



CCO 3.0: changes and challenges

Final Version 1 | Public

WCFDavos 2014

Specialists in reputation and corporate communications research

1. The Reputation Council – 113 top global CCOs
2. + public opinion across 24 countries
3. + emerging trends and futures





Ipsos MORI
Reputation
Council member

**In this digital era we are subject
to greater scrutiny from our
consumers, our clients, the mass
media...**

**...and that causes companies to
measure their performance not
only from their financial success,
but also their social impact**

Greater scrutiny

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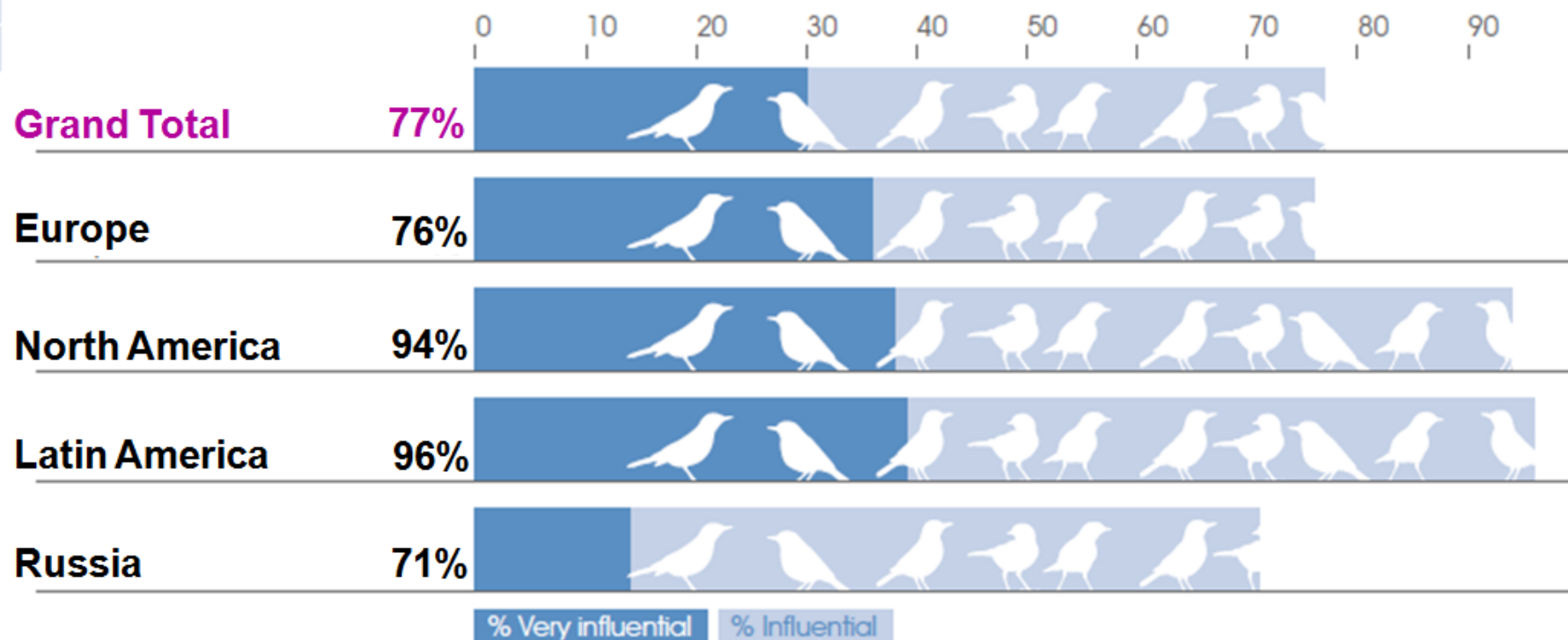
CCOs operate in an increasingly **transparent, connected** world.

Quick-fire, democratic communications let us all hold leaders to account.

Social media and peer-to-peer influence mean reputations are built and destroyed *at the click of a button*.

How influential do you think social media is in shaping a company's reputation?

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Gap listens to the crowd...

When Gap unveiled a new logo,
Facebook fans reviled it, and
Gap returned to its original logo



Rocketing expectations

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Today, customers, employees & stakeholders demand evidence that companies act responsibly and bring shared value.

