A. P. Moller, 57, 106, 107, 112
CEO, 237
corporate citizenship initiatives, 118
ABN Amro, 112
advertising expenses, 123
Accenture, 12
Accountability Plan for American Business, 190–191
Accounting Oversight Board (AOB), 195
Activity theme, and reputation platforms, 137
Addidas Salomon, and national identification, 119
Adelphia, 104, 190
Agassi, Andre, 143
Ahold, 54, 73, 85, 107, 112, 114, 190, 211, 225
advertising expenses, 123
CEO, 237
communications, 140
corporate citizenship, 212
corporate citizenship initiatives, 118
Global Food Safety Initiative, 212
transparency about financial performance, 200–201
Akzo-Nobel, logo, 143–144
Alliance for Better Foods, 7
Amazon, 105
emotional theme, 138
leadership and vision transparency, 203
reputation platform/slogan, 136
AMD, distinctiveness of, 89
American Airlines, 100
AMP, 72
AMR, 113
Amway, stock exchange listing, 116
Andersen, 12, 19
reputation loss from link to Exxon, 37
Anheuser-Bush, 71

AOL Time Warner, advertising expenses, 123
AOL-Time Warner, visibility of, 88
Archival analysis, 167
Arla Foods, 112
Arthur Andersen, 20, 200
visibility of, 88
AT&T:
advertising expenses, 123
reputation platform/slogan, 136, 138
Attention grabbers, 1–2
Auchan, 112
Australia:
most visible companies in, 49–51
sampling process in, 64
top-rated companies in, 49–51
reputations of, 57–58
Authenticity, 91–93, 97, 101, 158,
161–183
building, 166
challenge of, 181–182
and reputation, 163, 181
Baan, 211
Balmer, Steve, 58, 236
Bang & Olufsen, 43, 57, 211, 224
Barilla, 56, 107
Barnes & Noble, 236
BBC, 12
Becker, Ulrike, 99
Ben, 211
Ben & Jerry’s, 124
authenticity of, 92
corporate citizenship initiatives, 118
stock exchange listing, 116
visibility of, 105
Bendigo Bank, 58
Benefits theme, and reputation platforms, 137–138
Benetton, 56
Bezos, Jeff, 203
BHP, 58
BHP Billiton, 73
Bill and Melinda Gates Foundation, 236
BMW, 48
Body Shop, The, 105, 124
Bottom line, 82–83
Boyle, Matt, 252
BP, 127
  reputation platform/slogan, 137
Brand:
  and reputation, 4, 8–9
  separate names for company and, 225
Brand equity, 115–116
  and visibility, 115–116
Brand-name CEOs, 235–237
Branson, Richard, 15, 202
Bridgestone/Firestone, 36–37, 44, 51, 58, 76, 107, 113
  benefits theme, 138
  negative visibility, 117
  reputation platform/slogan, 137, 139
Bristol-Meyers Squibb (BMS), authenticity of, 91–92
British Airways, 12
Brookings Institution, 94
Brown, Brad, 30
Bush, George W., 190, 195
Caliber Logistics and Caliber Technology, 245–246
Caliber Systems, 245
Carrefour, 47, 112
  positive visibility, 117
Cash flow, and reputation, 72
Cast Away, 243
CBA, 78
Celebrity culture, 2
Center for Business Innovation (Ernst & Young), 235
CEO brand, 235–237
Chaotic strategies, 172
Charles Schwab, 9–10
  reputation platform/slogan, 135
Cheminova, 47, 57, 107
ChevronTexaco, fusion of company names, 225
Cisco Systems, 72, 107, 158
Citigroup:
  leadership conveyed in communications, 141
  logo, 142–143
  reputation platform/slogan, 136, 138
Citizenship Transparency Index (CTI), 208–214
defined, 210
illustration of, 211
Citizenship, use of term, 204
CNBC, 104
Coaching employees/partners, 234–237
Coalition strategy, 172
Coca-Cola, 6, 34, 47, 51, 53, 57, 58, 70, 72, 74, 76, 106, 130, 224, 229
and brand equity, 115
distinctiveness of, 90–91
emotional appeal, 156
“glocal” strategy, 120
logo, 142
and national identification, 119
parent company, 226
reputation platform/slogan, 135, 138
visibility of, 104–105
Coles-Myer, 49, 58
Commonwealth Bank, 49–50
Communications:
  company history, personalization of, 140
  and leadership, 141–142
  memorable, 139–140
  realistic, 139
  stakeholder-relevant, 139
Communications initiatives, 59
Comparability, and transparency, 189
Competitive advantage, 5–7
Comprehensiveness, and transparency, 188
Consensus-seeking strategy, 172
Consistency, 94–95, 97, 101, 217–241
