

RepTrak...

2023 CORPORATE

REPORT

# MOST STAKEHOLDERS CAN'T TRUST YOU AS FAR AS THEY CAN THROW YOU.



At least according to our latest Trust data, and the cost of this betrayal could be extreme.

Trust serves as the bedrock for our relationships, including those with our favorite brands. It elicits an inherently emotional response, and its global decline threatens to change how stakeholders buy, invest, and talk about your organization.

You're already familiar with our reputation obsession, it's how we built the world's largest corporate reputation database. Two decades of intense academic rigor has taught us how truly dynamic reputation is. Trust was one of our original reputation metrics and a core building block for our world-famous Reputation Scores, so we've seen a thing or two. And Trust data alarm bells are ringing.

Friendly neighborhood purveyors are looking a little less friendly these days, and resulting global Trust and Reputation Scores are down in 2023, with consequence.

As stakeholder power increases and expectations rise, favorite brands are coming up short. And the public is making one thing clear: it's not them, it's you. And they're willing to act accordingly.

As part of our reputation measurement and management suite, we measure both the feeling and act of trust throughout our *(cont.)* 

# SO, HOW *DOES* REPTRAK MEASURE **TRUST**?

Through a combination of machine learning (ML), Al, and natural language processing (NLP), our reputation intelligence platform combines and sentiment data points from online surveys, mainstream media, social media, business data, and additional third party sources. Consider it "alwaysthere," unbiased, ongoing, near-real-time reputation and Trust intelligence that

RepTrak's resulting Trust and Reputation Scores range from 0-100 and measures how people think, feel, and act towards a particular company. Scores are determined by a combination of components to provide a 360° view of reputation - among those components is Trust and our other Business Outcomes. RepTrak's Business Outcomes are the actions stakeholders are willing to take when considering, supporting, and engaging with a company.



advanced metrics model. The act of trust falls under our Business Outcomes – the actions stakeholders are willing to take when considering, supporting, and engaging with a company.

Trust grants brands resilience against organic (and self-inflicted) fluctuations. Trust builds loyalty and optimism while strengthening brand identity.

We're opening up our comprehensive reputation data suite, and we're sharing everything we know about global Trust.

We pinky promise.

Itakeholder
/stāk,(h)ōldər/

1. An individual or group that's impacted by the outcome of a business venture

2. Employees, suppliers and distributors, local communities, customers, etc.

#### FIGHT FOR THE RIGHT (THING)

#### **Trust Scores**

Like most aspects of reputation, Trust is down over the past year – settling at an Average 68.0 (▼0.6). Trust, in general, implies a sense of comfort and predictability. Trusted brands are safe brands. They're consistent in whatever inspires repeat business. This decrease in Trust Scores suggests that stakeholders are losing that inspiration.

More specific than just general "trust," this Score examines whether the public "Trust(s) [a company] to do the right thing." Admittedly, "the right thing" can be pretty broad in the eyes of stakeholders. This can include organizations choosing to maintain quality, keep pricing fair, maintain ethical production, treat employees fairly, support worthy causes, and so on. We ask the question in this manner because the consumer experience is no longer a simple transaction. Historic RepTrak data consistently demonstrates that good value, high quality products that meet customer needs are the most powerful elements of building trust, but the next most powerful indicators are rooted in an organization's ethical behavior.

Brands have worked hard to personify themselves, granting themselves and depicting a dynamic entity: one that cares about its customers and their families and their homes, but also one with a robust personality, one that tackles its competitors,





positions and protects itself legally, cares for (or doesn't care for) its employees, gobbles global resources, and aligns and distances themselves from various social and political causes.

By openly declaring their values and shaping their brand personality, companies have established a new level of intimacy. Even brands who chose to maintain some mystery have been dragged into intimate brands' gravitational pull. Now, all brands are under the same scrutiny.

With this increased attention, the public noticed the promises that went unfulfilled. When products decreased in size, but increased in cost, they noticed. When inflation had families in a stranglehold, but top companies hit record profits, they noticed. They noticed massive layoffs and unsavory corporate leaders. They definitely noticed when more and more of their personal data was being sold off. They noticed, and now they're looking to hold even their beloved brands accountable.

