

# CORPORATE REPUTATION INDEX



# 2020

IN PARTNERSHIP WITH



# Nikki Wright

Wright Communications  
Managing Director



Welcome to the Corporate  
Reputation webinar & intro  
guest speakers

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# Today's Agenda



1

**SARAH BOLGER:**  
Colmar Brunton  
Corporate Reputation 2020

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2

**JONATHAN HALL:**  
Kantar Global  
Sustainable Transformation Practice

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3

**ALISTAIR DAVIS:**  
Toyota New Zealand

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4

Q&A for 15 mins

# Sarah Bolger

Head of Colmar Brunton



Colmar Brunton Corporate  
Reputation Index

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“

“Few circumstances test a company’s reputation or competency as severely as a crisis...”

SOURCE: <https://iveybusinessjournal.com/publication/crisis-communications-managing-corporate-reputation-in-the-court-of-public-opinion/>

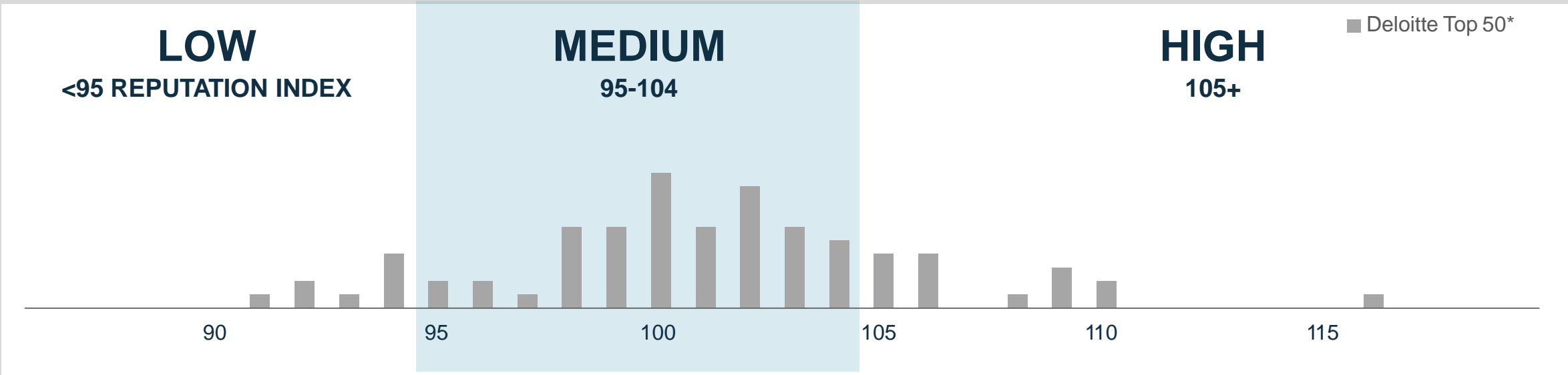
Corporates with a resilient reputation are more likely to weather the storm. There are 15% of corporates in NZ that sit in this 'resilient zone'.

11%

70%

20%

NUMBER OF COMPANIES



BRITTLE



RESILIENT

\* Plus other qualifiers

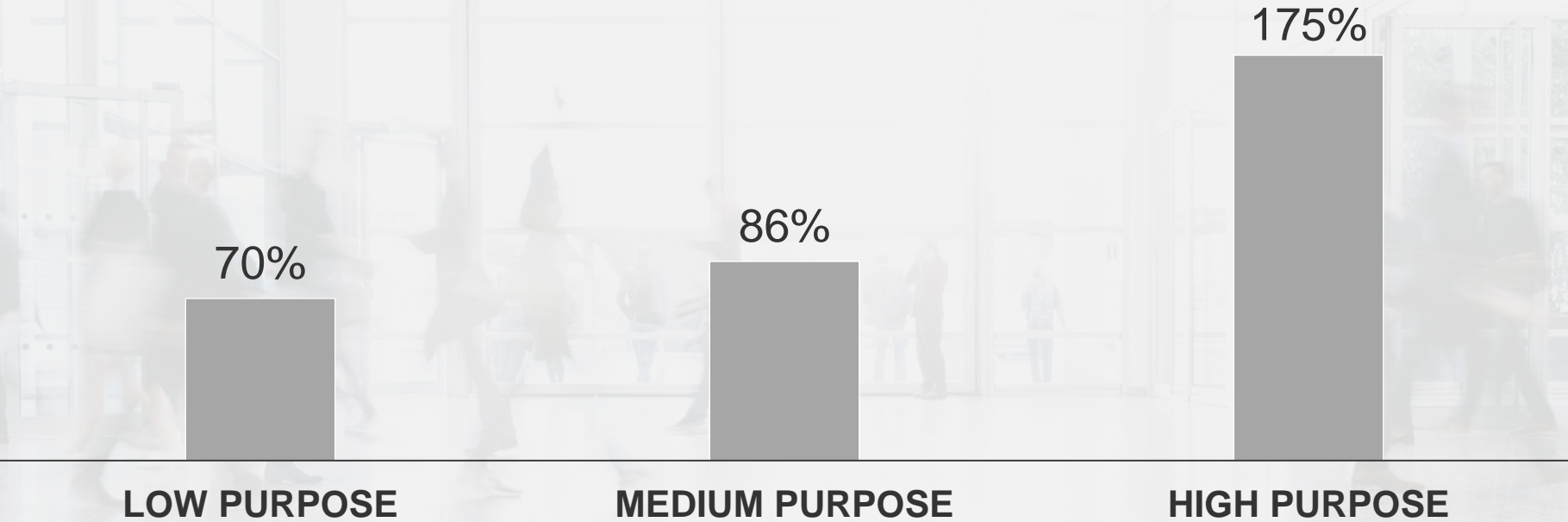
# Global meta analysis has identified a magic ingredient for building a strong reputation



BrandZ learnings

# Purpose has a real business impact and sets the foundation for a stronger reputation

12 year growth for brands associated with purpose

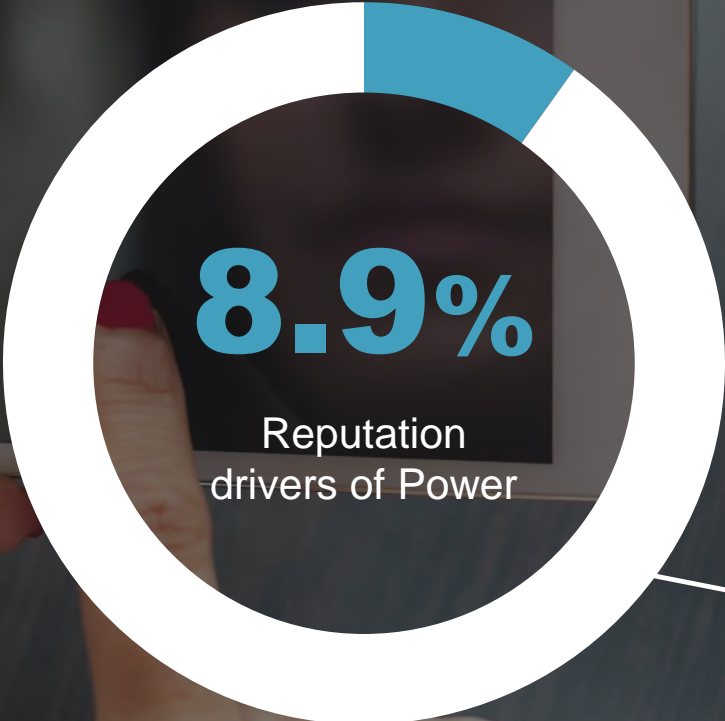


Evidence from BrandZ (94 consistent brands)



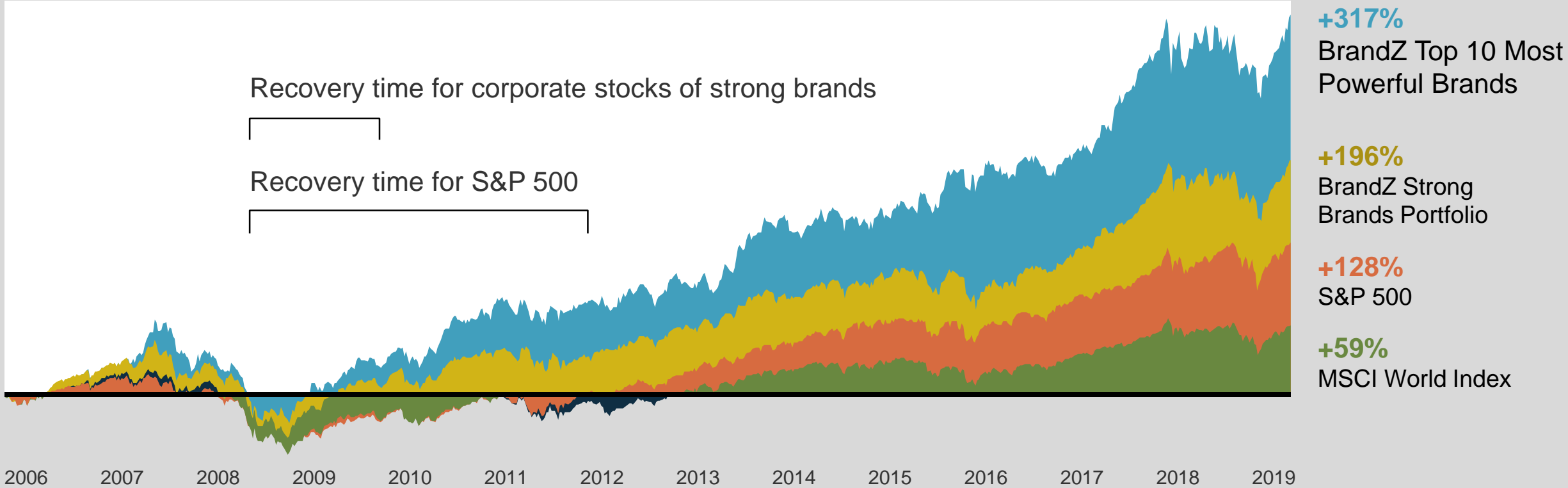
# A carefully managed corporate reputation adds to consumer demand

