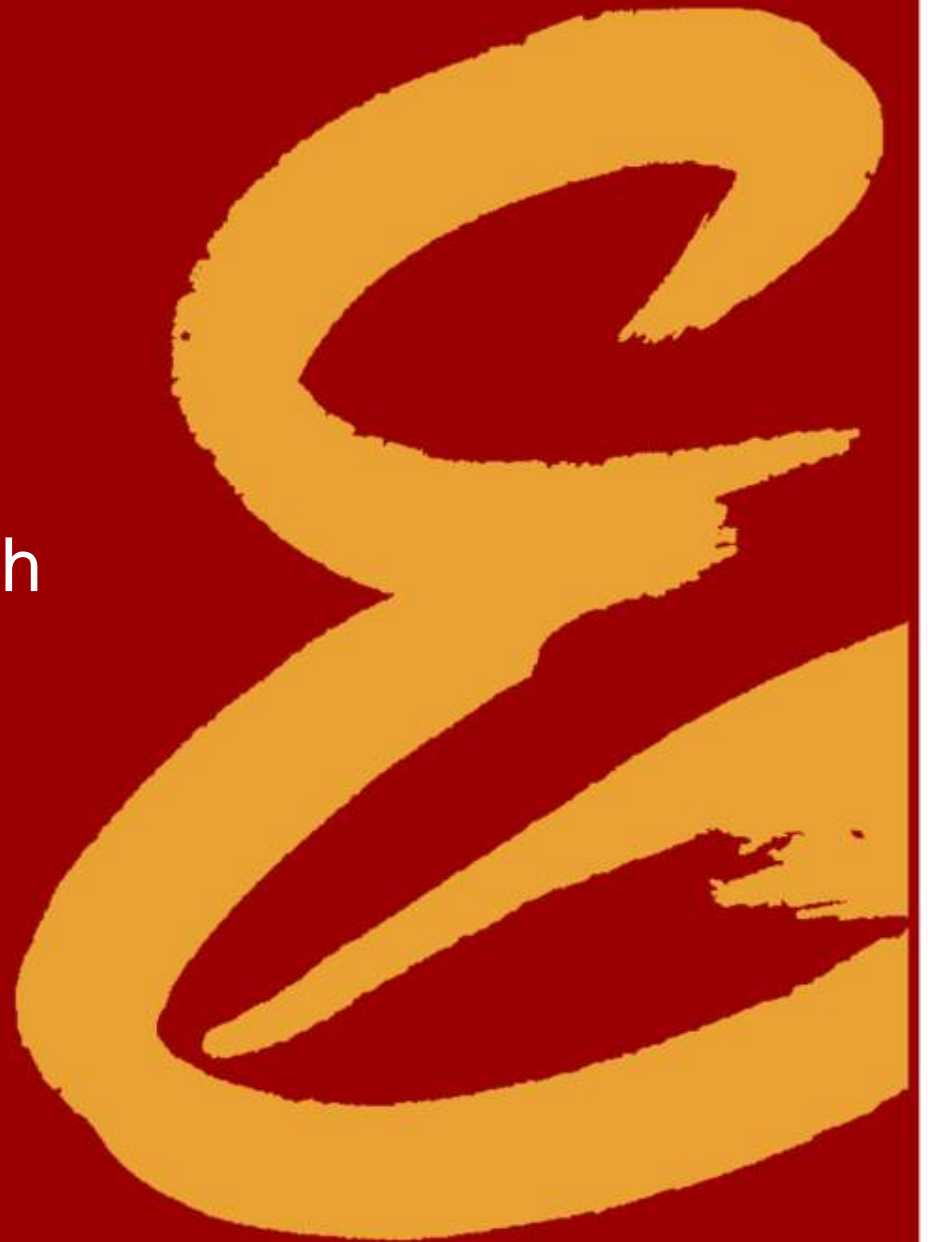


# Reputation and The War for Talent

Corporate Reputation Watch  
2008



## Research Objectives

Corporate Reputation Watch 2008 looks at the role of reputation in the war for talent.

In order to understand how reputation impacts career choice, how top talent assesses reputation and the drivers of the corporate brand, Hill & Knowlton commissioned Penn, Schoen & Berland to seek the views of MBA students at top business schools.

# Methodology

- Research Design: Penn, Schoen & Berland Associates conducted 527 intercept interviews from May 4 – 22 2007 and from October 1 – November 8 2007.
- Audience: Interviews were conducted with current MBA students at 12 top ranked international business schools in the US, Europe and Asia.

Continents	Number of Schools	Continent's Weighting
<b>US</b>	4	40%
<b>Europe</b>	6	40%
<b>Asia</b>	2	20%

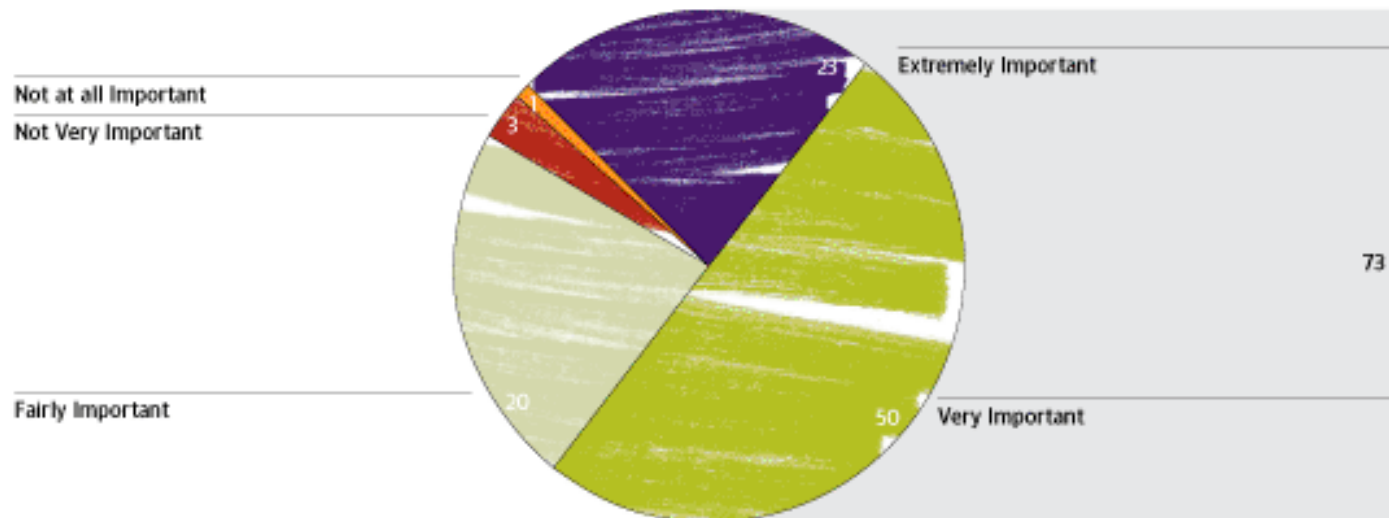
- Data has been weighted so that the overall results reflect the balance by region of the world's top business schools.