  achievement of, 240
  dialogue with stakeholders, establishing, 220–223
  employees/partners, coaching, 234–237
  integrated communication system, implementation of, 229–234
  and leadership, 235–236
  measurement and tracking scorecard, adopting, 237–239
  in reputation-building, process of creating, 218–219
  shared identity, enforcing, 223–229
  and stakeholders, 240–241
Consumer rights organizations, social pressures, 192
Cook, Philip, 158
Coop Italia, 56, 112
CoreBrand, 164
Corporate branding, 8–9
Corporate citizenship, 117–118
   business benefits of, 205
   projecting, 124–129
   transparency, 204–204
   criteria for measuring, 208–210
Corporate Fraud task Force, 190
Corporate identity, 165–166
Corporate libel/defamation, court awards recognizing, 38–39
Corporate messaging, and identification, 99–100
Corporate name, leasing, 33
Corporate stories, 145–152, 223–224
   and stakeholders, 224
   triple-A model of storytelling, 148–150
   unique elements, 145–146
   unique plots, 146–147
   unique presentation, 147–148
Crisis costs, 164–165
   and loss of reputation capital, 34–38
Customers, 8–9
DAD (Decide, Announce, and Defend)
model, 223
Daft, Douglas, 58
DaimlerChrysler, 46–47, 58, 99, 106, 237
   activity theme, 137
   advertising expenses, 123
   and brand equity, 115–116
   fusion of company names, 225
   intranet, 233–234
   and national identification, 120
   positive visibility, 117
   reputation platform/slogan, 137
   strategic alignment, 154
Danfoss, 112
Dansk Supermarked, 112
Danske Bank, 112
Degrees of transparency, 188–191
Delayhaye-Medialink, 121
Dell, 74, 90
   benefits theme, 138
   and the element of surprise, 156
reputation platform/slogan, 135
Denmark, top-rated companies in, 56–57
Deutsche-Telekom, 48
Di Montezemolo, Luca Cordero, 237
Dialogue with stakeholders, establishing, 220–223
Dick Smith Foods, 58
Differentiation, 5–7
   and ad saturation, 7
   and globalization, 6
   and information availability, 6
   and the media, 6–7
   and product commoditization, 6
   relationship between company’s operating performance and, 26–31
   and stakeholder activism, 7
Disclosure practices, 186–187, 189
Discovery process, 165–171
   archival analysis, 167
   corporate identity, 165–166
   employee identification, 167
   interviews/focal groups, 167
   quantitative analysis, 167
Shell:
   core purpose statements, 170
   external expression, 170–171
   identity creation/expressions, 168–171
   internal expression, 170
   Profits & Principles advertisements, 167–168
   stakeholder identification, 167
Disney, 8, 106
   advertising expenses, 123
   benefits theme, 138
   and brand equity, 115
   emotional appeal, 154–155
   media presence, 121
   reputation platform/slogan, 135
Distinctiveness, 5–7, 89–91, 97, 101, 133–155
   corporate stories, 145–152
   distinguishing yourself, 157–158
   logos, 142–145
   relative, 158
   reputation platforms, 134–137
   slogans, 138–142
   trademarks, 142–145
Drivers of transparency, 191–197
   legal pressure, 195–197
Drivers of transparency (cont.):
market pressures, 192
political pressure, 195
social pressures, 192–194
DuPont:
emotional theme, 138
reputation platform/slogan, 136
Dutch Yahoo!, 47

Earnings, and reputation, 70–72
eBay, 43
reputation platform/slogan, 136
Einstein, Albert, 67
El Corte Ingles, 112
Emotional appeal, 52–53, 59, 153,
154–155, 154–156
Emotional theme, and reputation platforms, 138
Employee identification, 167
Employees, 9–12
Employer branding, 9–12

corporate goals, 10
most desirable employer choices, 11–12
and organizational excellence, 10
Web recruitment, 10–12
Empson, G. Raymond, 204
Endorsements, 225
Enel, 114
Eni, 56, 71
Enron, 5, 15, 19, 31, 94, 104, 107, 190, 200
visibility of, 88
Europe:
most visible companies in, 46–49
sampling process in, 63–64
stock exchange listings, 116–117