## Total effect of corporate reputation elements on brand equity



Other brand image attributes

# Strong brands recovered nine times faster following the financial crisis of 2008



Source: BrandZ Global, 2019

# Corporate reputation levers can be used to engage and differentiate to further build resilience



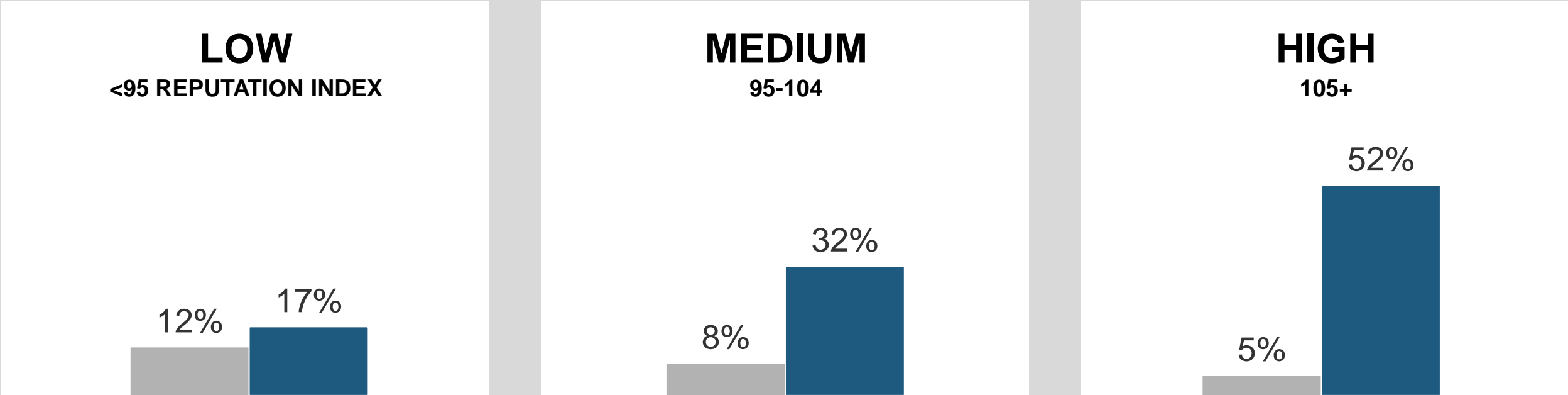
**SUCCESS**



**SUBSTANCE**

# A resilient reputation supercharges advocacy

## Advocacy by RepZ Index Score



DETRACTORS

ADVOCATES

### DETRACTORS

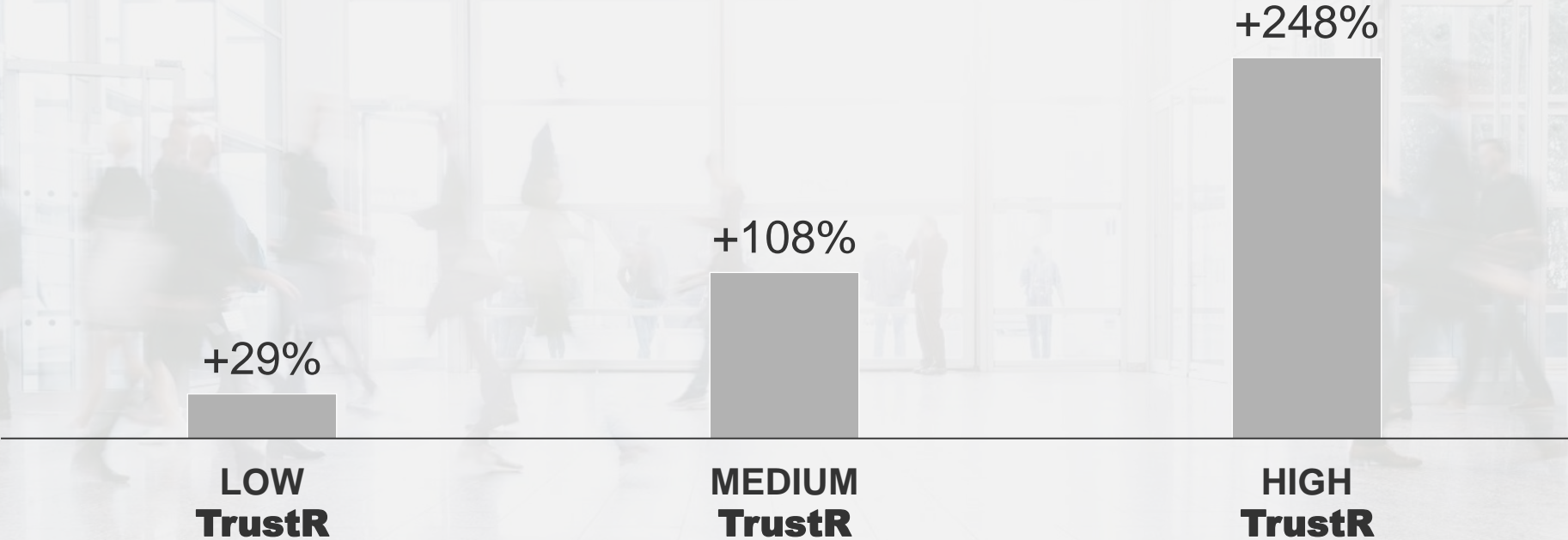
“I think so poorly of them, I would be critical without being asked  
I would be critical of them if someone asked my opinion”

### ADVOCATES

“I think so well of them, I would speak highly of them without being asked OR  
I would speak highly of them if someone asked my opinion”

# Brands that are both trusted and recommended (TrustR metric) show significantly better growth

## 12 year Brand Value growth (same 94 brands 2006 to 2018)



Let's take  
a look at the  
**TOP 20 most  
reputable**  
New Zealand  
Corporates  
this year...

# COLMAR BRUNTON'S



Companies in our top 20 meet Deloitte's criteria for inclusion in the top 200

2020  
RANK

1	116
2	110
3	110
4	109
5	109
6	109
7	108
8	106
9	106
10 =	106
10 =	106

AIR NEW ZEALAND 



FISHER & PAYKEL



2020  
RANK

12	105
13	105
14	105
15	105
16	104
17	104
18	104
19	104
20	104



# COLMAR BRUNTON'S



Companies in our top 20 meet Deloitte's criteria for inclusion in the top 200

2020 RANK	Score
1	116
2	110
3	110
4	109
5	109
6	109
7	108
8	106
9	106
10 =	106
10 =	106

2019 RANK	Company
1	AIR NEW ZEALAND
3	tvnz
2	PAK'nSAVE
4	TOYOTA
5	AA Insurance
7	Kiwi bank.
6	FISHER & PAYKEL
8	thewarehouse
9	NEW WORLD
	Southern Cross
11	countdown

2020 RANK	Score
12	105
13	105
14	105
15	105
16	104
17	104
18	104
19	104
20	104

2019 RANK	Company
13	BUNNINGS warehouse
14	Zespri KIWI FRUIT
15	ENERGY
17	2
10	Auckland Airport
12	ASB
18	BRISCOES HOMEWARE
21	stuff
23	genesis



Our top performing corporates (RepZ 108+) also have a **distinctive & meaningful purpose**



Supercharge New Zealand's success



Share moments that matter to New Zealanders'



Provide New Zealand's lowest food prices



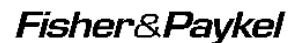
Leading the future mobility society



Care, help and get things sorted













Kiwis making Kiwis better off



Improving life through good design

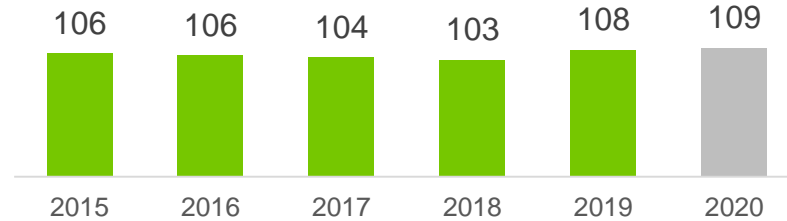
Our Top 10 have a strong scorecard.

Those falling down on the responsibility pillar are doing so because they are weaker on employee or environmental measures.

