



FLEISHMANHILLARD
FISHBURN



Authentic Insights UK Report

THE DYING DAYS OF SPIN

Today's Issues, Corporate Authenticity and Consumer Expectation

Featuring New FleishmanHillard Authentic Insights on 51 Current Issues

UK Report | October 2018





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As is evidenced by
the quickly changing
corporate and social
environment, the only
constant is change.”



Stephanie Bailey

Managing Director, Corporate Communications

INTRODUCTION

The only constant is change.

In a world of Brexit and Trump, fake news and data breaches, climate change and corporate activism, being able to cut through the noise and deliver an authentic message, with purpose, meaning and sincerity is a valuable currency.

The issues that society is choosing to confront and correct are growing in number, perceived importance and anticipated rate of change. This is both a fact to be celebrated as well as one to be cognisant of as a business. Opportunity thrives when change is present and it is the prerogative of companies to take stock of where they stand, how they will stand for issues and their strategy to build an authentic voice.

Customers, consumers and clients are increasingly expecting more from companies. And this not solely a purview of millennials. This is transcending generations. It is not simply business as normal anymore, firms must take proactive, measurable and meaningful action on social, political and cultural issues. The latest research by FleishmanHillard's TRUE Global Intelligence™ was conducted to gain a better understanding of quickly changing corporate environments where there is a fine line between tasteful corporate activism and perceived corporate opportunism.

The rapidity at which issues emerge, evolve and proliferate around the world is wholly unprecedented, and sets this new generation of engagement apart from others. The polarisation of perspectives they produce and the growing expectation that companies have a voice is indicative that society as a whole is looking for more robust leadership and delivery of social value. Standing by is no longer an option. In fact, our research shows that the risks associated with doing just that are not feasible in any risk matrix.

- Cut out the spin: Consumers can see through a company's attempts to window-dress.
- Lead the way: Consumers expect companies and their CEOs to take the lead on issues that are important to them and relevant to the company.
- Don't just talk, act: When engaging around an issue important to consumers, it is crucial that companies back their messaging with action.

4 in 5

UK consumers have stopped using a product or service because a company's response to an issue did not support their view

How companies respond to perceived wrongs and mistakes has changed drastically as a result of the 24-hour news cycle, the always-on press room and the ability to communicate directly with customers. In this report you will find insights that can help your company to understand what matters most to your customers, what they expect from the companies they purchase products from and how companies can best ensure that they are framing their messaging and actions in an appropriate and engaging manner.

This report is about mitigating your risk and capitalising on opportunity. The following will give you insights into how consumers think, react and most importantly, what they expect from you.

In the following pages you will find a dive into the data, a snapshot of stakeholder attitudes and a guiding compass for you and your company to weather the uncertainty that is inherent in this new age of corporate engagement.

We at FleishmanHillard Fishburn hope this insight helps you to develop an authentic, meaningful and impactful corporate strategy for purposeful engagement.

Authenticity is the heart of a successful corporate campaign; take a stand, make a difference and be truly authentic.

These are the dying days of spin.



Stephanie Bailey

Managing Director, Corporate Communications

THE TOP LINE: FLEISHMANHILLARD'S AUTHENTIC INSIGHTS

This report will help you identify what's important and help your company be relevant in the face of today's issues.

You can't be a "bloodless brand"

Just under two thirds surveyed said that even if they disagree with a company's position, they believe it is important for companies to express their views. **60%**

That number increases by seven percentage points to 67% for millennials. **67%**

Half are less likely to purchase from companies that believe behave in ways that are in conflict with the brand and corporate values they promote. **50%**

The business stakes are high

80% of UK consumers surveyed have stopped using the products and services of a company because the company's response to an issue does not support their personal views. **80%**

But! Don't be afraid to stand for something

38% of consumers said that if a company explains why they have taken a position on an issue that is important to them, they are extremely or very likely to continue to support them, even if they disagree. **38%**

Despite the polarity of issues, there is a clear path to take to retain and gain customers over time

76% of consumers indicate a high likelihood to continue using products/services from companies who are anticipating the cultural, social, or economic impact of their products and services, and are actively evaluating and communicating changes in policies and evolving company values. **76%**



Millennials are not as aligned on expectations as the Silent Generation

The Silent Generation (73+) has the highest expectations of companies speaking out on the most issues - 34 out of 51 surveyed to be exact!

34 in 51

Surprisingly, of the 51 issues we surveyed there wasn't a single issue where the majority of millennials (more than 50%) expect companies to take action

50%

The next level of corporate responsibility: data privacy and security

53% of respondents, across all generations, have an expectation that companies will take a stand on data security and privacy issues.

53%

Stand for more than profit

Over half believe taking a stand or claiming a new position needs to be in service of a larger purpose.

53%

85% of those surveyed said companies often/sometimes take advantage of issues for their own benefit.

85%

As a result, almost two-thirds of consumers felt less favourable towards the company.

60%

This is especially true of women and boomers with 64% and 73% feeling less favourable, respectively.

64%

Knowing when to speak up requires a real examination of how your values relate to today's issues. It also requires a deeper understanding of what drives the attitudes and opinions of your various audiences that goes well beyond social media listening or traditional brand research. We have to start asking different questions to get to the answers we need about these very distinct issues.

THE ISSUES CONSUMERS CARE ABOUT

One of the most challenging aspects of managing corporate reputation in today's polarised and politically charged environment is knowing which issues matter to the wide variety of stakeholders that have a vested interest in a company.

On any given day, there's an issue in the news that touches a company and its stakeholders in some way, whether it be cultural, economic, political or societal. Navigating these issues and understanding what issues people care about most has become increasingly complex.

Interestingly, engaged consumers do not expect companies to take stands on all of the top issues that are of the most importance to them. In fact, the only issue that consumers in the U.K. cite as highly important and expect companies would take a stand on is data security/privacy. With technology and data at the heart of almost every interaction that companies have, it's no wonder that this issue demands attention.

As indicated by the robust level of media coverage it has attracted, the gender pay gap is one of the top three issues that UK consumers expect companies to take action on, along with other workplace issues such as income gaps, executive pay, diversity and sexual harassment.

