

FISK2006 – Hvordan sikre og bygge omdømmet for norsk sjømat?

Peggy Simcic Brønn,
førsteamanuensis, BI

BI

ANNUAL EVENT **FISK2006**



Eksportutvalget for fisk

”Den beste sjømaten kommer fra Norge”.

Blood = poorly paid products

For the Norwegian fishing industry, catch damages result in lost income and complaints, and that Norwegian seafood in general can get a bad reputation.



Oppdrettsnæringen må rydde i eget hus

«Fiskeoppdretterne må investere i en industriell løsning på kvalitetskrisen i næringen»

Ukebrevet
Mandagmorgen

08.01.06

BI

ANNUAL EVENT
FISK2006

Net closes on illegal fishing

The summit comes days after a Norwegian fisherman was charged with fisheries offences in the north of Scotland.

Economist.com

Though Norway's fishing boats have a reputation for being pretty **ruthless** when it comes to salmon or sand eels, the Norwegian government is justifiably proud of the greenness of its policies, including those for fish-stock management.

The Economist, 2003

BI

Aftenposten.no

Authority wants to stop 'fish torture'

The Norwegian Food Safety Authority has revealed rampant violations of animal protection laws after an inspection of a plant that stores live, wild cod. The NFSA says fish are being tortured after tip-offs led to checks at three plants in northern Norway.

The Norwegian Food Safety Authority found cages with insufficient space or oxygen for wild cod.

28 July 2004

Norsk fisk har et godt omdømme, som sikkert kan bli enda bedre. (EFF)

FISK2006
ANNUAL EVENT

Dissatisfied with government regulation, environmental groups have taken out ads in The New York Times and held demonstrations in front of groceries urging consumers to **boycott** farmed salmon, arguing they are **tainted by chemicals, antibiotics and dyes.**

Please stop buying Norwegian fish products. www.svik.org

Norwegian salmon farmers have rejected the dumping allegations and claim that the measures taken by Brussels are aimed at protecting salmon farmers in Scotland and Ireland which, unlike Norway, are members of the EU.

Friends of Clayoquot Sound, an environmental group in Tofino urges consumers to **boycott** all farmed salmon

Forbes
1.com

BI

ANNUAL EVENT
FISK2006

OCEANS

Last Chance for Fish

NEW U.N. RULES COULD BE TOO LITTLE, TOO LATE.