2020 RANK		LEADERSHIP/ SUCCESS	FAIRNESS	RESPONSIBILITY	TRUST	REPZ
1	 AIR NEW ZEALAND	117	107	115	121	116
2	 tvnz	107	114	104	113	110
3	 PAK'nSAVE	108	120	103	106	110
4	 TOYOTA	107	113	105	111	109
5	 AA Insurance	111	109	103	110	109
6	 Kiwi bank.	108	110	105	111	109
7	FISHER & PAYKEL	109	108	103	110	108
8	 the warehouse //	104	113	102	106	106
9	 NEW WORLD	110	100	105	108	106
10 =	 Southern Cross	107	104	104	107	106
10 =	 countdown	108	107	104	105	106

105+ = within top 10% globally

Kiwibank ticks the boxes across all reputational pillars - leading to further reputational improvements



2020 RANK

6th

### What do New Zealanders love about Kiwibank?

#### LEADERSHIP/ SUCCESS

Always leading the way by offering low mortgage interest rates.

#### FAIRNESS

I love that they have great options for students and young people. Low rates and fees.

#### RESPONSIBILITY

Great customer experience as well as more moral investment portfolios.

#### TRUST

I like the fact that they are NZ owned, have considered changing my bank to them.

#### CUSTOMER EXPERIENCE

They have a great reputation for customer service, great accounts, great ratings and NZ owned

# THE TOP 10 TRUST LEADERS IN NZ 2020



Amongst top 50 NZ  
corporates by revenue



121

113

111

111

110

110

108

107

107

106

AIR NEW ZEALAND 

 tvnz

 TOYOTA

 Kiwi  
bank.

 AA Insurance

FISHER & PAYKEL

 NEW WORLD

 Southern Cross

New Zealand Post 

 PAK'nSAVE



# TRUST

Trust means  
being reliable  
and dependable...



*“Always fly with them, trusted and reliable, every time I have flown with others have had big problems.”*

---

*“I trust them, they bring me breaking news that affects me straight away and it IS trustworthy, programmes are good too.”*

---

*“They have a very good reputation for mechanical reliability, safety, ease of car parts, economical, good interior design, good exterior design, easy to have serviced, hold their value - the list goes on.”*

---

*“I bank with Kiwibank and find them trustworthy and easy to use!”*

AIR NEW ZEALAND 

 tvnz

 **TOYOTA**

 Kiwi bank.

# THE TOP 10 FAIRNESS LEADERS IN NZ 2020



Amongst top 50 NZ  
corporates by revenue



120

114

113

113

111

110

110

109

108

108

**PAK'nSAVE**



the **warehouse** //



**FISHER & PAYKEL**



# FAIRNESS

Affordability,  
variety and good  
service underpin  
a sense of  
fairness



*“Always have what we need.  
Affordable prices. Helpful staff  
members.”*

*“They have great customer  
service and good pricing. Good  
reception almost everywhere  
and good deals on their  
monthly prepay.”*

*“100% NZ owned and have  
the lowest everyday prices  
bar none in NZ.”*

*“The service is fantastic the  
prices are amazing one  
stop shop.”*



# THE TOP 10 SUCCESS LEADERS IN NZ 2020



Amongst top 50 NZ  
corporates by revenue



118

117

112

111

110

109

109

108

108

108



AIR NEW ZEALAND 

*Coca-Cola*

**AA** Insurance

 **NEW WORLD**

FISHER & PAYKEL



**PAK'nSAVE**

countdown 

**Kiwi  
bank.**





# LEADERSHIP SUCCESS

Offering a superior product along with market longevity contributes to a leadership position



*“New Zealand owned, always leading the way by offering low mortgage interest rates.”*

*“Excellent service, rated amongst the top Airlines in the World, our National Airline, pride, safety and friendliness.”*

*“Love their product, easy to use, high quality and stay with trend.”*

*“A brand that has been successful for so long speaks for itself.”*



# THE TOP 10 RESPONSIBILITY LEADERS IN NZ 2020



Amongst top 50 NZ  
corporates by revenue



115

105

105

105

105

104

104

104

104

104

AIR NEW ZEALAND 

 TOYOTA

  
ENERGY

 NEW WORLD

  
Kiwi  
bank.

  
Zespri  
KIWIFRUIT

  
Meridian.

 Southern Cross

 tvnz

countdown 



# RESPONSIBILITY

Giving back to NZ environmentally, socially and economically is valued



*“I really like that they use as much renewable energy as possible. I believe that's the way all energy should be made/used.”*

*“They're very involved in the community, listening to their consumers, trying to be responsible and ethical.”*

*“Because they have a really great selection, locally owned and sourced. They are reducing the amount of plastic on their fresh fruit and veges.”*

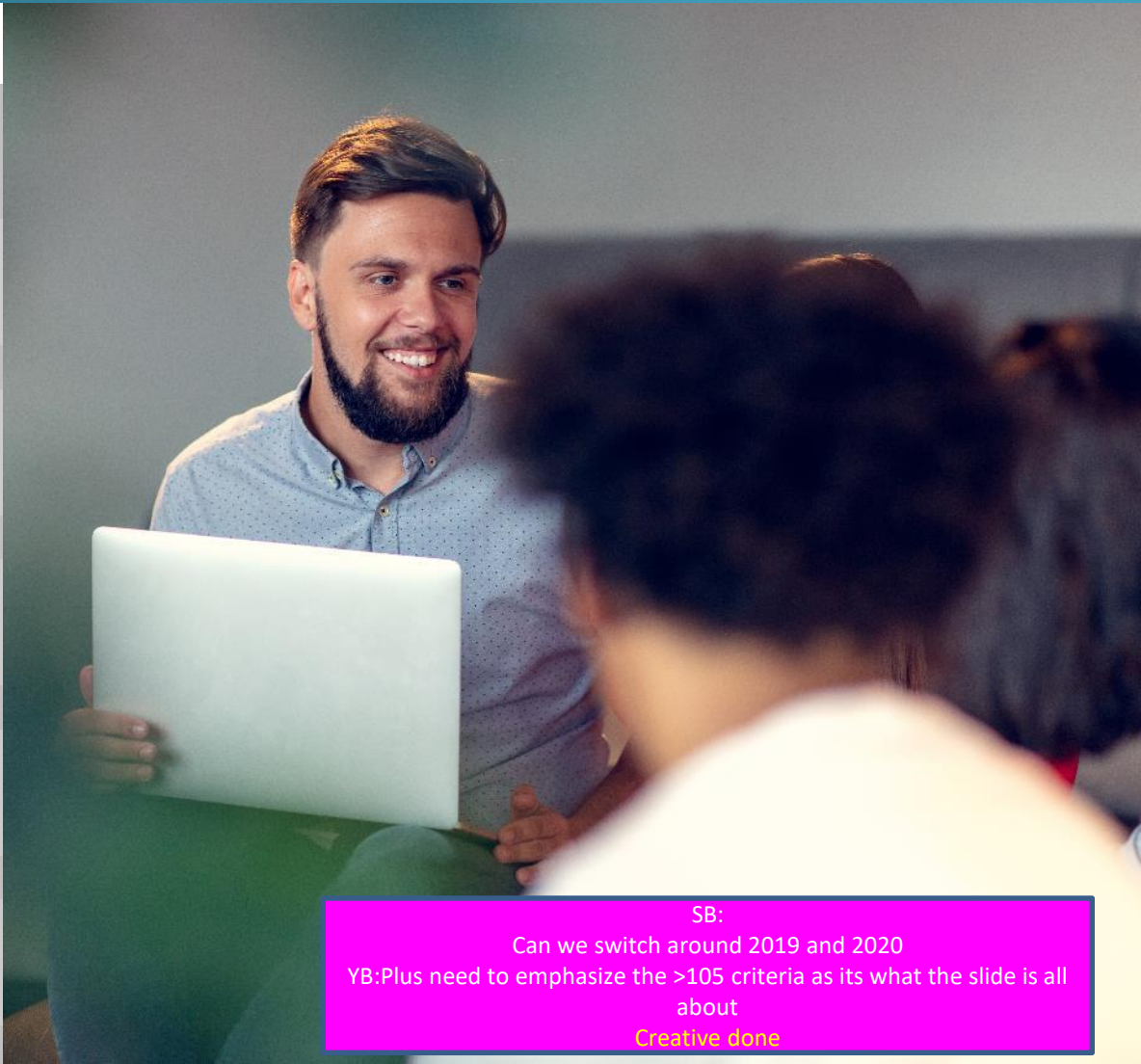
*“I love their online shopping and the acts of kindness they do in the community (sanitary items priced for all etc.)”*



# More companies excelling in Fairness in 2020 while fewer are showing world class leadership (<105)

## # companies >105

	2019	2020
OVERALL INDEX	15	15
LEADERSHIP/ SUCCESS	30	24
TRUST	17	17
FAIRNESS	16	18
RESPONSIBILITY	6	5



SB:  
Can we switch around 2019 and 2020  
YB: Plus need to emphasize the >105 criteria as its what the slide is all about  
Creative done

# NZ business resilience has been put to the test recently



“

“There is tremendous public scrutiny and anxiety levels are high, so you don't want to add to that, and you also need to anticipate how the moves you make today will play out publicly.”

