



CAPTAINS OF INDUSTRY

PROSPECTUS 2010

Ipsos MORI



TRACKING BUSINESS OPINION FOR THREE DECADES

What's needed to succeed in the new global economy

What communications are having the most impact

What's top of the boardroom agenda

Who do they admire - and why

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IPSOS MORI'S CAPTAINS OF INDUSTRY STUDY IS A POWERFUL AND COST EFFECTIVE WAY TO...

Gain insight into boardroom priorities and drivers for British business

Assess Captains' disposition towards your organisation and sector

Build a dialogue with Britain's business leaders

Evaluate and benchmark the effectiveness of your communications and engagement work

Develop high quality insight and content for 'thought leadership' activity

Establish a platform for media comment

HEAR THE VIEWS OF BRITAIN'S BUSINESS LEADERS IN THEIR OWN WORDS

The challenges facing the country...



The last 12 months has been a very torrid time, it has been bad in terms of reputation of politicians, it has been bad in terms of the reputation of bankers, and we have got ourselves into a bit of a mess. So restoring confidence in these things is crucial for the wellbeing of the economy and the country.



FTSE 250

... and their own company



Disruptive technologies and the possibility that rapid changes in digital technology will destroy the business models of our industry.



FTSE 100



The rate of change that our customers face [...] So the biggest challenge for us is constantly being fresh and coming up with new ideas. Really bringing to our customers the value proposition where they think this is not just good for today but good for building a sustainable business in a very very rapidly changing world and economic environment.



FTSE 250

THE AUTHORITATIVE SYNDICATED STUDY AMONG BRITAIN'S BUSINESS LEADERS

Strong media
credibility

Outstanding
sample quality and
response rate

High quality
face-to-face
interviewing

Benefits of subscribing

Captains views
'in their own
words'

Extensive
benchmarking
and trend data

Costs shared by
multiple subscribers

Expert interpretation
and presentation

INTERVIEWING LEADING EXECUTIVES FROM THE TOP BRITISH COMPANIES

100 face-to-face interviews completed each year

Board Directors:

- Chairman, CEO, CFO, COO/MD, Other board directors

Companies drawn from:

- Top 500 by market capitalisation
- Top 500 by turnover
- Top 100 financials by capital employed

Of the 100 we interviewed last year:

- 46% FTSE 350
- 19% FTSE 100

A list of participants is shown in the appendix



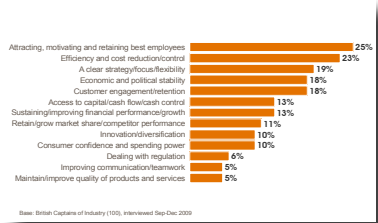
FLEXIBLE SUBSCRIPTION PACKAGES

Basic Bespoke Package	Price
2 closed/pre-coded questions and 1 open-ended	£11,500
Reputation Package The reputation package consists of:	Price
Familiarity, favourability and advocacy rating for your organisation + 3 comparators	£18,750
Follow up free-response question to critics and advocates	
Ratings for you and 1 comparator on 7 image attributes	
Additional Options	Price
Pre-coded questions (per question)	FROM £2,400
Open (free-response) questions (per question)	FROM £3,700
'Booster' interviews/samples or sub-group analysis	ON REQUEST

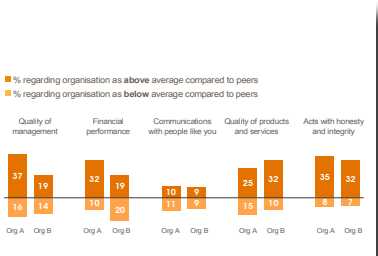
Fees exclude VAT and travel/accommodation expenses for presentations outside of London

Fees are billed 70% on commission, 30% on completion

FULLY TAILORED REPORTING



Detailed analysis and interpretation of Captains' attitudes and expectations



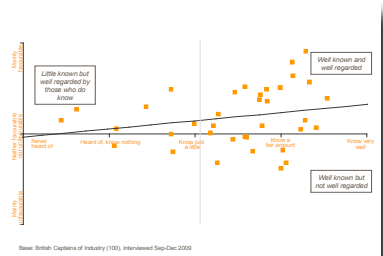
Tracking and benchmark data against nominated competitors from our database of hundreds of organisations

Presentation of results

“ They have been competent for years, it is an area of professional expertise, they have a track record that shows they have been able to adapt to changing circumstances, they are good at what they do and they can tailor things well. ”

