

# Reputationsmanagement

## Eine Herausforderung



# Unternehmen mit starker Reputation



Quelle: Fame & Fortune, Fombrun & Van Riel, 2004

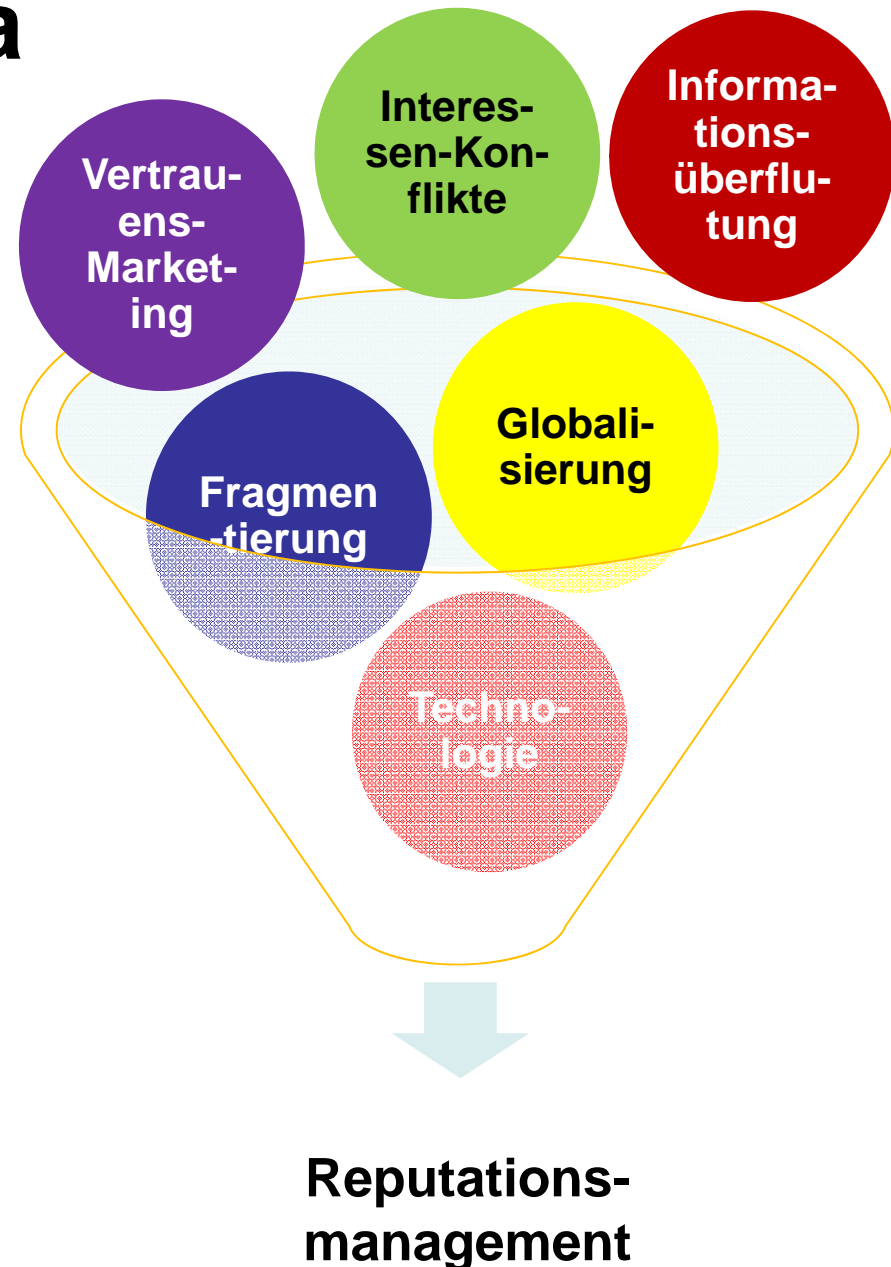
# Management-Dilemma

Menschen entscheiden aufgrund von Eindrücken, nicht Fakten

Akteure verlieren die Informationskontrolle

Rollen überschneiden sich und führen auch zu Zielkonflikten

Themen haben Hochkonjunktur und kurze Lebenszeit, Vermischung und schwierige Abgrenzung



# Reputation auf der Management-Agenda

**56%**

Say that Reputation is a **HIGH** priority to Executive Management and Board of Directors

*and*

**63%**

Expect Reputation Management to be a **HIGHER PRIORITY** for their company in the next 2-3 years

**60%**

Believe Reputation has a **HIGH FINANCIAL IMPACT** on their company

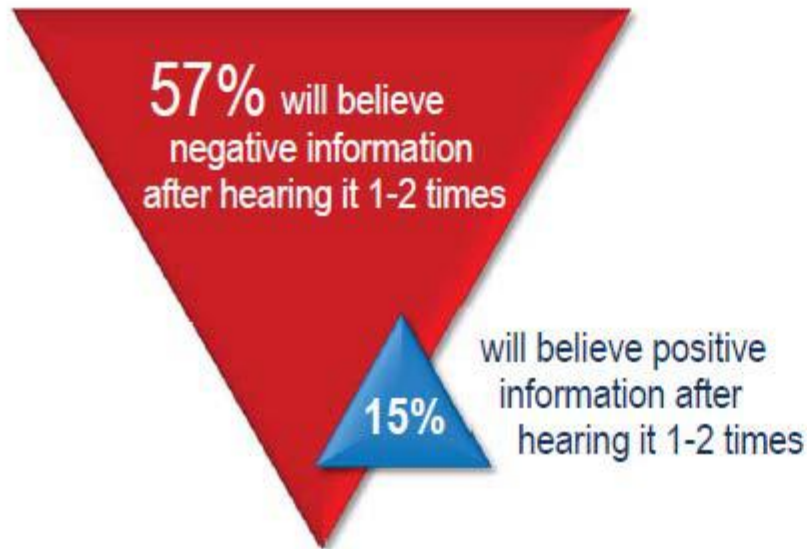
*influencing*

Increase Customer Retention	68%
Increase in Sales/Revenue	53%
Increase in Market Share	40%
Reduce Costs of Hiring/Retention	37%
Increase in Share Price	32%
Increase in Profitability	31%
Lower Cost of Doing Business	26%
Other	10%
No financial impact	2%

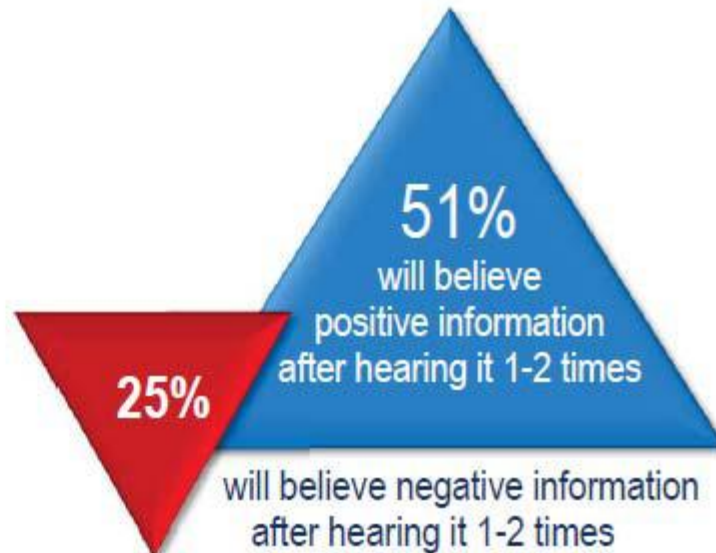
Quelle: Reputation Institute, Reputation Leaders Study 2013