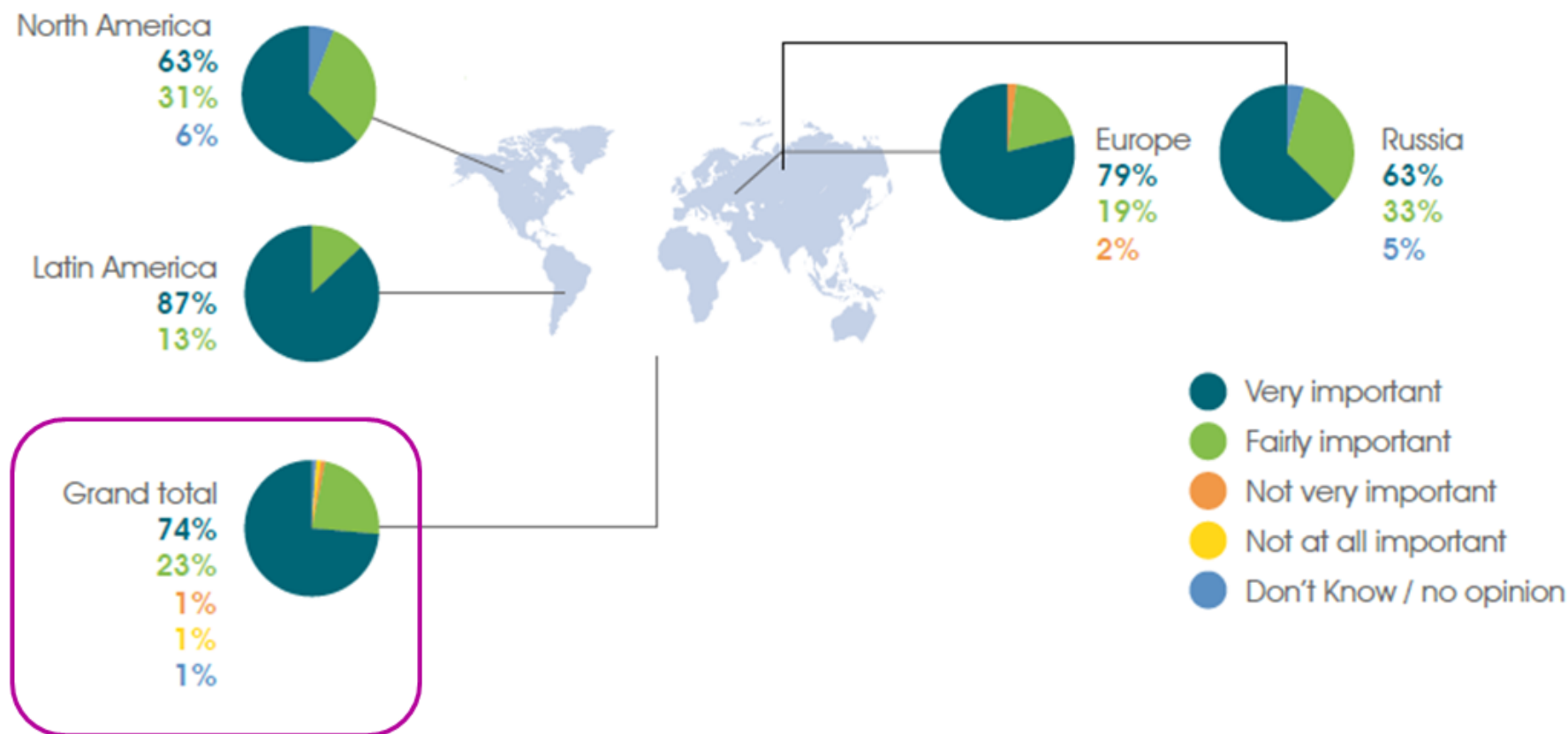
Show me what you contribute to my world.

Why should I believe in you?

CCO 3.0's answers to these questions have business impact.

How important is it for large companies to articulate their social purpose or contribution to society?

