

3rd edition 2016-2017

WEBRANKING BY COMPREND

SWITZERLAND'S LARGEST NON-LISTED COMPANIES

Swiss edition
conducted by

 **lundquist.**

An eagle-eyed snapshot into how companies are communicating to their stakeholders via their corporate website and digital channels. The report unveils the latest communications trends, best practice examples and razor-sharp insights for corporations navigating the digital realm today.

Europe's leading survey of corporate websites and the only global ranking based on stakeholders demands

Webranking research

key takeaways

Annual surveys aimed at the capital market, jobseekers and digital managers form the basis of the Webranking analysis, which tracks corporate communication trends and evaluates transparency in disclosure amongst the largest companies in Europe. The research aims to help non-listed companies measure the effectiveness of their communication and better understand stakeholder needs by helping them improve their digital communications. Here we focus on the 40 largest Swiss non-listed companies.



Sample increases, yet gap of credible communicators widens

This year, Webranking analysed the corporate websites and digital channels of the 40 largest non-listed Swiss companies, up from 29 last year. Whilst the growth of this sample reflects the increasing importance these companies play in their local and global settings, it also reveals a widening gap between companies who are starting to invest more time and resources into their online comms, and those companies who are falling way below the threshold in meeting stakeholders needs. **Read more on page 4.**



Financial services sector keeps its crown

The financial services sector continues to outperform the other sectors, with this the third consecutive year that it clinches the title of the sector best placed to credibly communicate to its stakeholders. The consumer goods and services sector, new to this year's ranking, falls behind, scoring below the average. **Find out why on page 9.**



Sustainability comms still a force to be reckoned with

Still too few non-listed companies are communicating openly and transparently on sustainability issues. With stakeholders increasingly looking at this area to assess a company's transparency on social and environmental issues, non-listed companies need to catch up fast if they are looking to become key players in the global marketplace. **More on page 7.**



Keep your distance please

Swiss non-listed companies are reluctant to integrate social media onto their corporate websites, with few using the digital platforms available to them to engage users. **For more details, flip to page 8.**

Our key numbers

20th international edition

3rd in Switzerland dedicated to non-listed companies, published exclusively in Bilanz

40 non-listed companies in Switzerland evaluated

80 number of points from the protocol that cover all aspects of corporate communication (business presentation, financial information, governance, sustainability, employer branding) and the company's presence on social media

460+ responses to the two Webranking by Comprend questionnaires dedicated to the financial community (Capital Market Survey) and to jobseekers (Careers Survey)

Order your customised company report

The Webranking research helps companies understand how to improve their communication to better meet the needs of stakeholders by comparing themselves to their international peers. It is the only research which, by annually investigating the needs of different stakeholders, gives a voice to website users.

The research is conducted by Lundquist in collaboration with Comprend.

For further information about the research, to receive the highlights with the score per areas and to order a tailored, interactive report, please contact:

Caroline Becker

Project Manager of Webranking by Comprend Italy and Switzerland, Lundquist
caroline.becker@lundquist.it

Webranking 2016-2017

Gap widens between credible communicators

Global events such as the recent financial crisis has spurred increased competition from small to medium-sized businesses, leading companies to redefine their business and pursue growth across international markets. Companies are starting to realise that using digital channels as a mere promotion tool is no longer effective. Instead, it is becoming increasingly important to provide more details on what is really behind the products and services they are offering. The results this year illustrate that the gap between Swiss non-listed companies is widening, with some companies doing this well, and others struggling to communicate credibly via their online channels.

Why invest in corporate communication?

The advent of the internet has increased the demand for easily accessible information, with more and more people, especially the millennial generation, demanding to know what really lies behind the products and services they buy. This phenomenon has led non-listed companies to take transparency and openness on major digital channels more seriously as they compete directly alongside their listed counterparts to gain the confidence of their high demanding consumers.

Webranking: the transparency communications stress test

Based on the demands of stakeholders, Webranking works as a stress test in that it measures the fundamentals of online corporate communications and digital dialogue. As the criteria in the protocol is based upon the needs and expectations of stakeholders – through annual surveys to investors, journalists and jobseekers – half of the max score (40 points out of 80) is considered the threshold at which companies respond adequately to market needs.

