



International Index of Corporate Values[®], 2009

*The values expressed by companies in nine European
countries, the US and India*

October 2009

International Index of Corporate Values[®], 2009: the major trends

The 2009 Index reveals an **increasing diversity of values**, suggesting that companies want to use their value systems to improve their identity. This is corroborated by an observed decline in "Client satisfaction" and "Value creation" (aimed at a particular group), which shows that companies today have a better understanding of the issue.

Though the 2009 Index would seem to reveal some contradictions between different countries and sectors of activity, on the international level a certain number of broad, general trends have come to the fore.

- **The first trend involves the permeability of companies to values that go beyond their own particular activities and markets.**

The company is becoming an ever more essential structure in society, and corporate values are no longer determined by professional culture alone. Societal, moral and behavioural considerations are beginning to exert an influence on corporate culture and values. A company that confines itself exclusively to professional and/or combative values could be considered to lack openness and sensitivity to social issues.

The emergence and penetration of values originating in civil society had already been noted, but these are now spreading and becoming more fundamental. In 2009, companies are finding that responsiveness to societal and moral values is increasingly necessary.

- **There has been a decline in the influence of combative values; or rather, a combination of combative and societal values has become more prevalent.**

It is as though combative values were now being "moderated" or "orientated" by value guides that provide some indications as to the type of society towards which the corporate world is moving. Values deriving from a description of corporate identities alone have lost ground to societal and adaptive values, thus enlarging the perimeter of the definition of a company.

- **The current global crisis has given rise to expectations of greater probity in the way companies operate.**

Logically, these expectations should appear in companies' statements of their fundamental values. And such statements are becoming increasingly important. But the investigations reported in this Index were carried out before the most recent consequences of the crisis had made themselves felt.

The main results of the 2009 study

Thee Top 10 corporate values, overall

	Pilot values	%, 2009	
1	Quality	39.7%	DOMINANT
2	Innovation	38.8%	
3	Customer satisfaction	25.5%	MAJOR
4	Integrity	19.2%	
5	Environment	17.6%	
6	Social responsibility	17.2%	
7	Success	16.4%	
8	Know-how	16.1%	
9	Responsibility	15.3%	STRONG
10	Team spirit	12.9%	

As in 2006, "Quality" and "Innovation" are the top 2 values. With some exceptions, they are also to be found among the first 5 in all the countries studied.

After the top 2 dominant values, there are 6 that obtain citation rates above 15%: "Customer satisfaction", "Integrity", "Environment", "Social responsibility", "Success" and "Know-how".

"Customer satisfaction" is still in 3rd position, though it has lost ground to the top 2 values.

"Customer satisfaction" is strong in India and Austria, and obtains high scores among the multinationals. But it seems to be in decline in the southern Mediterranean region (Spain, Italy).

Unlike 2006, "Team spirit" is not a "major" value. But "Social responsibility" and "Success" have now attained this status.

Strongest instances of growth

Pilot value	%, 2009	%, 2006	Difference	Rank, 2009	Rank, 2006
Confidence	9.0%	2.9%	6.1%	16	45
Responsibility	15.3%	11.1%	4.2%	9	12
Ambition	7.3%	3.7%	3.6%	22	36
Sustainable development	6.3%	3.7%	2.6%	24	37
Social responsibility	17.2%	15.0%	2.2%	6	8
Adaptability	4.9%	2.9%	2.0%	33	46

Among the strongest spurts has been that of **"Sustainable development"**, which is very much a live issue. And **the concept of a community is now present in corporate values, with ideas such as "Responsibility" and "Social responsibility"**.

Among the values that have progressed most strongly, there are also those that connect the individual to the company through "Confidence", "Tradition" and "Adaptability".

Strongest instances of decline

Pilot value	%, 2009	%, 2006	Difference	Rank, 2009	Rank, 2006
Customer satisfaction	25.5%	36.8%	- 11.3%	3	3
Team spirit	12.9%	17.8%	- 4.9%	10	6
Value creation	7.0%	10.7%	- 3.7%	23	14
Performance	8.4%	12.1%	- 3.7%	19	11