top-rated companies in, 46–49
reputations of, 54–57
Evangelical Environmental Network, 7
Excite, 20–21
Expensing operational activities that build reputation, 31
Expressiveness, drivers of, 97
Expressiveness quotient (EQ), 95–101
External expression:
and authenticity, 174–175
Novo Nordisk, 178–179
process of, 165, 174–182
Shell, 170–171, 175–178
Westpac, 180–181

Extranets, 233–234
Extraordinary Minds (Gardner), 236
ExxonMobil, 44–45, 51, 107
activity theme, 137
crisis costs, 35
crisis handling, 163
Exxon Valdez oil spill, 88, 161, 218
market reaction to, 37–38
fusion of company names, 225
negative visibility, 117
reputation platform/slogan, 137

Fame:
roots of, 85–101
authenticity, 91–93
consistency, 94–95
distinctiveness, 89–91
expressiveness quotient (EQ), 95–101
transparency, 93–94
visibility, 87–88
Fame and fortune, 67–83
linking, 39–40
reputation and cash flow, 72
reputation and earnings, 70–72
reputation and growth, 73
reputation and market value, 73–74
FDB, 112
FedEx, 86, 241
brief history of, 245–247
case study, 243–261
lessons learned from, 258–261
FedEx Communications:
communications campaign, 249–258
role of, 247–258
FedEx Corporate Services, 246
FedEx Custom Critical, 246
FedEx Express, 246, 253
FedEx Freight, 246, 253
FedEx Global Logistics, 246
FedEx Ground, 246, 251, 253
FedEx Home Delivery, 251, 253
FedEx Trade Networks, 246
FedEx Truth Squad, 250, 252
Super Bowl 2002 ad, 244
FedEx Communications:
communications campaign, 249–258
emotional appeal, 257
executing, 250–251
and FedEx’s competitive position/brand equity/stakeholder value, 252–258
formal objectives of, 249–250
performance evaluation, 251–258
and positioning in reputational surveys, 254
role of, 247–258
Ferrari, 56, 85, 113, 224
CEO, 237
trademarks, 143–145
Ferrero, 56
Fiat, 46, 56, 72, 106, 107, 113, 119
Financial analysts, 15–20
and reputation, 4–5
Financial capital (FC), 32–33
Financial performance, 52–53
transparency about, 200–201
Financial Times, 104
Firestone, 113
Flower, Scott, 253
Fombrun, Charles, 28–29, 37–38, 238
Ford, Henry, 43
Ford Motor Company, 7, 36–37, 44, 47, 51, 58, 76, 107, 113, 229
advertising expenses, 123
negative visibility, 117
positive visibility, 117
reputation platform/slogan, 137, 138
strategic alignment, 154
Fortis, 112
Fortune magazine, 104
Frank, Robert, 158
Fusion of company names, in mergers/acquisitions, 225–226

Gaines-Ross, Leslie, 202
Galbani, 56
Gardner, Howard, 236
Garnier, Jean-Pierre, 188
Gates, Bill, 58, 127, 236
General Electric (GE), 43, 45–46, 60, 106, 111, 127–128, 158
advertising expenses, 123
and brand equity, 115
corporate citizenship, 212
Crotonville (NY) training facility, 235
media presence, 121
reputation platform/slogan, 135, 138–139

General Motors (GM), 7, 9, 46, 48, 49, 229
advertising expenses, 123
benefits theme, 138
consistency of, 95
and national identification, 119
reputation platform/slogan, 136
Gillette, 34
GlaxoSmithKline, 188
Global Crossings, 19
visibility of, 88
Global Exchange, 213–214
Global visibility, 106
“Glocal” strategy, 120–121
Graf, Alan Jr., 253
Greenpeace, 7
social pressures, 192
Gregory, J. R., 36
Gregory, Jim, 30, 164
Grove, Andy, 202
Growth, and reputation, 73
Gucci, 105
Hanks, Tom, 243–244
Harris Interactive, 238
Healthcare lobbies, social pressures, 192
Heijn, Albert, 140
Heineken, 54
recall, 163
crisis costs, 35–36
Hewlett-Packard, 76
communications, 140
reputation platform/slogan, 135
Heyn, Albert, 225
High RQ portfolios, 79–82
Holden, 58
Home Depot, 71, 112
reputation platform/slogan, 135
Honda Motor Company, advertising expenses, 123
IBM, 43, 57, 106, 130
advertising expenses, 123
emotional appeal, 155
leadership conveyed in communications, 141
media presence, 121
and national identification, 119
reputation platform/slogan, 135, 138
Identification:
and corporate messaging, 99–100
Identification (cont.):
generating, 98–100