This Trust decrease may not feel drastic, but this is a potentially dangerous trend – and we're here to deliver the early warning. (cont.)

**SCORE** 

Invest

**CHANGE** 

OUTCOME

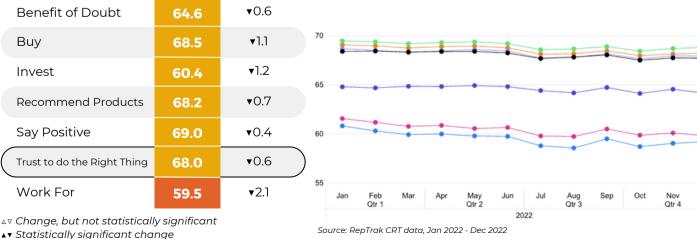
Benefit of the Doubt Buy

Drust isn't just built on your products, it's built on your ethicality. MOST IMPORTANT FACTORS IN INFLUENCING TRUST TO DO THE RIGHT THING MEETS CUSTOMER NEEDS STANDS BEHIND ITS PRODUCTS AND SERVICES IS FAIR IN THE WAY IT DOES BUSINESS IS OPEN AND TRANSPARENT ABOUT THE WAY THE **COMPANY OPERATES** SUPPORTS GOOD CAUSES

#### 2022 BUSINESS OUTCOME SCORES

Source: Historic RepTrak data

Work For



■ Recommend Products ■ Say Positive ■ Trust to do the Right Thing



The public hasn't just lost trust, they're feeling betrayed. Benefit of the Doubt Scores ( $\checkmark$ 0.6), Recommend Products ( $\checkmark$ 0.7), and Say Something Positive Scores ( $\checkmark$ 0.4) are similarly down as stakeholder enthusiasm, protection, and loyalty wavers. Every Business Outcome is down, the most drastic decreases include stakeholders' willingness to Buy ( $\checkmark$ 1.1), Invest ( $\checkmark$ 1.2), and Work For ( $\checkmark$ 2.1). These aren't just indicators of fluctuations in the market, inflation-phobia, and recession PTSD. When every Business Outcome is in decline, they indicate a thorough frustration not just with extraneous market factors, but with how organizations are conducting themselves.

#### PHARMA V. ITSELF

#### **Industry Scores**

RepTrak's Industry insights and benchmarks provide an even closer look into these frustrations. Only a few industries were spared from these Trust decreases.

Pharmaceuticals. Biotechnology & Life Sciences (▼2.2) saw the largest YoY decrease. We explored Pharma's steady slide in our 2022 Pharma Update. In 2021, Pharma was riding high on the buzz of COVID vaccine deployments, and their Reputation Scores soared. But once everyone got their boosters and the masks came off, the public remembered the sins of Pharma's past: the ravages of the opioid epidemic, price hiking, medication shortages... Pharma's return to business-as-usual reminded the public that they weren't angelic medical saviors, they're a business.

When the conversation switched from COVID to Monkeypox to vanity medicine, the public felt serious Pharma burnout, and trust began to falter as the haunting memories of quarantine began to fade – and corresponding Pharma Trust and Reputation Scores took a dive in 2022. (cont.)

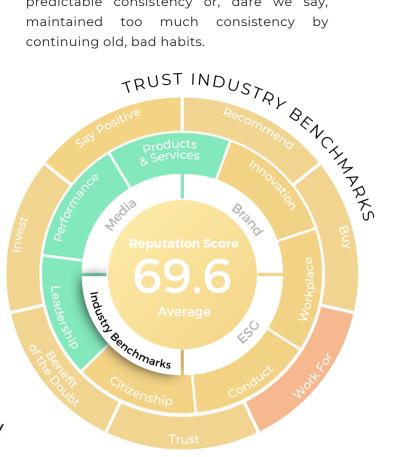
Change, but not statistically significant △▼
Statistically significant change ▲▼
Source: RepTrak CRT data, Jan 2022 - Dec 2022