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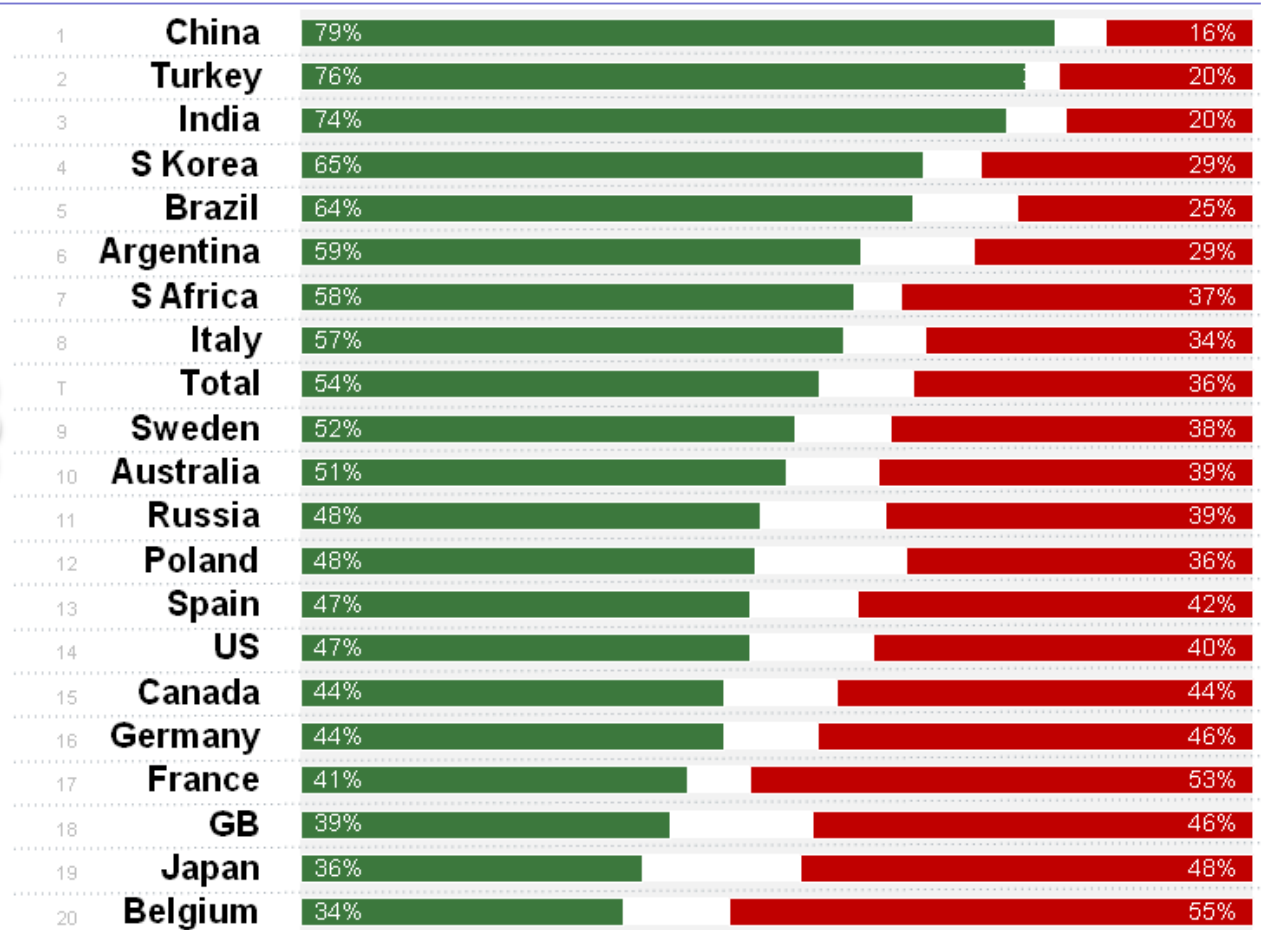
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“I try to buy products from brands that act responsibly, even if it means spending more”

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- 16,039 consumers
- 20 countries





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**Unilever has been cutting-edge
and their strategy is more long-
term in terms of integrating
sustainability...**

Well done is better than well said

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With this new transparency, people only confer **trust**...

...when we act in line with their **expectations** and our stated **values** and brand **promises**.

Communications must be **authentic** – words match deeds.

CCO 3.0 will be the guardian of corporate **behaviour**, as much as **message**.