measuring, 100
and personalized communications, 99
and quality of communication, 98–99
and reputation, 98
IKEA, 105
political pressures, 195
Individual investors, 12–13
ING, 112, 185–186
advertising expenses, 123
corporate endorsement, forms of, 226–227
Institutional investors, 12–13
Intangible assets, 73–74
accumulated value of, 33
Integrated communication system, implementation of, 229–234
Intel Corporation, 53, 72, 76, 106, 130
and brand equity, 115
crisis costs, 35
distinctiveness of, 89
reputation platform/slogan, 135
Intellectual capital (IC), 32–33, 33
Internal expression:
process of, 165, 172–174
Shell, 170
and strong leadership/vision, 173
Intranets, 233–234
INVE, 150–153
Investments in creating reputational assets, 32
Investors, 12–13
Italy, top-rated companies in, 54–56
Johnson & Johnson, 53, 60, 72, 76, 85, 107, 211, 229
advertising expenses, 123
authenticity of, 91, 162
CEO, 236–237
crisis costs, 35
distinctiveness of, 134
emotional appeal, 155
emotional theme, 138
logo, 142
reputation platform/slogan, 135, 138
trustworthiness of, 90
visibility, 130
Jordan, Michael, 143
KBB Vendex, 112, 114
advertising expenses, 123
Keep America Beautiful (KAB) group, 203–204
Kelleher, Herb, 144–145, 173
Klein, Naomi, 192–193
KLM:
advertising expenses, 123
logo, 142
K-mart, 76, 112
benefits theme, 138
reputation platform/slogan, 136
Knight, Philip, 213
Kodak, reputation platform/slogan, 135
Kotha, Suresh, 20
KPN, 106, 107, 113–114
advertising expenses, 122–124, 123
negative visibility, 116–117
L. L. Bean, stock exchange listing, 116
Laurus, 112, 114
advertising expenses, 123
Leadership, 52–53
and communications, 141
transparency about, 202–204
Leclerc, 112
Legal pressure, as driver of transparency, 195–197
Lego, 8, 56, 85, 224
communications, 139
corporate citizenship initiatives, 118
corporate story, 148
Libel/defamation, court awards recognizing con 38-39:
Licensing arrangements, for corporate name, 33
Lippert, John, 252
Logos, 142–145
Longfellow, Henry Wadsworth, 85
Low-RQ portfolios, 79
Lucent, 58
Lucent Technologies, reputation platform/slogan, 137
Luthansa, 221
LVMH, 105, 190
MacDonald’s, 6
MacMillan, Keith, 112
Man-made catastrophes, impact on market values, 35–36
Margaritis, Bill, 248
Market capitalization, 32
Index
“One Philips” platform, 230–234
communication system, 232–233
extranet, 233
key elements of, 231
slogan, 231
vision, 231–232
Operating performance:
decline in, 29
relationships between reputation and, 26–31
academic studies, 29–31
Operating results, 82–83
Optus, 58
Oracle, reputation platform/slogan, 136
Panafon, 46
Parmalat, 56
Pepsi, 105
Perceptions, 2–3
of a company’s authenticity, 163
of social responsibility, 105
Perrier, authenticity of, 162–163
Personalized communications, and identifi-
cation, 99
Peugeot-Citroen, 112
PFA, 112
Pfizer, 70, 72, 74
and the element of surprise, 156
emotional appeal, 155
emotional theme, 138
reputation platform/slogan, 136
Philip Morris, 49, 51, 88, 106, 107
advertising expenses, 122, 123
and brand equity, 115–116
crisis handling, 163
emotional appeal, 155
negative visibility, 117
reputation platform/slogan, 137
Philips, 47, 54, 99, 107, 237
advertising expenses, 123
and national identification, 119
“One Philips” platform, 230–234
communication system, 232–233
extranet, 233
key elements of, 231
slogan, 231
vision, 231–232
positive visibility, 117
reputation platform/slogan, 136
Physical capital (PC), 32–33
Pirelli, 56, 113
Political pressure, as driver of trans-
pparency, 195
PriceWaterhouseCoopers, fusion of com-
pany names, 225
Procter & Gamble, 225
advertising expenses, 123
and national identification, 119
reputation platform/slogan, 135
Products/services, 52–53
perceptions of, 59
transparency about, 198–199
PSA-Peugeot-Citroen, 49
Public prominence, 111
Publicists, and reputation, 1
Purchase decisions, 2–4