# Methodology

Schools	Sample Size
<b>United States</b>	<b>311</b>
Columbia Business School [US]	61
Harvard Business School [US]	50
New York University: Stern [US]	50
MIT: Sloan [US]	50
<b>Europe</b>	<b>242</b>
London Business School [UK]	37
IESE Business School [Spain]	40
HEC Paris [France]	41
University of Oxford: Saïd [UK]	44
SDA Bocconi [Italy]	40
TIAS [The Netherlands]	40
<b>Asia</b>	<b>85</b>
Chinese University of Hong Kong [HK]	40
Tsinghua University [China]	45

# Reputation and career choice

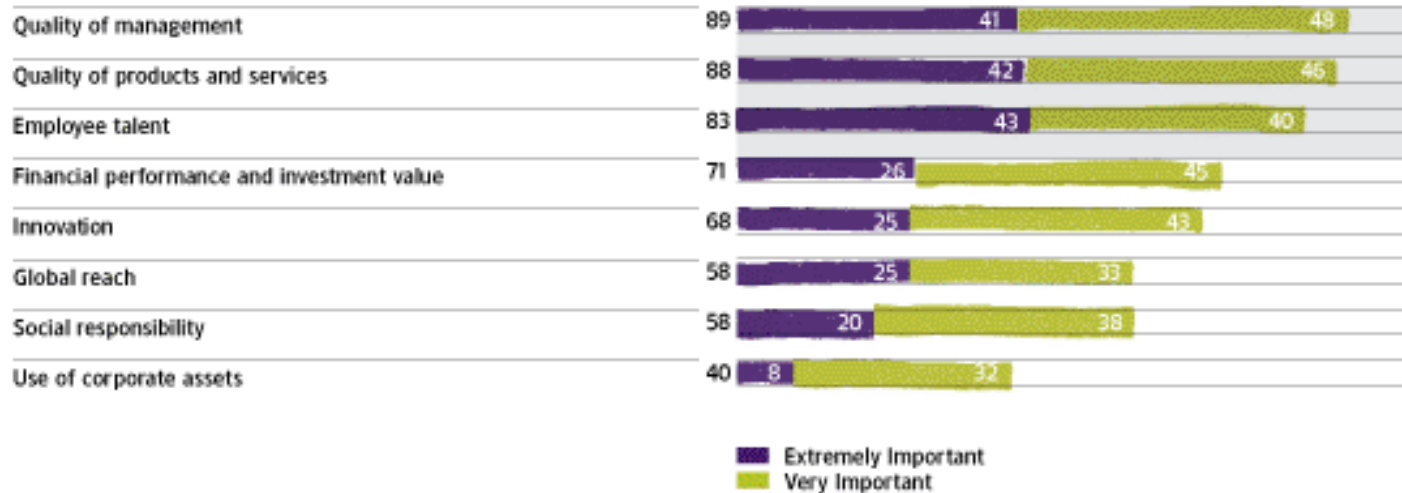
Of the firms you are considering working for after your MBA, how important are their corporate reputations in your decision to target these firms?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Assessing reputation

Below is a list of commonly used attributes for assessing a firm's reputation. Based on what you have heard or read, how important do you believe each of the following to be in assessing the reputation of a company?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Assessing reputation – regional differences

Below is a list of commonly used attributes for assessing a firm's reputation. Based on what you have heard or read, how important do you believe each of the following to be in assessing the reputation of a company?

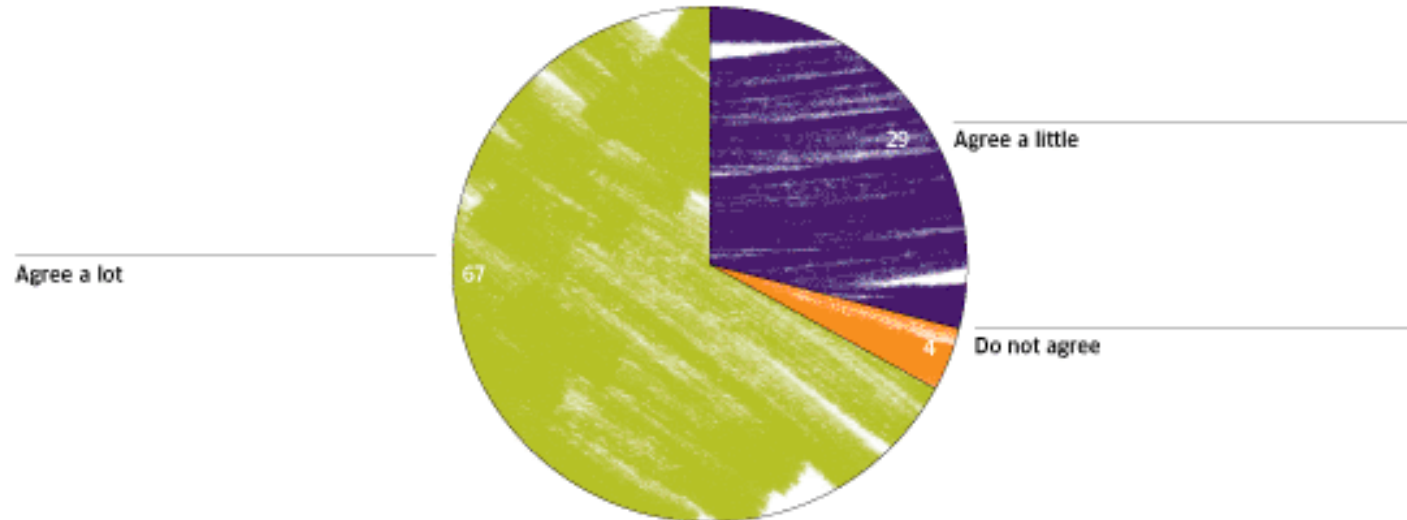
Showing those saying Extremely / Very Important	Overall	North Americans	Europeans	Asians
Quality of management	89	91	91	83
Quality of products and services	88	91	85	86
Employee talent	83	89	84	75
Financial performance and investment value	71	75	64	70
Innovation	68	77	63	65
Global reach	58	55	57	60
Social responsibility	58	57	54	61
Use of corporate assets	40	36	36	45

Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Reputation and financial performance

Thinking about all the various factors we have discussed so far, both financial and non-financial, how much would you agree or disagree with the following statement?

