



AHEAD OF WHAT'S NEXT.

# The 2012 Harris Poll Annual RQ® Public Summary Report

A Survey of the U.S. General Public Using  
the Reputation Quotient®

*13<sup>th</sup> Annual RQ Study*

*RQ Ratings:  
December 2nd –  
December 19th, 2011*

*17,555  
people interviewed*

# 1

## **The Reputations of the Most Visible Companies - Executive Summary**

Survey of the U.S. General Public

## Apple supplants Google for the top spot and Berkshire Hathaway loses luster in Harris Poll Reputation Quotient® (RQ®) 2012 study

**Apple garners a score of 85.62, the highest for any company in the history of the RQ, and the Technology industry as a whole represents three of the top four companies.**

- Apple's score is the culmination of 12 straight years of improvement, up over 20 points from 62.1 in 2000.
- In slipping to 2<sup>nd</sup> place behind Apple, Google falls slightly from 84.05 to 82.82 but still maintains an excellent position, while Amazon jumps from 8<sup>th</sup> to 4<sup>th</sup> this year.

**Bank of America, AIG and Goldman Sachs find themselves in dangerous territory, occupying the same sub-50.0 space that defunct companies occupied in years past before expiring.**

- Past sub-50.0 RQ performers include the now-deceased Enron, Adelphia and WorldCom.

**Berkshire Hathaway, 2010 RQ winner, falls by 7 points and slides from 4<sup>th</sup> place in 2011 to 24<sup>th</sup> in 2012.**

- The recent financial scandal appears to have done damage in all six reputation dimensions.

## A quarter of the Most Visible Companies see significantly lower RQ scores

Company	YOY Decline in RQ Score
Bank of America	-9.08
Berkshire Hathaway	-7.28
Wells Fargo & Co.	-6.65
Goldman Sachs	-6.33
JPMorgan Chase	-6.31
AT&T	-4.22
General Mills	-3.65
Time Warner	-3.51
Best Buy	-3.24
Hewlett-Packard	-3.02
Comcast	-2.95
Procter & Gamble Co.	-2.89
Johnson & Johnson	-2.68
Southwest Airlines	-2.28
JCPenney	-2.18

- Compared to these **15** companies, only **4** companies have gained in reputation (Toyota, General Motors, BP and Apple).
  - This is the reverse of the trend seen in 2011, when only **2** companies worsened and **18** increased.
  
- Financial Services companies suffered **4 of the 5 worst losses** in reputation in the last year.
  - Positive perceptions of the industry declined by five points after seeing a six-point bounce in 2011.

## Corporate America is more tarnished today than a year ago

### The positive momentum from 2011 has faded in 2012

- Just 2 in 10 Americans say that corporate America's reputation is positive.
- Only 9% of respondents said that the reputation of corporate America improved over the past year, while 60% said it has declined.
- On an individual basis, industries have either declined or stayed flat.
  - The **Automotive industry is a notable exception**, adding another 7 points to positive perceptions after a 15-point increase between 2010 and 2011.

## Industries positioned as part of the solution to America's economic woes are best able to weather negative perceptions surrounding corporate America

### Industries that are seen to be helping America's ailing economy tend to have higher reputations.

- **Technology and Retail**: 53% and 39% of Americans, respectively, see them as part of the solution. Examples of specific RQ scores are:
  - Apple: 85.62
  - Whole Foods Market: 80.14

### Industries that are perceived to be hurting the economy tend to have lower reputations.

- **Financial Services and Banking**: 70% and 75% of Americans, respectively, see them as part of the problem. Examples of specific RQ scores are:
  - AIG: 46.18
  - Goldman Sachs: 47.57
  - Bank of America: 49.85
  - JPMorgan Chase: 54.84

