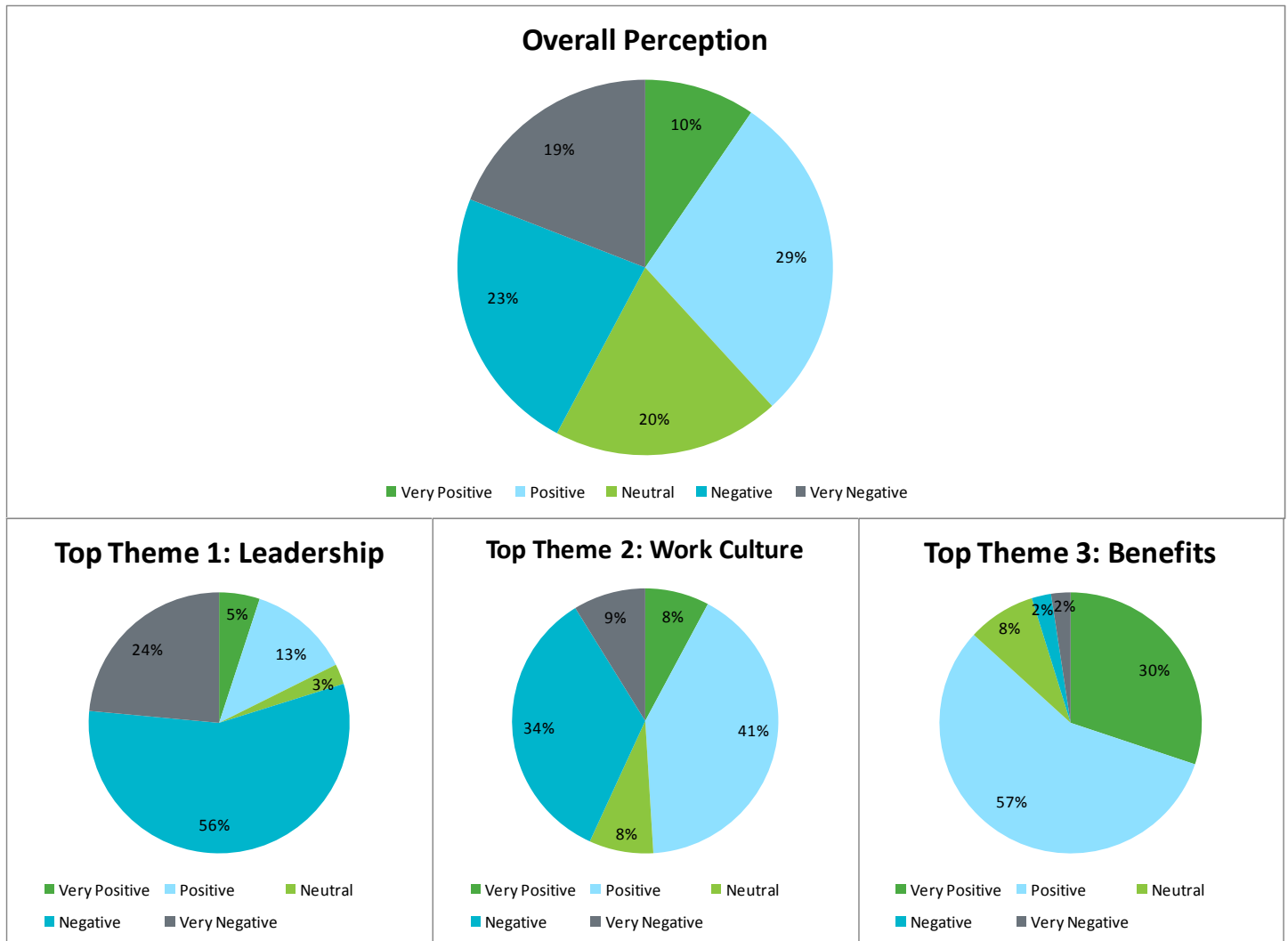


Employment Brand Reputation Monitoring Report

Company1

Dates Covered: 1/1/09 – 8/20/09

Executive Dashboard

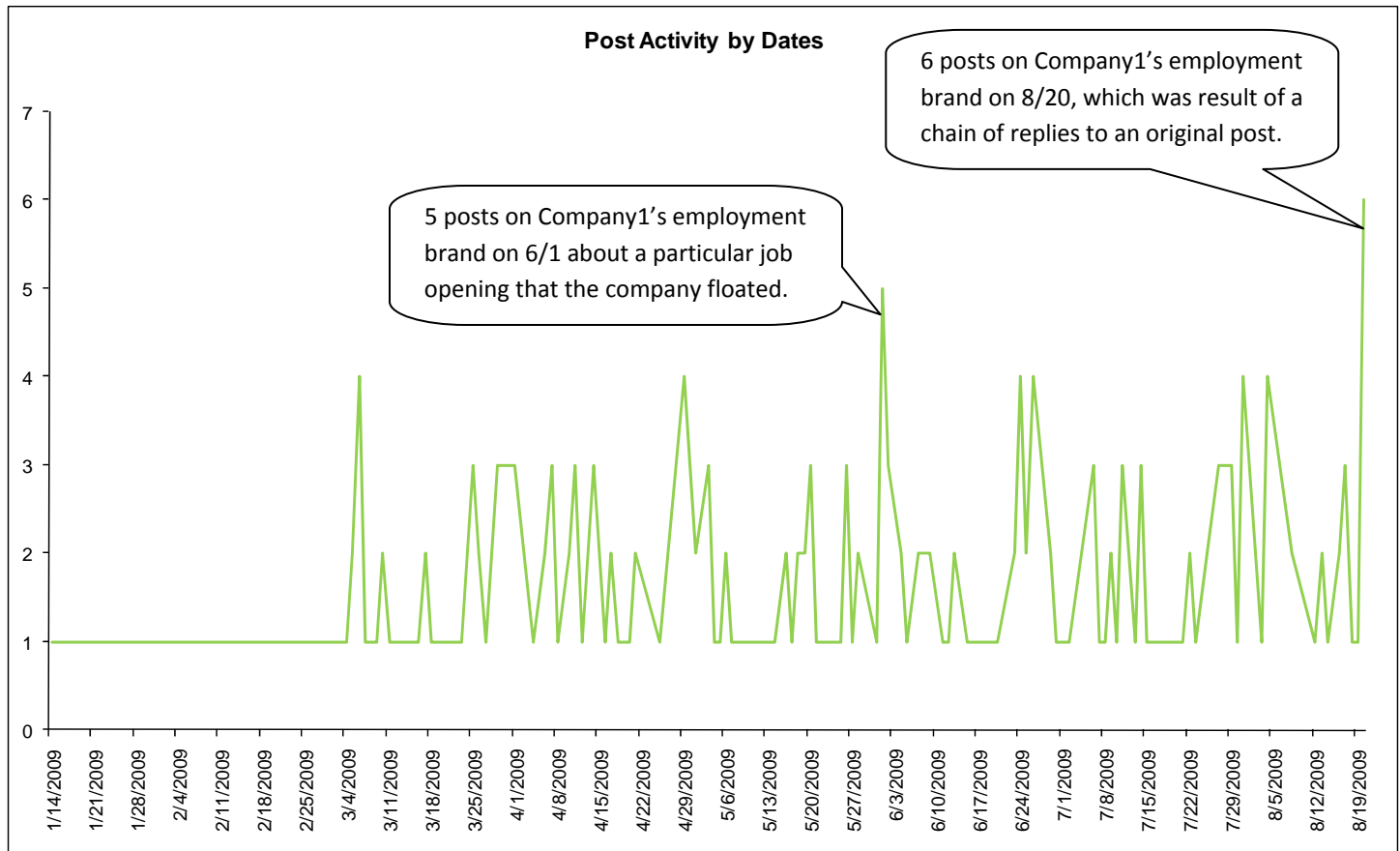


- Volume peaks are followed by new employment opportunities announcements or layoff announcements.
- 19% people have overall very negative opinion about Company1's employment brand, whereas only 10% of the sample thinks very positive.
- Leadership is the most discussed theme with 24% very negative and 55% negative opinions. Only 5% people think of leadership as very positive.