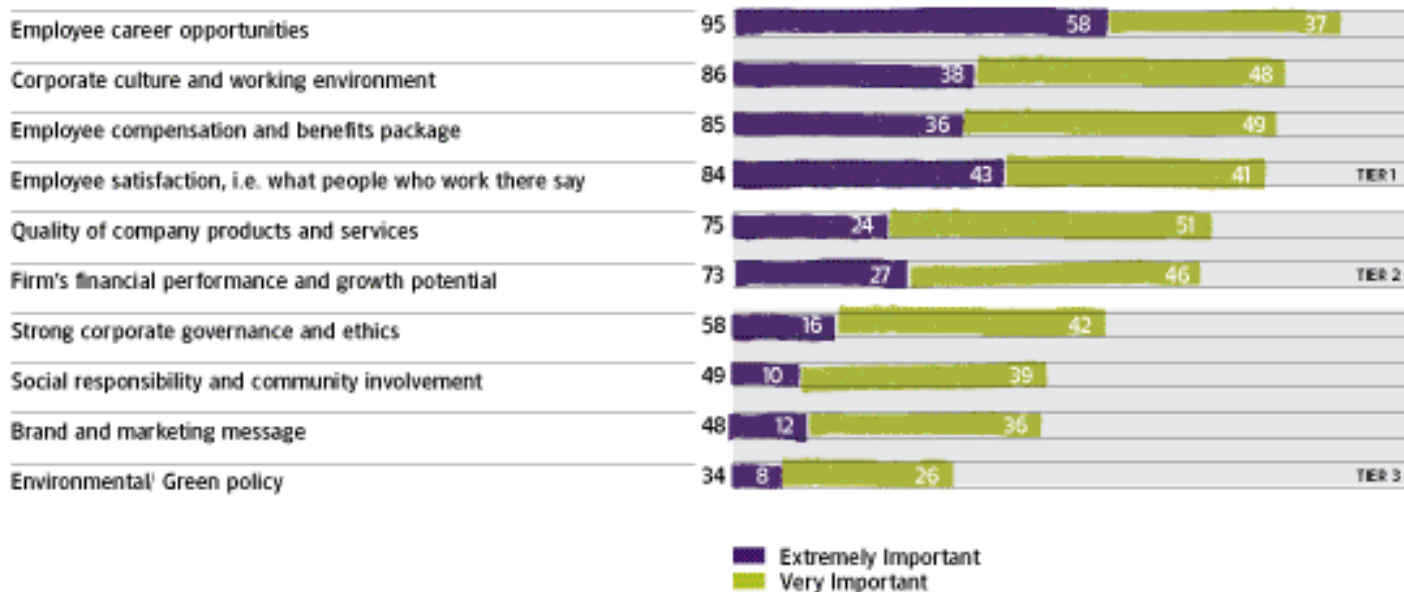
**"A company that fails to look after reputational aspects of performance will ultimately suffer financially too."**



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Factors driving choice

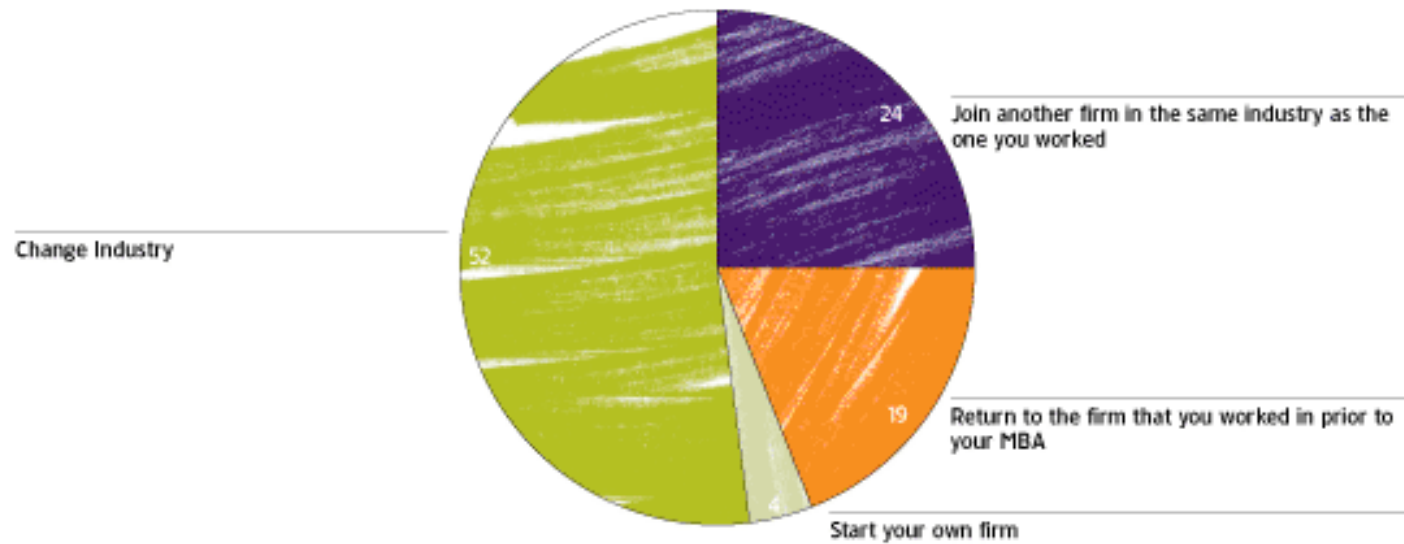
How important are the following factors when considering where to work after your MBA?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Ready to move?