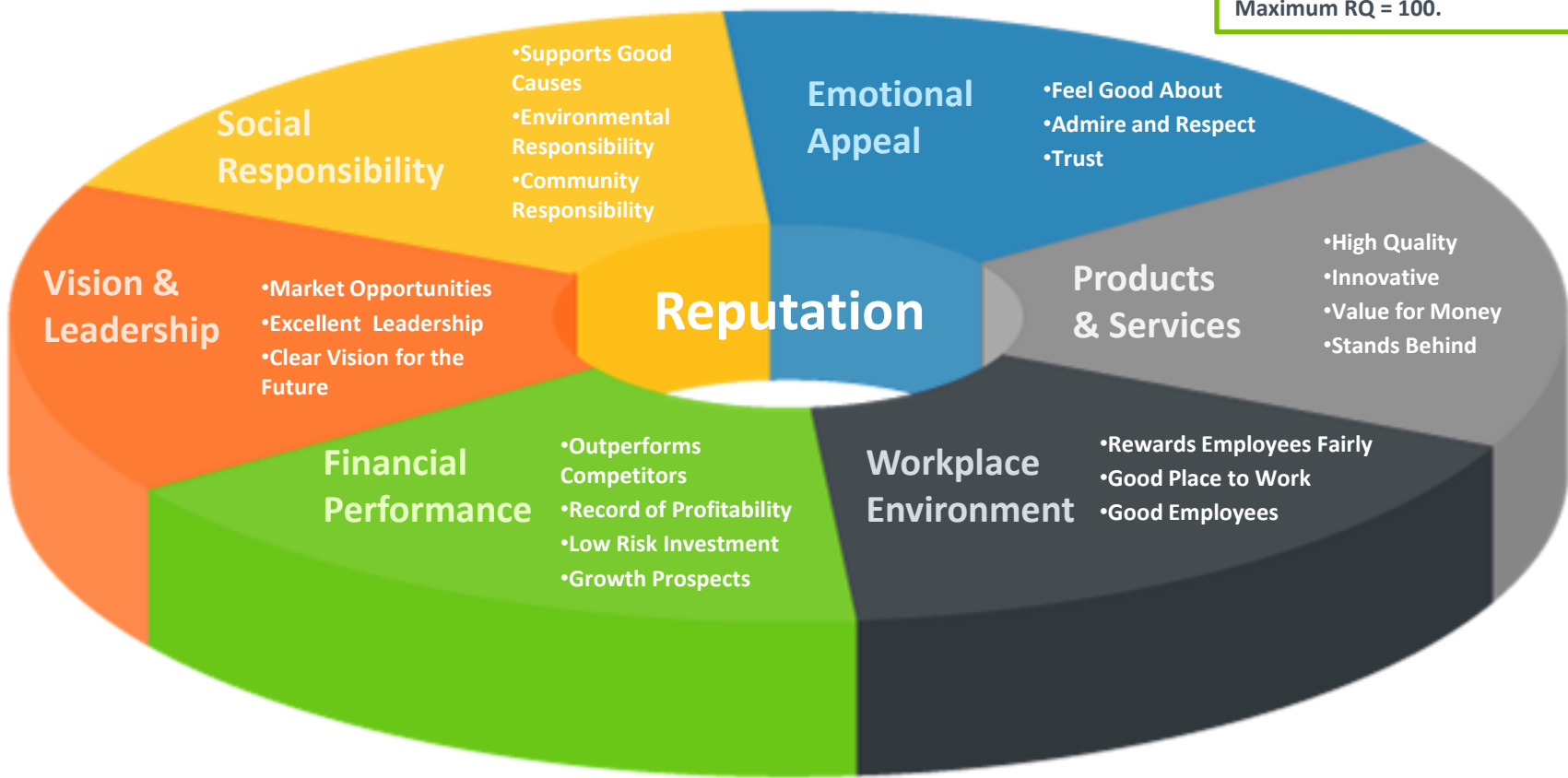
# 2

## Supporting Data

# The Reputation Quotient® (RQ®) Research Instrument

## 20 Attributes folded into 6 Dimensions

RQ Score = [(Sum of ratings on the 20 attributes) / (the total number of attributes answered X 7)] X 100.  
Maximum RQ = 100.





# The 2012 RQ®

## The Reputations of the Most Visible Companies

Rank 1-15		RQ	Rank 16-30		RQ	Rank 31-45		RQ	Rank 46-60		RQ
1	Apple	85.62	16	Kohl's	77.95	31	Toyota Motor Corporation	73.53	46	Chevron*	64.72
2	Google	82.82	17	PepsiCo	77.78	32	Hewlett-Packard	73.41	47	Sears*	64.26
3	The Coca-Cola Company	81.99	18	General Mills	77.39	33	Starbucks	72.97	48	Time Warner	63.38
4	amazon.com	81.92	19	Costco	76.72	34	Best Buy	72.68	49	T-Mobile*	62.82
5	Kraft Foods	81.62	20	Nike	75.95	35	General Electric	72.6	50	Chrysler	60.3
6	The Walt Disney Company	81.28	21	USAA*	75.55	36	Dell	72.59	51	ExxonMobil	60.01
7	Johnson & Johnson	80.45	22	Lowe's*	75.39	37	Walgreens*	72.1	52	Wells Fargo & Co.	59.5
8	Whole Foods Market	80.14	23	IBM	75.11	38	McDonald's	71.77	53	Comcast	59.1
9	Microsoft	79.87	24	Berkshire Hathaway	75.02	39	JCPenney	71.23	54	News Corp*	57.14
10	UPS	79.75	25	Ford Motor Company	74.83	40	Verizon Communications	71.16	55	Citigroup	55.95
11	Sony	79.22	26	Southwest Airlines	74.6	41	Walmart	69.25	56	JPMorgan Chase	54.84
12	Honda Motor Company	78.95	27	Target	74.26	42	Netflix*	68.12	57	BP	53.5
13	Samsung*	78.11	28	Boeing*	74.04	43	Sprint Nextel	65.9	58	Bank of America	49.85
14	Home Depot	78.11	29	Hyundai*	73.92	44	General Motors	65.31	59	Goldman Sachs	47.57
15	Procter & Gamble Co.	78.09	30	Macy's*	73.63	45	AT&T	65.09	60	AIG	46.18

\* New to 2012 RQ Study and/or not measured in the 2011 RQ

### Guide to RQ Scores

80 & above: Excellent | 75-79: Very Good | 70-74: Good | 65-69: Fair | 55-64: Poor | 50-54: Very Poor | Below 50: Critical

# The 2011 RQ®

## The Reputations of the Most Visible Companies

Rank 1-15		RQ	Rank 16-30		RQ	Rank 31-45		RQ	Rank 46-60		RQ
1	Google	84.05	16	Microsoft	80.16	31	Facebook*	74.12	46	Shell	65.96
2	Johnson & Johnson	83.13	17	Whole Foods Market	79.57	32	Nike	74.11	47	Monsanto	65.18
3	3M Company	82.56	18	Honda Motor Company	79.1	33	Pfizer	73.48	48	Sprint Nextel Corporation	64.27
4	Berkshire Hathaway	82.3	19	PepsiCo	78.21	34	JCPenney*	73.41	49	American Airlines*	62.31
5	Apple	82.05	20	Costco	78.03	35	McDonald's	72.77	50	Comcast	62.05
6	Intel Corporation	81.94	21	Kohl's*	77.55	36	Starbucks	72.05	51	Delta Airlines	61.17
7	Kraft Foods	81.67	22	Unilever*	77.19	37	Dell	71.9	52	JPMorgan Chase	61.15
8	amazon.com	81.14	23	Southwest Airlines	76.88	38	State Farm Insurance	71.73	53	ExxonMobil	61.09
9	General Mills	81.04	24	Home Depot	76.83	39	Verizon Communications	71.64	54	General Motors	60.12
10	The Walt Disney Company	81.04	25	Hewlett-Packard	76.43	40	Walmart	69.35	55	Bank of America	58.93
11	Procter & Gamble Co.	80.98	26	IBM	76.27	41	AT&T	69.31	56	Chrysler	58.37
12	SC Johnson	80.74	27	Best Buy	75.92	42	The Allstate Corporation	68.28	57	Citigroup	57.45
13	UPS	80.51	28	Target	74.91	43	Toyota Motor Corporation	68.25	58	Goldman Sachs	53.9
14	Sony	80.44	29	Ford Motor Company	74.61	44	Time Warner	66.89	59	BP*	49.82
15	The Coca-Cola Company	80.38	30	General Electric	74.22	45	Wells Fargo & Co.	66.15	60	AIG	47.77