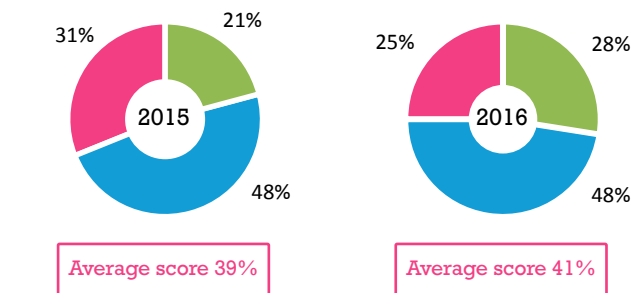
Gap of credible communicators remains wide

This year eleven Swiss non-listed companies pass the test (above 50% of the score), up from 6 last year. The average number of points achieved by the companies is 32.6 points (41%), up from 31.4 points (39%) in 2015.

Companies that achieve between 30% and 50% of the maximum score find themselves in the “held back” category, with this number staying the same as last year at 48%. Those at the bottom of the ranking, who do not meet the minimum content required by the market, hit 25%, down from 31% in 2015.

Despite the overall pass rate increasing, and the failure rate decreasing, individual company scores continue to show an increasing gap between those investing time and energy in their online comms, and those who are struggling to meet their stakeholders’ demands. The top performing company, in fact, outperforms the lowest scoring company by a staggering 39.5 points.

Who passes the stress test?



- Passed (50% or more)
- Held back (between 30% and 50%)
- Failed (less than 30%)

We have a brand new look!

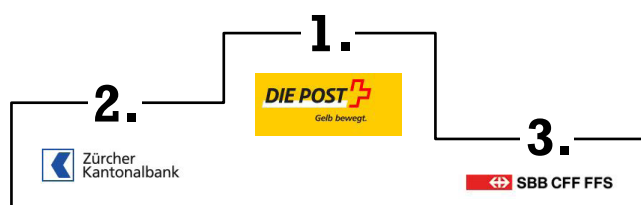
We decided to do things a bit differently this year and have revamped the way we report our findings. We wanted to produce a report that speaks directly to you, taking you on a journey from where you are at now with your corporate website to where you want to go.

We start from the most common questions users ask when they visit a corporate website and see how Switzerland’s largest non-listed companies are responding to them.

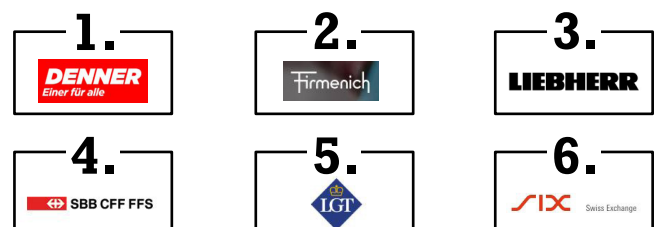
The report is organised as follows:

1. Where are you now?
2. Where do you want to go?
3. How do you run your business?
4. How do you engage your users?
5. Sectors

The Swiss podium 2016



Best improvers 2016 in Switzerland



1. Where are you now?

The goal of a corporate website is to present the company to a range of stakeholders, producing engaging content that invites the reader to explore further. Since users have varying degrees of knowledge and interests – consider an audience as broad as investors and jobseekers – companies need to provide a significant range of information. Swiss non-listed companies respond to key user questions on who they are and what they do on their corporate website, but struggle to convey their key messages on the other digital channels available to them.

100% **What do you do?** of Swiss non-listed companies present a brief presentation of their business, with more than half (55%) providing a corporate video on their website. 88% of companies round up this info by providing written information on their geographical locations. Fewer, however, are those who go that bit further in providing data on their market share (48%). A number of companies are also realising that merely providing basic information is not enough to bring out their distinctive traits, and that a different communications approach is needed to make them stand out. This means defining a clear **content strategy** for your digital communication.