Finally, in the past few years, the Trump administration has brought the concept of 'fake news' into everyday vernacular, so much so that over a third of consumers expect companies to take a stand on disseminating and discrediting false information that populates social media conversations.

Most important issues to consumers

(% of consumer that said issues were very or extremely important)



United Kingdom

	Access to healthcare	86%
	Affordable healthcare	84%
	Education	81%
	Data security	80%
	Freedom of speech	80%
	Terrorism	80%
	Data privacy	79%
	Knife crime	79%
	Domestic violence	78%
	Public health risks	78%
	Sustaining infrastructure (water, roads, transport)	78%
	Brexit	77%



You'd forgive a sense of frustration in the boardrooms of Britain. On the one hand, people have increased expectations of business. They expect a clear sense of purpose, a set of values which underpin the company's actions, and a willingness to engage with the important social issues of the day. Most of all people expect companies to be a better form of themselves. Sharing all their values or prejudices with none of the irrationality or inconsistency.

On the other hand, as the research shows, there is an innate distrust of business motives. This is not new. The first business environmental or CSR programmes were quickly followed by accusations of 'greenwashing' or 'astroturfing'. People looked for signs of insincerity, latched onto evidence of underinvestment and reacted cynically to any suggestion of dwindling commitment.

Clearly, this has not changed, but it does not mean that there is a lack of desire for companies to embrace social issues, or that there are no rewards. The research shows quite the opposite, as does recent history. Nike's share price may have suffered an initial hit when it ran its Colin Kaepernick ads, but its sales went up by over 30%. Its core audience, who saw their own values reflected in this action, reacted accordingly.

In an increasingly hashtag driven world, though, do you support the movement and risk a backlash, or stay quiet and disappoint? Only companies with a clear sense of purpose, who use this as a yardstick against which to measure their actions, will demonstrate the consistency and clarity of view which people expect. For those that do, the rewards will be great."

Nick Andrews

Senior Partner
EMEA Reputation Lead



Issues consumers most expect companies to act on (% of consumer expectation that companies will take a stand)



United Kingdom

	Data security	53%
	Data privacy	51%
	Minimum wage	49%
	Gender pay gap	45%
	Unemployment	46%
	Sexual harassment	43%
	Poverty	42%
	Income and wage gap	42%
	Tariffs / price of goods	41%
	Fake News	39%
	Climate change	39%
	Diversity	38%

STAY AHEAD OF THE CURVE

Our top five issues to watch out for as consumer expectation from companies grows.



1 Face-to-face accountability



2 Technology and AI replacing jobs



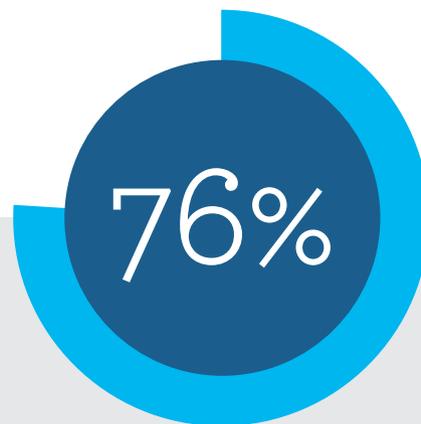
3 Affordable housing



4 Foreign investment into UK economy



5 Public health risks



Over three-quarters of consumers said that they would continue using products from a company that anticipated the cultural, social and economic impacts of their products and evolved their company's values. Stay ahead of the curve and keep an eye on the growing importance of these issues.



EXPECTATIONS THAT TRANSCEND GENERATIONS

One of the most pertinent and surprising findings of the TRUE Global Intelligence™ survey is the difference in generational attitudes of UK consumers, which shows the activist spotlight should not only be on millennials.

According to the research, older Brits over 73, are more expectant of companies to take stands on almost every political, societal and economic metric we measured. It seems as if the silent generation has found its voice.

To take a timely example, while 60% of the silent generation think companies should take a stand on 'the spread of fake news', just 37% of millennials agree. This generational split is reflected on other key societal issues like sexual harassment, data privacy, climate change, the minimum wage and freedom of speech.

What we are seeing is a surprising growth in the expectation coming from a generation traditionally associated with corporate apathy.

The study provides an important learning: that age-based assumptions of consumer behaviour can't be relied upon. The evidence shows that corporate activism is transcending generational differences and is not just the purview of the young. Everyone is expecting companies to make a positive difference. Where the older generations are more expectant from companies in general, the younger generations are more likely to change their spending habits to align with their beliefs.



Millennials

Almost three quarters of millennials said they would change their view of a company if it 'committed to doing the right thing', while 71% said they would do so if the company contributed to society in a way that has 'a better impact on my community'. This compares to 87% and 72% of the over 73s, respectively.

Millennials, however, are still the generation that acts the most with their wallets, with over three quarters of them saying they had stopped using a company's product within the last year because they did not agree with their response to an issue.

Silent Generation

The high level of expectation among the silent generation comes as a surprise as their spending habits do not reflect this concern with regards to their willingness to refrain from purchasing from companies they do not agree with, especially when compared with millennials and Gen X.

Silent gen are most expectant of companies on 34 of 51 issues surveyed, with their top 4 being: data privacy/security, tariffs/price of goods, Brexit and spread of fake news.