“ They need to modernise, a lot of its practices are still probably not in keeping with modern technological times. ”

Full verbatim listings from open-ended questions, i.e. Captains' views 'in their own words'



Insight into your corporate reputation and how you can strengthen it



TIMETABLE

Timetable	2010
Deadline for participation	MID-JULY
Questionnaire finalisation	LATE JULY
Interviewing	SEPTEMBER - NOVEMBER
Reports/Presentations	DECEMBER - JANUARY

APPENDICES

Summary of topics covered

Example outputs

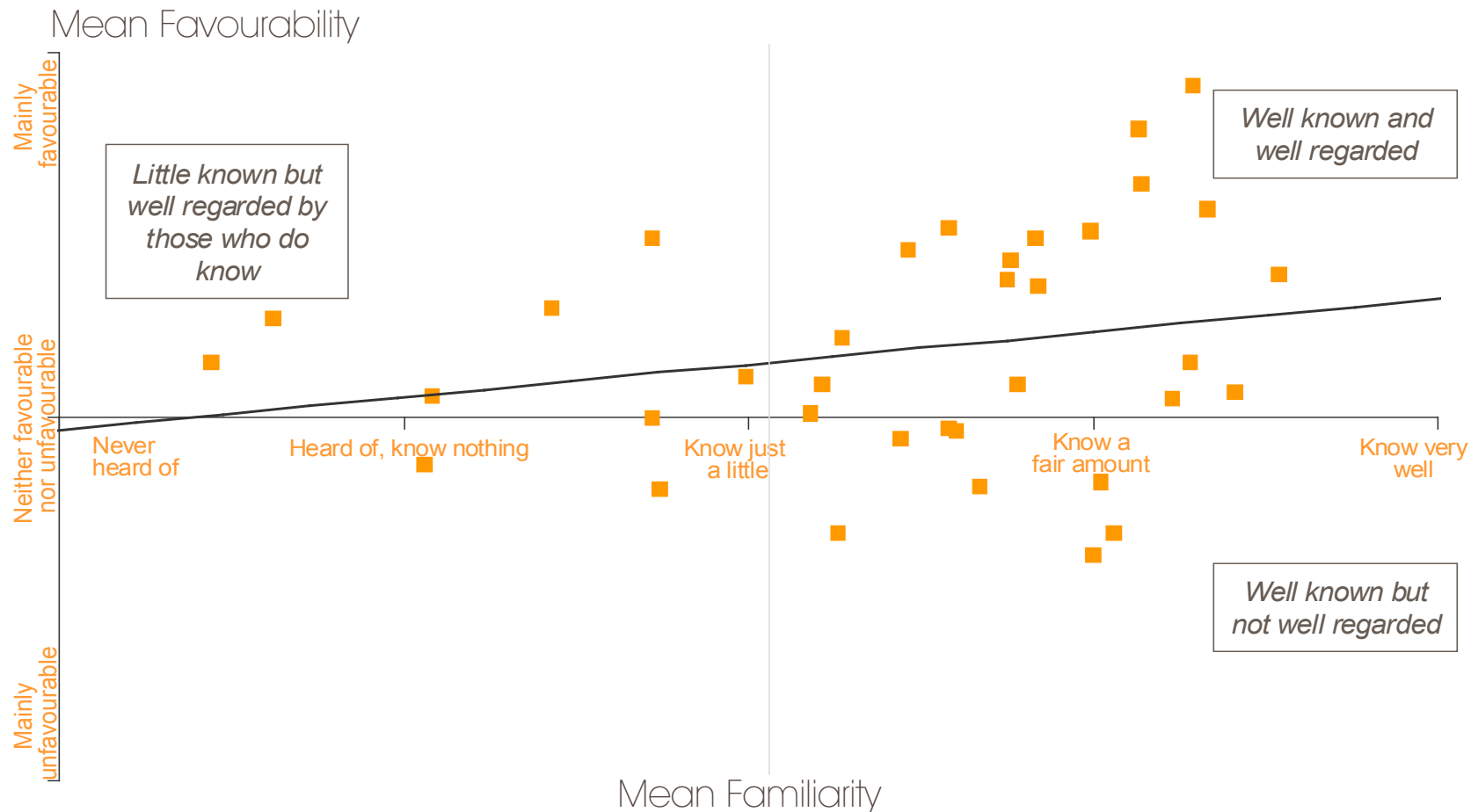
2009 participant list

SUMMARY OF TOPICS COVERED

<p>Bespoke Questions</p>	<p>Insight & content generation</p>	<ul style="list-style-type: none"> • Understand boardroom priorities and drivers • Profile Britain’s business elite • Develop and position new products and services • Generate insightful and interesting material for ‘thought leadership’ and other communications activity
<p>Reputation Package</p>	<p>Trends & Benchmarking</p>	<ul style="list-style-type: none"> • Performance on familiarity, favourability and advocacy versus 3 competitors / comparators • Ipsos MORI trend data on your organisation and key competitors (where available)