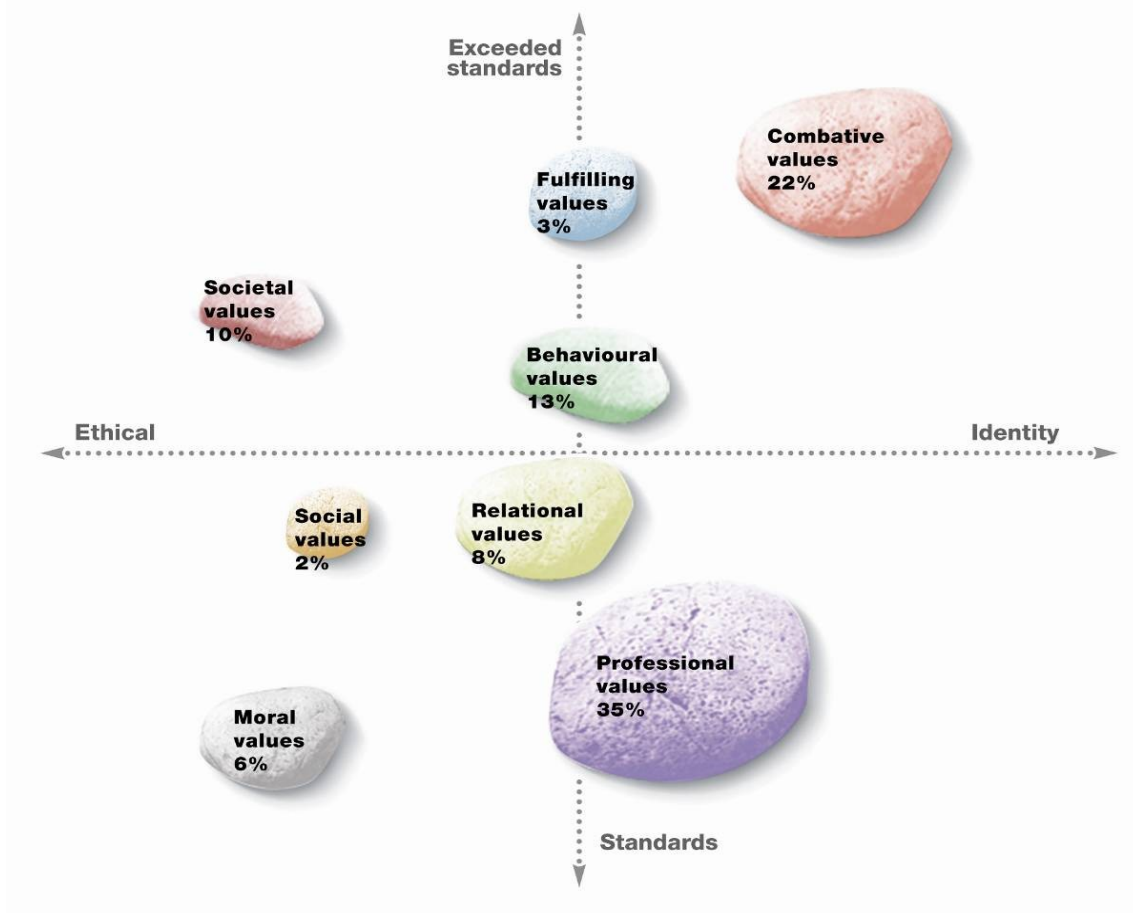
The largest increases are mediated by the way in which the influence of the surrounding community and the environment sheds light on the company's responsibility and commitment. **The most significant declines, on the other hand, seem to be associated with values which came through in the 1990s, and which emphasise the triumph of culture and corporate management, irrespective of social responsibility.**

Thus "Performance", "Value creation" and "Customer satisfaction" (which suffered the most significant decline) are still central to corporate values, but seem ever more strongly linked to the idea of social responsibility.

Value categories

As in 2006, **the pilot values are divided up into 8 groups or categories:**

1. Professional values
2. Combative values
3. Behavioural values
4. Societal values
5. Relational values
6. Moral values
7. Fulfilling values
8. Social values



The relative importance of value categories yields information about the different types and characteristics of corporate culture:

- **Professional and combative values** illustrate a company's professional culture, but also its attitude to the market and its competitors.
- **Behavioural and relational values** illustrate the existence, within companies, of rules on exchanges, relationships between members of staff, the external environment and partners.
- **Social and societal values** provide information on the influence of civil society within companies.
- **Moral and fulfilling values** operate on the level of individual countries, but at different degrees of significance.