- 49% of the opinions referring to work culture are in the positive region, whereas 43% are in the negative territory.
- Generally, users indicate employee benefits at Company1 as very good with 88% users having very positive or positive opinion on this theme.
- Website1, the site with most number of posts, demonstrates a normalized distribution of posts in positive, neutral and negative territory. The site is moderately influential according to Google PageRank (5).

Content

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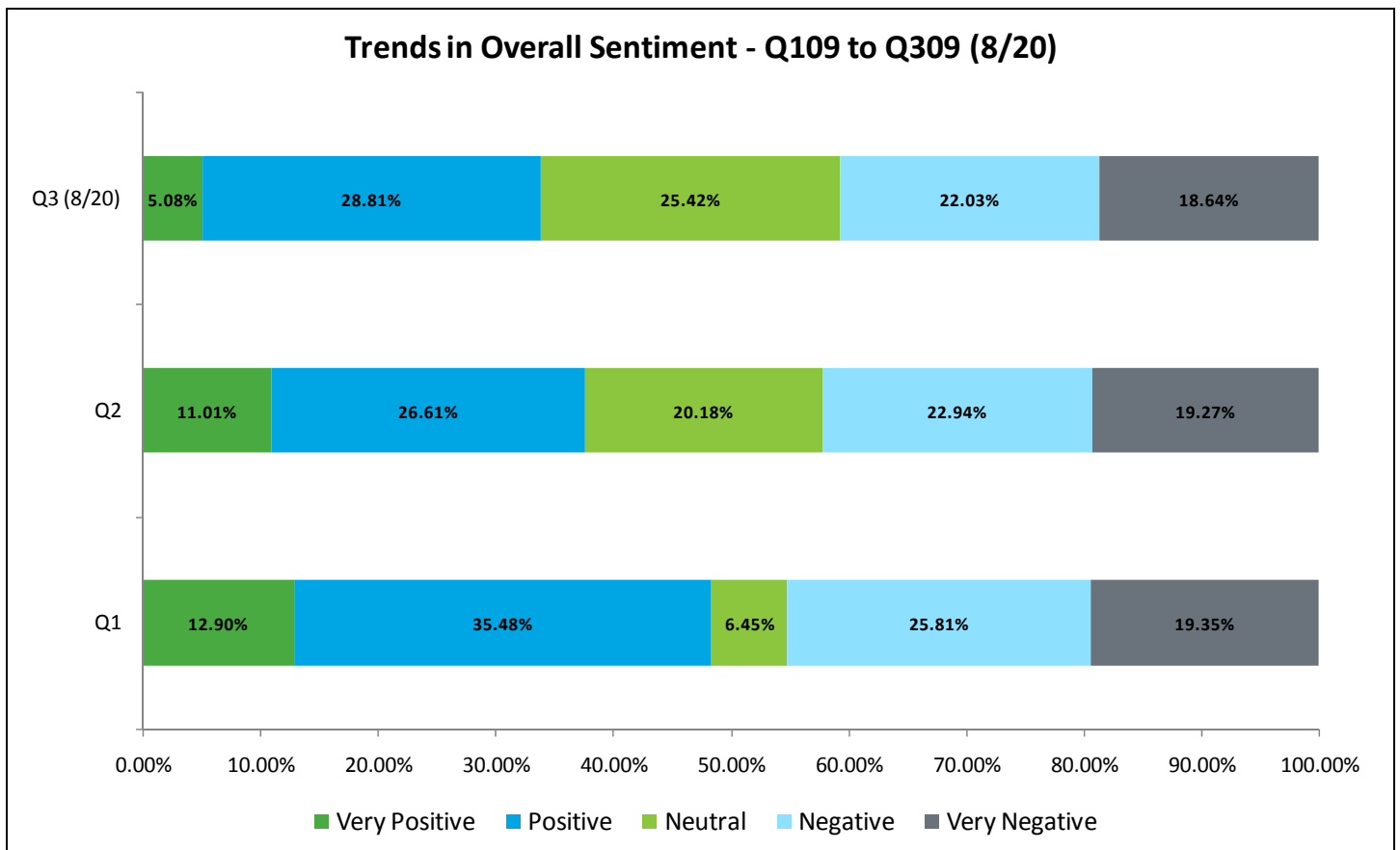
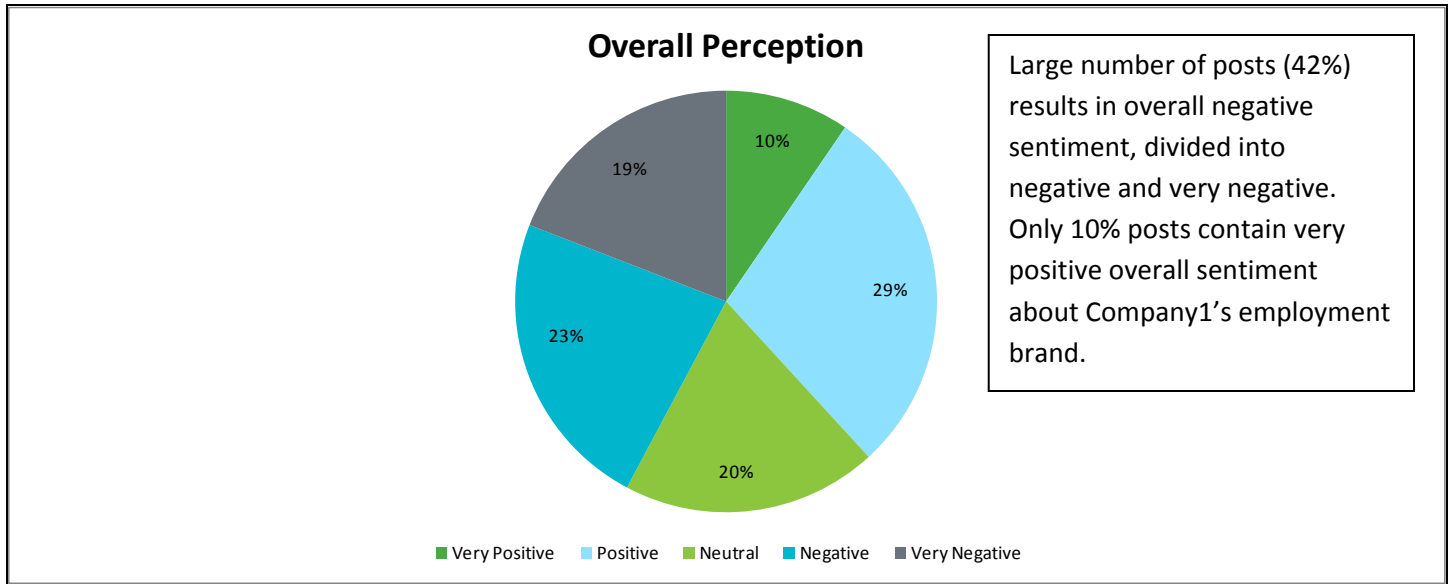
Overall Activity