	<p>Diagnostics</p>	<ul style="list-style-type: none"> • Performance on 7 image criteria versus 1 key competitor • Detailed perceptions that underpin your reputation – your perceived strengths and weaknesses
	<p>Context</p>	<ul style="list-style-type: none"> • Familiarity, favourability and advocacy for leading organisations • Key factors driving Captains’ rating of organisations

EXAMPLE OUTPUT (1): REPUTATION PROFILE

Each point represents an organisation measured in the 2009 survey



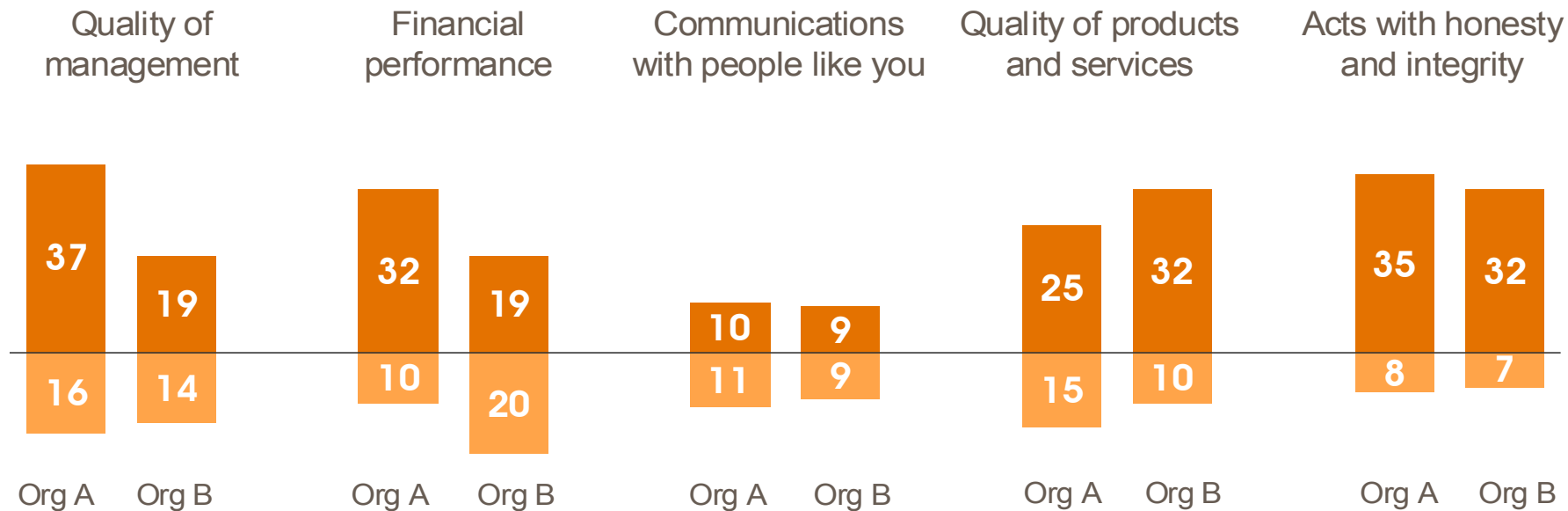
Base: British Captains of Industry (100), interviewed Sep-Dec 2009

EXAMPLE OUTPUT (2): STRENGTHS AND WEAKNESSES OF YOUR CORPORATE BRAND

What are your strengths to build on...and weaknesses to address?

■ % regarding organisation as **above** average compared to peers

■ % regarding organisation as **below** average compared to peers



EXAMPLE OUTPUT (3): VERBATIM COMMENT FROM ADVOCATES AND CRITICS

Their perspective in their own words...

“

They have been competent for years, it is an area of professional expertise, they have a track record that shows they have been able to adapt to changing circumstances, they are good at what they do and they can tailor things well.