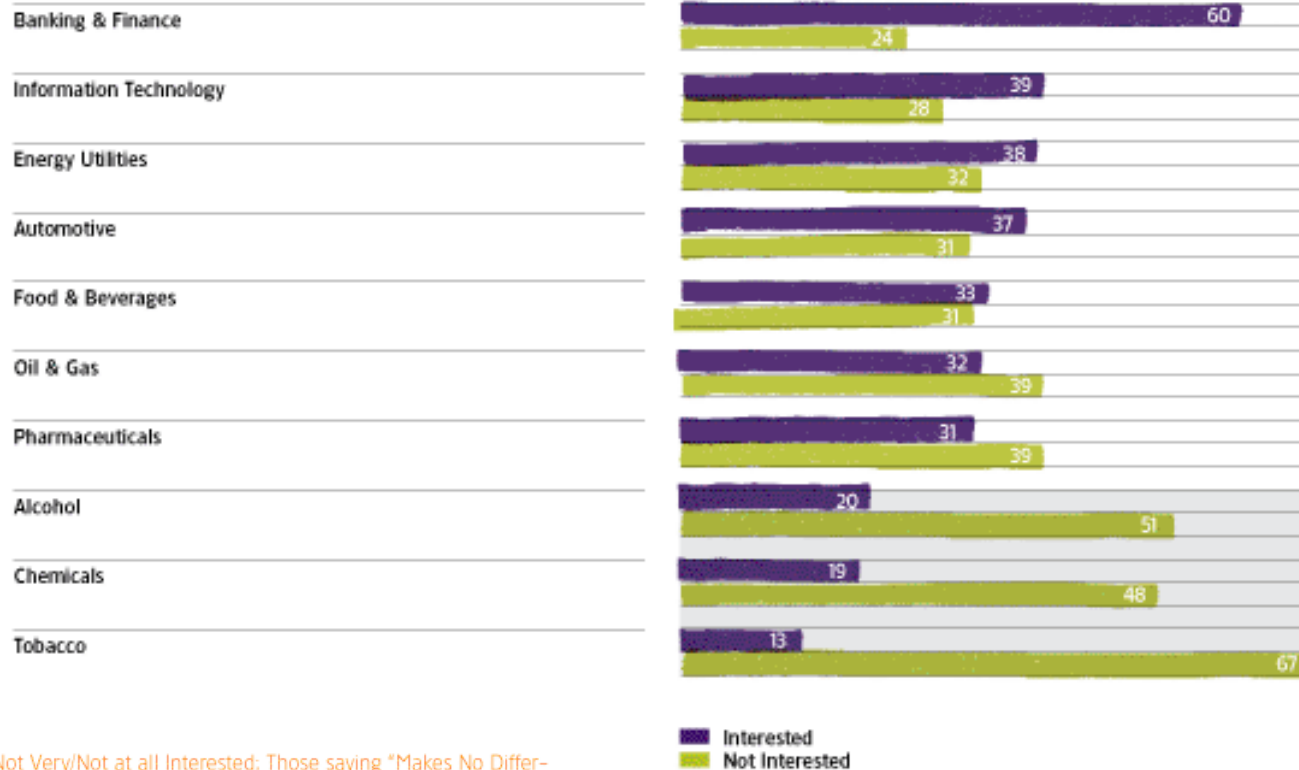
What are you planning to do upon completing your MBA?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Sectoral winners and losers

Based on what you have heard or read, do the reputations of the following industry sectors make you more or less interested in wanting to work for firms in these sectors?

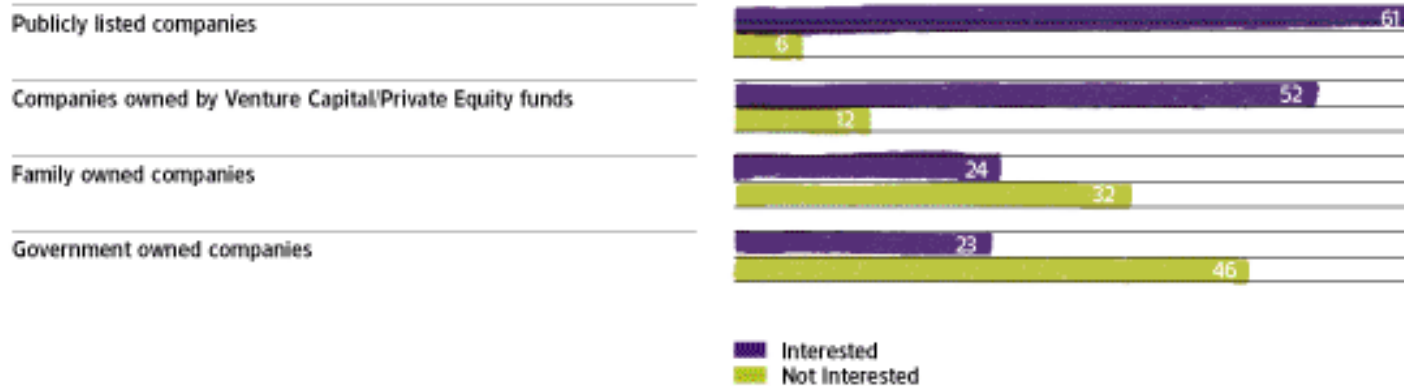


Showing Very/Fairly Interested, Not Very/Not at all Interested; Those saying "Makes No Difference" can be calculated by subtracting %Interested + Not Interested from 100%

Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Public or private?

Based on what you have heard or read, do the reputations of any of the following types of companies/organizations make you more or less interested in wanting to work for them?



Showing Very/Fairly Interested, Not Very/Not at all Interested Those saying "Makes No Difference" can be calculated by subtracting %Interested + Not Interested from 100%

Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Overcoming a poor reputation