Analysis of Activity Levels: 1/1 – 8/20

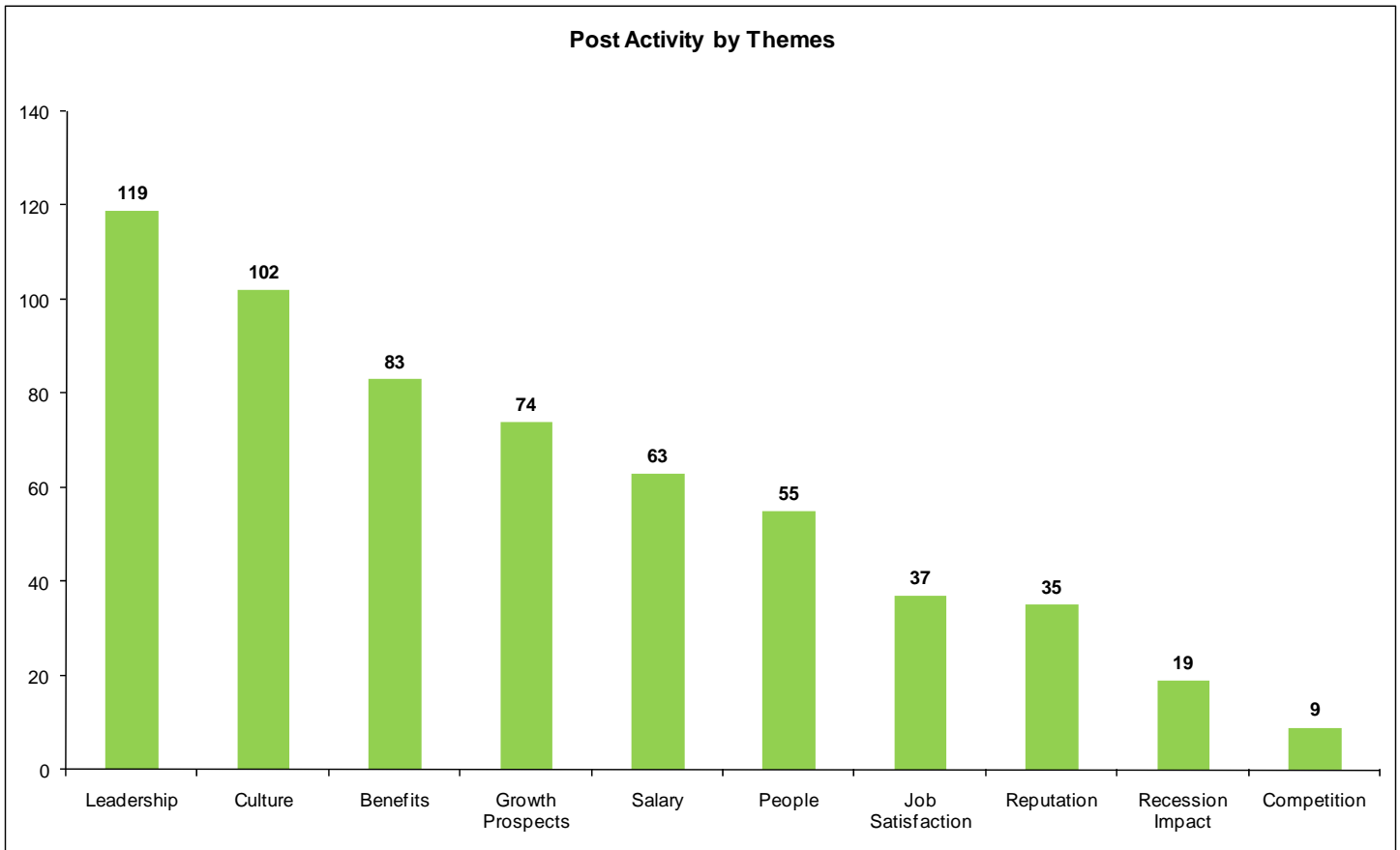
- The peaks in volume seem to be driven by users engaged in discussions on new openings and layoffs.
 - 6/1 – a new job opening floated by the company generated 4 posts. There one reply to one of the author's posts mentioned Company1 as good place to work. The author of the reply post mentions the disadvantages of working for Company1 and the work culture.
 - On 8/20 there were 4 responses to one opinion posted about Company1's layoff policies and outsourcing to low cost countries.
- For most part of January and February, one post was reported per day. The volumes started picking up in last week of February, after Company1's announcement of new hiring plans.

Overall Sentiment

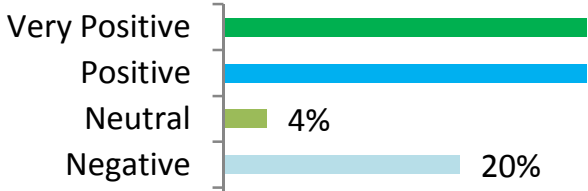
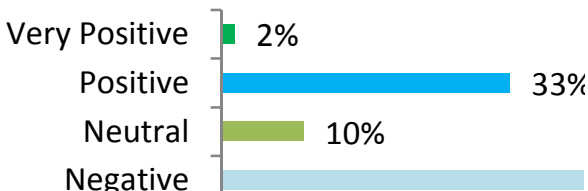
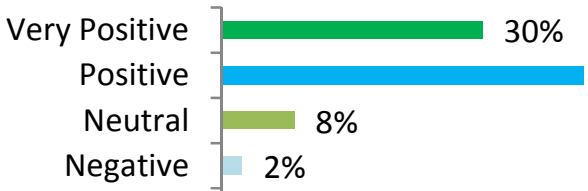
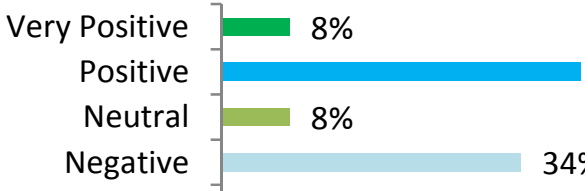
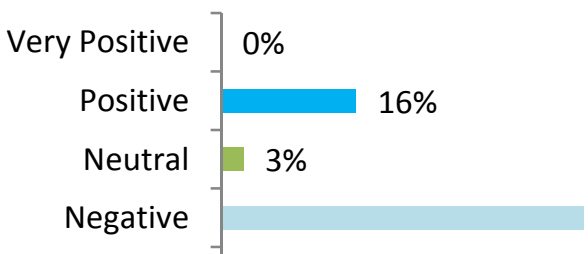
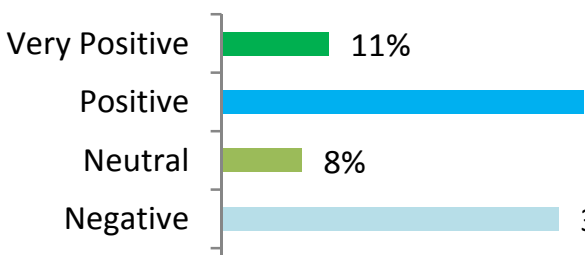