#### TRUST SCORES BY INDUSTRY

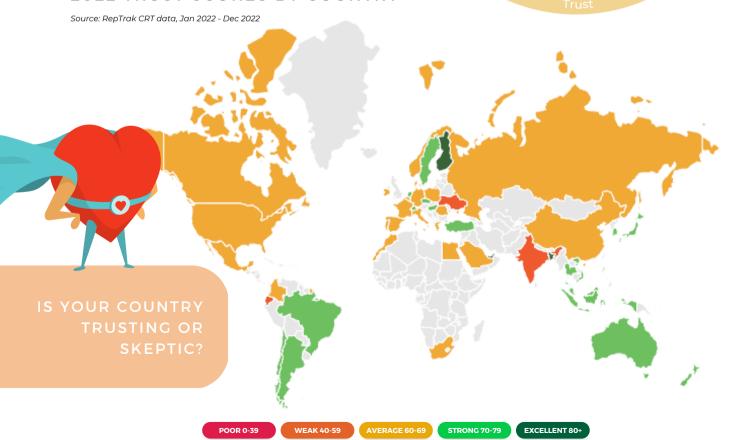
Consumer Durables & Apparel 71.4 ▼1.0  Retailing 71.3 ▼1.1  Semiconductors & 71.2 ▼1.7  Health Care Equipment & 71.1	
Semiconductors & 71.2 ▼1.7	
Health Care Equipment 9	
Health Care Equipment &	
Services 71.1 $\triangle 0.3$	
Automobiles & Components 71.1 ⊽0.1	
Capital Goods 71.0 ⊽0.3	
Household & Personal Products <b>70.8</b> ▼1.0	
Software & Services <b>70.6</b> ▼0.6	
Food, Beverage, & Tobacco 69.9 ▼0.6	
Food & Staples Retailing 69.9 ▼1.7	
Technology Hardware & 69.6 △0.1	
Commercial & 69.3 ▼1.9	
Real Estate 68.7 ▼1.0	
Diversified Financials 68.3 40.3	
Materials 67.6 ▼1.2	
Pharmaceuticals, Biotechnology, & Life Sciences 67.1 ▼2.2	
Insurance 66.8 ▼1.0	_
Consumer Services 66.4	
Utilities <b>65.9 ▼</b> 1.2	
Transportation 64.6 ▼0.8	
Banks <b>64.0 ▼</b> 0.5	
Energy 63.8 ⊽0.1	
Media & Entertainment <b>63.8</b> ▼1.0	
Telecommunication Services 62.6 ▲1.0	

Before you snark at Pharma, remember that most industries experienced a downturn in Trust Scores for the same reasons. The warm fuzzies of "all of us, together" during the Pandemic had stakeholders feeling nice and cozy. Then, when the New Normal started to bring business back to stasis or unfavorable Pandemic conditions extended quarantine, the public was rattled and Trust Scores responded. Materials (▼1.2) shortages continued and were felt across industries, including Semiconductors & Semiconductor Equipment ( ▼ 1.7). Commercial and Professional Services ( ▼ 1.9) conducted massive layoffs and a mandatory return to office. Transportation (▼0.8) had a hard time adjusting to the surge of post-pandemic travel. And unexpected price hikes made it difficult to determine the difference between inflation side effects or greedy profit snatching, leaving its mark on Food Staples and Retailing (▼1.7) and grocery trips nauseating.

Folks were in a hurry to get back to "normal." And the New Normal, was not what they were anticipating. Brands lost their predictable consistency or, dare we say, maintained too much consistency by continuing old, bad habits.









#### DOUBLING DOWN

#### **Reputation Scores**

Reputation is dynamic in nature, it's one of the many reasons we measure it so thoroughly. Trust serves as the crux of emotional bonds with organizations, so we measure both the act and feeling of trust throughout our intense reputation measurement processes - in fact, on average, Reputation Scores are correlated with Trust to do the Right Thing. So, this decrease in Reputation Scores is less surprising.

Global Reputation Scores have decreased since 2021, sliding into the Average range at 69.6, v1.4 YoY.