# Vertrauen beeinflusst Glaubwürdigkeit

When a company is distrusted



When a company is trusted

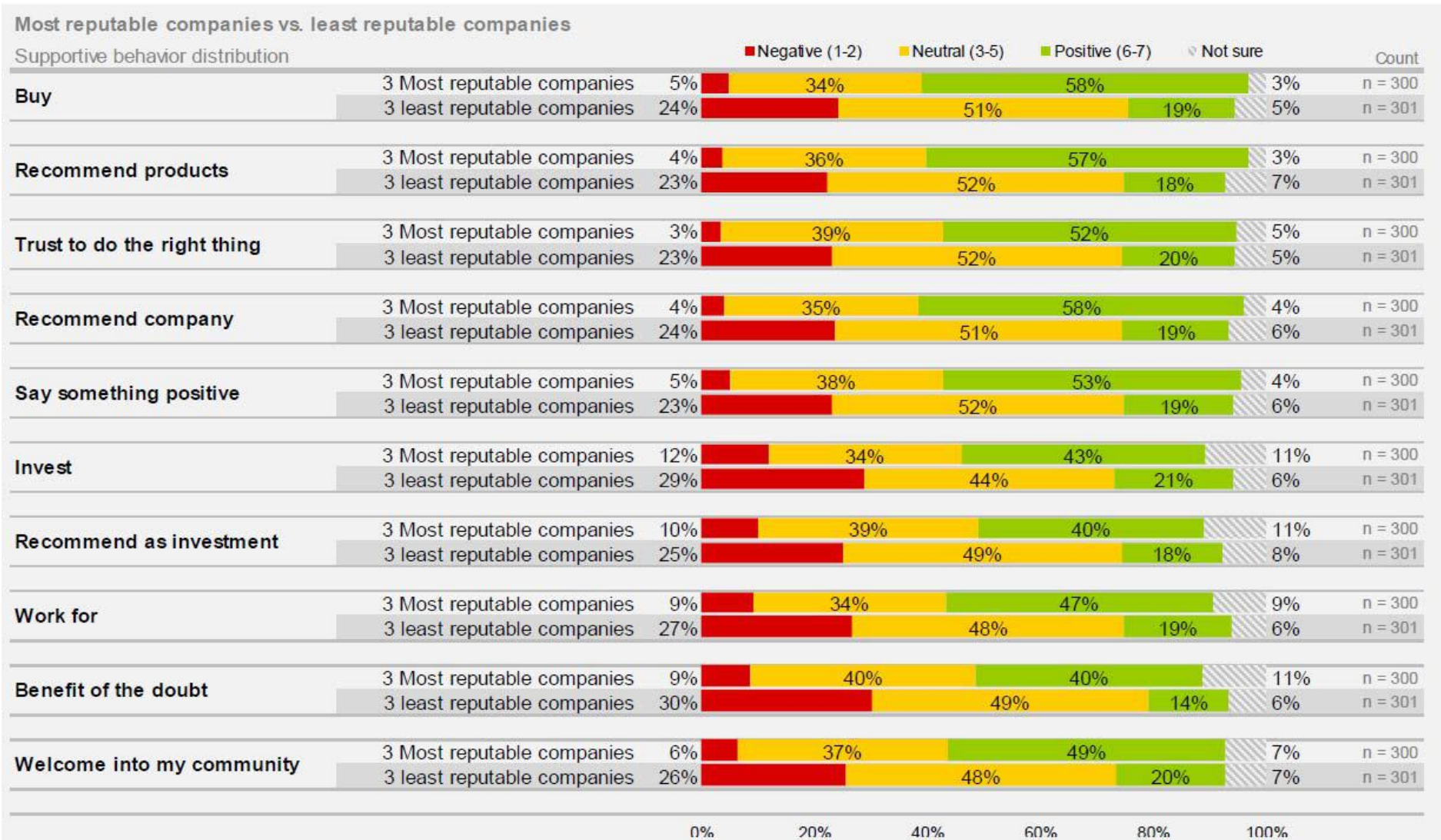


Informed publics ages 25 to 64

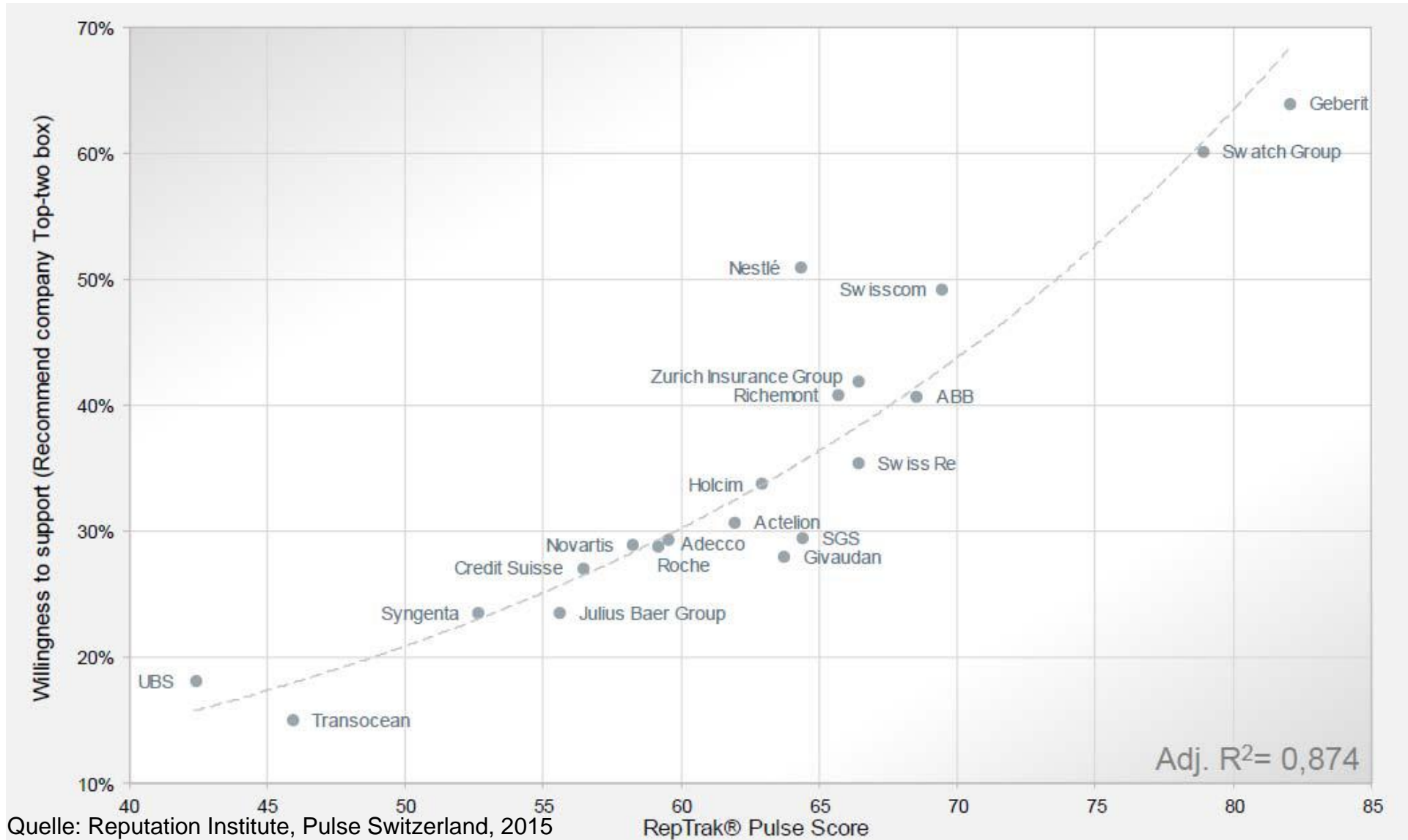
© Edelman, 2011. All rights reserved.