SIR JOHN KEY

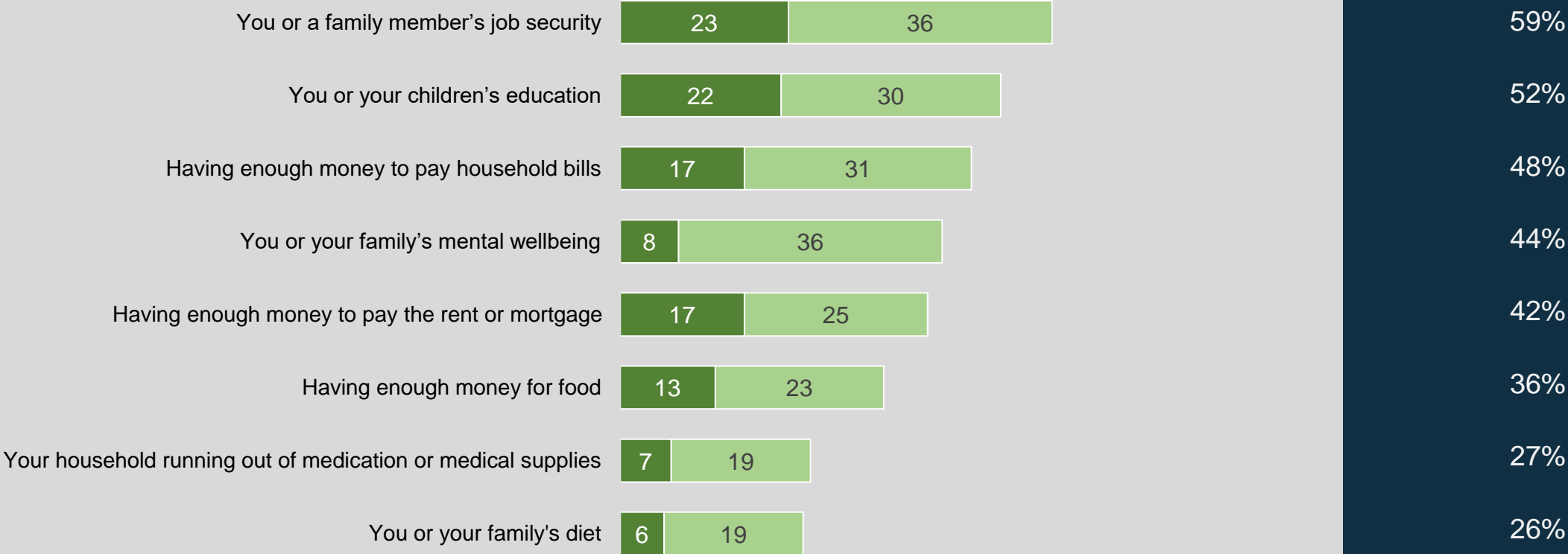
# The anxiety is very real – New Zealanders are worried about the economic situation

*At this time, how concerned, or not, are you about...?*

% of all New Zealanders 18+

■ Very ■ Fairly

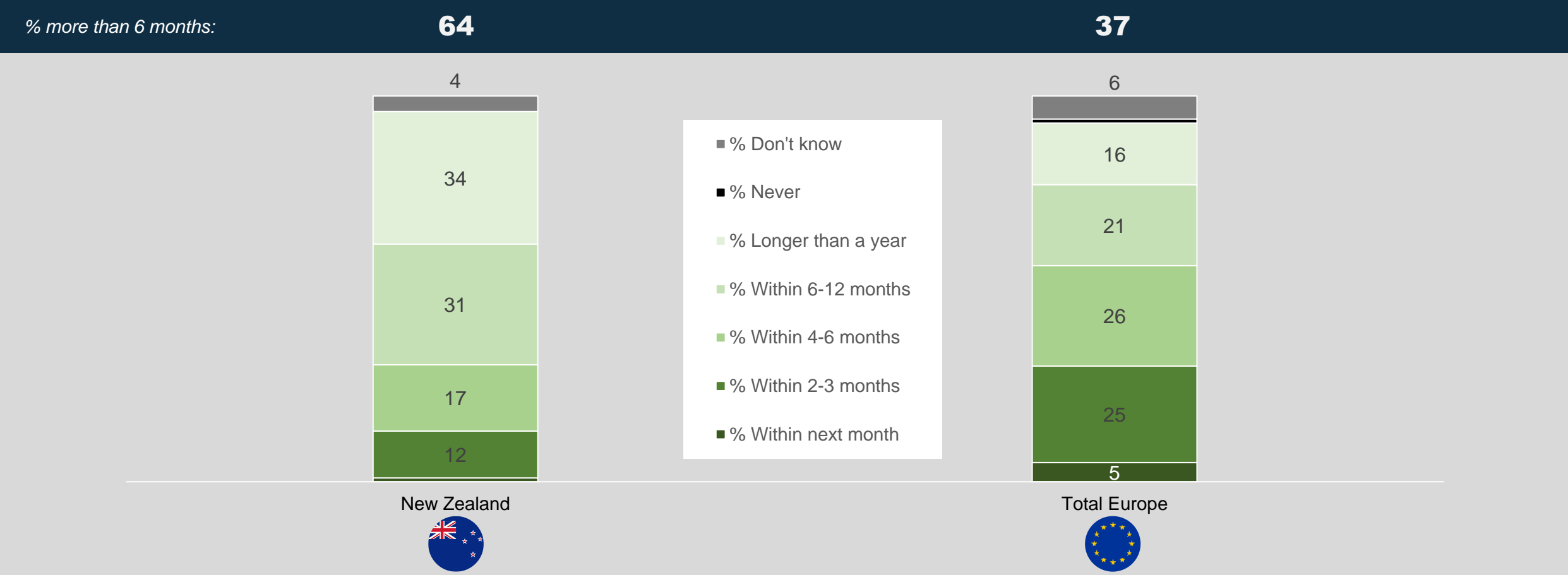
% 'very' or 'fairly' concerned



Base: All New Zealanders 18+ (n=601), except 'You or your children's education' which is based on only those for whom it applies (n=301)  
 Source: Colmar Brunton Covid Times 2019

# Nearly 2/3s of New Zealanders are anticipating the country will take more than 6 months to return to normality

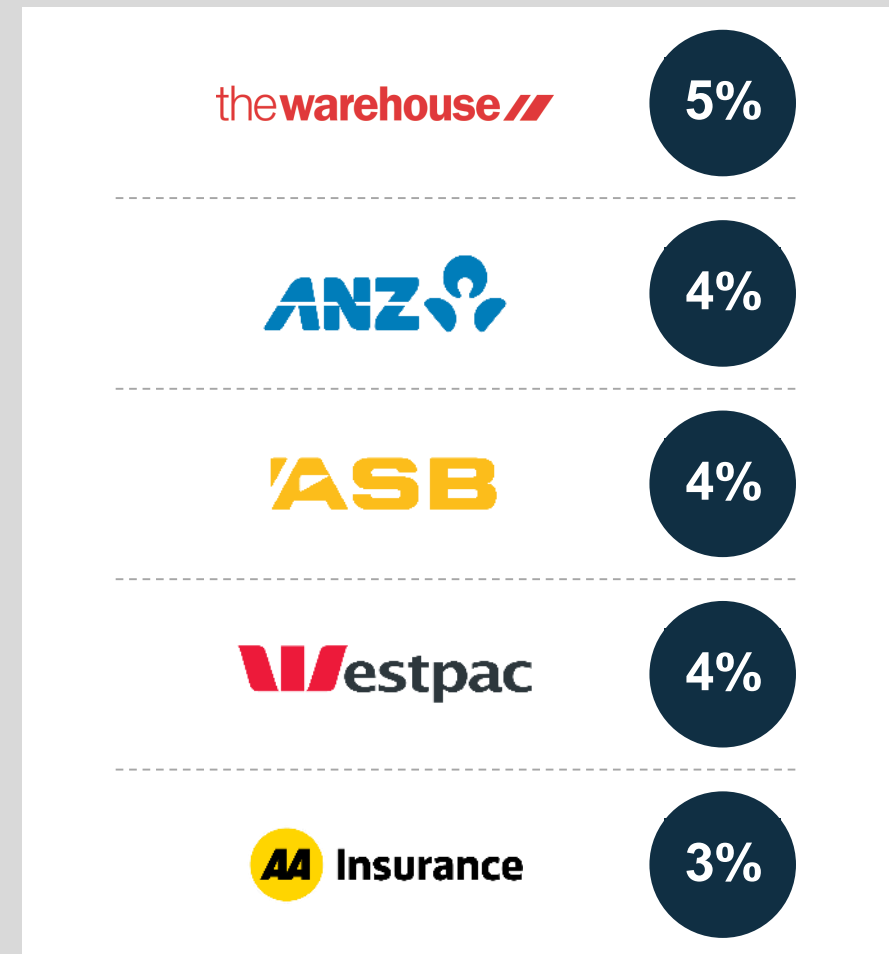
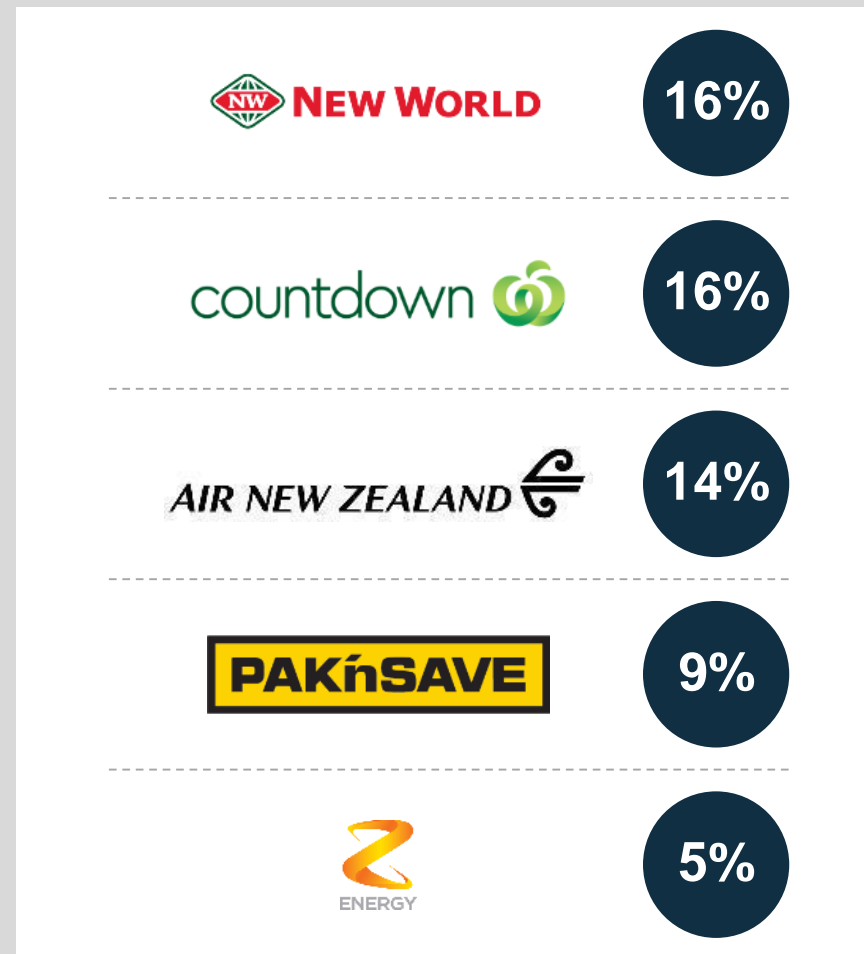
*In your opinion, how long do you think it will take [country] to recover, and for people to return to a normal way of life?*