Family-owned, state-owned and listed companies compete in the same marketplace to attract the best talent. *Martina Scapin, Researcher at Lundquist*

83% **What kind of employer are you?** present the company specifically to jobseekers. This high number is positive, as it demonstrates that most companies are taking the opportunity to present their company to a more widespread public: the careers section, in fact, is generally the most visited section of a corporate website. 38% present their competence development opportunities, and only 28% provide information on their compensation system for jobseekers. What a company is prepared to say on these matters allows the jobseeker to understand whether they are in line with current market needs (or even superior to them). As non-listed companies are competing directly with listed companies on attracting the best talent, it would be wise for non-listed companies to invest more in this particular channel.

Did you know that...

42% of digital managers in Europe say they have a content strategy in place (24% in 2015)

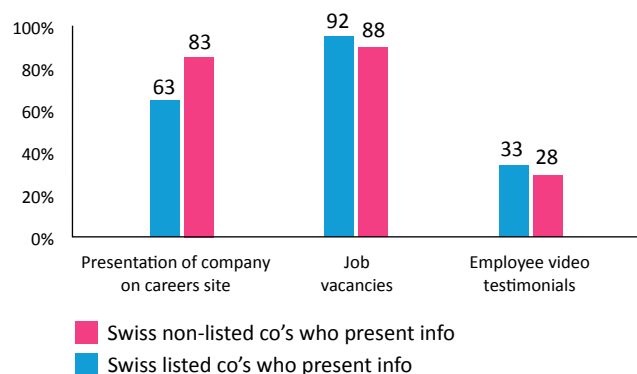
Source: Webranking Web Managers Survey by Comprend 2016-2017

33% **Are you on LinkedIn?** have a LinkedIn company page dedicated to jobseekers. This is considerably less than the 57% of listed companies who actively engage and regularly update their company pages. Only 18% of companies use the social network to post jobs and recruit talent, compared to 63% of their listed counterparts.

55% **Do you have an annual report?** of companies provide a PDF of their annual report on their website, a positive outcome considering this is a public document. The numbers in 2015, however, had 66% presenting this document.

43% **Who owns you?** provide information on their ownership structure. Understanding who the key influencers and majority owners of a company are can help potential investors understand how the company views the present world and if it is in line with the way they see it. Is the company public or is it family-owned or controlled by the state? Who the owners are speaks volumes about what situation the company currently finds itself in, and how they envision the future.

Career info for jobseekers: listed companies vs. non-listed companies



First in class in presenting the company

1.

2.

3.

First in class in the careers section

1.

2.

3.

2. Where do you want to go?

Understanding the way in which a company positions itself, what its outlook is and how it intends to confront its challenges is key to investors. Non-listed companies need to make themselves attractive in a competitive capital marketplace forged on partnership and growth. With this in mind, it has become increasingly important for companies to present, in a transparent manner, their growth plans and investments in innovation. Not to be missed is crucial information on who runs the show.

35% **What's your business strategy?** of Swiss non-listed companies present an outline of their business strategy on their website, down from **38%** in 2015. Presenting how a business envisions the future, what its plans and expectations are, as well as the global trends it's affected by, is fundamental for the solidity of a business in the medium-long term. **78%** of their listed counterparts provide this information. Non-listed companies need to catch up fast.

43% **Are you innovative?** provide information on their innovation & investment programmes, information deemed key by stakeholders in order to understand whether the company is able to anticipate market needs. A company is judged by the quality of the services or products it produces, and non-listed companies are under the spotlight to provide this information to secure solid partnerships and grow their business.

23% **What are the risks of your company failing?** present information on risk management processes. In a world increasingly marred with hostilities, how a company handles risks (be they financial or operational) is paramount to their solidity as a company. Having safeguards in place to hedge against potential risks ensures a smoother transition in periods of stress, and allows a company to remain focused on its long-term future vision.

Best practice – Innovation programme



EACH YEAR, FIRMENICH INVESTS 10% OF REVENUES
IN RESEARCH AND INNOVATION

For many companies the main challenge is usurping company silos to create a fluid communications strategy across digital channels.

Sara Rusconi, Content Strategist & Partner at Lundquist

48% **Who is running your company?** provide detailed CVs of their group management, down from **59%** in 2015. In many cases, managers are presented by only their names and titles, without detailing their work experiences. What may seem like a banal exercise should not, however, be laughed off. Stakeholders want to see who is making the decisions in a company, and the more details companies give on the background of those at the top of the food chain, the more they are able to increase trust amongst their stakeholders.