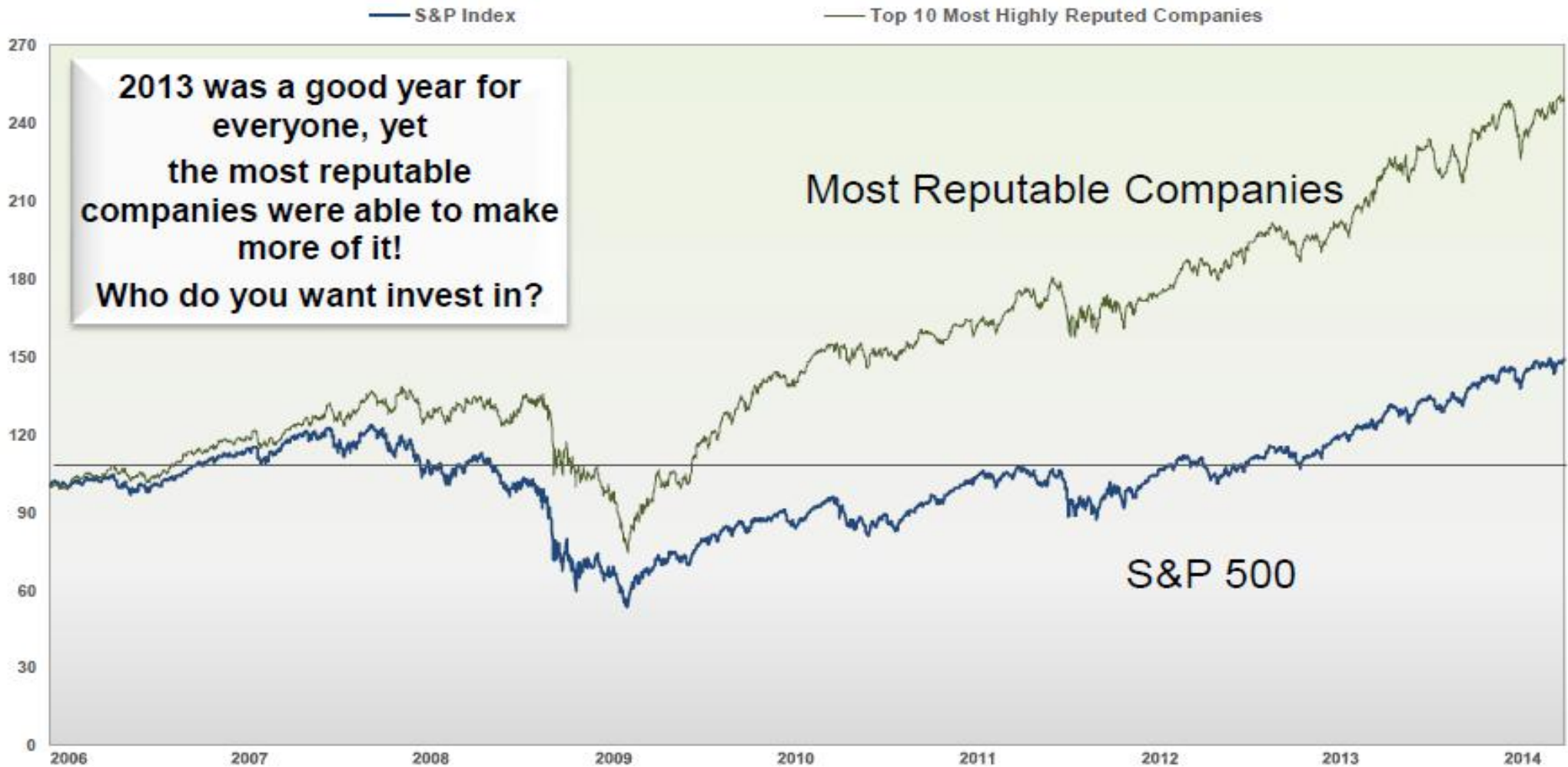
# Reputation beeinflusst Verhalten



# Reputation und Empfehlung (CH)



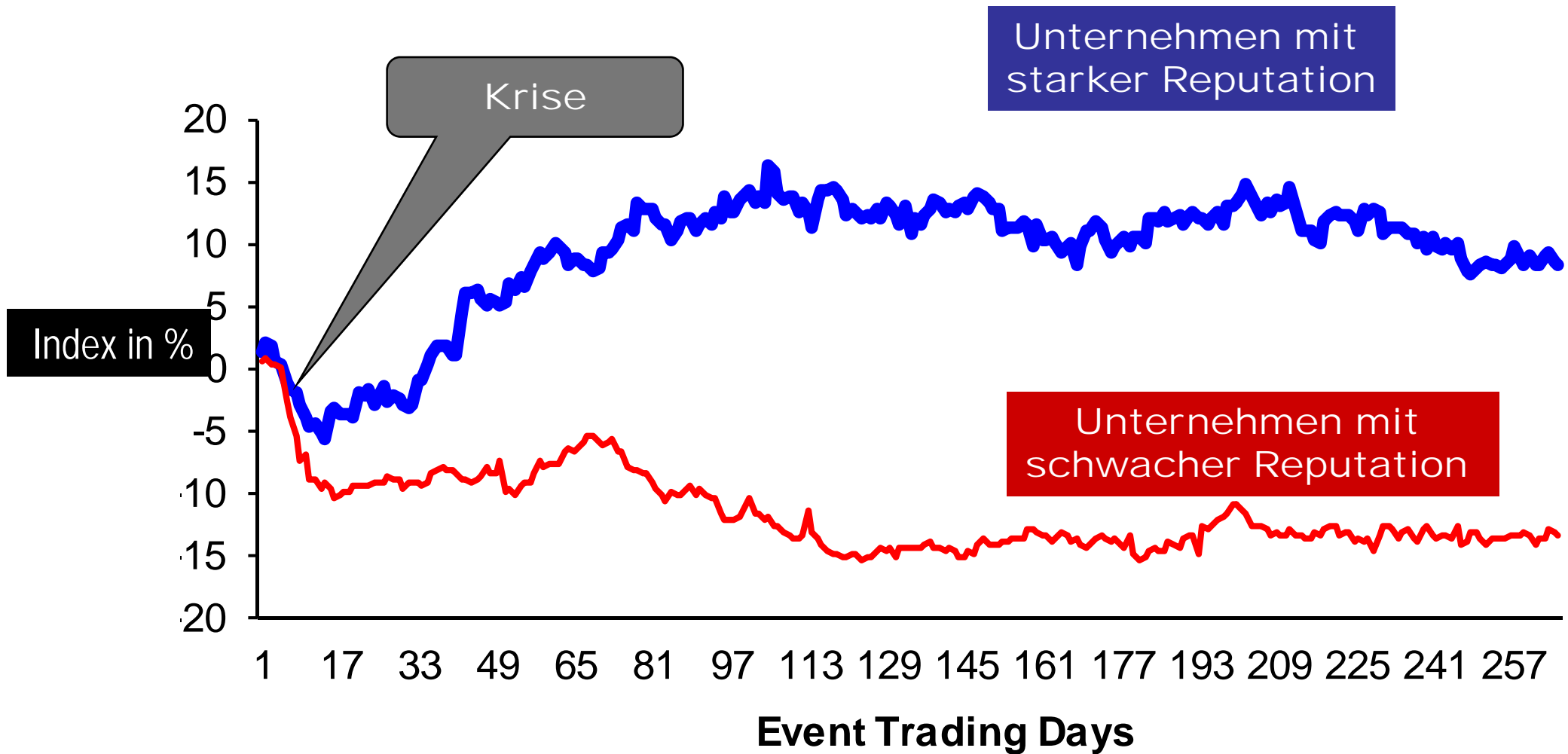
# Aktienkurs und Reputation



Quelle: Reputation Institute, US Reputation Pulse, 2014

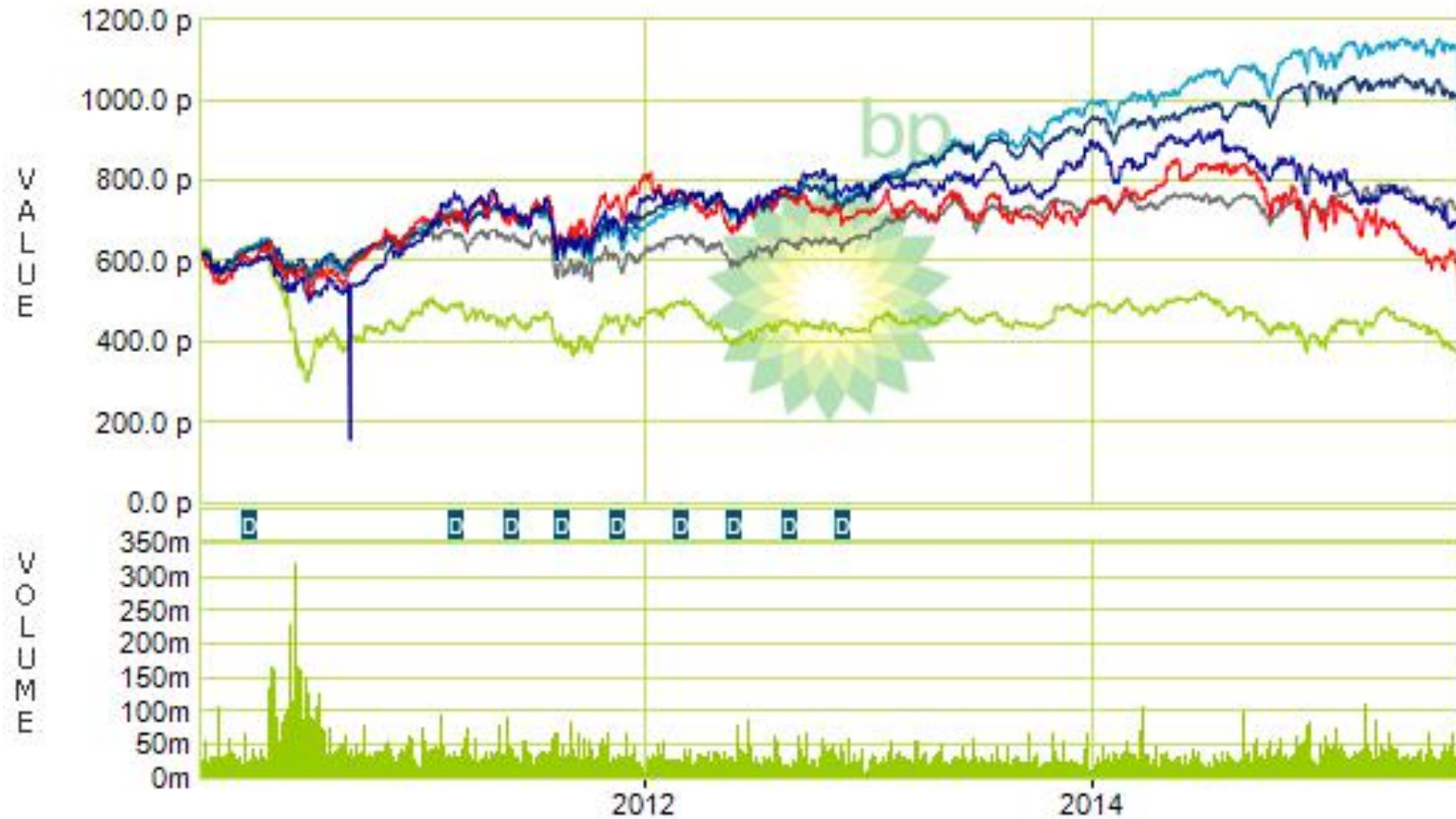


# Krisenresistenz



Source: D. Pretty, *Corporate Reputation , Review, 1999*

# Krisenresistenz

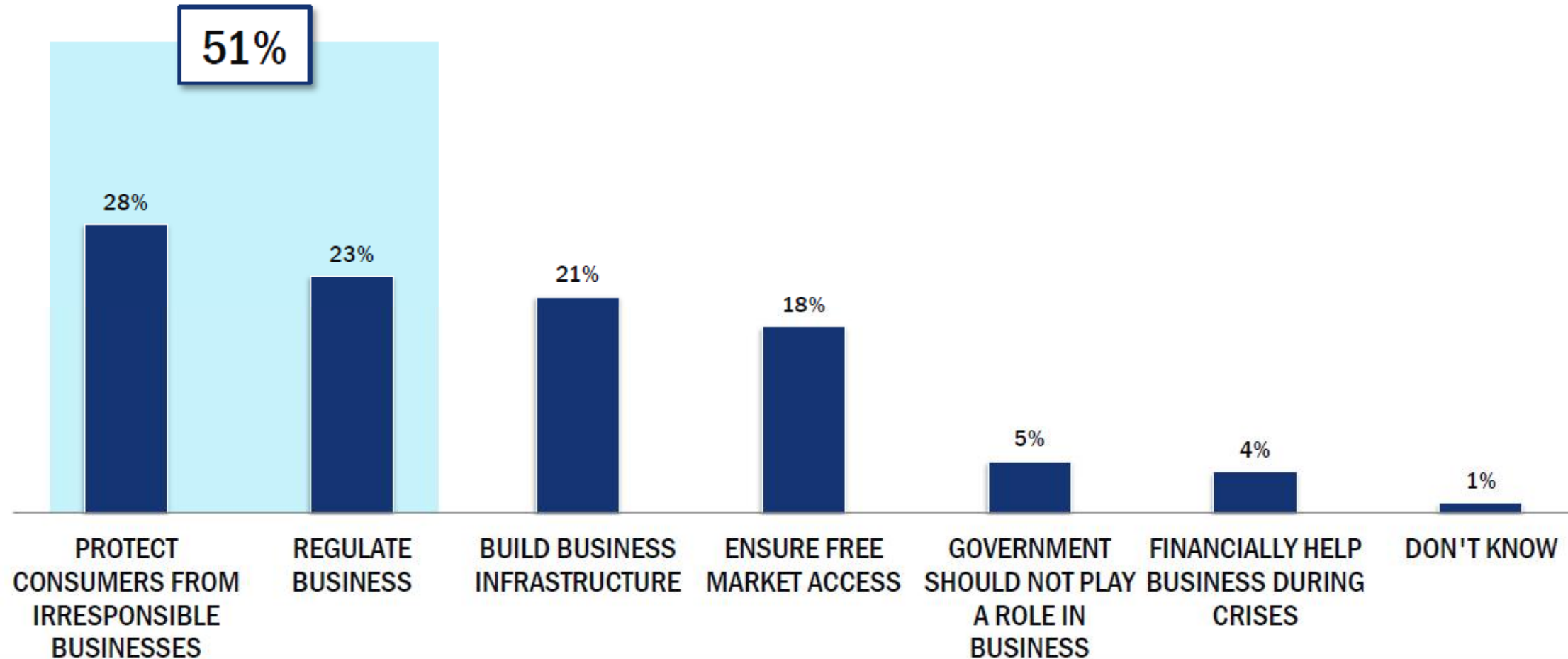


Peer group	Indices	Lower part of the graph
<input checked="" type="checkbox"/> Royal Dutch Shell B (GBp)	<input checked="" type="checkbox"/> FTSE100	<input checked="" type="radio"/> Volume
<input checked="" type="checkbox"/> Royal Dutch Shell B ADS (USD)	<input checked="" type="checkbox"/> S&P 500	<input type="radio"/> Daily Change