Base: Total (All New Zealanders 18+ n=601; G7 countries n=1,000 each)  
 Note: This question was not asked in Canada, Japan or USA  
 Source: Colmar Brunton Covid Times 2019

NZ businesses can be commended for how they have responded to the Covid-19 crisis – supporting the public’s desire to do the right thing

% mentions of companies that impressed NZers for communication



We are interested to know if you have been impressed by the communications you have received by a company in the last few weeks in dealing with the COVID-19 situation. Please tell us the name of the company or companies AND what they have communicated that impressed you.



# Covid-19 has largely been a celebration of business ingenuity and humanity














Providing essentials	 <b>AA Insurance</b>	 <b>BRISCOES</b> HOMEWARE	
Adapting to protect staff and customers	 <b>NEW WORLD</b>	 <b>PAK'nSAVE</b>	 <b>countdown</b> 
Being on the front line	 <i>New Zealand Post</i>	<b>COURIER COMPANIES</b>	<b>SUPERMARKETS</b>
Supporting staff		<b>SUPERMARKETS</b>	
Giving / Supporting the cause	 <b>Mercury</b>	 <b>vodafone</b>	
Useful advice / information / encouragement	 <b>nzherald.com</b>	 <b>westpac</b>	
Lockdown suggestions			
Innovation	 <b>Auckland Transport</b>		

Companies spontaneously mentioned for their initiatives that impressed New Zealanders during the COVID-19 situation

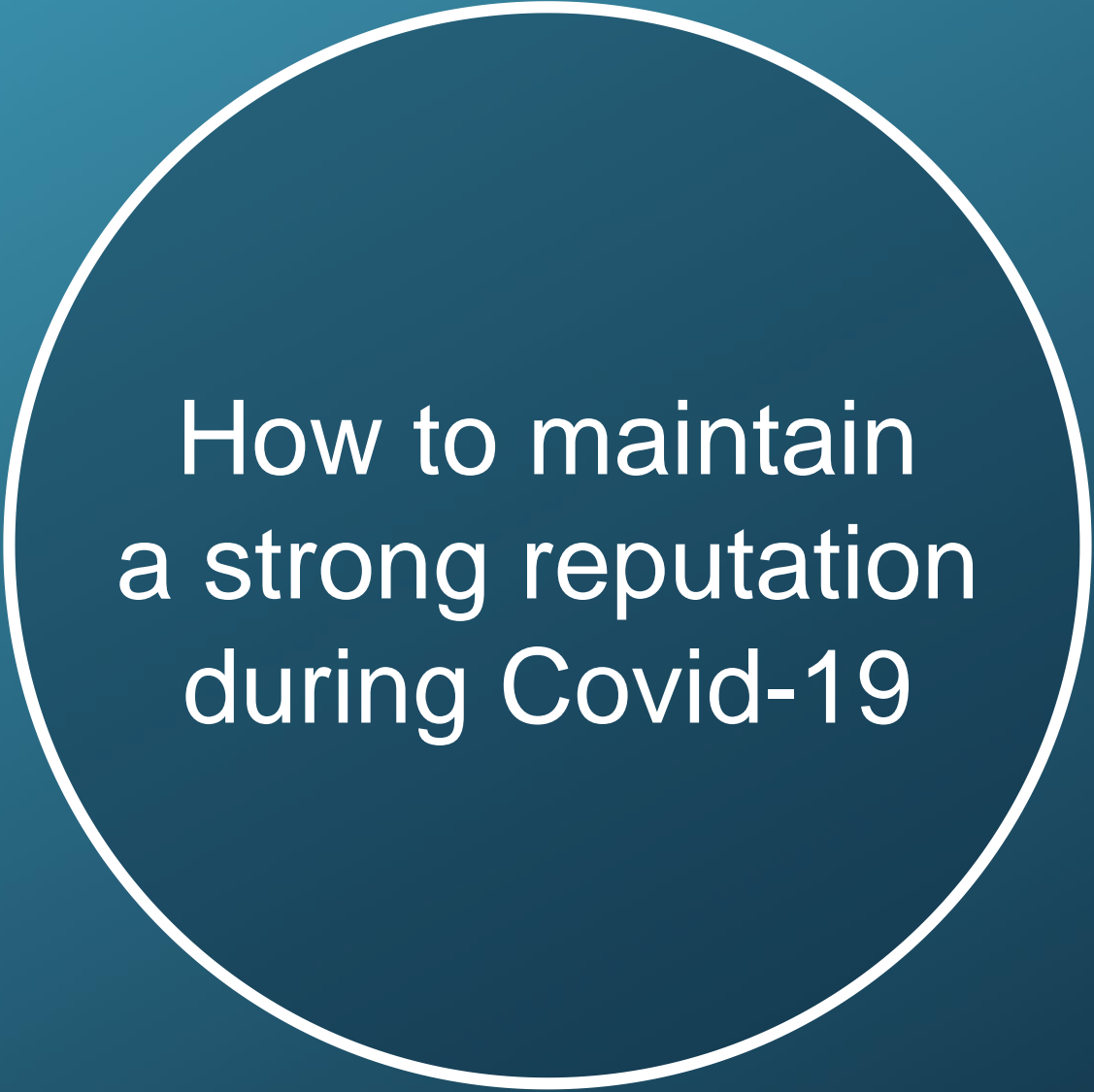
NZ companies have kept their reputation intact judging from levels of advocacy during the Covid-19 crisis.



## High advocacy for COVID-19 response

 <b>NEW WORLD</b>	59%	 <b>TOYOTA</b>	30%
 <b>tvnz</b>	51%	<b>FISHER &amp; PAYKEL</b>	28%
<b>AIR NEW ZEALAND</b> 	50%	 <b>Southern Cross</b>	28%
<b>countdown</b> 	49%	<b>A</b>   Auckland Airport	27%
<b>PAK'nSAVE</b>	45%	 <b>Kiwi bank.</b>	26%
 <b>ENERGY</b>	40%	 <b>AA Insurance</b>	25%
<b>BUNNINGS</b> warehouse	37%	<b>ASB</b>	25%
<b>BRISCOES</b>  <b>HOMEWARE</b>	35%		23%
<b>stuff</b>	35%	 <b>Zespri</b> KIWIFRUIT	19%
<b>thewarehouse</b> //	32%	 <b>genesis</b>	19%

Rate How Different Companies Have Responded To The COVID-19 Situation  
 I think so well of them, I would speak highly of them without being asked OR  
 I would speak highly of them if someone asked my opinion  
 Source: Colmar Brunton NZ Omnijet April 10-13th 2020



How to maintain  
a strong reputation  
during Covid-19

A decorative graphic on a dark blue background. It features a horizontal white line that is partially obscured by a light blue gradient band. Several circles of different colors and sizes are scattered around: a small yellow circle at the top left, a large orange circle at the top right, a large green circle at the bottom left, and a large light blue circle at the bottom center.

Be purpose driven

# Purpose creates **FOCUS**



“Every decision we’ve made, no matter how fast or how hard, we have asked ourselves whether this will help our team, our customers, our suppliers and the communities in which we have been so privileged to operate.”

**KIRI HANNIFIN** | GM Corporate Affairs

countdown 



## Purpose **GALVANISES** teams



“[Our purpose] is deeply embedded throughout our business and is the guiding principle for all our people through normal times and unusual times like the current situation with Covid-19.

The Covid-19 crisis has had a galvanising effect on our business, bringing our people together in a way that is totally focused on our customers. There has been total alignment from our Board right through the entire organisation about what to do.”