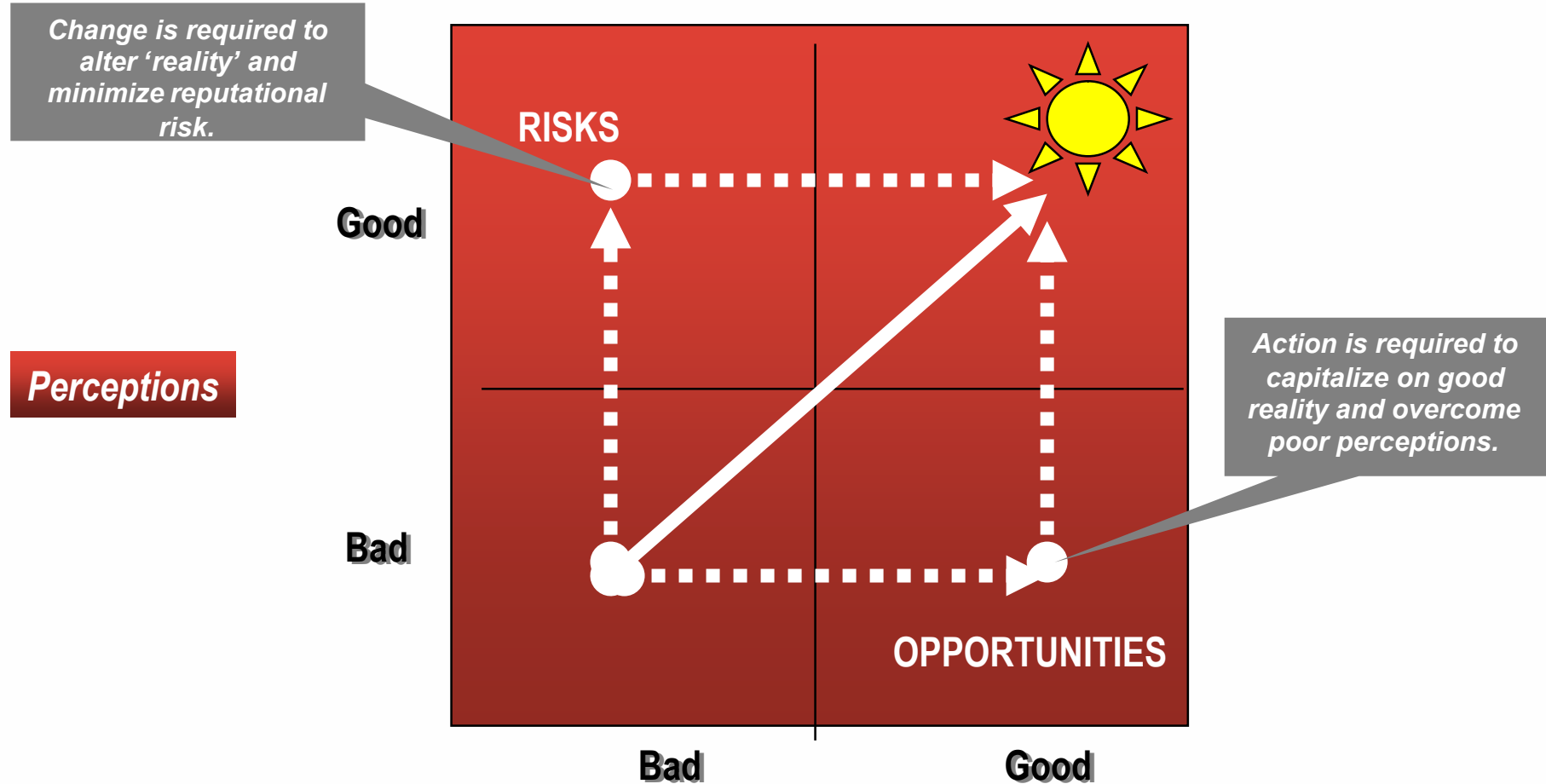
Thrown Overboard



BI

ANNUAL EVENT **FISK**2006

Reputation: Comes from both Reality & Perceptions

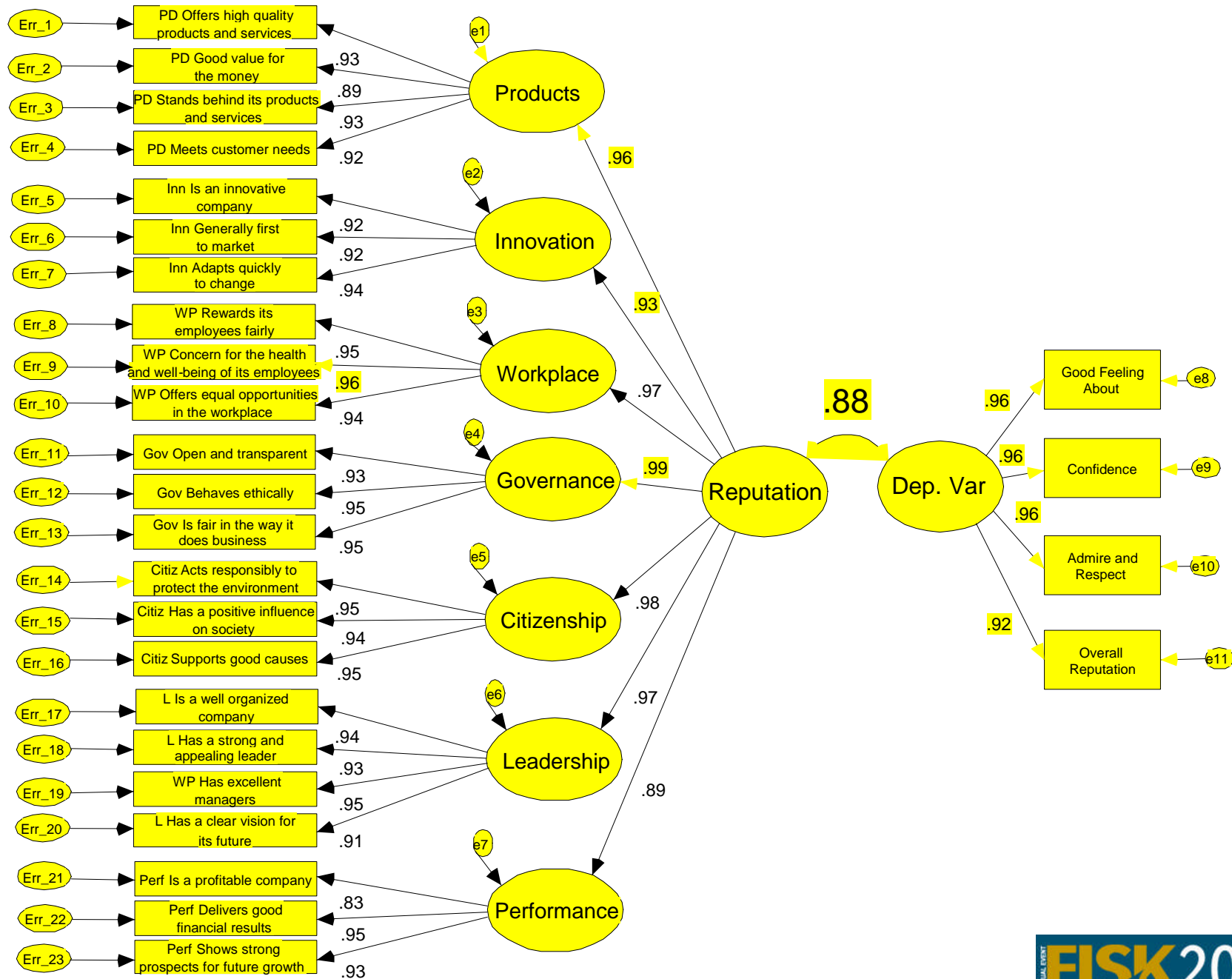


Putting Key Concepts in Perspective

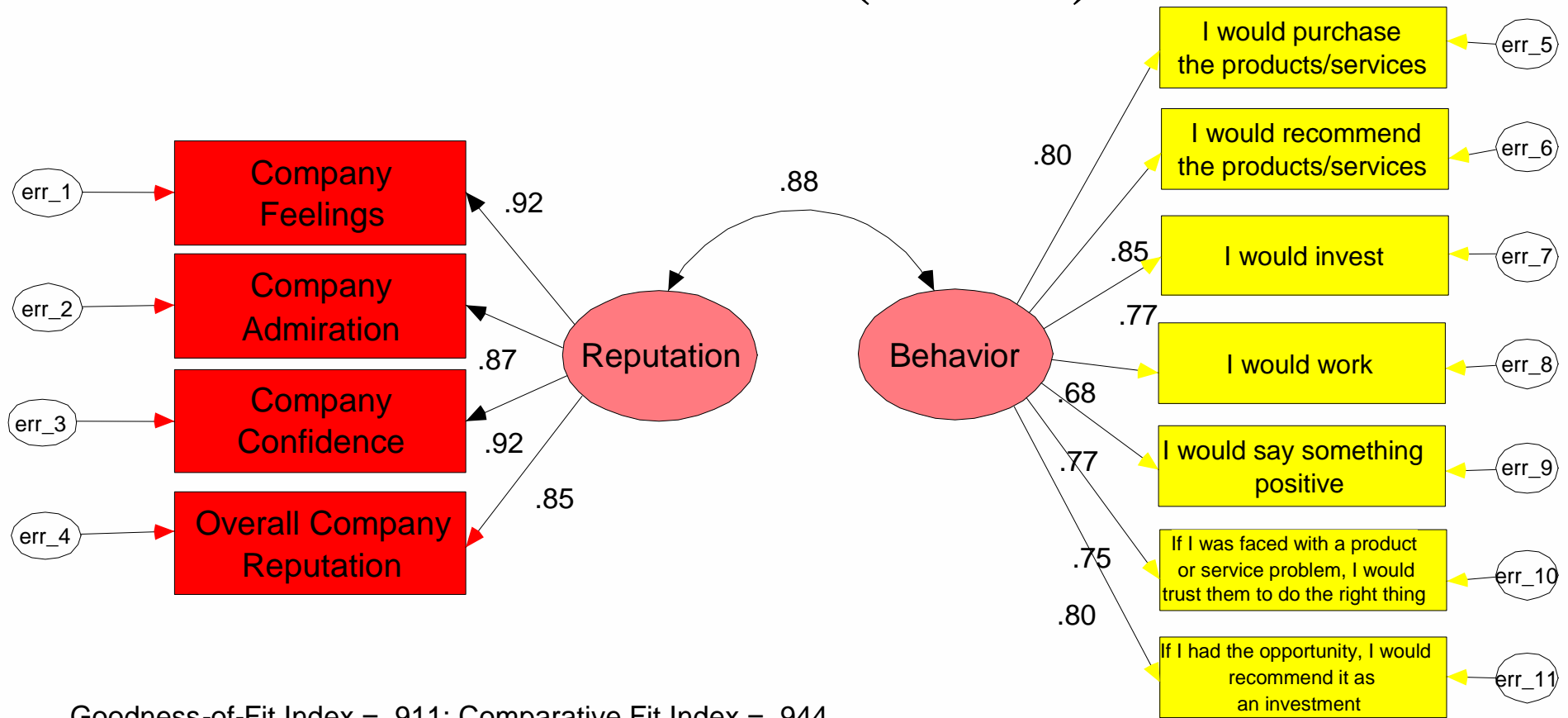
There are four intangible sources of value; Image, Identity, Brand, and Reputation. They are frequently confused yet it is important to make a clear distinction between them.

Business Focus

		Functional	Integrated
Perspective	Outside-In	Image	Reputation
		The perceptions and associations that form in the human mind when people think about an organization or its products.	The overall esteem in which an organization is held by its constituents, leading to enhanced relationships that drive desirable behaviors toward organization
	Inside-Out	Identity	Brand
		The internal features of a company that are central, distinctive, and enduring.	The symbols and attributes that organizations use systematically to distinguish themselves from rivals.

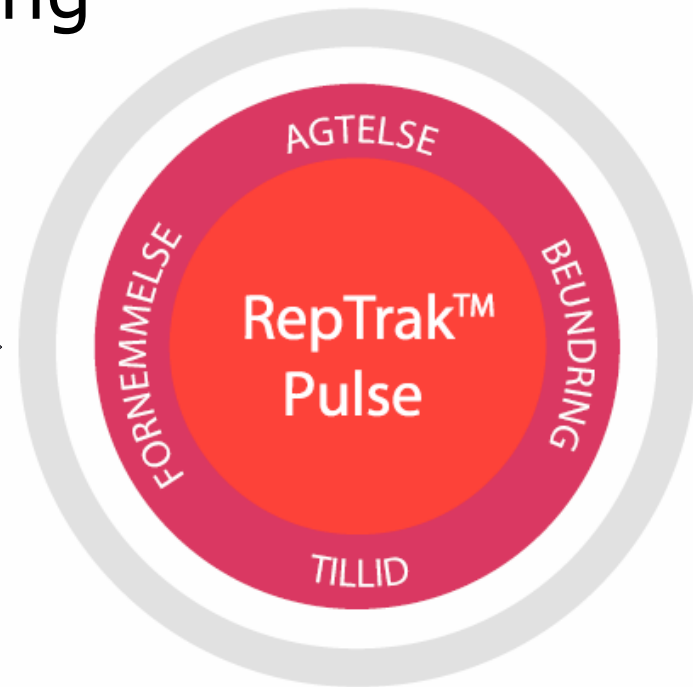
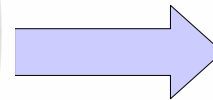
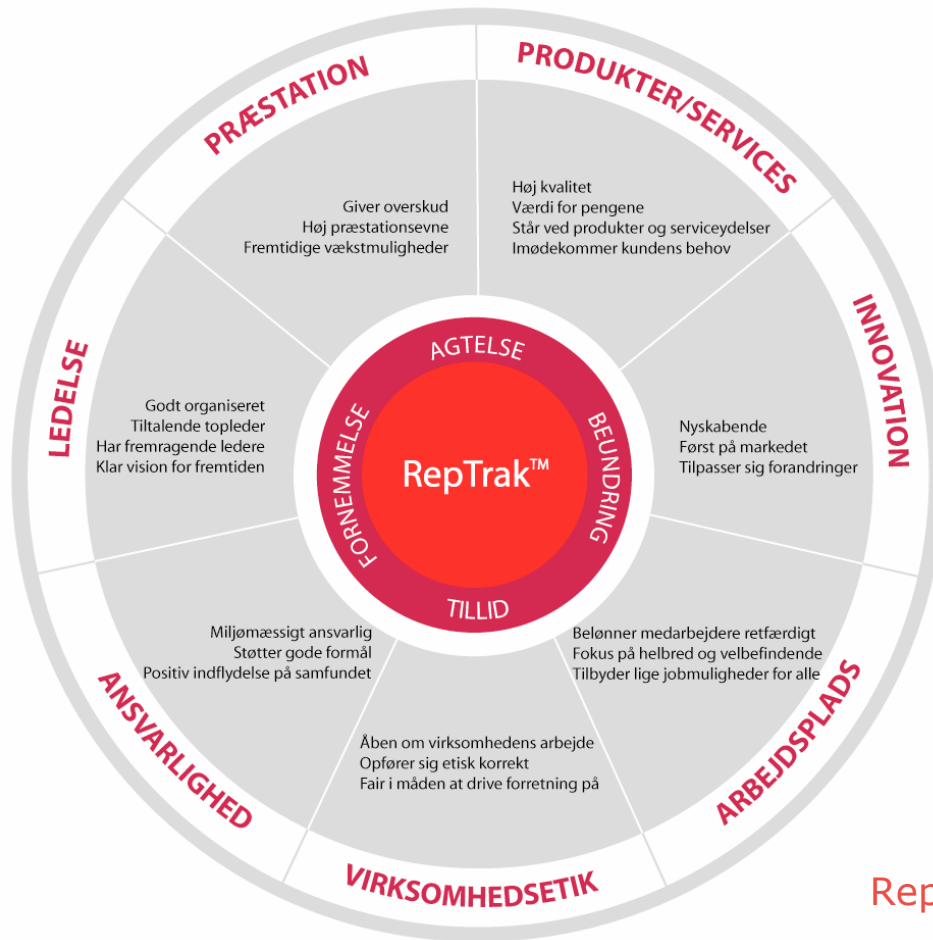


Reputation Construct & Support Behavior (SEM)



Four Pillars

“Esteem”
“Admiration”
“Trust”
“Feeling”