<input checked="" type="checkbox"/> Exxon Mobil (USD)	<input checked="" type="checkbox"/> Dow Jones Industrial Average	
<input checked="" type="checkbox"/> Chevron (USD)		

Quelle: BP Website, 31.8.15

# OVER HALF SEE GOVERNMENT ROLE AS PROTECTING CONSUMERS FROM BUSINESSES

## MOST IMPORTANT ROLE FOR GOVERNMENT IN BUSINESS

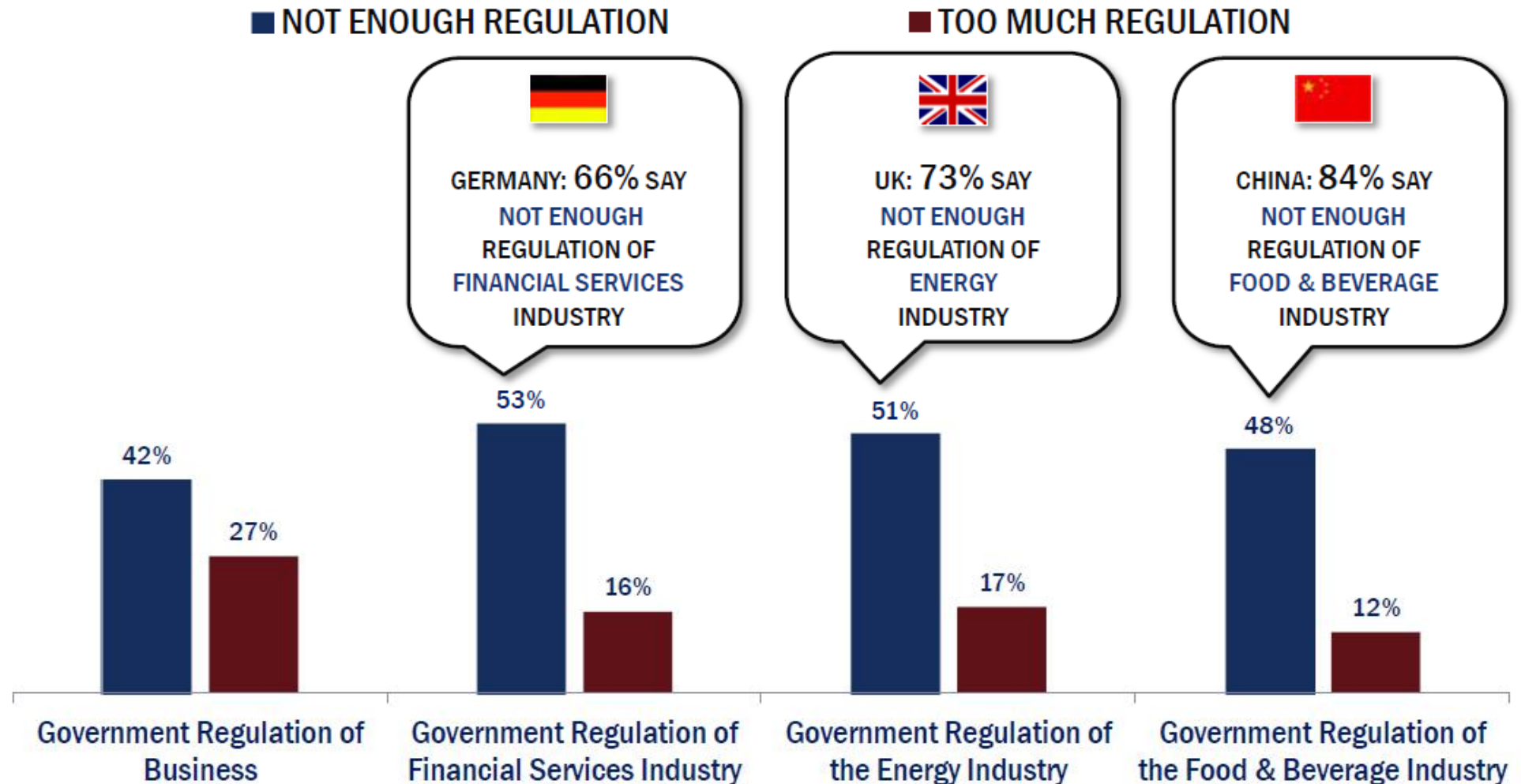


Quelle: Edelman Trust Barometer, 2014

29 Q149. [TRACKING] Which of the following is the most important role that government should play in business? Informed Publics, 27-country global total.

# BY A THREE-TO-ONE MARGIN INFORMED PUBLICS CALL FOR INCREASED GOVERNMENT REGULATION OF FINANCIAL SERVICES, ENERGY AND FOOD & BEVERAGE INDUSTRIES

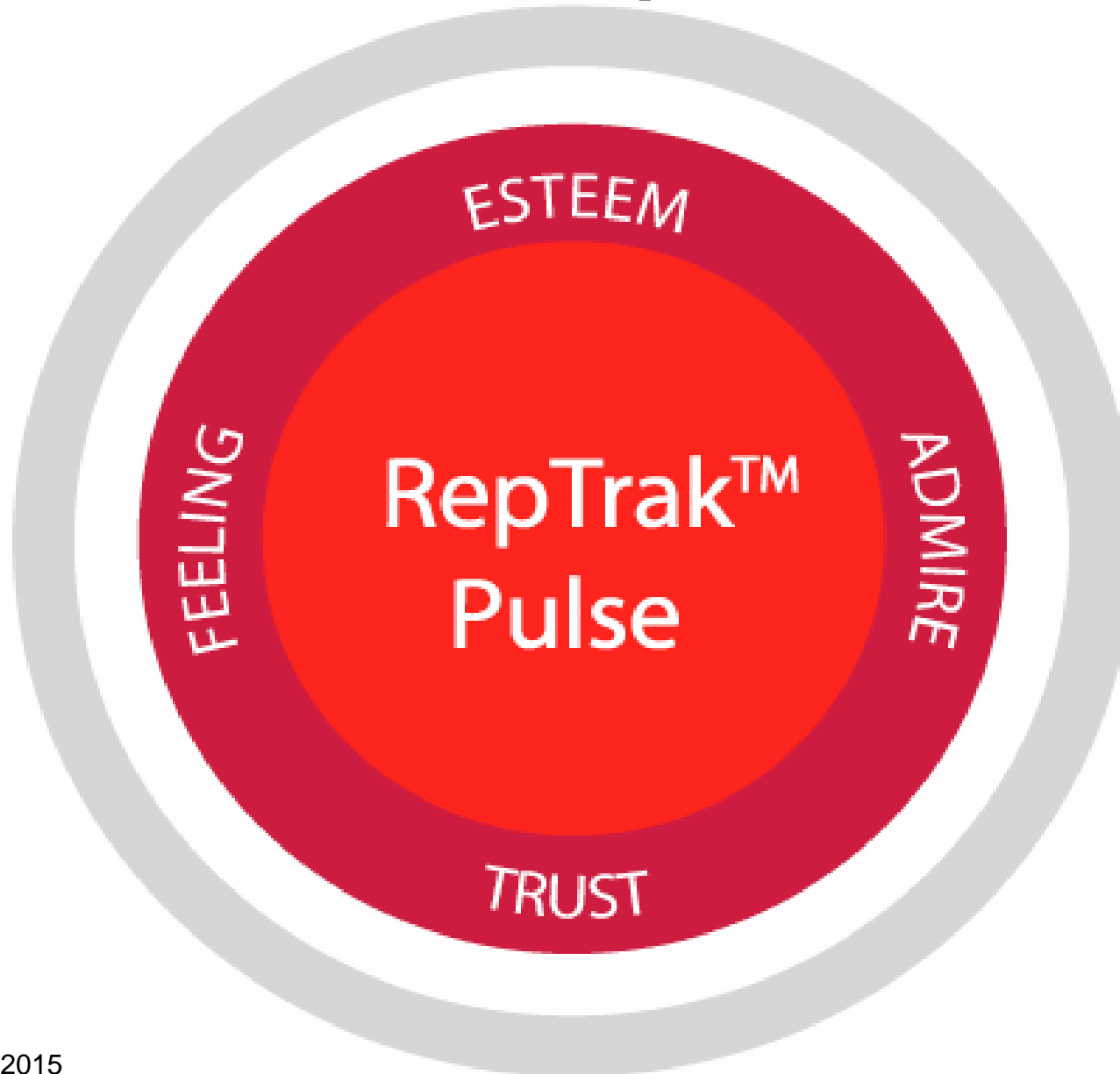
## GOVERNMENT REGULATION OF BUSINESS AND SECTORS – GLOBAL