\* New to 2011 RQ Study and/or not measured in the 2010 RQ

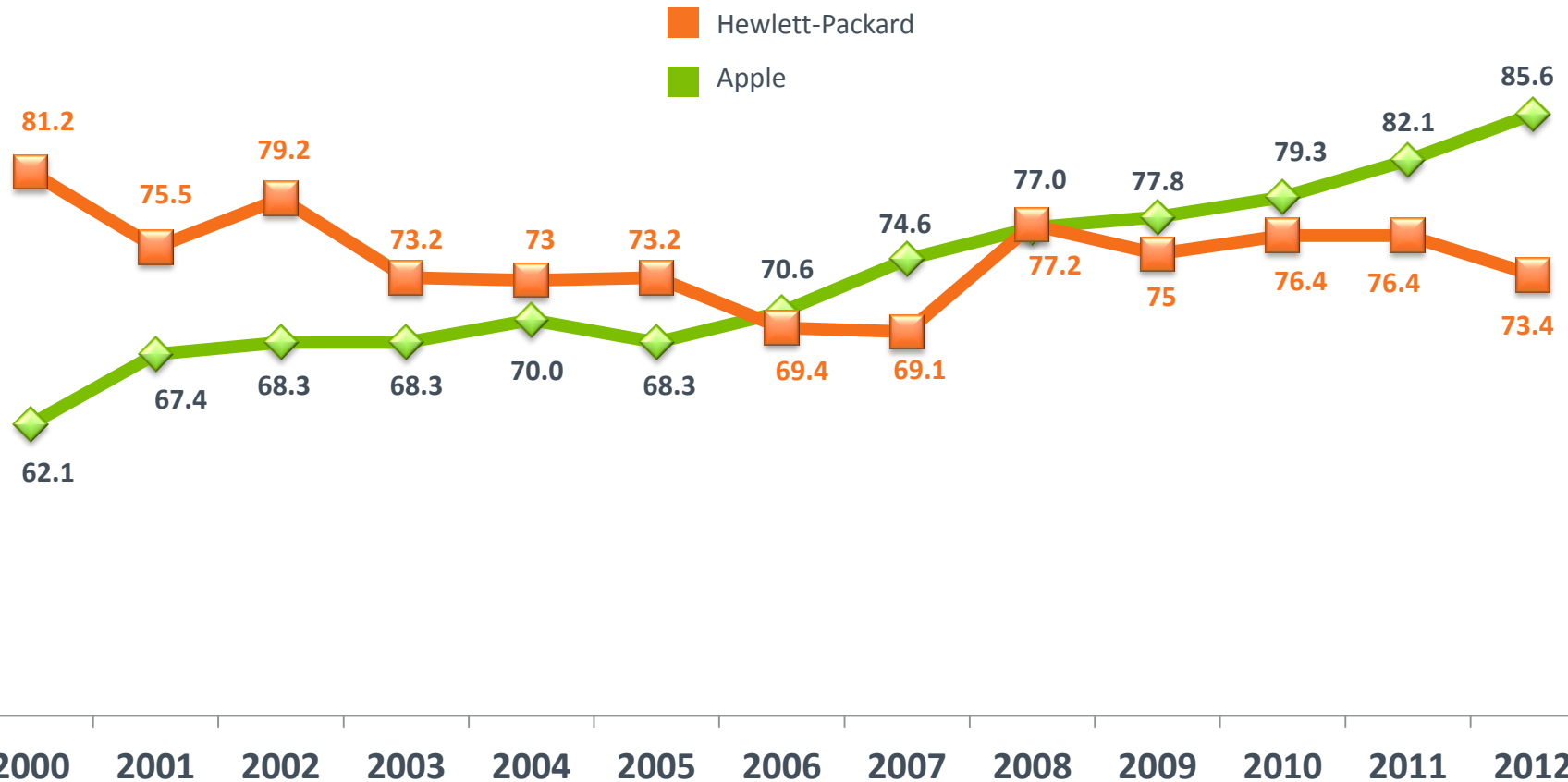
Indicates companies that have dropped off from Most Visible List in 2012

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Apple has shown strong, steady improvement since first being measured in 2000, leading to the highest RQ ever achieved for any company in 13 years  
*HP, once dominant over Apple, has drifted downward in the same timeframe*