The Arthur W. Page
Society

Today an organisation is responsible not just for the truth of its message, but for the totality of its behaviour.

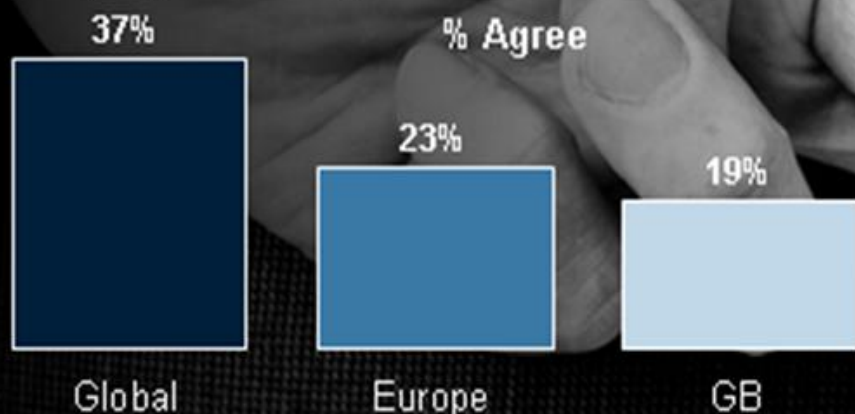
More than ever, a brand is what a brand *does*, even more than what it *says*.

But...a trust deficit

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Only one in three 37%

of the online public across 24 markets
worldwide agree:
"CEOs of large companies can generally be
trusted to tell the truth
when they make statements about their
company or industry"

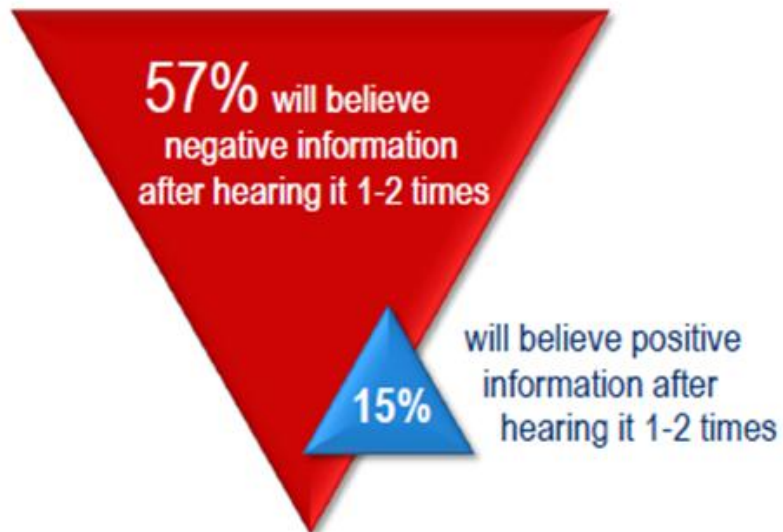


Why does this matter?

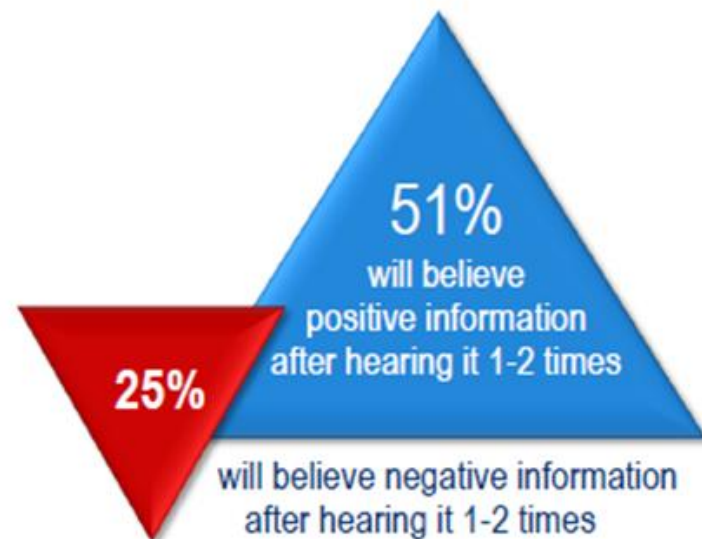
Trust underpins communications effectiveness