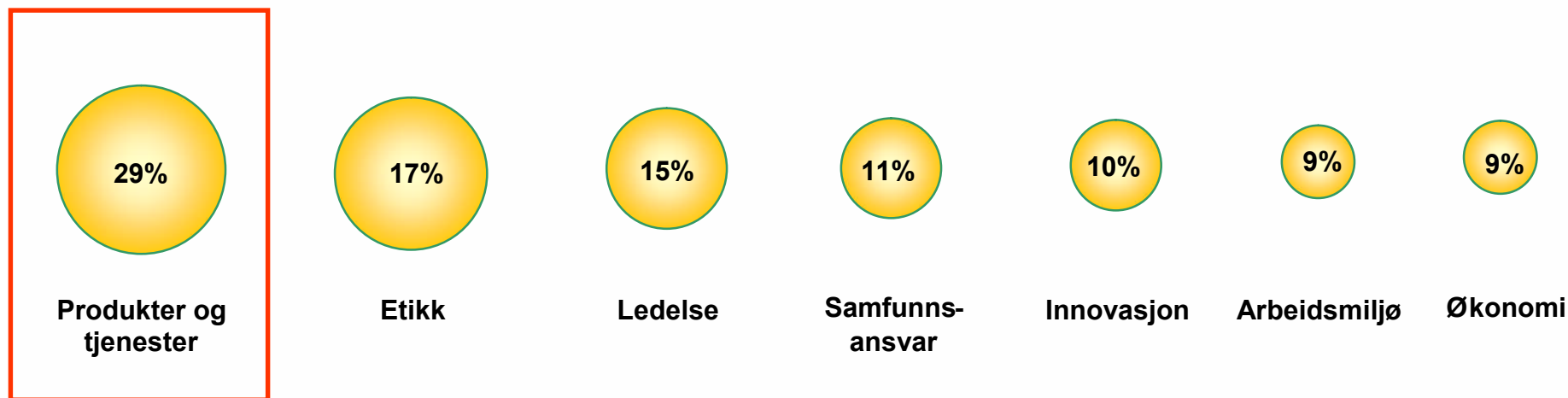
RepTrak™



Dimensjonsvekting - hva betyr mest i Norge

RepTrak™ - dimensjonenes viktighet

Januar-Mars 2006

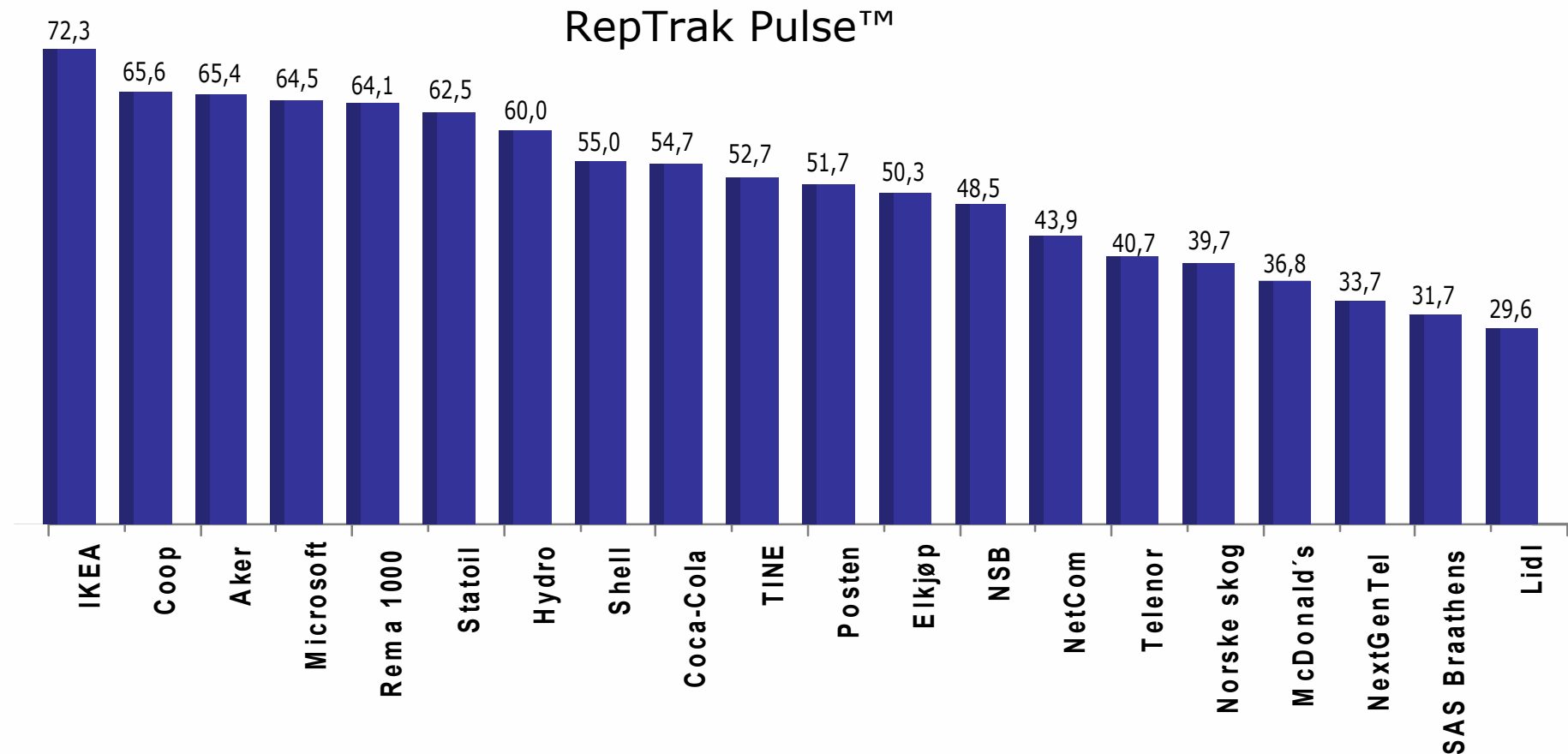


RepTrak™

BI

ANNUAL EVENT
FISK2006

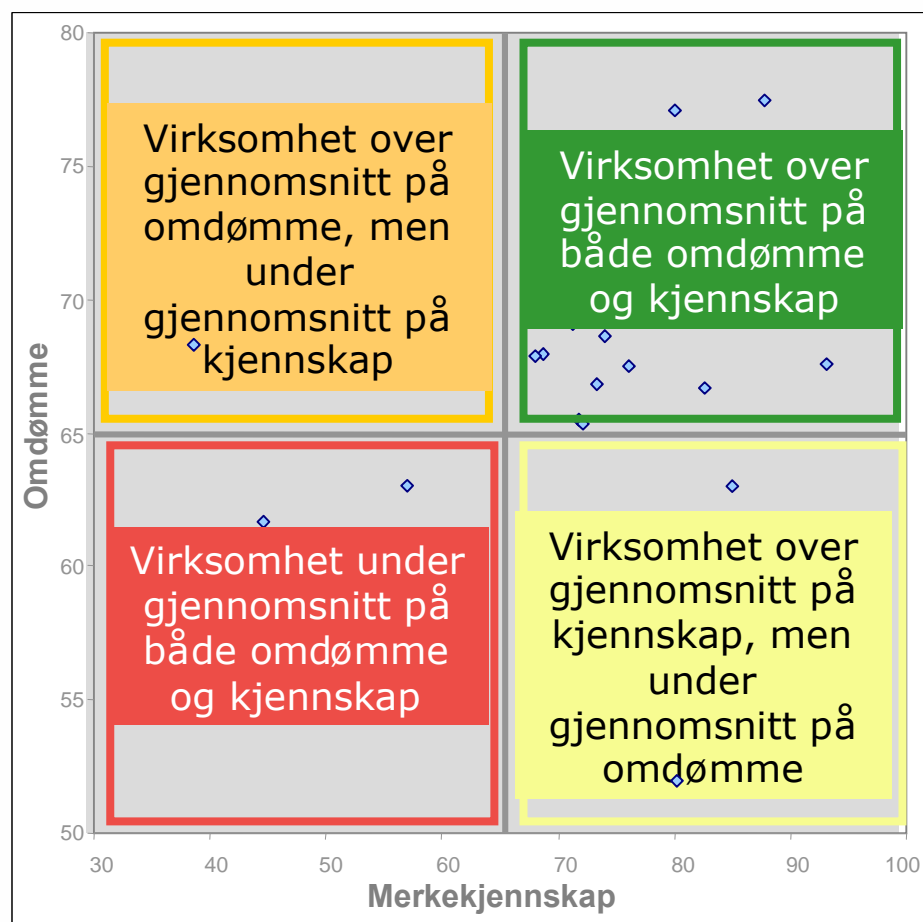
RepTrak Pulse™ i Norge 2006



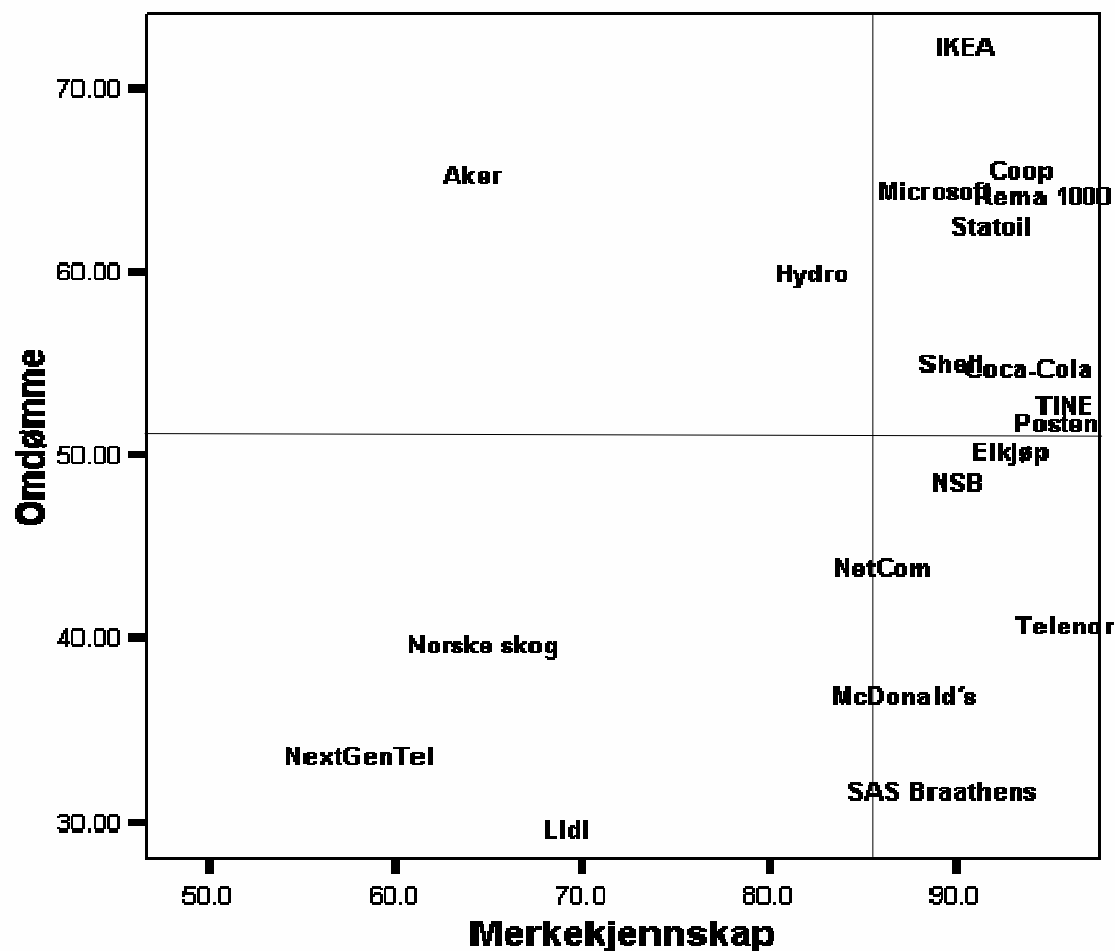
BI