Comparisons, 2006–2009, with regard to the main value categories

	Value categories	2009	2006
1	PROFESSIONAL VALUES	35%	39%
2	COMBATIVE VALUES	22%	21%
3	BEHAVIOURAL VALUES	13%	12%
4	SOCIETAL VALUES	10%	9%
5	MORAL VALUES	6%	7%
6	RELATIONAL VALUES	8%	7%
7	FULFILLING VALUES	3%	3%
8	SOCIAL VALUES	2%	2%
	TOTAL	100%	100%

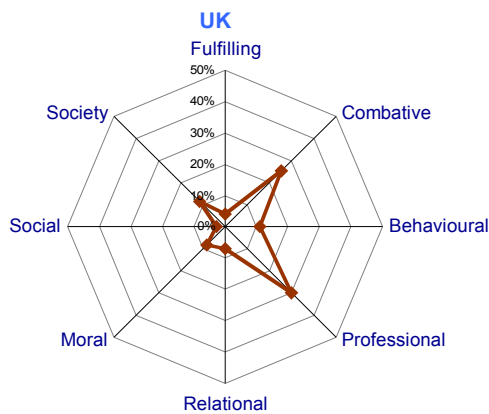
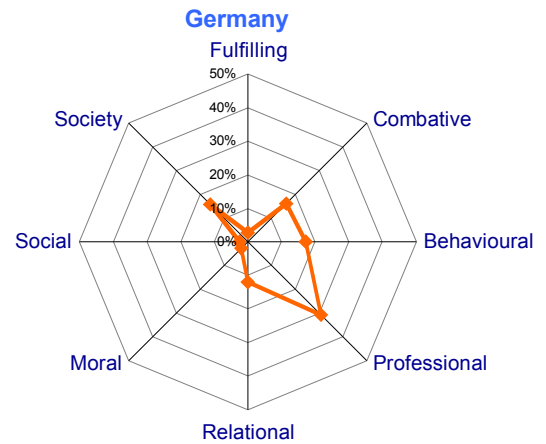
In orange are the value categories that declined in 2009; in green, those that progressed.

As in 2006, professional values were the most numerous, representing 35% of the total (an average of 1.7 per company, i.e. a slightly lower figure than in 2006).

- **"Professional" values** are well represented among the top 30 ("Quality", "Customer satisfaction", "Know-how", "Value creation", etc.), but they have lost ground since 2006. **In spite of this, "professional" values take the lead in all the countries studied, and are particularly strong in Cosmetics, Energy and chemicals, and in Food and drinks.**
- **"Combative" values** ("Innovation", "Success", "Performance", "Competitiveness", "Ambition", etc.) represent 22% of the total, at an average of one per company. Their influence is much the same as in 2006. **"Combative" values are in 2nd position in every country except Germany, where they come 3rd, behind "behavioural" values. They are well represented in Communication and the media, Hotels and tourism, and Retail distribution.**
- **"Behavioural" values** represent 13% of the total, and in 2009 this represents a slight increase. But they are scarce among the top values. Only "Responsibility" and "Tradition" are to be found in the top 30. **"Behavioural" values are in 3rd position almost everywhere except Austria, India, the Netherlands, Spain and the UK, where they take 4th position. They are most strongly expressed in Food and drinks, Luxury goods and fashion, and in Pharmaceuticals.**
- **"Societal" values** represent 10% of the total. **They are on the increase, and are continuing to make progress** (9% in 2006). This indicates a growing recognition of society's role in the functioning of the company. Four of these values are present in the top 30: "Environment", "Social responsibility", "Sustainable development" and "Health". **"Societal" values are in 3rd position in Austria, the Netherlands, Spain and the UK, 4th in the US, Germany, Poland and Ukraine, 5th in France, 6th in India, Italy and the multinationals. They are important in Transport and construction, IT, Energy and chemicals.**

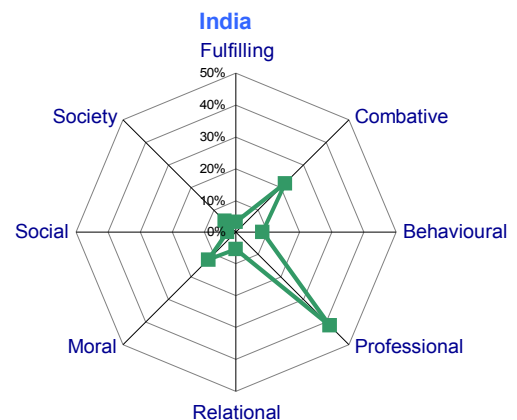
● **Three countries under the microscope: Germany, the UK and India**

Germany is one of the countries (along with Austria and the Netherlands), which have seen the arrival of societal values: "Social responsibility", "Environment" and "Sustainable development" are those that have made most progress. Professional culture seems to be losing out to the values of civil society.