”

“

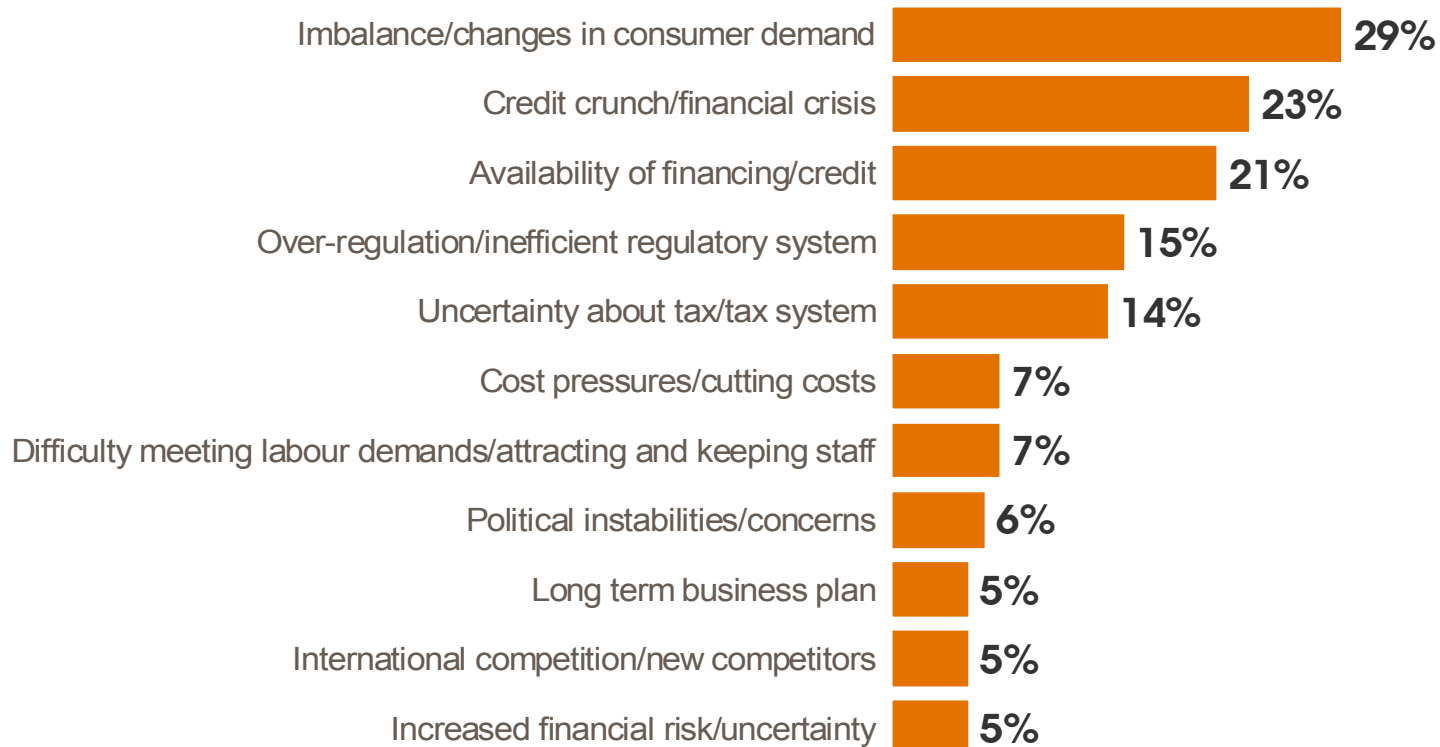
They need to modernise, a lot of its practices are still probably not in keeping with modern technological times.

”

EXAMPLE OUTPUT (4): INSIGHT INTO THE FACTORS DRIVING THE CORPORATE AGENDA

And what are the most important problems facing your company today?

Top Mentions



Base: British Captains of Industry (100), interviewed Sep-Dec 2009

EXAMPLE OUTPUT (5): GENERATING CONTENT FOR COMMUNICATIONS ACTIVITY

As you prepare your plans for 2010, which two or three things do you see as most critical to success?