ANNUAL EVENT **FISK**2006

Sammenheng mellom omdømme og kjennskap



Sammenheng mellom omdømme og kjennskap

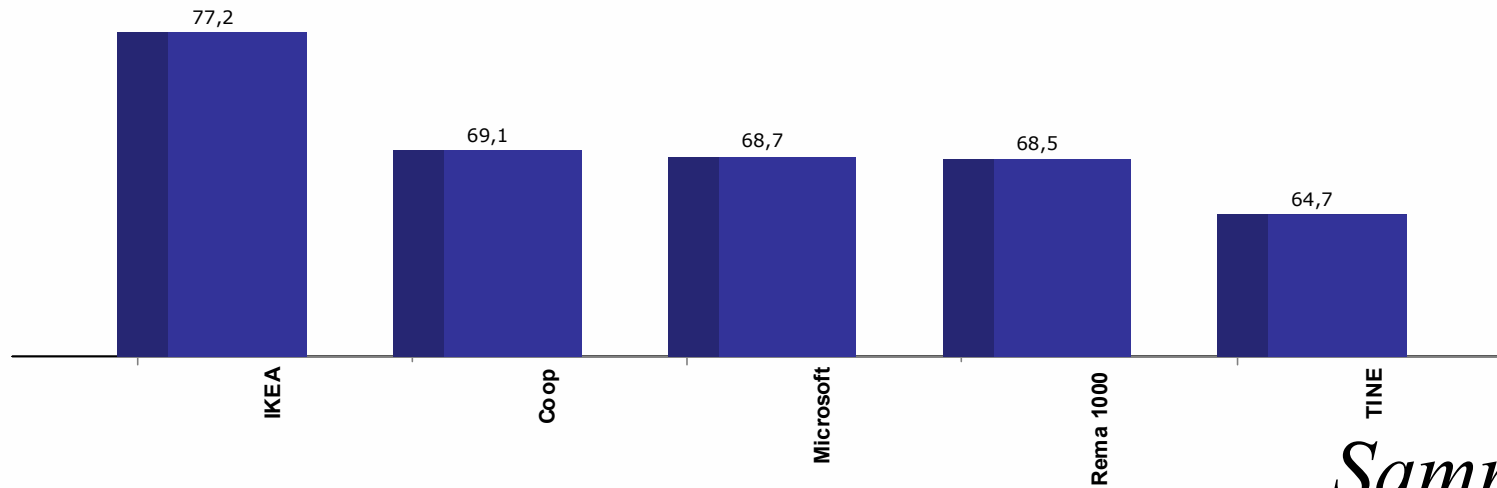


BI

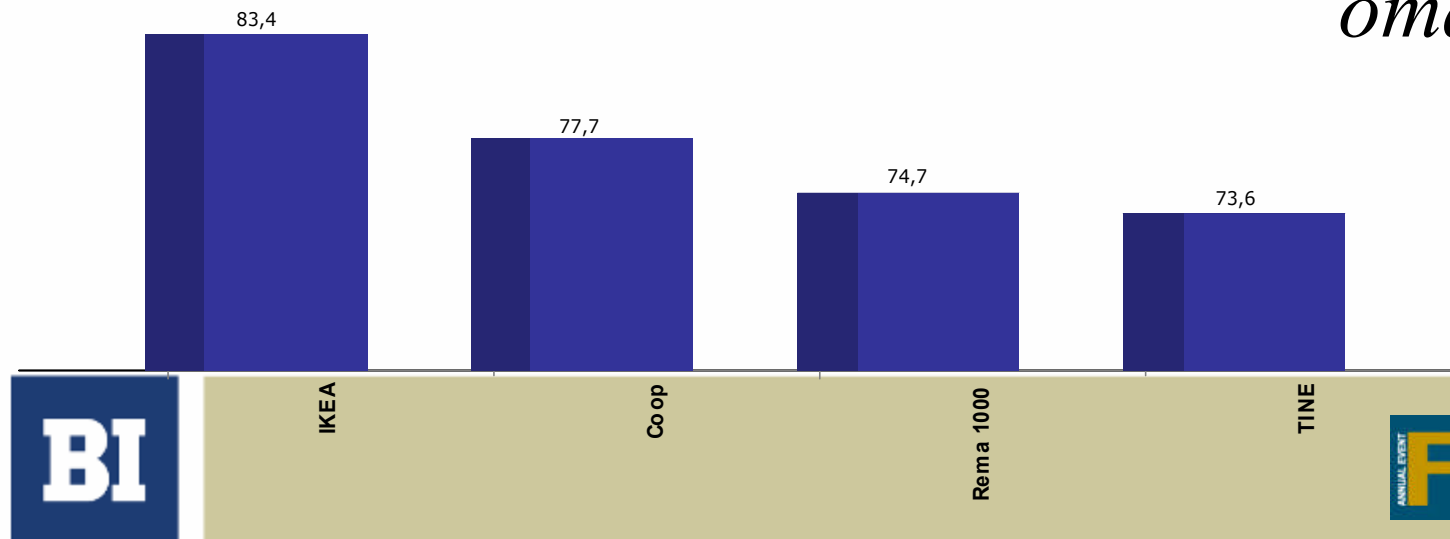
De to linjene på hver akse viser gjennomsnittet av alle virksomhetene i Norge. X-aksen viser merkekjennskapen, mens y-aksen viser RepTrak Pulse™-scoren.