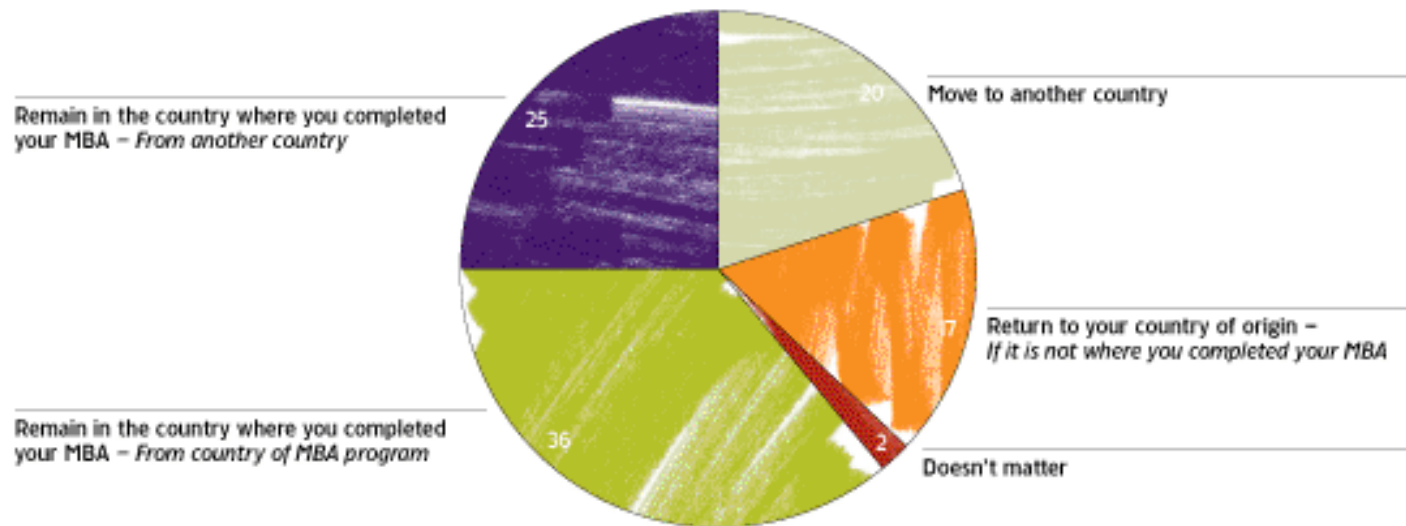
If an industry sector has a poor reputation, what could a firm in that sector offer you to compensate for the sector's poor reputation, and/or what could attract you to work for that firm?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Ready to relocate?

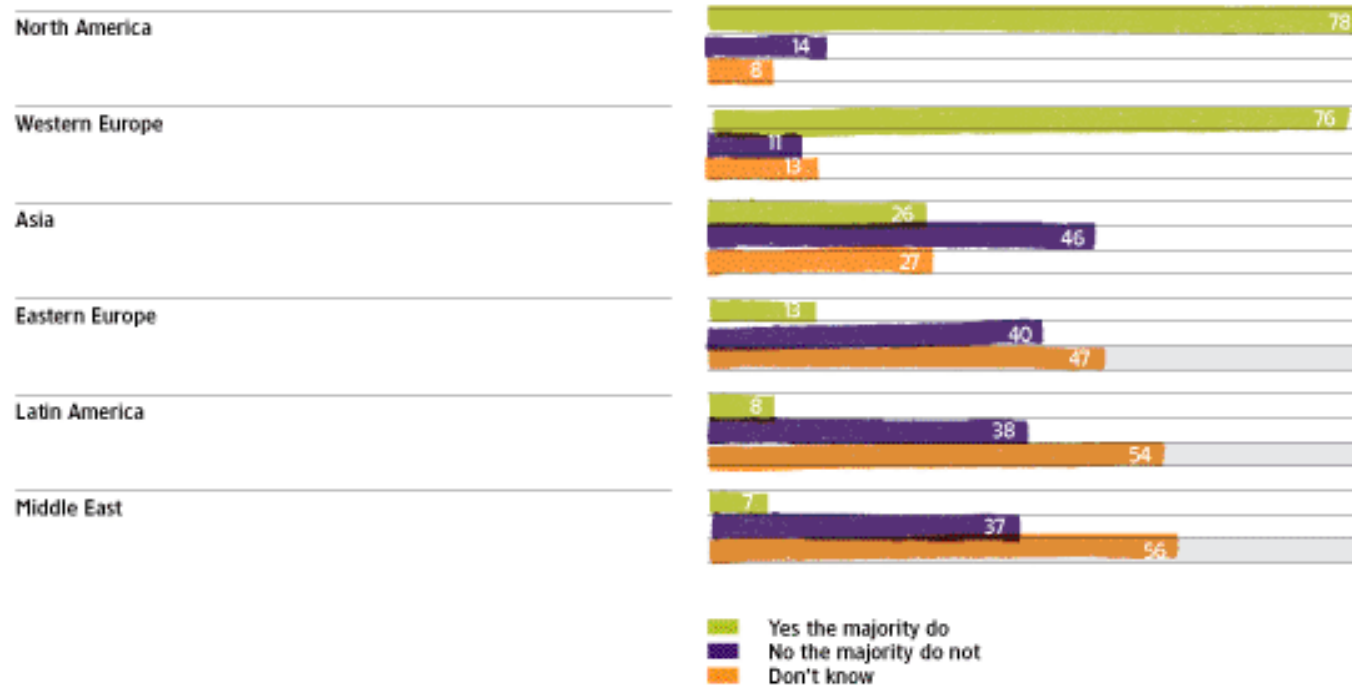
Which of the following best describes your intentions of where you would like to work following the completion of your MBA?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Who promotes reputation well by region?