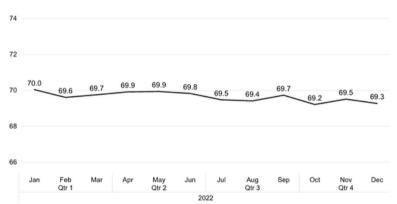
## GLOBAL REPUTATION SCORE



▼1.4 vs. Jan 2021 to Dec 2021

Source: RepTrak CRT data, Jan 2022 - Dec 2022

#### **GLOBAL REPUTATION SCORES OVER TIME**



Twenty-twenty-two promised to be the New Normal, and instead it left folks dismayed at this potential new reality. And we hate to say it, but we warned of this possibility. If you read our 2022 Global RepTrak 100 (released in March 2022), we didn't just rank the world's most reputable companies, we also broke down the current state of reputation according to our robust reputation database. We cautioned that the ▼ 0.7-point YoY decrease, the first annual GRT decrease since 2018, could be the beginning of a global dip in reputation.

The data parameters of our GRT studies are

very specific and differ from this set. We're hard at work calculating our 2023 GRTI00, but this refreshed data set seems to indicate an ongoing downturn in reputation. While the 2022 GRT's ▼0.7-point Reputation Score decrease and this Trust Report's ▼1.4-point Reputation Score decrease may not seem so devastating, remember that historical RepTrak data shows a 1-point drop often results in a 4-5% drop in support and low Reputation Scores can impact all Business Outcomes.

(cont.)







With Trust and other Business Outcomes down, we could see an increasingly intense response from stakeholders. We're digging deeper into our global Reputation Drivers to understand why.

#### "GOOD" DRIVERS & THE BIG BAD RECESSION

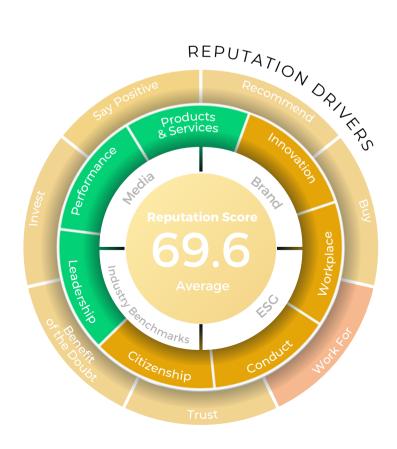
#### **Reputation Drivers**

RepTrak's Reputation Drivers encompass elements that stakeholders typically consider when formulating reputation perception, all with their own impact on reputation. Each of RepTrak's seven Reputation Drivers is down in 2023.

But two Drivers in particular catch our attention. Just as ethical behavior closely follows product quality in influencing Trust Scores, typically, and unsurprisingly, Products & Services (\*1.4) serves as the most significant Driver in determining Reputation Scores – but Conduct and Citizenship Drivers share second place, impacting reputation accordingly.

RepTrak defines Conduct as a company's ethics, including fairness, openness, and transparency in its business practices. Citizenship measures how environmentally-friendly a company is, its ability to support good causes, and have a positive impact on society.

Conduct ( $\checkmark$  0.9) and Citizenship's ( $\checkmark$  1.1) YoY decreases may not be the most drastic (cont.)





amongst the Drivers, but they have a distinct overlap with organizations doing the "right thing," and whether or not they are consistently fulfilling those expectations in order to build trust. When they carry significant weight in determining Reputation Scores, these decreases play a crucial role.

DRIVER	SCORE	CHANGE
Products & Services	72.2	<b>▼</b> 1.4
Innovation	68.1	<b>▼</b> 1.4
Workplace	67.1	▼1.1
Conduct	67.2	<b>▼</b> 0.9
Citizenship	66.6	▼1.1
Leadership	70.3	<b>▼</b> 1.3
Performance	72.9	<b>▼</b> 1.3
Ch h	: <i>::</i> :	

- ${\scriptscriptstyle \Delta\,\triangledown}\ Change,\,but\,\,not\,\,statistically\,\,significant$
- **▲▼** Statistically significant change

Source: RepTrak CRT data, Jan 2022 - Dec 2022

These Conduct and Citizenship decreases support our previously mentioned suspicions. This decrease in Trust isn't simply a result of the ebb and flow of the market, but distinctly in how organizations have responded to stakeholder needs in a changing landscape. Stakeholders aren't just asking organizations to behave themselves, they're demanding it and willing to punish brands that don't.

According to historical RepTrak data, 36% have felt "betrayed by what a company stands for," and 47% have stopped doing business with a company as a result. Nearly two-thirds (63%) of global consumers prefer to buy goods and services from companies that "stand for a purpose that reflects their values and beliefs" and will avoid those that do not.