75% **I'm international. Do you have an English website?** have a complete English version of their corporate website. The high percentage is encouraging, as it shows that most Swiss non-listed companies are either already competing in the international marketplace, or are opening themselves up to do so.

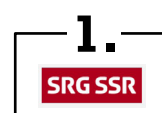
The ability to meet the demands of business partners, potential investors, jobseekers, customers and local communities is an opportunity for companies to differentiate themselves and build on their reputation. This is especially important in an increasingly competitive market environment.

Joakim Lundquist, CEO of Lundquist and Head of Webranking in Italy, Switzerland and Austria

Firmenich

Firmenich International, specialising in aromas and perfumes, is one of the few non-listed companies that provides a dedicated section on innovation & research. The science behind its award winning smells takes centre stage on the company's corporate website, as dedicated sections explain how innovation forms a key part in the development of its flavor and fragrance ingredients and technologies.

First in class in presenting governance & financial information



3. How do you run your business?

Marred by the fallout from the recent financial crisis and other corporate scandals, the role of corporate governance and sustainable business has become increasingly important to stakeholders. The figures for non-listed Swiss companies in this area disappoint, with still too few companies communicating openly and transparently on these issues.

58% **Is sustainability important to you?** of Swiss companies state that they have a CSR strategy in place with **43%** connecting it directly to the business. Having a strategy, however, is not enough. What makes companies really stand out is the way in which they develop their strategy. In Switzerland, **8%** present a materiality analysis on their corporate website, a process of defining what is important for each company and its stakeholders. This introspective exercise allows companies to focus on what really matters. By investing time and energy into developing strategies on issues that have a larger global impact, companies are doing their bit to solve tomorrow's problems. With an increasingly conscious consumer, the Swiss non-listed companies that are engaging in this exercise have the ability to win more hearts and minds.

28% **What are your sustainability goals?** present their environment targets, with even less presenting their social goals. It is important, for the sake of credibility, to use the corporate website as a way to showcase a company's commitment in this area. Swiss non-listed companies need to up their game in this area.

48% **Do you have a CSR report?** of Swiss companies now publish a CSR report, a number unchanged since last year. Reporting on sustainability is a sign that companies have a clear structure in place, and are prepared to confront and report on their impacts globally in a responsible way.

13% **Are you open to dialogue?** present their general CSR contacts on their corporate website. This means that only five companies are doing so, a worrying result given that stakeholder dialogue is a key component to sustainability communications.

Best in class – Sustainability

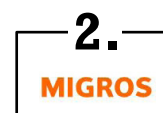
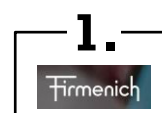


MIGROS Swiss supermarket chain **Migros** is one of the few non-listed companies in our Swiss study to provide near to full disclosure on sustainability. The business has a clear goal for 2020 – to invest 1 billion francs in culture, education and sustainable leisure activities. Developed around the concept “Generation M”, the company discloses a number of “Versprechen” (promises), each outlining what the company intends to achieve by a certain date. One example is ensuring all the bananas it sells in its supermarkets are sourced in a sustainable manner by 2017.

With many countries and stock exchanges now requiring non-financial disclosure, sustainability is rapidly becoming standard practice. It should therefore be seen as an opportunity to present the human aspect of your business.

*James Osborne,
Head of CSR communications
and Partner at Lundquist*

First in class in presenting sustainability issues



4. How do you engage users?

Appealing communication involves more than the mere disclosure of details and documents. It is about going beyond the text and using different means to communicate to your audience: videos, infographics and embedded social media feeds are a few ways to do so. A well functioning website, adaptable and legible on different devices and quick to load, adds to the satisfying user experience. Swiss companies are technologically savvier than previous years, yet remain reluctant to engage users.






63% **Are you keeping me updated?** of Swiss non-listed companies present stories of the company on their homepage. Stories are a great way to engage stakeholders as a storytelling approach helps to humanise a business – who are the people behind its innovations? What activities are they up to lately? It is also a way of keeping users constantly updated with the company’s news and activities. It is positive to see that nearly two-thirds of Swiss non-listed companies are experimenting with their homepages, and not leaving it as a static section.