nonrational elements in, 2–3
reputation’s effect on, 8–9
Quality of communication, and identifi-
cation, 98–99
Quick (France), 6
RABO, 112
Rabobank, 72, 147
advertising expenses, 123
Ravasi, Davide, 114
Realistic corporate story, 224
Recognition value cycle, 29
Recoverers, 36
Reinforcing loop, 29
Relative distinctiveness, 158
Relevance, 217–218
and transparency, 188–189
Relevant corporate story, 224
Reliability, and transparency, 189
Rematch, 237
Renault, 46, 112, 119
Reputation:
and brand, 4
and cash flow, 72
as a corporate asset, 31–34
and coverage, 14–15
and differentiation, 5–7
drivers of, 59
and earnings, 70–72
and financial analysts, 4–5
and financial value that builds repu-
tation, 28–31
as form of insurance, 36–37
and growth, 73
and identification, 98
importance of, 1–23
and investment decisions, 3, 12–13
and language, 15–20
as a magnet, 3–4
and market value, 73–74
and media journalists, 1, 4–5
and purchase decisions, 2–4
as social fact, 259
and strategic positioning, 20–21
why it matters, 2–5
customers, 8–9
employees, 9–12
financial analysts, 15–20
investors, 12–13
media, 14–15
worth of, 25–41
Reputation capital (RC), loss of, 34–38
Reputation management:
auditing/tracking, 258–259
implementing a new strategic direction, 259–260
integrated nature of tracking system for, 239
maintaining a good reputation, 260–261
Reputation management, and sensitivity to stakeholder concerns/expectations, 223
Reputation platforms, 134–137
activity theme, 137
benefits theme, 137–138
building, 152–156
and corporate story, 224
emotional theme, 138
justification of, 229
of most visible U.S. companies (table), 135–137
strong application of, arguments favoring, 228
weak application of, arguments favoring, 228
Reputation Quotient (RQ), 51, 52–60
and company performance, 70
contrasting higher and lower companies, 69
elements of, 52
Reputational assets, creating, 32
Reputational capital (RC), 32–33
Reputational damage, through libel/defamation, 38–39
Reputation Quotient (RQ), 238
Responsive corporate story, 224
Return on assets (ROA), 70
Riggio, Leonard, 236
Rindova, Violina, 16, 20
Risk management, 222
RJ Reynolds, 51, 88
Roberts Express, 245
Ronald McDonald Children’s House, 129
Roots of fame, 85–101
authenticity, 91–93
consistency, 94–95
distinctiveness, 89–91
expressiveness quotient (EQ), 95–101
transparency, 93–94
visibility, 87–88
Rosen, Seymour, 157–158
Royal Dutch/Shell, 99
authenticity of, 93
Royalty rates for corporate names, 33
RPS, 245
S&P 500 portfolio, 79
Salomon Brothers, crisis costs, 35
Sarbanes-Oxley Act, 195–197
Schultz, Majken, 112
Scorecard, measurement/tracking, 237–239
Sears, Roebuck & Co.:
- advertising expenses, 123
- benefits theme, 138
- reputation platform/slogan, 136
Separate branding, 225
Shanley, Mark, 28–29
Shared identity, enforcing, 223–229
Shaw, Don, 14
Shell, 6, 49, 51
- activity theme, 137
- core purpose statements, pooling of, 170
- external expression, 170–171
- identity creation/expression, 168–171
- internal expression, 170
- and market pressures, 192
- negative visibility, 117
Profits & Principles advertisements, 167–168
reputation platform/slogan, 137
and reputational risk management, 222–223
Shell (cont.):
  transparency about products/services, 199
Siemens, 48
  leadership conveyed in communications, 142
Singapore Airlines, distinctiveness of, 144–146
Slogans, 138–142
Smith, Fred, 245–246, 252–253
Social facts, reputations as, 259
Social pressures, as driver of transparency, 192–194
Social responsibility, 52–53
  perceptions of, 59
Sonofon, 112
Sony, 43, 47, 48, 53, 54, 76, 114, 211, 224
  advertising expenses, 122, 123
  benefits theme, 137–138
  communications, 139
  distinctiveness of, 133–134
  “glocal” strategy, 120–121
  and national identification, 119
  reputation platform/slogan, 135, 138
  and transfer of reputation platform, 226