**CHRIS CURTIN** | CEO





Build trust

# Think about the **GREATER GOOD**



“The strength of New Zealand banks has been recognised and we will continue to work with the government, our regulators and the industry to ensure that remains the case. We’ve acted quickly and worked as an industry to create solutions for the benefit of all New Zealanders.”

**SIMON HOFMANN** | Acting Chief Marketing Officer

The Kiwi bank logo, featuring the words "Kiwi bank." in white text on a green square background.



# Adopt a **COLLABORATIVE SPIRIT** to alleviate public anxiety



“Collaboration with government, suppliers and other key industry organisations was essential, as we sought to navigate the uncharted waters of operating throughout the pandemic. Consistent messaging around #shopnormal, #shopsafe and #bekind played a strong role as we aimed to temper an anxious public with a strong desire to panic shop and put unnecessary pressure on the wellbeing of our staff and supply chain.”

**DOM QUIN** | Group General Manager – Marketing and Customer Experience



The background is a dark blue gradient. A horizontal white line runs across the middle. To the left of this line is a small yellow circle. To the right is a large orange circle. Below the white line is a large green circle. At the bottom center is a large light blue circle.

Use reputational resilience  
to give confidence

Resilience creates **CONFIDENCE** that you will deliver



“In times of crisis we tend to turn more to those we trust. The trust we’ve built with our viewers over many years, is at the heart of **why they choose TVNZ to play a bigger role in their daily lives right now.** It was key to the Ministry of Education choosing TVNZ to produce and deliver Home Learning TV for New Zealand students.”

**KEVIN KENRICK** | CEO



# Resilience also allows for a degree of **TOLERANCE**




“Reputational resilience helped us immensely during this period. The period itself was effectively one of change for our team members, our customers and our shareholders. Each also had different, and sometimes conflicting, priorities.

The media response to our actions through COVID-19 was mixed....The Easter Egg response reminded us of the goodwill out there for us and the social and media sentiment was overwhelmingly positive... I’m not sure we could have done that without the resilience and goodwill of our brand.”

**TANYA HENDERSON** | GM Corporate Communication

the**warehouse** //





Important  
learnings to take  
into the future

# KNOW YOUR PURPOSE

Be clear about the role you play in people's lives



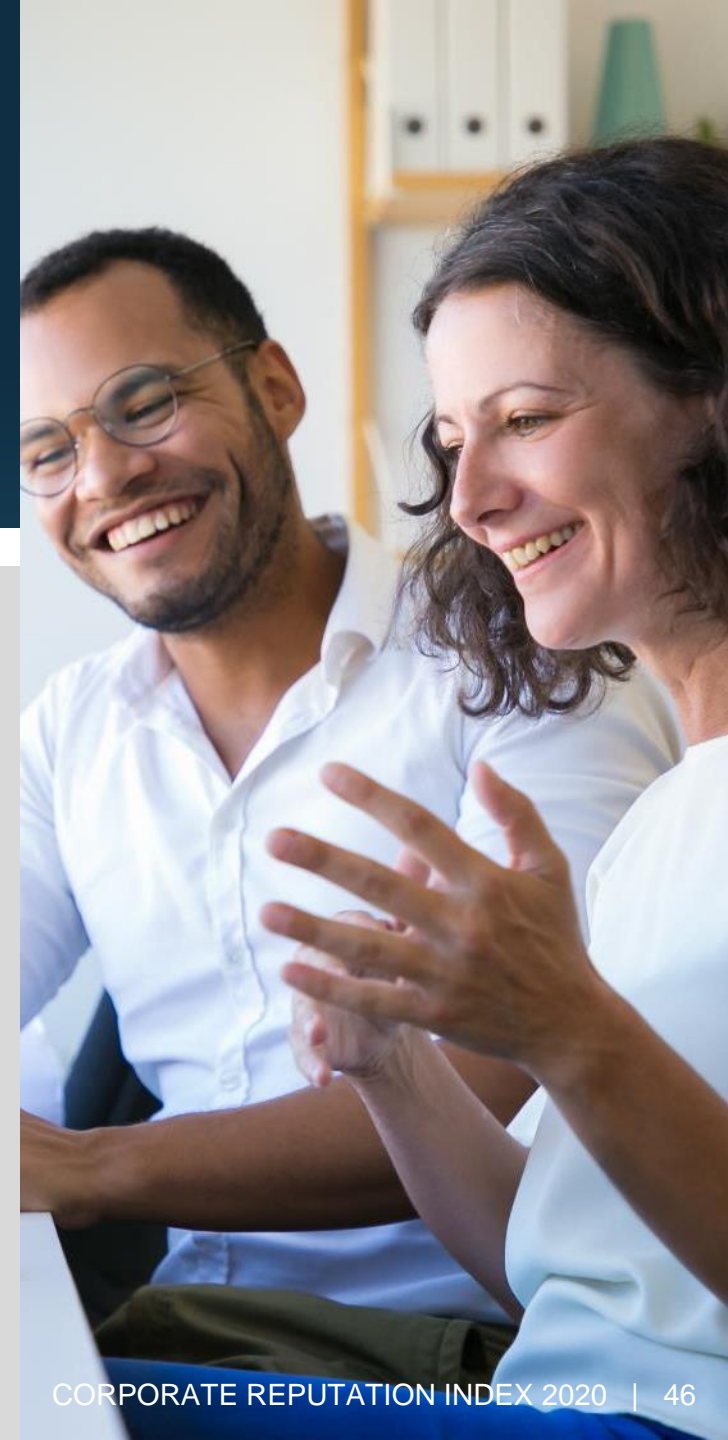
- Ensure it is distinctive and meaningful

---

- Use it to galvanise your stakeholders

---

- Understand its power to build reputation



# BUILD TRUST

People are going to need reassurance like never before



- Do the right thing
- Communicate, communicate, communicate
- Do what you say you will
- Be transparent when things are going well – **and** not so well



# RESPONSIBILITY

and sustainability are unavoidable topics



- Protect key business assets – including team members
- Do more to give back to society and communities
- Make sure those who need help have access to support



*It is a time for governments, regions, and cities around the world to mobilise and deploy resources to tackle the climate crisis at the same time as rebuilding their economies, all whilst creating high value green jobs.”*

**JAMES SHAW**

SOURCE:  
<https://www.theguardian.com/world/commentisfree/2020/apr/23/covid-19-crisis-reset-economies-sustainable-footing>





# SHOW LEADERSHIP

Have a plan but be adaptable



- Consider a full range of scenarios and plan for each
- Once organised internally, lean in to helping others externally – government, charity partners etc.
- Understand how customers needs and expectations have changed and adapt to them



“It is not the strongest of the species that survives, nor the most intelligent, but the one that is most adaptable to change.”

**LEON C MEGGINSON**



# Colmar Brunton **Top 10** Corporation reputation

Congratulations to the top performers for 2020!



AIR NEW ZEALAND 



**PAK'nSAVE**

4



5



6



7

FISHER & PAYKEL

8



9



10=



10=



# Jonathan Hall

Kantar Global Sustainable  
Transformation Practice



Managing Partner



IN PARTNERSHIP WITH

WRIGHT  
COMMUNICATIONS



**KANTAR**

**Sustainability  
in the Time of  
COVID**



# What is keeping our clients awake at night?



What are the Sustainability issues that are most important to consumers in relation to my sector?



Which issues does my company/brand have the right to align ourselves with?



Who should we target, how do we reach them and what should we say?



What Purpose can we uniquely and authentically claim that is motivating to our various stakeholder audiences?



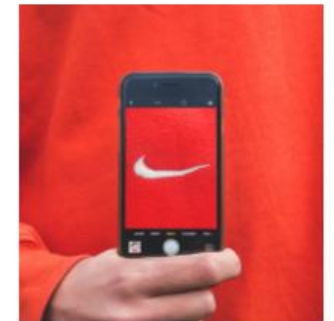
Which sustainable products and services should we develop to realise white space opportunities in our category?



How do we translate stated consumer/citizen values into behaviour change?

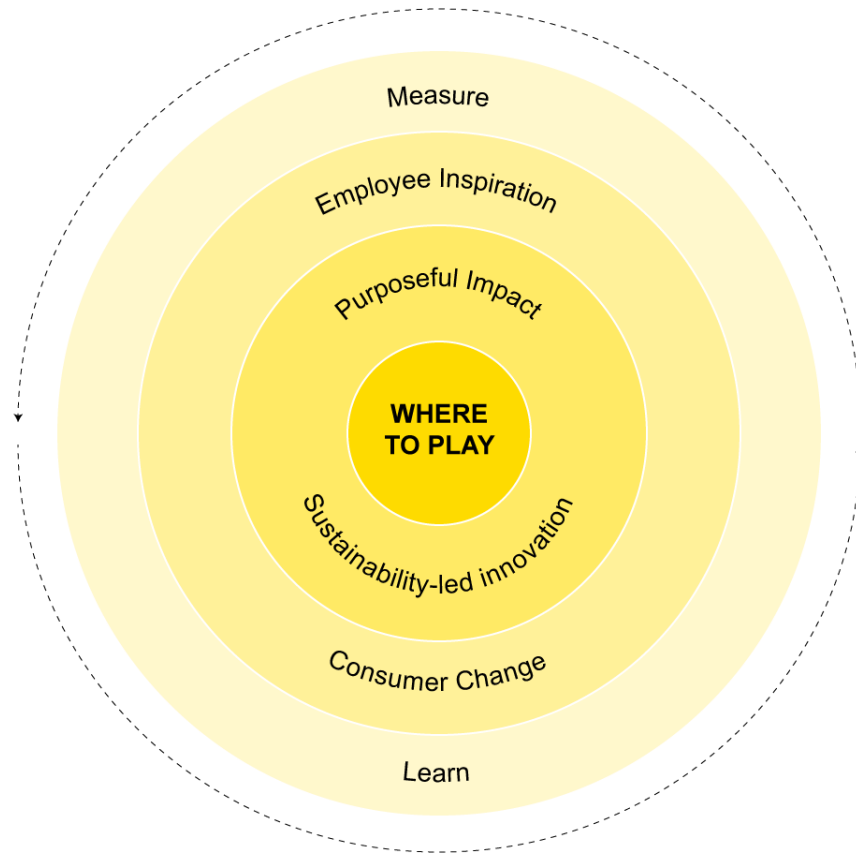


How do we harness the power of employee passion behind our Purpose?