### RQ scores 2000-2012

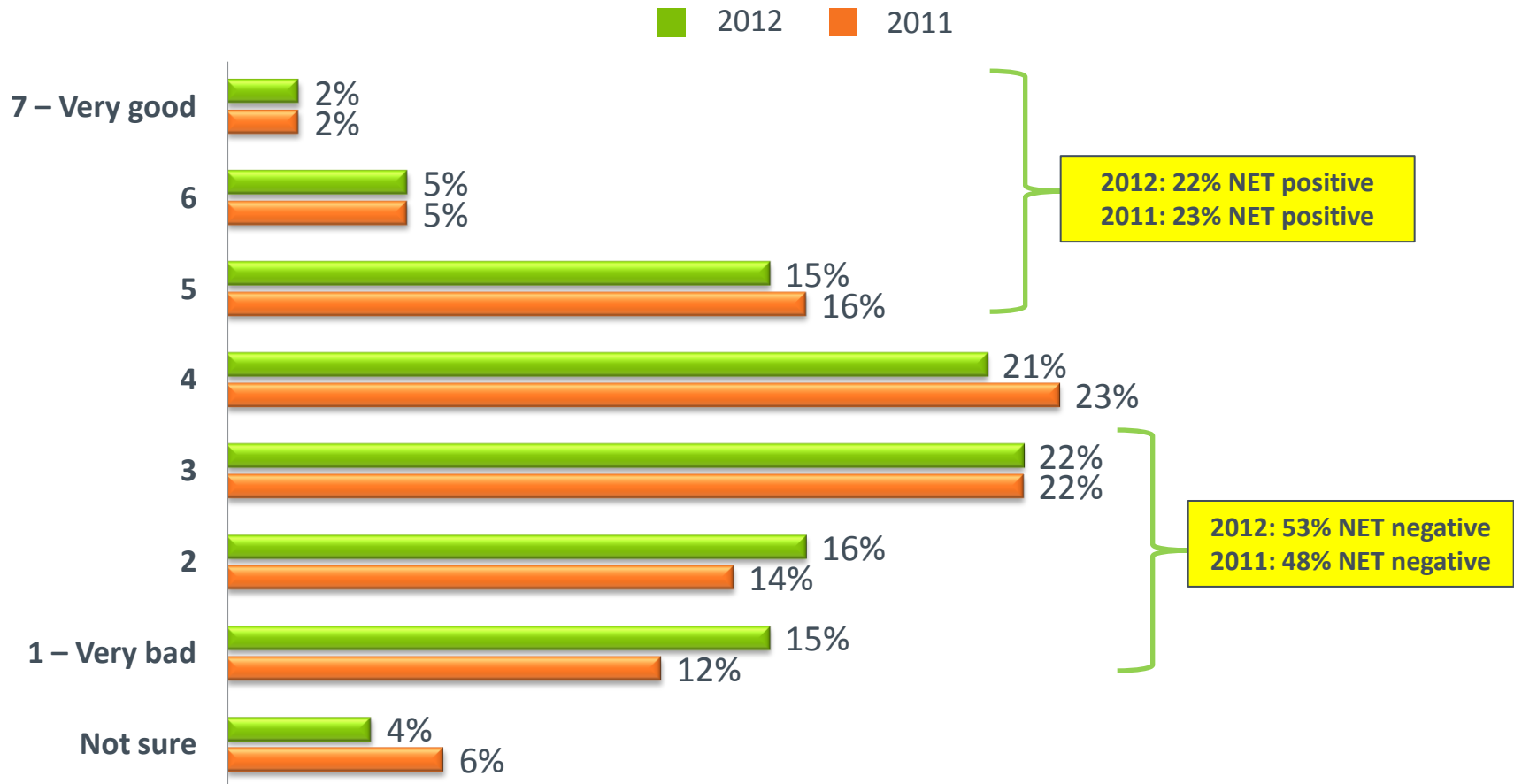


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# Only 2 in 10 Americans have a positive perception of corporate reputation as it stands now

## Current Reputation of Corporate America

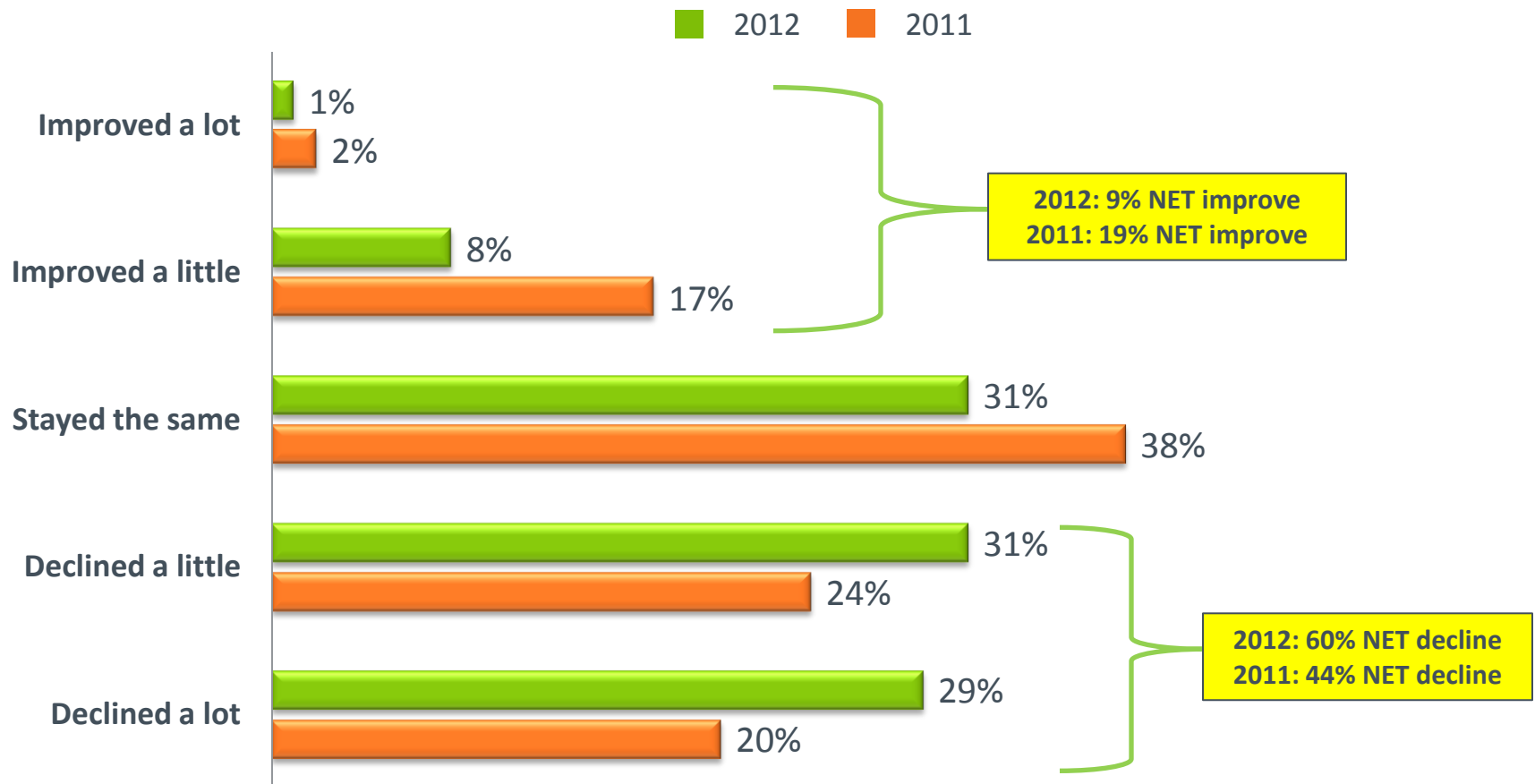


Base: General Public 2012 (n=12,961), General Public 2011 (n=30,104)

Q1310 How would you rate the overall reputation of corporate America today, where “1” means it has a *very bad* reputation and “7” means it has a *very good* reputation?