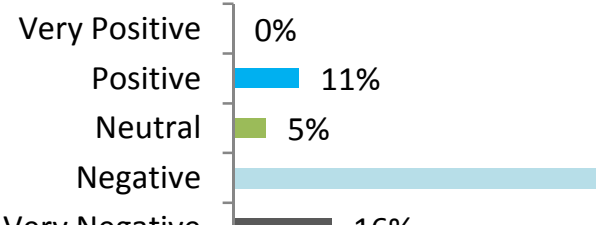
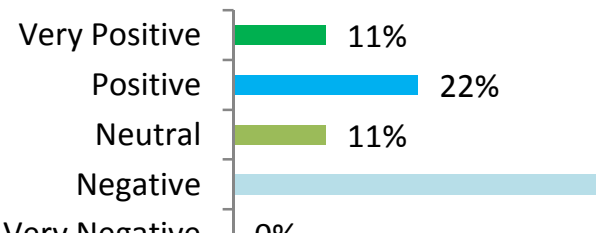
- The trend in overall sentiment indicates increase in neutral opinions between Q1 and Q3, with reducing weight of positive opinions. Negative opinions have stayed in the range of 40% - 45% during this period.
- Very positive opinions have dropped from 13% to 5%, demonstrating the change in user perception about Company1's overall employment brand. The reason for this change is chain of replies to some negative posts authored by former employees of the company.

Thematic Analysis



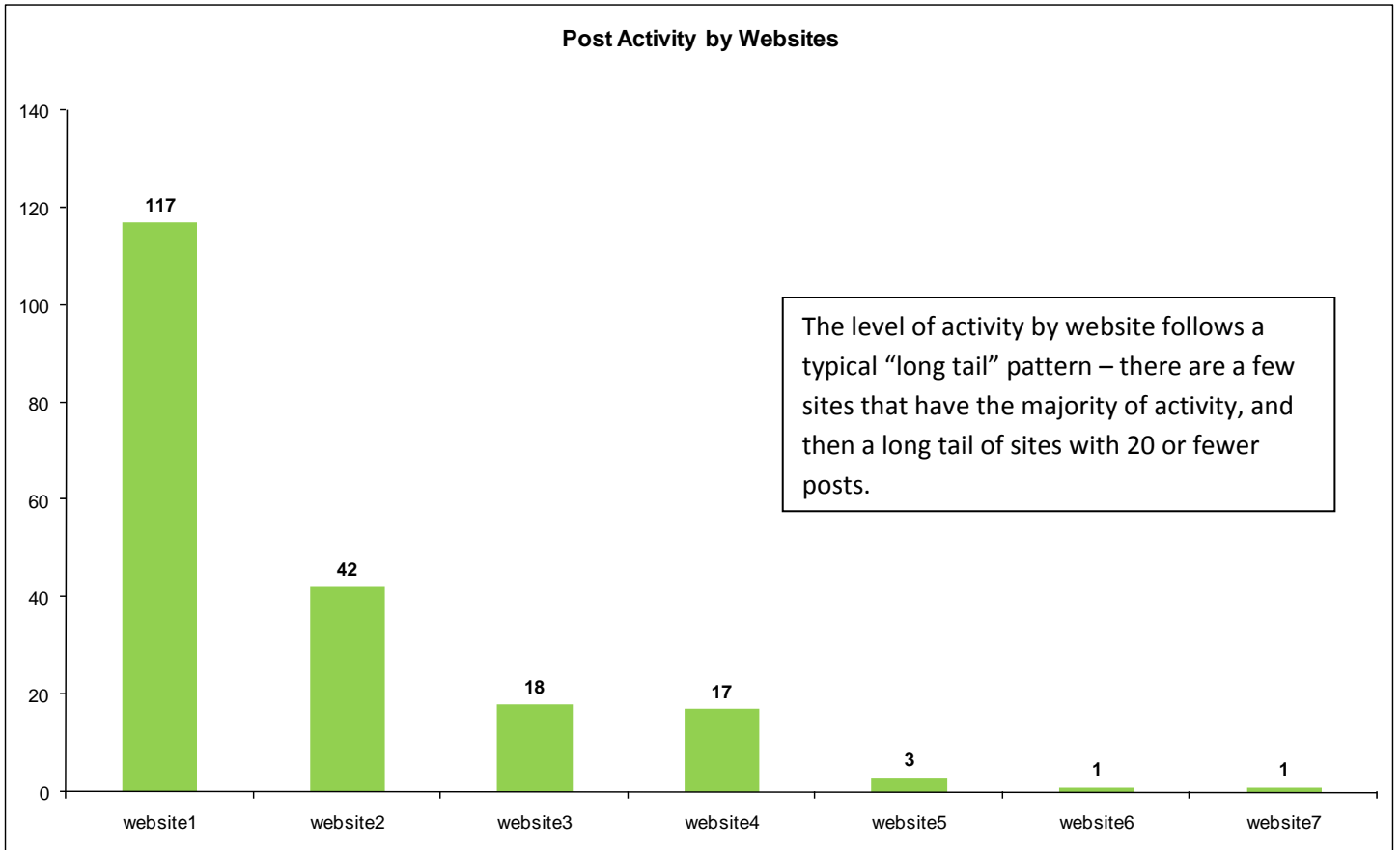
Topic	Sentiment About Company1's Employment Brand	Highlights
Reputation <i>References to company's overall brand as an employer</i>	<p>Very Positive 17%</p> <p>Positive 45%</p> <p>Neutral 3%</p> <p>Negative 11%</p> <p>Very Negative 2%</p>	<ul style="list-style-type: none"> • Most people consider Company1's reputation as an employer to be positive. • Positive sentiment is driven by the overall brand name and good pay scales offered by the company. • Negative opinions mostly come from former employees.
Leadership <i>Discussions about company's leadership team and their people management skills</i>	<p>Very Positive 5%</p> <p>Positive 13%</p> <p>Neutral 3%</p> <p>Negative 34%</p> <p>Very Negative 24%</p>	<ul style="list-style-type: none"> • Vast majority of the sample thinks negative or very negative about Company1's leadership and their management style. • Negative sentiments are driven by strategic corporate decisions and the work culture at the company.

<p>People Posts talking about quality of people working in the company</p>		<ul style="list-style-type: none"> • In general, employee perception of their coworkers is in the positive territory. • Negative opinions are mostly about immediate reporting managers and ex-manager.
<p>Salary References to salary and pay hike/cut policy of the company</p>		<ul style="list-style-type: none"> • Most people think that Company1 is not a top salary provider. • This sentiment is driven by the fact that employees do not get the same salaries as committed to when they are hired.
<p>Benefits Monetary and non-monetary benefits excluding salary</p>		<ul style="list-style-type: none"> • Large percent of the sample is happy about benefits offered by Company1. This sentiment is largely driven by the performance linked incentives offered by the company.
<p>Culture References to work culture in the company</p>		<ul style="list-style-type: none"> • A balanced perception is noticed about work culture at Company1. • Most people are positive about their personal relationships with their colleagues. • Many people think negative about their relationship with their managers.
<p>Job Satisfaction Posts capturing sentiments about job profiles and work satisfaction</p>		<ul style="list-style-type: none"> • A small fraction of the sample is positive about the job satisfaction at Company1. • This trend is observed due to many posts mentioning about transfers and redeployment in areas other than employee's core skill set.
<p>Growth Prospects Career path, growth of employees, career enhancement, etc.</p>		<ul style="list-style-type: none"> • High number of employees considers Company1 as very good workplace to grow. • Negative opinions are mostly driven by layoffs in recent economic downturn.

