The relationship between reputation rankings and formal reputation management programmes in South African organisations

A research report submitted by

Julanda Vos

Student number: 767063

Tel: 073 503 9103

Email: julandavos@gmail.com

Supervisor:

Professor Russell Abratt

Wits Business School

February 2015

ABSTRACT

Over the last decade the concept of corporate reputation has received extensive coverage from numerous angles with a growing body of publications, specialist agencies, conferences, workshops, guidelines and awards on this topic emerging from all over the world. In recent years The King Report on Governance for South Africa 2009 and the King Codes of Governance Principles (King III) mandated South African companies' boards to acknowledge and appreciate that stakeholders' perceptions affect a company's reputation. As a result of the reputation phenomenon various company reputation rankings are published every year, based on an overall perceptual measure of corporate reputation.

However, corporate reputation management is still an immature discipline in South Africa and a recent study confirmed that although South African directors acknowledge that a good corporate reputation is valuable to any organisation, they hold very different views as to whether a good reputation really offers a competitive advantage; as well as the actual dimensions that constitute corporate reputation (Reddiar, Kleyn & Abratt, 2012). The objective of this research was therefore to investigate whether a relationship exists between said reputation rankings and the extent to which South African organisations have formal reputation management programmes in place.

To enhance the probability of arriving at a comprehensive understanding of the research problem in question, a mixed methods research methodology was chosen and the data collection was done in 2 phases. Phase 1 included a cross-sectional electronic survey questionnaire, and phase 2 consisted of a cross-sectional content analysis done on all survey questionnaire respondent organisations' latest integrated annual reports.

The study found evidence that partially supports the research problem statement in that there is a relationship between reputation rankings and having formal reputation programmes in place for the sample group. Based on the finding that only between 60-70% of the respondent organisations indeed have extensive formal reputation management programmes in place, it was concluded that corporate South Africa is in need of an academic model to use for the effective implementation of corporate reputation management. Ultimately, this study has yielded such a model.

DECLARATION

I, Julanda Vos, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Masters of Management in Strategic Marketing at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree at this or any other university.

____

Julanda Vos

Signed at: __________________________

On the 27th of February 2015

DEDICATION

This research report is dedicated to my best friend and husband, Les, who has been a constant source of motivation, support and unconditional love during the challenges of my postgraduate studies. I thank God every day for having you in my life!

ACKNOWLEDGEMENTS

- Thank you **Prof. Russell Abratt** for the time, continuous support and honest input you have invested in me, ensuring I successfully complete this research report. Please know that your guidance and help are much appreciated.

- Thank you to the **Wits Business School staff** and my **MMSA class** for giving me the opportunity to learn from your experiences and also for your willingness to consider my opinion(s) during our academic discussions and debates.

- Thank you, **Petra Gaylard**, for assisting me with your sharp statistical knowledge and skills.

- Thank you, **Linda Maritz**, for assisting me with your language and proofreading skills.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF GRAPHS

CHAPTER 1: INTRODUCTION

1.1 Introduction to corporate reputation management

Historically, the character and uniqueness of an organisation was mainly the result of what that organisation did in terms of the products and services it offered (Keller & Richey, 2006). However, the contrary will increasingly be true in that who an organisation is and how it portrays itself to its various stakeholders will be a determining factor in its success as a 21st century organisation (Keller & Richey, 2006).

Diermeier (2011) and Johndow (2009) argue that due to the advent and acceptance of the digital network revolution and social media, globalisation and stakeholder empowerment, people globally have an increased social awareness on issues such as the environment, diversity and governance. As the economy tightens, market saturation continues and the competition within industry sectors increases - organisations will have to differentiate themselves from the rest based on who they are, as opposed to what they merely do. Unlike product branding where the focus is predominantly on the consumer, Fiedler and Kirchgeorg (2007) state that corporate branding focuses on all pertinent stakeholder groups of the organisation. This interpretation emphasises the close link existing between corporate branding and the stakeholder approach (Clarke, 1998; Fiedler & Kirchgeorg, 2007). Fiedler and Kirchgeorg (2007, p.177) go on to argue that *"the stakeholder approach has moved beyond a once-simpler shareholder orientation to advocate the consideration of a wide range of additional stakeholders in the corporate strategy such as employees, business partners and special interest groups"*.

An organisation's corporate reputation should be recognised as a valuable intangible asset as it can influence consumer confidence in an organisation's products/services and purchase decisions about which organisation to buy from (Ainuddin, Beamish, Hulland & Rouse, 2007; Fombrun & van Riel, 2004). Furthermore it can influence prospective employees' decisions about the organisations they are willing to work for (Eberl & Schwaiger, 2005; Fombrun &

van Riel, 2004), as well as investors' decisions and confidence in terms of which organisations they are prepared to invest in (Cole, Sturgess & Brown, 2013; Fombrun & van Riel, 2004; Vohra & Davies, 2011). Various authors have further suggested that corporate reputations should also be seen as economical assets because they influence the profitability of organisations, and moreover, are unique and can't be duplicated (Fombrun & van Riel, 2004; Lange, Lee & Dai, 2011; Mahon, 2002; Roberts & Dowling, 2002; Shamsie, 2003). It is therefore becoming increasingly more important for organisations to carefully measure and manage stakeholders' perceptions of its corporate reputation, together with the dimensions that influence it (Sarstedt, Wilczynski & Melewar, 2013), through strong formal corporate reputation management programmes.

Corporate reputation management in South Africa

According to the Institute of Directors Southern Africa (2009) various changes in international governance trends and the implementation of the new Companies Act no. 71 of 2008 called for a third report on corporate governance in South Africa. A very important aspect of this third report is its increased emphasis on a stakeholder-inclusive model where the *"legitimate interests and expectations of stakeholders are considered when deciding in the best interest of the company"* (Institute of Directors Southern Africa, 2009, p.13). The year 2010 thus saw the implementation of The King Report on Governance for South Africa 2009 and the King Codes of Governance Principles (King III) in which South African companies' boards are mandated to *"a) acknowledge and appreciate that stakeholders' perceptions affect a company's reputation, b) that management should proactively deal with stakeholder relationships, c) that transparent and effective communication with stakeholders is essential for building and maintaining their trust and confidence"* (Institute of Directors Southern Africa, 2009, p.100 – 103).

Nevertheless, despite the implementation of, and guidelines provided by King III, corporate reputation management as part of good corporate governance practices seems still to be in its infancy phase in South Africa. A 2014 survey conducted by the Reputation Institute, measuring the reputations of the largest

Johannesburg Stock Exchange (JSE) listed South African entities, saw only retail giant Woolworths emerging with a strong and robust reputation score of 74.31 points out of a possible 100 (SAPA, 2014).

Does the outcome of the Reputation Institute's ranking results reflect the relationship between the most admired South African organisations and the degree to which they have formal reputation management programmes in place, or can the outcome be a result of the challenges organisations are facing internally with the implementation and management of formal corporate reputation programmes?

1.2 The relationship between reputation rankings and formal reputation management programmes in South African organisations

1.2.1 The research problem statement

The importance of corporate reputation management is becoming more significant as today's stakeholders question the credibility of various 20th-century corporate model assumptions (Johndrow, 2009). Citizens, both globally and in South Africa, have a heightened consciousness about who the organisation behind the product or service is. For this reason The King III Commission (Institute of Directors Southern Africa, 2009) has mandated South African organisations, through the King Report on Corporate Governance, to put stakeholder engagement and reputation management as priority agenda items in the boardroom as organisations can no longer let their reputations be driven by accident and should have formal reputation management programmes in place. Such formal reputation programmes will enable the boards and/or reputation stewards to manage, measure and protect their organisations' reputations.

However, according to Dowling (2006) and Sarstedt et al. (2013) many organisations continue to put their reputations at risk as company boards still battle with the nexus between good corporate governance and corporate reputation management, and most managers lack a clear comprehension of how reputation is formed. Testament to the argument Dowling and Starstedt et al. make, a recent study done by Reddiar et al. (2012) revealed that directors of a multi-national company based in South Africa acknowledged their belief that a good corporate reputation is valuable to any organisation. However, they held very different views as to whether a good corporate reputation really offers a competitive advantage; and the actual dimensions that constitute corporate reputation (Reddiar et al., 2012).

Reddiar et al. (2012) argue that organisations can only implement, measure and monitor formal reputation management programmes once operating silos and barriers are diminished at board level, and directors have a clear comprehension of the dimensions that constitute corporate reputation. Starstedt et al. (2013) conclude in saying that reputation can only be adequately tracked and improved if organisations measure and manage it, together with the dimensions that influence it. The research problem is therefore relevant in that it aims to determine the relationship between existing reputation rankings and actual formal reputation management programmes in South African organisations.

1.2.2 The research purpose

Globally, including South Africa, we now live in a reputation economy phenomenon where people base decisions such as which products to buy, which organisations to work for, and invest in, on their regard and trust for the institutions that stand behind these organisations (Reputation Institute RepTrak™ 100 Global Report, 2013).

A study done by Goldstein, Doorley and Turner (2011), on US pharmaceutical companies, established that the reputations of these companies could be linked to the degree to which they had formal reputation management programmes in place. Goldstein et al. (2011)

compared the reputation management and measurement efforts of the most admired pharmaceutical companies with those of the least admired pharmaceutical companies and found that there is a positive relationship in various areas namely between reputation and having an active, formally written, reputation management programme in place which is measured on an ongoing basis. Having a dedicated unit or individual tasked with the responsibility of being the company's reputation steward, and a Chief Communications Officer as a member of the company's board further proved to positively affect these companies' reputations (Goldstein et al., 2011).

By following a similar approach than that of Goldstein et al. (2011), but in a strictly South African JSE listed entity context, the overall purpose of this study is to examine whether there is a relationship between these South African organisations' existing reputation rankings and the actual reputation management programmes they have in place. A cross-sectional research design was therefore employed to quantitatively assess and determine to what extent South African organisations have adopted and implemented The King III Commission's mandate to put formal programmes in place to manage, measure and protect their organisations' corporate reputations. In order to ensure the completeness of the study, a cross-sectional qualitative content analysis was further employed on all survey respondent organisations' latest integrated annual reports.

As stakeholder engagement and reputation management, as part of good corporate governance, is still in its infancy phase in South Africa, a further objective of this study is to identify who is responsible for reputation management in South African JSE listed organisations – the board of directors and/or a dedicated reputation steward? The last objective of this research is to establish whether organisations with formal reputation management programmes actually experience less internal silo challenges between departments and management levels when it comes to corporate reputation management.

1.2.3 The research questions

1. To what extent do South African organisations have formal reputation programmes in place to manage their corporate reputations?

2. What do these formal reputation programmes consist of, and how does the organisation build reputation?

3. Who is responsible for reputation management within South African organisations – a dedicated reputation steward or the board of directors itself?

4. Do respondent organisations with formal reputation management programmes experience less internal silo challenges between departments and management levels when it comes to corporate reputation management?

1.3 Justification of the research

Given that The King III Commission mandated South African organisations to put formal programmes in place to manage, measure and protect their corporate reputations (Institute of Directors Southern Africa, 2009), and the fact that South African company directors hold very different views as to whether a good corporate reputation really offers a competitive advantage, as well as what the actual dimensions of corporate reputation are (Reddiar et al., 2012) – is it imperative to do an in-depth investigation to determine whether a relationship exists between the most admired South African organisations and the degree to which they have formal reputation management programmes in place. While research has looked at the dimensions and determinants of corporate reputation in South Africa (Bechan, 2008; Reddiar et al., 2012), little research has been done to determine whether there is an actual relationship between organisations' reputation management programmes and the degree to which they are admired and perceived as reputable.

The world as we know it is changing and citizens worldwide, including South Africans, are becoming more knowledgeable, empowered and concerned about who an organisation is, rather than just what it does. Corporate reputation management, along with effective stakeholder engagement, should thus form an important aspect of any organisation's corporate governance strategy. Therefore a study to determine the relationship between the most admired South African organisations and the degree to which they have formal reputation management programmes in place, is pivotal for continual corporate sustainability.

1.4 Defining of terms

Corporate reputation:

The definition of corporate reputation is the results of interactions between an organisation and its stakeholders over time, taking past actions and future prospects of the organisation into account and can be seen as stakeholders' combined thoughts, feelings and perceptions of the said organisation (Argenti & Druckenmiller; 2004; Cole et al., 2013; Fombrun, Gardner & Sever, 2000; Fombrun & van Riel, 1997; Walker, 2010).

Formal reputation management:

Formal planning and its associated processes and programmes are consistently conducted against a regular timeline and formally documented in writing (Bragg, 2010). Formal reputation management can thus be defined as a corporate reputation strategy that translates into a corporate reputation programme with measurable actions and activities which are measured on a regular basis.

Stakeholder:

Defined as those individuals and/or groups that play a crucial role in terms of the success and lasting continuance of an organisation as these individuals and/or groups can influence, or are influenced by, the actions and performance of the organisation (Freeman, 1984; Freeman, 2004; Honey, 2013; Lange et al., 2011; Mahon, 2002).

Stakeholder engagement:

This is defined as the regular and meaningful communication with various stakeholder groups on a 2-way communication channel basis. According to Deloitte (2013) effective stakeholder engagement helps an organisation to:

- *Understand how stakeholders perceive value;*
- *Identify future trends that may not yet have come to general attention, but which are increasing in significance and impact;*
- *Identify opportunities and risks;*
- *Develop and evaluate strategy; and*
- *Implement action, including strategic and accountable responses to material matters (p.9).*

Reputation rankings:

Admiration or character rankings based "*on an overall perceptual measure of corporate reputation or key dimension"* (Fombrun, 2007, p. 146-147).

The King III Code:

The King III Code requires organisations to give an exhaustive and integrated presentation of its sustainability and financial performance to shareholders and other stakeholder groups to enable them to accurately assess the real value of the business (Institute of Directors Southern Africa, 2010a).

Corporate governance:

This includes the systems, processes and principles by which organisations are directed and governed and has the potential to affect an organisation's profitability, ability to compete and reputation (Todorović, 2013).

JSE listed entity:

This is a company which is not state-owned, nor a private or personal liability company whose purpose and objective is financial gain for its multiple shareholders (Institute of Directors Southern Africa, 2010b).

1.5 Assumptions:

The following assumptions have been made regarding this report:

- The population sample willing to participate in the research is knowledgeable, experienced and well-versed in the topic researched;
- The information provided in the respective integrated annual reports is correct and comprehensive;
- That corporate reputation, as a critical intangible asset, is increasingly being used as an effective tool in corporate and business strategy in South Africa.

1.6 Preface to the research report

This research study seeks to assess and determine the relationship between reputation rankings and formal reputation management programmes in South African organisations. The study explores whether there is a connection between organisations' reputation rankings and the presence of an active, formally written reputation management programme that is actively measured, and championed by a dedicated reputation steward with a direct reporting line to the board of directors.

Besides the King III Commission's mandate that all South African organisations must value corporate reputation as part of good corporate governance (Institute of Directors Southern Africa, 2009), Fombrun and van Riel (2004) also advise that a good corporate reputation attracts favourable stakeholder engagement which results in business profitability, customer satisfaction, and a competitive advantage that can't be imitated by rivals.

Nevertheless, despite the widespread recognition of the importance of corporate reputation, Dowling (2006) discovered that the concept of corporate reputation management is very rarely presented as an agenda item in board meetings. Dickson, Kiefer, Shearman and Stein (2013) further report that, according to the Reputation Institute's 2013 US Chief Reputation Officer Survey, only 20% of the 150 largest US multinational companies believe they are geared for the new reputation economy. Reddiar et al. (2012) also found that most South African directors are reluctant to attempt defining corporate reputation as the concept is not clearly understood.

Therefore, the objective of this research study is to build on the limited knowledge available from previous studies specific to South Africa, in an attempt to gain and provide a thorough understanding as to how important South African organisations view the concept of corporate reputation as part of their continuous endeavour to better corporate governance practices.

A further objective of this research proposal is to shed light on the existing relationship between those organisations who do value corporate reputation as an important aspect of corporate governance and their actual perceived admiration in South Africa.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to discuss relevant literature that has been reviewed while researching the problems introduced in the previous chapter. The latter pertains to the relationship between the most admired South African organisations and the degree to which they have formal reputation management programmes in place. This comes five years after the implementation of the King III mandate to all organisations to prioritise stakeholder engagement and corporate reputation management as part of their continuous pursuit of improved governance practices. However, because corporate reputation management is still considered to be an immature discipline in South Africa, and the fact that The King Report on Governance for South Africa 2009 was only implemented recently, extensive literature in a South African context is still unavailable.

Mintzberg, Simons and Basu (2002) state that in the past shareholders' interest was prioritised over that of any other stakeholder group in search of short-term profit maximisation, and for boards of directors to effectively add corporate reputation management to the boardroom agenda, directors must acknowledge the important role all stakeholders play. In today's reputation economy real prosperity requires a renewed way of thinking in terms of social and managerial involvement (Mintzberg et al., 2002). South African organisations now have to subscribe to a stakeholder rather than a shareholder perspective (Leuner, 2010), and realise that reputation management is a multi-disciplinary and organisation-wide approach which should be driven by the board of directors as part of the organisation's corporate strategy (Bonini, Court & Marchi, 2009; Dowling, 2006; Eccles, Scott, Newquist & Schatz, 2007; Institute of Directors Southern Africa, 2009; Tomšić, 2013; Van, 2013).

The literature review discussion consists of a review of the definition of corporate reputation; the value of corporate reputation; the King III mandate on corporate reputation and stakeholder engagement as part of good corporate governance in South Africa; stakeholder theory‘s role in corporate reputation management;

formal versus informal organisational planning, processes and programmes; and the formulated propositions.

2.2 Defining corporate reputation

Helm (2007a, p. 238) states that as yet, no general agreement exists concerning the *“core meaning and exact building-blocks of corporate reputation”.* However, there is significant consensus that a good corporate reputation is valuable and results in a variety of positive effects (Aula & Mantere, 2013; Casado, Peláez & Cardona, 2014; Decker, 2012; Fombrun & van Riel, 2004; Lange et al., 2011; Mahon, 2002; Reddiar et al., 2012; Roberts & Dowling, 2002; Shamsie, 2003; Van, 2013).

Fombrun et al. (2000) and Cole et al. (2013) advocate that reputation is entrenched in stakeholders’ combined thoughts, feelings and perceptions of the organisation. On the other hand Fombrun and van Riel (1997), Argenti and Druckenmiller (2004), and Walker (2010) define reputation as the result of the interactions between an organisation and its stakeholders over time, taking past actions and future prospects of the organisation into account. Rindova, Williamson, Petkova and Sever (2005), and Barnett, Jermier and Lafferty (2006) argue that corporate reputation is stakeholders’ collective judgment of an organisation based on its financial, social and environmental attributes and its ability to create value relative to its rivals over time. Aula and Mantere (2013) define corporate reputation as an ongoing process whereby beliefs and expectations are formed and altered through ongoing dialogue between the organisation and its stakeholders, and Van (2013) states that reputation should be seen as the expectations shareholders have as to how an organisation can and will affect their interests.

Gotsi and Wilson (2001, p. 29) argue that corporate reputation is a stakeholder’s overall evaluation of a company over time, based on the *“stakeholder’s direct interactions with the company, all forms of symbolism and communication that provides information about the company’s actions and/or a comparison with the actions of its rivals”.* However, because not all organisations are companies and because the building-blocks of corporate reputation management were - until now – debatable, Abratt and Kleyn (2012) summarise the key factors influencing corporate reputation and the process of formation of corporate reputation over time in Figure 1 below:

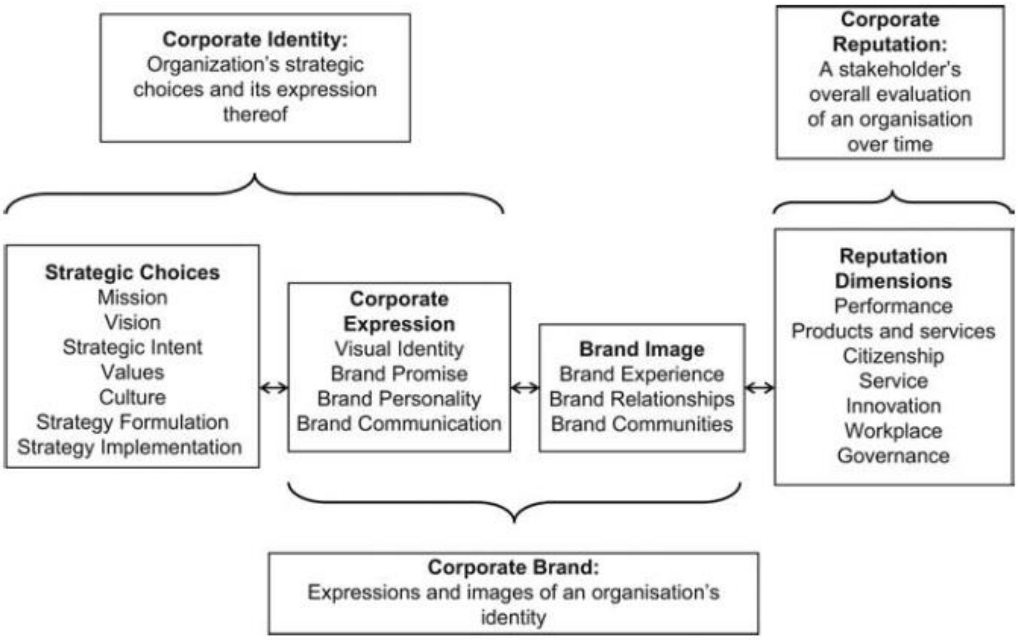


Figure 1: Corporate identity, corporate brand and corporate reputation: an integration (Abratt & Kleyn, 2012).

An organisation's reputation originates from various strategic choices its management makes, such as mission, vision, values, culture, and how management then chooses to express itself through the organisation's corporate identity. The organisation's corporate identity is directly correlated with the experiences and relationships stakeholders have with the organisation in that these experiences and relationships consolidate to become a single impression over time – the organisation's corporate reputation. Various authors reiterate that it is important to acknowledge and understand that an organisation has different and distinct reputations at any point in time, depending on the stakeholder concerned (Abratt & Kleyn, 2012; Griffin, 2008; Honey, 2013).

As Abratt and Kleyn (2012) display an encompassing understanding of the main drivers of corporate reputation, their definition of corporate reputation has been adopted for the purpose of this study in that it can be defined as follows:

A stakeholder's overall evaluation of an organisation over time. This evaluation is based on the stakeholder's experiences with the organisation and its brand(s), relationships with these and the organisation's employees and representatives, memberships of brand communities, and any other perceived communication and symbolism that provides information about the organisation's actions and/or comparison with the organisation's rivals (p. 1057).

2.3 The value of corporate reputation

Numerous studies conducted in recent years confirmed that the value of a good corporate reputation is indisputable. Gardberg and Fombrun (2002, p.303) state that *"the global interpenetration of markets; media congestion and fragmentation; the appearance of ever more vocal constituencies; and the commoditisation of industries and their products"* are forcing organisations to set themselves apart from their rivals by means of creating and maintaining a sustainable, competitive advantage. According to Omar, Williams and Lingelback (2009) such a sustainable, competitive advantage is predominantly created from an organisation's intangible competencies. Furthermore, in order for such an intangible competency to be acknowledged as a competitive advantage Barney (1991) debates that it must comply with the following characteristics:

a.) It must add value with regard to enabling the organisation to capitalise on certain opportunities; or offset potential threats the organisation may face;
b.) It must be a rare competency amidst the organisation's current and future rivals;
c.) It must be unique without the ability to be perfectly copied; and
d.) This resource must not have an equivalent substitute that it can be replaced with in the organisation.

Various authors have suggested that a positive corporate reputation can meet these criteria because it influences the profitability of companies, is unique and can't be imitated (Fombrun & van Riel, 2004; Lange et al., 2011; Mahon, 2002; Roberts & Dowling, 2002; Shamsie, 2003; Walker, 2010), and can therefore be classified as one of an organisation's key sustainable, competitive advantages (Abratt & Kleyn, 2012).

Corporate reputation is a rare, irreplaceable, differentiating resource (Casado et al., 2014) that acts as the *"currency"* an organisation uses to pay for its *"social license to operate"* (Van, 2013, p.215). A favourable corporate reputation further enables organisations to command premium pricing (Fombrun et al., 2000); it aids in attracting potential customers, employees and investors (Cole et al., 2013; Walker, 2010); it makes access to new markets easier (Fombrun & van Riel, 2004); it lessens the impact of a crises and enhances recovery ability (Decker, 2012; Eccles et al., 2007); it increases an organisation's financial value (Gotsi & Wilson, 2001) and enhances an organisation's status in the industrial system (Abratt, 2013).

The South African RepTrak™ Pulse Report confirms that *who* an organisation is matters more than *what* the organisation does in that its survey results have shown that 67.6% of respondents are more concerned with the emotional bond they have with the enterprise as a whole, compared to only 32.4% of the respondents who viewed the emotional bond they have with a particular product as more important (Ndlazi, 2013a).

Another important attribute of corporate reputation is the fact that it is transmittable (Van, 2013), - also referred to as the halo-effect of corporate reputation (Ndlazi, 2013b). This means that when an organisation is perceived as doing well in one area of the business the halo-effect will cause stakeholders to believe that the organisation is also doing well in all other business areas. The opposite however, is also true in that the halo-effect of corporate reputation will cause stakeholders to believe that the organisation is not performing well in any of its areas of business, even when its reputation has been tarnished in one business area only.

2.4 The King III mandate on corporate reputation as part of good corporate governance in South Africa

According to Tomšić (2013) the newly constructed paradigm of corporate reputation management as an integral element of good corporate governance is grounded in stakeholder theory. Based on this paradigm corporate governance is the *"integrative system of stakeholders' relations as well as a form of meta-management that joins legal, financial, ethical and organisational issues of the organisations' performance"* (p.845). In addition Tomšić (2013) states that corporate reputation is a multifaceted, rare relational and strategic asset that enables the organisation to achieve various strategic goals including favourable relations with its various stakeholder groups. Tomšić (2013) concludes by saying that reputation's unutilised potential for managerial implication can only be maximised once the value of reputation as a capability is fully understood.

The King III Report therefore calls South African organisations to action in stating that reputation is an organisation's biggest asset and that all organisations should acknowledge and appreciate that the perceptions of all stakeholder groups, including their customers, employees, shareholders and the community within which it operates, will affect the organisation's reputation (Institute of Directors Southern Africa, 2009). The Institute of Directors Southern Africa (2009) further states that all companies listed on the JSE are required to comply with the King III Report guidelines, and directors of public entities will be required to give sufficient explanation in instances where the concept of corporate reputation management is not embraced (Reddiar et al., 2012).

Leuner (2010) explains that although each governance principle in the King III Report is equally important, the status of corporate reputation and stakeholder engagement must be elevated as one of extreme significance. Governance element eight – Governing stakeholder relationships – stipulates that:

1.) The board must acknowledge that the company's reputation will be affected by its stakeholders' perceptions;
2.) The board should ensure that management proactively focuses on stakeholder relationships and reputation management; and

3.) In order to build and maintain trust and confidence with stakeholders, the board must focus on transparent and effective communication with its various stakeholder groups (Institute of Directors Southern Africa, 2009).

Table 1 below provides a summary of three principles and 12 recommendations identified as set out in the King III Report:

Table 1: Governance element eight: Governing stakeholder relationships (Institute of Directors Southern Africa, 2009)

8.1	**The board should appreciate that stakeholders' perceptions affect a company's reputation**
	8.1.1 Stakeholders' aggregate perceptions of companies result in formulation of corporate reputations. Reputation is based on how well a company performs compared with the legitimate interests and expectations of stakeholders. There is growing awareness of how important the contribution of reputation is to the economic value of the company. 8.1.2 The gap between stakeholder perceptions and the performance of the company should be managed and measured to enhance or protect corporate reputation and to avoid damage or destruction by company actions. What the company does, and not only what it communicates, ultimately shapes the perceptions of stakeholders. However, communication assists in bridging actual and perceived gaps that may occur and it facilitates a balanced assessment of the company. 8.1.3 In light with the impact that stakeholder perceptions may have on reputation, companies should realise that stakeholder interests and expectations, even if not considered warranted or legitimate, should be dealt with and cannot be ignored. 8.1.4 The board should be the ultimate custodian of the corporate reputation and stakeholder relationships. The company's reputation and its linkage with stakeholder relationships should therefore be a regular board agenda item. The board should take account of and respond to the legitimate interests and expectations of stakeholders linked to the company in its decision-making. 8.1.5 A stakeholder-inclusive corporate governance approach recognises that a company has many stakeholders that can affect the company in achievement of its strategy and long-term sustained growth. Stakeholders can be considered to be any group that can affect the company's operations, or be affected by the company's operations. 8.1.6 Stakeholders that could materially affect the operations of the company should be identified, assessed and be dealt with as part of the company's risk management process. This exercise should include stakeholders who could negatively impact on a company, but also stakeholders who could add value to the company by enhancing the wellbeing and sustainability of the company or positively impact on the reputation of the company. 8.1.7 Companies should acknowledge that stakeholders' interest in the company is dynamic and subject to change and should therefore review the process of identification and responding to the legitimate interests and expectations at least once a year.