40% **Are you indulging my curiosity?** support their overview of the company with images or infographics. Presenting information in these different formats helps users better digest the information at hand. Often companies run the risk of writing too much and boring the user. Swiss non-listed companies need to be more creative in the way in which they present their content.

23% **How can I interact with you?** of Swiss companies present live social media feeds on their corporate website, compared to **31%** of their listed counterparts. Social media drives engagement with stakeholders, and is one of the few ways companies can directly engage with users. It also promotes transparency and shows the company takes a reactive approach to external participation. While it is positive to see this number increasing, the fact that only one quarter of companies provide live feeds shows that reluctance with using social media remains common amongst Swiss companies.

65% **How can I see your information?** have a responsive website (which allows a single website to adapt to different screen resolutions), up from **48%** in 2015 and **27%** in 2014. As growing numbers of people access the web from mobile devices and digital penetrates further into daily routines and working life, users have come to expect fast, intuitive access to relevant content. In fact, research conducted in 2016 from StatCounter showed that for the first time worldwide, mobile and tablet internet usage has exceeded the desktop. This sends an important message to the **35%** of companies who still do not have responsive websites in that they need to move fast to stay competitive.

New websites launched in 2016

-  **Migros**
-  **SIX**
-  **Ringier**
-  **Hilti Aktiengesellschaft**
-  **Denner AG**
-  **Swiss Post**
-  **Zürcher Kantonalbank**
-  **LGT**

Tips & tricks to keep in mind when developing a new website

- Try not to get caught up in the trend of the moment, such as chasing the simplification of content at the expense of providing complete information. The Webranking research is a useful guide in understanding what information is important for stakeholders.
- Do not rely entirely on “stories” without having thought through your key messages. It is essential to have a content strategy in place to create stories that are both useful for the company and interesting for your various audiences.
- Do not view the corporate website and social media as part of a single communication strategy. Instead, understand that they are separate channels with different uses.

Best practice – Social Media feeds

Twitter für Privatkunden




▶ Alle Tweets

Twitter für Geschäftskunden



▶ Alle Tweets

 The Swiss postal firm is an active user of social media and promotes this engagement on its corporate website.

The company has two twitter live feeds, one for private clients and one for business clients, both of which are available on the corporate website.

Sector Performance

There is no beating the financial services sector, as it tops the charts for third consecutive year

Companies within the financial services sector continue to lead the pack in this year's Swiss non-listed research, with an average of 38.5 points, beating last year's average of 36.2 points. **Zürcher Kantonalbank** tops this group for the third consecutive year.

In second place are the chemicals and pharma, industrials and leisure & logistics sector with 41% of the total score.

State-owned entities improve their transparency in online comms

In line with last year, **Swiss Post** tops the leisure and logistics sector, followed by **SBB** (both companies also make it into the podium this year). Both government-owned entities with public shareholdings, it is positive to see this sector becoming more transparent (in 2015 the sector came in third). As most of the companies within this group operate with taxpayers' money, there is an increased expectation for them to operate as transparently as possible. As such, with the average increasing this year, it shows that these companies are starting to invest more in their online communications.

Check out our new sector publications coming out soon

It is encouraging to see state-owned entities improving their transparency in comms, as expectation for them to do so is high. A sector to keep an eye on in the years to come is the consumer goods & services sector, which currently struggles to communicate its message credibly to its consumers.

Caroline Becker, Project Manager of Webranking in Italy, Switzerland and Austria Webranking at Lundquist