The UK, like the US, is more strongly influenced by moral than societal values. "Social responsibility", which takes 3rd position in Germany, 2nd in the Netherlands and 4th in Spain, is in just 7th position here (and 8th in the US). But moral values are prominent ("Integrity" is in 2nd place), while the culture of success is also strong, as illustrated by combative values ("Innovation", "Success", "Performance", etc.).

India has a quite distinctive value profile: moral values such as integrity and ethics are strong, but combative values, and above all professional values, also occupy an important place in Indian companies.



● The multinationals

With their size and diversity, the multinationals seem less focussed on professional culture than an ethos of morality and sensitivity.

"Integrity", "Respect", "Customer satisfaction", "Innovation", "Responsibility", "Team spirit", "Quality", "Performance", "Excellence" and "Social responsibility" are the multinationals' top 10 values.

These groups overemphasise combative, relational and moral values, and, to a lesser extent, behavioural values.

● Pilot values, by sector

Initial observation: some sectors express more corporate values than others. Of the 14 sectors studied, Banking, Industry, Energy, Transport and Real estate express more values than Luxury and fashion, or Cosmetics.

The different sectors display the following features.

- In the **Banking, finance and insurance** sector, as in 2006, "Innovation", "Customer satisfaction" and "Integrity" remain the predominant values, though the latter is in decline, along with "Know-how". The value that has made most progress in this sector is "Confidence", which in 2009 is in 7th position. In today's world, it sounds like a mantra.
- In the **Hotels, tourism and leisure** sector, "Customer satisfaction" remains an important value, but it seems that the imperative of differentiation is becoming more important, as indicated by the progress of "Success". "Quality" and "Innovation" are the top 2 values in this sector, whereas "Environment", at 7th, still lags behind its position in the general rankings.
- As in 2006, the **Food and drinks** sector gives its highest score to "Quality" (59%, which also represents a rise over 2006). But "Customer satisfaction" has slipped back, and "Know-how" is in 21st position (compared to 8th overall). "Social responsibility" is well placed (5th), as is "Tradition" (6th, compared to 21st overall).
- In **Pharmaceuticals**, "Innovation" is the dominant value. Like "Health" and "Environment", "Social responsibility" has made significant progress, to the detriment of "Customer satisfaction". "Ethics" continues to be a strong value.
- It is striking that the **IT** sector is becoming more "moral": all the values that are progressing here are moral, relational, behavioural and societal. On the other hand, the combative and professional values that marked the sector in 2006 have declined in 2009. Is this the start of a cultural revolution?
- In **Communication and the media**, there is no strikingly dominant value, but there has been progress in societal and behavioural values. The strongest examples of this are the scores recorded by "Social responsibility", "Responsibility" and "Environment". "Quality" and "Innovation" remain the top 2 values, though they are slightly in decline.
- In **Industry**, "Quality" has come on strongly. From 4th position in 2006, it has moved up to 2nd. "Innovation", already the top value in 2006, is continuing to make progress. This is a sector that seems less sensitive than others to societal and behavioural values. And in 2009, professional and combative values continue to make a strong showing.

- In the **Energy and chemicals** sector, societal values have grown in importance. "Environment" is in 2nd position; "Responsibility" and "Social responsibility" have risen to 5th and 6th positions respectively, notably to the detriment of "Customer satisfaction". This suggests that "Quality" has now gone global. Satisfaction is no longer an issue for customers alone, but for the entire environment and social impact of the sector.
- In **Retail distribution**, almost every value is in decline. But "Customer satisfaction", though in 2nd place after "Quality", still makes a higher score here than in any other sector. As in 2006, "Innovation" is at the bottom of the rankings. But "Team spirit" remains important (this being the sector in which it achieves its highest score), while "Competitiveness" and "Service" are still over-represented.
- **B2B services** show the growing influence of societal and moral values. The most significant progress has taken place in "Responsibility", "Social responsibility" and "Ethics".
- For **B2C services**, "Customer satisfaction", which was the top value in 2006, is now in 3rd position. Its decline has been beneficial, in particular, to "Service". "Social responsibility" is also advancing, but this is not a sector in which societal or moral values are making significant progress.
- In **Transport, construction and real estate**, as in 2006, "Quality", "Innovation" and "Customer satisfaction" are dominant. But "Environment" takes 4th position, and "Sustainable development" is 15th.
- In **Cosmetics**, "Innovation" is the dominant value, and it continues to progress, whereas other values are declining, for example "Quality", "Know-how", "Customer satisfaction" and "Integrity". This is the sector that gives the lowest score to "Social Responsibility", "Service" and "Value creation".
- Finally, the **Luxury and fashion** sector, with 4.6 values per company, is the one with the lowest number of values, as in 2006. "Quality" scores higher than "Innovation". "Customer satisfaction", having been in 3rd position in 2006, has now dropped to 7th. "Tradition" and "Excellence" have made a strong comeback, but the values of civil society have as yet made little inroads into this sector.