Table 1: Governance element eight: Governing stakeholder relationships (Institute of Directors Southern Africa, 2009) (continues)

8.2	**The board should delegate to management to proactively deal with stakeholder relationships**
	8.2.1 Management should develop for adoption by the board, a strategy and suitable policies for the management of its relationships with all stakeholder groupings. 8.2.2 Constructive engagement with stakeholders could provide companies with valuable information about stakeholders' views, external events, market conditions, technological advances, and trends or issues. This can assist companies anticipate, understand, and respond to external changes more efficiently, thereby enabling the company to deal with challenges more effectively. 8.2.3 The board should consider not only formal processes such as the AGM for interaction with its stakeholders, but should also consider informal processes such as direct contact, websites, advertising, or press releases. 8.2.4 The board should disclose in its integrated report the nature of its dealings with its stakeholders and the outcomes of these dealings.
8.3	**Transparent and effective communication with shareholders is essential for building and maintaining their trust and confidence**
	8.3.1 The stakeholder-inclusive approach aims to stimulate appropriate dialogue between the company and its stakeholders. Such dialogue can enhance or restore stakeholder confidence, remove tensions, relieve pressure on company reputation, and offer opportunities to align expectations, ideas and opinions on issues.

2.5 Stakeholder theory's role in corporate reputation management

Over recent decades the concept of stakeholder has achieved extensive popularity and coverage from numerous angles. Various authors define stakeholders as those individuals or groups that play a crucial role in terms of the success and lasting continuance of an organisation, due to the fact that these individuals and groups can influence, or are influenced by the actions and performance of the organisation (Freeman, 1984; Freeman, 2004; Honey, 2013; Lange et al., 2011; Mahon, 2002).

Clarkson (1995) classifies stakeholders as either primary or secondary stakeholders according to the nature and level of their significance to the organisation. Primary stakeholders are perceived as interacting regularly with the organisation and are those the organisation depends on for its lasting success and survival; and include employees, customers, investors, shareholders, suppliers and other business partners whilst secondary stakeholders are not business critical, but can be influential and include the media, government, social pressure groups and competitors (Abratt & Kleyn, 2012; Clarkson, 1995; Honey, 2013; Hult, Mena, Ferrell & Ferrell, 2011). Stakeholders hold different perceptions and expectations of an organisation (Abratt & Kleyn, 2012; Griffin, 2008; Honey, 2013), which makes it crucial for organisations to identify the dimensions that drive these various stakeholders' perceptions when developing a corporate reputation (Abratt & Kleyn, 2012; Aula & Mantere, 2013; Mahon, 2002; Sarstedt et al., 2013).

Mahon (2002, p.423) explains the important relationship that exists between corporate reputation and the stakeholder theory in saying that reputation is not only merely formed over time, but is a result of intricate *"interrelationships and exchanges between and among stakeholders and the organisation in different contexts"* over time. Moreover, Tomšić (2013) states that corporate reputation plays a vital role in the interactions between an organisation and its stakeholders with regards to its corporate governance system. Furthermore Aula and Mantere (2013) propose that stakeholders co-create organisations' reputational stories; and according to Van (2013) a favourable reputation among an organisation's different shareholder groups and across its multiple divisions will result in a favourable reputation for the organisation overall.

Casado et al. (2013) argue that organisations can only achieve sustainable relationships if the organisation's interests are aligned with stakeholders' perceptions of the said organisation, and that professional and ethical behaviour towards stakeholders fosters a climate of trust that is sustained over time. Adopting a stakeholder perspective will therefore enable organisations to better understand and leverage relationships between the organisation and its stakeholders, resulting in positive corporate reputations (Abratt & Kleyn, 2012; Casado et al., 2013; Institute of Directors Southern Africa, 2009; Leuner, 2010).

2.6 Formal versus informal organisational planning, processes and programmes

According to Bragg (2010) the difference between formal and informal organisational planning is two-fold namely: a) the scope of the documentation and b) the consistency of the procedure. Formal planning and its associated processes and programmes, is thus consistently conducted against a regular timeline and formally documented in writing; whilst informal planning, including its associated processes and programmes, lacks a pre-defined structure and timeline, is more ad hoc in nature and might or might not happen (Bragg, 2010).

Various authors (Aula & Mantere, 2013; Casado et al., 2014; Cole et al. 2013; Decker, 2012; Van, 2013) acknowledge corporate reputation as an invaluable organisational asset with growing impact which should therefore be monitored and managed appropriately. Corporate reputation management should therefore go beyond the traditional parameters of marketing, public relations and communication activities to step up both the manner of sophistication and internal coordination of the organisation's reputation efforts (Bonini et al., 2009; Casado et al., 2014; Sarstedt et al., 2013). Formal corporate reputation management planning requires that organisations employ cutting-edge, attitudinal-segmentation techniques to measure and understand critical stakeholder perceptions and concerns, as well as the mobilisation of cross-functional teams to collect intelligence and accordingly identify and mitigate reputational threats as part of standard business practice (Bonini et al., 2009; Van, 2013).

Van (2013, p.216) states that *"the complex nature of organisations has made formal processes necessary, employing frameworks and reporting or monitoring protocols, to work efficiently and effectively"*. However, formal strategic planning on its own can be highly imitable and therefore not a source of sustained competitive advantage (Barney, 1991). As such, it is of extreme importance for organisations to realise that formal and informal corporate reputation management processes are not substitutes for one another, but should rather be utilised together in order to capitalise on corporate reputation as a competitive advantage.

2.7 Propositions

Various authors argue that an organisation can only create a positive reputation amongst its various stakeholders if the dimensions stakeholders employ when evaluating reputation are clearly understood (Abratt & Kleyn, 2012; Aula & Mantere, 2013; Mahon, 2002; Sarstedt et al., 2013). Hall (1993) states that an organisation's management should continuously manage and measure its corporate reputation as the phenomenon of globalisation (O'Callaghan, 2007; Gardberg & Fombrun, 2002) and the increased importance of reputation as a competitive advantage (Aula & Mantere, 2013; Decker, 2012; Casado et al., 2014; Cole et al., 2013; Fombrun & van Riel, 2004; Lange et al., 2011; Mahon, 2002; Roberts & Dowling, 2002; Shamsie, 2003; Van, 2013; Walker, 2010) have changed stakeholders' approach. As such, stakeholders are now more concerned about who the organisation behind the product/service is instead of just what the organisation does (Ainuddin et al., 2007; Cole et al., 2013; Eberl & Schwaiger, 2005; Fombrun & van Riel, 2004; Vohra & Davies, 2011).

Van (2013) states that reputation management was traditionally conducted in an ad hoc manner with little to no management discipline. However, a quantitative study conducted on US pharmaceutical companies - comparing the reputation efforts of the most admired companies with those of the least admired companies, found that the reputation of the most admired companies could be linked directly to the degree to which they had formal reputation management programmes in place that got measured on a continuous basis (Goldstein et al., 2011).

A formal approach to measuring reputation enables the effective management of reputation such as word-of-mouth, stakeholder confidence and customer loyalty (Starstedt et al., 2013). However, according to Reddiar et al. (2012) one of the biggest challenges South African organisations face regarding reputation building is that directors do not have the required competence or know-how when it comes to the management, monitoring and measurement of corporate reputation.

Proposition 1: *South African organisations with formally written reputation programmes, which are measured and monitored on a regular basis, have better corporate reputations rankings.*

A commitment to corporate reputation management is vital for all organisations, without exception of the industry or sector within which they operate. According to Savage (2013, p3.) most organisations today *"are still structured in such a way that the short-term imperatives of day-to-day business life and quarterly results often prevent the kind of internal reputational analysis that could make all the difference for the organisation's competitive advantage or, ultimately, save the organisation in a crisis situation."* Savage (2013) goes on to say that all organisations should have a unit dedicated to reputation management or, at the very least, a committee who reports directly to the board. Testament to this, Eccles et al. (2007) identify poor coordination between business units and functions as a major source of reputational risk. Said coordination is often poor because the responsibility of reputation management was not formally assigned to a specific individual or department.

Goldstein et al. (2011) compared the reputation management and measurement efforts of the most admired pharmaceutical companies with those of the least admired and found a positive relationship between a good corporate reputation ranking and having a dedicated unit or individual tasked with the responsibility of being the organisation's reputation steward. A recent study by Casado et al. (2014), on how the most reputable companies in the Spanish market manage their reputations, further found dedicated corporate reputation departments in the majority of the head offices of these large Spanish corporations.

Proposition 2: *South African organisations with better reputation rankings are more likely to have a dedicated individual or department who acts as reputation steward for their respective organisations.*

Various authors are in consensus that although every member of the organisation is responsible for maintaining the corporate reputation, it is primarily, first and foremost the responsibility of the board of directors, under the guidance of the Chief Executive Officer (CEO), to develop, manage and monitor the organisation's corporate reputation (Dowling, 2006; Eccles et al., 2007; Institute of Directors Southern Africa, 2009; Tomšić, 2013; Van, 2013).

According to Van (2013) those organisations viewed as having mature reputation risk management frameworks, are the ones displaying formal reputation risk reporting functions that happen at board level. Eccles et al. (2007) further argue that the CEO must appoint an individual responsible for corporate reputation management and that this chosen executive should regularly update the board on key identified reputational risks and how they are being managed. The board, in return, should regularly review the risk-management process and provide suggestions for improving it (Eccles et al., 2007).

The Goldstein et al. (2011) study showed the more reputable pharmaceutical companies were those with a Chief Communications Officer as member of the board. Casado et al. (2014) further found that the departments where corporate reputation is managed, in Spain's most reputable organisations, were found between the second and top level in these organisations, with second level referring to a steering committee with a direct reporting line to the presidency.

Reddiar et al. (2012, p. 37) conclude by saying that only when South African directors acknowledge the value associated with corporate reputation, and act as the custodians of their respective organisations' corporate reputations, will there be greater acceptance "*in introducing and dealing with corporate reputation as a board room agenda item that is well understood and implemented"*.

Proposition 3: *South African organisations where the reputation steward is a member of the board or reports directly to the board, are more likely to have better reputation rankings.*

According to Savage (2013) there is, in most organisations, still a significant detachment between risk management, governance and compliance functions which are usually the responsibilities of the legal, finance and IT departments, and those of reputation management, which normally falls under the marketing and/or communication departments. Riddell (2013) states that a total disconnect can often be found between those at the top and those at the bottom of an organisation. Similarly Casado et al. (2014) found that inconsistencies regarding what an organisation is and what it says often arises due to the organisation's size and the diversity of its corporate departments, and this causes fragmented communication with its various stakeholder groups.

Aaker (2008, p.145) states that it is no longer competitively feasible for organisations to operate on a silo-driven platform as customers are now *"demanding silo-spanning offerings and services"*. Reddiar et al. (2012, p. 37) emphasize the need for all board members *"to possess cross discipline knowledge about the business"*, as the concept of operating in silos must be diminished at board level in order to build and manage corporate reputation. Nevertheless, Dickson et al. (2013) argue that communication executives are still facing challenges in getting other company leaders to buy into corporate reputation efforts.

Abratt and Kleyn (2012) conclude in saying that building strong reputations require critical strategic decisions to ensure an organisation's strategy is aligned with its culture and communication efforts. The marketing, communications, human resources and operations functions must therefore act in coordination to communicate the same messages and deliver the same experiences in order to build a strong corporate reputation across all stakeholder groups (Abratt & Kleyn, 2012).

Proposition 4: *Organisations with formal internal reputation management programmes are more likely to experience less internal silo challenges between departments and management levels when it comes to corporate reputation management.*

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to outline the research methodology used to address the research problems and propositions introduced in the previous chapter regarding the relationship between reputation rankings and formal reputation management programmes in South African organisations.

Due to corporate reputation management still being considered an immature discipline and the unavailability of extensive literature in a South African context, a mixed methods strategy was chosen. According to Bryman (2012) a variety of research tools will enhance the probability of arriving at a comprehensive understanding of the research problems in question. Bryman (2012) goes on to define the mixed methods strategy as research that combines both quantitative and qualitative research strategies within a single study or project.

The mixed methods research strategy was conducted in two phases, and will be discussed accordingly:

Phase 1: Quantitative survey questionnaire:
The quantitative research strategy was executed through a cross-sectional research design in the form of an electronic survey questionnaire with the objective of testing the formulated propositions.

Phase 2: Qualitative content analysis:
With completeness in mind (to ensure a more comprehensive account of the area of enquiry (Bryman, 2012)), and to rigorously answer the research questions, a qualitative cross-sectional research design was conducted in the form of content analysis, which was done on all survey questionnaire respondent organisations' latest integrated annual reports. This was done according to predetermined categories.

3.2 Phase 1: Quantitative survey questionnaire

3.2.1 The research strategy

Yu and Cooper (1983), Hopkins (2002) and Bryman (2012) define quantitative research strategy as the collection of numerical data, arithmetically and deductively combining the results in the researcher's aim to determine an objective view of the relationship between an independent variable and an outcome variable of social reality. Helm (2007b) used a quantitative research strategy in market research to determine the role of corporate reputation, as a competitive advantage, on investor satisfaction and loyalty.

Based on the above definition the quantitative research strategy was employed as the research problem tackled by this report aimed to factually and objectively determine the relationship between reputation rankings and having formal reputation management programmes in place.

3.2.2 The research design

The cross-sectional research design was chosen for phase 1 of this study. Bryman (2012) defines quantitative cross-sectional research design as survey research on more than one case at the same time. Bendixen and Abratt (2007) employed a quantitative cross-sectional research design, in the form of a Likert-scale survey instrument, as part of their study to establish the role of corporate identity, ethics and reputation in multi-national corporations' supplier-buyer relationships.

During phase 1 the quantitative data collection was done through the use of an electronic survey questionnaire completed by the identified JSE listed entities at the same time, with the objective to test the formulated propositions in an effort to determine the relationship between reputation rankings and having formal reputation management programmes in place. Because survey research entails a cross-sectional design where questionnaires are used to collect quantifiable data on more than one case - in this instance various admired JSE listed entities - at one point in time with the objective of *“detecting patterns of association”* (Bryman, 2012, p.60), the cross-sectional research design, in the form of an electronic survey questionnaire, seemed to be the most appropriate choice for the purpose of this study.

3.2.3 The research methods

a) Target population

The Institute of Directors Southern Africa (2009) states that although the King III Report applies to all organisations in the private, public and non-profit sectors, only companies listed on the JSE must comply with the principles and therefore only JSE listed entities were included in this study.

Every year, various company reputation rankings are published globally, based *“on an overall perceptual measure of corporate reputation or key dimension”* (Fombrun, 2007, p. 146-147). Although, at the time, Fombrun (2007) identified a list of six reputable South African reputation rankings, only two of these were included in this study, together with an additional reputation ranking that was introduced in 2012, namely:

1.) **The Reputation Institute’s list of the most reputable JSE listed companies in South Africa for 2014.**
The result is determined through a survey measuring the reputations of the largest JSE listed companies on seven key criteria including “*products and services; innovation; workplace; governance; citizenship; leadership and performance”* (Reputation Institute RepTrak™100 Global Report, 2013, p. 9).

2.) **Sunday Times: Top 100 Companies for 2014.**
This ranking criteria is predominantly focused on the extent to which a company has increased the wealth of its shareholders (BizCommunity, 2012).

3.) Financial Mail: FM Top Companies for 2014.

The result is predominantly determined by the long-term financial performance of a company, but criteria including *"corporate governance, empowerment commitment, strength of management, investability (value buy and tradability), as well as industry and company profit prospects"* are also factored into the overall percentage calculation. (FM Top Companies, 2013, p. 10).

Complete list of companies per reputation ranking available under Appendix A.

Following a similar approach to that of Goldstein et al. (2011), the reputation management efforts as listed below, were compared:

1.) The 10 most reputable companies in the Reputation Institute's RepTrak Pulse report for 2014 with the 10 least reputable companies in the report;
2.) The top 50 companies in the Sunday Times: Top 100 Companies 2014 report with the last 50 companies in the report; and
3.) The top 10 companies in the Financial Mail: FM Top 20 Companies 2014 report with the bottom 10 companies in the report.

The objective of these comparisons was to test the formulated propositions in an attempt to determine whether there actually is a relationship between the top ranked and/or most admired South African companies and the extent to which they have formal corporate reputation management programmes in place. This was done on the Goldstein et al. (2011) assumption that corporate reputation, as a critical intangible asset, is increasingly being used as an effective tool in corporate and business strategy, in a South African context.

According to Savage (2013) in most organisations reputation management normally falls under the marketing and/or communication departments; and Bonini et al. (2009) further state that many organisations rely primarily on small, central corporate affairs departments to fulfil the responsibility of reputation management. Thus, in order to gauge the practise of formal reputation management in South African JSE listed entities 113 companies were included in the survey.

b) Sampling and sampling method

To ensure a probability representative sample of the identified population each of the 113 companies had an equal opportunity to participate in that only one relevant employee per company received the survey questionnaire in electronic format.

LinkedIn, Who's Who and the different company websites were used to establish the name, designation and contact details (including direct email addresses) of the individuals most likely to have a thorough understanding of the reputation management function within each of these companies. Where direct email addresses couldn't be established using above mentioned digital platforms, companies were telephonically contacted to obtain the required information.

The online survey software solution Qualtrics was used to create the instrument and to manage the survey process. The survey was sent as a link within an email, provided in Appendix C, to the identified target population as discussed above. The email further contained information regarding the purpose of the study, the assurance of anonymity and the guarantee that respondents could pull out of the study at any time, if they decided that they no longer wanted to participate.

In order to be able to compare the reputation management efforts of the most reputable companies with those of the least reputable companies per reputation ranking report, the survey questionnaire was emailed to 6 recipient groups:

1.) 10 most reputable companies in the Reputation Institute's RepTrak Pulse report;

2.) 10 least reputable companies in the Reputation Institute's RepTrak Pulse report;
3.) Top 50 companies in the Sunday Times: Top 100 Companies report;
4.) Bottom 50 companies in the Sunday Times: Top 100 Companies report;
5.) Top 10 companies in the Financial Mail: FM Top 20 Companies report;
6.) Bottom 10 companies in the Financial Mail: FM Top 20 Companies report;

These six recipient groups received the same questionnaire at the same time and had seven days to respond. A participation reminder email, provided in Appendix D, was sent to all six recipient groups on the last day before the survey expired.

c) The research instrument

Using both the Goldstein et al. (2011) study's 10-item survey questionnaire and the academic insight gained during the literature review phase of this study as guidelines; an interval, three-point Likert-scale questionnaire was developed where participant respondents were required to indicate the degree of agreement or disagreement with a variety of statements related to the attitude object of formal corporate reputation management.

The final instrument, provided in Appendix B, consists of a total of 13 items of which 11 are in a single-answer-only multiple choice format, one item requires a text entry and another one item was presented in a multiple-answer multiple-choice format. The objective of the survey questionnaire was to test the four propositions as well as to answer the formulated research questions.

Bertram (2008) and Bryman (2012) define the Likert-scale measure as a non-comparative scaling technique that is used to measure the intensity of agreement/disagreement about the area in question. The advantages of using a Likert-scale measure is that it is easy to construct, likely to produce a highly reliable scale and that participants find it easy to read and complete.

d) Pre-testing the instrument

A preliminary version of the questionnaire was pre-tested on four subjects that were not included in the sample. These four subjects have intimate knowledge of corporate reputation management in line with the King III governance guidelines and can be described as follows:

Subject 1:
Profession: Marketing
Designation: Corporate Marketing Manager

Subject 2:
Profession: Stakeholder Communications
Designation: Corporate Communications Manager

Subject 3:
Profession: Managing Executive
Designation: General Manager: Corporate Marketing

Subject 4:
Profession: Member of the Board of Directors
Designation: Director

Feedback received from the four independent subjects led to the improvement of the instrument and was further used to elicit any identified problems relating to the instrument prior to the start of the actual survey, thus guaranteeing face validity.

e) Procedure for data collection

In aiming to ensure meaningful results critical factors such as cost, population type, accessibility and time availability were taken into account when it was determined that the most suitable method of data collection would be an email self-completion questionnaire. A self-completion questionnaire is defined as a measure where respondents answer questions by completing the questionnaire themselves and offers many advantages including cost-effectiveness, administration time-effectiveness, convenience for respondents in that they can complete the questionnaire when it is convenient for them, no interview variability, and the absence of interviewer effects where the characteristics of the interviewer may affect the answers respondents give (Bryman, 2012).

A direct email was sent to all six recipient groups requesting their assistance in completing the 13-item questionnaire. A follow-up participation reminder was emailed to all six participant groups before the end of the survey. All six participant groups received the same survey instrument and they all had seven days to respond.

Of the 113 individuals approached 18 responded. Of these 18 responses four were partially completed, but were retained for analysis. The data elicited from all 18 responses was captured on one data sheet for statistical analysis according to these categories:

1.) Reputation ranking list
2.) Reputation ranking level (top or bottom)
3.) Response to each of the 13 items

3.2.4 Data analysis and interpretation

Because the achieved sample size of 18 is small the Fisher's exact test of independence was employed in an attempt to assess the relationship between the categorical variables. McDonald (2014, p.77) prescribes the use of the Fisher's exact test of independence when the sample size is small with two nominal variables present and the aim is to determine *"whether the proportions of one variable are different depending on the value of the other variable".*

The strength of the associations was measured by the phi coefficient, defined by Chedzoy (2006) as a coefficient of correlation designed to compare fully dichotomous distributions. Table 2 illustrates the scale range that was used for interpretation.

Table 2: Scales used for interpretation

Scale range	Strenght of association
0.50 and above	High/strong association
0.30 to 0.49	Moderate association
0.10 to 0.29	Weak association
Below 0.10	Little if any association

A 5% significance level was used throughout, where p-values < 0.05 would indicate significant results. However, because of the small sample size it wasn't possible to detect any significant associations between any of the questions and the top/bottom categorisation of any of the three ranking systems (results illustrated in Appendix E). This doesn't mean that there are no differences, the sample size is just too small to statistically detect these differences, if they exist.

Thus, in order to interpret and present the data in a meaningful way according to the formulated propositions, the descriptive statistics method was employed. Descriptive statistics is the process of analysing data to help illustrate, describe or summarise available data in a useful manner to, for example, detect patterns arising from the data (Laerd Statistics, 2013). The interpretation of results is therefore limited to the sample size without the possibility of generalising the results to the entire target population or extended population which includes all JSE listed organisations.

In order to move from just describing, to actually explaining the phenomenon of formal corporate reputation management programmes, the descriptive statistics method utilised during phase 1 (quantitative survey questionnaire) was used as a forerunner to explanation during the second phase of qualitative content analysis.

3.2.5 Limitations of the quantitative study conducted during Phase 1

Although corporate governance within the organisation consists of various important facets that collectively contribute to an organisation's overall governance approach and strategy, this study only measures one element of corporate governance in isolation, namely corporate reputation management. This means that the results derived here can't be generalised in terms of the 18 respondent organisations' understanding of the importance, or implementation of corporate governance as a whole.

Due to the respondents' willingness to participate and hesitation to disclose organisation specific information, a low response rate was expected for the survey questionnaire. A further limitation is thus that no significant difference detections between top- and bottom-ranked groups cannot be interpreted to mean such differences don't exist, because the possibility exists that the sample size is too small to be able to detect these differences statistically. However, to overcome this limitation and to ensure the research problem is answered in a complete and rigorous manner the reliance of this study was further based on the comprehensiveness and quality of information derived from the qualitative content analysis process conducted during phase 2.

3.2.6 Validity and reliability

<u>Face validity</u>:

Bryman (2012) describes validity in quantitative research as to whether an indicator that is designed to measure a certain concept really measures that actual concept. Face validity was ascertained in that a preliminary version of the instrument was tested on a pre-testing panel consisting of four independent subjects prior to the start of the survey. These four subjects, described in Table 3, have in-depth knowledge regarding corporate reputation management in line with the King III governance guidelines and represent the business areas commonly responsible for reputation management in South African organisations.

Table 3: Pre-testing panel description

Subject	**Profession**	**Designation**
Subject 1	Marketing	Corporate Marketing Manager
Subject 2	Communication	Corporate Communications Manager
Subject 3	Managing Executive	General Manager: Corporate Marketing
Subject 4	Board Member	Director

The feedback received from the pre-testing panel was used to elicit all identified problems relating to the instrument prior to the start of the actual survey.

Reliability:

Bryman (2012) states that reliability in quantitative research is concerned with the consistency of the measure of a concept:

a.) *Stability:* The likelihood of results relating to respondents' feedback fluctuating in a re-test situation is minimal because the instrument required feedback that was based on factual information and wasn't a measure of respondents' opinions and/or experiences.

b.) *Inter-observer consistency:* This study didn't rely on the use of subjective judgement or more than one observer, thus inter-observer consistency was achieved.

3.3 <u>Phase 2: Qualitative content analysis</u>

3.3.1 The research strategy

Calder (1977), Doz (2011) and Bryman (2012) define qualitative research as a research strategy that is concerned with words in the absence of numerical measurement. Its inductive approach provides an in-depth understanding of the *how*, *who* and *why* of individual and collective action as it unfolds over time. Reddiar et al. (2012) used qualitative research to explore what South African directors' perspectives are regarding the definition and dimensions of corporate reputation. To compensate for the gap left by the quantitative research approach due to respondents' hesitation to disclose organisation specific information, qualitative content analysis was done on all 18 respondent organisations' latest integrated annual reports, with the objective of achieving a more complete answer to the set of research questions.

3.3.2 The research design

The cross-sectional research design was chosen for phase 2 of this study. Content analysis was done on all 18 survey questionnaire respondent organisations' integrated annual reports published during their last financial year, thus including a set of documents that gives account of the same time period (Bryman, 2012). Chew and Eysenbach (2010) used a cross-sectional design, in the form of qualitative content coding, as part of their study to illustrate the potential benefit of using social media in public health studies.

3.3.3 The research methods

a.) Target population

As mentioned earlier, of the 113 organisations approached during phase 1 (quantitative survey questionnaire), 18 responded. All 18 respondent organisations were included in the qualitative content analysis process, aiming to answer the research questions in a more rigorous and comprehensive manner.

b.) Sampling and sampling method

For the purpose of the qualitative content analysis the latest available integrated annual reports for all 18 survey questionnaire respondent organisations were downloaded in PDF format from their respective company websites.

c.) The research instrument

A pre-determined set of key concepts including: *reputation, corporate reputation, reputational, stakeholder and stakeholders* were used to identify all relevant information throughout the 18 integrated reports in a structured and systematic manner. After identification, these key concepts were extracted and transcribed according to pre-determined categories.

Document analysis, as a form of qualitative content analysis, is defined by Corbin and Strauss (2008) and Bowen (2009) as the systematic and analytic process of finding, appraising and evaluating of documents, including organisational reports, in order to gain understanding and develop empirical knowledge of the subject under study. Availability, cost-effectiveness, and lack of obtrusiveness and reactivity could be mentioned as some of the advantages of using qualitative document analysis (Bowen, 2009).

d.) Procedure for data collection

The search function was used to track the following key concepts throughout all 18 integrated annual reports: *reputation, corporate reputation, reputational, stakeholder and stakeholders*. All information making reference to any of the above key concepts was extracted and later transcribed according to the following pre-determined categories:

1.) Whether there is an acknowledgement of the importance of corporate reputation and its linkages to stakeholder relationships;

2.) The extent to which the company has a formal reputation programme in place;

3.) Whether the report makes reference to a reputation ranking accolade;

4.) What said formal reputation programme consists of;

5.) Who is responsible for reputation management in the company.

3.3.4 Data analysis and interpretation

A summative approach to content analysis was followed in that the text in all 18 annual reports was systematically and consistently approached as single key words and phrases in relation to particular content, rather than analysing the data as a whole (Hsieh & Shannon, 2005).

The data was analysed on a latent level providing a descriptive account of the content in terms of what is said in these reports, as well as providing an explanatory account by looking for underlying meanings as to why, or why not, or how it was said.

3.3.5 Limitations of the qualitative study conducted during Phase 2

The possible limitation of biased selectivity during the qualitative content analysis process was overcome in that all 18 survey questionnaire respondent organisations' latest integrated annual reports were included in the study. Furthermore, the process was done in a systematic, replicable manner to ensure fair treatment of each organisation's information in relation to the predetermined key phrases and categories.

Because the respondent sample is not big the study's reliance is placed on the quality of information derived from all 18 organisations' integrated annual reports.

3.3.6 Validity and reliability

In contrast to quantitative research where instrument construction determines study credibility, the researcher's efforts determine the credibility of a quantitative study (Golafshani 2003).

External reliability:

External reliability relates to what degree the study can be reproduced (Bryman, 2012). Because this study relied on published annual reports and not on a social setting it would be easy to reproduce.

Internal reliability:

Internal reliability was guaranteed due to the fact that only one observer was involved during the entire content analysis process.