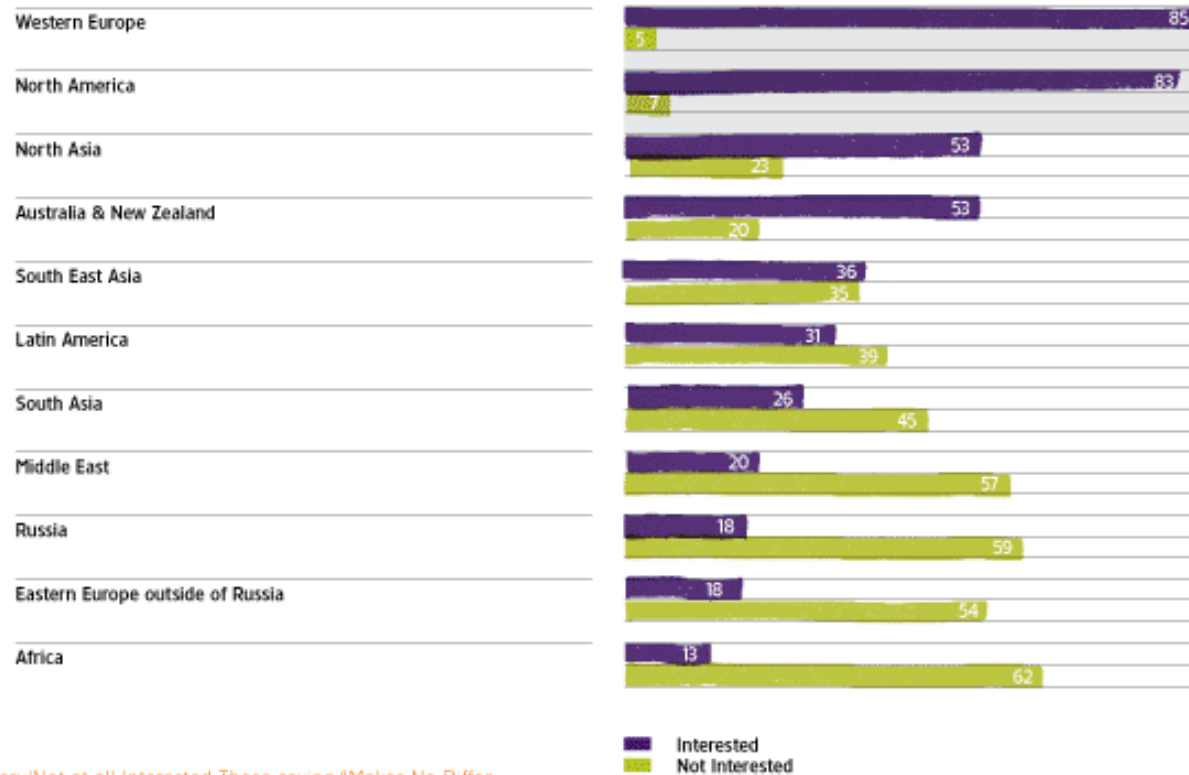
Which of the following best describes your views on whether companies based in each of the following regions of the world do a good job in promoting and protecting their corporate reputations?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# (Re) location, location, location....

Based on what you have heard or read, do the reputations of the following regions/countries make you more or less interested in wanting to work for firms based in these geographies?



Showing Very/Fairly Interested, Not Very/Not at all Interested Those saying "Makes No Difference" can be calculated by subtracting %Interested + Not Interested from 100%

Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# (Re) location, location, location – regional differences

Based on what you have heard or read, do the reputations of the following regions/countries make you more or less interested in wanting to work for firms based in these geographies?

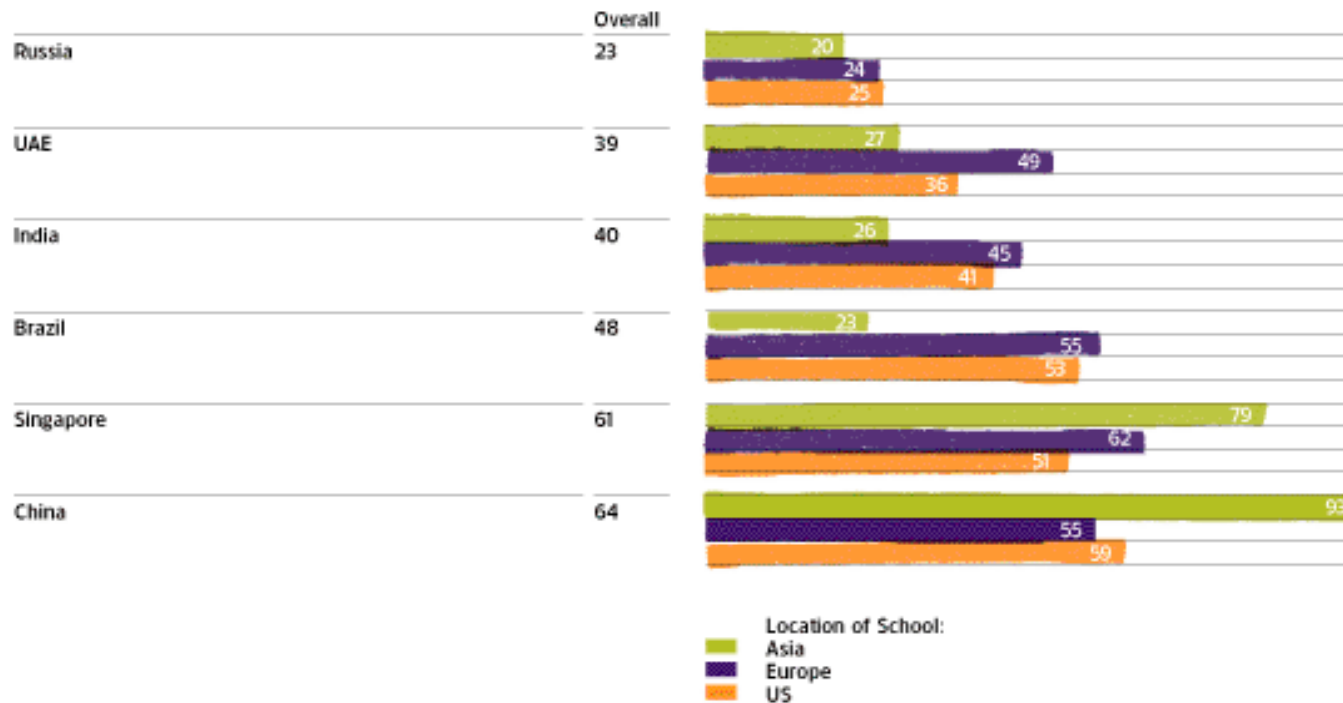
Showing those saying Interested v. Not Interested	Overall	North Americans	Europeans	Asians
Western Europe	85/5	81/6	92/1	82/6
North America	83/7	86/3	72/15	86/6
North Asia	53/23	51/20	33/35	69/10
Australia & New Zealand	53/20	56/15	54/20	54/18
South East Asia	36/35	28/40	31/44	49/21
Latin America	31/39	33/31	36/37	22/51
South Asia	26/45	26/38	25/48	28/45
Middle East	20/57	15/57	32/46	16/60
Russia	18/59	19/59	20/62	20/54
Eastern Europe outside of Russia	18/54	16/53	27/48	14/54
Africa	13/62	13/58	15/63	10/62

Showing Very/Fairly Interested, Not Very/Not at all Interested Those saying "Makes No Difference" can be calculated by subtracting %Interested + Not Interested from 100%

Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Interest in emerging economies

Based on what you have heard or read about the emerging global economy lately, how interested are you in working in the following countries in the next five years?