Quelle: Edelman Trust Barometer, 2014

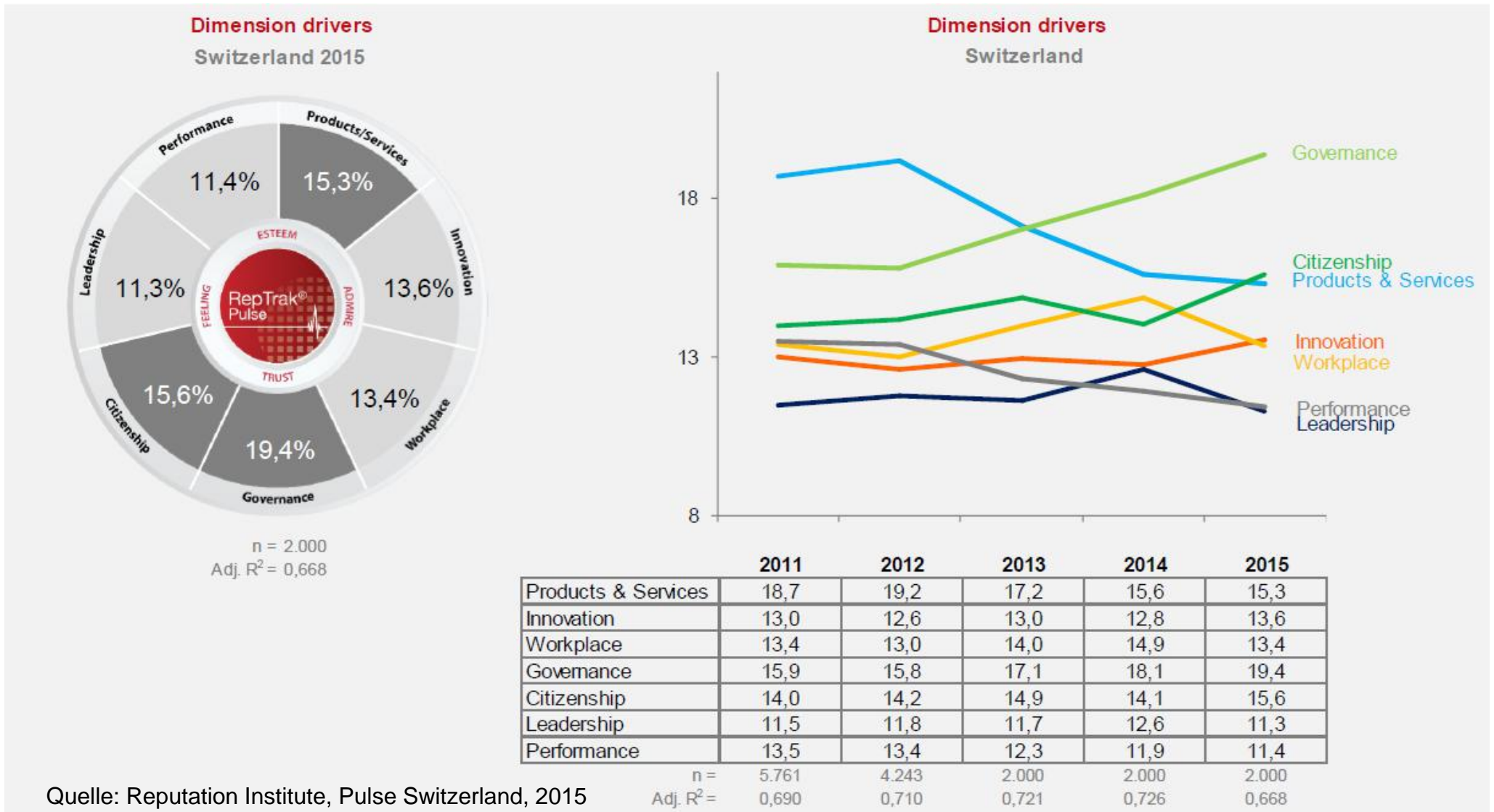
28 Q148. [TRACKING] When it comes to government regulation of business, do you think that your government regulates business too much, not enough or the right amount? (Not Enough, Too much) Informed Publics, 27-country global total. Q262. When it comes to government regulation of the financial services industry, do you think that your government regulates it too much, not enough or the right amount? (Not Enough, Too much) Informed Publics, 27-country global total. Q263. When it comes to government regulation of the energy industry, do you think that your government regulates it too much, not enough or the right amount? (Not Enough, Too much) Informed Publics, 27-country global total. Q264. When it comes to government regulation of the food and beverage industry, do you think that your government regulates it too much, not enough or the right amount? (Not Enough, Too much) Informed Publics, 27-country global total.

# Reputation nach dem Reputation Institute



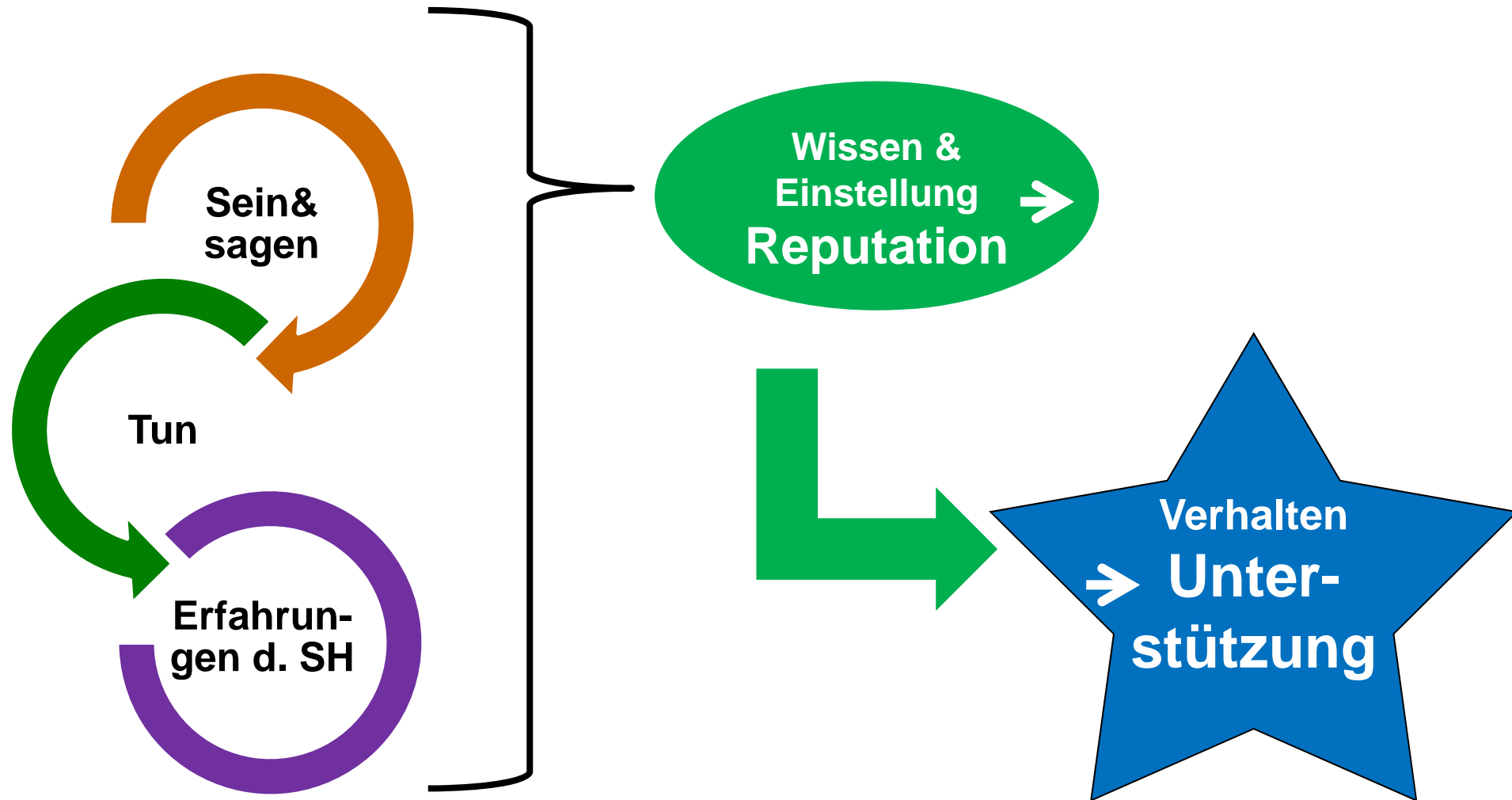


# Reputationstreiber (RI-Modell/CH)



Quelle: Reputation Institute, Pulse Switzerland, 2015

# Was beeinflusst die Reputation?



# THE EVAPORATION OF TRUST: NGOS, BUSINESS, MEDIA ALL DECLINE

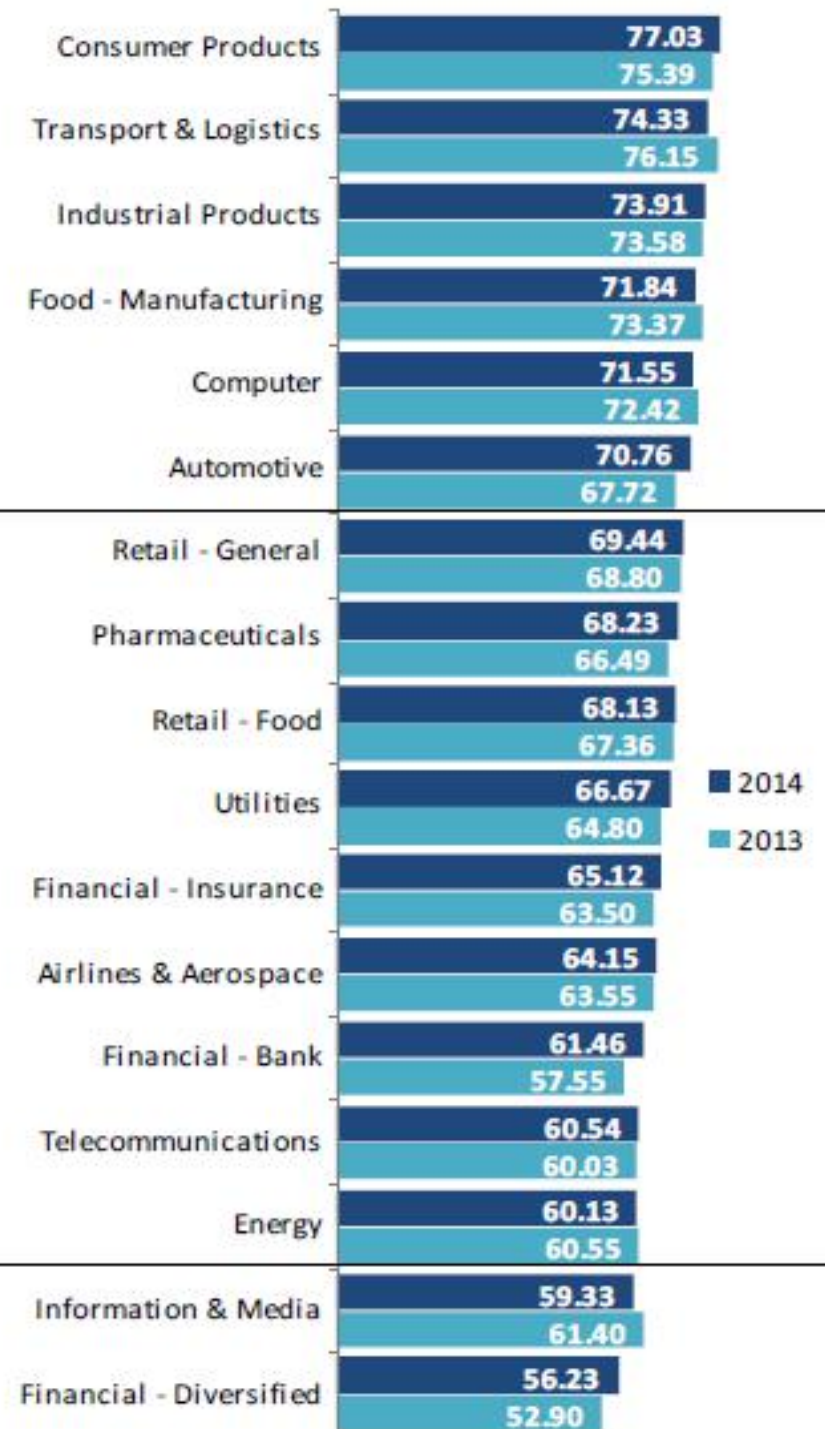
TRUST IN THE FOUR INSTITUTIONS OF GOVERNMENT, BUSINESS, MEDIA AND NGOS, 2014 VS. 2015