Internal validity:

Because the content analysis was based on facts formally published in said integrated annual reports, and not on respondents' opinions and/or experiences, internal validity was achieved in that a close correlation can be found between the study's concepts and actual observations.

CHAPTER 4: PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents the results obtained during the data collection. As previously mentioned, data was collected in two phases and the results are presented as follows:

- **Demographic profile of respondent organisations**
- **Phase 1: Quantitative survey questionnaire**
- **Phase 2: Qualitative content analysis**

The results are presented using tables, graphs, bullet point and summarised findings where applicable.

4.2 Demographic profile of respondent organisations

A total of 18 responses across nine sectors were received during phase 1 as set out in Table 4 below. All 18 respondent organisations' latest integrated annual reports were included in the qualitative content analysis conducted during phase 2.

Table 4: Respondent population by sector

Sector	Number respondents
Retail and Consumer Services	3
Telecommunications	3
Banking	3
Financial Services	3
Industrials	2

Table 4: Respondent population by sector (continues)

Sector	Number respondents
Pharmaceutical & Biotechnology	1
Forestry & Paper	1
Chemicals	1
Oil & Gas	1

Although the researcher had hoped for more responses, the stature of the responded organisations across a total of nine sectors enhanced the representativeness of the sample. Table 5 provides a detailed breakdown of the respondents per sector with a high level definition per company:

Table 5: Respondents by sector with definition of company

Sector	%	No of respondents	Definition of company
Retail & Consumer Services	16.7%	3	*Company 1:* A leader in retail and consumer services targeted at the middle and upper class offering a wide range of food and groceries; fashion; cosmetics; homeware.
			Company 2: One of the largest supermarket chain stores in SA.
			Company 3: One of the largest retailers of building materials and associated products.

Table 5: Respondents by sector with definition of company (continues)

Sector	%	No of respondents	Definition of company
Telecommunications	16.7%	3	*Company 1:* One of the largest multinational mobile telecommunications companies in SA.
			Company 2: One of the largest multinational mobile telecommunications companies in SA.
			Company 3: An integrated communications provider.
Banking	16.7%	3	*Company 1:* One of the 5 largest retail banks in SA.
			Company 2: One of the 5 largest retail banks in SA.
			Company 3: One of the 5 largest retail banks in SA.
Financial Services	16.7%	3	*Company 1:* One of the largest financial services groups in SA.
			Company 2: A leading financial services group.
			Company 3: A leading, independent financial services company.
Industrials	11.1%	2	*Company 1:* An infrastructure-focused company.
			Company 2: A company specialising in property investment and management.
Pharmaceutical & Biotechnology	5.5%	1	A global supplier of branded and generic pharmaceuticals.
Forestry & Paper	5.5%	1	A leading international packaging and paper group.
Chemicals	5.5%	1	An explosives and specialty chemicals group.
Oil & Gas	5.5%	1	An independent oil and gas company.

As can be seen from the company descriptions the respondent organisations in some of the sectors further represent different business areas within their respective industries:

- **Retail and Consumer Services:**

  Company 1: International provider of top of the range products including food, fashion, cosmetics and homeware

  Company 2: International supermarket chain

  Company 3: Retailer of building material and associated products

- **Telecommunications:**

  Companies 1&2: Multinational mobile service providers

  Company 3: Integrated communications provider with the SA government as a major shareholder

- **Industrials:**

  Company 1: Infrastructure-focused company

  Company 2: Property investment and management-focused company

The company sizes by number of employees are depicted in Table 6:

Table 6: Size of each company (by number of employees)

Description of respondent	%	Number of respondents
11-50 employees	11.1%	2
1001-5000 employees	22.2%	4
5001-10,000 employees	16.6%	3
10,000+ employees	50%	9

It was found that the respondent companies' sizes vary significantly, with the majority of nine companies (50%) having 10,000+ employees; with four companies (22.2%) in the second place with between 1001-5000 employees.

When looking at the operational footprint of each company, illustrated in Table 7, it was discovered that all but one respondent company have international business operations.

Table 7: Operational footprint of each company

Description of respondent	%	Number of respondents
International footprint	94.5%	17
South African footprint only	5.5%	1

Noteworthy is that this one company (5.5% of total respondent sample) with a SA-only business operation is also one of the nine companies having 10,000+ employees (set out in Table 6).

The job functions of the 18 respondents are set out in Table 8 below.

Table 8: Job functions of respondents by department

Job function	%	Number of respondents
Marketing	38.9%	7
Communications	27.8%	5
General Management	33.3%	6

There was a good and even mix of respondents between the different business unit functions: Marketing 7 (38.9%); General Management 6 (33.3%); and Communications 5 (27.8%). It is noteworthy to point out that not one response from a respondent representing the Corporate Affairs department was received.

Table 9 provides a summary of the demographics of respondent organisations as discussed above:

Table 9: Summary of demographics of respondents by sector

Sector			Size of each company (by number of employees)				Operational footprint		Job function of respondents		
		Total %	11-50	1001-5000	5001-10,000	10,001+	I	N	Marketing	Comms	General Mng
Retail & Consumer Services	3	16.7%		1		2	3		1	1	1
Telecomms	3	16.7%		1	1	1	3		2	1	
Banking	3	16.7%				3	3		1	1	1

Table 9: Summary of demographics of respondents by sector (continues)

Sector			Size of each company (by number of employees)				Operational footprint		Job function of respondents		
		Total %	11-50	1001-5000	5001-10,000	10,001+	I	N	Marketing	Comms	General Mng
Financial Service	3	16.7%		1		2	2	1	2		1
Industrials	2	11.1%	1	1			2				2
Pharmaceuticals & Biotechnology	1	5.5%			1		1		1		
Forestry & Paper	1	5.5%				1	1			1	
Chemicals	1	5.5%			1		1			1	
Oil & Gas	1	5.5%	1				1				1
Total %			**11.1%**	**22.2%**	**16.6%**	**50%**	**94.5%**	**5.5%**	**38.9%**	**27.8%**	**33.3%**

4.2.1 Respondent organisations per reputation ranking:

a.) The Reputation Institute's RepTrak Pulse report 2014:

The respondent organisations from the Reputation Institute's RepTrak Pulse report are illustrated in Table 10 according to top and bottom rankings:

Table 10: Respondent organisations RepTrak Pulse report 2014

TOP
Retail & Consumer Services: Company 1
Retail & Consumer Services: Company 2
Telco: Company 1
Telco: Company 2
Banking: Company 1

BOTTOM
Banking: Company 2
Financial Services: Company 1
Financial Services: Company 2
Telco: Company 2

A response rate of 9 out of a possible 20, thus 45%, was received with an even mix of five (50%) *top ranked companies* versus four (40%) *bottom ranked companies.* Responses received represent four sectors namely: Retail & Consumer Services; Banking; Telecommunications and Financial Services.

b.) Sunday Times: Top 100 Companies for 2014:

The respondent organisations from the Sunday Times: Top 100 Companies 2014 report are illustrated in Table 11 below, according to top and bottom rankings:

Table 11: Respondent organisations Sunday Times: Top 100 Companies 2014

TOP	BOTTOM
Pharmaceutical & Biotech: Company 1	**Industrials:** Company 2
Forestry & Paper: Company 1	**Financial Services:** Company 2
Industrials: Company 1	**Telco:** Company 1
Retail & Consumer Services: Company 1	**Chemicals:** Company 1
Banking: Company 3	**Retail & Consumer Services:** Company 3
Financial Services: Company 3	**Banking:** Company 2
Financial Services: Company 1	**Oil & Gas:** Company 1
Telco: Company 2	

A response rate of 15 out of a possible 100, thus 15%, was received with an even mix of eight (8%) *top ranked companies* versus seven (7%) *bottom ranked companies.* Responses received represent all nine sectors namely: Retail & Consumer Services; Banking; Telecommunications; Financial Services; Pharmaceuticals & Biotechnology; Forestry & Paper; Industrials; Chemicals and Oil & Gas.

c.) Financial Mail: FM Top Companies for 2014

The respondent organisations from the Financial Mail: FM Top Companies 2014 report are illustrated in Table 12 below, according to top and bottom rankings:

Table 12: Respondent organisations FM Top Companies for 2014

TOP	BOTTOM
Retail & Consumer Services: Company 1	**Industrials:** Company 1
Financial Services: Company 1	**Financial Services:** Company 3
	Banking: Company 3
	Pharmaceuticals & Biotech: Company 1

A response rate of 6 out of a possible 20, thus 30%, was received with an uneven mix of two (10%) *top ranked companies* versus four (20%) *bottom ranked companies.* Responses received represent five sectors namely: Retail & Consumer Services; Banking; Financial Services; Pharmaceuticals & Biotechnology and Industrials.

4.3 Phase 1: Quantitative survey questionnaire:

- *Results pertaining to the propositions*

This section presents the results of the survey questionnaire in which respondents were asked multiple questions in an attempt to establish whether the four formulated propositions prove to be valid.

1.) South African organisations with formally written reputation programmes, which are measured and monitored on a regular basis, have better corporate reputations rankings.

Questions 1 to 4 on the instrument, as set out in Table13, were used to measure whether there is a relationship between reputation rankings and having a formal reputation programme in place, which is managed on an ongoing basis.

Table 13: Instrument Q1-4 pertaining to Proposition 1

Number	Question descriptor
Q1	The organisation I am employed with understands and values the importance of a positive/good corporate reputation.
Q2	The organisation I am employed with has a formal corporate reputation strategy in place, which is available in written format.
Q3	This formal corporate reputation strategy is translated into a corporate reputation programme with measurable actions and initiatives.
Q4	The organisation I am employed with monitors and measures the status and progress of the organisation's corporate reputation at least once a year.

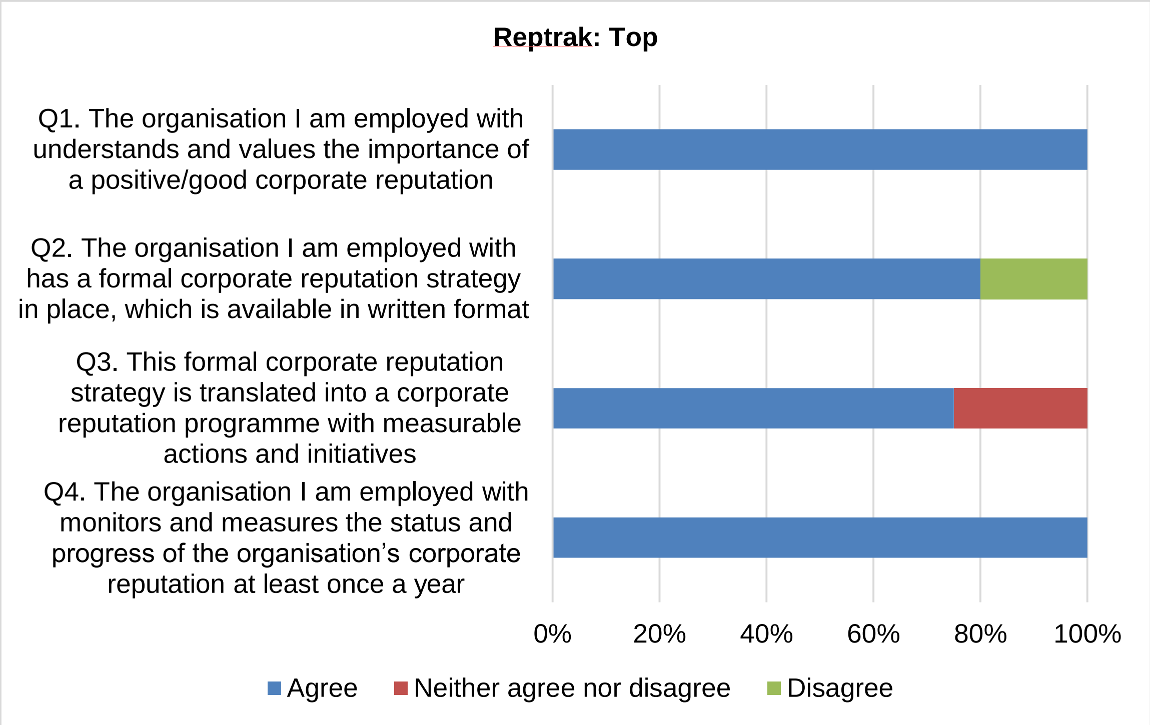
The feedback received from the 18 respondent organisations regarding Q1-4 was interpreted as follows:

1.) The results of the top ranked companies in the Reputation Institute's RepTrak Pulse report for 2014 *(illustrated by Graph 1),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 2)*;

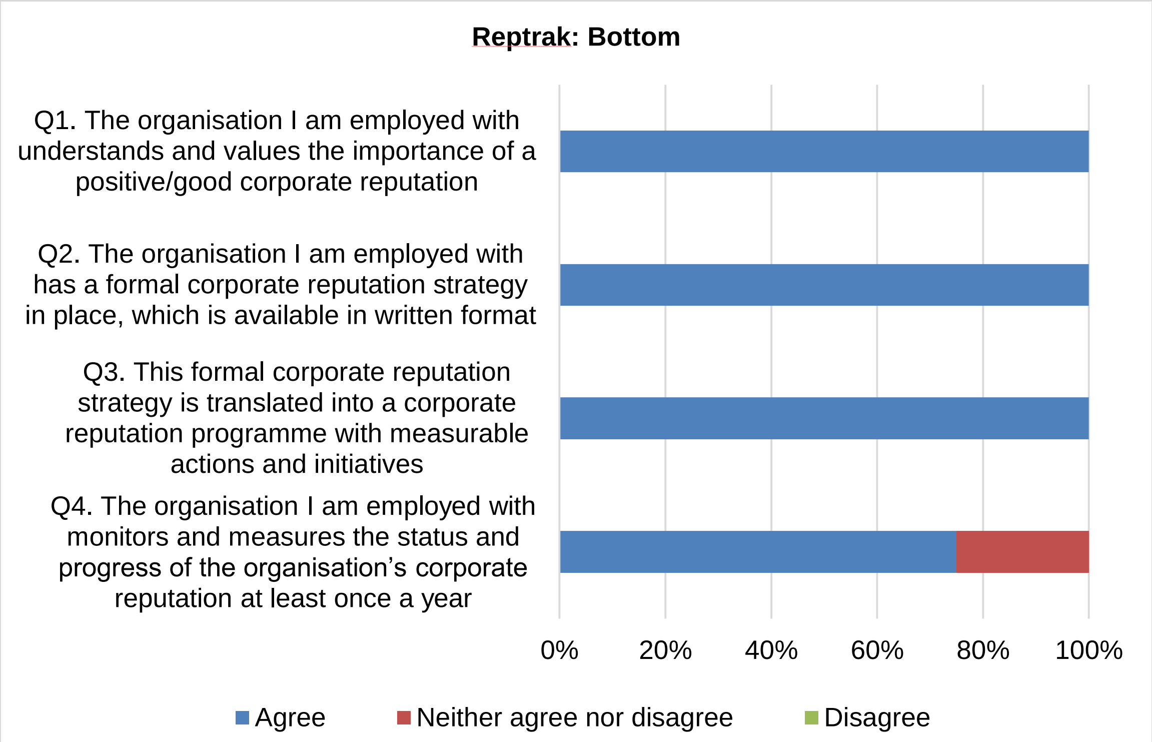
2.) The results of the top ranked companies in the Sunday Times: Top 100 Companies 2014 report *(illustrated by Graph 3),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 4)*; and

3.) The results of the top ranked companies in the Financial Mail: FM Top 20 Companies 2014 report *(illustrated by Graph 5),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 6).*

Graph 1: Q1 to 4 survey questionnaire results for TOP respondent organisations in the REPTRAK PULSE report 2014:



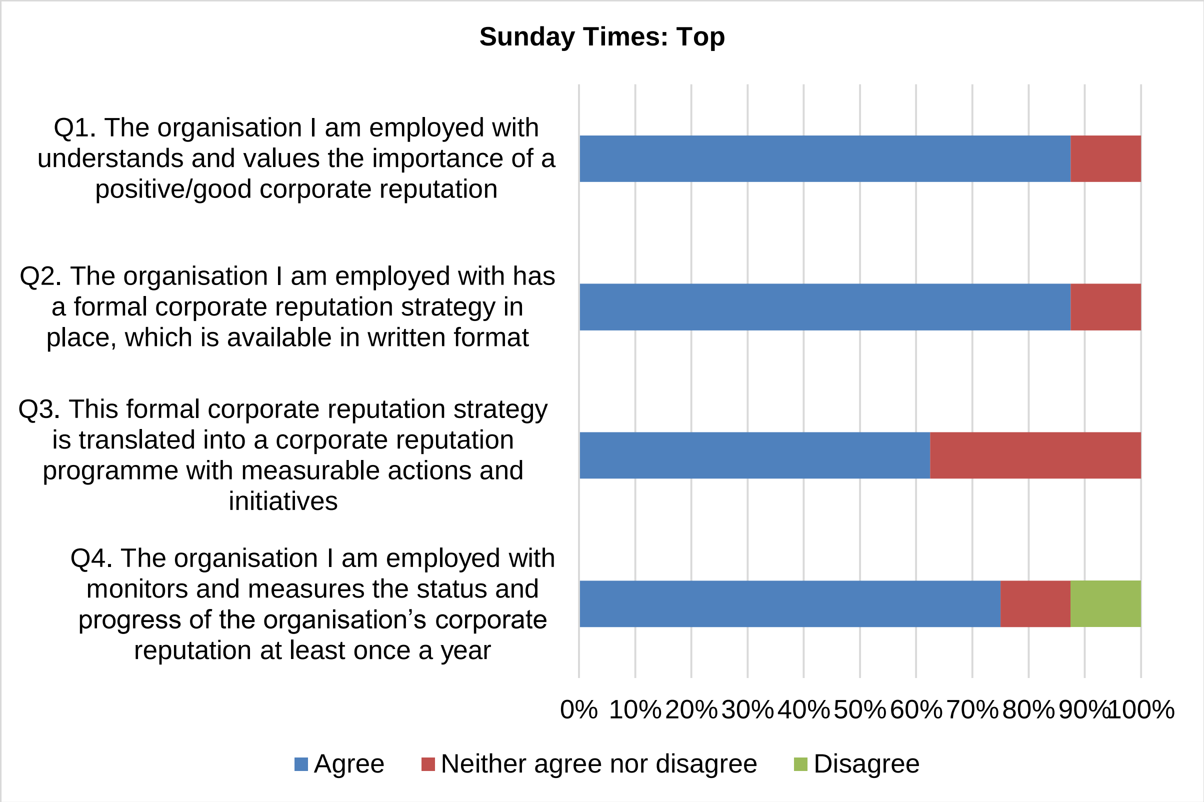
Graph 2: Q1 to 4 survey questionnaire results for BOTTOM respondent organisations in the REPTRAK PULSE report 2014:



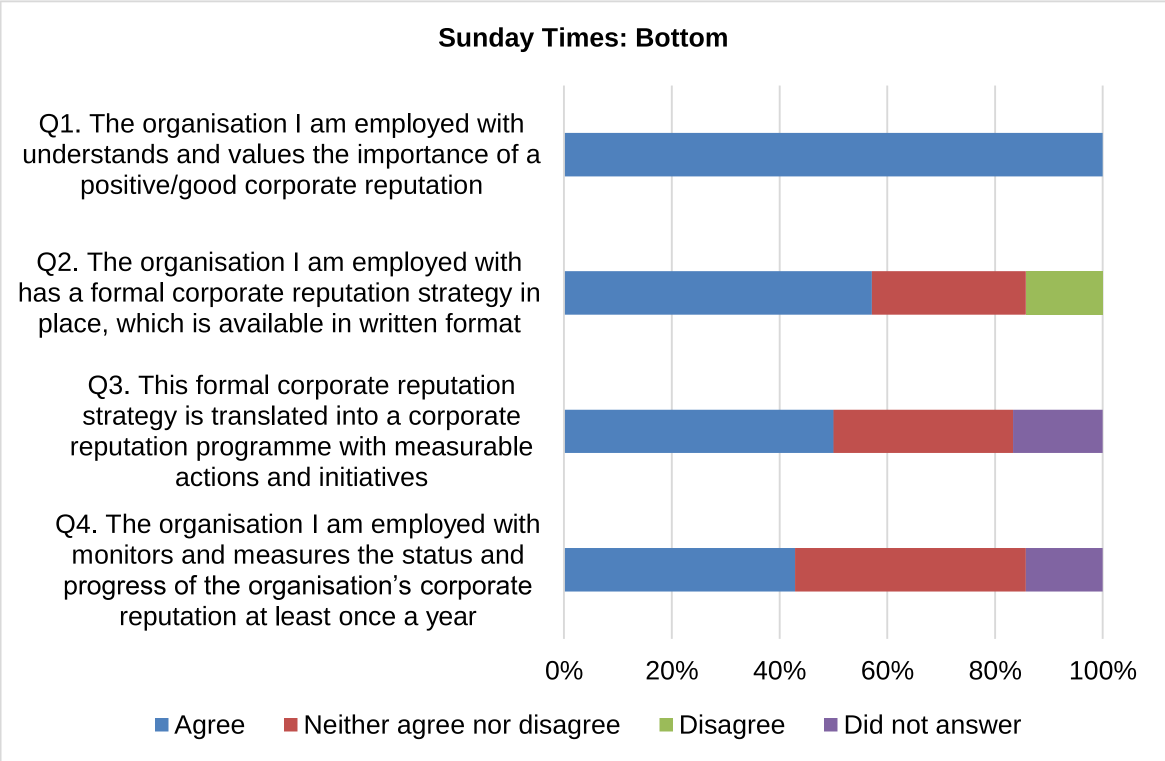
The instrument was developed in such a way that all four answers pertaining to Q1-4 combined will provide the evidence to prove proposition 1 to be either valid or invalid, and the results from Graph 1 and 2 will thus be presented in a similar combined manner:

- It is evident that both the top and bottom ranked companies in the RepTrak Pulse 2014 report value the importance of a positive corporate reputation, and that all but one (20%) on the top ranked list have a formal corporate reputation strategy in place.
- The majority of both top and bottom ranked companies confirmed that their organisational corporate reputation strategy is translated into a reputation programme with actions/initiatives that are measured regularly.
- The results received from both top and bottom ranked groups display very similar results. It was found, for this specific reputation ranking, that having a formal corporate reputation strategy, which is translated into a reputation programme that is regularly managed, does not affect an organisation's corporate reputation ranking.

Graph 3: Q1 to 4 survey questionnaire results for TOP respondent organisations in the SUNDAY TIMES report 2014:



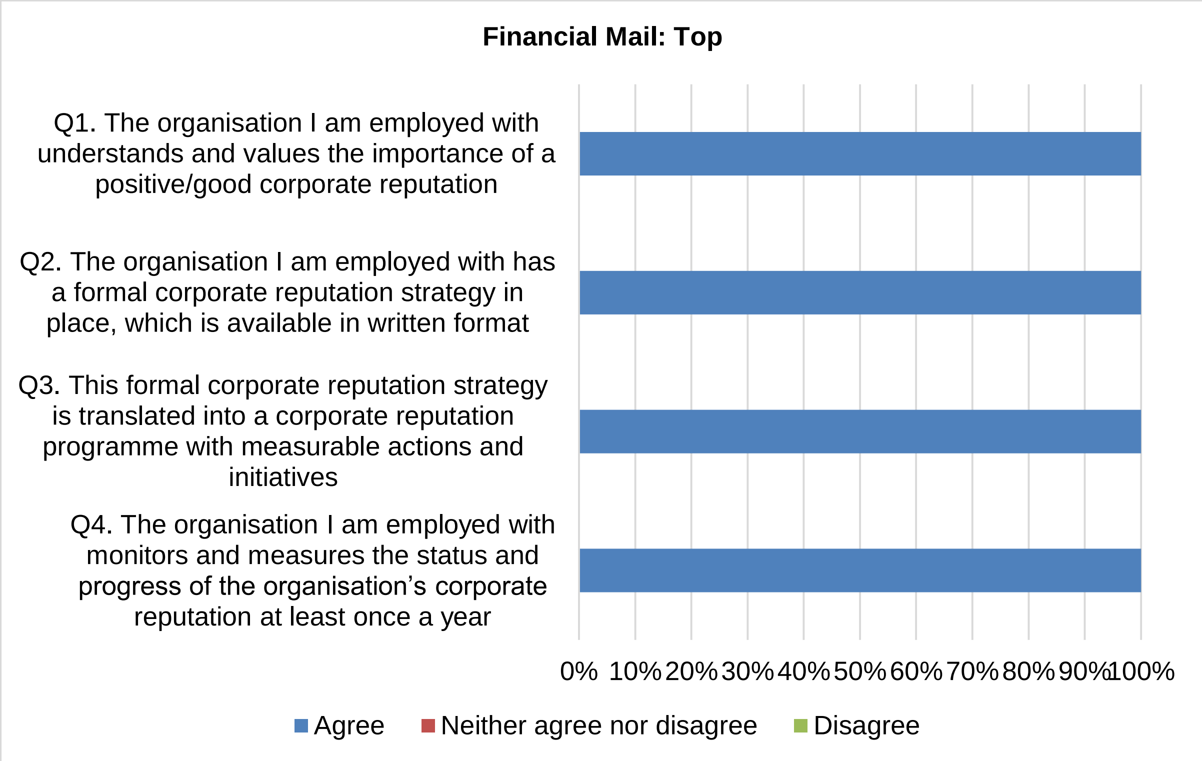
Graph 4: Q1 to 4 survey questionnaire results for BOTTOM respondent organisations in the SUNDAY TIMES report 2014:



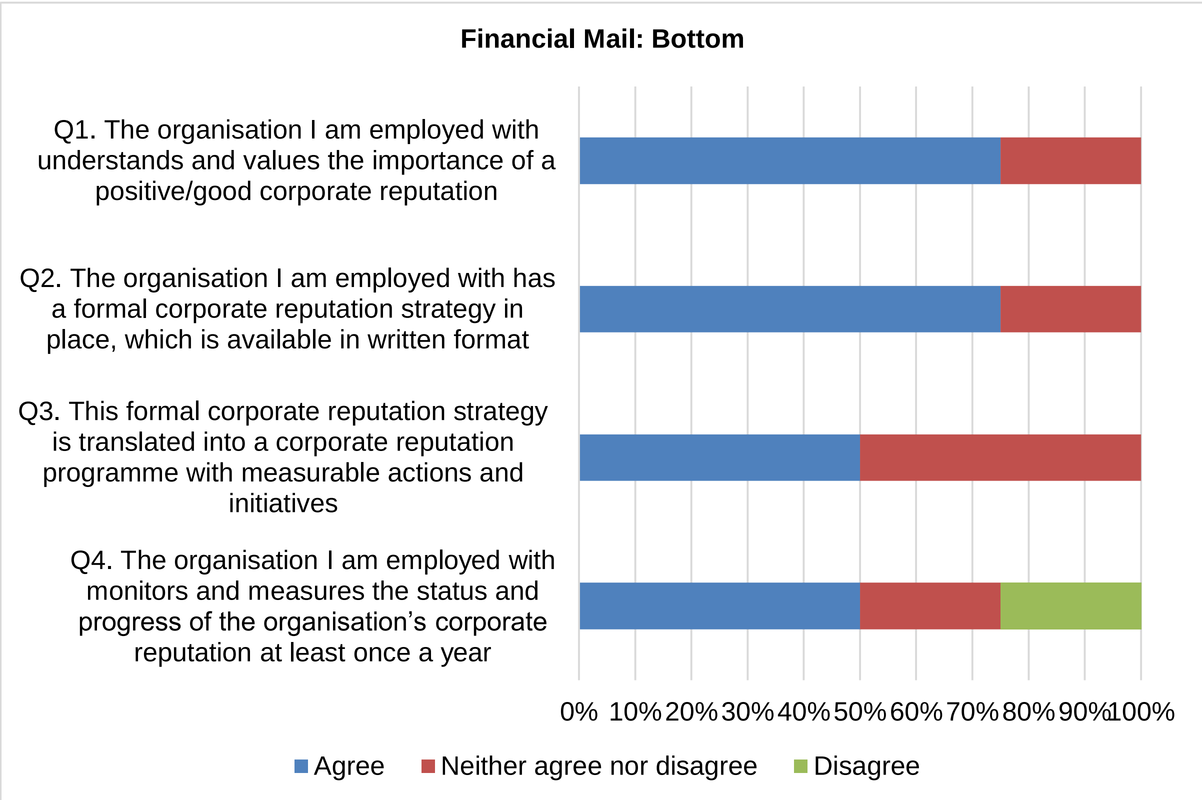
Because all four answers pertaining to Q1-4 combined will provide the evidence to prove formulated proposition 1 to be either valid or invalid, the results from Graph 3 and 4 are presented in a similar combined manner:

- Both the top and bottom ranked companies in the Sunday Times 2014 report value the importance of a positive corporate reputation.
- Seven of the eight top companies (87,5%) agree to have a formal corporate reputation strategy in place, as to only four (57%) of the bottom ranked companies.
- A smaller amount of top (five companies or 63%) and bottom (three companies or 43%) ranked companies have their corporate strategies translated into measurable reputation programmes. Furthermore only 50% (three) of the bottom ranked companies who did answer Q4 agree that corporate reputation is monitored and measured on a regular basis, compared to the majority of six (75%) companies on the top ranked list.
- The results received for both top and bottom ranked groups are significantly different and it was found that although both groups value the importance of corporate reputation, the top ranked companies seem more likely to have a formal corporate reputation strategy and programme in place that is monitored and measured on a regular basis.
- For the Sunday Times 2014 reputation ranking it was thus found that having a formal reputation programme which is regularly managed does affect the organisation’s corporate reputation ranking.