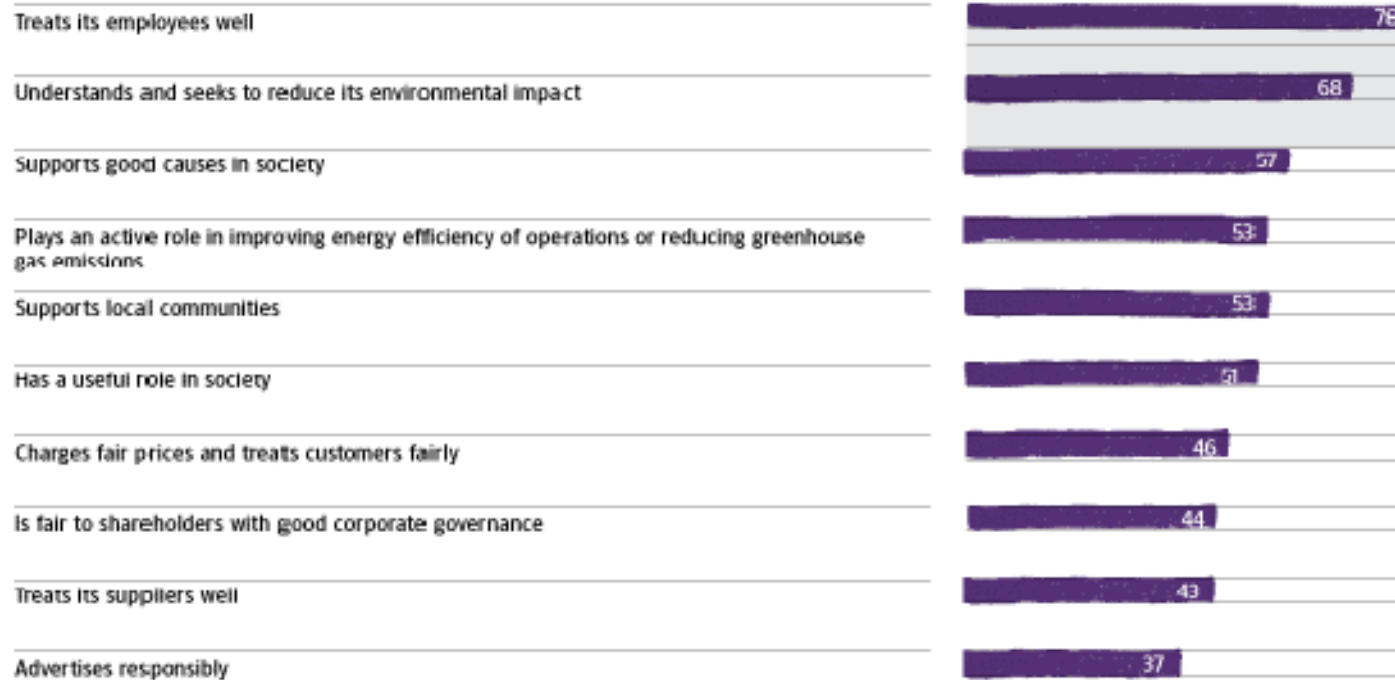


Showing Very/Fairly Interested

Source: Hill & Knowlton. Reputation & The War for Talent. CRW 2008

# What's important in CSR?

Which of the following are very important in your assessment of the corporate social responsibility of a company?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# What's important in CSR? – regional differences

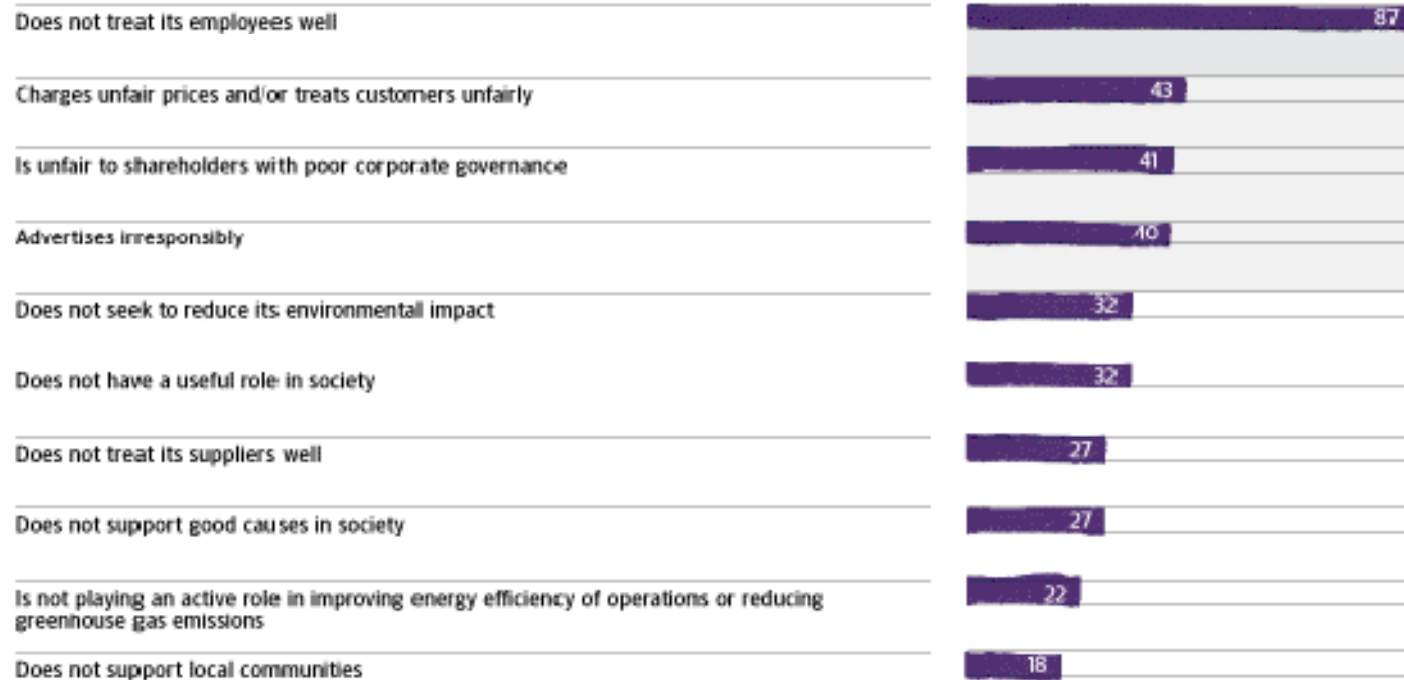
Which of the following are very important in your assessment of the corporate social responsibility of a company?

