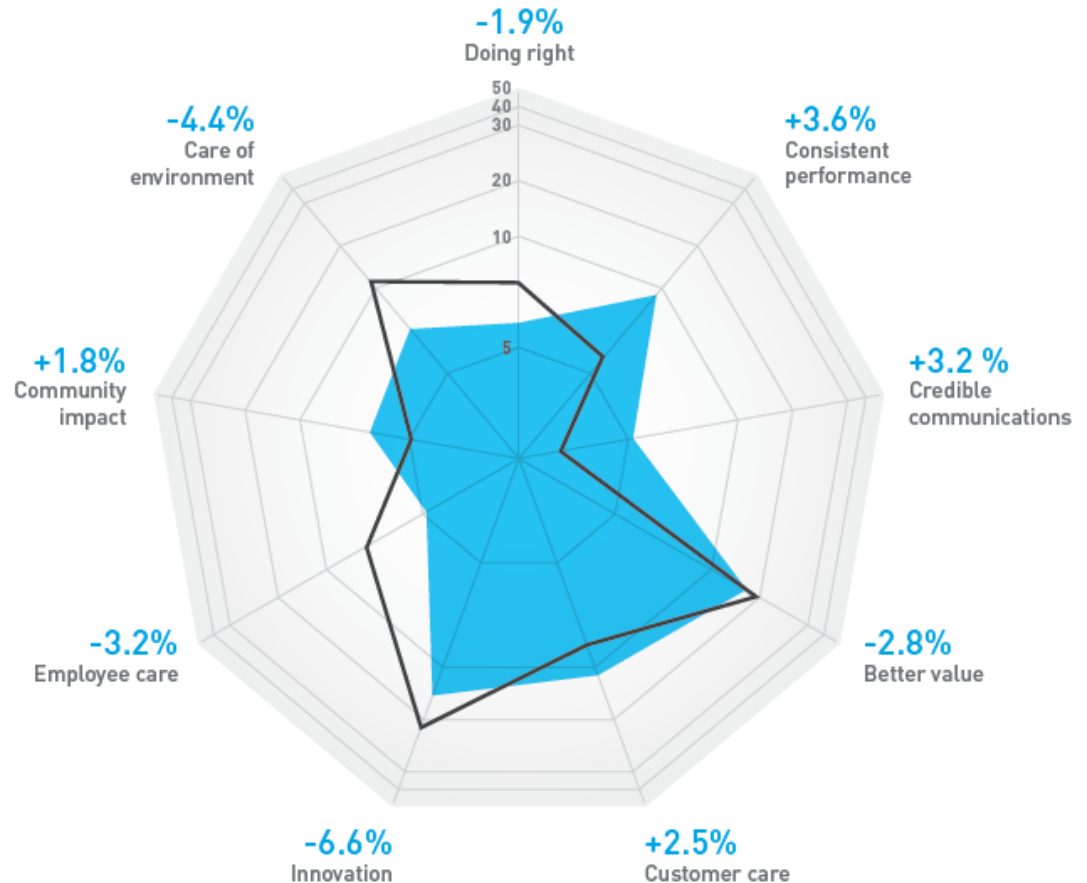
Automobiles authenticity gap % US

2012 | Qtr 4



Authenticity Gap:

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



Authenticity outlook

Automobiles

3.5%
Automobiles

Momentum | 2012 | Qtr 4

Automobiles has average-low momentum of the 20 categories in this study indicating that people's current expectations of the category are not being met by their experience of the various brands (see Company Directory).

The category is falling most short of expectations on innovation, care of environment and credible communications. It is broadly meeting expectations of doing right and customer care.

As a category automobiles are exceeding people's expectations of consistent performance, better value, community impact and to a lesser extent employee care.

Momentum

An indicator of the alignment between a category's behavior and people's expectations and experiences of it. Category momentum is the average score of the companies or brands making up the category. The score for each category is a net score based on the % of people who say a category is gaining ground minus the % who say it is losing ground.