Graph 5: Q1 to 4 survey questionnaire results for TOP respondent organisations in the FINANCIAL MAIL report 2014



Graph 6: Q1 to 4 survey questionnaire results for BOTTOM respondent organisations in the FINANCIAL MAIL report 2014



As all four answers pertaining to Q1-4 combined will provide evidence toward proving formulated proposition 1 to be either valid or invalid, the results from Graph 5 and 6 are presented in a similar combined manner:

- Both top ranked companies (100%) in the Financial Mail 2014 report confirmed to value the importance of corporate reputation management; as well as having a formal reputation strategy in place that is translated into a corporate reputation programme which is monitored and measured on a regular basis.
- Three (75%) of the bottom ranked companies confirmed the value of corporate reputation as well as having a formal corporate reputation strategy in place.
- Only two (50%) of the bottom ranked companies confirmed with certainty that their reputation strategy is translated into a reputation programme which is monitored and measured on a regular basis.
- The results received from both top and bottom ranked groups are substantially different. Thus can one come to the conclusion that although both groups value the importance of corporate reputation, the top ranked companies seem more likely to have a formal corporate reputation strategy in place that is translated into a reputation management programme that is monitored and measured on a regular basis.
- Thus it was found, for this reputation ranking, that having a formal reputation programme in place which is regularly managed does affect the organisation’s corporate reputation ranking.

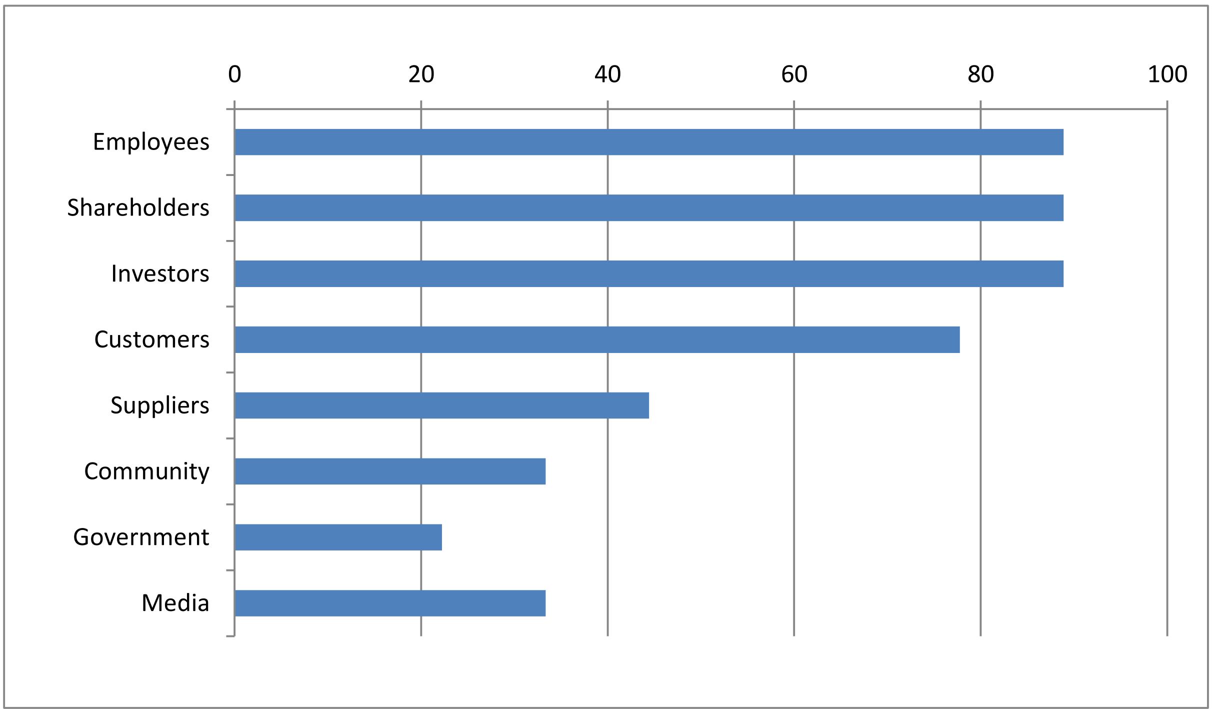
Additional data was gained from Questions 9 and 10 on the instrument regarding which stakeholder groups are most likely to be included in the respondent organisations’ regular measuring and monitoring of corporate reputation initiatives/actions. Questions 9 and 10 are described in Table 14:

Table 14: Instrument Q 9 and 10 pertaining to Proposition 1

Number	Question descriptor
Q9	Agree or disagree with the statement that the respondent's organisation conducts research to establish how the organisation is perceived among its stakeholder groups at least once per year.
Q10	Which of these stakeholder groups are included in above mentioned research studies: - Employees - Shareholders - Investors - Customers - Suppliers - Media - Community in which the organisation operates - Government

Nine (50%) of the respondent companies indicated that they agree with the statement that their organisations conduct research to establish how the organisation is perceived among its stakeholder groups at least once a year. The stakeholder groups included in said research studies are illustrated in Graph 7 below:

Graph 7: Stakeholder groups included in respondent organisations' regular research studies



- Employees, shareholders and investors are the stakeholders groups most often monitored and measured to determine their reputation perceptions towards said organisations (88,9% or eight companies per stakeholder group).
- Seven (77.8%) companies further confirmed to also value the perceptions of their customers with regards to the organisation's overall corporate reputation.

2.) South African organisations with better reputation rankings are more likely to have a dedicated individual or department who acts as reputation steward for the respective organisations.

Question 5 on the instrument was used to determine whether these top and bottom ranked respondent companies have a dedicated individual/department who acts as its reputation steward. The objective of Question 7 was to determine which business unit/department is most likely to be appointed as the reputation steward. Both questions are described in Table 15:

Table 15: Instrument Q 5 and 7 pertaining to Proposition 2

Number	Question descriptor
Q5	The individual/ department whom has been tasked with, and acts as my organisation's reputation steward is: - a dedicated internal individual/department; - and external resource; - both an internal and external resource; - no one has been tasked.
Q7	Confirm which internal department is acting as the organisation's corporate reputation steward.

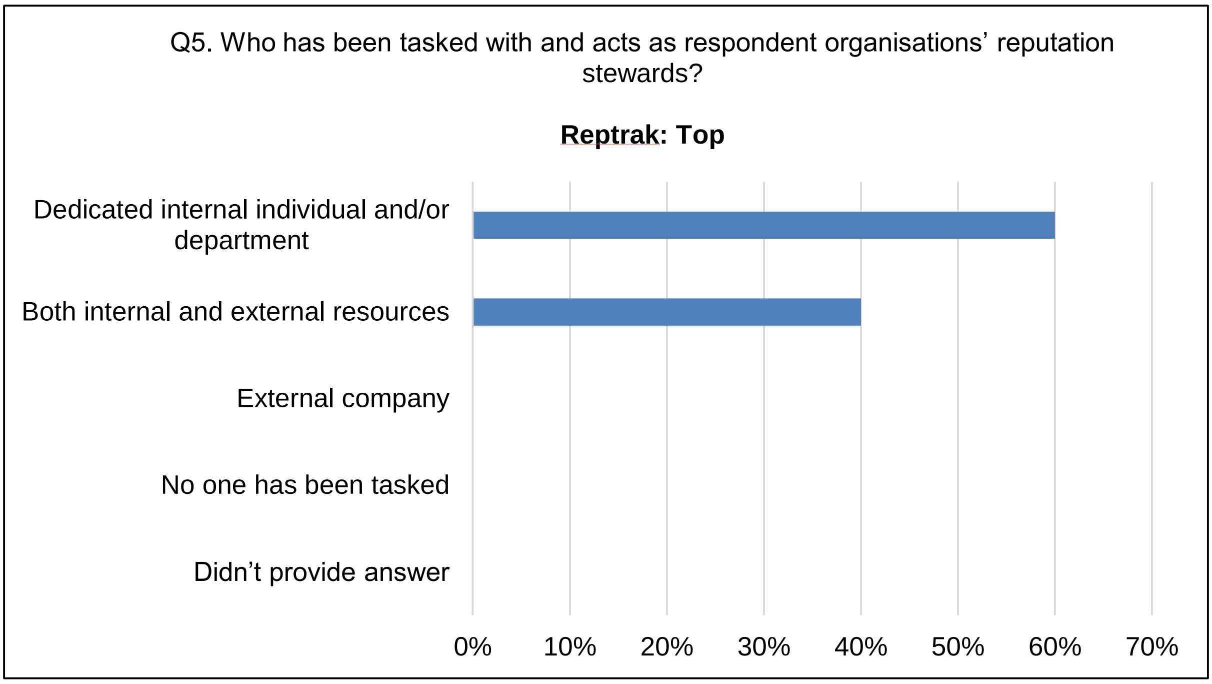
The feedback received from the 18 respondent organisations regarding Q5 was interpreted as follows:

1.) The results of the top ranked companies in the Reputation Institute's RepTrak Pulse report for 2014 *(illustrated by Graph 8),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 9)*;

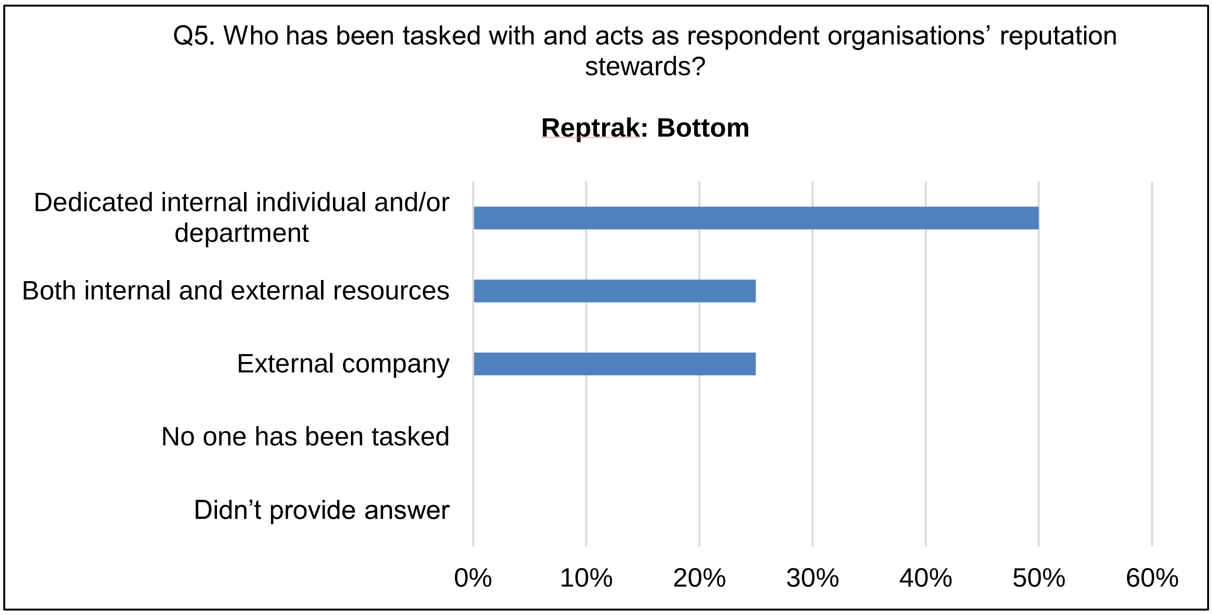
2.) The results of the top ranked companies in the Sunday Times: Top 100 Companies 2014 report *(illustrated by Graph 10),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 11)*; and

3.) The results of the top ranked companies in the Financial Mail: FM Top 20 Companies 2014 report *(illustrated by Graph 12),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 13).*

Graph 8: Q5 survey questionnaire results for TOP respondent organisations in the REPTRAK PULSE report 2014:

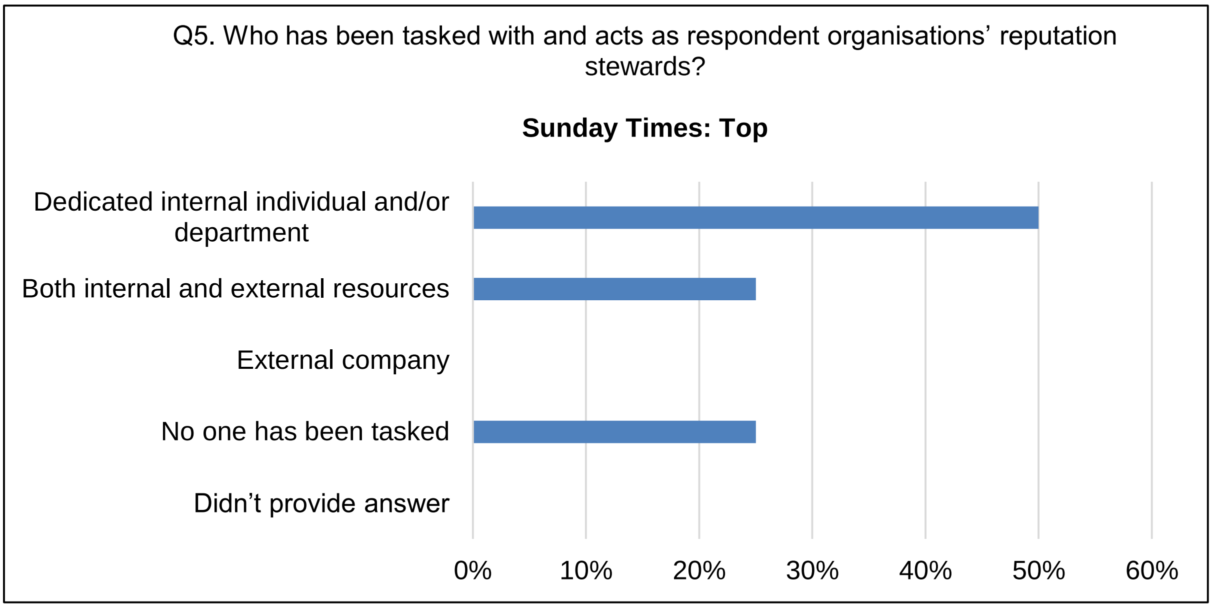


Graph 9: Q5 survey questionnaire results for BOTTOM respondent organisations in the REPTRAK PULSE report 2014:

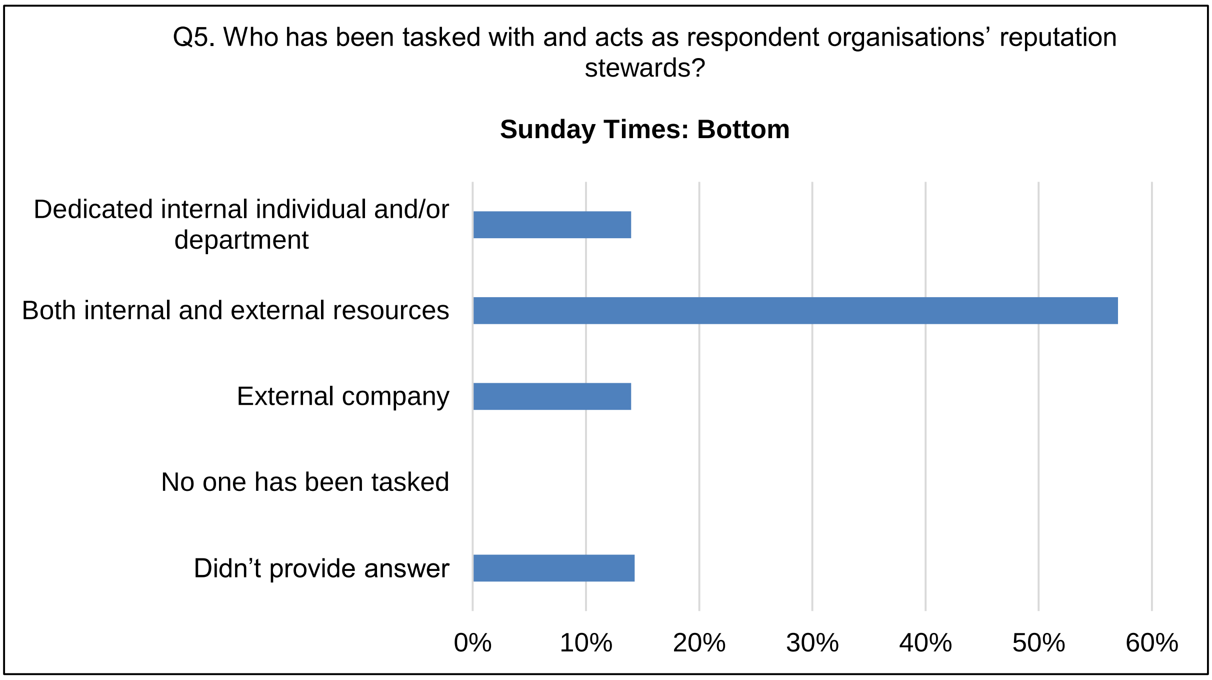


- The majority, three (60%), of top ranked companies on the Reptrak Pulse 2014 report have a dedicated internal reputation steward, with the remainder two (40%) having an internal and external resource as dedicated reputation steward.
- The majority, two (50%) of the bottom ranked companies also have a dedicated internal reputation steward, with one (25%) company using both internal and external resources, and the other one (25%) using only an external resource.
- As all nine companies in both the top and bottom ranked lists have a dedicated reputation steward in place, whether internal of external, no relation could be found between having a reputation steward and a company's actual reputation ranking.

Graph 10: Q5 survey questionnaire results for TOP respondent organisations in the SUNDAY TIMES report 2014:



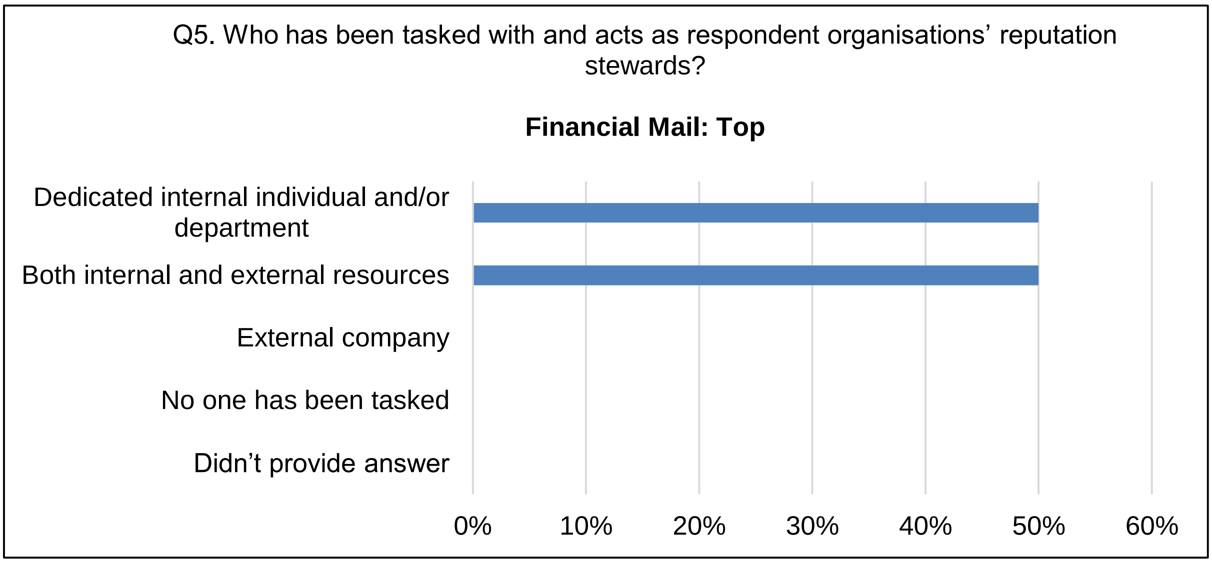
Graph 11: Q5 survey questionnaire results for BOTTOM respondent Organisations in the SUNDAY TIMES 2014 report



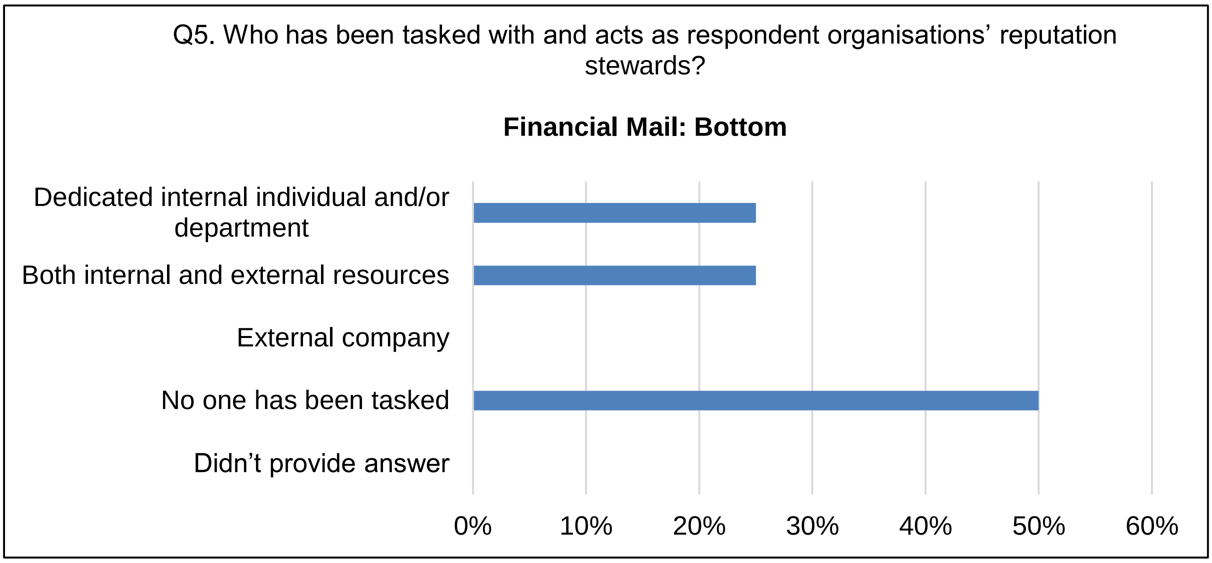
- The majority of top and bottom ranked companies in the Sunday Times 2014 report has a dedicated reputation steward, whether internal and/or external, with only two (25%) of companies on the top ranking confirming that no one has been tasked to be their organisation's reputation steward.

- The majority, four (50%), of the top ranked companies use an internal resource as reputation steward, whilst the majority, four (57%) of bottom ranked companies tend to rely on both internal and external resources to champion their reputation steward function.
- As a lower 75% (seven companies) of the top ranked companies confirmed to have a dedicated reputation steward, compared to a higher 85% (six companies) of bottom ranked companies – no relation could be found between having a reputation steward and a company's actual reputation ranking for this specific reputation ranking.

Graph 12: Q5 survey questionnaire results for TOP respondent organisations in the FINANCIAL MAIL 2014 report



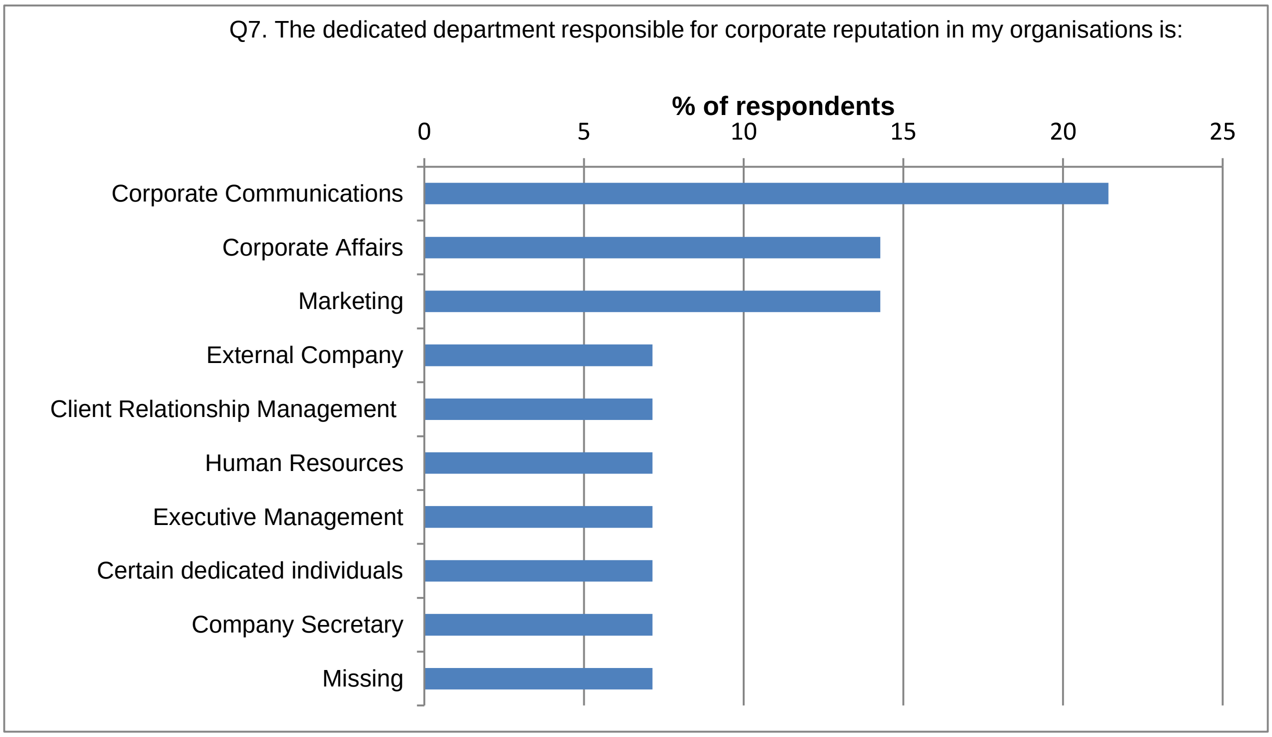
Graph 13: Q5 survey questionnaire results for BOTTOM respondent organisations in the FINANCIAL MAIL 2014 report



- Both top ranked companies (100%) in the Financial Mail 2014 report have a dedicated reputation steward.
- In contrast it was found that two (50%) of the companies on the bottom ranked list confirmed that no one has been tasked as reputation champion in their respective organisations.
- Based on these results it was found that, for this reputation ranking, there is indeed a relationship between a company's reputation ranking and having a dedicated individual and/or department who acts as reputation steward for the respective organisations.

In order to shed light on the statement earlier made that corporate reputation management is still an immature discipline in South Africa, the purpose of Question 7 was to establish which of the internal organisational departments are most often tasked with the responsibility of corporate reputation management. The results are depicted in Graph 14 below:

Graph 14: Dedicated reputation steward departments in respondent organisations



- Taking into account all responses received from all 18 respondent organisations across the three reputation rankings, Corporate Communications (three companies; 21.4%) proved to be most often tasked with the responsibility of corporate reputation management, followed by Corporate Affairs (two companies; 14.3%) and Marketing (two companies; 14.3%).

3.) South African organisations, where the reputation steward is a member of the board or reports directly to the board, are more likely to have better reputation rankings.

The objective of Question 8, described in Table 16, was to determine whether the top ranked companies on the three reputation rankings make use of a reputation steward who has a direct reporting line to the board of directors, whilst the reputation stewards of the bottom ranked companies don't have a similar direct reporting line to the board.