Top four expectation issues are:



44% Unemployment



43% Acceptance of diverse ethnic customs and traditions



39% Poverty



38% Data privacy/security

Top four expectation issues are:



69% Data security



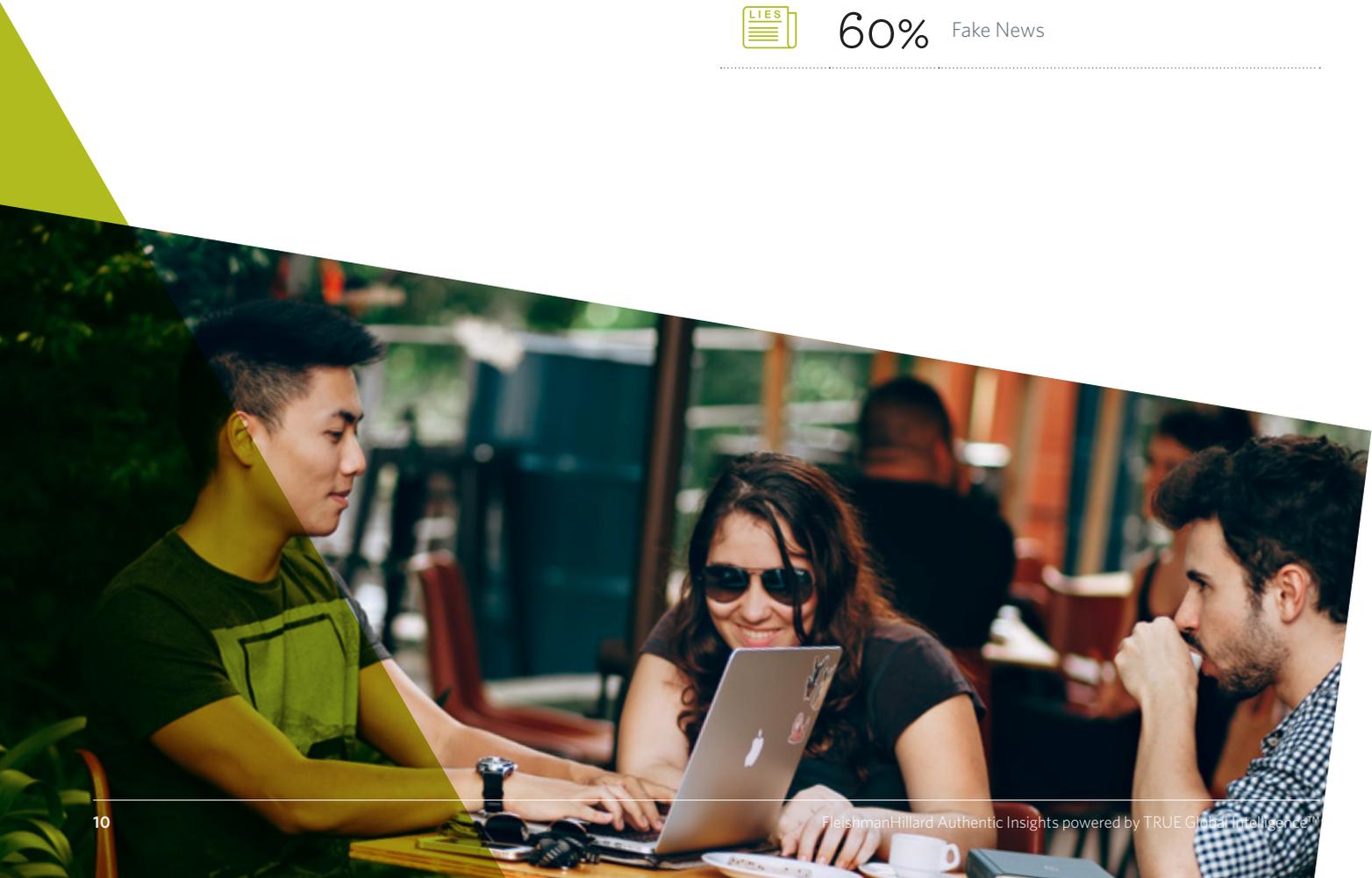
66% Tariffs / price of goods



62% Brexit



60% Fake News



Generation X

Gen X, share their boycotting tendencies with the millennials, with 83% of them having refrained from purchasing a company's products within the past 12 months. But for this generation, minimum wage, outsourcing, the gender pay gap, unemployment are some of their top expectations from companies.



53% Minimum wage



44% Outsourcing



43% The gender pay gap



41% Unemployment

Baby Boomers

The retiring generation, the boomers, are increasingly expectant of companies to take a stand, especially on issues such as: income and wage gaps, data security, price of goods and the gender pay gap.



71% Data security



56% Gender pay gap



55% Income and wage gaps



54% Price of goods



In less than seven years millennials will make up 75% of the world's working population. This is a generation that expects more of the brands they buy from, and the companies they work for than ever before. Millennials want to know that their employers have purpose at their heart. They think CSR is dead, and consider initiatives which support charities, reduce environmental pollution or make boards more gender balanced as just things companies should be doing regardless – good business. And good business is no longer enough, purposeful business is what moves them.