	Overall	North Americans	Europeans	Asians
Treats its employees well	78	78	76	79
Understands and seeks to reduce its environmental impact	68	71	70	67
Supports good causes in society	57	65	43	64
Plays an active role in improving energy efficiency of operations or reducing greenhouse gas emissions	53	55	50	55
Supports local communities	53	68	43	52
Has a useful role in society	51	53	49	55
Charges fair prices and treats customers fairly	46	51	38	51
Is fair to shareholders with good corporate governance	44	49	36	48
Treats its suppliers well	43	42	46	43
Advertises responsibly	37	38	27	46

Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Saying no

And which of the following attributes would drive you to turn down an attractive job offer from a company?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Saying no – regional differences

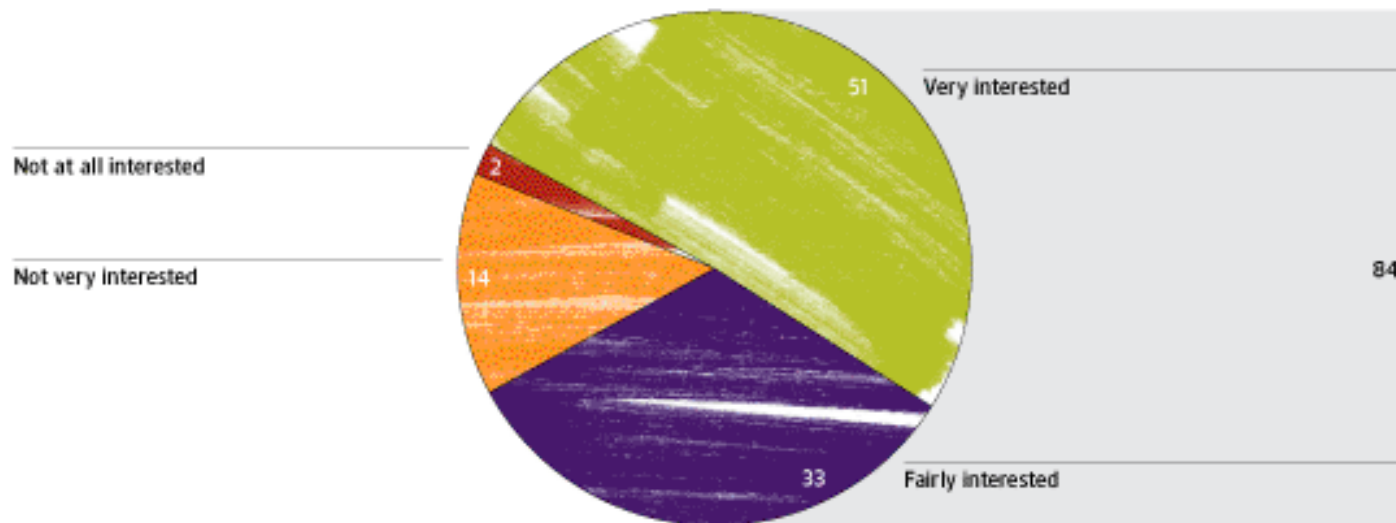
And which of the following attributes would drive you to turn down an attractive job offer from a company?

	Overall	North Americans	Europeans	Asians
Does not treat its employees well	87	88	90	83
Charges unfair prices and/or treats customers unfairly	43	52	35	45
Is unfair to shareholders with poor corporate governance	41	56	26	46
Advertises irresponsibly	40	46	34	46
Does not seek to reduce its environmental impact	32	25	35	37
Does not have a useful role in society	32	44	26	29
Does not treat its suppliers well	27	32	26	26
Does not support good causes in society	27	36	13	31
Is not playing an active role in improving energy efficiency of operations or reducing greenhouse gas emissions	22	25	15	22
Does not support local communities	18	27	10	15

Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Reach for the stars

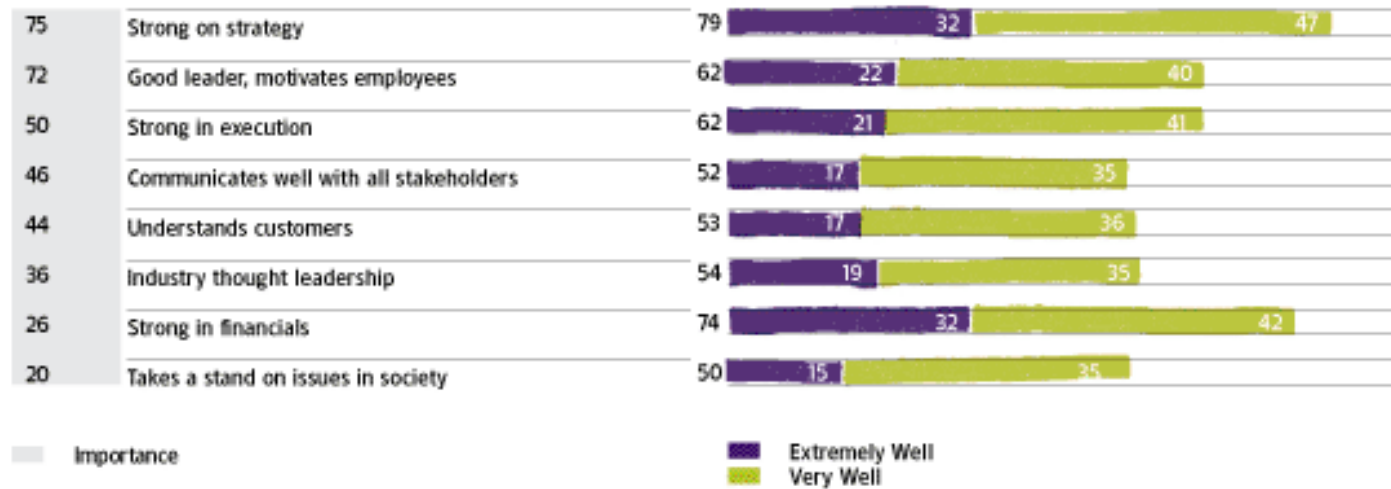
How interested are you in one day becoming a CEO or CFO?



Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008

# Ready for success?

How important or unimportant do you think it is for a CEO to have the following attributes?  
How well has your MBA prepared you on each of these measures?



Showing those saying Extremely Important

Showing those saying prepared Extremely Well /Very Well

Source: Hill & Knowlton, Reputation & The War for Talent, CRW 2008