<p>Recession Impact <i>Posts talking about impact of recession, layoffs, pay cuts, etc.</i></p>	 <table border="1"> <thead> <tr> <th>Sentiment</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Positive</td> <td>0%</td> </tr> <tr> <td>Positive</td> <td>11%</td> </tr> <tr> <td>Neutral</td> <td>5%</td> </tr> <tr> <td>Negative</td> <td>16%</td> </tr> <tr> <td>Very Negative</td> <td>68%</td> </tr> </tbody> </table>	Sentiment	Percentage	Very Positive	0%	Positive	11%	Neutral	5%	Negative	16%	Very Negative	68%	<ul style="list-style-type: none"> • Most people talking about this theme are either referring to media coverage about Company1's layoffs or they are former employees that have been laid off during recent downturn in the economy.
Sentiment	Percentage													
Very Positive	0%													
Positive	11%													
Neutral	5%													
Negative	16%													
Very Negative	68%													
<p>Competition <i>References to employment brands of company's key competitors</i></p>	 <table border="1"> <thead> <tr> <th>Sentiment</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Positive</td> <td>11%</td> </tr> <tr> <td>Positive</td> <td>22%</td> </tr> <tr> <td>Neutral</td> <td>11%</td> </tr> <tr> <td>Negative</td> <td>56%</td> </tr> <tr> <td>Very Negative</td> <td>0%</td> </tr> </tbody> </table>	Sentiment	Percentage	Very Positive	11%	Positive	22%	Neutral	11%	Negative	56%	Very Negative	0%	<ul style="list-style-type: none"> • A large percent of the employees believe that some of the Company1's competitors are better employers compared to Company1. • This trend is driven by better work culture, management policies, impact of recession, etc.
Sentiment	Percentage													
Very Positive	11%													
Positive	22%													
Neutral	11%													
Negative	56%													
Very Negative	0%													

See **Appendix 1** for original posts and sentiment scoring.

Post Activity Analysis



Sites with the Highest Levels of Activity

The following table lists the sites that have the greatest amount of conversation about Company1's employment brand. This is important to look at because it indicates where there is significant energy around Company1's employment brand.

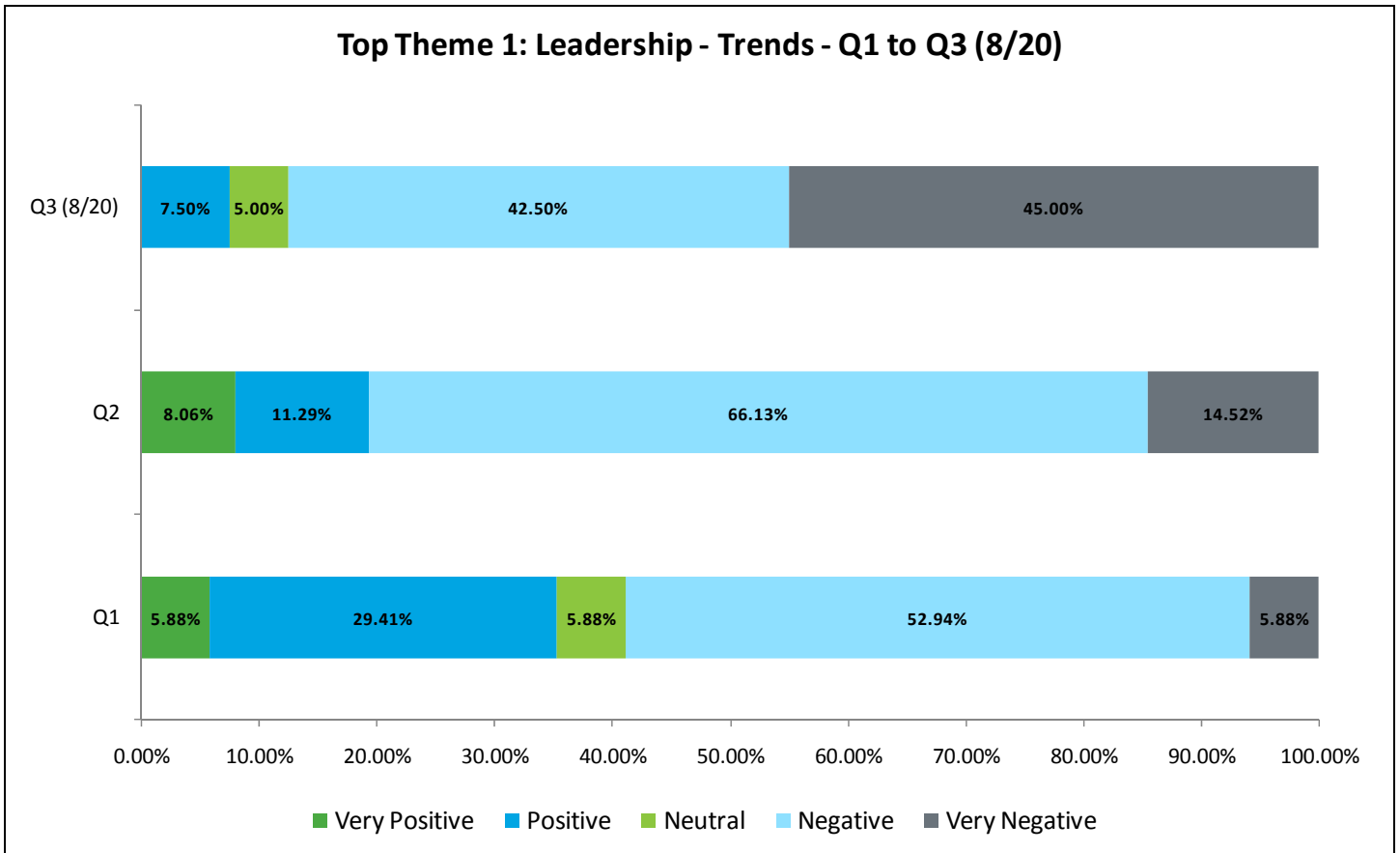
Google PageRank	# Posts	Website	Sentiment About Company1's Employment Brand										
5	117	Website1 – http://www.website1.com	<table border="1"> <tr><td>Very Positive</td><td>7%</td></tr> <tr><td>Positive</td><td>23%</td></tr> <tr><td>Neutral</td><td>23%</td></tr> <tr><td>Negative</td><td>11%</td></tr> <tr><td>Very Negative</td><td>36%</td></tr> </table>	Very Positive	7%	Positive	23%	Neutral	23%	Negative	11%	Very Negative	36%
Very Positive	7%												
Positive	23%												
Neutral	23%												
Negative	11%												
Very Negative	36%												
3	42	Website2 – http://www.website2.com	<table border="1"> <tr><td>Very Positive</td><td>7%</td></tr> <tr><td>Positive</td><td>10%</td></tr> <tr><td>Neutral</td><td>26%</td></tr> <tr><td>Negative</td><td>14%</td></tr> <tr><td>Very Negative</td><td>43%</td></tr> </table>	Very Positive	7%	Positive	10%	Neutral	26%	Negative	14%	Very Negative	43%
Very Positive	7%												
Positive	10%												
Neutral	26%												
Negative	14%												
Very Negative	43%												
3	18	Website3 – http://www.website3.com	<table border="1"> <tr><td>Very Positive</td><td>33%</td></tr> <tr><td>Positive</td><td>33%</td></tr> <tr><td>Neutral</td><td>0%</td></tr> <tr><td>Negative</td><td>6%</td></tr> <tr><td>Very Negative</td><td>28%</td></tr> </table>	Very Positive	33%	Positive	33%	Neutral	0%	Negative	6%	Very Negative	28%
Very Positive	33%												
Positive	33%												
Neutral	0%												
Negative	6%												
Very Negative	28%												
5	17	Website4 – http://www.website4.com	<table border="1"> <tr><td>Very Positive</td><td>0%</td></tr> <tr><td>Positive</td><td>0%</td></tr> <tr><td>Neutral</td><td>12%</td></tr> <tr><td>Negative</td><td>0%</td></tr> <tr><td>Very Negative</td><td>88%</td></tr> </table>	Very Positive	0%	Positive	0%	Neutral	12%	Negative	0%	Very Negative	88%
Very Positive	0%												
Positive	0%												
Neutral	12%												
Negative	0%												
Very Negative	88%												
4	3	Website5 – http://www.website5.com	<table border="1"> <tr><td>Very Positive</td><td>0%</td></tr> <tr><td>Positive</td><td>33%</td></tr> <tr><td>Neutral</td><td>0%</td></tr> <tr><td>Negative</td><td>0%</td></tr> <tr><td>Very Negative</td><td>67%</td></tr> </table>	Very Positive	0%	Positive	33%	Neutral	0%	Negative	0%	Very Negative	67%
Very Positive	0%												
Positive	33%												
Neutral	0%												
Negative	0%												
Very Negative	67%												