How do we measure our progress on key issues relating to corporate reputation, brand equity and sales?

# Kantar Sustainable Transformation Framework



## 1. Where to Play

Defining the social/environmental issue that we have the right to solve authentically.

## 2. Purposeful Impact

Creating and communicating meaningful, enduring Purpose to unleash impact.

## 3. Sustainability-Led Innovation

Anticipating disruptive change and developing the relevant portfolio.

## 4. Consumer & Citizen Change

Understanding and unlocking commitment to change.

## 5. Employee Inspiration

Inspiring purposeful employee change agents.

## 6. Measurement & Learning

Benchmarking, ongoing metrics and strategic feedback loop.

# The impact of COVID on Sustainability attitudes

“I **actively seek out** companies and brands that offer ways to offset their impact on the environment”

PRE-COVID	
T2B 30.5%	B2B 32.1%

COVID	
T2B 49.3%	B2B 14.0%

“I am prepared to **invest my time and money** to support companies that try to do good”

PRE-COVID	
T2B 39.6%	B2B 18.6%

COVID	
T2B 41.0%	B2B 14.6%



# Building resilience out of disruption



## Focus on the right 'D'

disruption

NOT

---

disease

## The good news...

We know **how**  
disruption  
works...



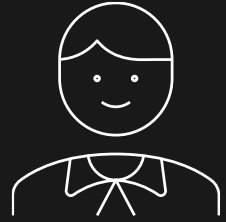
...We can  
**anticipate** what  
we need to do

What disruptions does  
is **clear the way for**  
**underlying trends to**  
**become mainstream:**

**To dominate the next  
wave of opportunity**



# 'The Era of the Public'



**FROM a  
better self**



**TO a better  
society**



# Reading the tea leaves

## Sustainability got closer to home



## Consumers, citizens and employees took action



## Businesses started to place sustainability as a #1 priority



The Business Roundtable lobby group of **181** of the US's biggest companies recently **redefined the Purpose of a Corporation**, from **shareholder primacy** to a commitment **“to lead their companies for the benefit of all stakeholders – customers, employees, suppliers, communities and shareholders.”**

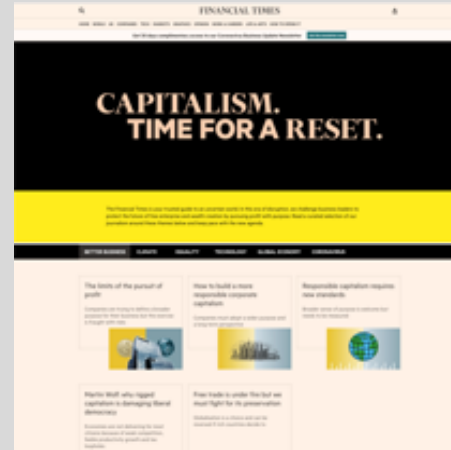
# This isn't about altruism



“The good thing is that, next to our moral obligations to address the global challenges, it is also an **enormous business opportunity**. Sustainability isn't just the right thing to do, it is **essential to drive business growth**.”

**PAUL POLMAN**

*Former CEO of Unilever  
and Chairman WBCSD*



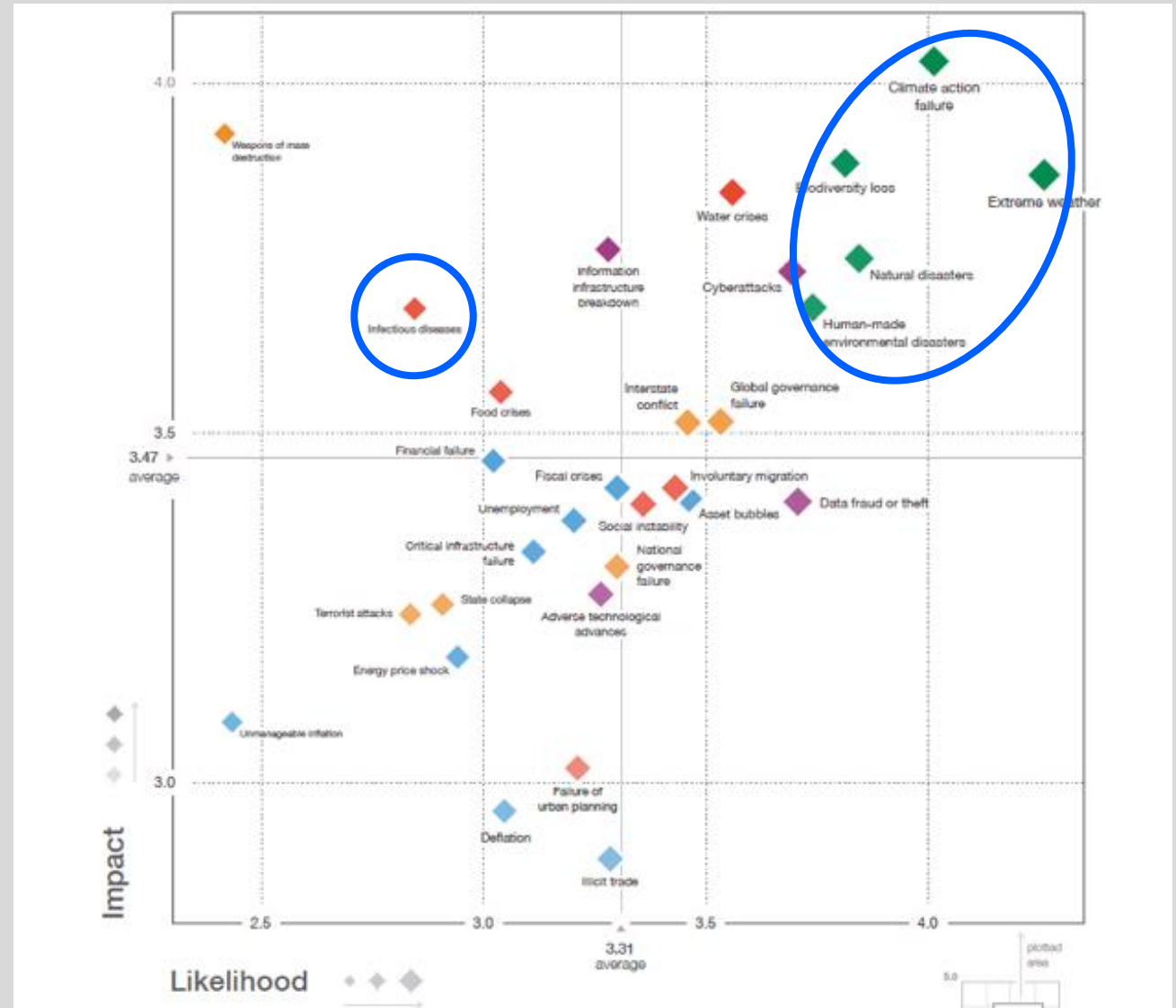
“If some companies and industries fail to **adjust** to this new world, they will fail to exist.”

# Managing Risk and Volatility

“For the first time in the history of the survey, *climate-related issues dominated all of the top-five long-term risks...*”

The near-term impacts of climate change add up *to a planetary emergency that will include loss of life, social and geopolitical tensions and negative economic impacts....*

Coordinated, multi-stakeholder action is needed quickly to mitigate against the worst outcomes and *build resiliency across communities and businesses.*”



The Global Risks Report 2020, World Economic Forum

# Building Resilience

Between 2006 and 2010, the top **100** sustainable global companies experienced **significantly higher mean sales growth, return on assets, profit before taxation, and cash flows**.

During the 2008 recession, companies committed to sustainability practices achieved “above average” performance in the financial markets, translating into **an average of \$650 million in incremental market capitalization per company**.

Additionally, companies with superior environmental performance experienced **lower cost of debt** by **40-45** basis points.

**Revenues from sustainable products and services grew at six times the rate of overall company revenues** between 2010 and 2013:



**GE's** Ecomagination division has generated \$200 billion in sales since 2005.



**IKEA's** line of sustainable products (eg, LED bulbs and solar panels) from its Products for a More Sustainable Life at Home now generate a billion dollars.