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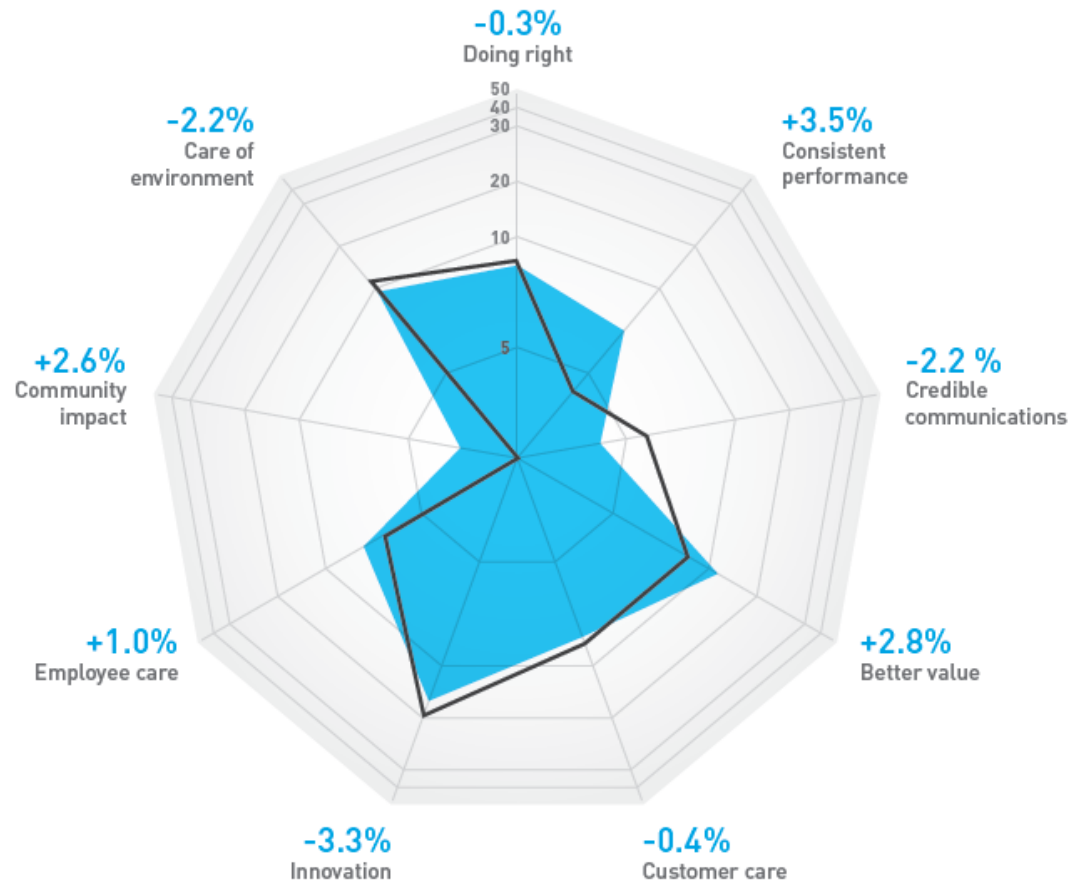
Automobiles authenticity gap % Germany

2012 | Qtr 4



Authenticity Gap:

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



Authenticity outlook

Automobiles

35.0% Automobiles

Momentum | 2012 | Qtr 4

Automobiles has around average momentum of the 20 categories in this study indicating that people's current expectations of the category are broadly being met by their experience of the various brands (see Company Directory).

The category is falling short of expectations on better value, innovation and community impact. It is broadly in line with expectations of consistent performance, care of the environment, and customer and employee care.

Automobiles is exceeding expectations of credible communications and to a lesser extent doing right.

Momentum

An indicator of the alignment between a category's behavior and people's expectations and experiences of it. Category momentum is the average score of the companies or brands making up the category. The score for each category is a net score based on the % of people who say a category is gaining ground minus the % who say it is losing ground.

Authenticity Gap

The gap between peoples' expectations of the category and their experience of the brands that make up the category expressed as an average.

