



***“Protecting & Advancing Corporate Reputation”***

Carolyn M. Snow

President of RIMS

(The Risk and Insurance Management Society, Inc.)

March 2014



# Humana®

**Carolyn M. Snow, CPCU**

**Director, Risk Management,  
Humana Inc.**

- **Fortune 100 Company**
- **50,000 Employees**
- **\$13 Billion Market Cap**
- **\$40 Billion in Revenue**

# PRESIDENTIAL THEME



**Tomorrow's  
Leaders**

**Knowledge  
& Expertise**

**Global  
Opportunities**

# REPU



## The 2013 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	Amazon.com	82.62	16	The Home Depot	76.27	31	YUM! Brands*	71.41	46	Sears Holdings Corporation	63.54
2	Apple	82.54	17	Lowe's	75.67	32	State Farm Insurance*	70.31	47	Sprint Nextel Corporation	63.25
3	The Walt Disney Company	82.12	18	Berkshire Hathaway	75.63	33	Chick-Fil-A*	70.11	48	Time Warner	62.82
4	Google	81.32	19	Toyota Motor Corporation	75.59	34	Hewlett-Packard Company	70.01	49	Monsanto*	61.70
5	Johnson & Johnson	80.95	20	Ford Motor Company	74.96	35	Burger King*	69.83	50	Chrysler Corporation	61.44
6	The Coca-Cola Company	80.39	21	Starbucks Corporation	74.82	36	Verizon Communications	69.41	51	Comcast	60.99
7	Whole Foods Market	78.65	22	Target	74.82	37	JCPenney	69.12	52	Wells Fargo & Company	60.47
8	Sony	78.29	23	PepsiCo	74.47	38	Royal Dutch Shell*	67.59	53	JPMorgan Chase & Co.	58.20
9	Procter & Gamble Co.	77.98	24	Macy's	74.44	39	AT&T	66.57	54	BP	56.55
10	Costco	77.95	25	Honda Motor Company	74.22	40	Walmart	66.03	55	Citigroup	55.90
11	Samsung	77.70	26	Dell	73.05	41	Best Buy	65.92	56	Bank of America	55.85
12	Kraft Foods	77.46	27	Hyundai Motor Company	72.83	42	Facebook*	65.63	57	American Airlines*	53.85
13	USAA	77.39	28	IBM	72.21	43	T-Mobile	65.60	58	Halliburton*	52.51
14	Nike	77.24	29	General Electric	71.85	44	General Motors	64.44	59	Goldman Sachs	49.39
15	Microsoft	76.46	30	McDonald's	71.41	45	ExxonMobil	64.38	60	AIG	48.57

\*= New to RQ 2013 Study and/or not measured in the RQ 2012

# CHALLENGES MANAGING REPUTATIONAL RISKS

1. Lack of clarity and consensus surrounding definitions.
2. Uncertainty surrounding factors, influencers and/or dimensions.
3. Varying perspectives on reputation and supporting factors.
4. Inability to measure reputation.