# There is a strong perception that corporate America's reputation is on the wane

## Perception of Past Year Change in Corporate America's Reputation

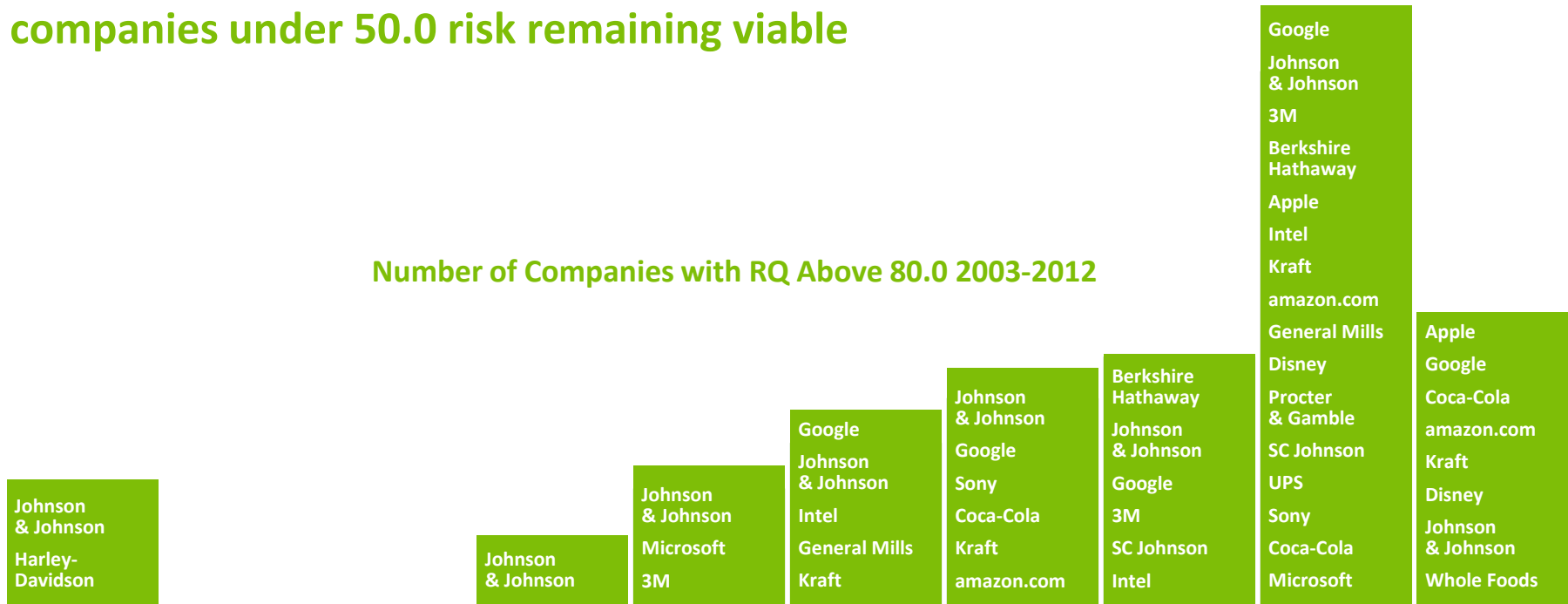


Base: General Public 2012 (n=12,961), General Public 2011 (n=30,104)

Q1311 Which one of the following best captures your opinion of how the reputation of corporate America has changed over the past year? 1. It has improved a lot. 2. It has improved a little. 3. It has basically stayed the same. 4. It has declined a little. 5. It has declined a lot.

# Number of companies with score of 80.0 or higher is halved; companies under 50.0 risk remaining viable

### Number of Companies with RQ Above 80.0 2003-2012



### Number of Companies with RQ < 50.0 2003-2012



\* = Companies that have ceased to exist or subjected to government takeover

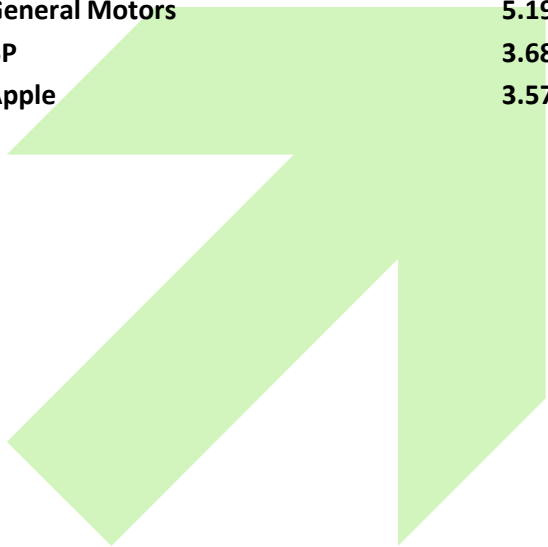
#### Guide to RQ Scores

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**There are 19 notable changes in reputation among the 48 companies measured in both 2011 and 2012, but just 4 are improvements**  
*4 of the 5 biggest declines are seen in Financial Services*

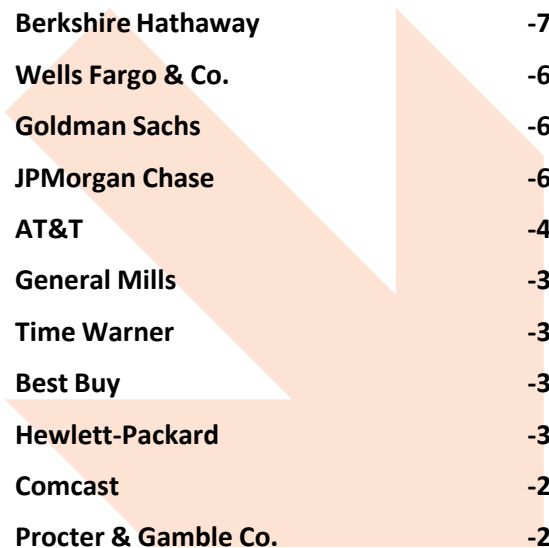
### Significant Improvements in RQ 2012 v. 2011