See **Appendix 2** for original posts and sentiment scoring.

Recommendations

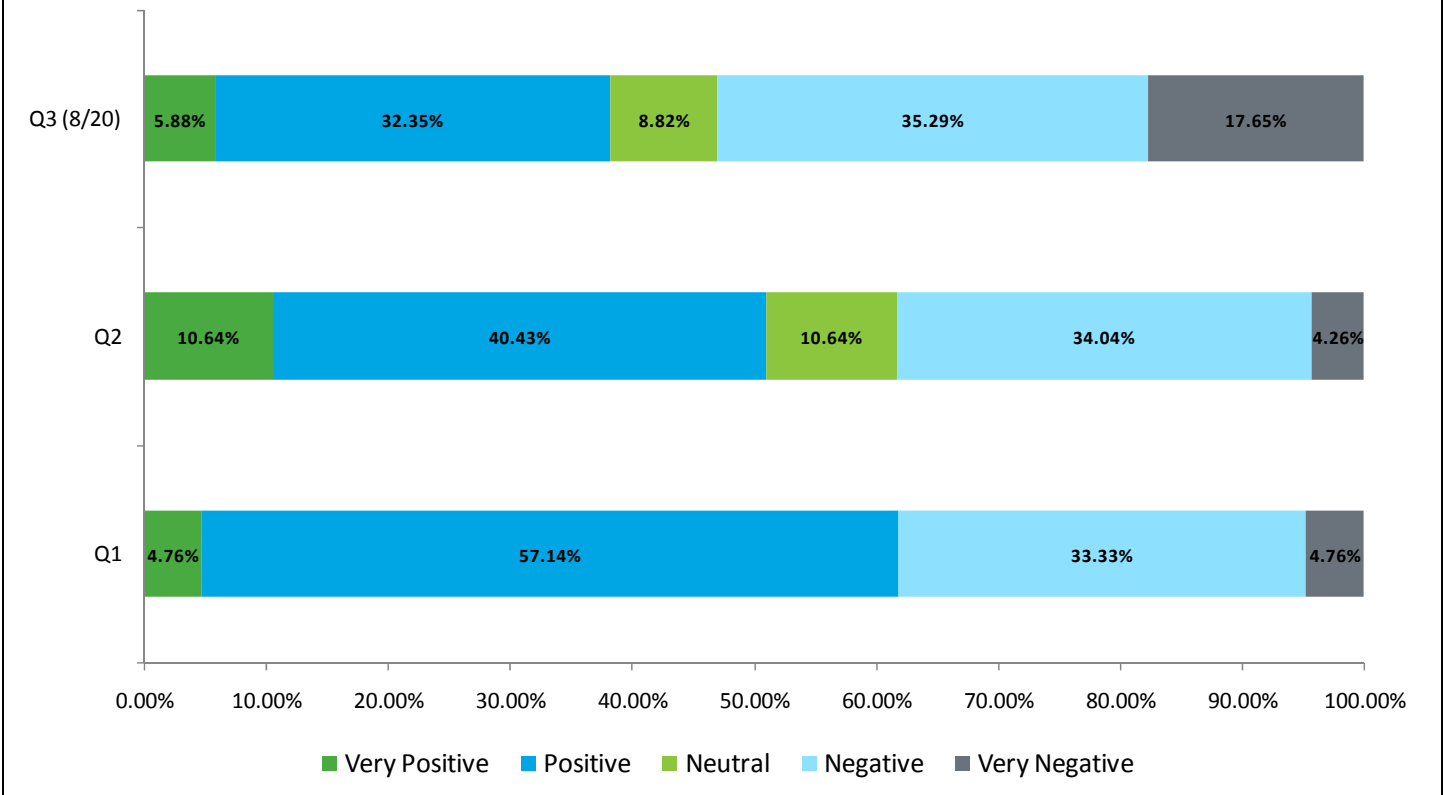
This section will be written by an Emerging Media Consultant. It will include analysis of the findings in addition to specific action your company can take to utilize positive sentiment and combat negative sentiment and where you should focus your attention.