# KEY DEFINITIONS

**ORGANIZATIONAL  
IDENTITY**

**Who or what do they believe they are.**

**ORGANIZATIONAL  
IMAGE**

**Who or what do they want others to think.**

**CORPORATE  
REPUTATION**

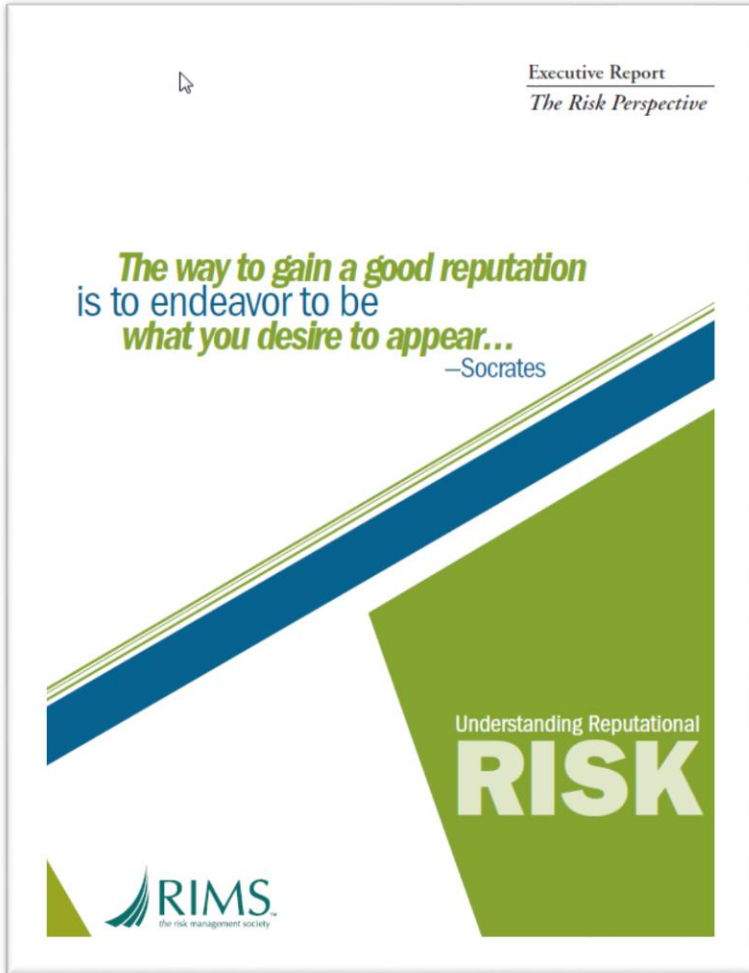
**What they are seen to be.**

**CORPORATE  
BRAND**

**Distinguishing symbol, mark, logo, name,  
word, sentence or a combination of these.**



# RIMS Executive Report: “Understanding Reputational Risk”



## Reputation:

An intangible, dynamic asset that reflects stakeholder perceptions of institutional or management credibility, competence and legitimacy in an organization, process or product.



# REPUTATION INFLUENCERS

**Shareholders, Creditors, Investment Community**

**Regulators and Legislators**

**Industry and Media**

**Consumers and Clients**

**External Partners**

# REPUTATION DIMENSIONS

**Products & Services**

**Workplace Environment**

**Governance**

**External Partners**

**Industry & Media**

# WHO SHOULD MANAGE REPUTATION RISK?

**Leadership**

**Business  
Units**

**Marketing/  
Communications**

# SOCIAL MEDIA



Food Quality / Our food. Your questions.