1.	<b>Toyota Motor Corporation</b>	<b>5.28</b>
2.	<b>General Motors</b>	<b>5.19</b>
3.	<b>BP</b>	<b>3.68</b>
4.	<b>Apple</b>	<b>3.57</b>



### Significant Declines in RQ 2012 v. 2011

1.	<b>Bank of America</b>	<b>-9.08</b>
2.	<b>Berkshire Hathaway</b>	<b>-7.28</b>
3.	<b>Wells Fargo &amp; Co.</b>	<b>-6.65</b>
4.	<b>Goldman Sachs</b>	<b>-6.33</b>
5.	<b>JPMorgan Chase</b>	<b>-6.31</b>
6.	<b>AT&amp;T</b>	<b>-4.22</b>
7.	<b>General Mills</b>	<b>-3.65</b>
8.	<b>Time Warner</b>	<b>-3.51</b>
9.	<b>Best Buy</b>	<b>-3.24</b>
10.	<b>Hewlett-Packard</b>	<b>-3.02</b>
11.	<b>Comcast</b>	<b>-2.95</b>
12.	<b>Procter &amp; Gamble Co.</b>	<b>-2.89</b>
13.	<b>Johnson &amp; Johnson</b>	<b>-2.68</b>
14.	<b>Southwest Airlines</b>	<b>-2.28</b>
15.	<b>JCPenney</b>	<b>-2.18</b>



## Apple dominates on Vision and Leadership; Amazon, despite lacking a clear human connection to consumers, wins Emotional Appeal

### Corporate Leaders on the Six Reputation Dimensions

Social Responsibility		
1.	Whole Foods Market	83.35
2.	Apple	81.56
3.	The Coca-Cola Company	81.22
4.	Johnson & Johnson	79.42
5.	The Walt Disney Company	79.39

Emotional Appeal		
1.	amazon.com	82.90
2.	Kraft Foods	82.33
3.	UPS	82.14
4.	Apple	81.60
5.	The Coca-Cola Company	81.38

Products & Services		
1.	Apple	87.33
2.	Google	84.55
3.	Kraft Foods	83.73
4.	Sony	83.51
5.	amazon.com	83.27

Vision & Leadership		
1.	Apple	88.38
2.	The Coca-Cola Company	84.17
3.	amazon.com	83.85
4.	Google	83.85
5.	The Walt Disney Company	82.84

Financial Performance		
1.	Apple	87.93
2.	Google	84.56
3.	The Coca-Cola Company	83.86
4.	The Walt Disney Company	83.78
5.	amazon.com	82.98

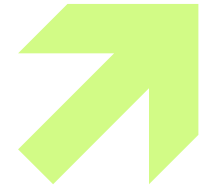
Workplace Environment		
1.	Apple	86.39
2.	Google	85.32
3.	The Coca-Cola Company	82.90
4.	Microsoft	82.59
5.	Kraft Foods	81.33

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80 & above: Excellent | 75-79: Very Good | 70-74: Good | 65-69: Fair | 55-64: Poor | 50-54: Very Poor | Below 50: Critical



## Among the 4 Companies whose RQ has improved, the 3 in “Reputation Rehab” – GM, Toyota and BP – have gained strongly on Emotional Appeal and Social Responsibility



### “Reputation Rehab” Companies on the Six Reputation Dimensions, Change from 2011-2012

Social Responsibility		
1.	BP	6.23
2.	Toyota Motor Corporation	4.85
3.	General Motors	3.74

Emotional Appeal		
1.	General Motors	7.20
2.	Toyota Motor Corporation	5.84
3.	BP	4.93

Products & Services		
1.	Toyota Motor Corporation	5.12
2.	General Motors	4.61
3.	BP	1.99

Vision & Leadership		
1.	General Motors	6.16
2.	Toyota Motor Corporation	5.45
3.	BP	3.50

Financial Performance		
1.	Toyota Motor Corporation	4.76
2.	General Motors	3.73
3.	BP	2.67

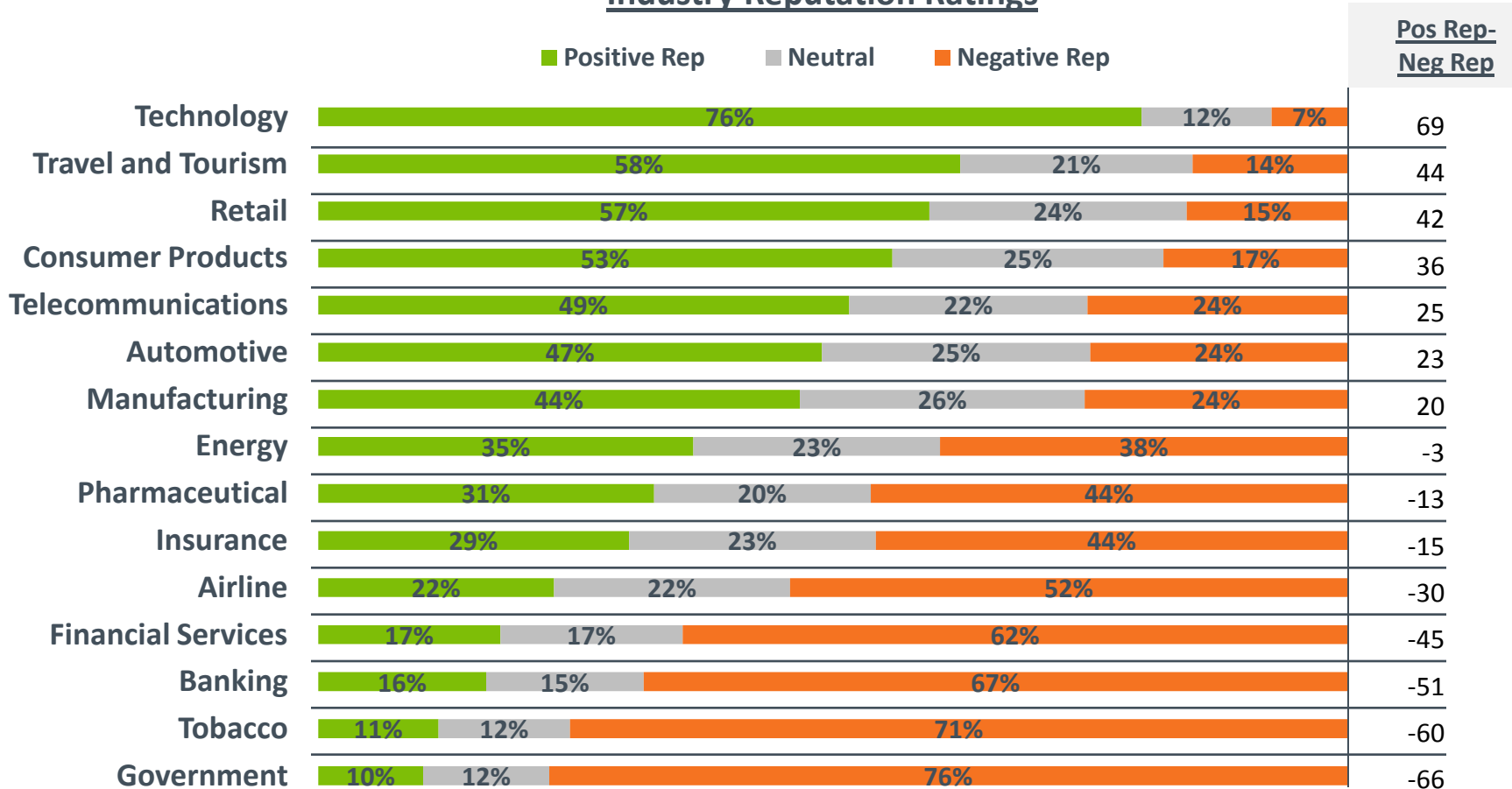
Workplace Environment		
1.	General Motors	4.30
2.	Toyota Motor Corporation	3.68
3.	BP	-0.34