Top Mentions



Base: British Captains of Industry (100), interviewed Sep-Dec 2009

PARTICIPATING ORGANISATIONS (1)

Name	Company
Vinodka Murria	Advanced Computer Software PLC
Brendan Walsh	American Express Holdings Ltd
Melvyn Ewell	Amey Building Ltd
Roger Taylor	Amlin PLC
Richard Burchill	Arcadia Group Brands Ltd
Warren East	Arm Holdings PLC
Stephen Rose	Aspen Insurance UK Ltd
Keith Clarke	Atkins (WS)
Peter Rogers	Babcock International Group
Duncan Magrath	Balfour Beatty PLC
Simon Pryce	BBA Aviation PLC
David Horton	Beazley PLC
Robert Dudley	BP PLC
James Matheson	Brewin Dolphin Holdings
Michael Prideaux	British American Tobacco PLC
Richard Laphorne	Cable & Wireless PLC
Richard Chalabi	Care Monitoring 2000 Ltd
Stephen Russell	Computer 2000 Distribution Ltd
Lord David Douglas-Home	Coutts & Co.

Name	Company
Michael Page	De Beers UK Ltd
Drew Johnson	Eaga PLC
Dr Johannes Sittard	Eurasian Natural Resources Corporation PLC
Padraic Fallon	Euromoney Institutional Investor
Nicholas MacAndrew	F&C Asset Management PLC
Charles Hammond	Forth Ports PLC
Donald Caulfield	Fulwood Roofing Services (Northern) Ltd
Dominic Harrison	Gala Coral Group Ltd
Francis Nelson	Galliford Try
Timon Drakesmith	Great Portland Estates
Kennedy McMeikan	Greggs PLC
David Atkins	Hammerson PLC
Nigel Scott	Helical Bar PLC
Richard Hunting	Hunting
Jonathan Davie	IG Group Holdings
Martin Lamb	IMI PLC
Martin Knight	Imperial Innovations Group
Gareth Davis	Imperial Tobacco Group PLC
Andrew Sukawaty	Inmarsat Group PLC

Note: 14 participants wished to remain anonymous

PARTICIPATING ORGANISATIONS (2)

Name	Company
Andrew Taylor	INTEC Telecom Systems
Robert Joyce	Jaguar Cars Ltd
Palle Christensen	John Wyeth & Brother Ltd
Bill Halbert	KCOM Group
Ian Cheshire	Kingfisher PLC
Thierry Held	Kuehne + Nagel Ltd
Sir Robert Margetts	Legal & General Group PLC
David Cheyne	Linklaters LLP
Sir Win Bischoff	Lloyds Banking Group PLC
Lord Robert Rayne	LMS Capital PLC
Joe Hemming	Logica PLC
Tom Kelly	Logicalis Group Ltd
David Thompson	Marston's PLC
Alistair McGeorge	Matalan Retail Ltd
Michele Greene	MBNA Europe Bank Ltd
Richard Forte	McDonalds Restaurants Ltd
Robert Holt	Mears Group
Carl Gibson	Misys PLC
Alan White	N Brown Group PLC

Name	Company
Stephen Lucas	National Grid
Rick Haythornthwaite	Network Rail
David Bramhill	Nighthawk Energy PLC
Peter Walters	Nomura International PLC
Jeremy Adams	Novae Syndicates Ltd
Philip Broadley	Old Mutual PLC
Anthony Wreford	Omnicom Europe Ltd
Dr Glen Moreno	Pearson
Richard Abadie	PricewaterhouseCoopers LLP
Sir John Chisholm	QinetiQ Group PLC
Gil Steyaert	Reebok International Ltd/Adidas Group Ltd
Anthony Habgood	Reed Elsevier PLC
Peter France	Rotork PLC
Fraser Alexander	Scottish & Southern Energy
Nigel Rich	Segro PLC
James Wilkinson	Sportingbet
Geoffrey Page-Morris	Sytner Group Ltd
Iain Ferguson	Tate & Lyle PLC
Christopher Rickard	Taylor Wimpey

Note: 14 participants wished to remain anonymous

PARTICIPATING ORGANISATIONS (3)

Name	Company
Jonathan Lloyd	UK Coal PLC
Clive Snowdon	UMECO
Geoffrey Eaton	Uniq PLC
Philip White	UNITE Group PLC
Paul Bradbury	United Biscuits (Holdings) Ltd
Julie Southern	Virgin Atlantic Airways Ltd
Paul Drechsler	Wates Group Ltd
David Edmonds	Wincanton PLC
John Whybrow	Wolseley PLC
Adrian Whitfield	Yule Catto & Co.

Note: 14 participants wished to remain anonymous

FURTHER INFORMATION

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