The International Index of Corporate Values®, 2009: an overview of the corporate world

3,726 companies, 11 countries, and a sector-by-sector classification: the 2009 Index paints a picture of values on the international level, revealing the specificities of each country studied, and comparing the results with those of the 2006 study.

● **Since 2003, an ongoing study of values**

The first Index, produced in 2003, confirmed that there is such a thing as a concept of values based on identity, or marketing, analogous to that of brand identification, and a view of "ethics" that can influence corporate behaviour.

The 2004 Index gave a more complete and detailed view of the situation, with a segmentation according to the major sectors of activity and a classification of values into major categories. It was accompanied by a qualitative study on the formalisation and structure of corporate values.

The 2006 version of the Index included the first survey of values on the international level. It examined the specificities of 11 countries, including France.

The 2009 Index demonstrates that companies are expressing more and more values.

● **11 countries targeted**

The second version of this study was carried out in 2009, with assistance from the international ECCO network. It took in 11 countries, most of them European, but it also included two that were representative of other value cultures, namely India and the US. The 11 countries were:

- Austria
- France
- Germany
- India
- Italy
- Netherlands
- Poland
- Spain
- UK
- Ukraine
- US

The 2009 study also looked at multinationals, which were given separate treatment.

● **3,726 companies, across 14 sectors**

The 2009 Index gives data on 14 economic sectors, with an analysis of the most representative values expressed.

These 14 sectors are:

- ✓ Banking, finance and insurance
- ✓ Hotels, tourism and leisure
- ✓ Food and drinks
- ✓ Pharmaceuticals
- ✓ New technologies and electronics
- ✓ Media, communication and publishing
- ✓ Light and heavy industry
- ✓ Energy and chemicals
- ✓ Retail distribution
- ✓ B2B services
- ✓ B2C services
- ✓ Transport and construction
- ✓ Cosmetics
- ✓ Luxury goods and fashion

● **Methodology**

The quantitative investigations were carried out by Wellcom and the international ECCO network between November 2008 and March 2009, using a database containing information on a total of 3,726 companies, including 499 in France.

The relevant information was found on corporate Internet sites or in institutional publications, or was provided in response to email requests sent to the companies' communications or human resources departments.

It should be noted that the values were taken into account precisely as stated, without interpretation or extrapolation.

It should also be noted that the values were arranged in semantic groups for analytical purposes. For example, "Innovation" and "Developing innovation" were both listed under the pilot value "Innovation". The makeup of the pilot values is given in a separate note.

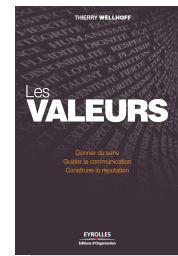
The results incorporate 18,551 values, arranged in 6,532 groupings, and codified by the different agencies of the ECCO network on the basis of the initial list of pilot values that was established in 2006.

For the 2009 Index, this codification was used to generate a definitive list of 89 pilot values.

● ECCO France – a touchstone of values

Since 1981, ECCO France (the Wellcom consulting agency) has based its approach on a concept of values that gives greater meaning, consistency and sustainability to corporate communication.

The theoretical side of this approach is based on the idea of a corporate "genetic code", as set out in Thierry Wellhoff's book *Les Valeurs* (Paris, Editions Eyrolles, 2009).



● "La Démarche Valeurs®" ("The values approach")

With the development of the media and communication, notably electronic, information is everywhere. It is immediately available through blogs, chatrooms and magazines. In this context, the coherence of communication is a prerequisite to confidence.

Apart from the well-known aspects of values related to companies' social responsibility, this approach provides an unparalleled way of ensuring consistency, and an invaluable aid to management. It gives greater harmony to the different types of communication, both internal and external, from corporate communication to marketing communication, thus ensuring that they all have the same objectives, and that they "make sense".

- Summary Ends -

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- The complete International Index of Corporate Values® is available from Wellcom, price €850 before tax.***
- The French study is available on request.***

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