ANNUAL EVENT **FISK2006**

Anbefale produkter og tjenester



Kjøpe produkter og tjenester



*Sammenheng
mellom
omdømme og
adferd*

BI

IKEA

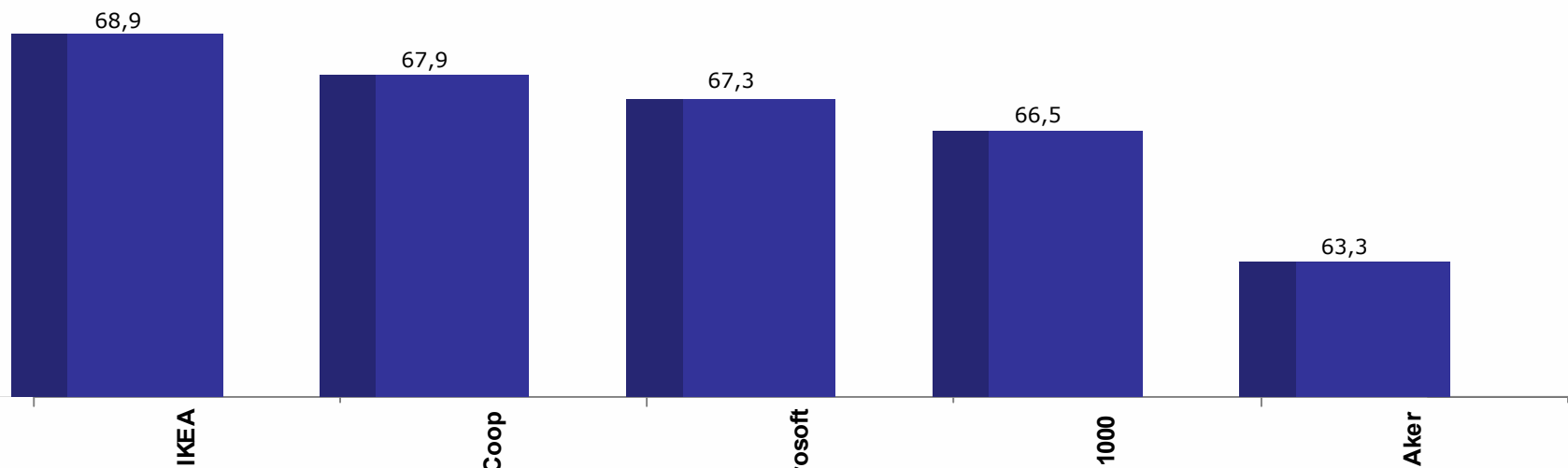
Coop

Rema 1000

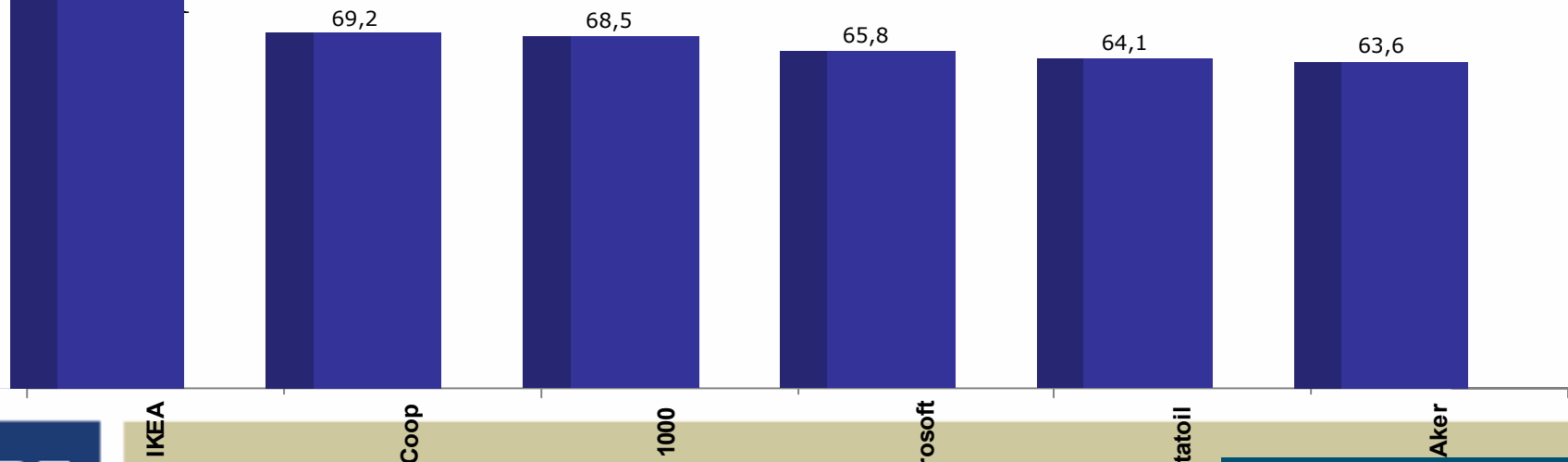
TINE

ANNUAL EVENT **FISK2006**

Stole på



Snakke positivt om



IKEA

Coop

Rema 1000

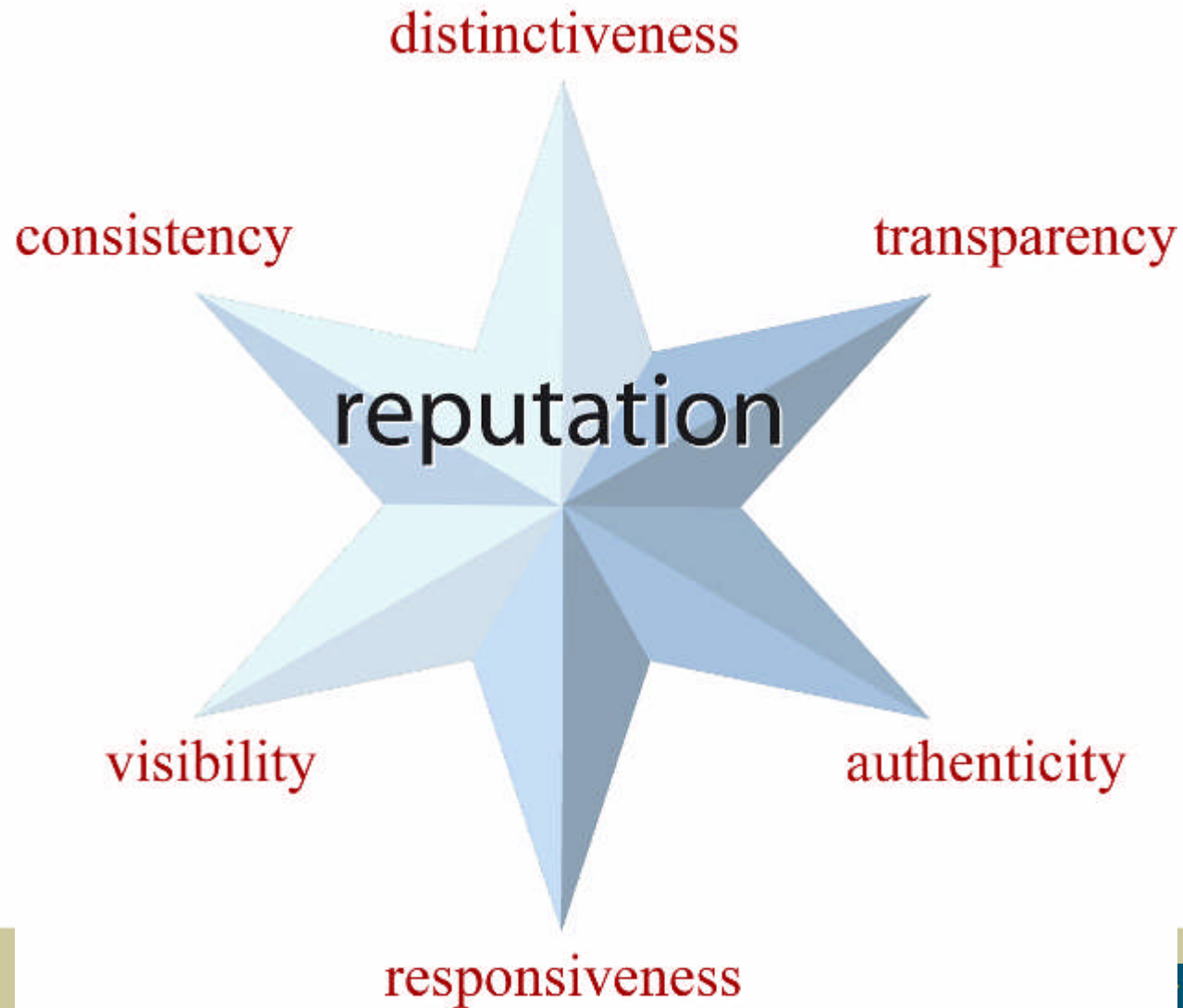
Microsoft

Statoil

Aker



Omdømme vinnere vise



Kommunikasjon

Visible scores		
Company	score	RQ Ranking
Coca-Cola	79,9	9
Elkjøp	73,9	12
IKEA	73,9	1
Microsoft	73,7	4
Rema 1000	71,7	5

Distinctive scores		
Company	score	RQ Ranking
IKEA	79,7	1
Coca-Cola	78,1	9
Microsoft	73,5	4
Aker	67,5	3
TINE	61,4	10

Consistent score		
Company	score	RQ Ranking
IKEA	76,7	1
Rema 1000	71,8	5
Coca-Cola	69,9	9
Microsoft	67,1	4
Coop	66,2	2

Transparent score		
Company	score	RQ Ranking
IKEA	67,1	1
Coop	65,1	2
Microsoft	59,2	4
Aker	56,7	3
Elkjøp	56,6	12

Sincere score		
Company	score	RQ Ranking
IKEA	68,1	1
Coop	64,6	2
Rema 1000	59,3	5
Microsoft	56,6	4
Aker	53,6	3

Responsive Score		
Company	score	RQ Ranking
IKEA	67,5	1
Coop	64,3	2
Microsoft	58,0	4
Aker	57,1	3
Rema 1000	55,1	5

Visible, i.e. communicates often
 Distinctive, i.e. stands out from the crowd
 Consistent, i.e. conveys a consistent message

Transparent, i.e. publishes enough information about its activities
 Sincere, i.e. appears honest in what it says and does
 Responsive, i.e. welcomes open discussion with outside audiences about its activities

The Global RepTrak™ 200



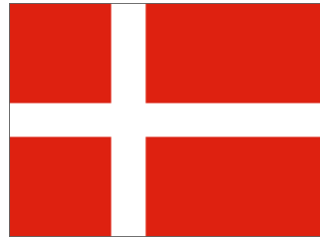
20. November 2006

**Measurement of largest
firms in 25 countries**

Scandinavian Companies included in the Global RepTrak Pulse 2006

RepTrak™ Pulse in DENMARK

A.P. Møller - Mærsk
Arla Foods
Carlsberg
Danisco
Danish Crown
Danske Bank
Egmont
ISS
JYSK
LEGO
Lundbeck
TDC
Vestas



RepTrak™ Pulse in FINLAND

Fortum
Kesko Group
Kone
Metso
M-real
Nokia
Outokumpu
Sampo
Stora Enso
UPM-Kymmene



RepTrak™ Pulse in NORWAY

Aker
Coop
DnB Nor
Hydro
Norske skog
Orkla
Rema 1000
Statoil
Storebrand
Telenor
Veidekke



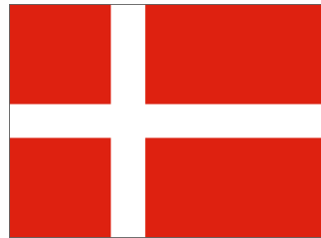
RepTrak™ Pulse in SWEDEN

Coop
Electrolux
Ericsson
Hennes & Mauritz
ICA
IKEA
Nordea
SCA
SEB
Skandia
Skanska
Sony Ericsson
TeliaSonera
Vattenfall
Volvo Personvagnar



And the Top ranked are...