Appendix 1: Trend Analysis for Top 5 Themes



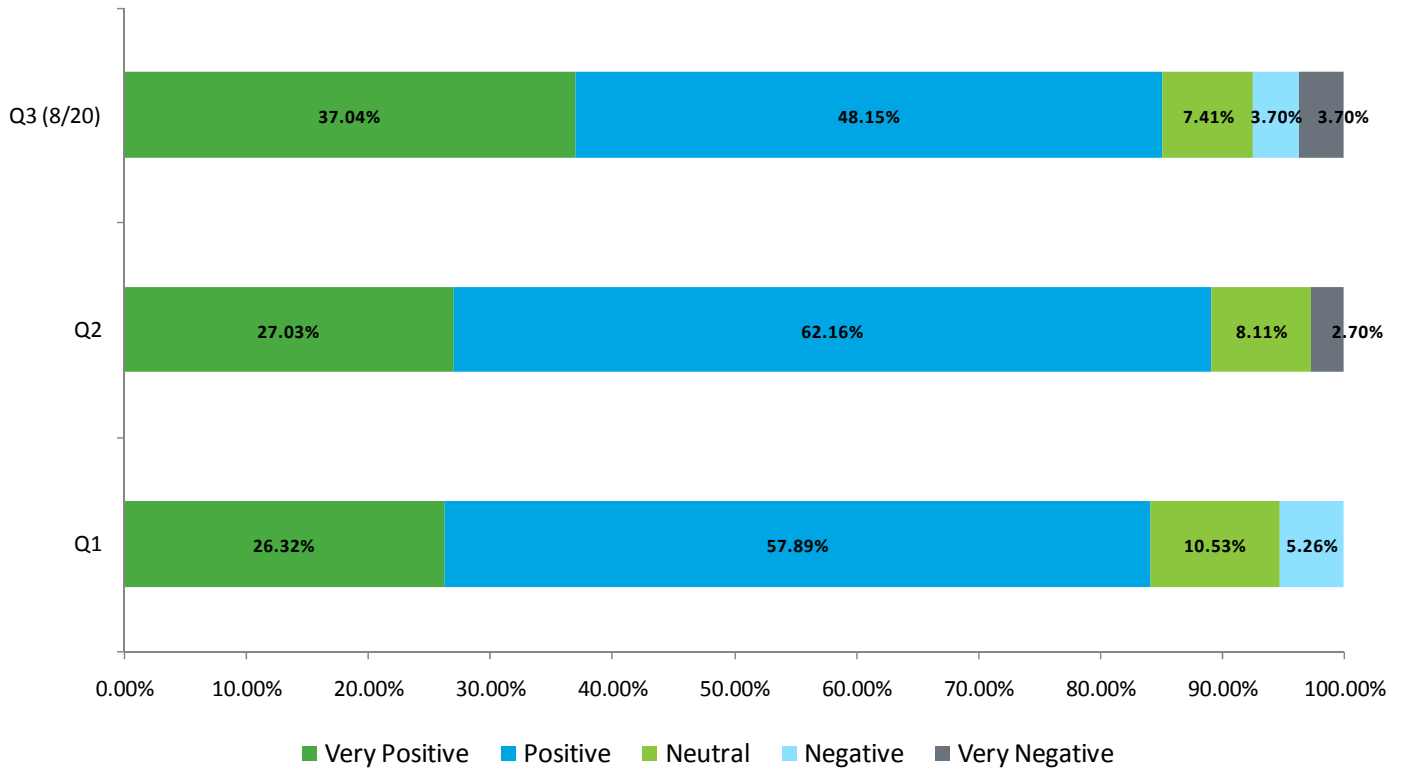
- During the past three quarters, the number of very positive user opinions has reduced to zero and very negative opinions have increased from 6% to 45%, raising serious concerns.
- Very negative and negative opinions together have increased from 59% to 88% from Q1 to Q3 indicating a steep decline in the user perception about leadership at Company1.
- An immediate PR activity is required to control the negative sentiment about leadership team of the company.

Top Theme 2: Work Culture - Trends - Q1 to Q3 (8/20)



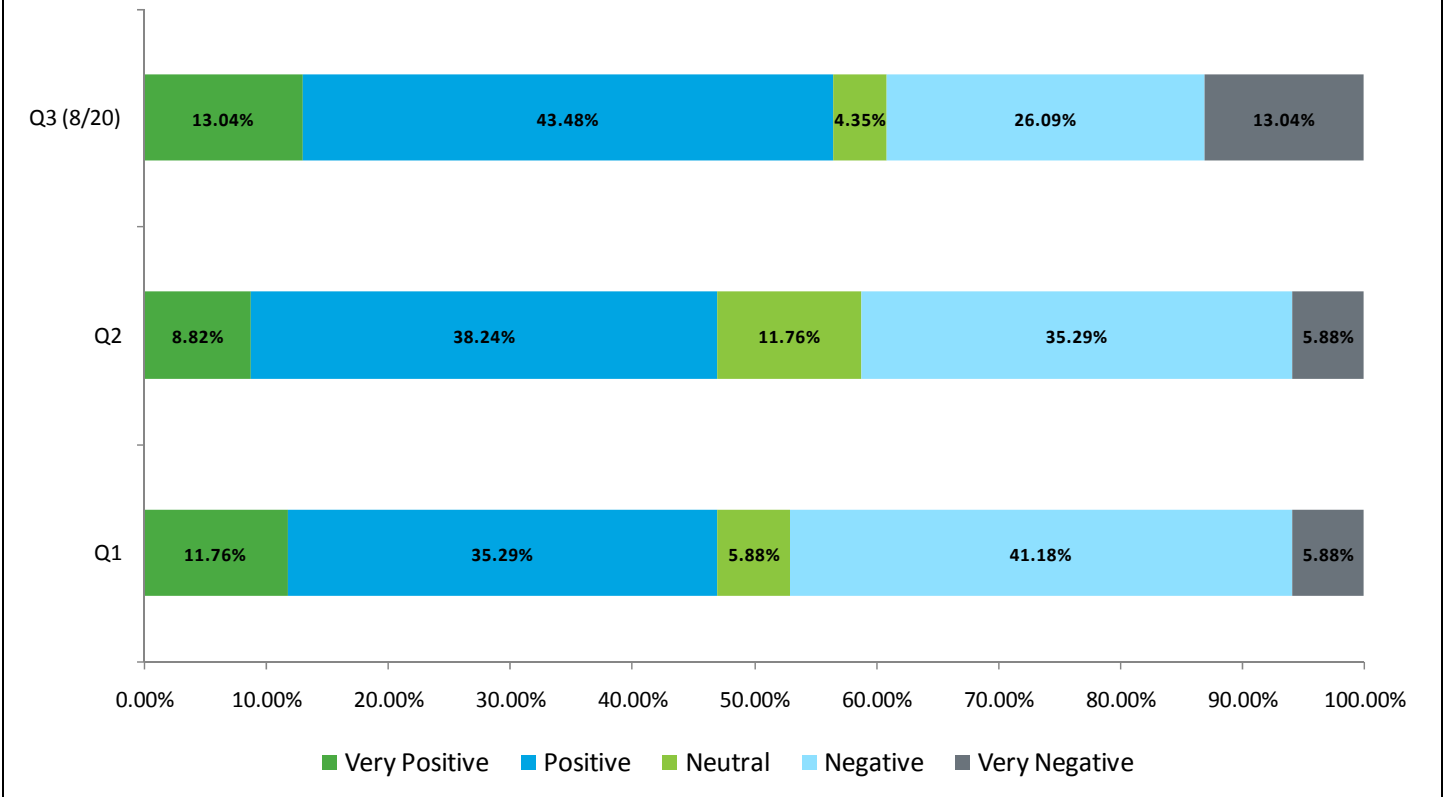
- Very positive opinions increased in Q2, but have dropped back to 6% in Q3 indicating a downward trend. Positive sentiment count has also reduced from 57% to 32% between Q1 and Q3. This is partially attributed by the posts about cultural differences between Company1 and companies that Company1 acquired recently.
- Very negative opinions have increased from 5% to 18% indicating the sharp downward movement of perception about work culture at Company1. As mentioned, this is more a result of the cultural inconsistencies between Company1 and companies acquired in recent past.
- Negative opinions have stayed in the same range (33% - 35%) indicating no improvement – an active PR can help improve the user perception about the work culture, especially in light of the increasing ratio of very negative opinions in recent past.