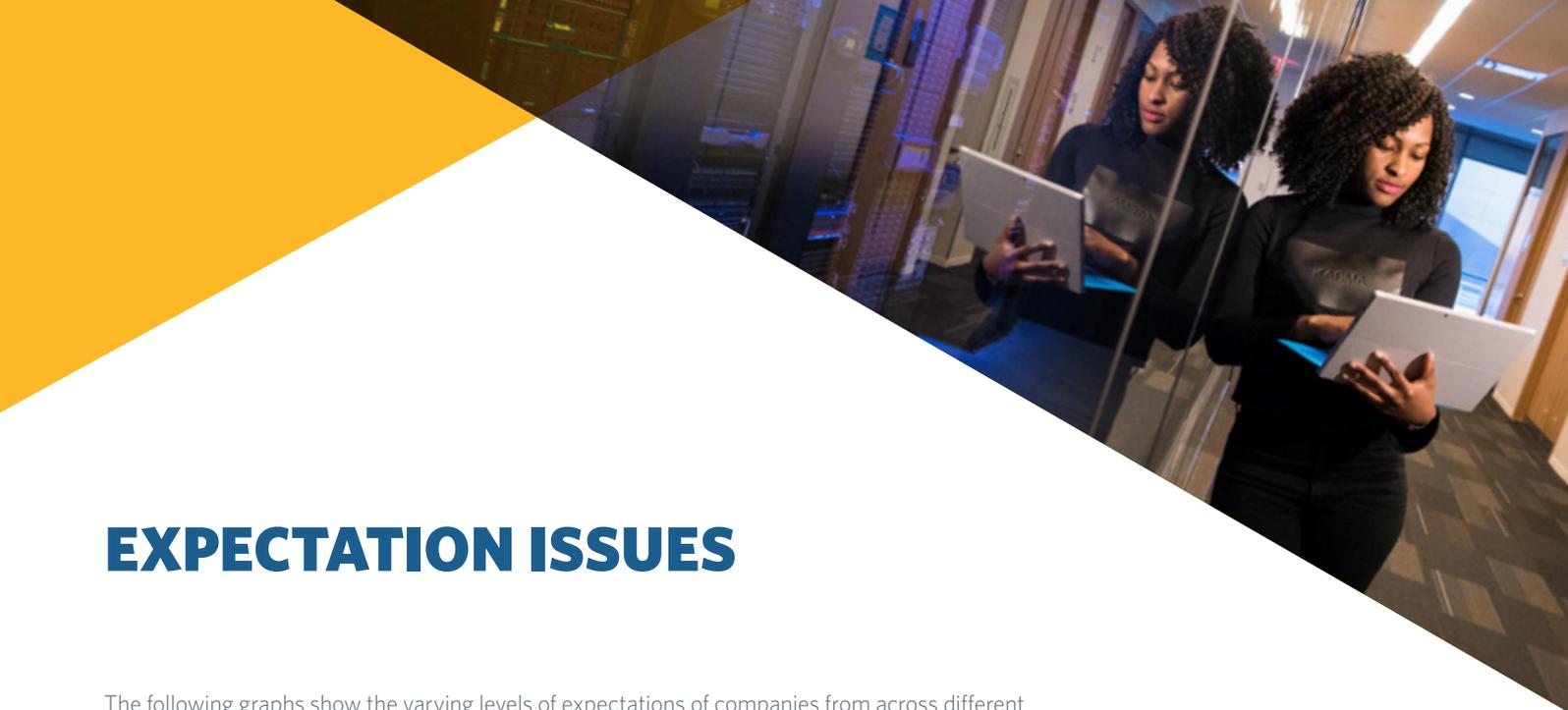
Three quarters of millennials would take a pay cut to work at a purposeful company. And they expect brands to stand for something. Whether that's taking the knee like Nike, or Tom's One for One brand promise. And staying silent on the B word – Brexit – may no longer be an option.

Millennials are making purpose the new normal. But they aren't the only ones. Don't underestimate the older generations and certainly don't take allegiances for granted. "