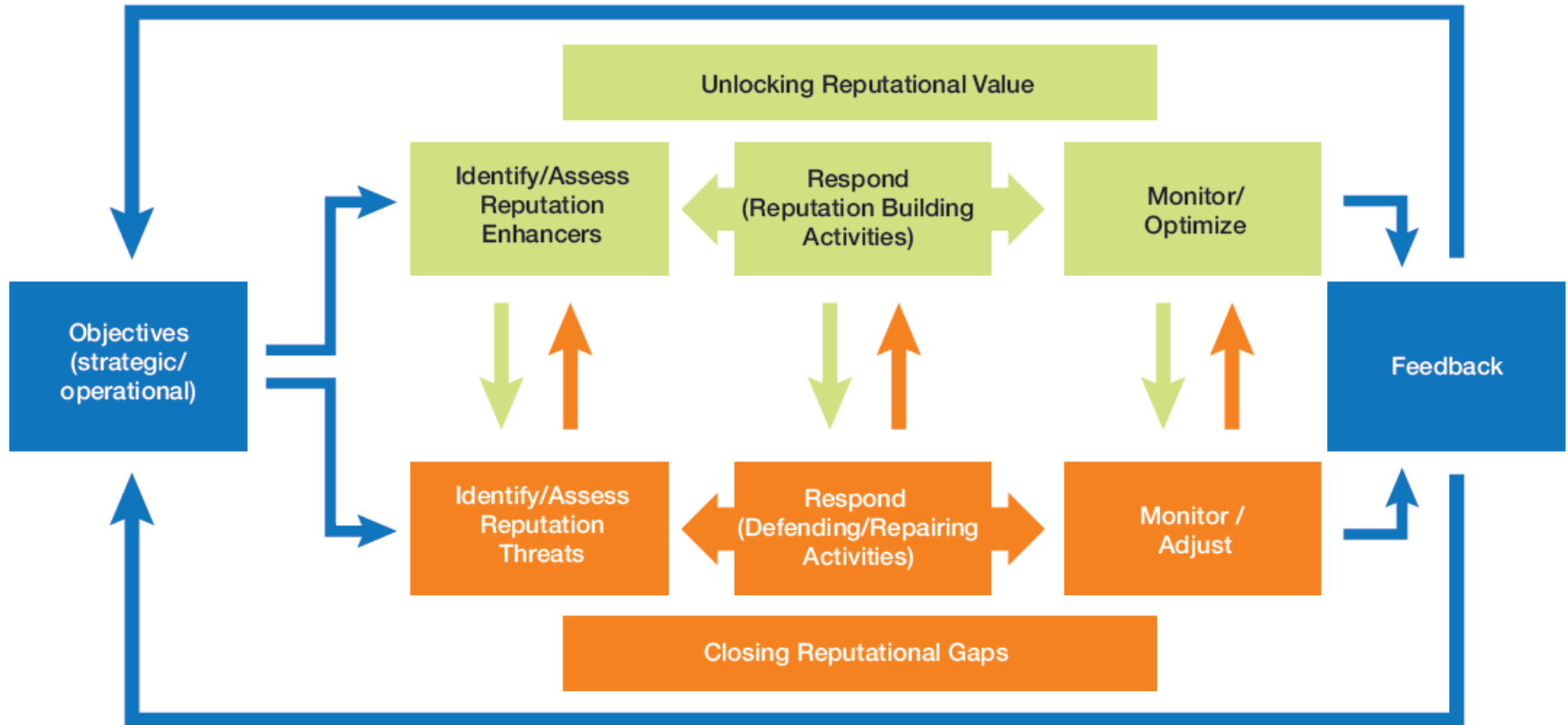
**OUR FOOD.  
YOUR QUESTIONS.**

*Ever wanted to ask us about the food in our Canadian restaurants?  
Now's your chance! We'll answer any questions about our food - even  
the tough ones - then post a personal reply from McDonald's® Canada.*

Type your question here 140 **ASK**

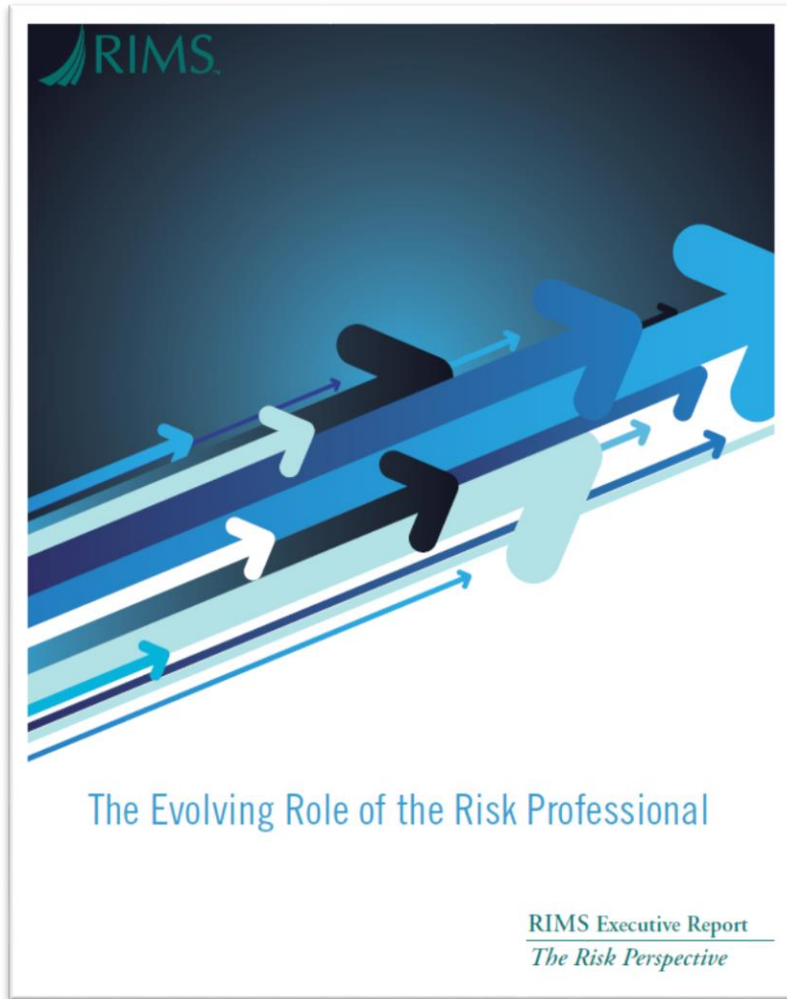
The advertisement features the McDonald's logo and slogan 'I'm lovin' it.' in a red box on the left. The main text is in yellow and red. Below the text is a white text input field with a character count of 140 and a yellow 'ASK' button.

# REPUTATION RISK FRAMEWORK



**Figure 5: Framework for Managing Reputational Risk**  
*Adapted from M. Merrifield, YMCA of Greater Toronto, 2013*

# RIMS Executive Report: “The Evolving Role of the Risk Professional”



## The Risk Professional's Role

Trailblazing: Ability to find new opportunities to create value.

Translate: Ability to deliver information and strengthen the organization's understanding of risk.

Toolmaking: Ability to design, develop and deploy risk management tools.

Teamwork: Ability to engage others within the organization.

# RIMS RISK KNOWLEDGE LIBRARY

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[www.RIMS.org/RIMS14](http://www.RIMS.org/RIMS14)

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# RIMS 4th Annual ERM CONFERENCE

October 26 - 28, 2013  
Miami