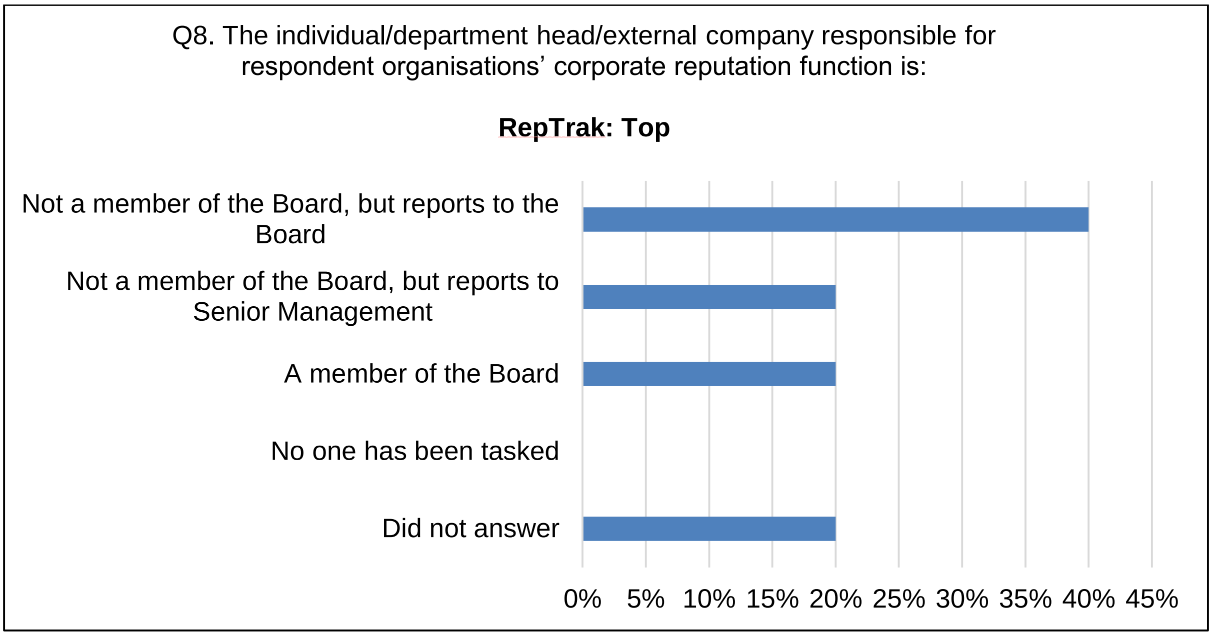
Table 16: Instrument Q 8 pertaining to Proposition 3

Number	Question descriptor
Q8	The individual/ department head whom has been tasked with, and acts as my organisation's reputation steward is: - a member of the board; - not a member of the board, but reports to the board; - not a board member, and reports to senior management.

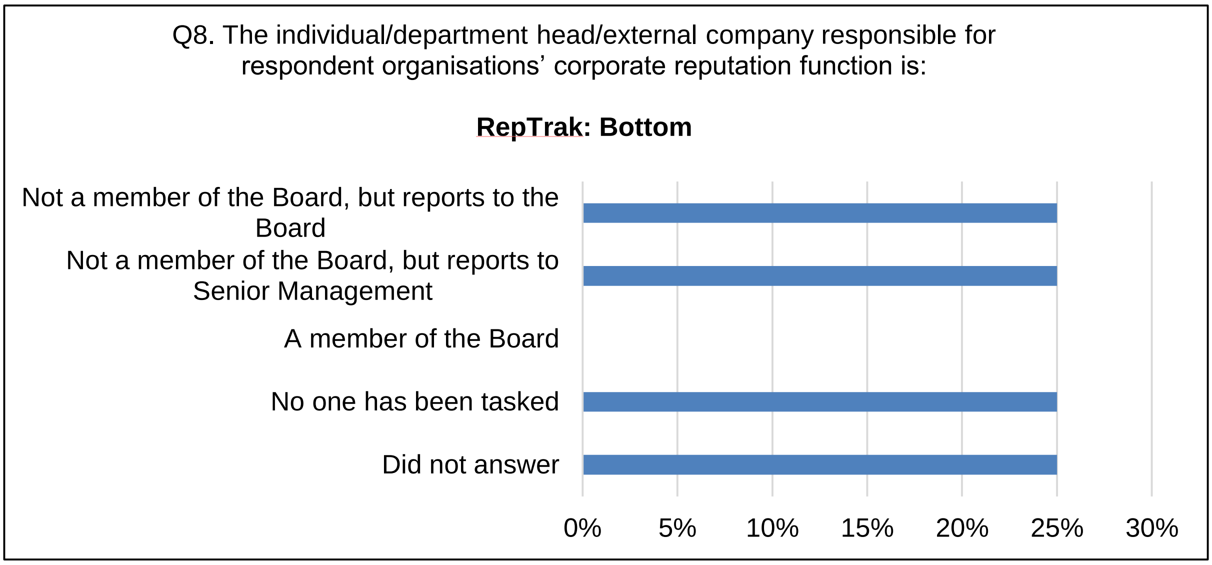
The feedback received from the 18 respondent organisations regarding Q8 was interpreted as follows:

1.) The results of the top ranked companies in the Reputation Institute's RepTrak Pulse report for 2014 *(illustrated by Graph 15),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 16)*;
2.) The results of the top ranked companies in the Sunday Times: Top 100 Companies 2014 report *(illustrated by Graph 17),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 18)*; and
3.) The results of the top ranked companies in the Financial Mail: FM Top 20 Companies 2014 report *(illustrated by Graph 19),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 20).*

Graph 15: Q8 survey questionnaire results for TOP respondent organisations in the REPTRAK PULSE 2014 report:



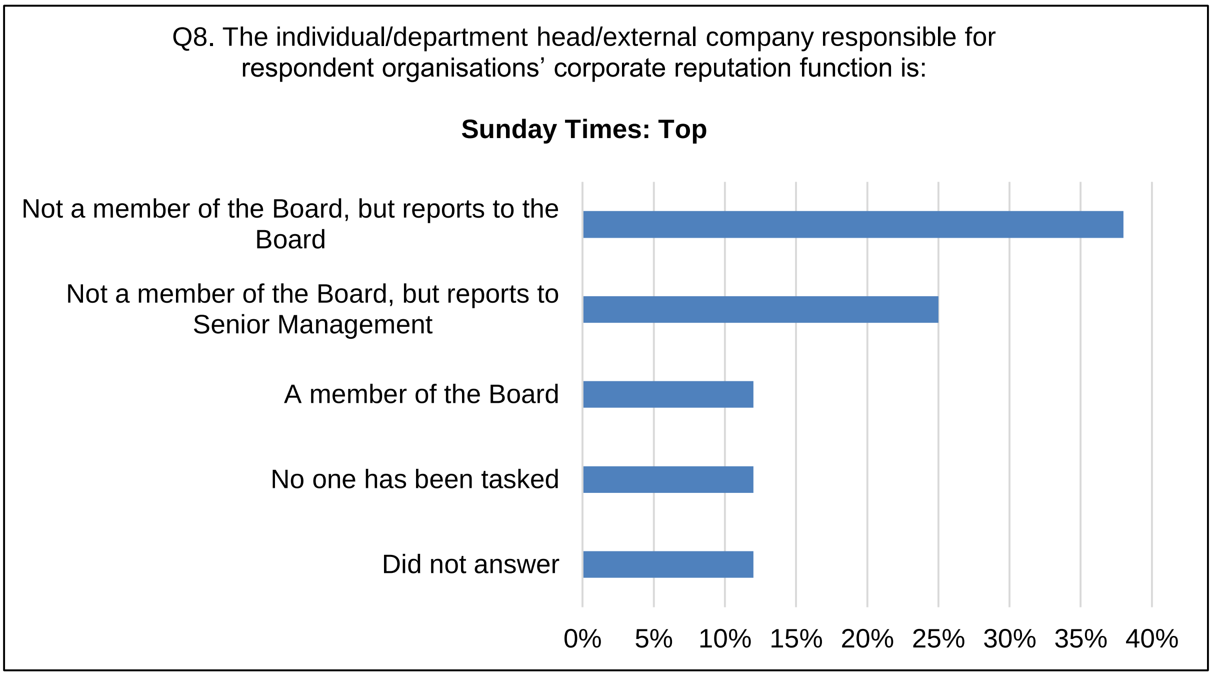
Graph 16: Q8 survey questionnaire results for BOTTOM respondent organisations in the REPTRAK PULSE 2014 report:



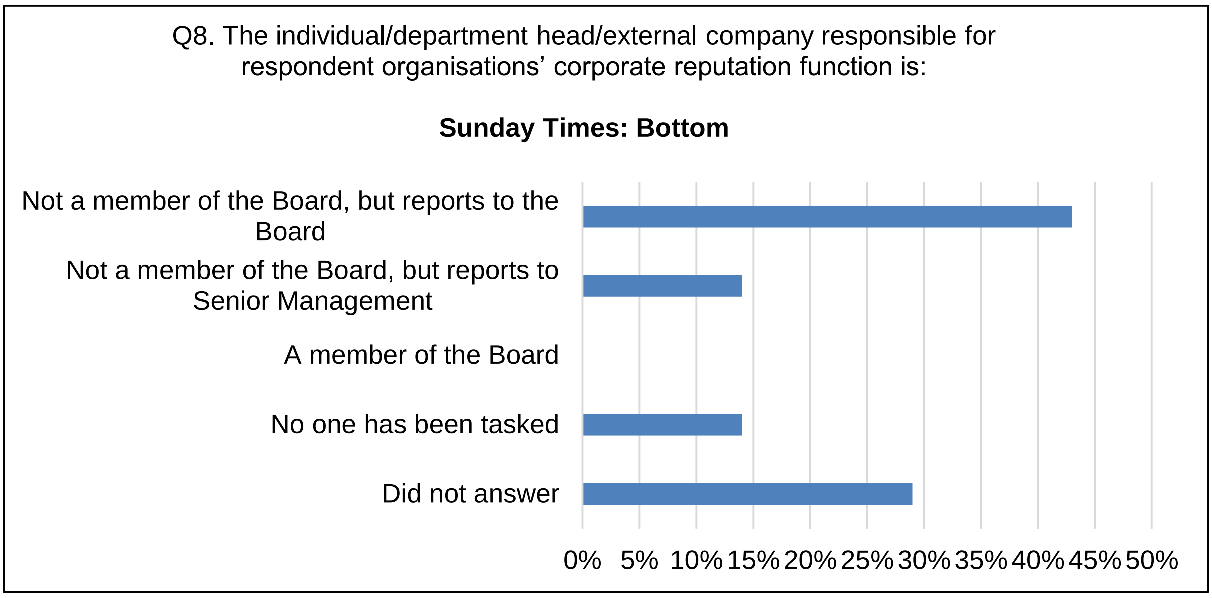
- The reputation steward at the majority, three (60%), of top ranked companies on the Reptrak 2014 report is either a member of the board, or reports directly to the board.

- When looking at the bottom ranked companies only one (25%) company's reputation steward has a direct reporting line to the board and none has a reputation steward that is a member of the board.
- Based on the above one can come to the conclusion that, for this reputation ranking, where the reputation steward is a member of the board, or reports directly to the board the organisation is likely to have a better reputation ranking.

Graph 17: Q8 survey questionnaire results for TOP respondent organisations in the SUNDAY TIMES 2014 report:

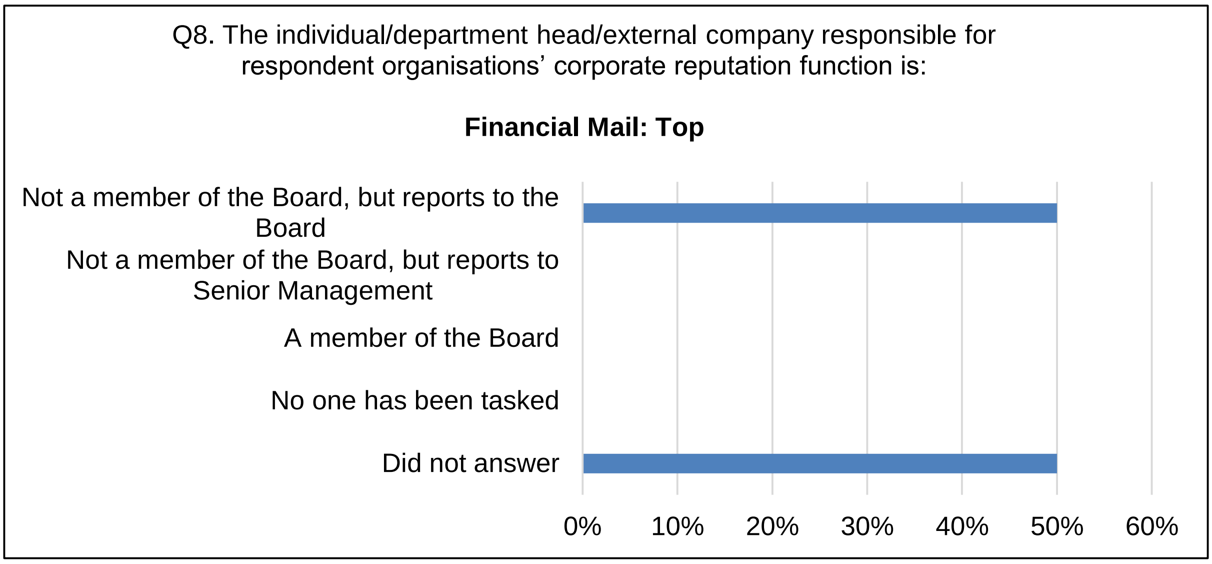


Graph 18: Q8 survey questionnaire results for BOTTOM respondent organisations in the SUNDAY TIMES 2014 report:

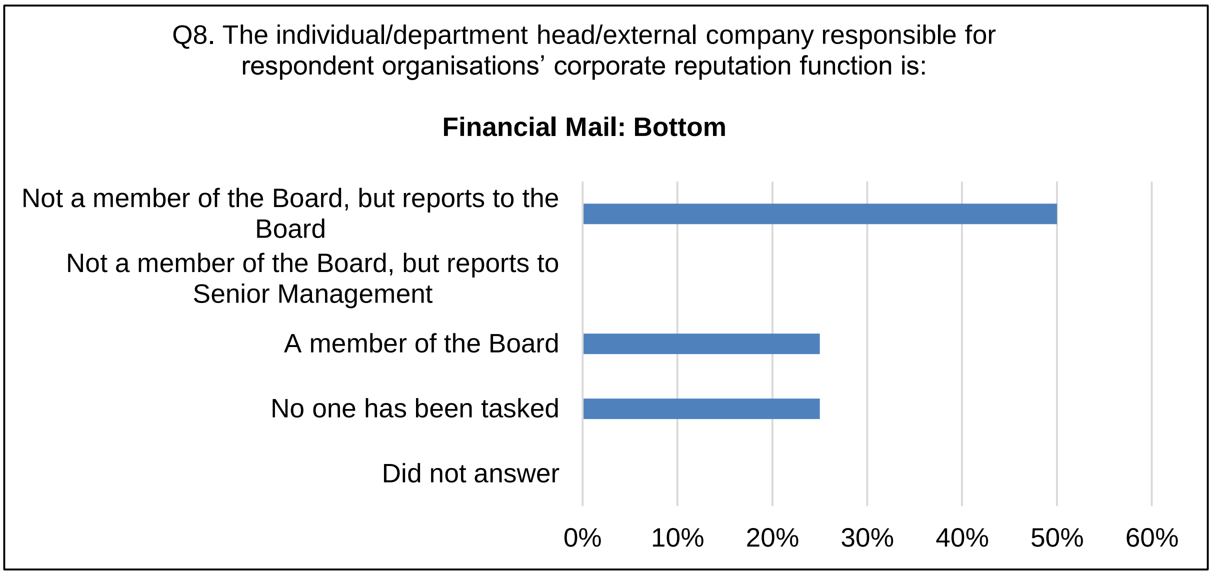


- Half the reputation stewards, four (50%), of top ranked companies in the Sunday Times 2014 report is either a member of the board, or reports directly to the board.
- Three (43%) of the bottom ranked companies' reputation stewards have a direct reporting line to the board and none has a reputation steward that is a member of the board.
- Although the results between the top and bottom ranked companies don't differ significantly, there was sufficient evidence to determine that where the reputation steward is a member of the board, or reports directly to the board the organisation is likely to have a better reputation ranking.

Graph 19: Q8 survey questionnaire results for TOP respondent organisations in the FINANCIAL MAIL 2014 report:



Graph 20: Q8 survey questionnaire results for BOTTOM respondent organisations in the FINANCIAL MAIL 2014 report:



- Because only one (50%) of the top ranked companies responded to Q8 it would not be possible to draw an accurate conclusion from the results obtained from the Financial Mail 2014 reputation ranking.
- For this reputation ranking the answer to whether organisations where the reputation steward is a member of the board, or reports directly to the

board are more likely to have better reputation rankings is thus inconclusive.

4.) Organisations with formal internal reputation management programmes are more likely to experience less internal silo challenges between departments and management levels when it comes to corporate reputation management.

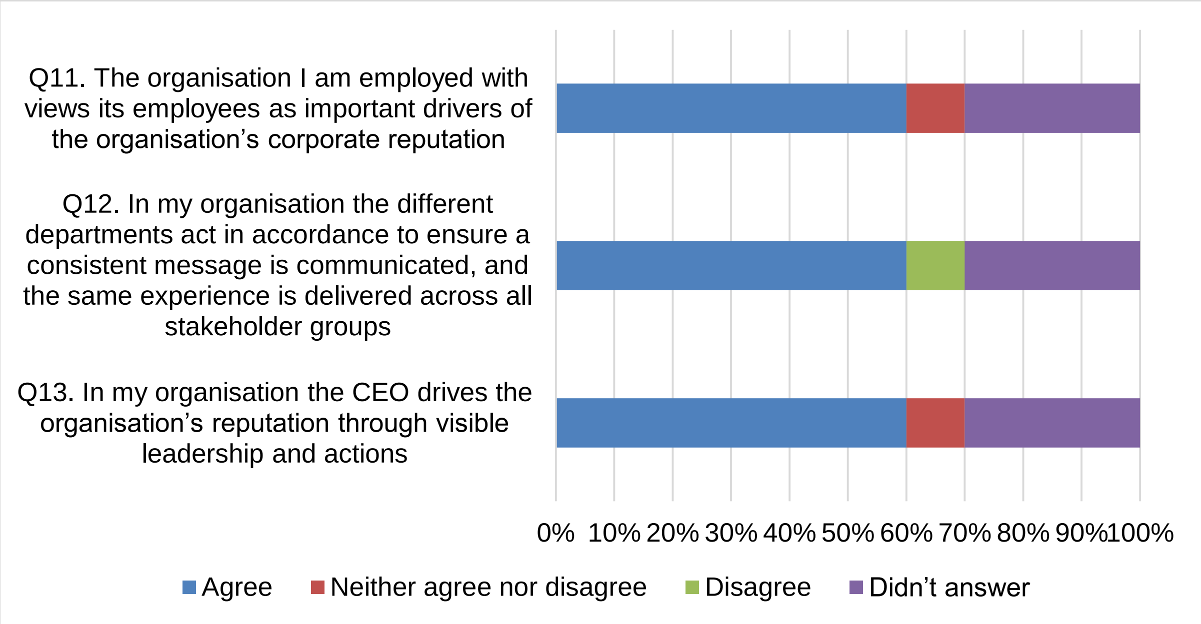
Questions 11 to 13 on the instrument, as set out in Table 17 below, were used to measure whether those respondent organisations who indicated to having formal internal reputation management programmes in place are experiencing less internal silo challenges regarding reputation management within their respective organisations.

Table 17: Instrument Q11-13 pertaining to Proposition 4

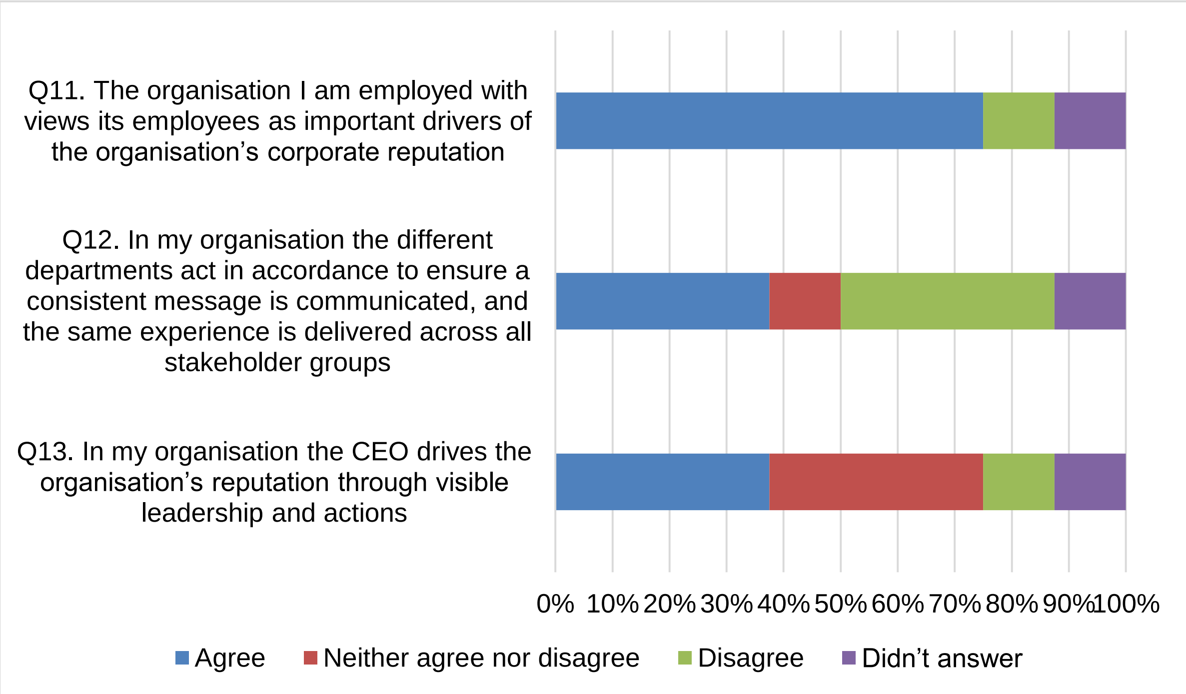
Number	Question descriptor
Q11	The organisation I am employed with views its employees as important drivers of the organisation's corporate reputation.
Q12	In my organisation the different departments act in accordance to ensure a consistent message is communicated, and the same experience is delivered across all stakeholder groups.
Q13	In my organisation the CEO drives the organisation's reputation through visible leadership and actions.

The results received from the 10 respondent organisations who confirmed to have a formal corporate reputation strategy which was translated into a reputation programme that is monitored and measured regularly were compared to the results of those eight respondent organisations who confirmed not to have the above in place. (The answers received to Q2, 3 and 4 on the instrument were used to determine the two *with* and *without* comparative categories). The purpose of the comparison was to answer proposition 4, and the results are depicted in Graph 21 and 22.

Graph 21: The 10 respondent organisations confirmed to having formal internal reputation management programmes



Graph 22: The eight respondent organisations without formal internal reputation management programmes



- The majority of companies in both categories, 12 (67%), confirmed that their organisations' employees are viewed as important drivers of corporate reputation;

- A significant discovery was that six (60%) respondent organisations *with a reputation programme* confirmed that their different organisational departments act in accordance to ensure a consistent message and experience is delivered; compared to only three (38%) respondent organisations in the *have not* category.
- A clear lack of leadership by the CEO from a corporate reputation management perspective for the companies *without a reputation programme* is apparent in that only three (38%) respondent organisations feel that their CEOs do drive the corporate reputation initiative. The opposite is true for the companies *with a reputation programme* as six (60%) companies confirmed to have CEOs who drive organisational reputation through visible leadership and actions.
- Based on the above it can be concluded that the respondent organisations with formal corporate reputation programmes in place indeed experience less inter-departmental and management-level silo challenges than those organisation without corporate reputation programmes.

4.4 <u>Phase 2: Qualitative content analysis:</u>

- *Results pertaining to the research questions*

This section presents the results of the content analysis done on the integrated annual reports of all 18 survey questionnaire respondent organisations in an attempt to answer the formulated research questions and to assure the research problem is answered in an extensive and complete manner.

1.) Determining the extent to which South African organisations have formal reputation programmes in place to manage their corporate reputations.

In order to provide further insight concerning the extent said respondent organisations have formal reputation programmes in place the information retrieved from their respective integrated annual reports were transcribed according to three predetermined categories. Predetermined categories (PC) 1-3 are described in Table 18.

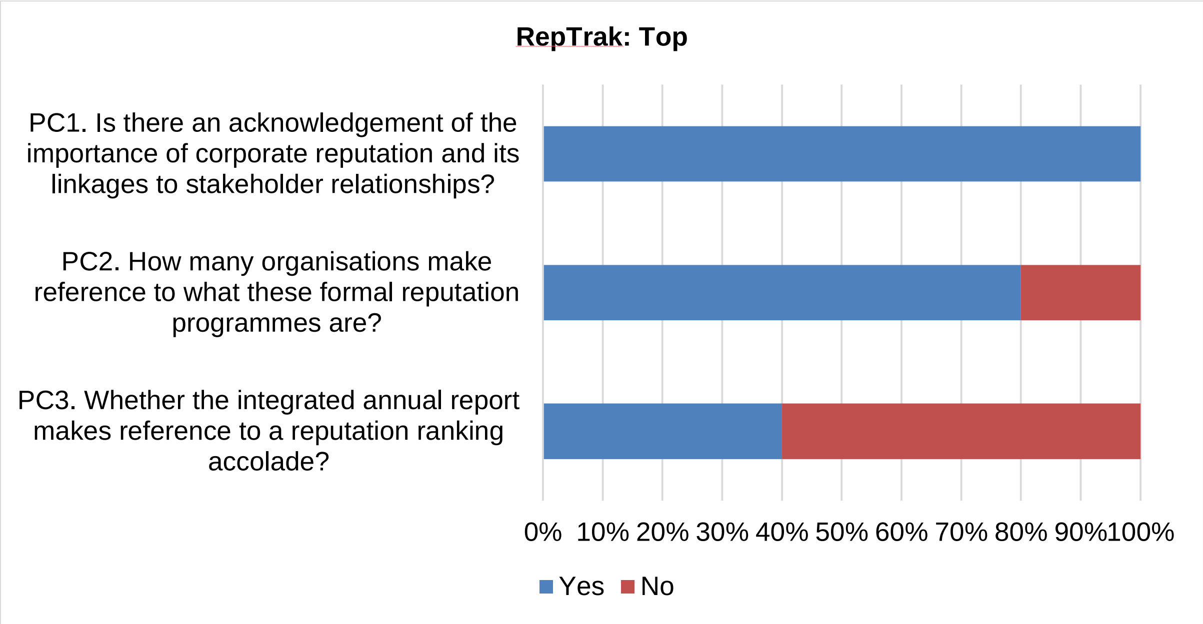
Table 18: Predetermined categories 1-3 pertaining to the first research question

Number	Predetermined category descriptor
PC1	Whether there is an acknowledgement of the importance of corporate reputation and its linkages to stakeholder relationships?
PC2	The number of organisations that make reference to what their corporate reputation programmes consist of.
PC3	Whether organisations make reference to reputation ranking accolades in the integrated annual reports.