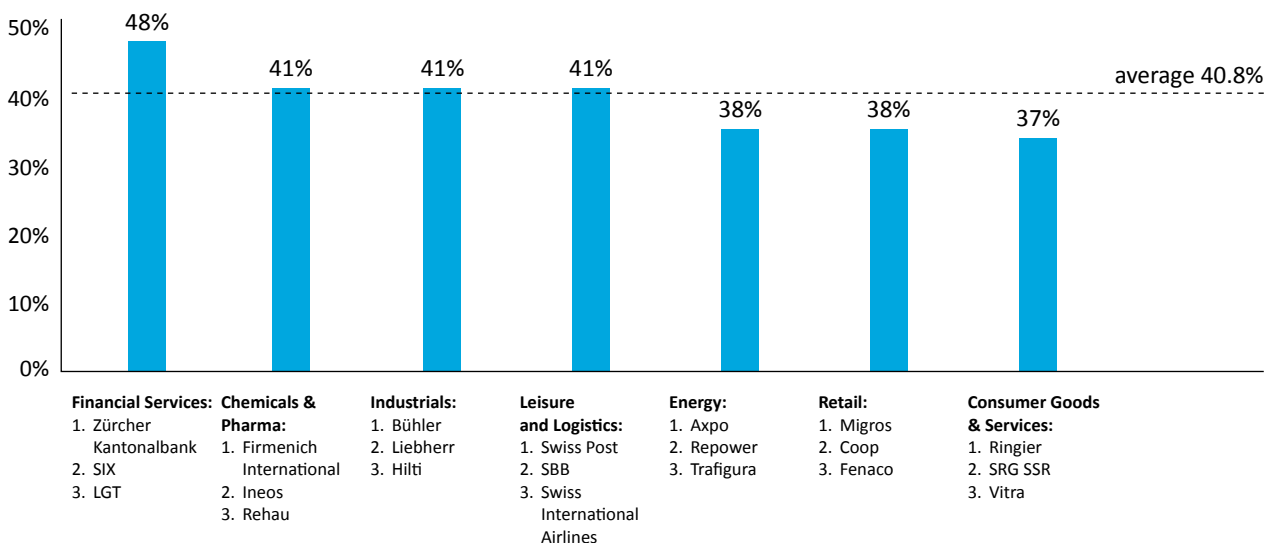
Retail falls back, energy swings forward

In joint third place, are the energy and retail sectors with 38% of the average. While energy has moved up one place (in 2015 it took final place), retail moves to third, losing 4% from its average last year. Given the economic turmoil companies operating in energy industries find themselves in, it is surprising to see these companies continue struggling to communicate credibly, especially as investors and shareholders are increasingly looking for reassurance on capital gains.

Consumer goods & services, new to this year's ranking, lowest scoring sector

Ringier, Swiss publishing company, tops this newly added sector with 40.5 points. Companies within this sector are made up predominantly of broadcasters and retail groups, and as such one would expect them to be more open to communicating via their digital channels.

Sector Performance



Source: Webranking by Comprend 2016-2017 – Switzerland non-listed

Webranking by Comprend 2016 Switzerland non-listed

The 40 best corporate sites in Switzerland

2016 position	Difference	2015 position	Company	2016 score	Percentage of max score
1	▲	2	Swiss Post	50.7	63.4%
2	▲	3	Zürcher Kantonalbank	48.5	60.6%
3	▲	9	SBB	47.6	59.5%
4	▼	1	Migros	46.9	58.6%
5	▼	4	Bühler Holding AG	45.1	56.4%
5	▲	10	SIX	45.1	56.4%
7	▲	14	Firmenich International	44.5	55.6%
8	▼	13	LGT – Private Banking and Asset Management	43.7	54.6%
9	–	NEW	Axpo	43.1	53.9%
10	▼	5	Coop	40.9	51.1%
11	▼	6	Ringier	40.5	50.6%
12	–	NEW	Repower	39.8	49.8%
13	▲	19	Liebherr	39.4	49.3%
14	▼	7	Hilti Aktiengesellschaft	39.3	49.1%
15	▼	11	Helsana	38.5	48.1%
16	▼	15	Endress+Hauser AG	38.2	47.8%
17	▼	16	Ineos Holdings AG	38.0	47.5%
18	–	NEW	Rehau Group	37.1	46.4%
19	▼	17	SRG SSR	36.3	45.4%
20	▼	8	Trafigura AG	35.0	43.8%
21	–	NEW	Fenaco	34.0	42.5%
22	–	NEW	Swiss International Airlines	33.1	41.4%
23	▼	12	Franke	32.7	40.9%
24	▼	18	Ruag	32.3	40.4%
25	▲	26	Denner AG	29.4	36.8%
26	▼	20	SUVA Insurance	29.0	36.3%
27	–	NEW	Vitra	28.3	35.4%
28	▼	25	Swisscanto	26.2	32.8%
29	–	NEW	Nobel Biocare	25.7	32.1%
30	▼	23	Swiss Port	24.6	30.8%
31	▼	21	Mercuria	21.1	26.4%
32	▼	24	Hotel Plan	20.5	25.6%
33	–	NEW	Krono Holding AG	19.9	24.9%
34	–	NEW	Intersport Holding	19.6	24.5%
35	▼	22	Ameropa Holding AG	19.4	24.3%
36	–	27	Omya AG	19.0	23.8%
37	–	NEW	Stihl Kettenwerk	16.4	20.5%
38	–	NEW	Triumph International Holding	12.0	15.0%
39	▼	29	Kolmar Group AG	11.7	14.6%
40	▼	28	Maus Frères SA	11.2	14.0%