Source Perrier, recall, 163
Southwest Airlines, 73
  distinctiveness of, 144–145
  emotional theme, 138
  emphasis on humor, 173–174
  reputation platform/slogan, 136
Spar, 112
Stakeholders:
  and consistency, 240–241
  dialogue with, establishing, 220–223
  prioritizing, 220
  and visibility, 103–104
Staples, 14
Starbucks, 43, 105
StellarRep model, 83
Stewart, Martha, 93–94, 202
Strategic alignment, 153–154
Sun Microsystems:
  activity theme, 137
  reputation platform/slogan, 135
  strategic alignment, 154
Surprise, 153, 156
Sustainable corporate story, 224
Syngenta, 226
TDC, 47, 107, 112
Telecom Italia, 72, 114
TeleDanmark, 47, 107
Telefonica, 46
Telstra, 49–50, 51, 58, 70, 73, 106
  visibility of, 117–118
Tesco, 112
3M Corporation, 53
  communications, 139–140
  environmental policy, 204
  leadership and vision transparency, 203–204
  Pollution Prevention Pays (3P) program, 204
  reputation platform/slogan, 135
Tim, 114
Timeliness, and transparency, 188–189
T-Mobile, 211
Tobacco companies, and visibility, 87–88
Top-down persuasion, 172
Top-of-mind awareness, 104, 113
  visibility as, 104, 113
Top-rated companies:
  in Australia, 49–51
  reputations of, 57–58
  in Europe, 46–49
  reputations of, 54–57
  learning from, 58–60
  methodology, 61–64
  in the U.S., 44–46
  reputations of, 53–54
Total-Fina-Elf, 48, 51
  Erika oil spill, 47, 162
  negative visibility, 117
Toyota Motor Corporation, 9, 128
  advertising expenses, 123
  reputation platform/slogan, 135
Trademarks, 142–145
Transparency, 93–94, 97, 101, 185–216
  about corporate citizenship, 204–205
  about financial performance, 200–201
  about leadership and vision, 202–204
  about products and services, 198–199
  about workplace environment, 205–207
Bank of International Settlement criteria for, 188–189
  citizenship transparency index, 208–214
degrees of, 188–191
drivers of, 191–197
  legal pressure, 195–197
  market pressures, 192
  political pressure, 195
  social pressures, 192–194
expression of, 197
platforms for, 197–207
Standard & Poor’s definition of, 185–186
  transparent objects, defined, 185
  and trust, 189
Traveler’s Group, logo, 142–143
Triple-A model of storytelling, 148–150
Tyco International, 19, 104
Tylenol tampering, 163

UAL, 113
Unilever, 54, 74, 92, 225
  advertising expenses, 123
  and national identification, 119
United Airlines, 100
United States:
  most visible companies in, 44–46
  reputations of, 53–54
  sampling process in, 63
UPC, 211

Van der Hoeven, Cees, 237
Viking Freight, 245
Virgin Group, 15
Visibility, 87–88, 97, 100–101, 103–131
  and brand equity, 115–116
  capitalizing on, 118–129
  corporate citizenship, 117–118
  projecting, 124–129
  as double-edged sword, 129–130
drivers of, 110–118
  global, 106
market prominence, 111
media presence:
  effects, 113–114
  increasing, 121–124
  national, 107
  national heritage, influence of, 112–113, 119–120
negative, 107, 116–117
  when to worry about, 109–110
  public prominence, 111
  and stakeholders, 103–104
  stock exchange listings, 116–117
  street exposure, effect of, 112
  as top-of-mind awareness, 104, 113
  understanding, 106–109
Vision, 52–53
  transparency about, 202–204
Vivendi, 190
Vodafone, 73
Volkswagen, 119
Volvo:
  distinctiveness of, 134
  emotional theme, 138
  positive visibility, 117
Walt Disney Company, See Disney:
  Watson, James, 244
Weber, Jurgen, 221
Welch, Jack, 46, 104, 202, 235
Weldon, William, 236–237
Westpac, 58, 72
  leadership conveyed in communications, 141
  transparency about financial performance, 201
Wind, 114
Woolworth, 58
Workplace environment, 52–53
  perceptions of, 59
Workplace transparency, 205–207
World Wildlife Federation, social pressures, 192
WorldCom, 15, 19, 31, 104, 107, 190
  visibility of, 88
Worldtariff, 246
Xerox, 15, 31
  reputation platform/slogan, 136
  strategic alignment, 154
Yahoo!, 20–21