Top Theme 3: Benefits - Trends - Q1 to Q3 (8/20)



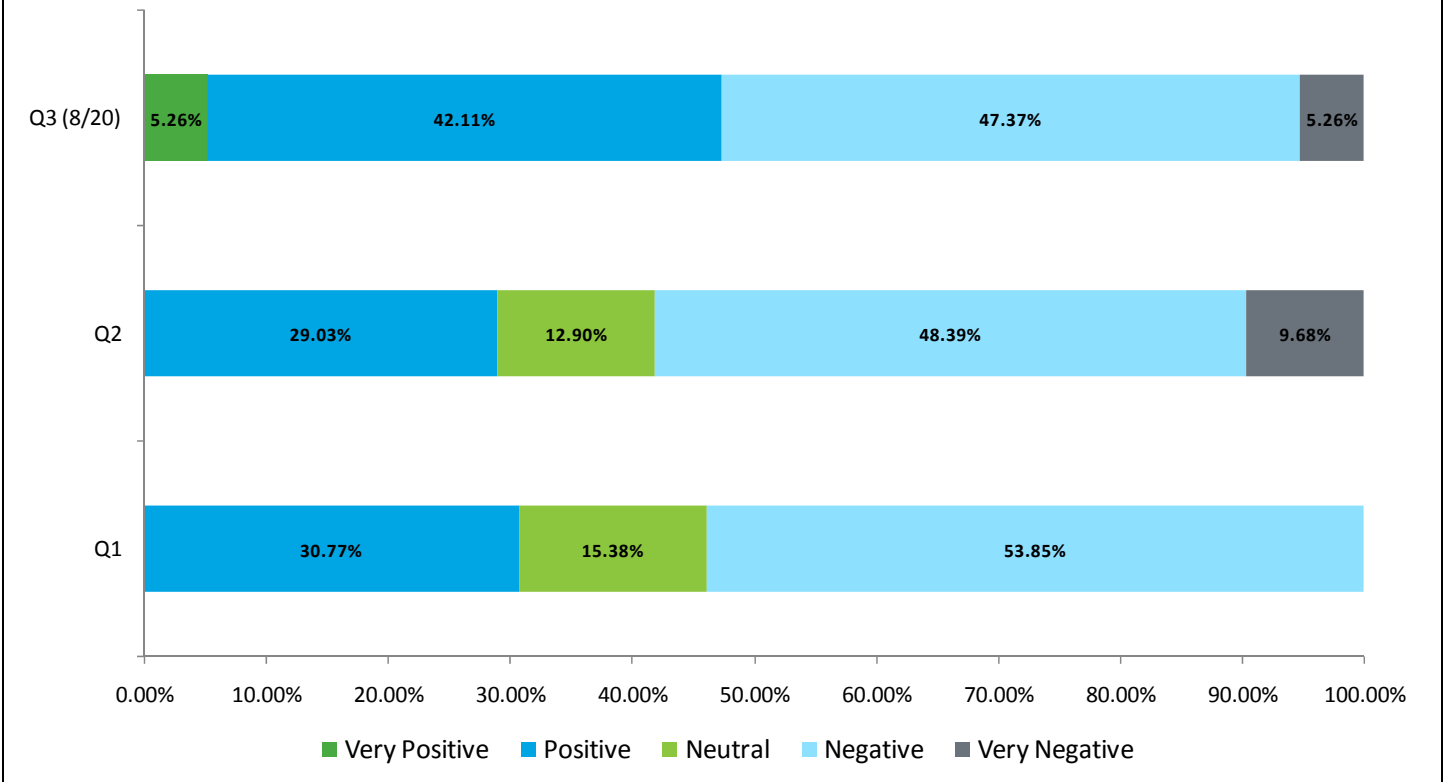
- Sentiments about benefits have been positive throughout the period, with positive and very positive opinions contributing 75% to 85% of all the opinions.
- A few cases of very negative opinions have been observed in Q2 and Q3, contributed by people feeling the impact of the recession. This appears to be a temporary sentiment with no significant strategic issue for Company1 and its group of companies.

Top Theme 4: Growth Prospects - Trends - Q1 to Q3 (8/20)



- Growth prospects indicate overall positive sentiment across all quarters with continuous increase in total positive (very positive + positive) opinions.
- Ratio of very negative opinions jumped up in Q3 to 13% raising some short-term concerns mostly driven by the economic outlook.
- Negative opinions have shown a steady decline from 41% in Q1 to 26% in Q3 indicating a positive change in the opinions.

Top Theme 5: Salary - Trends - Q1 to Q3 (8/20)



- During the year, the overall sentiment for salary has been negative with negative and very negative opinions contributing more than 50% of the opinions.
- Q3 has shown some improvement in the salary sentiment, where we see 5% of opinions being very positive (compared to zero in Q1 and Q2) and very negative opinions dropping to 5% from 10% in Q2.

Appendix 2: Representative Posts & Sentiment Ranking

Database of original posts and sentiment rankings will be inserted here. Normally attached as an excel file because of the volume of content.

Blog: Blog is short for weblog. It is equivalent to an online diary. Blogs are generally maintained by 1 individual or a small group of individuals. Readers can post comments on blogs.

Discussion boards: Discussion boards or forums are websites where users can discuss topics. Discussion boards are often centered on a product or service. Boardreader (<http://www.boardreader.com>) is a discussion board aggregator.

PageRank: PageRank is a rough measure of a site's popularity – the higher the PageRank, the more popular the site. This is a Google algorithm that is calculated by measuring the number of incoming links to a site as well as the importance of the sites that the incoming links are coming from. It's important to note that PageRank is NOT linear – i.e., it's exponentially harder to achieve a PageRank of 8 vs. a PageRank of 7.

Sentiment analysis: This refers to the process of scoring and then analyzing the sentiment of user-generated content. We use a simple Very Positive, Positive, Neutral, Negative and Very Negative scoring mechanism.

Very Positive: Very positive sentiment is defined when users mention degrees of positivity by using words like excellent, beyond comparison, the best, better than most, unparalleled, etc. This sentiment score indicates extreme positivity in the tone of the user and demonstrates the highest level of satisfaction on a particular theme. E.g. I strongly recommend Company1 as a place to work because of the best work culture practices it has in the industry.

Positive: Positive sentiment indicates positivity in the tone, but not a very high level of satisfaction – the user may simply say that he is satisfied or he likes a particular aspect about the theme. But he is not describing the sentiment as the best in the industry. The overall tone of the sentiment should be positive, but not at the extreme end of the positive axis. E.g. Company1 offers a good work culture.

Neutral: Neutral sentiment indicates user's indifference towards the theme or feature. The user is either comparing the company to other industry peers with a neutral result or he is just mentioning a fact about the company, without revealing any real sentiment. E.g. Company1 has the same work culture as many other companies.

Negative: Negative sentiment indicates overall negativity in the tone, but not a very high level of dissatisfaction for the user – the user's tone reveals negativity but he is not feeling extremely negative about a particular theme or feature. E.g. Company1 is not a good pay master.

Very Negative: Very negative sentiment is the highest level of dissatisfaction that a user is demonstrating. The user is highly disappointed with a particular practice or trait of the company that is being reflected in a particular theme or feature. E.g. I would never recommend working with Company1, because it has the worst leadership team in the entire industry. The focus is more on the key words demonstrating an extremely negative tone.

Social media: Social media are internet and mobile-based tools for sharing and discussing information. Examples of social media sites are blogs, discussion boards / forums, online review sites, micro blogs (i.e., Twitter), and social networking communities. The content on social media sites is often called user-generated content.

Social networking sites: Sites that focus on building communities of people. Popular social networking sites include Facebook (<http://www.facebook.com>), MySpace (<http://www.myspace.com>), Bebo (<http://www.bebo.com>), and Hi5 (<http://www.hi5.com>).

Twitter: Twitter (<http://www.twitter.com>) is a free social networking and micro-blogging service to send and read other users' updates (otherwise known as tweets), which are text-based posts of up to 140 characters.

User-generated content (UGC): User-generated content is the information posted onto social media sites by users.