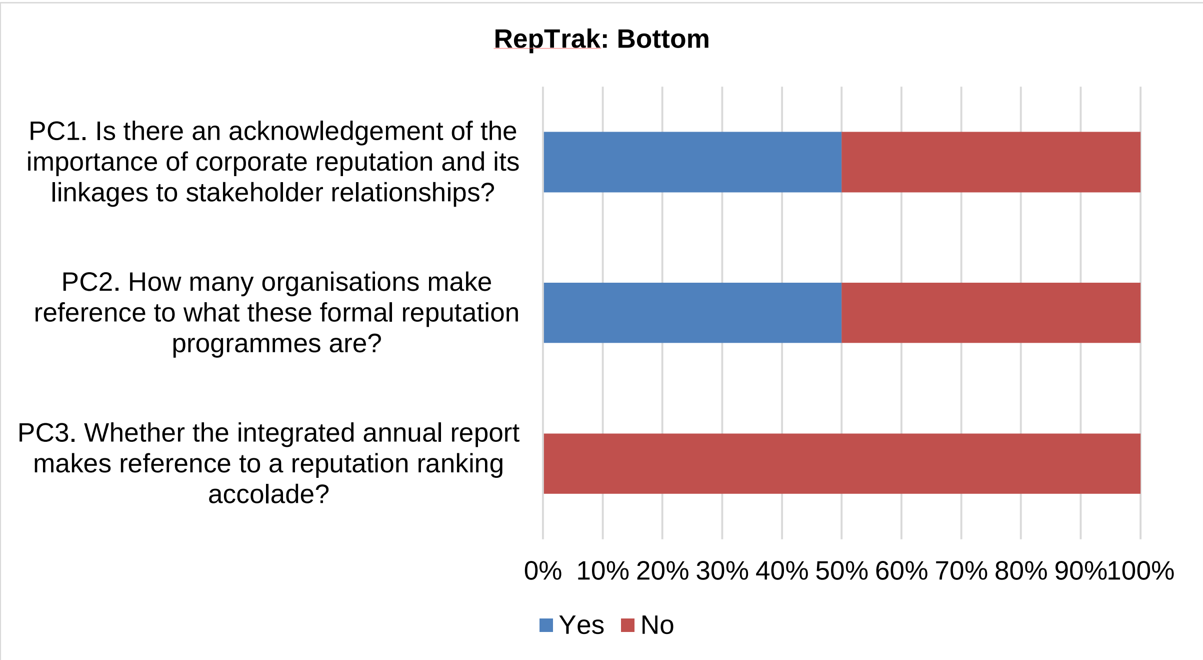
The information gathered during the content analysis of all 18 respondent organisations' integrated annual reports regarding PC1-3 was interpreted as follows:

1.) The results of the top ranked companies in the Reputation Institute's RepTrak Pulse report for 2014 *(illustrated by Graph 23),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 24)*;
2.) The results of the top ranked companies in the Sunday Times: Top 100 Companies 2014 report *(illustrated by Graph 25),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 26)*; and
3.) The results of the top ranked companies in the Financial Mail: FM Top 20 Companies 2014 report *(illustrated by Graph 27),* were compared with the results of the bottom ranked companies in the report *(illustrated by Graph 28).*

Graph 23: PC 1 to 3 content analysis results for TOP respondent organisations in the REPTRAK 2014 report



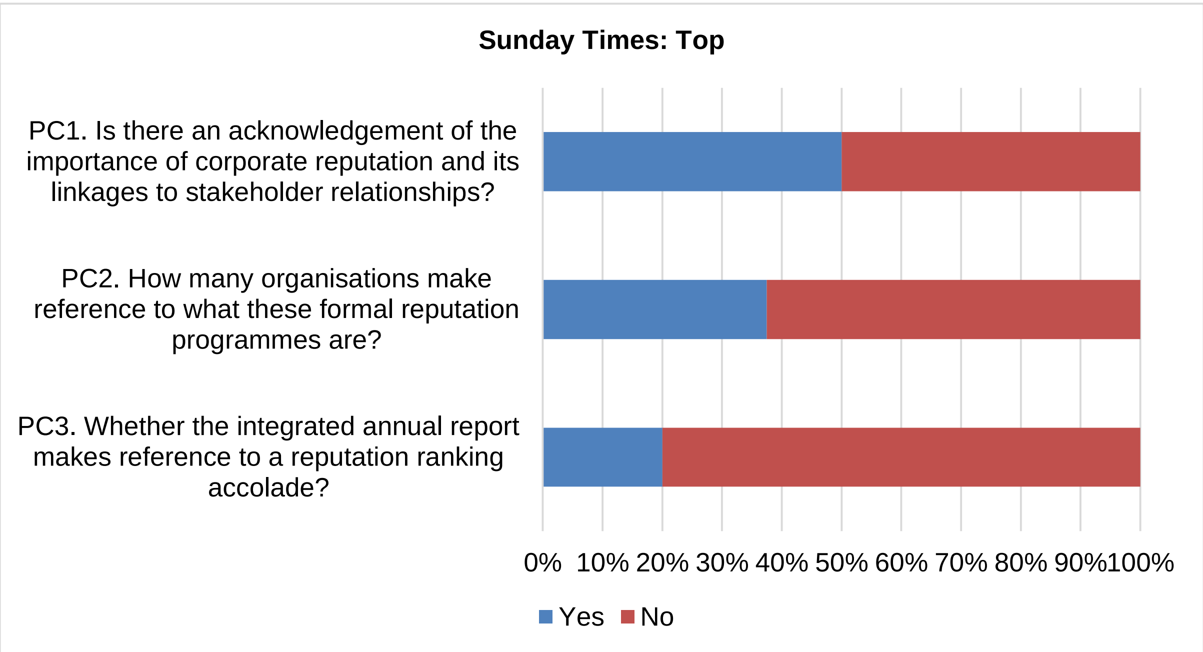
Graph 24: PC 1 to 3 content analysis results for BOTTOM respondent organisations in the REPTRAK 2014 report



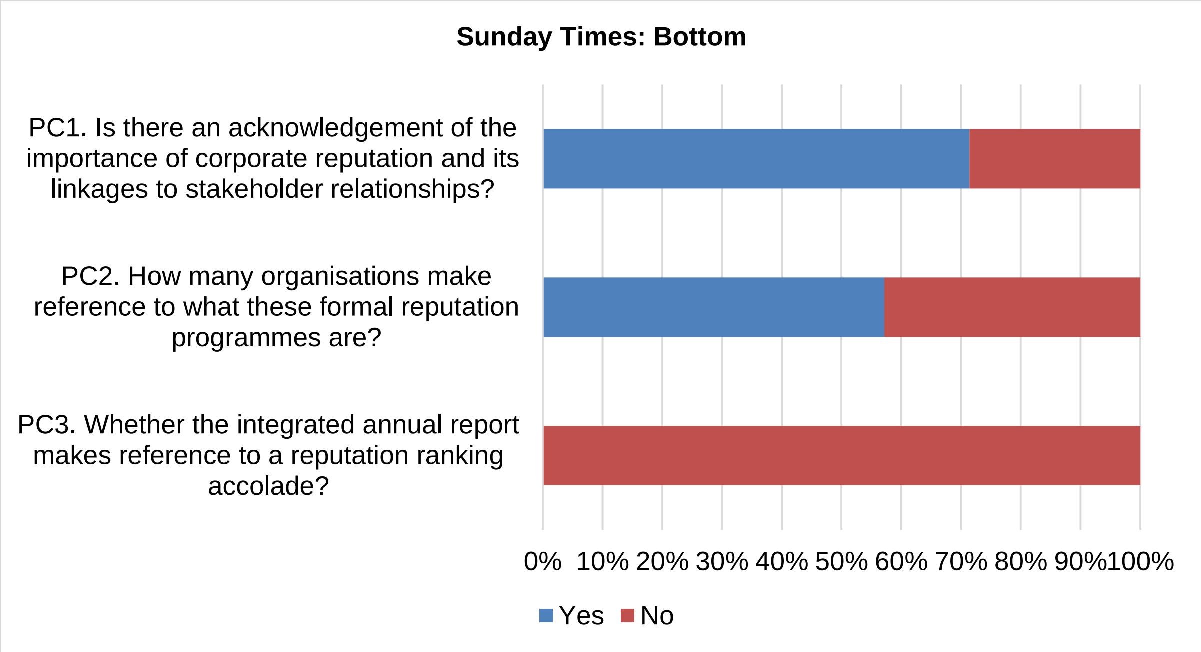
As all 3 answers pertaining to PC1-3 combined will provide evidence toward answering the first research question, the results from Graph 23 and 24 are presented in a similar combined manner:

- All five (100%) top ranked companies acknowledge the importance of corporate reputation management and its linkages to stakeholder relationships compared to only two (50%) of the bottom ranked companies;
- Four (80%) of the top ranked companies give a detailed description of what their reputation programmes consist of, compared to only two (50%) of the bottom ranked companies;
- Two (40%) of the top ranked companies make specific mention of reputation ranking accolades received during the year; whilst none of the bottom ranked companies had any accolade mentions.
- Based on the above one can come to the conclusion that, for this reputation ranking, the top ranked companies value the importance of corporate reputation and its linkages to stakeholder relationships more than the bottom ranked companies.
- The top ranked companies further give a more comprehensive account in their integrated annual reports of what exactly their reputation programmes consist of; and value reputation ranking accolades more than the bottom ranked companies.

Graph 25: PC 1 to 3 content analysis results for TOP respondent organisations in the SUNDAY TIMES 2014 report



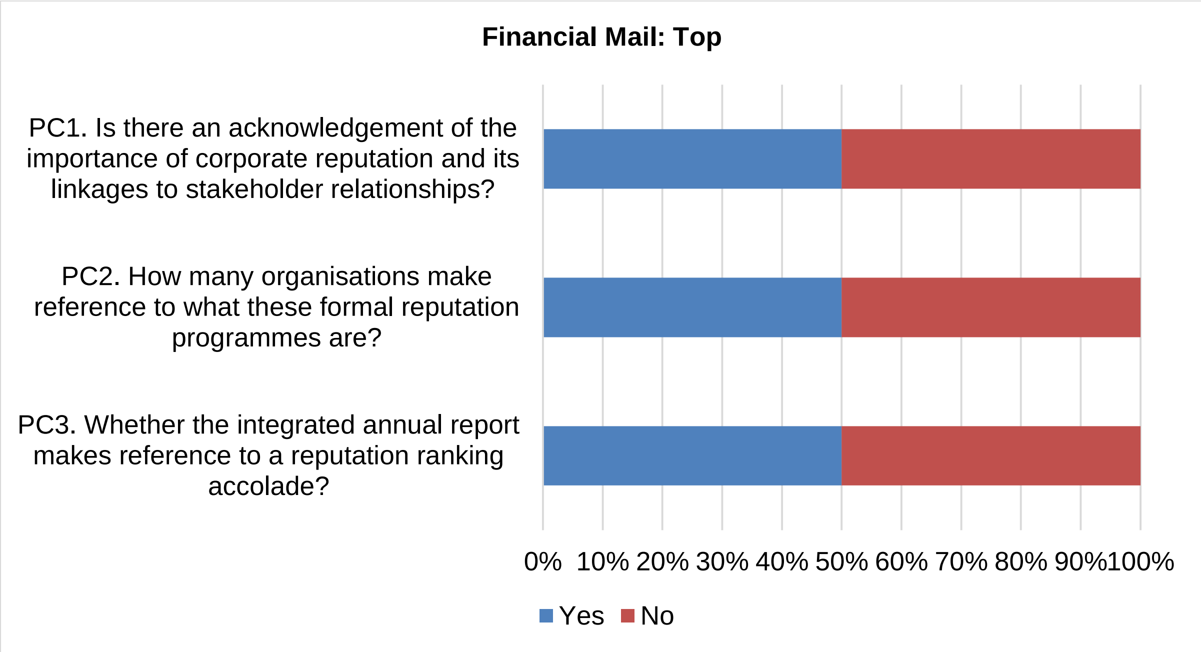
Graph 26: PC 1 to 3 content analysis results for BOTTOM respondent organisations in the SUNDAY TIMES 2014 report



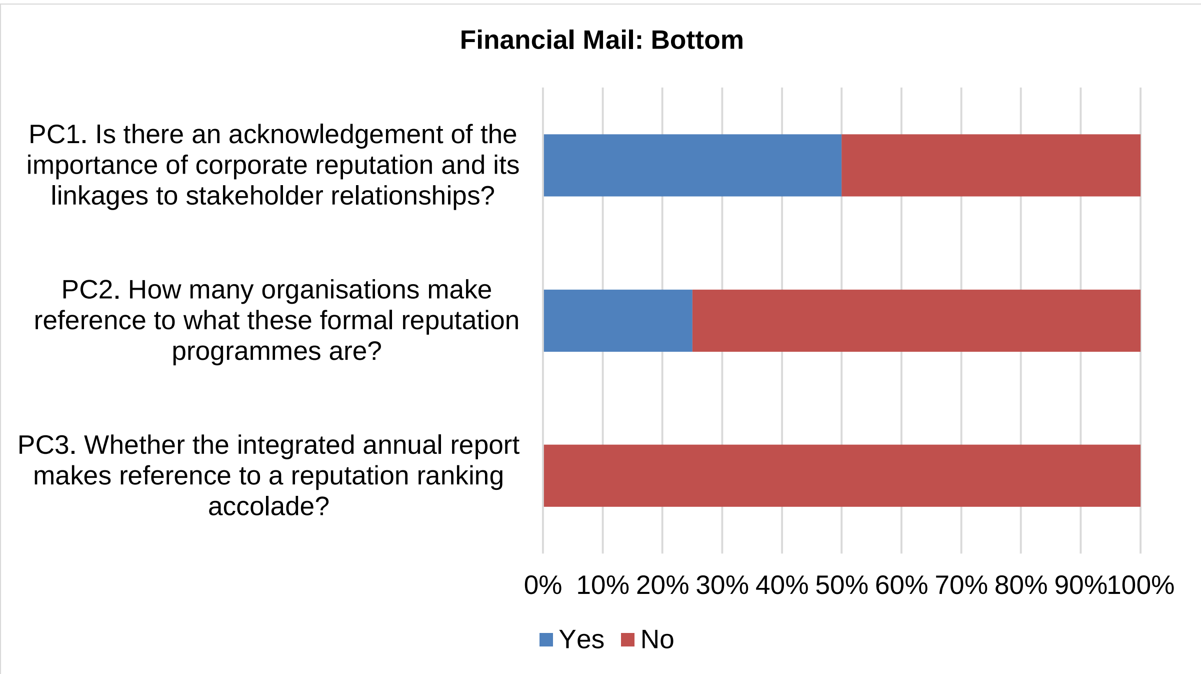
Because all 3 answers pertaining to PC1-3 combined will provide evidence toward answering the first research question, the results from Graph 25 and 26 are presented in a similar combined manner:

- Only four (50%) top ranked companies confirmed to view corporate reputation and its linkages to stakeholder relationships as important compared to a much higher 71% (five) bottom ranked companies;
- More bottom ranked companies four (57%) describe what their reputation programmes consist of, compared to only 38% (three) of top ranked companies;
- Only one top ranked company (13%) mentioned a reputation ranking accolade in its integrated report; whilst none of the bottom ranked companies had any accolade mentions.
- For this reputation ranking the bottom ranked companies value the importance of corporate reputation and its linkages to stakeholder relationships more than the top ranked companies. However, the top ranked companies value reputation ranking accolades more than the bottom ranked companies.

Graph 27: PC 1 to 3 content analysis results for TOP respondent organisations in the FINANCIAL MAIL 2014 report



Graph 28: PC 1 to 3 content analysis results for BOTTOM respondent organisations in the FINANCIAL MAIL 2014 report



As all three answers pertaining to PC1-3 combined will provide evidence toward answering the first research question, the results from Graph 27 and 28 are presented in a similar combined manner:

- For the top ranked companies one (50%) company confirmed to view corporate reputation and its linkages to stakeholder relationships as important and the other one (50%) company doesn't.
- Although two (50%) of bottom ranked companies also view corporate reputation important, only one (25%) company describe what its reputation programme consists of.
- One top ranked company (50%) further mentions a reputation ranking accolade compared to none of the bottom ranked companies;
- The top ranked companies thus give a more comprehensive account in their integrated annual reports of what exactly their reputation programmes consist of; and value reputation ranking accolades more than the bottom ranked companies.

2.) Investigating what the respondent organisations' formal reputation programmes consist of, as well as how said organisations build reputation.

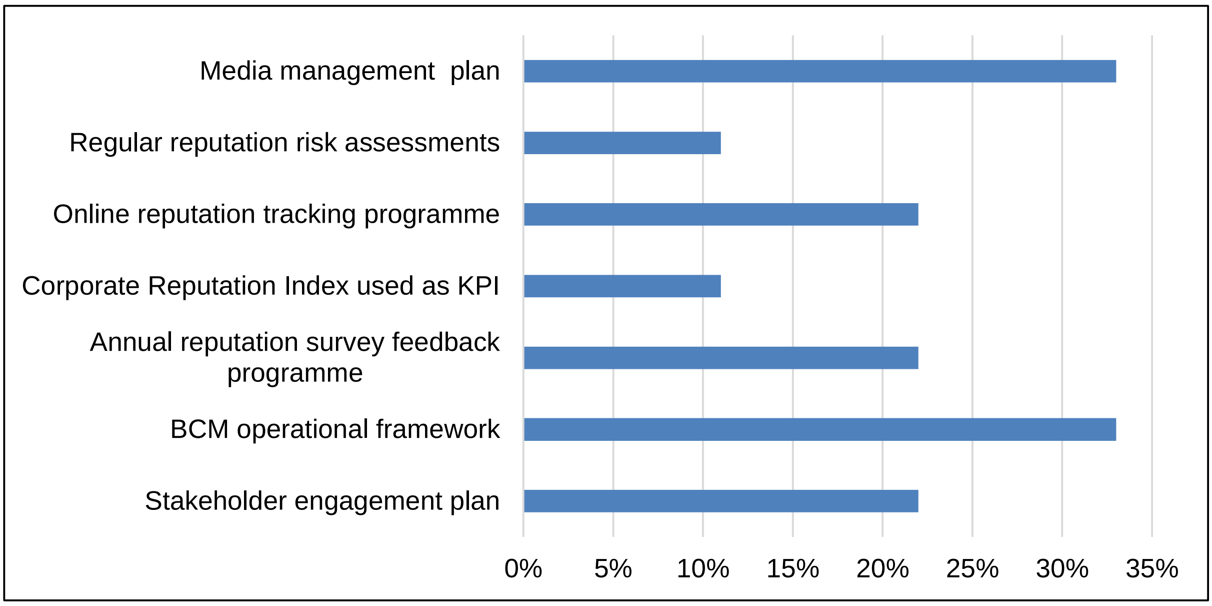
To shed light on what the respondent organisations' corporate reputation programmes consist of and how reputation is build, the information retrieved from their respective integrated annual reports was transcribed according to predetermined category 4, described in Table 19.

Table 19: Predetermined category 4 pertaining to the second research question

Number	Predetermined category (PC) descriptor
PC4	What said formal reputation programmes consist of and how organisations build reputation?

Only nine (50%) organisations provide information in their integrated annual reports relating to what their reputation management efforts consist of as illustrated in Graph 29 below:

Graph 29: PC 4 content analysis results for what reputation programmes consist of



- 22% (two) of the organisations have formal stakeholder engagement plans in place;
- 33% (three) of the organisations manage corporate reputation through a formal Business Continuity Management operational framework;
- 22% (two) of the organisations conduct formal annual reputation surveys;
- 11% (one) of the organisations use its Corporate Reputation Index as part of the Executive Committee's Key Performance Index;
- 22% (two) of the organisations have online reputation tracking management programmes;
- 11% (one) of the organisations specify that quarterly assessments of reputational risks are done through structured reporting processes across all business units;
- The media is mentioned as important platform for reputation management in that three (33%) organisations make specific mention of the fact that

they utilise the media to build and manage reputation both local and internationally.

3.) Determining who is responsible for reputation management – a dedicated reputation steward or the board of directors?

In order to determine whether a reputation steward or the board of directors are responsible for reputation management, the information retrieved during the content analysis process was transcribed according to predetermined category 5, described in Table 20:

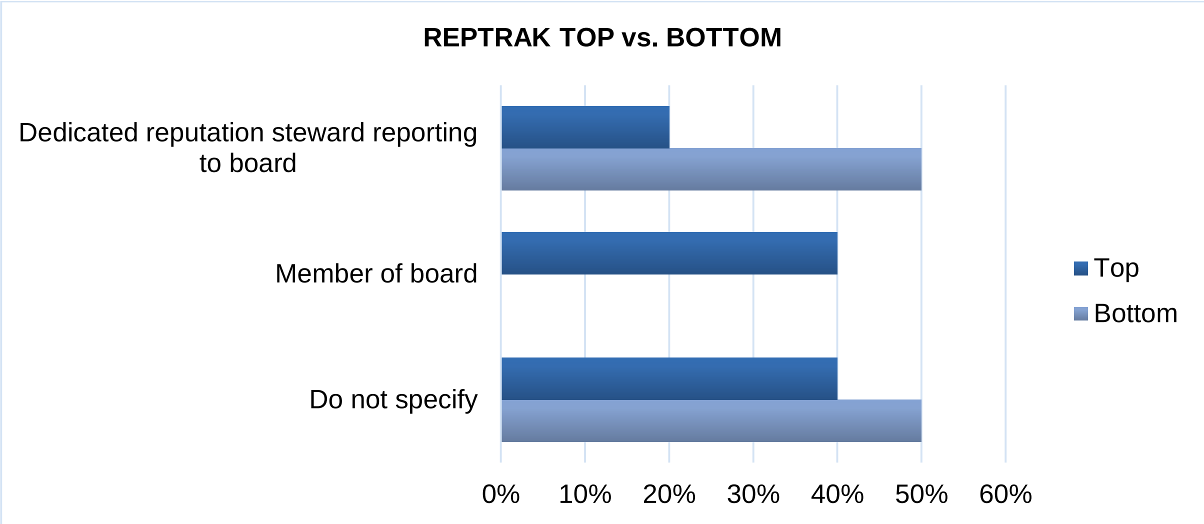
Table 20: Predetermined category 5 pertaining to the third research question

Number	Predetermined category (PC) descriptor
PC5	Who is responsible for corporate reputation management in the respondent organisations: - A dedicated reputation steward? - The board of directors?

Only eight (44.4%) of the respondent organisations make reference in their integrated annual reports to whom is responsible for corporate reputation management, and the results are presented as follow:

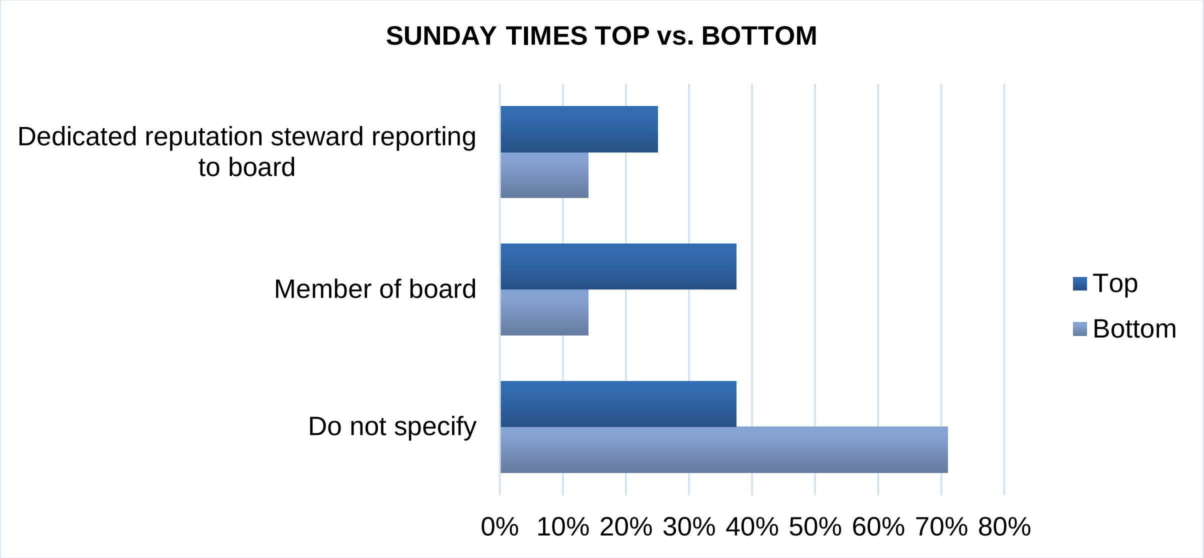
1.) The results of the top ranked companies in the Reputation Institute's RepTrak Pulse report for 2014 were compared with the results of the bottom ranked companies in the report *(both sets of results are illustrated by Graph 29)*;
2.) The results of the top ranked companies in the Sunday Times: Top 100 Companies 2014 report were compared with the results of the bottom ranked companies in the report *(both sets of results are illustrated by Graph 30)*; and
3.) The results of the top ranked companies in the Financial Mail: FM Top 20 Companies 2014 report were compared with the results of the bottom ranked companies in the report *(both sets of results are illustrated by Graph 31).*

Graph 30: PC 5 content analysis results for TOP vs. BOTTOM respondent organisations in the REPTRAK PULSE 2014 report



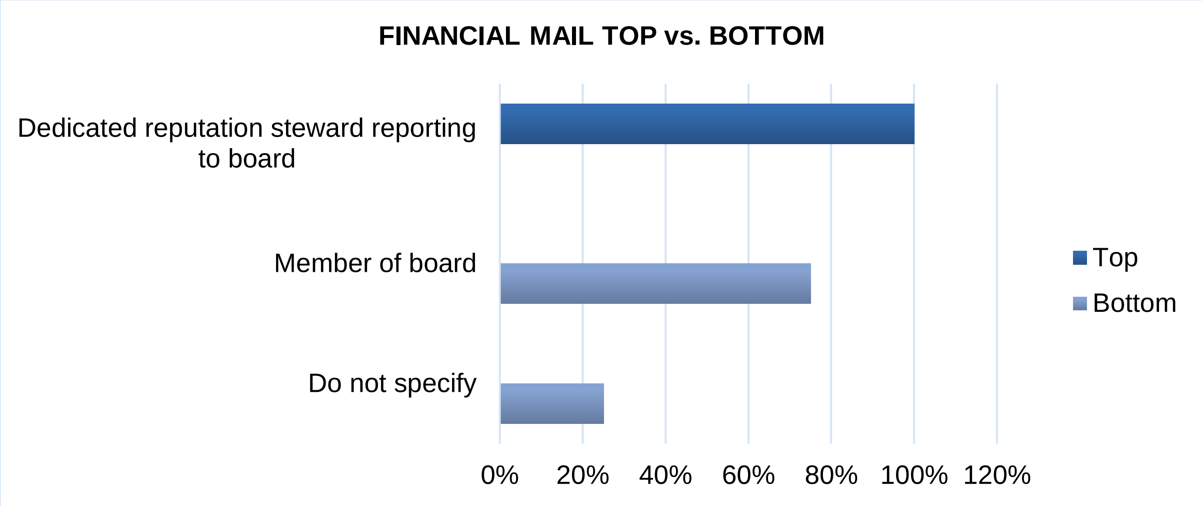
- Only three (60%) of the top ranked companies and two (50%) of the bottom ranked companies give details regarding who champions reputation management in their respective organisations;
- The majority of top ranked companies (two companies or 40%) tend to use a board member as reputation steward compared to the two (50%) bottom ranked companies who use a dedicated reputation steward who is not a member of the board, but reports directly to the board;
- None of the top or bottom ranked companies indicated that they use both;
- It is evident from the above that the top ranked companies, for this reputation ranking, are more likely to task a board member as corporate reputation steward instead of a reputation steward that is not a board member, but reports directly to the board.

Graph 31: PC 5 content analysis results for TOP vs. BOTTOM respondent organisations in the SUNDAY TIMES 2014 report



- Five (63%) of the top ranked companies and only two (29%) of the bottom ranked companies give details regarding who champions reputation management in their respective organisations;
- The majority of top ranked companies (three companies or 38%) tend to use a board member as reputation steward, with two companies (25%) having a reputation steward that is not a board member, but reports to the board.
- None of the top or bottom ranked companies indicated that they use both.
- For this reputation ranking it is also evident that the top ranked companies are more likely to task a board member with the responsibility of corporate reputation management instead of a reputation steward that is not a board member, but reports directly to the board.

Graph 32: PC 5 content analysis results for TOP vs. BOTTOM respondent organisations in the FINANCIAL MAIL 2014 report



- Two (100%) of the top ranked companies and only three (75%) of the bottom ranked companies give details regarding who champions reputation management in their respective organisations;
- Both (100%) top ranked companies have a reputation steward that is not a board member, but reports to the board compared to three (75%) bottom ranked companies who use a board member as reputation steward.
- None of the top or bottom ranked companies indicated that they use both.

4.) Determining whether organisations with formal reputation programmes experience less internal silo challenges between departments and management levels when it comes to corporate reputation management?

Cross-functional collaboration between departments and management levels from a corporate reputation management perspective was not part of the qualitative content analysis predetermined categories. However it was discovered that only the respondent company in the Pharmaceutical & Biotechnology sector (thus 5,5% of total respondent organisations) makes mention of having measures in place to eliminate the hindrance of internal silos when it comes to corporate reputation management. The said organisation does quarterly assessments of reputational risks through structured reporting processes, which is applied across all business units.

CHAPTER 5: DISCUSSION OF THE RESULTS

5.1 Introduction

In this chapter the results of both quantitative and qualitative studies, as set out in Chapter 4, are discussed and compared to the theory covered in the literature review (Chapter 2). The discussion aims to answer the four research questions in a complete and rigorous manner, and simultaneously attempts to demonstrate whether the four propositions proved to be valid. Ultimately, the objective is to conclude whether a relationship could be identified between the three reputation rankings and the extent to which the respondent organisations have formal corporate reputation programmes in place.

5.2 Discussion pertaining to research question 1

To what extent do the respondent organisations have formal reputation programmes in place to manage their corporate reputations?

In totality, both the quantitative survey questionnaire and qualitative content analysis research results indicate that the majority of respondent organisations understand and value the importance of corporate reputation. However, significantly fewer respondent organisations have their corporate reputation strategies translated into formal corporate reputation programmes with initiatives and actions that are measured at least once a year. The quantitative study confirmed that only half the respondent organisations conduct regular reputation research, with shareholders and investors unsurprisingly part of the shareholder groups that are measured most often.

When the top and bottom ranked companies across the three reputation rankings were compared during the quantitative study, it was possible to determine that the top ranked companies for two of the reputation rankings, both the Sunday Times and Financial Mail rankings, have a higher tendency to have formal corporate reputation strategies and programmes in place which are monitored and measured on a regular basis.

A comparison between the top and bottom ranked companies across the three reputation rankings during the qualitative content analysis research study established that the top ranked companies on 2 of the 3 rankings, both the RepTrak and Financial Mail ranking reports, give a more comprehensive account in their integrated annual reports of what exactly their reputation programmes consist of. Furthermore, these top ranked companies value corporate reputation ranking accolades more than those organisations on the bottom ranked lists.

The academic theory emphasises the fact that organisations must acknowledge the value of a favourable corporate reputation, in that it enables organisations to command premium pricing (Fombrun et al., 2000) and aids in attracting potential customers, employees and investors (Cole et al., 2013; Walker, 2010). Moreover, it makes access to new markets easier (Fombrun & van Riel, 2004), lessens the impact of a crises and enhances recovery ability (Decker, 2012; Eccles et al., 2007), increases an organisation's financial value (Gotsi & Wilson, 2001), and enhances an organisation's status in the industrial system (Abratt, 2013). The responsibility of corporate reputation lies with the board of directors (Dowling, 2006; Eccles et al., 2007; Institute of Directors Southern Africa, 2009; Tomšić, 2013; Van, 2013), and it is therefore expected of company boards to embrace the concept of corporate reputation management (Institute of Directors of Southern Africa, 2009; Reddiar et al., 2012).