Source: Edelman Trust Barometer, 2015

Q11-14. [TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale, where one means that you "do not trust them at all" and nine means that you "trust them a great deal." (Top 4 Box, Trust) Informed Publics in 27-country global total.

# Industrie- Zugehörigkeit



Quelle: Reputation Institute, Global Pulse, 2014

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# Erwartung vs. wahrgenommene Leistung

Gap  
-22

- ENGAGEMENT
- INTEGRITY
- PRODUCTS/SERVICES
- PURPOSE
- OPERATIONS

OFFERS HIGH QUALITY PRODUCTS OR SERVICES



LISTENS TO CUSTOMER NEEDS AND FEEDBACK



TREATS EMPLOYEES WELL



PLACES CUSTOMERS AHEAD OF PROFITS



TAKES RESPONSIBLE ACTIONS TO ADDRESS AN ISSUE OR A CRISIS



HAS ETHICAL BUSINESS PRACTICES



HAS TRANSPARENT AND OPEN BUSINESS PRACTICES



COMMUNICATES FREQUENTLY AND HONESTLY ON THE STATE OF ITS BUSINESS



WORKS TO PROTECT AND IMPROVE THE ENVIRONMENT



ADDRESSES SOCIETY'S NEEDS IN ITS EVERYDAY BUSINESS



CREATES PROGRAMS THAT POSITIVELY IMPACT THE LOCAL COMMUNITY IN WHICH THE COMPANY OPERATES



IS AN INNOVATOR OF NEW PRODUCTS, SERVICES OR IDEAS



HAS HIGHLY-REGARDED AND WIDELY ADMIRERD TOP LEADERSHIP



DELIVERS CONSISTENT FINANCIAL RETURNS TO INVESTORS



RANKS ON A GLOBAL LIST OF TOP COMPANIES, SUCH AS BEST COMPANIES TO WORK FOR OR MOST ADMIRERD COMPANIES

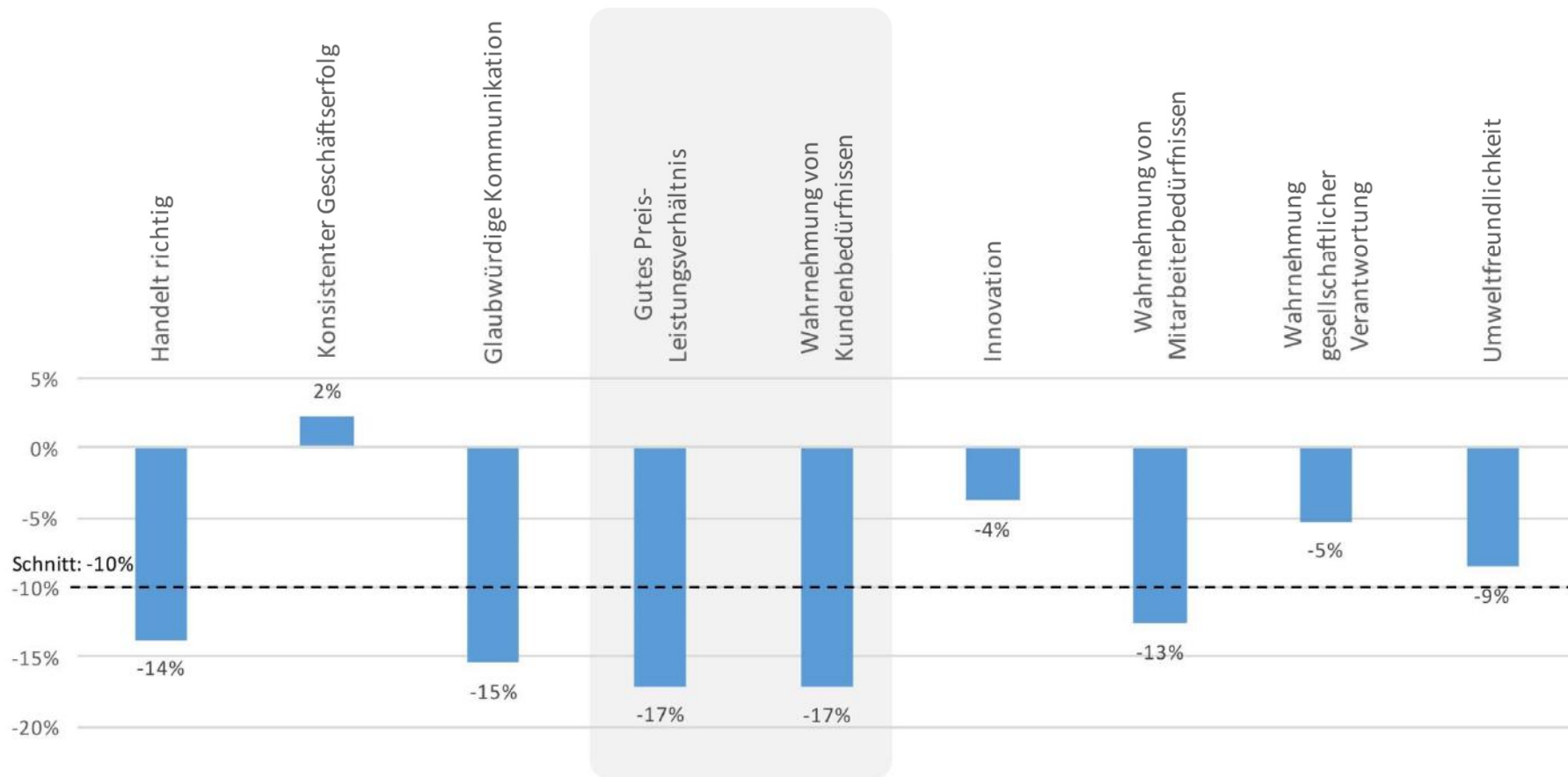


PARTNERS WITH NGOS, GOVERNMENT AND THIRD PARTIES TO ADDRESS SOCIETAL ISSUES



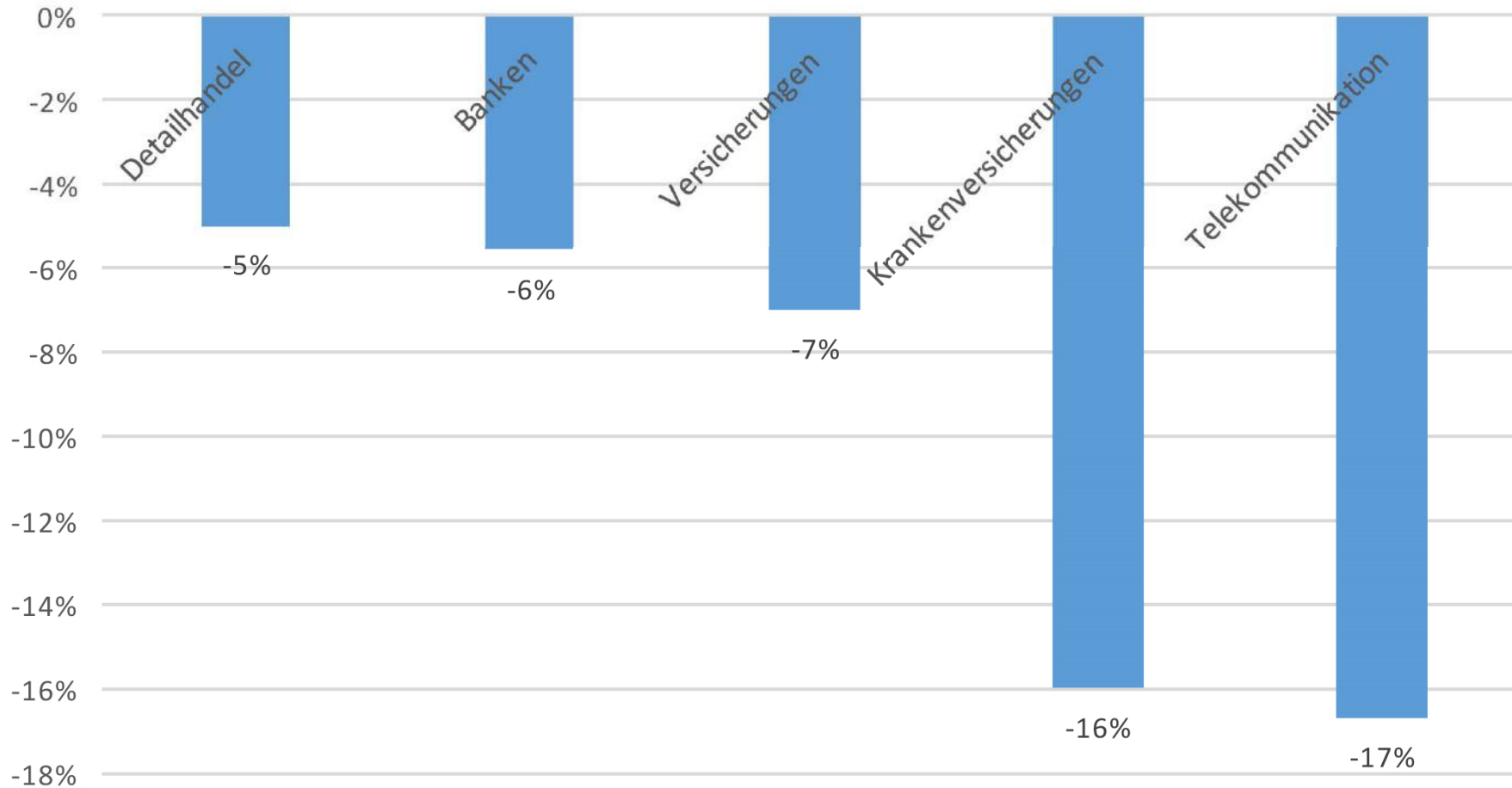


# Reputationstreiber (Farner Gap-Studie)



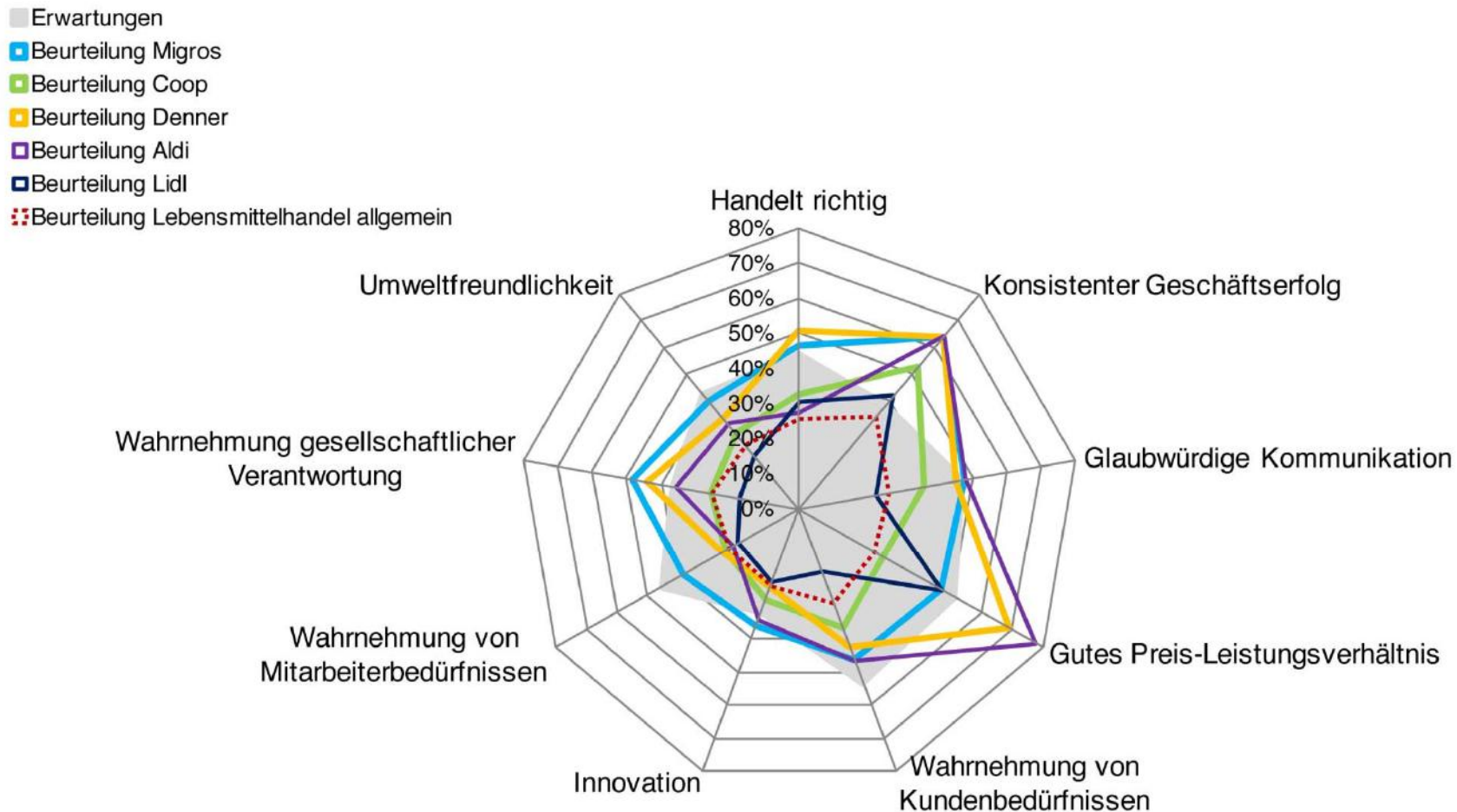
Quelle: Farner Consulting AG, Erste Schweizer Reputation Gap Studie, 2015

# Reputation GAP



Quelle: Farner Consulting AG, Erste Schweizer Reputation Gap Studie, 2015

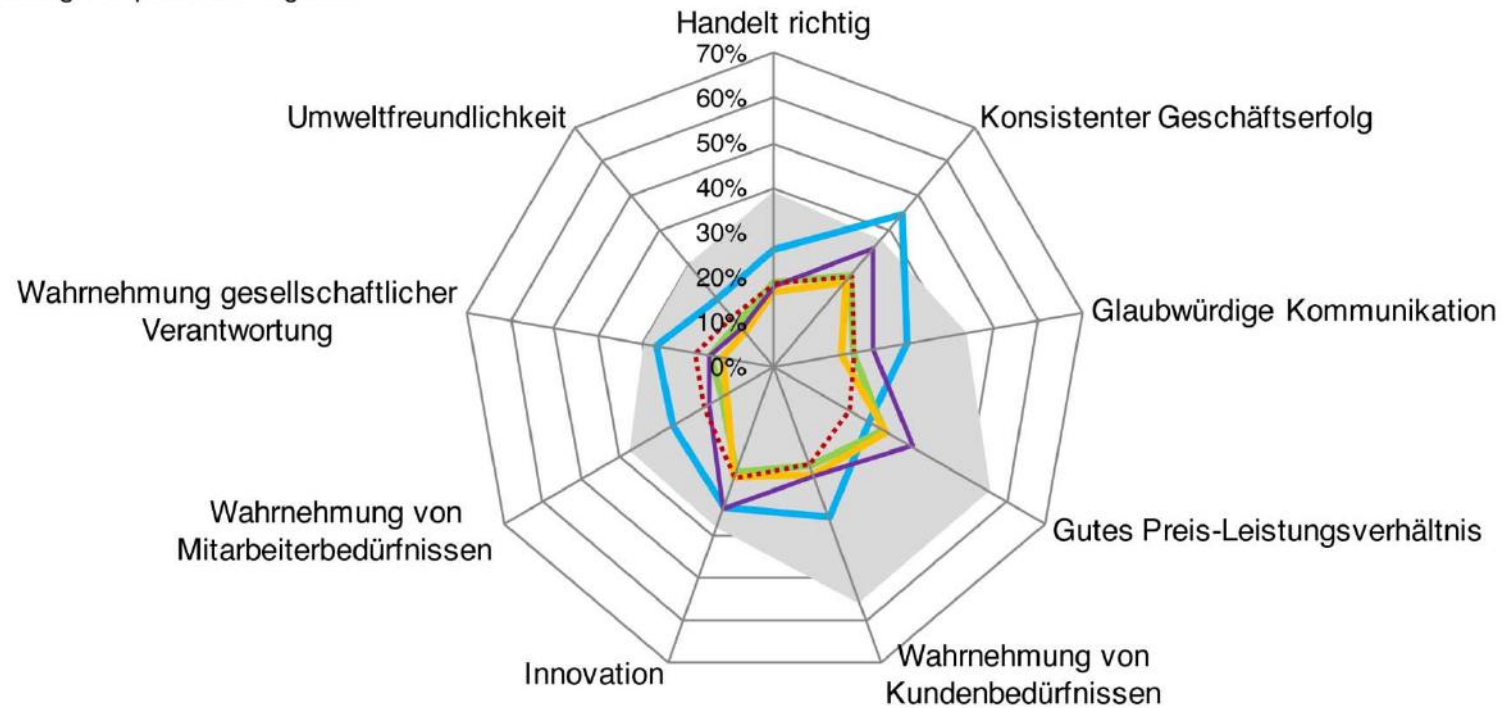
# Detailhandel



Quelle: Farner Consulting AG, Erste Schweizer Reputation Gap Studie, 2015

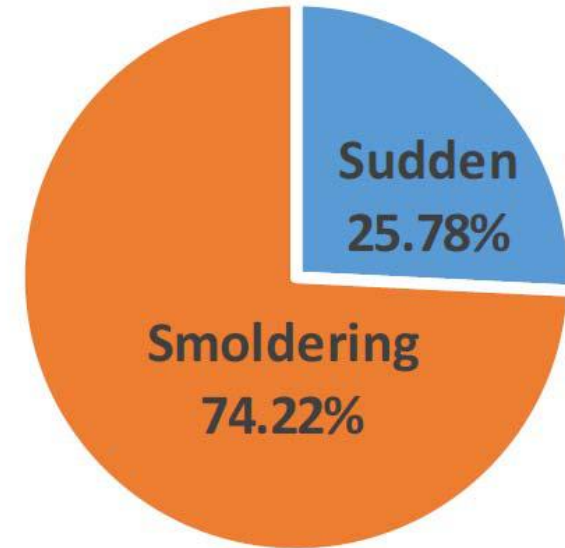
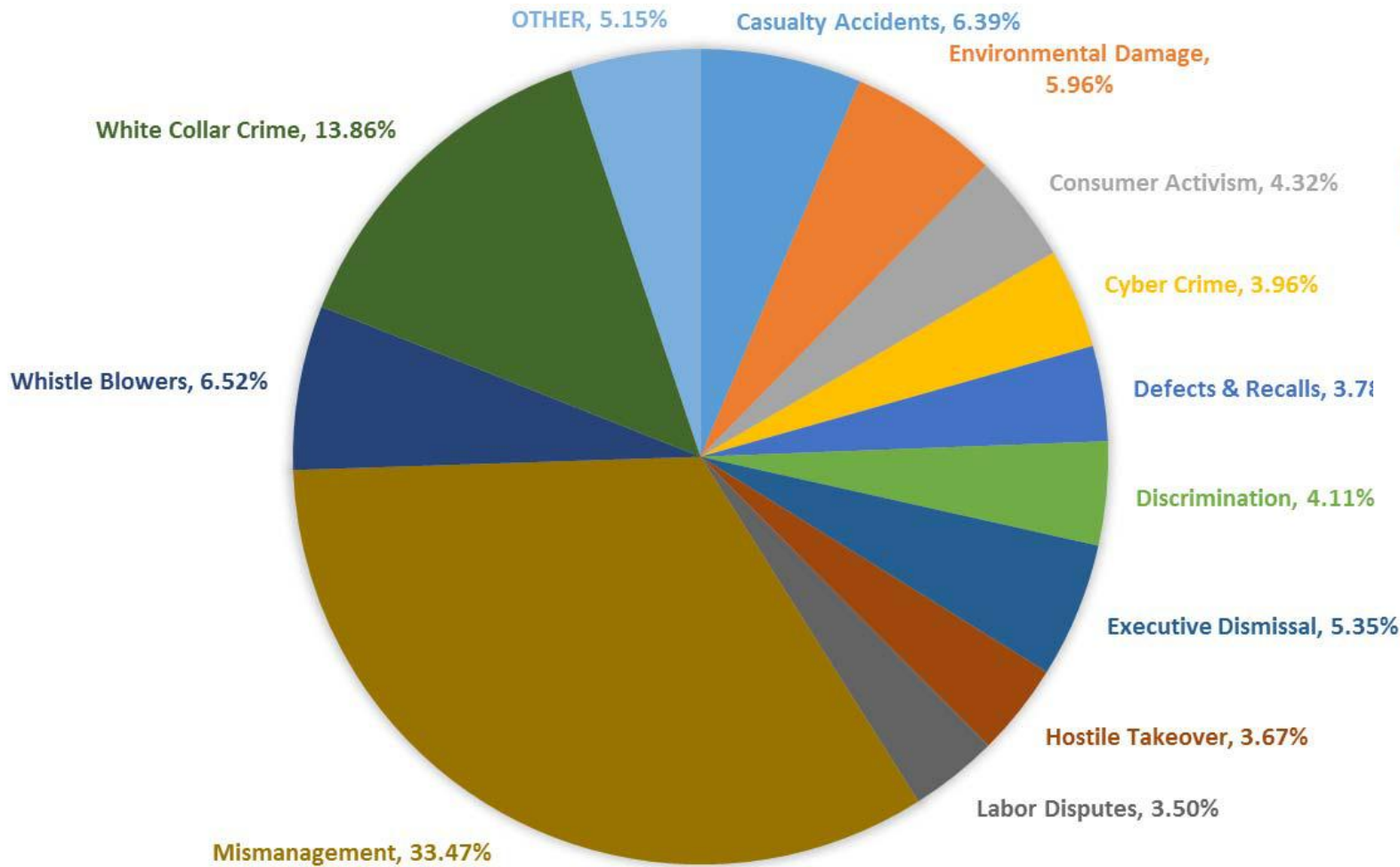
# Telekommunikation

- Erwartungen
- Beurteilung Swisscom
- Beurteilung Sunrise
- Beurteilung Orange (Salt)
- Beurteilung UPC Cablecom
- Beurteilung Hauptanbieter allgemein



Quelle: Farner Consulting AG, Erste Schweizer Reputation Gap Studie, 2015

# (Selbst verschuldete) Krisen



Quelle: Institute for Crisis Management (ICM), ICM Annual Crisis Report, 2015



# Medienwirkung

## Japan kündigt Novartis ein Geschäftsverbot an

Dem Basler Pharma-Konzern droht in Japan eine befristete Suspendierung vom Markt. Novartis legte nicht alle Nebenwirkungen seiner Medikamenten korrekt offen.

### Falschinformationen zur Wirksamkeit

Im vergangenen Juli hatte sich Novartis dafür entschuldigt, die Behörden nicht innerhalb der vorgeschriebenen Frist über Nebenwirkungen seiner Leukämiemittel Glivec und Tasigna informiert zu haben.