# Alistair Davis

Toyota New Zealand



Chief Executive Officer



IN PARTNERSHIP WITH

WRIGHT  
COMMUNICATIONS

 COLMAR BRUNTON  
A Kantar Company



# Reputation: Toyota's Approach

Toyota New Zealand  
Alistair Davis, Chief Executive Officer  
8 May 2020





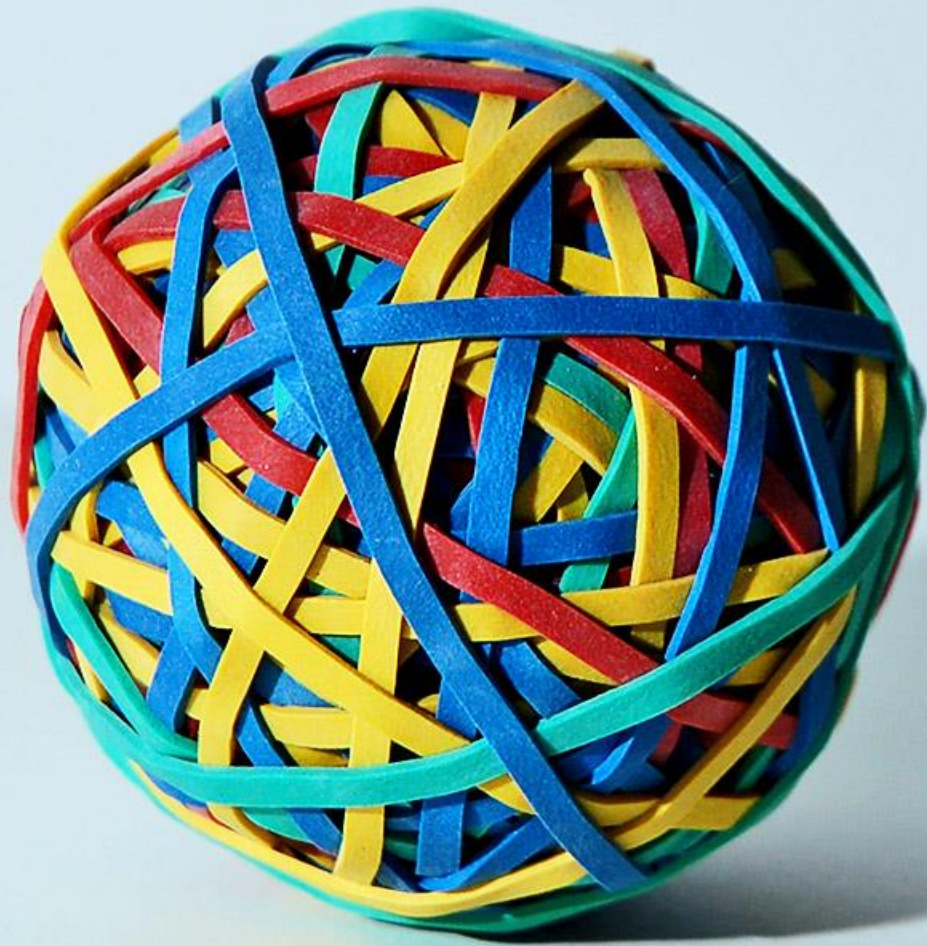
PURPOSE  
(BEYOND)  
PROFIT



1.Culture

2.Purpose beyond profit

3.Delivery



# Toyota Way

Continuous  
Improvement



Respect  
for People



# Toyota Way

Continuous Improvement

Respect for People



HARD

SOFT

*Results Matter*

*People Matter*

Counters Complacency

Counters Arrogance

Our staff are vitally important to our success



START YOUR  
IMPOSSIBLE



# We have a purpose beyond profit





Parenting  
Place  
*Mā tāua, oti atu ai*



MOBILITY COMPANY



# cityhop

cars by the hour

om  
**\$9.50** /hour



Toyota Yaris





**TOYOTA**

**DRIVE  
HAPPY**

**PROJECT**

# Concluding remarks

- Toyota Way drives Culture
  - Continuous Improvement
    - Results matter, counters complacency
  - Respect for People
    - People matter, counters arrogance
- Customers central to what we do
- We have a Purpose beyond Profit
- Staff are enablers



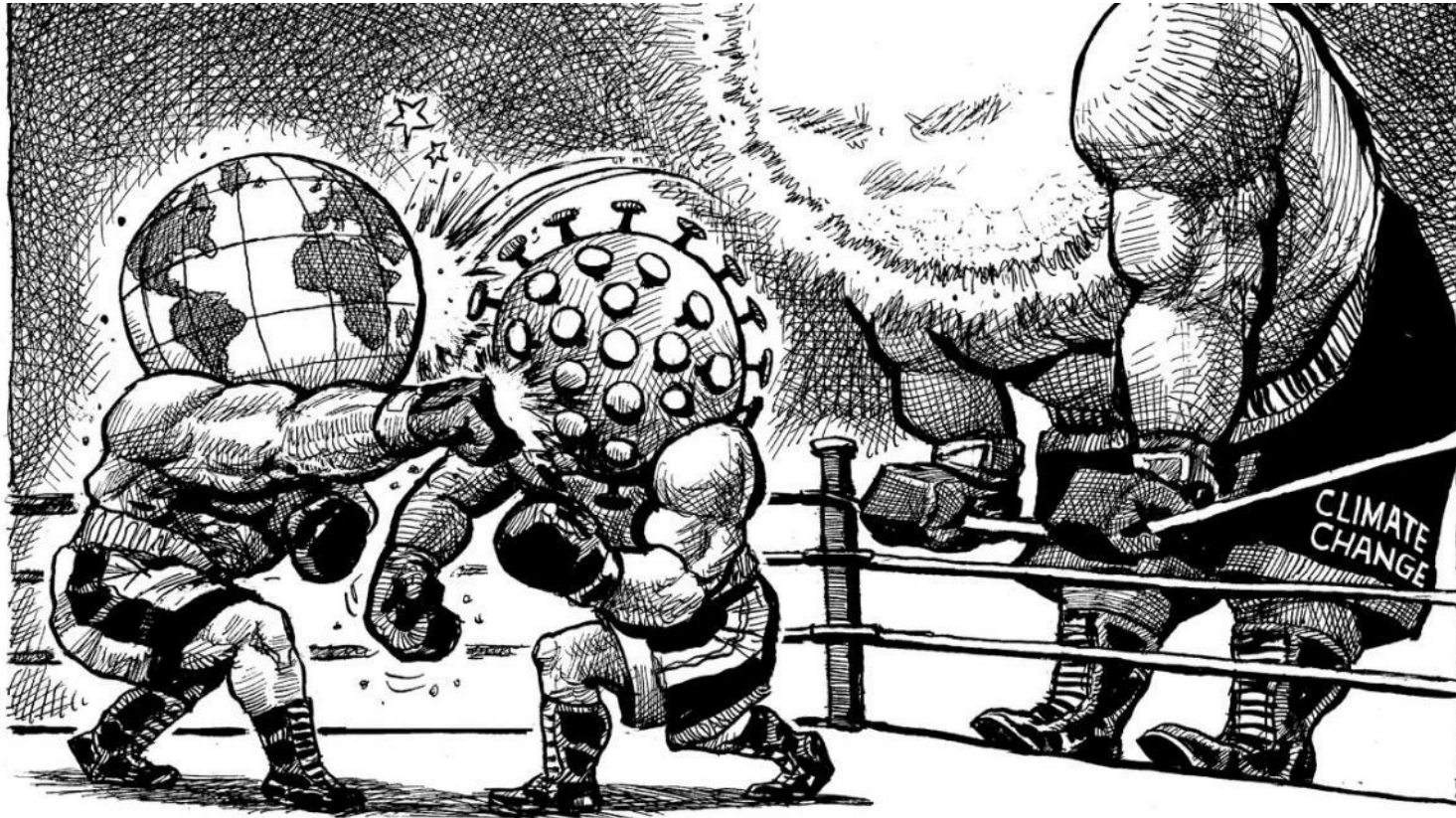


## General Thoughts

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- Connected world
- Health & wealth crisis
- Just at the beginning
- Changes everything (well maybe)





Economist.com

Kal

Positive changes

- Better use of technology
- Fast innovation
- Supply chain resilience
- Global effort could translate to other fields



## Challenges ahead

- Volatility through transitions
- Leadership deficit & potential roll back of democracy
- Risk of Government trying to manage everything
- Rethink of fiscal and monetary policies



**Phase 1**  
**SURVIVE**  
3-5/20

Crisis Management  
“Support & Survival”  
Keep the business alive

- Employee health & wellbeing
- Remote Working
- Cash Management
- Retail Network support
- Cost cutting
- Appropriate brand messaging



**Phase 2**  
**RESPOND**  
4-6/20

Create detailed  
start-up and sales  
recovery plans

- Limited return to work
- Building sanitizing
- Refilling supply lines
- Re-establishing customer connections & sales



**Phase 3**  
**RECOVERY**  
7-12/20

Implement & PDCA  
start-up and sales  
recovery activities

- Re-deployment of staff to business critical areas
- Pricing to market
- Sales & marketing campaigns to boost recovery



**Phase 4**  
**RESET**  
2020 →

Design the new normal,  
adapt to shifts in industry  
and customer needs

- Develop omni-channel strategy & roadmap
- Reinvent value chain
- Etc



TOYOTA

TOYOTA

TOYOTA

Thank you

TOYOTA Believe

# Q&A



**Nikki Wright**

Wright Communications  
Managing Director



**Sarah Bolger**

Head of Colmar Brunton



**Alistair Davis**

Toyota New Zealand  
Chief Executive Officer

**Thank you**



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