Based on the discussion above, this study concludes that although most respondent organisations recognise the value of a good corporate reputation, a significant number (between 30-40%) of these organisations presently don't utilise corporate reputation's full potential because the necessary formal reputation management programmes are not yet in place.

It is also apparent that those top ranked organisations, who do have established reputation management programmes in place, utilise their integrated annual reports as an important and effective platform to describe and explain the nature and extent of their reputation programmes to their respective stakeholder groups.

The study further supports proposition 1 to be valid, in that adequate evidence was found to confirm that those respondent organisations with formally written reputation programmes, which are measured and monitored on a regular basis, have better corporate reputation rankings.

5.3 Discussion pertaining to research question 2

What do these formal reputation programmes consist of, and how does the organisations build reputation?

A finding of concern is that only half the respondent organisations provided information regarding what their formal reputation programme actions and initiatives consist of in their integrated annual reports. These actions and initiatives, as determined during the qualitative content analysis process, include:

- Formal stakeholder engagement plans
- Business Continuity Management operational frameworks
- Formal annual reputation survey feedback programmes
- A Corporate Reputation Index that forms part of the Executive Committee's Key Performance Index
- Online reputation tracking management programmes
- Quarterly reputation risks assessments processes

Most respondent organisations are using Business Continuity Management (BCM) operational frameworks for their reputation management efforts. Rouse (2015) define BCM as a framework that identifies an organisation's risk of exposure to internal and external threats, whilst providing the organisation with the opportunity and ability to timeously and accurately respond to said threats. From the integrated annual reports, one can thus conclude that respondent organisations place more emphasis on the risks associated with a negative corporate reputation, than the organisational and managerial value associated with a positive corporate reputation.

Transparent and effective stakeholder engagement, online reputation tracking and regular reputation surveys were also mentioned as important tools of corporate reputation management.

The concern mentioned earlier was echoed in that only half of the quantitative survey respondent organisations confirmed to be conducting research to establish how their organisations are perceived among its different stakeholder groups at least once a year. These research initiatives are mostly targeted at:

- Employees
- Shareholders
- Investors
- Customers

An encouraging finding however, is that the respondent organisations identify the media as an important platform for reputation building - both locally and internationally. This approach is in line with the international business communication trend of building reputation through the media (Reputation Matters, 2013).

The theory confirms that, for organisations to work effectively, its intricate nature requires formal processes, the implementation of frameworks, as well as reporting and monitoring protocols (Van, 2013). Formal corporate reputation management planning requires that organisations employ cutting-edge, attitudinal-segmentation techniques to measure and understand critical stakeholder perceptions and concerns, as well as mobilise cross-functional teams to collect intelligence and accordingly to identify and mitigate reputational threats as part of standard business practice (Bonini et al., 2009; Van, 2013).

Based on the discussion above this study concludes that although an average 50% of respondent organisations don’t provide details regarding what their reputation programmes consist of and/or don’t regularly conduct reputation research among its different stakeholder groups, there is adequate evidence that at least 50% of respondent organisations do indeed have extensive corporate reputation management programmes in place and that they have identified those stakeholder groups that could materially affect the operations of the company, as prescribed by King III (Institute of Directors of Southern Africa, 2009). However, the finding that shareholders and investors are two of the three stakeholder groups which are measured most often with regards to corporate reputation, suggests that the majority of respondent organisations are still in a transition process, moving from subscribing solely to a shareholder/investor perspective to an all-stakeholder-inclusive perspective.

5.4 Discussion pertaining to research question 3

Who is responsible for reputation management within the respondent organisations – a dedicated reputation steward or the board of directors itself?

As less than 50% of the respondent organisations refer in their integrated annual reports to who is responsible for corporate reputation management, the study will rely on the comprehensiveness of information received from the quantitative survey to answer this research question and associated propositions.

The majority of respondent organisations confirmed having a dedicated reputation steward who is tasked with the responsibility of corporate reputation management. When looked at preferred type of resource it was found that there is an equal split in preference between having an internal reputation steward (either individual or department) only, and making use of both internal and external resources to champion this function. Corporate Communications was found to be the department most often tasked with the responsibility of reputation management, followed by the Marketing and Corporate Affairs departments. This is in line with what the theory says in that Savage (2013) states that reputation management usually falls under the Marketing and/or Communications departments; and Bonini et al. (2009) further suggests that many organisations rely on small Corporate Affairs departments to fulfil the responsibility of reputation management.

When the top and bottom ranked companies across the 3 reputation rankings were compared, it was established that 2 of the 3 ranking reports, RepTrak and Financial Mail, don’t show any relation between the companies’ reputation rankings and having a dedicated reputation steward. No relation was found because the majority of companies, both top and bottom ranked, do have dedicated reputation managers in place.

The study further investigated the reputation steward-phenomenon with the aim of determining to what degree the respondent organisations' board of directors, as prescribed by King III, take responsibility for corporate reputation management. It was found that the majority of respondent organisations have a reputation steward that is either a board member, or an individual/department with a direct reporting line to the board of directors.

A comparison between the top and bottom ranked companies across the 3 reputation rankings revealed that there is a relationship between having a reputation steward that is a board member/has a direct reporting line to the board, and the company's actual reputation ranking for both the RepTrak and Sunday Times rankings.

The theory discussed in the literature review recommends that organisations have a unit dedicated to reputation management or, at the very least a committee who reports directly to the board (Savage, 2013; Van, 2013). The CEO must appoint an individual responsible for corporate reputation management, and this chosen executive should regularly update the board on key identified reputational risks and how they are being managed (Eccles et al., 2007).

Based on the discussion above, the conclusion is that the majority of respondent organisations have a dedicated reputation steward who has a direct reporting line to the board. Furthermore, one can come to the conclusion that the answer to this research question is that both the reputation steward and the board of directors share the responsibility of corporate reputation management in the 18 respondent organisations.

The study does not support proposition 2 to be valid in that the evidence found both top and bottom ranked companies have dedicated reputation stewards in place, therefore there is no relationship between being top ranked and having a reputation steward.

The study does however support proposition 3 to be valid in that adequate evidence was found to confirm that those respondent organisations, where the reputation steward is a member of the board or reports directly to the board, do in fact have better reputation rankings.

.

5.5 Discussion pertaining to research question 4

Do respondent organisations with formal reputation programmes experience less internal silo challenges between departments and management levels when it comes to corporate reputation management?

Cross-functional collaboration between departments and management levels from a corporate reputation perspective was not part of the qualitative content analysis predetermined categories, and the study will therefore put its reliance on information received from the quantitative survey to answer this research question, and associated proposition.

60% of respondent organisations with reputation programmes, and 75% of organisations without reputation programmes confirmed to value their employees as important drivers of corporate reputation. However, although the majority of respondent organisations agree that employees have a valuable role to play in reputation building and management, one must ask to what extent can the employee effectively drive corporate reputation if a corporate reputation programme with measurable actions and initiatives is not in place as in the case of between 30-40% of said respondent organisations?

The study found that teamwork between departments to ensure consistent communication and experiences across all stakeholder groups; and visible leadership from the CEO concerning corporate reputation are noticeable characteristics of those respondent organisations where a formal reputation programme is in place. The study shows adequate evidence that the same characteristics are 37% less likely to be present in those respondent organisations without formal reputation programmes.

The theory confirms that every member of the organisation is responsible for maintaining the corporate reputation, but the responsibility ultimately lies with the board of directors, under the guidance of the Chief Executive Officer, to develop, manage and monitor the organisation's corporate reputation (Dowling, 2006; Eccles et al., 2007; Institute of Directors Southern Africa, 2009; Tomšić, 2013; Van, 2013). Operating silos must be diminished at board level (Reddiar et al., 2012), as this will enable the marketing, communications, human resources and operations functions to act in coordination to communicate the same messages and deliver the same experiences, in order to build a strong corporate reputation across all stakeholder groups (Abratt & Kleyn, 2012).

Based on the discussion above this study concludes that although most respondent organisations recognise employees' value in the corporate reputation management process, a substantial percentage of these companies incorrectly view its employees as the organisations' prime reputation custodians rather than the board of directors.

The study further strongly supports proposition 4 to be valid in that sufficient evidence was found to confirm that those respondent organisations with formal reputation programmes, which are measured and monitored on a regular basis, experience less internal silo challenges between departments and management levels when it comes to corporate reputation management.

5.6 Conclusion

This discussion answered all 4 research questions, supported by the relevant theory covered during the literature review, in the most comprehensive and rigorous manner possible. The discussion further positively prove three of the four propositions to be valid, namely propositions 1, 3 and 4.

Based on the summative findings of this study, as discussed above, it is concluded that the study demonstrates partial evidence to support that there indeed is a relationship between reputation rankings and having formal reputation programmes in place, for the sample group of 18 respondent organisations.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The outcome of this study is in line with the Reddiar et al. (2012) findings in that the respondent organisations also acknowledged the value of a good corporate reputation, but the extent to which the directors act as custodians of their respective organisations' corporate reputations varies significantly between the 18 respondent organisations. Although some respondent organisations seem to be far ahead of their peers in their endeavour to incorporate corporate reputation management, along with effective stakeholder engagement, to better and improved corporate governance practices, between 30-40% of said respondent companies' still display immature reputation management efforts.

Up until now little research has been done on formal reputation management and its linkage to actual corporate reputation in a strictly South African environment. The data and insight generated from this study is thus meant to stimulate further dialogue regarding the probability of finding stronger support of a relationship between an organisation's actual corporate reputation and the extent of its corporate reputation management practices. Although the findings are not generic and should only be viewed in the context of the sample of respondent organisations, there are various insightful and important conclusions.

In researching this topic, the researcher was unable to source any academic models that explain the required building-blocks of corporate reputation in line with what the King III Code prescribes. Given the fact that the King III Code is still a relatively new practice, it is evident that this area of enquiry needs further development - therefore a new model was developed and is proposed in this chapter.

6.2 Conclusions of the study

Given the fact that the concept of corporate reputation has achieved extensive coverage from numerous angles over recent decades, the study expected to find that the majority of respondent organisations acknowledge that there is value in having a positive corporate reputation. Although this was confirmed, it was further established that a lesser percentage of between 60-70% of the respondent organisations indeed have extensive formal reputation management programmes in place, and are thus utilising corporate reputation's potential for managerial implication and competitive advantage. It is apparent that the integrated annual report has become an important and effective instrument in communicating the nature and extent of said organisations' formal reputation programmes to their respective stakeholder groups.

These formal reputation programme initiatives include Business Continuity Management operational frameworks, transparent and effective stakeholder engagement plans, online reputation tracking tools and regular reputation surveys. The media is emphasised as an important platform for reputation building - both locally and internationally.

It is concluded that the respondent organisations follow a reputation management approach whereby the focus is on the risks associated with a negative corporate reputation, rather than the organisational and managerial value associated with a positive corporate reputation. In addition, it was found that the majority of respondent organisations still are in the transition process moving from subscribing solely to a shareholder/investor perspective to an all-stakeholder-inclusive perspective as prescribed by the King III Code (Institute of Directors Southern Africa, 2009).

The majority of respondent organisations have a dedicated reputation steward with a direct reporting line to the board, and thus corporate reputation management is a shared responsibility between the board of directors and the individual/department tasked to manage corporate reputation. Corporate Communications is the department most likely to manage the respondent organisations' reputation function.

Teamwork between departments to ensure consistent communication and experiences across all stakeholder groups, and visible leadership from the CEO concerning corporate reputation, are noticeable characteristics of those respondent organisations where a formal reputation management programme is in place. Another insightful conclusion was the realisation that a substantial percentage of respondent organisations incorrectly view their employees, instead of the board of directors, as said organisations' prime reputation custodians.

The study confirmed that:

- There is a positive relationship between having a formally written reputation programme, which is measured and monitored on a regular basis and having a better corporate reputation ranking;
- There is a positive relationship between having a reputation steward that is a member of the board, or reports directly to the board – and having a better corporate reputation ranking;
- Those respondent organisations with formal reputation programmes, which are measured and monitored on a regular basis, experience less internal silo challenges between departments and management levels when it comes to corporate reputation management.

Based on the summative evidence it is concluded that this study partially supports the research problem statement in that there is a relationship between reputation rankings and having formal reputation management programmes in place, for the sample group of respondent organisations.

6.3 Recommendations

After studying the literature and results obtained from both the quantitative survey questionnaire and qualitative content analysis, it is evident that corporate South Africa is in need of an academic model to use for the effective implementation of corporate reputation management. This proposed model has concisely summarised the findings of this study and has considered the recommendations listed in the King III principles.

Using this model, companies should understand that there is a step-by-step process involved when building an organisation's corporate reputation and as reputation is "*a stakeholder's overall evaluation of an organisation over time based on his/her experiences with the organisation and its brand(s),* *employees and any other perceived communication"* (Abratt & Kleyn, 2012, p.1057) and "*stakeholders' interests in a company are dynamic and subject to change"* (Institute of Directors in Southern Africa, 2009, p.101), the process should continuously be monitored and maintained. When an organisation actively and consistently applies this model it should ultimately be in a position to effectively incorporate corporate reputation management as an important aspect of its overall corporate governance strategy.

The integrative model of formal corporate reputation management in South Africa is illustrated in Figure 2 below:

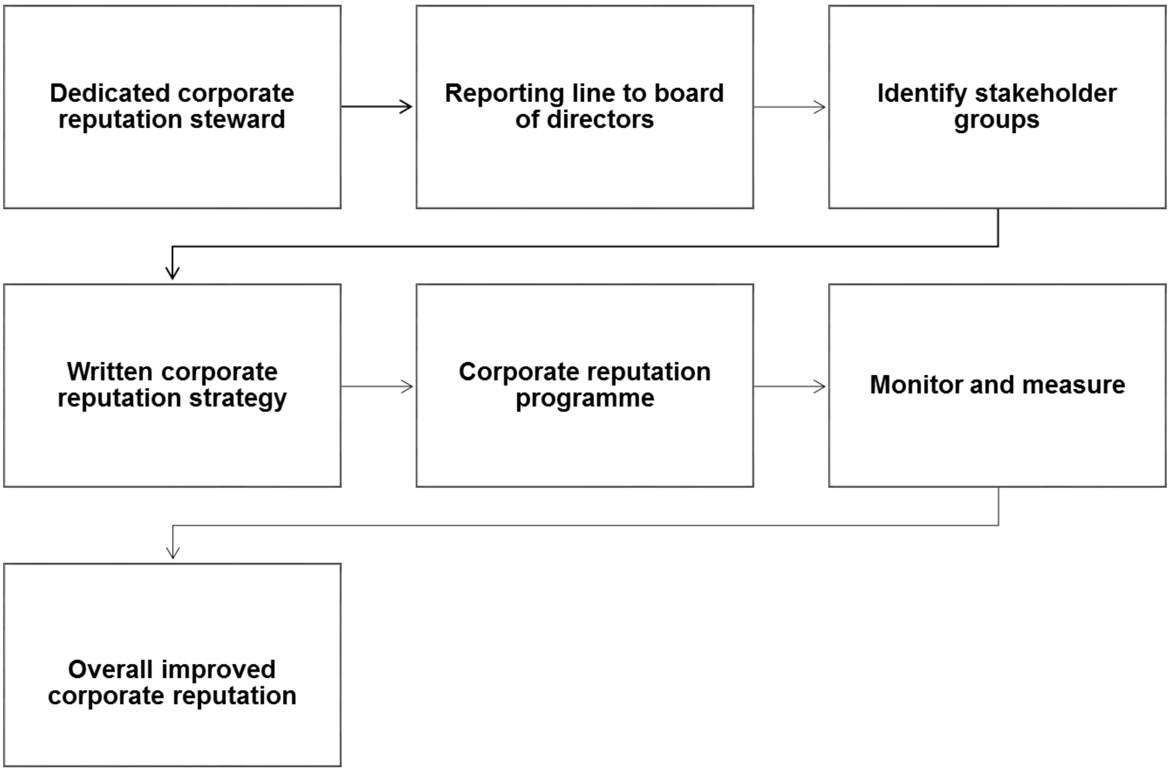


Figure 2: Integrative model of formal corporate reputation management in South Africa.

Explaining the model:

The very first step of effective corporate reputation management in an organisation is for the board of directors, as prime custodians of corporate reputation, to task either a competent individual and/or department with the responsibility of acting as said organisation's corporate reputation steward.

It is of vital importance that the appointed reputation steward is given a direct reporting line to the board of directors to regularly update the board regarding key identified reputational risks and how these are being managed; and to provide the board with the opportunity to review the risk-management process and provide suggestions for improving it.

The third step is for the board to identify those stakeholder groups that can and will play an important role in achieving the organisation's strategic objectives and long-term sustainability. This identification process will thus include those stakeholder groups that can materially affect the operations of the organisation.

Only then can the appointed reputation steward, in close collaboration with the board, proceed in compiling the corporate reputation strategy. Once approved, said corporate reputation strategy should be made available in written format to ensure the expectations and responsibilities of all the different role players are, and remain, aligned.

The reputation steward should then translate the corporate reputation strategy into a reputation management programme, with measureable actions and initiatives across the entire organisation, involving all departments and business units. Said actions and initiatives should include projects that will motivate and enable the different departments/business units to communicate a consistent message and deliver the same experience across all stakeholder groups.

The reputation management programme should be monitored and measured at least once per annum across those stakeholder groups identified during step 3. It is imperative for the board to review the results and provide suggestions for improvement. Said improvement suggestions should actively be incorporated into the existing reputation management programme in order to promote the organisation's corporate reputation.

When the above process is actively and consistently applied and followed, the organisation should ultimately achieve an overall improved corporate reputation.

6.4 Suggestions for future research

Further studies should look to find stronger support for the existence of a relationship between an organisation's corporate reputation ranking and the extent of its corporate reputation management practices, in a South African context.

It is suggested that reputation management and its effects on corporate reputation should remain a constant area of focus until the concept of corporate reputation in South Africa has reach the status of being a mature discipline.

Future research should also continue to examine the differences in reputation management activities, and its effects, between the different industry sectors as the managerial implications of such research could potentially result in industries adopting a tailored approach to corporate reputation management.

CHAPTER 7: RESEARCH PLANNING

7.1 Consistency matrix for quantitative study

Research Questions	Propositions	Support Literature	Cross reference to instrument	Analysis
Q1: To what extent do South African companies have formal reputation programmes in place to manage their corporate reputations?	P1: South African organisations with formally written reputation programmes, which are measured and monitored on a regular basis, have better corporate reputations.	Abratt & Kleyn, 2012; Ainuddin et al., 2007; Aula & Mantere, 2013; Casado et al., 2014; Cole et al., 2013; Decker, 2012; Eberl & Schwaiger, 2005; Fombrun & van Riel, 2004; Gardberg & Fombrun, 2002; Goldstein et al., 2011; Hall, 1993; Lange et al., 2011; Mahon, 2002; O'Callaghan, 2007; Reddiar et al., 2012; Roberts & Dowling, 2002; Shamsie, 2003; Starstedt et al., 2013; Van, 2013; Vohra & Davies, 2011; Walker, 2010.	Q: 1-4, 9,10	Descriptive statistics
Q3. Who is responsible for reputation management within South African organisations – a dedicated reputation steward or the board of directors itself?	P2: South African organisations with better reputations are more likely to have a dedicated individual or department who acts as reputation steward for the respective organisations.	Casado et al., 2014; Eccles et al., 2007; Goldstein et al., 2011; Savage, 2013.	Q: 5,7	Descriptive statistics

	P3: South African organisations where the reputation steward is a member of the board or reports directly to the board, are more likely to have better reputations.	Casado et al., 2014; Dowling, 2006; Eccles et al., 2007; Goldstein et al., 2011; Institute of Directors Southern Africa, 2009; Reddiar et al., 2012; Tomšić, 2013; Van, 2013.	Q: 8	Descriptive statistics
4. Do respondent organisations with formal reputation programmes experience less internal silo challenges between departments and management levels when it comes to corporate reputation management?	P4: Organisations with formal reputation programmes experience less internal silo challenges between departments and management levels when it comes to coporate reputation management.	Aaker, 2008; Abratt & Kleyn, 2012; Casado et al., 2014; Dickson, 2013; Reddiar et al., 2012; Riddell, 2013; Savage, 2013.	Q: 11-13	Descriptive statistics

7.2 Consistency matrix for qualitative study

Research Problem	Research Questions	Support Literature	Source of data	Analysis
The relationship between reputation rankings and formal reputation management programmes in South African organisations.	Q1: To what extent do South African companies have formal reputation programmes in place to manage their corporate reputations?	Abratt, 2013; Cole et al., 2013; Decker, 2012; Dowling, 2006; Eccles et al., 2007; Fombrun et al., 2000; Fombrun & van Riel, 2004; Gotsi & Wilson, 2001; Institute of Directors Southern Africa, 2009; Reddiar et al., 2012; Tomšić, 2013; Van, 2013; Walker, 2010.	The latest available integrated annual reports of all 18 respondent organisations.	Direct content analysis of documents.
The relationship between reputation rankings and formal reputation management programmes in South African organisations.	Q2: What do these formal reputation programmes consist of, and how does the organisation build reputation?	Bonini et al., 2009; Institute of Directors Southern Africa, 2009; Van, 2013.	The latest available integrated annual reports of all 18 respondent organisations AND Q9-10 from the survey questionnaire.	Direct content analysis of documents.
The relationship between reputation rankings and formal reputation management programmes in South African organisations.	Q3: Who is responsible for reputation management within South African organisations – a dedicated reputation steward or the board of directors itself?	Eccles et al., 2007; Savage, 2013; Van, 2013.	The latest available integrated annual reports of all 18 respondent organisations.	Direct content analysis of documents.

REFERENCES

Aaker, D. (2008). Marketing in a silo world: The new CMO challenge. *California Management Review, 51*(1), 144-153.

Abratt, R. (2013, July). *Management of Corporate Branding and Reputation.* Paper presented at Wits Business School, Parktown Johannesburg, University of the Witwatersrand.

Abratt, R. & Kleyn, N. (2012). Corporate identity, corporate branding and corporate reputations – Reconciliation and integration. *European Journal of Marketing, 46*(7/8), 1048-1063.

Ainuddin, R., Beamish, P., Hulland, J., & Rouse, M. (2007). Resource attributes and firm performance in international joint ventures. *Journal of World Business, 42*(1), 47-60.

Argenti, P. & Drukenmiller, B. (2004). Reputation and the corporate brand. *Corporate Reputation Review, 6*(4), 368-374.

Aula, P. & Mantere, S. (2013). Making and breaking sense: an inquiry into the reputation change. *Journal of Organizational Change Management, 26*(2), 340-352.

Barnett M., Jermier, J., & Lafferty, B. (2006). Corporate reputation: The definitional landscape. *Corporate Reputation Review, 9*(1), 26-38.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99-120.

Bechan, N. (2008). Top determinants of corporate reputation management. *Journal for Communication Sciences in Southern Africa, 27*, 1-18.

Bendixen, M. & Abratt, R. (2007). Corporate identity, ethics and reputation in supplier-buyer relationships. *Journal of Business Ethics, 76*, 69-82.

Bertram, D. (2008). Likert-scales…are the meaning of life Retrieved 15 July, 2013, from http://poincare.matf.bg.ac.rs/~kristina/topic-dane-likert.pdf

BizCommunity. (2012, Nov 19th). Winners of Sunday Times Top 100 Companies Retrieved 10 Oct, 2013, from http://www.bizcommunity.com/Article/196/40/85574.html

BizCommunity. (2014, Oct 29th). 2014 Sunday Times Top 100 Companies results out   Retrieved 3 Nov, 2014, from http://www.bizcommunity.com/Article/196/357/120709.html

Bonini, S., Court, D., & Marchi, A. (2009). Rebuilding corporate reputations. A perfect storm has hit the standing of big business - Companies must step up their reputation-management efforts in response, *McKinsey Quarterly* Retrieved 6 Nov, 2013, from http://www.mckinsey.com/insights/corporate_social_responsibility/rebuilding_corporate_reputations

Bowen, A. (2009). Document Analysis as a Qualitative Research Method. *Qualitative Research Journal, 9*(2), 27-40.

Bragg, T. (2010, Feb 15th). Should you go formal or informal? Retrieved 14 May, 2014, from http://www.thomasmbragg.com/2010/02/15/should-you-go-formal-or-informal/

Bryman, A. (2012). *Social research methods* (Fourth ed.). New York: Oxford University Press.

BusinessTech. (2014, May 14th). These are South Africa's most reputable companies Retrieved 15 May, 2014, from http://businesstech.co.za/news/general/57469/these-are-south-africas-most-reputable-companies/

Calder, B. (1977). Focus groups and the nature of qualitative marketing research. *Journal of Marketing Research, 14*, 353-364.

Casado, M., Peláez, J., & Cardona, J. (2014). Managing Corporate Reputation: A Perspective on the Spanish Market. *Corporate Reputation Review, 17*, 46-63.

Chedzoy, O. (2006). Phi-Coefficient Retrieved 10 January, 2015, from http://flowjo.typepad.com/the_daily_dongle/files/Phi-coefficient.pdf

Chew, C. & Eysenbach, G. (2010). Pandemics in the age of Twitter: Content Analysis of Tweets during the 2009 H1N1 Outbreak, Plos One, *5*(11), 1-13 Accessed 21 Feb, 2015 from http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0014118#pone-0014118-g015

Clarke, T. (1998). The Stakeholder Corporation: A Business Philosophy for the Information Age. *Long Range Planning, 31*(2), 182-194.

Clarkson, M. (1995). A stakeholder framework for analysing and evaluating corporate social performance. *Academy of Management Review, 20*(1), 92-177.

Cole, S., Sturgess, B., & Brown, M. (2013). Using Reputation to Grow Corporate Value. *World Economics, 14*(3), 43-64.

Corbin, J. & Strauss, A. (2008). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (Third ed.). CA: Sage Publications.

Decker, W. (2012). A Firm's Image Following Alleged Wrongdoing: Effects of the Firm's Prior Reputation and Response to Allegation. *Corporate Reputation Review, 15*(1), 20-34.

Deloitte. (2013). Telling the story of long term value creation. Insights to the IIRC's Integrating Reporting Framework Consultation Retrieved 12 January, 2015 from http://deloitteblog.co.za/wp-content/uploads/2013/04/Telling-the-story-of-long-term-value-creation.pdf

Dickson, V., Kiefer, B., Shearman, S., & Stein, L. (2013). The reputation issue: The world is watching Retrieved 11 October, 2014 from http://www.prweek.com/article/reputation-issue-world-watching/1275629

Diermeier, D. (2011). *Reputation Rules: Strategies for building your company's most valuable asset*. United States of America: McGraw Hill Professional.

Dowling, G. (2006). Reputation risk: It is the board's ultimate responsibility. *Journal of Business Strategy, 27*(2), 59-68.

Doz, Y. (2011). Qualitative research for international business. *Journal of International Business Studies, 42*, 582-590.

Eberl, M. & Schwaiger, M. (2005). Corporate reputation: disentangling the effects on financial performance. *European Journal of Marketing, 39*(7/8), 838-854.

Eccles, R., Scott, C., Newquist, S., & Schatz, R. (2007). Reputation and its Risks. *Harvard Business Review, 85*(2), 104-114.

Fiedler, L., Kirchgeorg, M. (2007). The role concept in corporate branding and stakeholder management reconsidered: Are stakeholder groups really different? *Corporate Reputation Review, 10*(3), 177-188.

FM Annual Top Companies 2013. (2013). *Financial Mail*, 2013, 7-19.

Fombrun, C., Gardner, N., & Sever, J. (2000). The reputation quotient: a multi-stakeholder measure of corporate reputation. *The Journal of Brand Management, 7*(4), 241-245.

Fombrun, C. (2007). In Practice, List of Lists: A Compilation of International Corporate Reputation Ratings. *Corporate Reputation Review, 10*(2), 144-153.

Fombrun, C. & Van Riel, C. (1997). The reputational landscape. *Corporate Reputation Review, 1*, 5-13.

Fombrun, C. & Van Riel, C. (2004). *Fame & fortune: How successful companies build winning reputations*. NJ: Prentice-Hall: Upper Saddle River.

Freeman, R. (1984). *Strategic management – A stakeholder approach*. Boston: Pitman.

Freeman, R. (2004). *A Stakeholder Theory of modern corporations. Ethical Theory and Business*. NJ: Prentice-Hall: Upper Saddle River.

Gardberg, N. & Fombrun, C. (2002). The global reputation quotient project: First steps towards a cross-nationally valid measure of corporate reputation. *Corporate Reputation Review, 4*(4), 303-307.

Golafshani, N. (2003). Understanding reliability and validity in qualitative research. *The Qualitative Report, 8*(4), 597-607.

Goldstein, K., Doorley, J., & Turner, P. (2011). Corporate Reputation Management in the U.S. Pharmaceutical Industry. *Institute for Public Relations*, 1-20.