# 3

## Industry Reputation and the Economy

## Technology enjoys reputation dominance; Government lands in last place behind the Tobacco industry

### Industry Reputation Ratings



Base: General Public (n=12,961)

**Q1314** For this question, we'd like you to think about industries in general. How would you rate the overall reputation of the following industries, where "1" means the industry has a "Very Bad" reputation and "7" means the industry has a "Very Good" reputation?

## The Automotive industry continues impressive improvement

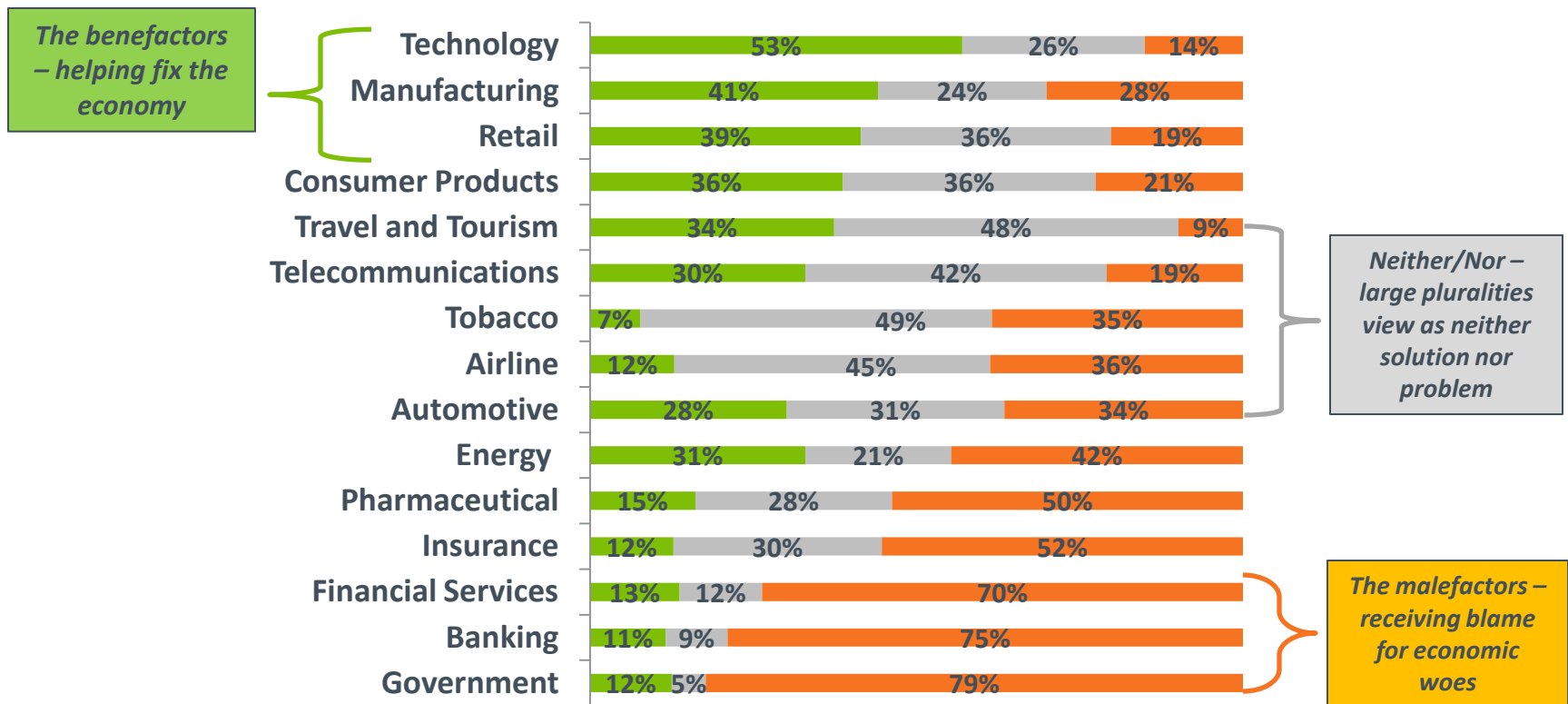
Automotive industry has now nearly doubled positivity on reputation since 2010; Financial Services returns to 2010 level.