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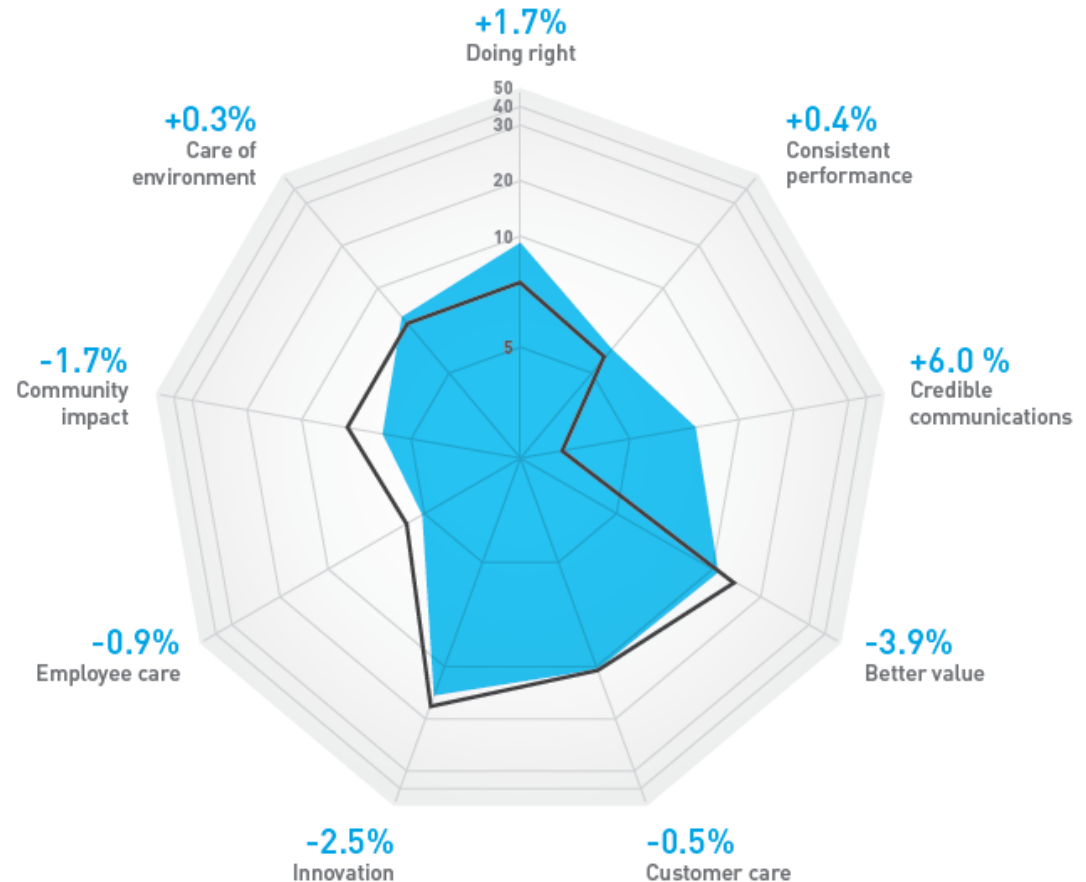
Automobiles authenticity gap % China

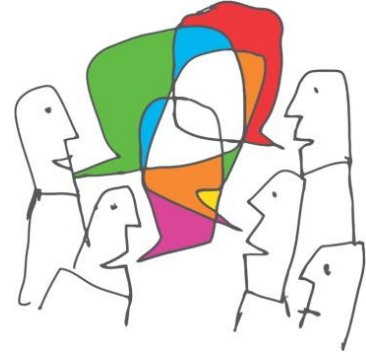
2012 | Qtr 4



Authenticity Gap:

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





*Corporate behavior
matters as much as
customer benefits.*





Consumers now have a personal relationship with brands that goes deeper than transactions. Such relationships are putting greater emphasis on corporate behavior.

Customer benefits

45%

- Better value
- Customer care
- Innovation

Management behaviors

30%

- Doing right
- Consistent performance
- Credible communications

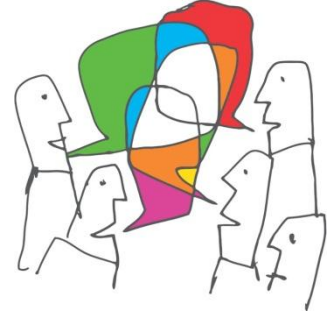
Society outcomes

25%

- Employee care
- Community impact
- Care of environment



AUTHENTIC LEADERS



Industry leaders meet or exceed competitors on all nine of the authenticity drivers. They also maintain a wide margin of differentiation on one or two drivers.





Be as you wish to be seen.

Invest in the attributes you want to be known for.

Make sure the attributes matter to your audiences, and communicate them. Behave as the company, or the person, you want your audiences to think you are.

Work holistically.

Create a culture and an organizational structure

that view the brand and reputation as inextricably intertwined.

Scope all audiences.

Understand that to truly create progress, the

viewpoints of all audiences – not just consumers – must be understood and addressed through both the brand and reputation.

Make it everyone's job.

Make brand and reputation management a part of

every discipline - everyone's responsibility – not just a function of communications or marketing.

Align measurement.

Align against specific business outcomes for both

brand and reputation. Everything must have a clear connection to how it helps achieve a business goal.