Paul Reza Afshar

Partner
Purposeful Business



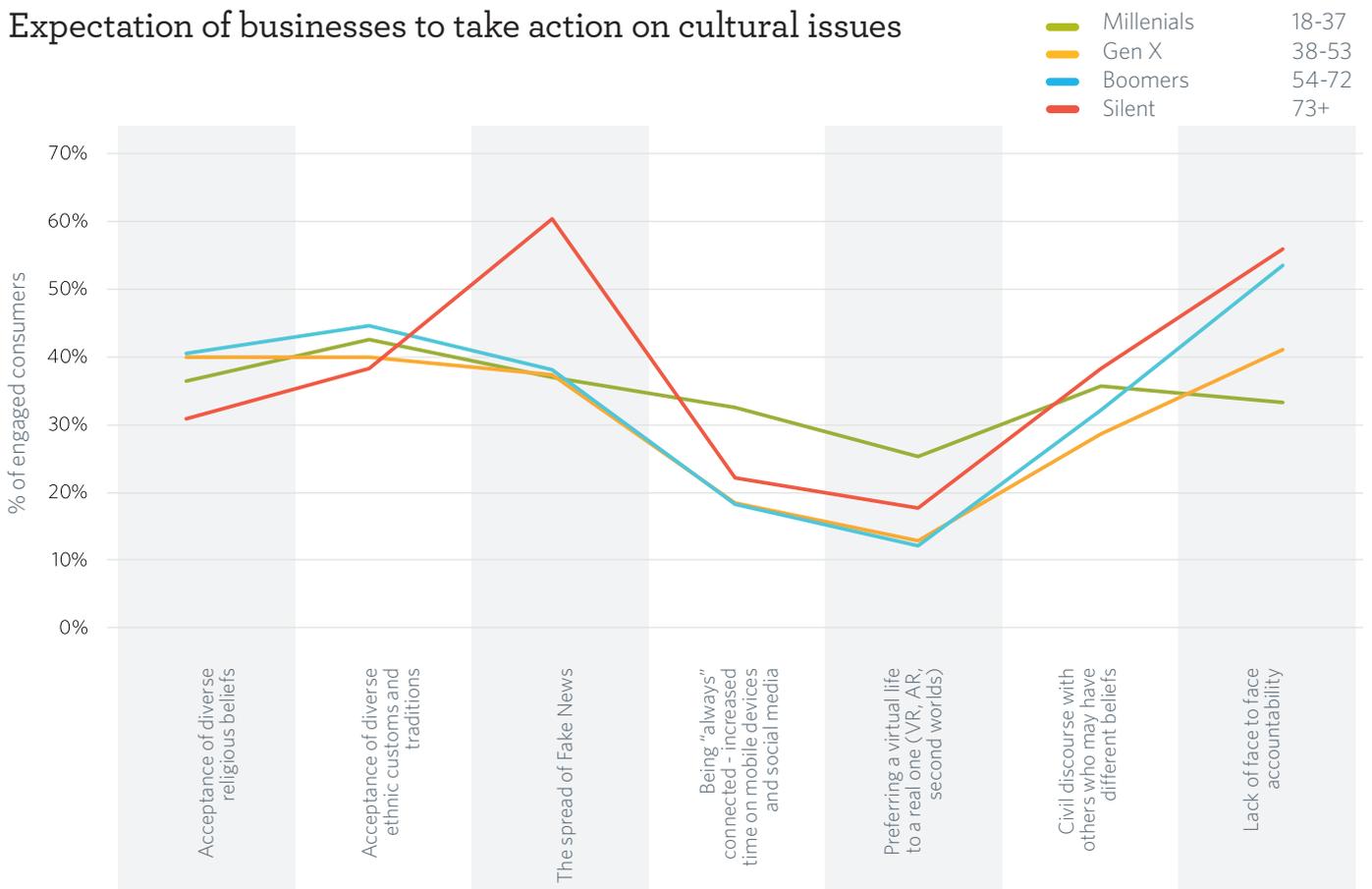


EXPECTATION ISSUES

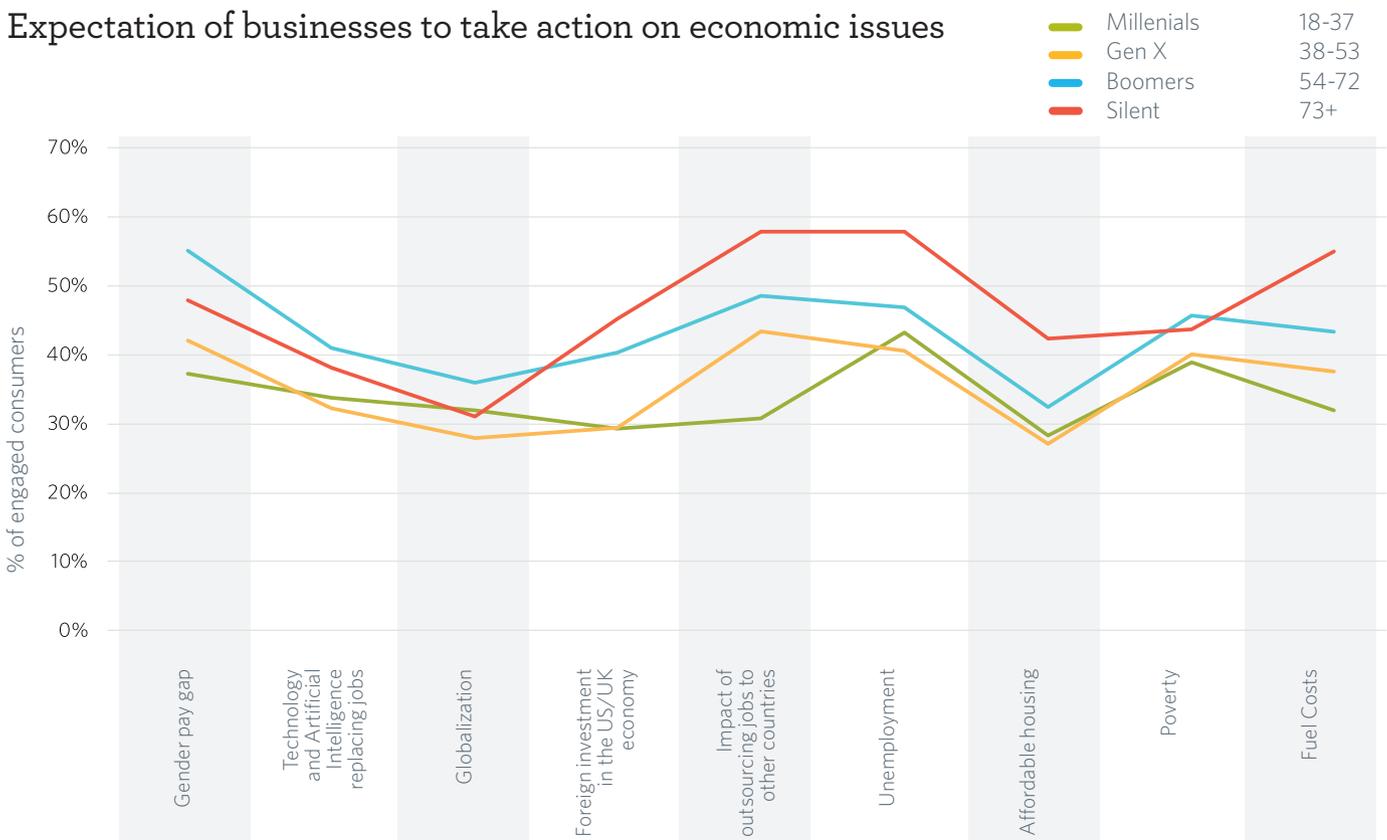
The following graphs show the varying levels of expectations of companies from across different generations. As indicated from the graphs and the stats from the previous page, surprisingly the silent generation stands out as the most expectant of companies across most of the issues surveyed. In contrast, millennials and Gen Xers appear to be much more apathetic, distrustful or pessimistic of companies.

Beyond these surprising differences, we do witness comparable rates of change from one issue to the next, regardless of generational importance, showing that companies are inherently expected to do more on particular issues.