	Positive Ratings 2010	Positive Ratings 2011	Positive Ratings 2012
	%	%	%
1. Technology	72	75	76
2. Travel and Tourism	52	55	58
3. Retail	52	57	57
4. Consumer Products	49	53	53
5. Telecom	47	51	49
6. Automotive	25	40	47
7. Manufacturing	40	43	44
8. Energy/Utilities	33	36	35
9. Pharmaceutical	29	32	31
10. Insurance	23	27	29
11. Airlines	24	25	22
12. Financial Services	16	22	17
13. Tobacco	11	11	11

# Technology is sole industry seen by majority as helping solve economy's problem; Government most likely seen as part of the problem

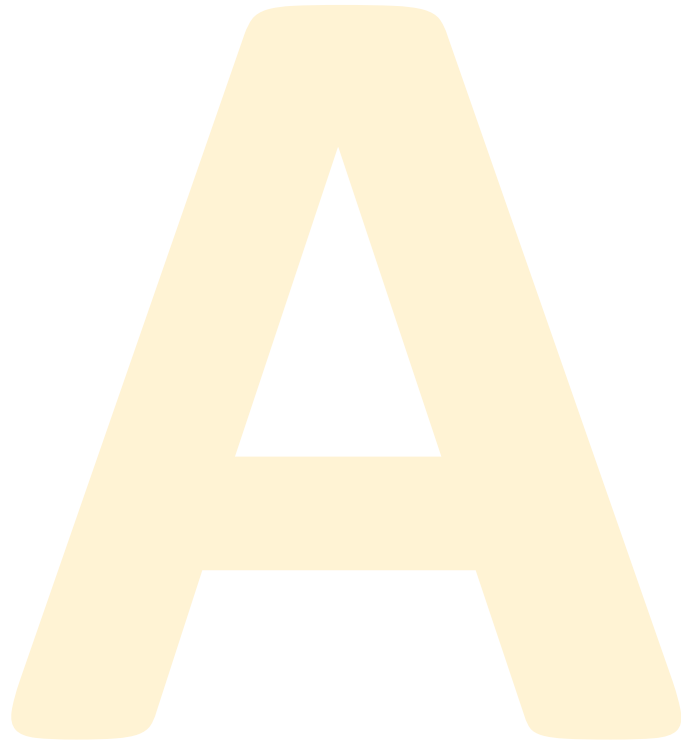
## Industry Part of Economic Solution or Economic Problem

■ Part of Solution    ■ Neither    ■ Part of Problem



Base: General Public (n=12,961)

Q6030 Thinking about the role each of the following sectors played in the current state of the American economy, do you think each of the following sectors is a part of the problem, a part of the solution, or are you unsure?



## Methodology

The 2012 RQ®

## Methodological Overview

- Harris Interactive has used the Harris Reputation Quotient®(RQ) to measure the reputations of the most visible companies in the U.S. since 1999. The 2012 RQ study represents the 13<sup>th</sup> consecutive year of measuring corporate reputation in the U.S.
- The Annual RQ study involves process which begins with a Nominations Phase and is followed by a Ratings Phase, where we measure the reputation of the most visible companies in the U.S. and other companies representing the major industries in the U.S.
- The following summarizes the methodological details for both phases of the Annual RQ study.

### Nominations Phase – Identifying the “Most Visible” Companies

- The Annual RQ study begins with a Nominations Phase which is used to identify the companies with the most “visible” reputations according to the General Public. All respondents are asked to name companies that stand out as having the best and worst reputations overall. Two open-end questions are used:
  - Of all the companies that you’re familiar with or that you might have heard about, which TWO - in your opinion - stand out as having the BEST reputations overall?
  - Of all the companies that you’re familiar with or that you might have heard about, which TWO - in your opinion - stand out as having the WORST reputations overall?
- Nominations from all interviews are tallied with subsidiaries and brand names collapsed within the parent company. Online nominations are summed to create a total number of nominations for each company. The final list of the 60 most visible companies in the U.S. is measured in the RQ Ratings Phase along with other companies representing the major industries in the U.S.

## Methodological Overview (continued)

### Nominations Phase - Summary of Specifications

	Nomination Interviewing Dates	Number of Nomination Interviews	Method of Interviewing	Number of “Most Visible” Companies Identified
<b>United States</b>	October 18 <sup>th</sup> – October 20 <sup>th</sup> October 29 <sup>th</sup> – October 31 <sup>st</sup>	4,594	Online	60

### Who Rates the “Most Visible” Companies in the United States?

- The RQ Ratings Phase takes place among the general public. As part of the Ratings Phase, respondents are randomly assigned to rate two of the companies with which they are “very” or “somewhat” familiar. After the first company rating is completed, the respondent is given the option to rate the second company. Each interview lasts approximately 17 minutes.
- Outlined in the table below is the method of data collection for this phase, as well as the dates of interview, total number of interviews, number of companies measured, and average number of ratings per company.

### RQ Ratings Phase - Summary of Specifications

	Rating Interviewing Dates	Number of Rating Interviews	Method of interviewing	Number of Companies Measured	Average Number of Ratings per Company
<b>United States</b>	December 2 <sup>nd</sup> – December 19 <sup>th</sup>	12,961	Online	74	300





# B

## About Harris Interactive

## About Harris Interactive

- **Annual revenue:** \$164.3 million from continuing operations, FYE June 30, 2011
- **Employees:** 700 full time (approximately)
- **Headquarters:** New York, New York, USA
- **Publicly Traded - Stock symbol:** HPOL

Harris Interactive is the leading global independent research organization focused on delivering proprietary custom research to its clients while also providing public opinion research on issues facing society, business, and governments. At Harris Interactive, we leverage all communication tools to get inside the minds of consumers, to decode what is really being said, and uncover what is really meant. Utilizing the most appropriate mix of media, tools, and methodologies, we turn relevant insight into actionable foresight.

Transcending traditional methods of gathering, analyzing and interpreting information — understanding one-size-fits-all solutions never fit anyone — we help people and companies move forward with agility and ease. We work outside and beyond conventional methodologies and embrace all information sources, to ensure every nugget of knowledge is unearthed, every reality is accounted for, and accommodated.