Notes

How we selected the companies to evaluate

The third edition of the Swiss non-listed research analysed 40 of the largest non-listed Swiss companies. Companies are selected based on number of employees, brand recognition and annual results.

How we evaluated the companies included

The evaluation of corporate websites closed in mid-October. The protocol used derives from the one designed for the listed companies. This year it has been revised to even further consider the context in which non-listed companies find themselves operating in.

The research evaluated the German/French version of the corporate websites (or corporate information available on commercial sites) of the companies considered.

Company websites were evaluated twice by two different rankers throughout September and October. Companies in the top 10 were ranked three times by three different rankers.

The maximum number of points is 80. Results from previous years can be found on comprend.com/webranking

Webranking Switzerland 2016

Listed companies

Interested in how the Swiss listed companies fared? To read the complete results, click below: <http://bit.ly/WRSwitzerland16Listed>

Interested in entering your company next year?

Get in touch with Caroline Becker to see what your options are: caroline.becker@lundquist.it

Who we are

comprend

Comprend is an international consultancy specialised in online corporate communications. Comprend can rely on an international presence thanks to offices in Stockholm, London, Lisbon and Milan.

For further information check the website:
www.comprend.com

In Austria, Italy and Switzerland, Comprend is represented by Lundquist.

lundquist.

Lundquist is a strategic web consultancy specialised in online corporate communications and with a particular expertise in financial communications, corporate responsibility, employer branding and social media.

Thanks to its accumulated expertise and research activity, Lundquist develops digital and social media communication strategies and oversees their execution.

Visit our website to keep up with our research series, events and in-depth analysis on online corporate communications topic:
www.lundquist.it

Lundquist undertakes different research programmes dedicated to online corporate communications:

CSR Online Awards investigates how European companies use their websites to communicate sustainability and their CSR strategies.

For more information: lundquist.it/expertise/csr

Wikipedia Research tracks how exhaustive Wikipedia articles about major corporations are. Based on 8 years of ongoing research in the field, positive feedback and results, Lundquist developed a set of guidelines for companies on how to properly and safely engage on Wikipedia.

For more information: bit.ly/CompaniesAndWikipedia2016

ORDER THE REPORTS

Assessment and Interactive Report

Webranking by Comprend Interactive Report and Overview Analysis describe a company's performance within the different areas of the research, highlighting its strengths and challenges. The analysis includes an action plan equipped with international and sector best practice examples and detailed trends of online communications.

Benefits:

- Presentation of your company results within the research, compared to the previous years and to sector performances.
- Strengths and to-be-improved areas of your online communications, with tips for the action plan.
- Presentation of performances for each area of the research with improvements highlighted, together with best practice examples.
- Excel downloadable file with the complete assessment protocol.
- Trends presentation.

The report is also available for companies not included in the Webranking by Comprend research, since criteria can be used to improve the communication of all companies, including non-listed companies.

To order your tailored **Webranking by Comprend 2016 Interactive Report** or to have your website evaluated you can contact the Lundquist team:

Caroline Becker

Project Manager of Webranking by Comprend Italy and Switzerland
t (+39) 339 7101845
caroline.becker@lundquist.it

Joakim Lundquist

Head of Comprend Italy and Switzerland and Lundquist Founding Partner
joakim.lundquist@lundquist.it

Sara Rusconi

Head of Webranking by Comprend Italy and Switzerland and Lundquist Partner
sara.rusconi@lundquist.it

James Osborne

Head of Sustainability and Lundquist Partner
james.osborne@lundquist.it

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