RepTrak™ Pulse in DENMARK



RepTrak™ Pulse in FINLAND



RepTrak™ Pulse in NORWAY



RepTrak™ Pulse in SWEDEN



BI

ANNUAL EVENT **FISK2006**

The World's Most Reputable Companies

1.20.06, 3:00 PM ET

Return to the story, [The World's Most Reputable Companies](#)

EPTRAK RANK 2006	COMPANY	COUNTRY	INDUSTRY	REPTRAK PULSE 2006	2005 REVENUES (\$MIL)
1	Barilla Holding	Italy	Food & Tobacco	87.79	5,522**
2	LEGO Holding A/S	Denmark	Consumer Products	86.58	1,380
3	Deutsche Lufthansa AG	Germany	Airline & Aerospace	84.09	21,353
4	IKEA International A/S	Sweden	Retail - General	84.08	18,088
5	Compagnie Generale des Etablissements Michelin	France	Automotive	83.79	18,428
6	Toyota Motor Corp.	Japan	Automotive	83.15	179,024
7	A.P. Moller-Maersk A/S	Denmark	Transport/Logistics	83.15	33,058
8	Ferrero SpA	Italy	Food & Tobacco	82.98	5,664**
9	Samsung Electronics Co. Ltd.	South Korea	Electrical & Electronics	82.57	79,501
10	Kraft Foods Inc.	USA	Food & Tobacco	81.82	34,113
11	Danfoss A/S	Denmark	Industrial Products	81.57	2,860
12	AKER	Norway	Industrial Products	81.33	9,710*
13	Johnson & Johnson	USA	Pharmaceuticals	81.07	50,514
14	Koninklijke Philips Electronics N.V.	Netherlands	Electrical & Electronics	80.98	35,928
15	Federation of Migros Cooperatives	Switzerland	Retail - Food	80.91	17,938**
16	Reitangruppen AS (Rema 1000)	Norway	Retail - Food	79.71	2,496*
17	Tesco PLC	UK	Retail - Food	79.65	69,218
18	BMW AG	Germany	Automotive	79.58	55,149
19	Honda Motor Co. Ltd.	Japan	Automotive	79.55	84,317
20	Tata Group	India	Conglomerate	79.41	17,878*
21	Aldi Group	Germany	Retail - Food	79.18	37,000
22	VELUX A/S	Denmark	Industrial Products	78.92	2,209

REPTRAK RANK 2006	COMPANY	COUNTRY	INDUSTRY	REPTRAK PULSE 2006	2005 REVENUES (\$MIL)
22	VELUX A/S	Denmark	Industrial Products	78.92	2,209
23	PepsiCo Inc.	USA	Beverage	78.85	32,562
24	Novo Nordisk A/S	Denmark	Pharmaceuticals	78.75	5,351
25	Haier Group	China	Electrical & Electronics	78.74	12,800
26	Kone Corp.	Finland	Industrial Products	78.73	7,182*
27	Walt Disney Co.	USA	Information & Media	78.65	31,944
28	McCain Foods	Canada	Food & Tobacco	78.03	4,623*
29	Mercadona, S.A.	Spain	Retail - Food	78.00	11,962**
30	Grupo Bimbo, S.A.	Mexico	Food & Tobacco	77.86	5,206*
31	Luxottica Group	Italy	Consumer Products	77.68	5,578
32	Coop Norge AS	Norway	Retail - Food	77.63	2,921*
33	Coop Italia	Italy	Retail - Food	77.44	15,000
34	Airbus S.A.S.	France	Airline & Aerospace	77.41	28,313
35	Raiffeisen Bank	Switzerland	Financial - Diversified	77.37	3,034*
36	Robert Bosch GmbH	Germany	Electrical & Electronics	77.26	49,759
37	Grupo Leche Pascual, S.A.	Spain	Food & Tobacco	77.06	1,353**
38	Canon Inc.	Japan	Electrical & Electronics	77.02	31,798
39	Woolworths Ltd.	Australia	Retail - Food	76.98	28,034
40	Home Depot Inc.	USA	Retail - General	76.95	81,511
41	Nokia Corp.	Finland	Telecommunications	76.85	40,415
42	Vestas Wind Systems A/S	Denmark	Industrial Products	76.80	4,243
43	Woolworths Holdings Ltd.	South Africa	Retail - General	76.78	2,100**
44	Grundfos A/S	Denmark	Industrial Products	76.71	2,079
45	Marks & Spencer Group PLC	UK	Retail - General	76.66	13,561
46	Ebro Puleva S.A.	Spain	Food & Tobacco	76.60	2,615**
47	Sharp Corp.	Japan	Electrical & Electronics	76.38	23,803
48	Sol Meliá, S.A.	Spain	Services	76.33	1,416**
49	3M Co.	USA	Industrial Products	76.27	21,167
50	L'Oreal S.A.	France	Consumer Products	76.12	17,178

Revenues are from the 2005 Forbes 1000 or company websites except where noted. * 2005 revenues from Hoovers.com. ** 2004 revenues from Hoovers.com



Denne saken er hentet fra VG Nett
 URL: <http://www.vg.no/nyheter/akt/Ma?artid=158228>

Nordmenn beundrer Kjell Inge Røkke

Kjell Inge Røkke og Aker-konsernet er rangert som nummer 11 i en oversikt over verdens firmaer med best omdømme. I alt seks norske selskaper er blant de 200 mest populære selskapene i verden.

Uoversikten som er utarbeidet av det amerikanske [Reputation Institute](#), er seks av ti miljønorske bedrifter kommet med blant de 200 beste.

I alt 750 ledende selskaper er målt på sitt omdømme i hjemlandet og 30.000 mennesker er spurt i 25 land. Det er første gang en slik undersøkelse foretas.

Foruten Aker er Reitan-gruppen (16), Coop (32), Statoil (77), Hysko (130) og Veidekke (156) kommet med blant de 200 best plasserte i undersøkelsen.

Den italskeke pasta-fabrikanten Barilla stakk av med førsteplazsen og både svenskerne og danskene er foran de norske med selskapene Lego og IKEA.

Leverer på alle nivåer

- Omdømmevinnerne globalt kjennetegnes gjerne ved at de både leverer gode økonomiske resultater og appellerer til folks følelser. De angir tiltak, respekt og beundring. Aker - med Kjell Inge Røkke i spissen - kløser dette, derfor scorer de så høyt, sier Nils M. Apsland i Apsland Informasjon, norsk representant for Reputation Institute i en pressemelding.



FOTOLIA: Nordmenn beundrer Kjell Inge Røkke. Foto: Scaples

Undersøkelsen viser også at Kjell Inge Røkke er den norske topplederen som nordmenn beundrer mest.

Forskning viser at selskaper som har godt omdømme har lettere for å tilrekke seg kunder og leverandører og jobbsøkere.

© NTB 21.11.2006

- 6 mnd. GRATIS

Kjell Inge Røkke

Daglig leder for Røkke-konsernet

13. NOV 2006 kl. 10:42:42 | Logg ut | Innlogget | Siste oppdatert: tirsdag 20. november 2006 kl. 12:10

Nordmenn digger Røkke

Røkke klipper i sinnes erstatte som den topplederen nordmenn beundrer mest. 21/11/2006 kl. 10:42:42

Blant 11 selskaper er bedre likt i sine hjemland enn Røkke og Aker.

- [Norges hjerte Røkke](#)
- [Aker: Flodrig komper](#)
- [Røkke og miljøarbeid](#)
- [Røkke og miljø](#)

OSLBYR

SØK ETTER SØLSKAPER
 Navn, ticker eller ISIN

WIKERE	ÅRS
Riksbank	-17,80%
Oslo	48,86%
Riksbank	16,82%
TAPERS	15,9%
Gullmann	-9,52%
Telecom Italia	-1,71%
Q-Flex	-3,11%

VALUTA
 USD SEK
 EUR SEK

SØK ETTER NÆRINGSSEIENDOM
 1-711 søke 1-711 lete

\$

Chess Bedrift

Søk etter selskaper

Søk etter artikler

Søk på netter

Søk etter forretnings

- [Markeder](#)
- [Næringsliv](#)
- [Oppsett](#)
- [Børsen](#)
- [Publikk](#)
- [Kommunikasjon](#)
- [Propaganda](#)
- [Bergen](#)
- [Stovanger](#)
- [ØkonomiAdresser](#)
- [Krisensand](#)
- [Bedriftsnet](#)