Kurz davor wurden der Konzern und ein ehemaliger Mitarbeiter wegen Falschinformationen zur Wirksamkeit des Blutdrucksenkers Diovan angeklagt. Vor dem Skandal erzielte Novartis einen Viertel seiner Erlöse mit Diovan in Japan.

Bereits im April hatte Novartis nach fragwürdigen Methoden bei klinischen Studien mit Leukämie-Therapien das Top-Management seiner japanischen Tochtergesellschaft ausgetauscht. (pst/sda)

(Erstellt: 03.02.2015, 14:34 Uhr)

(Ausschnitt)

Quelle: <http://www.tagesanzeiger.ch/wirtschaft/unternehmen-und-konjunktur/Japan-kuendigt-Novartis-ein-Geschaefftsverbot-an/story/17707666> (30.8.2015)

# Online-Diskurs

## kununu<sup>3</sup>

BEWERTUNGEN	INTERVIEWS	JOBS	AUFRUFE	ANTWORTEN
<b>66</b>	<b>14</b>	<b>78</b>	<b>74.040</b>	<b>0</b>

**Novartis AG**

2,71

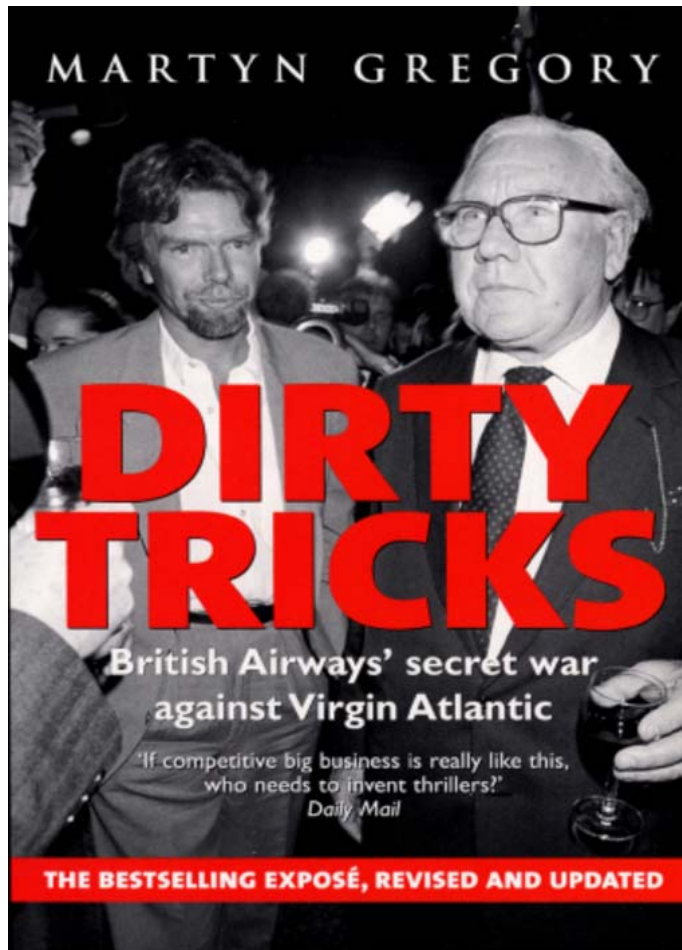


JETZT BEWERTEN

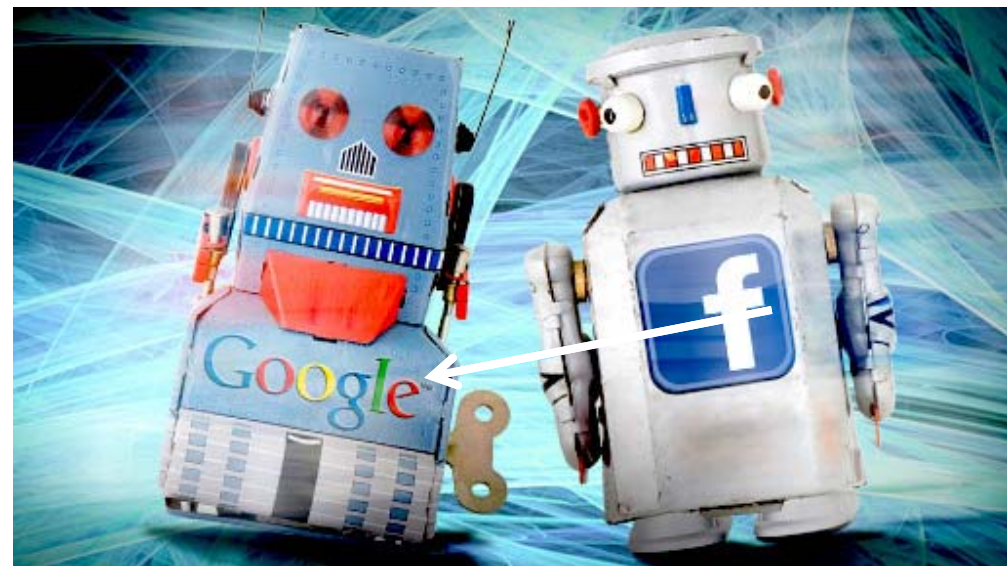


Quelle: <http://www.kununu.com/ch/novartis2> (31.8.2015)

# Die lieben Freunde

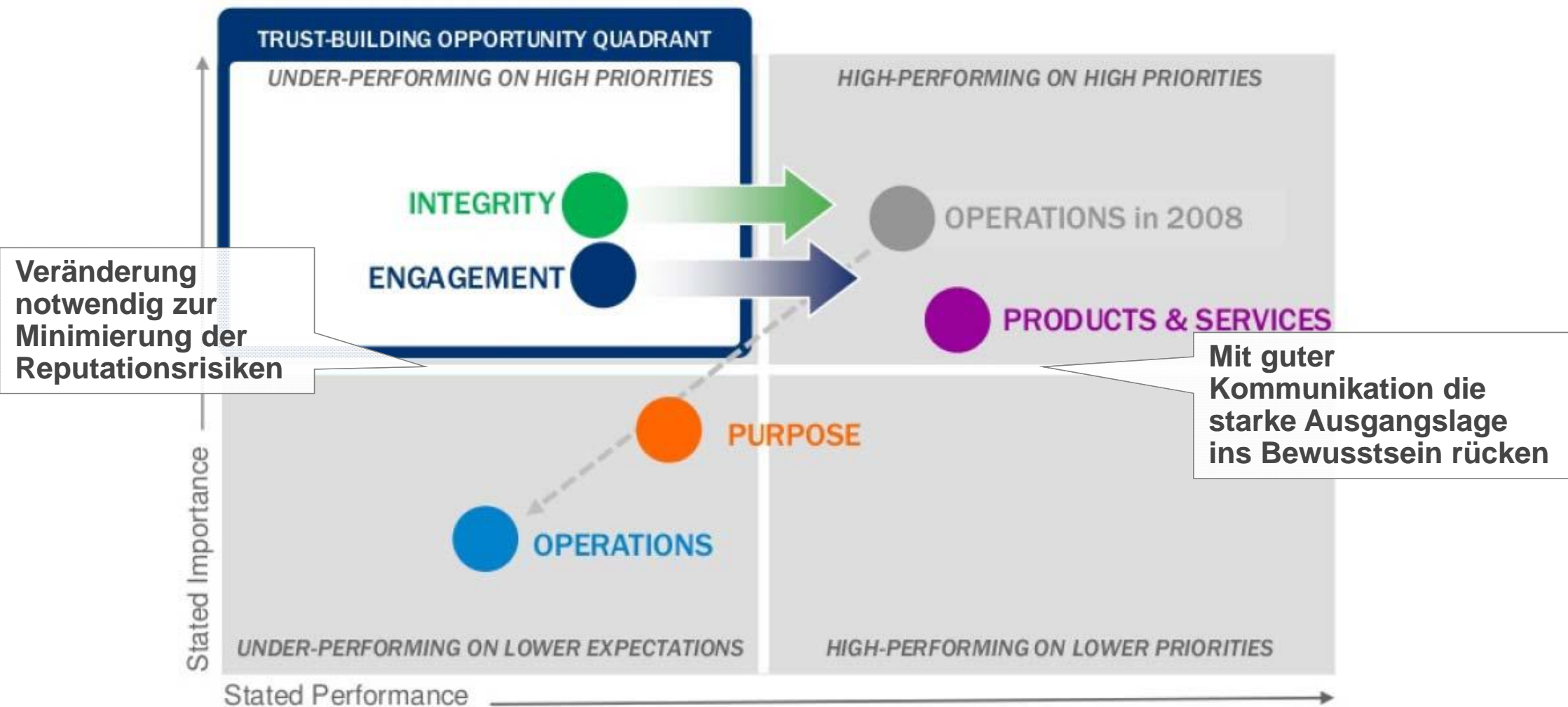


Quelle Bild: DRS.ch/Reuters





# Kernstrategie Klüften managen

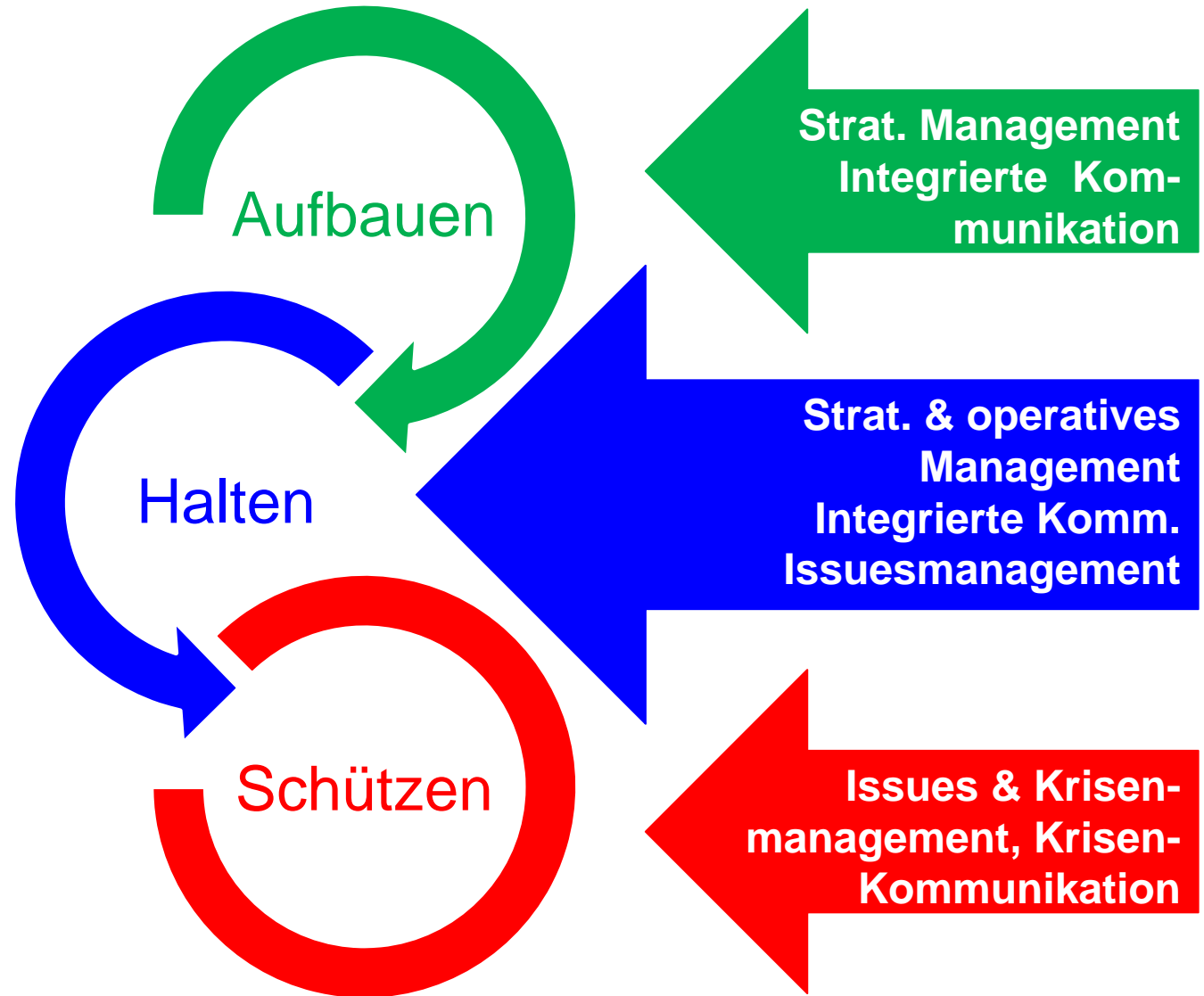


Quelle: Edelman Trust Barometer, 2015

# Kontinuierliches Reputationsmanagement

“Because we thought it was our job to persuade, too often we forgot to listen.”