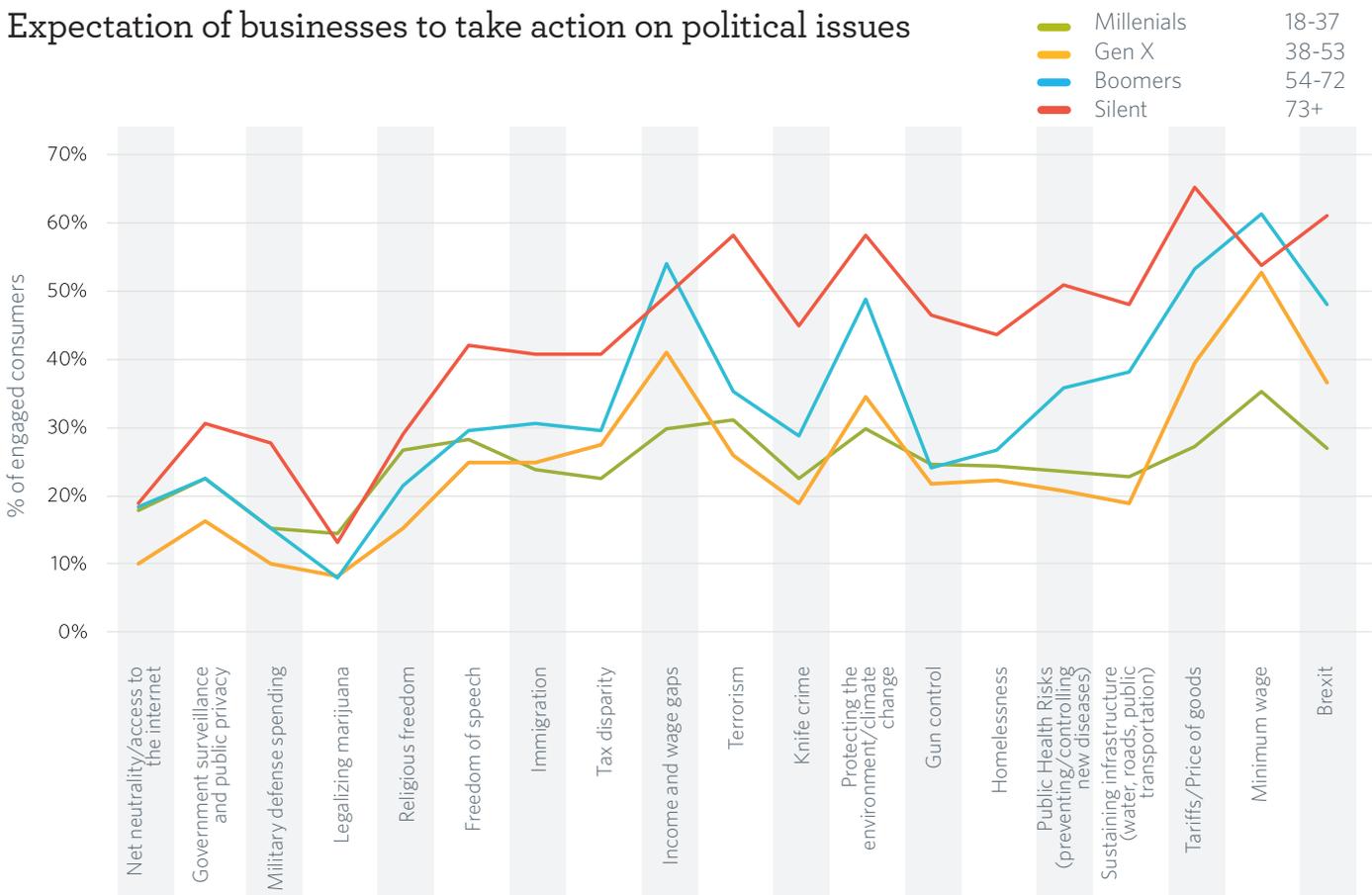
Expectation of businesses to take action on cultural issues



Expectation of businesses to take action on economic issues



Expectation of businesses to take action on political issues



ISSUES SHAPE CONSUMER BEHAVIOUR



With the rise of social media 'opinion' formers we have seen in tandem a reaction from brands to protect themselves. However, with wanting to create trust for themselves they aren't allowing consumers to trust in them. The public are critical yes, but they want honesty and to see their spirit reflected in a brand. Value and risk are inextricably linked and with great value comes great risk.

What people need to ask themselves is who, why and what they are taking that risk for. As I once heard our very own CEO say: "If you're going to jump across the river you don't take two steps."

Evaluate the risk of being transparent...the leap is often worth it.

Lauren Winter

EMEA Head of Brand and Consumer Marketing



In this age of hyper-connectivity, and with such a broad range of sources for information, the average consumer is more knowledgeable about the products, the people and the businesses they deal with. And in the past three years, as social media algorithms nudge people further into their own echo chamber, the louder companies have felt the damage of a misplaced step on an issue and paid a reputational price for it.

Much like in years past, today's news is tomorrow's chip paper, as social media upsets can be over quickly as consumers move on to another scandal. However, our research points to the fact that, despite short spikes in traffic, the effects can affect profits longer.

It's not all doom and gloom, however. With issues rarely being so black and white, businesses can retain customers that have a different perspective and even some of the most ardent keyboard warriors by communicating their position clearly and including some of their reasoning.

Ultimately, for those issues that might be contentious, staying aligned with your values and having clear communications that are authentic will strengthen the relationship with those that agree - and potentially save a significant number of relationships with those that do not.



47%

Nearly half of UK consumers said they would likely take their business to a competitor if they disagree with a company's position on an issue that is important to them



54%

And more than half are likely to continue using products and services from companies that do not behave according to the corporate values or mission statements they claim to have



76%

Over three quarters of consumers would likely continue using a company's products or services if they anticipate the impact of their products and services, and actively evaluate and communicate change in policies and evolving value



38%

Over a third of consumers said that if a company explains why they have taken a position on an issue that is important to them, they are extremely or very likely to continue to support them, even if they disagree.

PRIVACY AND SECURITY IN A DATA LADEN BUSINESS ENVIRONMENT

Data privacy and security were the issues that consumers, across all generations, expected the most out of companies. This is an indication of the increasing level of importance that consumers are placing on their digital data. As demonstrated by the implementation of GDPR, the era of rampant and opaque methods of data collection are nearing an end.

Consumers are adamant that companies not only take a stand on data privacy but take this issue very seriously. Companies that don't mirror these concerns are at risk of finding themselves not only on the wrong side of the law, but also on the wrong side of public opinion.

We anticipate that these issues will only continue to grow in importance. The expectation among consumers that companies will take this issue seriously and enact robust data privacy measures above and beyond the legal requirements will certainly follow suit. It is imperative to act now and maintain strong leadership in this field, or else risk the consequences of consumer discontent.



Data privacy

Importance	Expectation
79%	51%



Data security

Importance	Expectation
80%	53%



Technology & Artificial Intelligence replacing jobs

Importance	Expectation
59%	36%

Most positive sentiment for (extremely/somewhat positive)

Policies supporting Data privacy	Implementing new technologies	Automation in the workplace
80%	72%	47%

(this is surprisingly high)

Which of the following qualities are most important for a company that "innovates responsibly"?

Enhanced data safety	Privacy protection standards that meet or exceed laws
51%	46%



In 2018, data privacy news cycles and major regulatory change combined to transform consumers' awareness and expectations of how companies store, manage, protect and use their data. In many cases, what users thought was private and protected information turned out to be nothing of the sort, and the revelations led news bulletins around the world. As a result, data protection is now increasingly high up on the agenda of savvy consumers.

There's a huge opportunity here for companies to create a culture of transparency and build a new data covenant with their customers. Our findings show that data security and privacy are among, if not the, most important issues that consumers expect companies to take action on. It will be the companies that address these issues head-on and go beyond what is legally required of them that will win out in the long-term."