NETTAVISEN

KNAI Bedriftsnet

KNAI

Søk etter selskaper

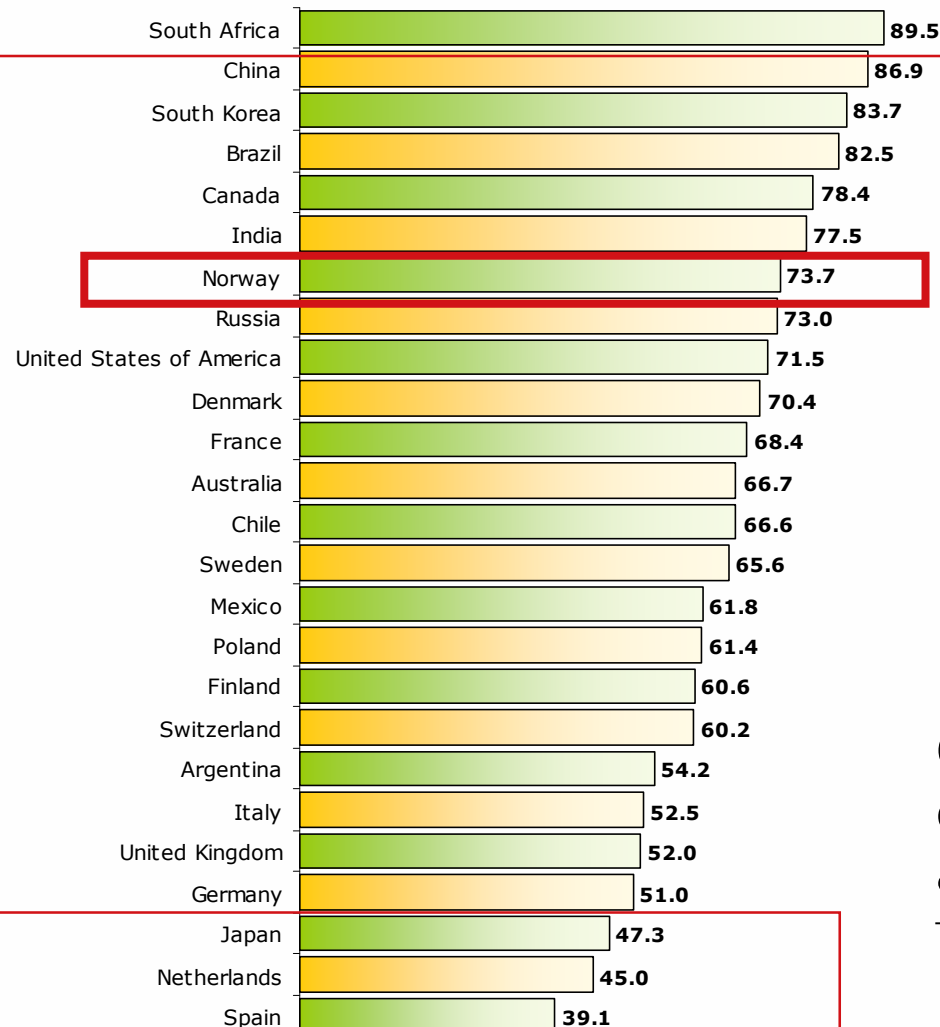
Søk etter artikler

Søk på netter

Søk etter forretnings



Leadership is a driver in attracting employees



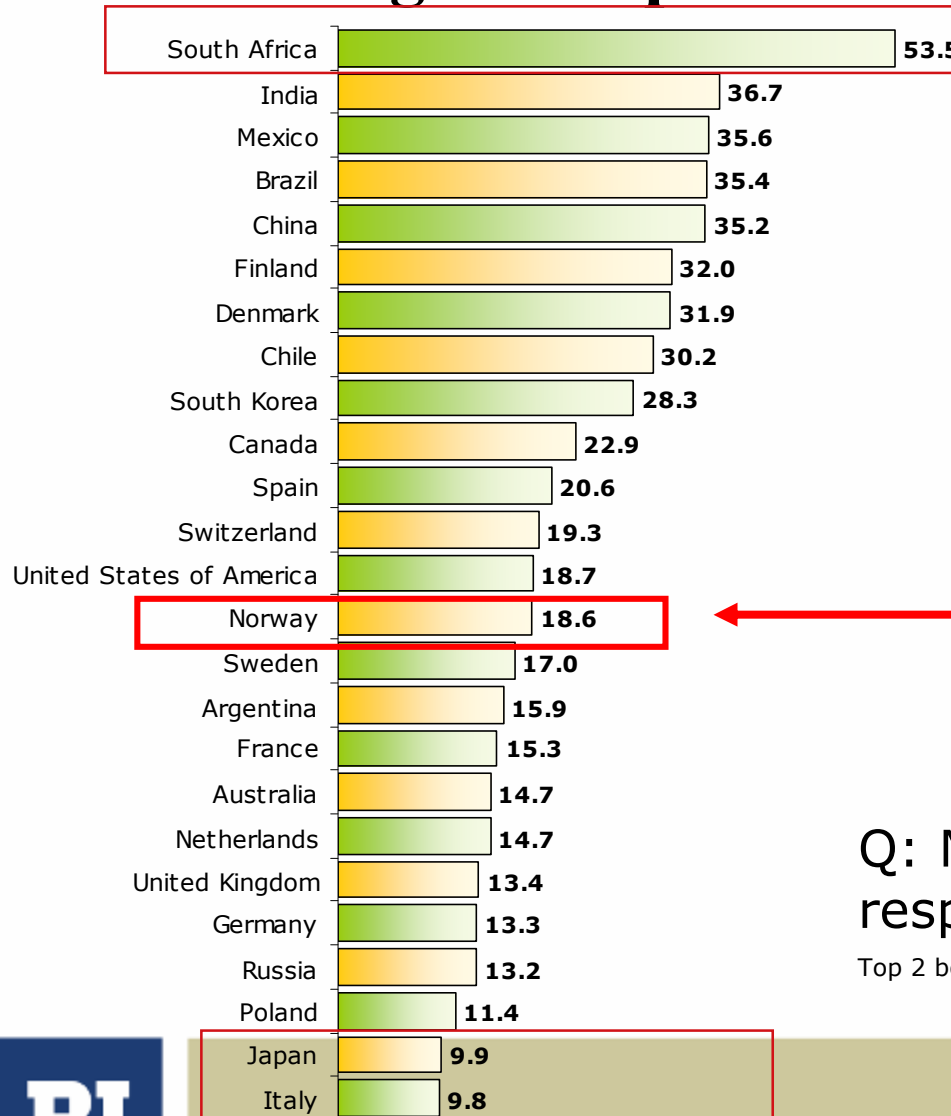
Strong and appealing leaders can be used as a competitive advantage in attracting new employees

The role of the leader varies around the world

Q: I would prefer to work for a company with a strong and appealing leader

Top 2 box ratings (6,7)

Leaders are not trusted by the general public around the world



Leaders are not to be trusted

Developing countries have the highest trust

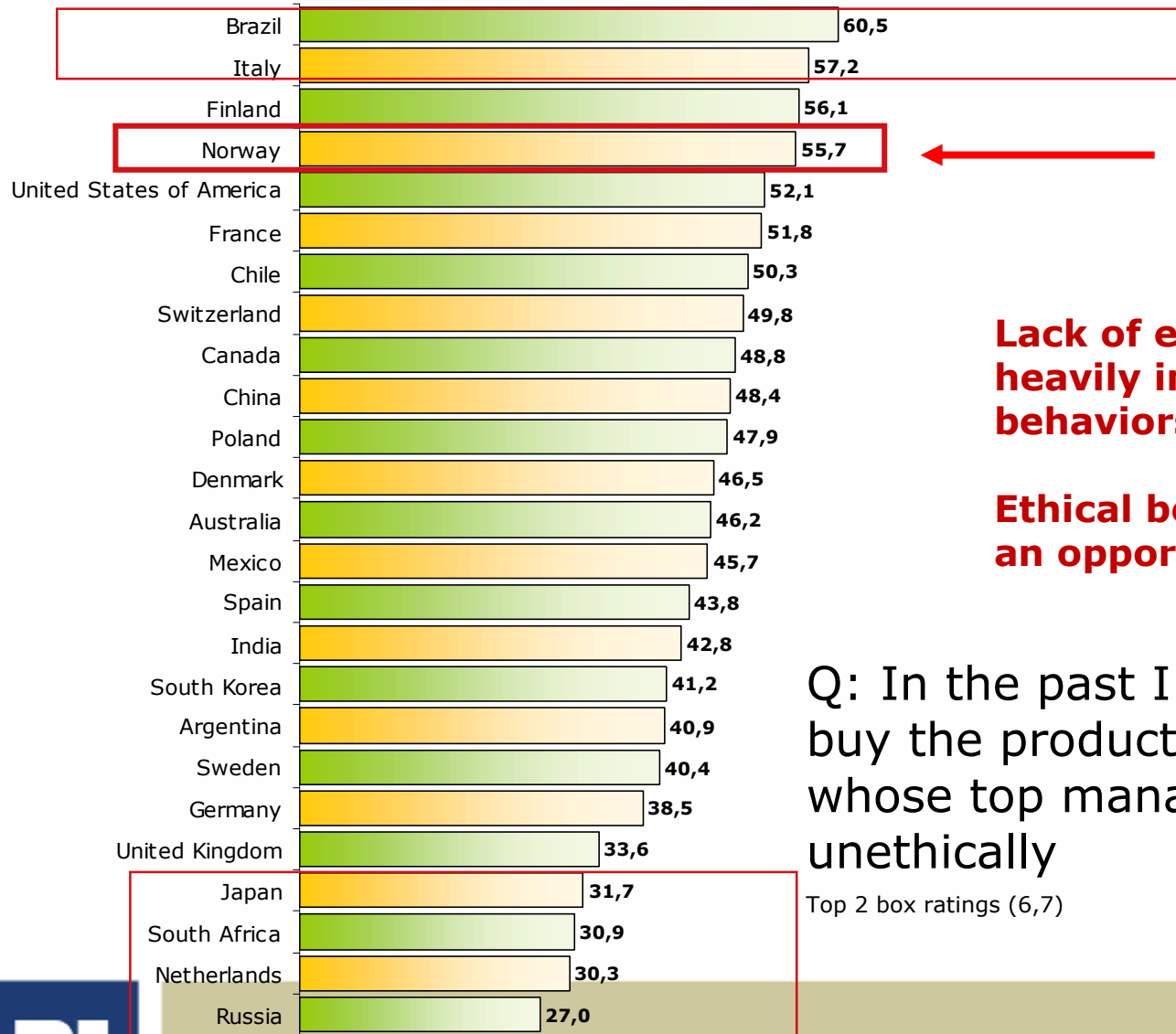
A major opportunity since trust is low

Q: Most companies are run by respected leaders

Top 2 box ratings (6,7)