Gotsi, M. & Wilson, A. (2001). Corporate reputation: seeking a definition. *Corporate Communications: An International Journal, 6*(1), 24-30.

Griffin, A. (2008). *New strategies for reputation management – gaining control of issues, crises and corporate social responsibility*. London, England: Kogan Page Limited.

Hall, R. (1993). A framework linking intangible resources and capabilities to sustainable competitive advantage. *Strategic Management Journal, 14*, 607-618.

Helm, S. (2007a). One reputation or many? Comparing stakeholders' perceptions of corporate reputation. *Corporate Communications: An International Journal, 12*(3), 238-253.

Helm, S. (2007b). The role of corporate reputation in determining investor satisfaction and loyalty. *Corporate Reputation Review, 10*, 22-37.

Honey, G. (2013). *What is reputation worth? How to protect and enhance value?* Surry, England: Gower Publishing Limited.

Hopkins, W. (2000). Quantitative research design, *Sport Science, 4*(1), Accessed 4 April, 2013 from www.sportsci.org/jour/0001/wghdesign.html.

Hsieh, H. & Shannon, S. (2005). Three approaches to qualitative content analysis. *Qualitative Health Research, 15*, 1277-1288.

Hult, T., Mena, J. Ferrell, O., & Ferrell, L. (2011). Stakeholder marketing: a definition and conceptual framework. *Academy of Marketing Science, 1*, 44-65.

Institute of Directors Southern Africa. (2009). *King Report on Governance for South Africa*. Claremont: Juta.

Institute of Directors Southern Africa. (2010a). Integrated Reporting. Sustainable Development Forum Retrieved 25 January, 2015 from http://c.ymcdn.com/sites/www.iodsa.co.za/resource/collection/4B905E82-99EB-48B1-BCDA-F63F37069065/SDF_Position_Paper_3_Integrated_Reporting.pdf

Institute of Directors Southern Africa. (2010b). *Companies Act 71 of 2008*. Claremont: Juta.

Johndrow, A. (2009). Chief Reputation Officer: Whose job is it, anyway? Retrieved 14 April, 2013 from http://www.forbes.com/2009/12/26/reputation-officer-marketing-cmo-network-anthony-johndrow.html.

Keller, K. & Richey, K. (2006). The importance of corporate brand personality traits to a successful 21st century business. *Palgrave Journals: Brand Management, 14*(1(2)), 74-81.

Laerd Statistics (2013). Descriptive and Inferential Statistics Retrieved 11 February, 2014 from https://statistics.laerd.com/statistical-guides/descriptive-inferential-statistics.php

Lange, D., Lee, P., & Dai, Y. (2011). Organizational Reputation: A Review. *Journal of Management, 37*(1), 153-184.

Leuner, J. (2010). *A change in focus to stakeholder engagement and reputation management aligned to King III recommendations.* MBA Thesis, University of Pretoria, Pretoria.

Mahon, J. (2002). Corporate Reputation: Research agenda using strategy and stakeholder literature. *Business Society, 41*, 415-445.

McDonald, J. (2014). *Handbook of Biological Statistics* (Third ed.). Baltimore, Maryland: Sparky House Publishing.

Mintzberg, H., Simons, R., & Basu, K. (2002). Beyond selfishness. *MIT Sloan Management Review, 44*(1), 67-74.

Ndlazi, T. (2013a, July). *2013 – South Africa RepTrak™ Pulse Top 20 Listed Companies.* Paper presented at Wits Business School, Parktown Johannesburg.

Ndlazi, T. (2013b, July). *South Africa's Top 20 Listed Companies, Reputation Institute*. Paper presented at Wits Business School, Parktown Johannesburg.

O, Callaghan T. (2007). Disciplining multinational enterprises: The regulatory power of reputational risk. *Global Society, 21*(1), 95-117.

Omar, M., Williams, R., & Lingelback, D. (2009). Global brand market-entry to manage corporate reputation. *Journal of Product & Brand Management, 18*(3), 177-187.

Reddiar, C., Kleyn, N., & Abratt, R. (2012). Director's perspectives on the meaning and dimensions of corporate reputations. *South African Journal of Business Management, 43*(3), 29-39.

Reputation Institute. (2013). RepTrak™ 100 Global Report 2013 Retrieved 4 April, 2013 from http://www.reputationinstitute.com/thought-leadership/global-reptrak-100

Reputation Matters. (2013). International study shows top five do and don't trends for business communication Retrieved 10 February, 2015 from http://www.reputationmatters.co.za/international-study-shows-top-five-do-and-dont-trends-for-business-communication/

Riddell, P. (2013). Rallying the troops: Crisis communication and reputation management in financial services. *Journal of Brand Strategy, 2*(3), 222-227.

Rindova, V., Williamson, I., Petkova, A., & Sever, J. (2005). Being good or being known: An empirical examination of the dimensions, antecedents, and consequences of organizational reputation. *Academy of Management Journal, 48*(6), 1033-1049.

Roberts, P. & Dowling, G. (2002). Corporate reputation and sustained superior financial performance. *Strategic Management Journal, 23*(12), 1077-1093.

Rouse, M. (2015). Business continuity management (BCM) Retrieved 2 February, 2015 from http://searchcio.techtarget.com/definition/business-continuity-management-BCM

SAPA. (2014, May 14th). Woolworths has top reputation – survey Retrieved 3 June, 2014 from http://www.fin24.com/Companies/Retail/Woolworths-has-top-reputation-survey-20140514

Savage, J. (2013). Reputation building, reputation risk, and the reality distortion field: The three questions investors need to ask Retrieved 6 July, 2013 from http://reputationleadershipgroup.com/reputation-building-reputation-risk-and-the-reality-distortion-field-the-three-questions-investors-need-to-ask/

Shamsie, J. (2003). The context of dominance: An industry-driven framework for exploiting reputation. *Strategic Management Journal, 24*(3), 199-215.

Starstedt, M., Wilczynski, P., & Melewar, T. (2013). Measuring reputation in global markets – A comparison of reputation measures' convergent and criterion validities. *Journal of World Business, 48*, 329-339.

Todorović, I. (2013). Impact of corporate governance on performance of companies. *Montenegrin Journal of Economics, 9*(2), 47-53.

Tomšić, M. (2013). *The role of firm reputation in corporate governance processes*. Paper presented at the 1st International OFEL Conference on Corporate Governance, Dubrovnik: Croatia.

Top Companies 2014 (2014). *Financial Mail*, 2014, 16-19.

Van, D. (2013). Reputational risk management in the corporate world. *Keeping good companies, 65*(4), 215-220.

Vohra, S. & Davies, G. (2011). Can a company's reputation influence the effects of share performance on investor regret? *American Marketing Association, 22,* 351-352.

Walker, K. (2010). A Systematic Review of the Corporate Reputation Literature: Definition, Measurement, and Theory. *Corporate Reputation Review, 12*(4), 357-387.

Yu, J. & Cooper, H. (1983). A quantitative review of research design effects on response rates to questionnaires. *Journal of Marketing Research, 20*(1), 36-44.

APPENDIX A:

1. **Reputation Institute 2014:**

Survey Results 2014

	Woolworths	74.31
	Standard Bank	68.77
	Spar	66.90
	Pick 'n Pay	65.55
	MTN	65.13
	Vodacom	64.83
	Sasol	62.70
	ABSA	61.83
	Shoprite	61.63
	Old Mutual	61.40
Most reputable	Nedbank	61.24
Least reputable	Sanlam	59.91
	Telkom	59.66
	SABMiller	58.72
	Liberty Holdings	50.80
	Anglo American Platinum	45.62
	SAPPI	44.70
	Anglo American	42.79
	AngloGold Ashanti	41.29
	Goldfields	37.98

RepTrak Pulse Survey
Score Range Categories

Excellent	Above 80
Strong/ Robust	70 - 90
Average/ Moderate	60 - 69
Weak/ Vulnerable	40 - 59
Poor/ Lowest	Below 40

Source: BusinessTech, 2014

2. Sunday Times: Top 100 Companies for 2014

Ranking results for top 50 companies:

1	CORONATION FUND MANAGERS (2014 Royal Company)	78.11
2	EOH HOLDINGS (2014 Royal Company)	63.55
3	METAIR INVESTMENTS	49.94
4	MR PRICE GROUP (2014 Royal Company)	48.42
5	AFRIMAT	45.34
6	FAMOUS BRANDS (2014 Royal Company)	43.79
7	INVICTA HOLDINGS	41.71
8	ASPEN PHARMACARE HOLDINGS (2014 Royal Company)	41.33
9	HOWDEN AFRICA HOLDINGS (2014 Royal Company)	41.30
10	MONDI plc	41.03
11	CONSOLIDATED INFRASTRUCTURE GROUP	40.37
12	MIX TELEMATICS	38.52
13	WOOLWORTHS HOLDINGS (2014 Royal Company)	38.42
14	NEW EUROPE PROPERTY INVESTMENTS plc	38.21
15	NASPERS	37.99
16	BRIMSTONE INVESTMENT CORPORATION	37.56
17	AVI (2014 Royal Company)	36.46
18	GRAND PARADE INVESTMENTS	36.27
19	ELB GROUP	35.72
20	MEDICLINIC INTERNATIONAL	35.66
21	COMPAGNIE FIN RICHEMONT	35.20
22	CAPITEC BANK HOLDINGS	35.04
23	PSG GROUP	34.97
24	METROFILE HOLDINGS	34.56
25	BRAIT SE	33.60

26	CONDUIT CAPITAL	32.70
27	OMNIA HOLDINGS	32.67
28	PINNACLE HOLDINGS	32.55
29	MUSTEK	32.16
30	RESILIENT PROPERTY INCOME FUND	31.83
31	PIONEER FOODS GROUP	31.54
32	STEINHOFF INTERNATIONAL HOLDINGS	31.17
33	RMB HOLDINGS	31.04
34	SANLAM	30.79
35	SABMILLER plc	30.72
36	ITALTILE	30.71
37	SPUR CORPORATION	30.69
38	TRENCOR	30.66
39	FIRSTRAND	30.58
40	DISCOVERY	29.66
41	OCEANA GROUP	29.05
42	LITHA HEALTHCARE GROUP	28.99
43	ARB HOLDINGS	28.88
44	ZEDER INVESTMENTS	28.87
45	SUPER GROUP	28.59
46	NETCARE	28.47
47	CLIENTELE LIFE ASSURANCE	27.92
48	CLICKS GROUP	27.32
49	BRITISH AMERICAN TOBACCO plc	26.45
50	VODACOM GROUP	25.92

Source: Bizcommunity, 2014

Ranking results for bottom 50 companies:

51	PEREGRINE HOLDINGS	25.72
52	OLD MUTUAL plc	25.34
53	SANTAM	25.24
54	NAMPAK	24.73
55	REMGRO	24.56
56	MMI HOLDINGS	23.65
57	PAN AFRICAN RESOURCES plc	23.62
58	CAPEVIN HOLDINGS	22.90
59	THE BIDVEST GROUP	22.85
60	HYPROP INVESTMENTS	22.71
61	SA CORPORATE REAL ESTATE FUND	22.41
62	IMPERIAL HOLDINGS	22.00
63	HOSKEN CONSOLIDATED INVESTMENTS	21.29
64	SASOL	20.81
65	GROWTHPOINT PROPERTIES	20.75
66	CAPITAL PROPERTY FUND	20.61
67	TIGER BRANDS	20.14
68	DATATEC	20.06
69	SHOPRITE HOLDINGS	19.83
70	REINET INVESTMENTS S.C.A	19.07
71	LIBERTY HOLDINGS	18.74
72	THE SPAR GROUP	18.58
73	VUKILE PROPERTY FUND	18.42
74	THE FOSCHINI GROUP	18.27
75	MTN GROUP	17.95

76	AECI	17.88
77	COMAIR	17.87
78	CASHBUILD	17.84
79	OCTODEC INVESTMENTS	17.45
80	ACUCAP PROPERTIES	17.35
81	NEDBANK GROUP	17.14
82	SACOIL HOLDINGS	17.08
83	KAP INDUSTRIAL HOLDINGS	17.07
84	BARLOWORLD	16.51
85	EMIRA PROPERTY FUND	16.34
86	HUDACO INDUSTRIES	16.28
87	INVESTEC plc	15.65
88	PHUMELELA GAMING AND LEISURE	15.48
89	REDEFINE PROPERTIES	14.94
90	HOSPITALITY PROPERTY FUND	14.92
91	ADVTECH	14.87
92	ASTRAL FOODS	14.82
93	SYCOM PROPERTY FUND	14.43
94	WESCOAL HOLDINGS	14.08
95	J S E	13.94
96	TRUWORTHS INTERNATIONAL	13.81
97	ASSORE	13.58
98	TONGAAT HULETT	13.00
99	NU-WORLD HOLDINGS	12.68
100	CITY LODGE HOTELS	12.61

Source: Bizcommunity, 2014

3. Financial Mail: FM Top Companies for 2014

1	Coronation	76.10	
2	Clientele	59.3	
3	Clicks	59.1	
4	EOH	58	
5	Woolworths	57.6	
6	Mr Price	57.6	
7	Brait	56.7	
8	Naspers	55.4	
9	Mix Telematics	54.4	
10	Sanlam	54.1	***Most reputable***
11	Shoprite	53.9	***Least reputable***
12	Consolidated Infrastructure Group	52.7	
13	Supergroup	52.7	
14	Cullinan Holdings	52.1	
15	Pinnacle	51.9	
16	PSG Group	51.3	
17	Afrimat	51.1	
18	Capitec	51	
19	Aspen	50.8	
20	Kumba Iron Ore	50.3	

Source: Financial Mail, 2014

APPENDIX B

Research instrument:

Q1 The organisation I am employed with understands and values the importance of a positive/good corporate reputation.

- ❍ I agree
- ❍ I neither agree nor disagree
- ❍ I disagree

Q2 The organisation I am employed with has a formal corporate reputation strategy in place, which is available in written format.

- ❍ I agree
- ❍ I neither agree nor disagree
- ❍ I disagree

Answer if: *The organisation I am employed with has a formal corporate reputation strategy in place, which is...* **I agree** Is Selected

Q3 This formal corporate reputation strategy is translated into a corporate reputation programme with measurable actions and initiatives.

- ❍ I agree
- ❍ I neither agree nor disagree
- ❍ I disagree

Answer if: *The organisation I am employed with has a formal corporate reputation strategy in place, which is...* **I neither agree nor disagree** Is Selected

Q3 This formal corporate reputation strategy is translated into a corporate reputation programme with measurable actions and initiatives.

- ❍ I agree
- ❍ I neither agree nor disagree
- ❍ I disagree

Q4 The organisation I am employed with monitors and measures the status and progress of the organisation's corporate reputation at least once a year.

- ❍ I agree
- ❍ I neither agree nor disagree
- ❍ I disagree

Q5 The individual/ department whom has been tasked with, and acts as my organisation's reputation steward is:

- ❍ A dedicated individual within my organisation
- ❍ A dedicated department within my organisation
- ❍ A dedicated individual AND department within my organisation
- ❍ My organisation uses an external company to manage its corporate reputation
- ❍ My organisation uses both internal AND external resources to manage its corporate reputation
- ❍ No individual/ department/ external company has formally been tasked with the responsibility of managing my organisation's reputation management

Answer if: *The individual/ department whom has been tasked with, and acts as my organisation's reputation st...* **A dedicated individual within my organisation** Is Selected

Q6 The job title of the individual responsible for corporate reputation in my organisation is: ____

Answer if: *The individual/ department whom has been tasked with, and acts as my organisation's reputation st...* **A dedicated department within my organisation** Is Selected

Q7 The dedicated department responsible for corporate reputation in my organisation is: ____

Answer if: *The individual/ department whom has been tasked with, and acts as my organisation's reputation st*... **A dedicated individual AND department within my organisation** Is Selected

Q7 The dedicated department responsible for corporate reputation in my organisation is: ____

Answer if: *The individual/ department whom has been tasked with, and acts as my organisation's reputation st...* **My organisation uses both internal AND external resources to manage its corporate reputation** Is Selected

Q7 The dedicated department responsible for corporate reputation in my organisation is: ____

Q8 The individual/ department head/ external company responsible for my organisation's corporate reputation function is:

- ❍ A member of the Board of Directors
- ❍ Is not a member of the Board of Directors, but reports directly to the Board and/or CEO
- ❍ Is not a member of the Board, but reports to Senior Management
- ❍ No individual/ department/ external company has formally been tasked with the responsibility of managing my organisation's reputation management

Q9 My organisation conducts research to establish how the organisation is perceived among its stakeholder groups at least once per year.

- ❍ I agree
- ❍ I neither agree nor disagree
- ❍ I disagree

Answer if: *My organisation conducts research to establish how the organisation is perceived among its stakeh...* **I agree** Is Selected

Q10 These research studies include the following stakeholder groups:

- ❑ Employees
- ❑ Shareholders
- ❑ Investors
- ❑ Customers
- ❑ Suppliers
- ❑ Community in which the organisation operates
- ❑ Government
- ❑ Media

Q11 The organisation I am employed with views its employees as important drivers of the organisation's corporate reputation.

- ❍ I agree
- ❍ I neither agree nor disagree
- ❍ I disagree

Q12 In my organisation the different departments act in accordance to ensure a consistent message is communicated, and the same experience is delivered across all stakeholder groups.

- ❍ I agree
- ❍ I neither agree nor disagree
- ❍ I disagree

Q13 In my organisation the CEO drives the organisation's reputation through visible leadership and actions.

- ❍ I agree
- ❍ I neither agree nor disagree
- ❍ I disagree

APPENDIX C

Electronic survey questionnaire email introduction:

Master's Degree research study: Relationship between reputation rankings and formal reputation management programmes in SA organisations Inbox x

Julanda Vos <noreply@qemailserver.com> 11/17/14

to me

Good morning,

I hope this email finds you well.

I am a Masters of Management in Strategic Marketing (MMSM) student at Wits Business School and was hoping that you would participate in my research study which is aimed at determining the relationship between reputation rankings and formal reputation management programmes in South African organisations.

The survey questionnaire would take approximately 8-10min to complete and consists of a list of generic questions relating to corporate reputation management within your organisation. The survey is **completely anonymous** and the data collected will be used for academic research purposes only.

You are free to pull out of this research study at any time if you feel you no longer would like to participate. The feasibility of this study however depends on your participation, and as only one employee per organisation was invited to participate in this research study your help will be much appreciated! **Please follow this link to** Take the Survey

This survey will close on Friday 21 November 2014 at 17:00.

Thank you and kind regards,

Julanda Vos | 2015 MMSM Candidate
Wits Business School
University of the Witwatersrand
2 St. David's Place, Parktown, 2193, Johannesburg, South Africa
Other email: julandavos@gmail.com
Research Supervisor: Prof. Russell Abratt (russell.abratt@wits.ac.za)

APPENDIX D

Survey questionnaire reminder sent on last day of survey study:

Reminder: Survey participation request – Determining the relationship between reputation rankings and formal reputation management programmes in SA organisations Inbox x

Julanda Vos <noreply@qemailserver.com> 11/21/14

to me

Good morning,

This is a friendly reminder that today is the final day for my data collection. The feasibility of this study depends on your participation and your assistance will be much appreciated!

This research study aims to determine the relationship between reputation rankings and formal reputation management programmes in South African organisations. The survey would take 8-10min to complete and consists of a list of generic questions relating to corporate reputation management within your organisation. It is **completely anonymous** and the data collected will be used for academic research purposes only.

Please follow this link to Take the Survey

Thank you and kind regards,

Julanda Vos | 2015 Masters of Management in Strategic Marketing (MMSM) Candidate
Wits Business School
University of the Witwatersrand
2 St. David's Place, Parktown, 2193, Johannesburg, South Africa
Other email: julandavos@gmail.com
Research Supervisor: Prof. Russell Abratt (russell.abratt@wits.ac.za)

APPENDIX E

Between-group Comparisons

Question	Category	Overall		RI				p-value for between-group test (effect size in brackets)	FM				p-value for between-group test (effect size in brackets)	ST				p-value for between-group test (effect size in brackets)
				top		bottom			top		bottom			top		bottom		
n		18		5		4			2		4			8		7		
		n	%	n	%	n	%		n	%	n	%		n	%	n	%	
Q1. The organisation I am employed with understands and values the importance of a positive/good corporate reputation	Agree	17	94,4	5	100,0	4	100,0		2	100,0	3	75,0		7	87,5	7	100,0	
	Neither agree nor disagree	1	5,6	0	0,0	0	0,0	1,00	0	0,0	1	25,0	1,00	1	12,5	0	0,0	1,00
	Disagree	0	0,0	0	0,0	0	0,0		0	0,0	0	0,0		0	0,0	0	0,0	
Q2. The organisation I am employed with has a formal corporate reputation strategy in place, which is available in written format	Agree	14	77,8	4	80,0	4	100,0		2	100,0	3	75,0		7	87,5	4	57,1	
	Neither agree nor disagree	3	16,7	0	0,0	0	0,0	0,64	0	0,0	1	25,0	0,74	1	12,5	2	28,6	0,35
	Disagree	1	5,6	1	20,0	0	0,0		0	0,0	0	0,0		0	0,0	1	14,3	
Q3. This formal corporate reputation strategy is translated into a corporate reputation programme with measurable actions and initiatives (if Q2=Agree/neutral)	Agree	11	64,7	3	75,0	4	100,0		2	100,0	2	50,0		5	62,5	3	50,0	
	Neither agree nor disagree	5	29,4	1	25,0	0	0,0	1,00	0	0,0	2	50,0	0,47	3	37,5	2	33,3	1,00
	Disagree	0	0,0	0	0,0	0	0,0		0	0,0	0	0,0		0	0,0	0	0,0	
	Missing	1	5,9	0	0,0	0	0,0		0	0,0	0	0,0		0	0,0	1	16,7	
Q4. The organisation I am employed with monitors and measures the status and progress of the organisation's corporate reputation at least once a year	Agree	12	66,7	5	100,0	3	75,0		2	100,0	2	50,0		6	75,0	3	42,9	
	Neither agree nor disagree	4	22,2	0	0,0	1	25,0	0,50	0	0,0	1	25,0	0,47	1	12,5	3	42,9	0,25
	Disagree	1	5,6	0	0,0	0	0,0		0	0,0	1	25,0		1	12,5	0	0,0	
	Missing	1	5,6	0	0,0	0	0,0		0	0,0	0	0,0		0	0,0	1	14,3	
Q5. The individual/ department who has been tasked with, and acts as my organisation's reputation steward is:	Internal individual	0	0,0	0	0,0	0	0,0		0	0,0	0	0,0		0	0,0	0	0,0	
	Internal Department	5	27,8	2	40,0	1	25,0		1	50,0	1	25,0		4	50,0	1	14,3	
	Internal Individual and Department	2	11,1	1	20,0	1	25,0	0,81	0	0,0	0	0,0	0,83	0	0,0	0	0,0	0,26
	External	1	5,6	0	0,0	1	25,0		0	0,0	0	0,0		0	0,0	1	14,3	
	Both internal and external	7	38,9	2	40,0	1	25,0		1	50,0	1	25,0		2	25,0	4	57,1	
	No one has been tasked	2	11,1	0	0,0	0	0,0		0	0,0	2	50,0		2	25,0	0	0,0	
	Missing	1	5,6	0	0,0	0	0,0		0	0,0	0	0,0		0	0,0	1	14,3	
Q7. The dedicated department responsible for corporate reputation in my organisation is: (if Q5 not: No one / External / Missing)	Corporate Communications	3	21,4	1	20,0	1	33,3		1	50,0	0	0,0		1	16,7	2	40,0	
	Corporate Affairs	2	14,3	2	40,0	0	0,0		0	0,0	0	0,0		1	16,7	0	0,0	
	Marketing	2	14,3	1	20,0	0	0,0		0	0,0	1	50,0		1	16,7	0	0,0	
	External Company	1	7,1	1	20,0	0	0,0		0	0,0	0	0,0		0	0,0	1	20,0	
	Client Relationship Management	1	7,1	0	0,0	1	33,3	nd	0	0,0	0	0,0	nd	0	0,0	0	0,0	nd
	Human Resources	1	7,1	0	0,0	0	0,0		0	0,0	1	50,0		1	16,7	0	0,0	
	Executive Management	1	7,1	0	0,0	0	0,0		0	0,0	0	0,0		1	16,7	0	0,0	
	Certain dedicated individuals	1	7,1	0	0,0	0	0,0		0	0,0	0	0,0		0	0,0	1	20,0	
	Company Secretary	1	7,1	0	0,0	0	0,0		0	0,0	0	0,0		0	0,0	1	20,0	
	Missing	1	7,1	0	0,0	1	33,3		1	50,0	0	0,0		1	16,7	0	0,0	

Q8. The individual/ department head/ external company responsible for my organisation's corporate reputation function is:	Not a member of Board but reports to Board	7	38,9	2	40,0	1	25,0	0,52	0	0,0	2	50,0	0,84	2	25,0	2	28,6	0,79
	Not a member of Board but reports to Senior Mng	3	16,7	1	20,0	1	25,0		0	0,0	0	0,0		2	25,0	1	14,3	
	A member of the Board	2	11,1	1	20,0	0	0,0		0	0,0	1	25,0		1	12,5	0	0,0	
	No one	2	11,1	0	0,0	1	25,0		0	0,0	1	25,0		1	12,5	1	14,3	
	Missing	4	22,2	1	20,0	1	25,0		1	50,0	0	0,0		1	12,5	2	28,6	
Q9. My organisation conducts research to establish how the organisation is perceived among its stakeholder groups at least once per year.	Agree	9	50,0	4	80,0	2	50,0	0,46	1	50,0	2	50,0	0,66	5	62,5	2	28,6	0,52
	Neither agree nor disagree	3	16,7	0	0,0	1	25,0		0	0,0	1	25,0		1	12,5	2	28,6	
	Disagree	2	11,1	0	0,0	0	0,0		0	0,0	1	25,0		1	12,5	1	14,3	
	Missing	4	22,2	1	20,0	1	25,0		1	50,0	0	0,0		1	12,5	2	28,6	
Q10. These research studies include the following stakeholder groups (if Q9=Agree)	Employees	8	88,9	4	100,0	2	100,0	1,00	1	100,0	2	100,0	1,00	4	80,0	2	100,0	1,00
	Shareholders	8	88,9	4	100,0	1	50,0	0,33	1	100,0	2	100,0	1,00	5	100,0	1	50,0	0,29
	Investors	8	88,9	3	75,0	2	100,0	1,00	1	100,0	2	100,0	1,00	5	100,0	2	100,0	1,00
	Customers	7	77,8	2	50,0	2	100,0	0,47	1	100,0	2	100,0	1,00	5	100,0	1	50,0	0,29
	Suppliers	4	44,4	2	50,0	1	50,0	1,00	1	100,0	1	50,0	1,00	3	60,0	0	0,0	0,43
	Community	3	33,3	2	50,0	1	50,0	1,00	0	0,0	0	0,0		1	20,0	0	0,0	1,00
	Government	2	22,2	1	25,0	1	50,0	1,00	0	0,0	0	0,0		1	20,0	0	0,0	1,00
	Media	3	33,3	2	50,0	1	50,0	1,00	1	100,0	0	0,0	0,33	2	40,0	0	0,0	1,00
Q11. The organisation I am employed with views its employees as important drivers of the organisation's corporate reputation.	Agree	12	66,7	3	60,0	2	50,0	0,35	1	50,0	4	100,0	1,00	7	87,5	4	57,1	0,47
	Neither agree nor disagree	1	5,6	1	20,0	0	0,0		0	0,0	0	0,0		0	0,0	0	0,0	
	Disagree	1	5,6	0	0,0	1	25,0		0	0,0	0	0,0		0	0,0	1	14,3	
	Missing	4	22,2	1	20,0	1	25,0		1	50,0	0	0,0		1	12,5	2	28,6	
Q12. In my organisation the different departments act in accordance to ensure a consistent message is communicated, and the same experience is delivered across all stakeholder groups	Agree	9	50,0	3	60,0	2	50,0	0,97	1	50,0	2	50,0	0,66	5	62,5	3	42,9	0,47
	Neither agree nor disagree	1	5,6	0	0,0	0	0,0		0	0,0	0	0,0		0	0,0	1	14,3	
	Disagree	4	22,2	1	20,0	1	25,0		0	0,0	2	50,0		2	25,0	1	14,3	
	Missing	4	22,2	1	20,0	1	25,0		1	50,0	0	0,0		1	12,5	2	28,6	
Q13. In my organisation the CEO drives the organisation's reputation through visible leadership and actions.	Agree	9	50,0	4	80,0	1	25,0	0,15	1	50,0	2	50,0	0,66	5	62,5	3	42,9	0,47
	Neither agree nor disagree	4	22,2	0	0,0	1	25,0		0	0,0	2	50,0		2	25,0	1	14,3	
	Disagree	1	5,6	0	0,0	1	25,0		0	0,0	0	0,0		0	0,0	1	14,3	
	Missing	4	22,2	1	20,0	1	25,0		1	50,0	0	0,0		1	12,5	2	28,6	