Claudia Bate

Head of Financial Services and FinTech



SUPPORTING AND RESPONDING TO ISSUES: THE CORPORATE STRATEGY

Highlighting the main issues that generations hold near and dear is a start, but knowing what to do with this information is the real challenge.

We at FleishmanHillard Fishburn have developed five basic principles for any company when supporting and responding to issues. Follow these and help create a future of successful corporate engagement for you and your firm.

One.

Selflessness Pays Dividends

A hallmark of authenticity is altruism.

You need to ensure that your campaign is not about you. While your branding might be associated, it is resolutely about the issue you are supporting. No ifs, ands or buts.

74%

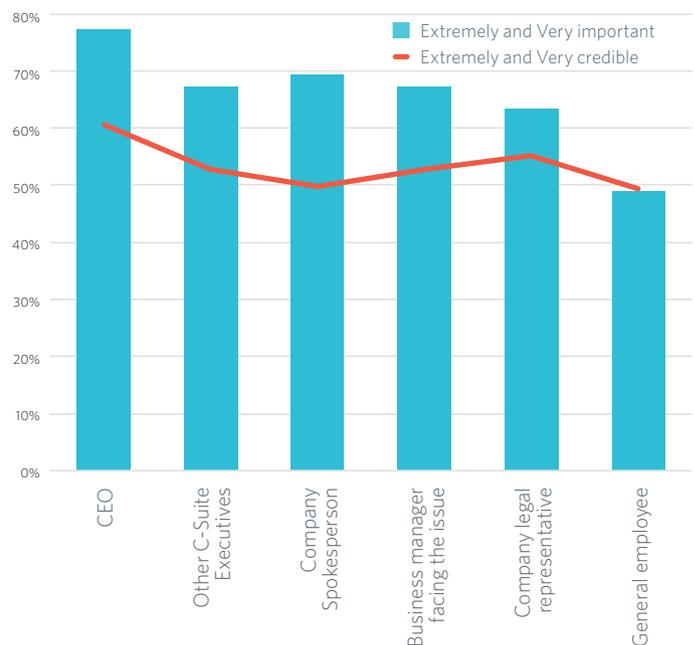
Nearly three quarters of consumers said that companies committed to doing the 'right' thing was fundamental to increasing their opinion of that company

Two.

Leadership is Key

Taking a stand requires courage and conviction: consumers want to hear from the CEO.

When it comes to who speaks on behalf of their companies with regards to issues and crisis situations, it is the CEO who is the most important to hear from as well as the most credible. He or she should reflect and embody the values of the company. Full stop. Consumers expect nothing less.



Communication is key

On average, consumers believe that a company should respond or take a stand on an issue within two weeks of it breaking. These are the highest-ranking forms of communication consumers want companies to engage in. And remember, consumers want to hear from the CEO!

Making a statement on their website

48%

A press release or media statement

43%

Encouraging employees to speak out

36%

Speaking out on social media

33%

Three.

Actions Trump Words

While messaging is important, actions speak much louder.

When taking a stand, engaged consumers expect more than words. Companies need to act, change policy and leverage their position to be the change they are advocating or advertising for.

48%

Nearly half want companies to make meaningful changes to their own business policies as a response to issues.

Four.

Publicity Matters

One of the top expectations from engaged consumers when companies take a stand is to make that position public.

According to this research, it's important to make a clear and public statement for everyone to see – be it on the company website or social media channels or shouting it from the rooftops.

70%

Said companies being held accountable for behaving and taking action in support of their positions on social issue

Five.

Entrench Your Commitment

Dig in, invest and don't window dress. Engaged consumers expect more than a statement.

UK Consumers want to see companies developing new products and services that help solve the issue. They also want to see companies put their money where their mouth is by making financial donations to organisations that may be working to bring about change on a particular issue.

The big take-away is to know that in order for it to really count, the leadership and organisation needs to not just support the position, but to be working to solve the issue.

64%

Nearly two-thirds of consumer would have a higher opinion of a company if they took a stand on an issue even if it meant sacrificing profits.



The potential of brands to boldly take a stand behind an issue was brought front and centre this year due to Nike's decision to work with Colin Kaepernick. This demonstrates the power – and some might say responsibility – of brands to drive public debate and show moral leadership.

Nike's campaign led to a strong response and – within the US particularly – it has divided opinion amongst consumers.

What is certainly agreed upon though is that it exemplifies a growing trend that people expect brands to have an opinion and to state their moral and ethical position on issues – even when the issues don't specifically relate to their core products or services.

However, the research shows that for this to be seen as authentic by consumers, it needs to be closely tied to their long-term brand values. Where this isn't the case, or the moral position is seen to jar with the brand's behaviour, they are exposed to serious reputational risk."

Judith Moore

Partner
Crisis & Issues





AUTHENTICITY IN ACTION

Bold decisions. Backed by true authenticity.



The Landscape

Assess the environment – your company’s credibility in taking a position, competitor activity and stakeholder attitudes and beliefs.



Your Values

Determine the strength and believability for your organisation and its leadership to take various positions based on the current values of the organisation.



Watching Vulnerabilities

Identify the risks associated with products, people, policies and organisational tolerance for taking positions on divisive issues.



Governance

Establish who should weigh in and when to align positions with the company’s purpose and business goals, prior to taking a public stand.



Communications Protocols

Ensure that steps are taken to soften the ground and prepare for any backlash with clear, transparent, credible communications that build a reputation for authenticity.



Future Proofing

Deliver a longer-term perspective to ensure that — whatever position and action you take — you’ve given reasons for stakeholders to think well of you, even if questioned, and that you’ve secured important allies in your journey.

96%

In the past year, 96% of consumers have felt that companies had taken advantage of social, cultural or political issues solely for their own benefit. And unsurprisingly, 60% of people said it made them feel less favourable towards that company.

70%

While 70% of people said that companies agreeing to be held accountable for behaving and taking action in support of social issues would be very important in changing their perceptions.

69%

Supported companies contributing to society in a way that has a better impact on my community

CONCLUSION

If there's one thing I want you to take away from this report, it's that consumers respond positively to companies that take a stand that connects with their brand and the world around them.

