

**Managing Reputation – San Diego Grantmakers – June 19, 2008**  
**Council on Foundations – Matthew Nelson, Managing Director, Corporate Services**

**Reputation Institute** measures seven drivers for reputation: citizenship, financial performance, products and services, innovation, workplace practices, governance, and leadership.

- CEO Charles Fombrun states that the ratio of market value to book value is nearly three times as high for the top 30 corporate citizens versus the bottom 30.
- This past year is the first year in their annual survey that citizenship was the number one driver (30,000 surveyed in 26 countries, 2007 Global Survey).
- Link to shareholder value.
- Target key geographies and market segments.
- Pursue a balanced strategy.
- Make sure people know about what you're doing.

**APCO Worldwide Global CSR Survey 2004** (Conducted among the most active and informed segment of society in 10 countries – “opinion elites” top 10 percent in terms of media consumption, interest in public policy and civic participation.)

- Opinion elite are listening but still do not feel well informed on social responsibility activities.
- CSR communication is both credible and important (third-party verification clearly helps).
- Opinion elite see social responsibility as in the business interest and not from pressure.
- Positive news has a greater impact on opinion elite.

**Boston College and The Hitachi Foundation's State of Corporate Citizenship 2007, Time to Get Real: Closing the Gap Between Rhetoric and Reality** (751 small, medium and large company aware CEOs)

- 65% of executives say the public has a right to expect good corporate citizenship
- 72% believe their company does more for their communities than is known
- 29% report discussing citizenship outside the company with stakeholders and only 36% report discussing corporate citizenship with employees
- 21% of companies report to the public on corporate citizenship issues