Unethical behavior impacts buying behavior



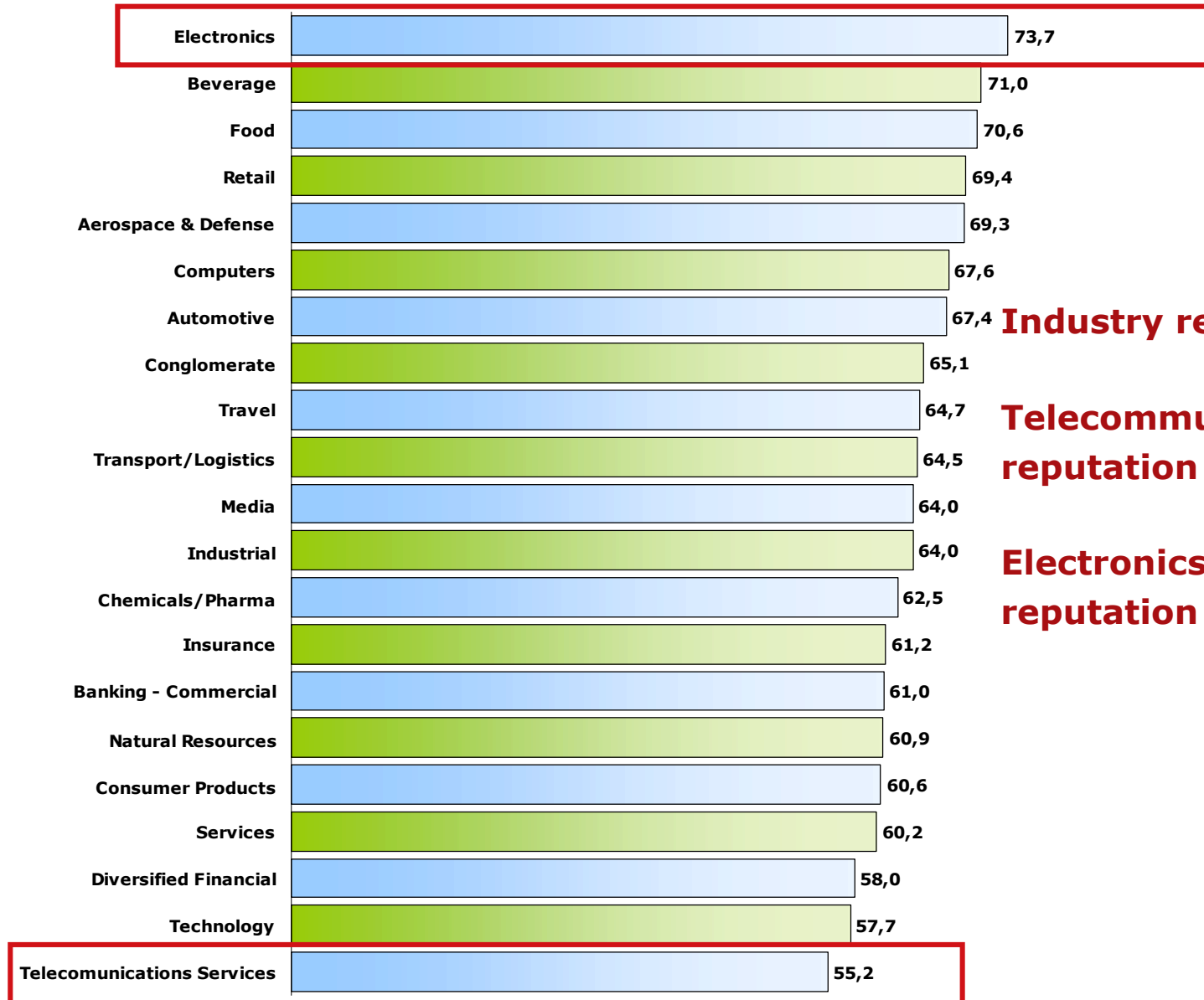
Lack of ethical leadership heavily influences supportive behaviors and performance

Ethical behavior is a risk and an opportunity

Q: In the past I have refused to buy the products of a company whose top managers had behaved unethically

Top 2 box ratings (6,7)

Global Industry Reputations



Industry reputation differ

Telecommunications - worst reputation in the world

Electronics -the best reputation in the world



GRANDIOSA-SJEFEN: Angriper matsnobberi

Hvem er det som skal definere hva som er norsk matkultur om det ikke er forbrukerne selv, sier en provosert administrerende direktør Jan Ove Rivenes i Stabburet.

Aftenposten

Publisert: 19. november 2006 kl. 20:07

Oppdatert: 20. november 2006 kl. 11:07

Fant musehale på frossenpizzaen

Når nettene blir lange, danser musene på Grandiosaen.

At det var en musehale, kunne Mattilsynet raskt bekrefte. Halen var tilnærmet hel, med hår og litt kjøtt.

Aftenposten

Først publisert: 25.11.06 Oppdatert:
25.11.06 kl. 12:08)

BI

ANNUAL EVENT
FISK2006

We are Left with a Legitimacy gap (Sethi, 1977)

Business performance

- Activities
- Policies



Stakeholders' expectations

Bases of gap

- Differences of fact
- Differences of value
- Differences of policy

Omdømme = Tillit

- **Reputation** is one of the sources of trust
- **Risk is opposite of trust**
- Trust can exist only if risk is absent or low
- As any other value that every organization owns, **trust is a resource that must be maintained, exploited and nurtured.**

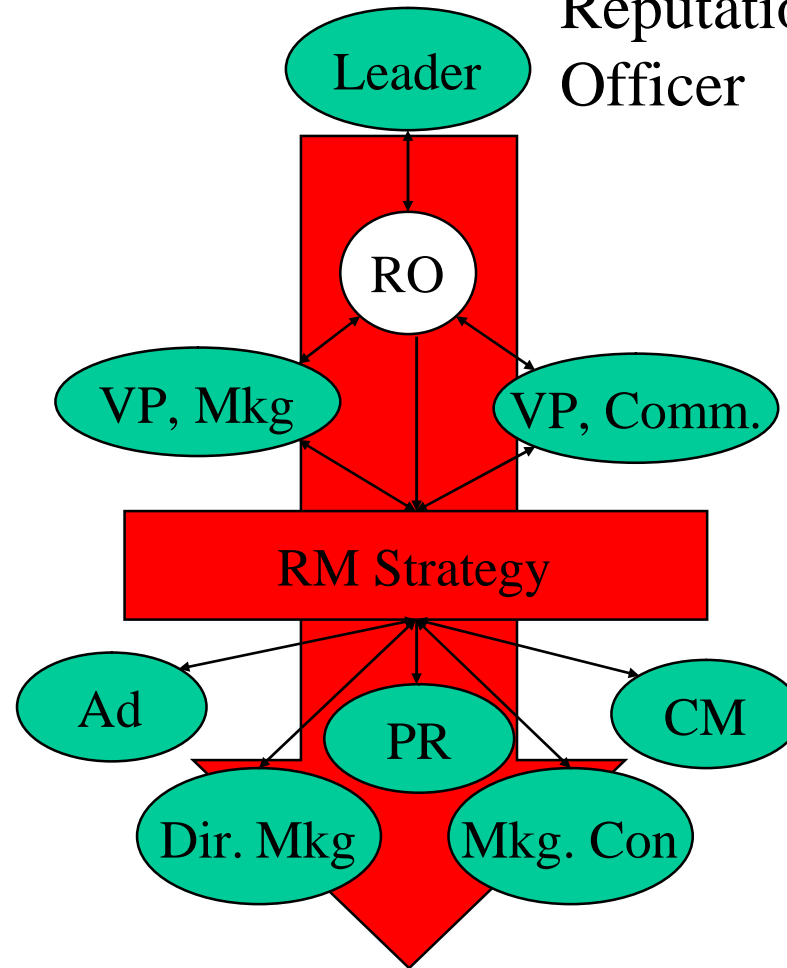
The word TRUST comes up everywhere - particularly the importance of trust and reputation to future business success. “Trust is replacing loyalty as a way of bonding people into collective enterprises.”

Strategic Reputation Building: Focusing Initiatives

RO –
Reputation
Officer



**Kjent japansk tegneserie
med norsk laks og
makrell**



Sjømat er Norge!

Norge er i verden!

Det Høyest Kvalitet

Det Best

Det Mest
Miljøvennlig

Sjømat



“The way to gain a good reputation is to endeavor to be what you desire to appear.” -- Socrates.

BI

ANNUAL EVENT **FISK2006**