They are looking for businesses to contribute beyond their own walls and respect those that do.

There is risk of failure, but we only see this when companies abandon their values, attempt to take advantage of issues or fail to communicate properly.

This year the stand-out examples of great PR have all been purpose-led and this is where you need to start from.

What is your purpose? What are your values?

Once you have these questions answered you can better understand where to input into the conversations going on around you. And once you prove it's more than lip service you can become a true leader in your market.

It's a deeply divided world we live in. Never has the old adage of not pleasing all people all of the time been more appropriate. Staying silent can harm you as much as saying the wrong thing as more businesses start to speak up.

It's not easy, but it's effective.

To find out how we can help you strategise, develop and deliver your communications or to discuss our research further, do get in touch directly with me or my colleagues.



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The 51 Issues Surveyed in This Study

Acceptance of diverse ethnic customs and traditions
Acceptance of diverse religious beliefs
Access to healthcare
Access to quality education
Addictions related to gaming
Affordable healthcare
Affordable housing
Animal rights
Being “always” connected - increased time on mobile devices and social media
Brexit
Civil discourse with others who may have different beliefs
Climate change
Data privacy
Data security
Domestic violence
Drug abuse
Ethnic discrimination and equality
Foreign investment in the US/UK economy
Freedom of speech
Fuel Costs
Gender discrimination and equality
Gender pay gap
Globalisation
Government surveillance and public privacy
Gun control
Immigration
Impact of outsourcing jobs to other countries
Income and wage gaps
Knife crime
Lack of face to face accountability
Legalising marijuana
LGBTQ discrimination and equality
Military defense spending
Minimum wage
Net neutrality/access to the internet
Poverty
Preferring a virtual life to a real one (VR, AR, second worlds)
Protecting the environment/climate change
Public Health Risks (preventing/controlling new diseases)
Racism
Religious freedom
Reproductive rights
Sexual Harassment
Sustaining infrastructure (water, roads, public transportation)
Tariffs/Price of goods
Tax disparity
Technology and Artificial Intelligence replacing jobs
Terrorism
The spread of Fake News
Unemployment

APPENDIX

Research Methodology: FleishmanHillard Authentic Insights

FleishmanHillard's Authentic Insights are a starting point for modern issues management and corporate leadership positions that help companies stand apart for their values.

For this report TRUE Global Intelligence™ conducted an online survey evaluating 51 current issues, spanning cultural, economic, political and societal interests, inviting consumers from a variety of political, racial and sexual orientation to participate.

Methodology

- A survey of 2,000 engaged* consumers in the U.S. and U.K., 18 years of age and older
- Conducted July 25 - 31, 2018
- Spans four generations - millennials, Gen X, boomers and the silent 73+
- Margin of error is +/- 3% at a 95% confidence level.

Engaged consumers shape how companies are perceived - the expectations of how companies should behave and how companies are performing relative to their expectations.

Engaged consumers are qualified by indicating they have taken 3 of 9 actions (see below).

What does an engaged consumer look like?

Engagement takes different forms. Respondents to the survey said they did at least three of the following within the last month:

- Searched for information about a company's products or services
- Shared information and/or news articles about a company's products or services with others
- Shared their opinion or offered advice about a company's products or services with others
- Shared their opinion or offered advice about a company and its corporate activities with others
- Contacted a political candidate or government office to express their views
- Written an article or 'letter to an editor' for a newspaper or any publication
- Signed a petition in-person or online
- Contributed to a blog or used other social media to share their opinion on a political or current event topic, or to share their view about a company and its activities, products or services
- Bought or sold shares in a company

For this survey, we estimate that the margin of error is about +/- 3%, given the size of the sample and the relative size of the population.

FleishmanHillard Reputation Management: Working at the Intersection of Brand and Reputation

Reputation is a fundamental quality of every organisation – what stakeholders believe about it, expect from it and say about it to others. But many businesses continue to manage their brands and reputations in separate silos. A disconnect between brand and reputation creates a barrier to success and growth – and in some cases, a destructive force. It's the central issue every business must address today, as organisations can no longer afford to have brand and reputation as separate entities. Companies need a new approach that produces meaningful, productive, progressive exchange with their stakeholders, and at FleishmanHillard, we call it authentic engagement.

What we do

While we can adjust to your specific situation, we bring deep expertise across the diverse disciplines that affect your reputation, including:

- Industry leadership positioning
- Crisis and issues management
- Employee change management
- Financial communications
- Executive communications
- Corporate responsibility
- Market expansion
- Corporate communications

Our approach

In an age of information overload, companies need a new approach to creating meaningful, productive conversations with their stakeholders – whether it's with employees, consumers, society or any of the myriad audiences important to an organization. At FleishmanHillard, we call it authentic engagement. To stay current with a business landscape in constant motion, our team has evolved its offerings and approach to help clients effectively anticipate reputational risks and take advantage of emerging opportunities. We've established teams that specialise in all the diverse disciplines that affect the brand-reputation space. Complementing these teams are our proprietary Authenticity Gap insights, which look at the gap between what an audience expects and what it experiences. This shapes our counsel and ensures clients make the most of opportunities.

TRUE Global Intelligence™

We lead communications through data-driven strategy and intelligence. With our unwavering focus on business outcomes and never-ending cycle of intelligence gathering, we ensure our clients' sustained success. We provide an advantage to our clients, finding the truth - about their audiences, the operating environment and their competition, helping them realise their goals.

What we do

Our approach to intelligence is rooted in our belief that we provide complete, integrated and breakthrough solutions for our clients' communications and business challenges. We take a holistic approach to tie our research objectives to business objectives, craft the most impactful study designs, and develop the most relevant analytical approaches to uncover insights that drive solutions. Our research and analytics experts are supported by FleishmanHillard's global practice and sector teams, who wield deep expertise across the communications continuum. Complementing these teams, we offer a pinpoint analysis of what's working and what's not – and tie communications to key performance indicators.

Business problems we help you understand:

- Reputation intelligence
- Thought leadership strategies
- Outcomes design and evaluation
- Audience segmentation and messaging strategies
- Behaviour change intelligence
- Trend and issue assessments



Authentic Insights UK Report



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