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When a company is distrusted



When a company is trusted



Edelman Trust Barometer 2011

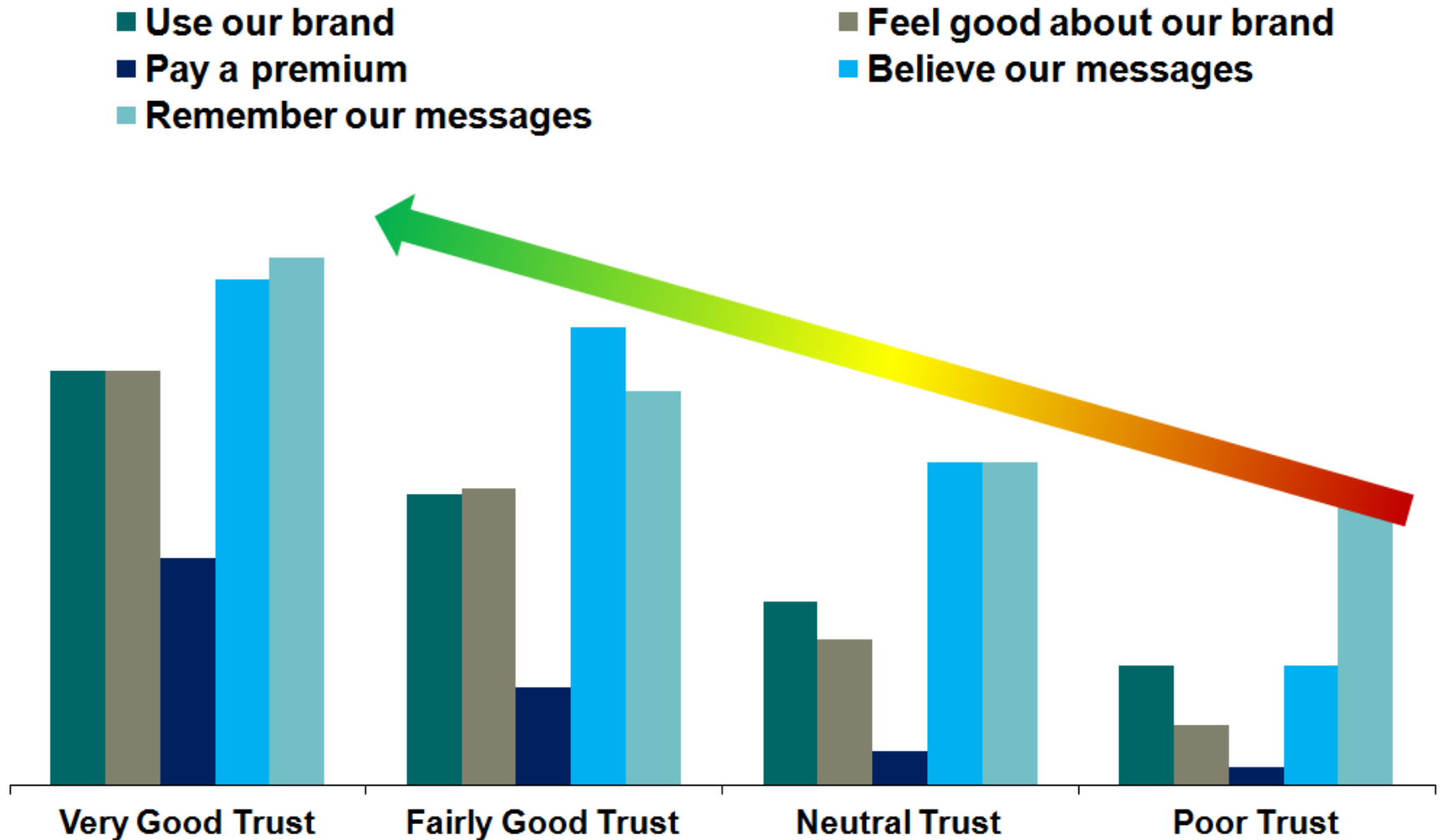
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...and brings business benefit

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John Lewis and Waitrose...demonstrate that they live by the values of their brand and their reputation in everything they do...they are consistent and high quality in their responses to reputational issues