— Robert Shapiro, chairman  
Monsanto  
in a concessionary  
statement to Greenpeace



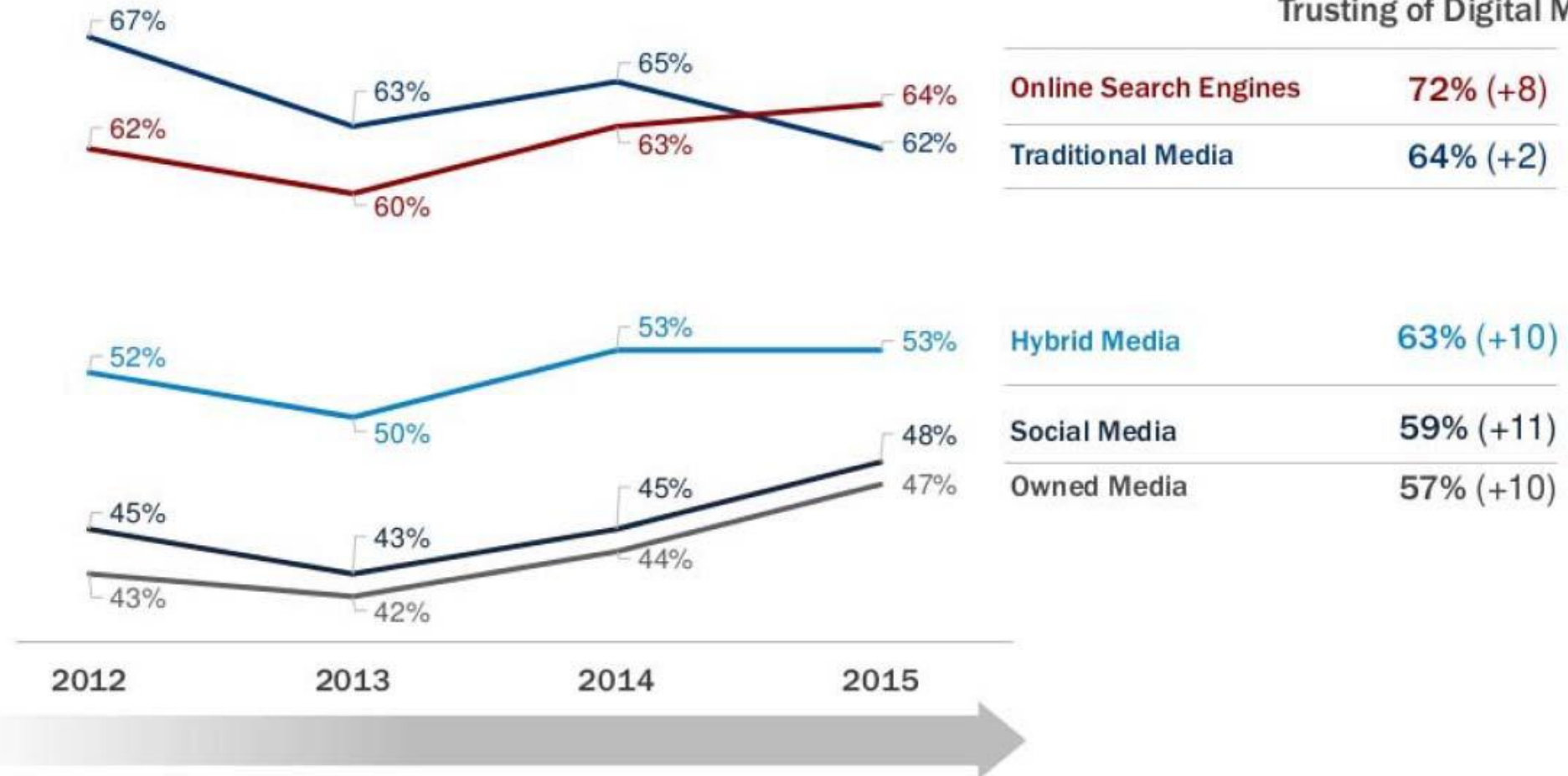


# Prozess

1. Strategiecheck
2. Reputation bei den Stakeholdern messen
3. Analyse der eigenen Kommunikation und Botschaften
4. Medienanalyse on- und offline
5. Issues- & Risikomanagement-Systeme prüfen
6. Strategie-Anpassung & Kommunikation

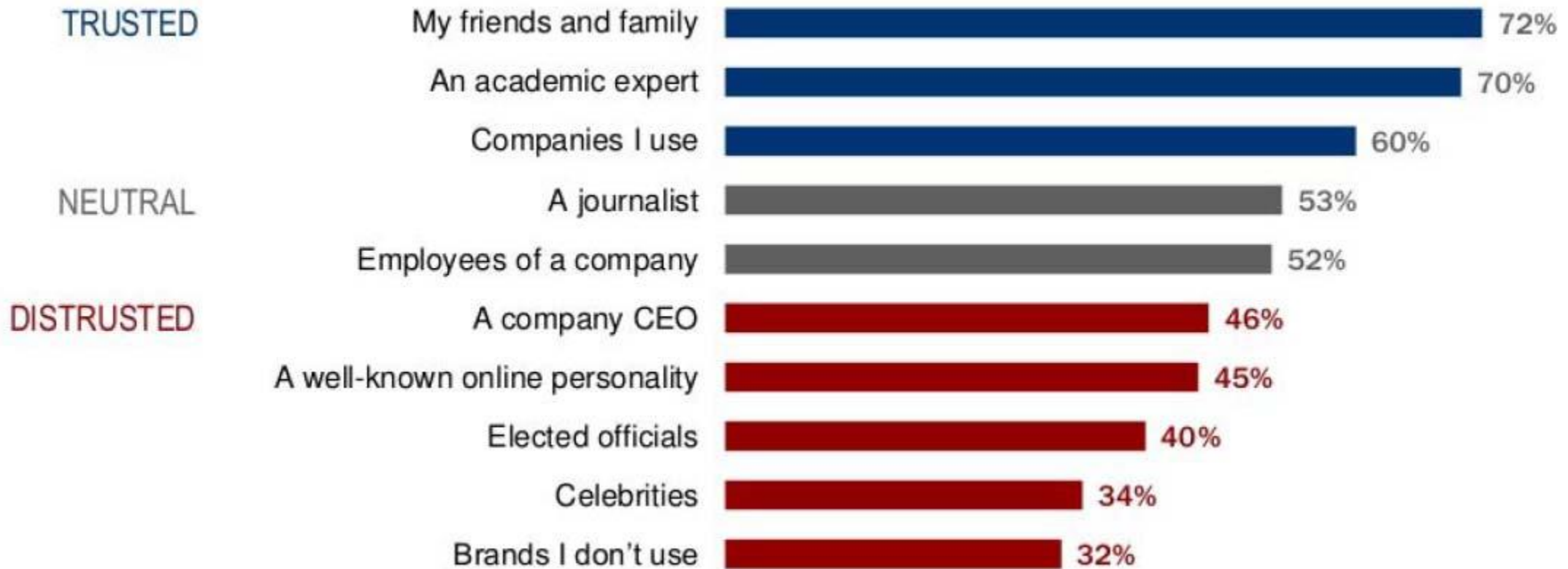
# On- und offline präsent sein

Millennials Are Even More Trusting of Digital Media



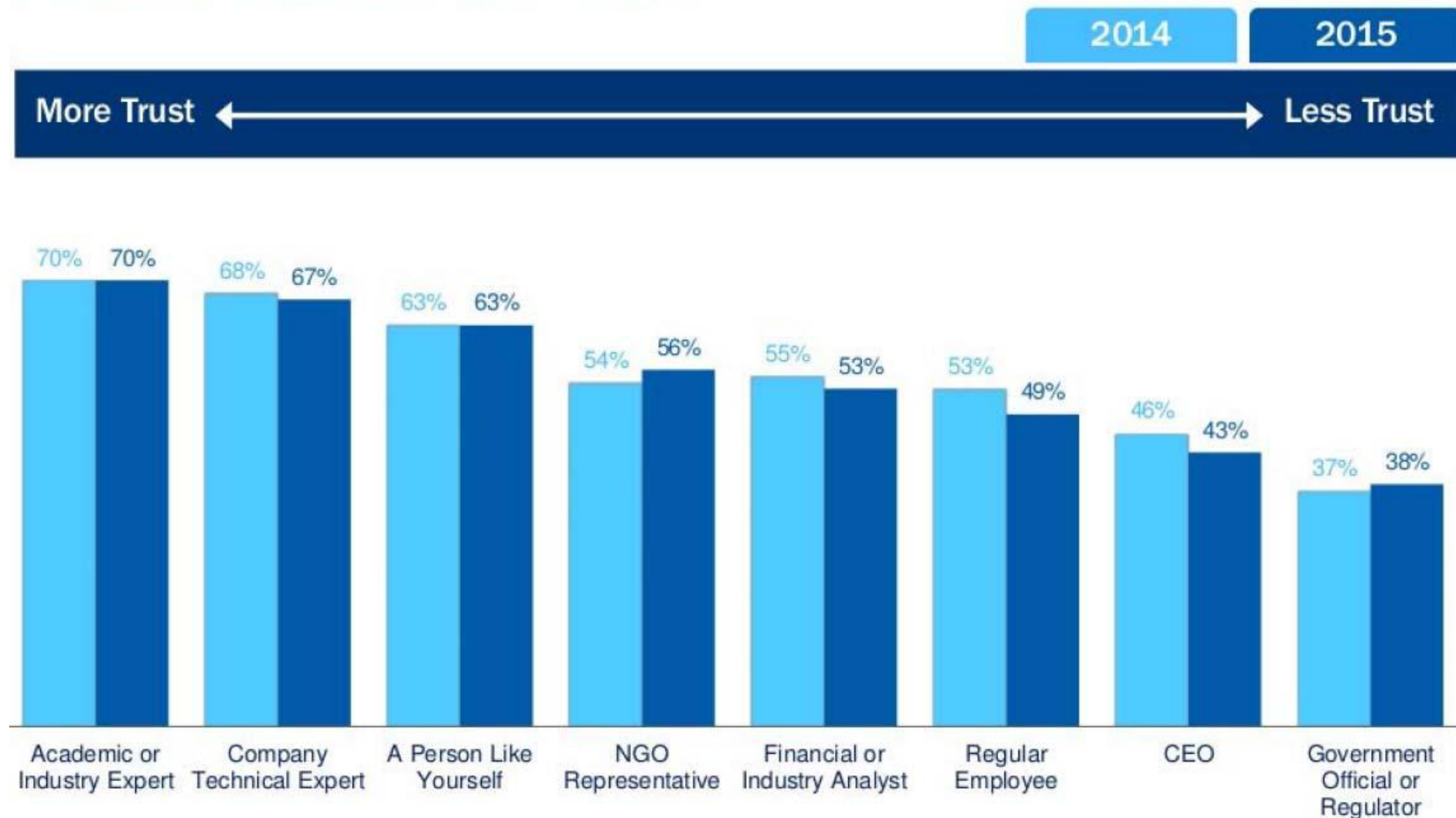
Quelle: Edelman Trust Barometer, 2015 , Vertrauen in Medien für allgemeine News und Informationen

# Auf eine breite Community setzen



Quelle: Edelman Trust Barometer, 2015 , Vertrauen in online Content Produzenten

# CEOs haben Glaubwürdigkeit verspielt



Quelle: Edelman Trust Barometer, 2015 , Vertrauen in Informationsquellen

# Wohin geht die Reise?

- Reputation wird immer wichtiger
- Die Reputation der Industrie färbt ab auf die einzelne Organisation
- Die Marken werden demokratisiert, die Kontrolle geht verloren
- Stakeholdermanagement wird komplizierter
- Die Kommunikationsplattformen werden vielfältiger
- Die Ansprache wird individueller
- Die Kommunikation erfordert zusätzliche Ressourcen
- Identität & Mitarbeitende sind Schlüssel zum Erfolg
- Fehler ziehen Regulierungen nach sich
- Es wird eine schwierige und teure Reise



# Eigene und allgemeine Interessen unter einen Hut bringen – Leistung und gesellschaftlicher Nutzen sind gefragt

**Excellence in  
Performance**



**Excellence in  
Communicati  
on**



**Licence to  
operate**

**Social  
Context**

Quelle: van Riel, 2012

# Quellen

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