When we dig deeper into Driver Factors, we see more of what is specifically driving Conduct and Citizenships Scores down. These desires and disappointments aren't (cont.)

# 2022 DRIVER SCORES OVER TIME 74 72 70 68 66 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Qtr 1 2022 Products/Services Workplace Citizenship Performance Innovation Conduct Leadership

And State of the Double Research of the Doubl						
DRIVER	FACTOR	SCORE	CHANGE			
Conduct	Fair in doing business	72.2	<b>▼</b> 1.4			
Conduct	Ethical	68.1	<b>▼</b> 1.4			
Conduct	Open and transparent	67.1	▼1.1			
Citizenship	Environmentally conscious	67.2	▼0.9			
Citizenship	Positive influence on society	66.6	▼1.1			
Citizenship	Supports good causes	70.3	▼1.3  Jan 2022 - Dec 2022			



dissimilar from what inspires trust in our personal relationships: shared values, a commitment to fulfilling them, and consistent follow through — especially in the face of economic uncertainty.

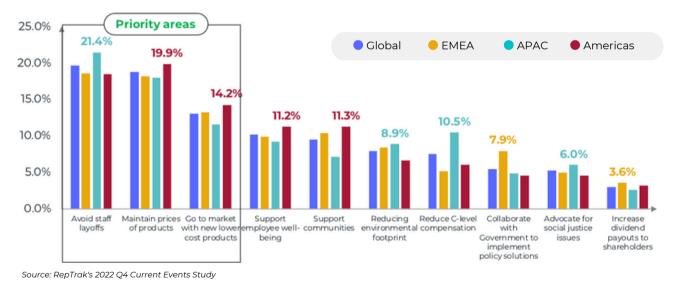
RepTrak's reputation monitoring and measurement software is always-on. In addition to our ongoing, consistent metrics, we use our same rigorous methodology to investigate current events and concerns as they arise to give the most complete picture of evolving stakeholder needs. Our 2022 Q4 Current Events Data gave us unique insight into what the public is prioritizing in the face of a potential recession, particularly, what they are hoping organizations will do next.

In this data set, we see a similar productsethics relationship, where products and services take priority, but ethical behavior is behind. Additionally, how not too far organizations approach these product concerns could serve as a reflection of their ethicality, potentially further increasing the impact on Conduct and Citizenship. Financial conflict makes everyone nervous and a fair and ethical approach to pro and services could be beneficial stakeholder priorities. (cont.)

WITH THE RECENT DOWNTURN IN ECONOMIC ACTIVITY MANY ECONOMISTS ANTICIPATE THAT A RECESSION IS UNAVOIDABLE

WHAT ACTIONS DO YOU WANT COMPANIES TO PRIORITIZE DURING A RECESSION?

#### LEVEL OF PRIORITY EXPRESSED BY CONSUMERS







We also notice a distinct focus on employee well-being, a phenomena also measured under our Workplace Driver. Like Conduct and Citizenship, Workplace (▼1.1) is down as we head into 2023. We've been monitoring a distinct increase in employee empathy and Workplace Scores decreased throughout 2022. The public wants to support good employers but extreme layoffs, ongoing mistreatment of independent contractors, stagnant wages, union-busting, and parental leave conflict has left them disappointed. "Avoid(ing) staff layoffs" and "Support(ing) employee wellbeing" can serve as a similar reflection on overall ethicality. Remember that "Stakeholders" don't just include customers and communities, it also includes employees. Your audience will not forget how you handle a potential recession for those who have the least control and influence.

With all Drivers down and a potential recession looming, product concerns combined with a lack of corporate conscientiousness has stakeholders questioning organizational ethicality across the board. Stakeholders are finding their trust misplaced.

"Trust and Benefit of the Doubt are highly influenced by Conduct and Citizenship Drivers," explains RepTrak Advisory Manager Seiko Takahashi, "and those are the hardest to earn recognition for. The best way to boost Trust, Conduct, and Citizenship, is through action, specifically, acting in accordance with your purpose to help solve problems you can authentically solve. What are you giving back to the world through business? your Then, as always, communicate those efforts."

WHAT ARE YOU GIVING BACK TO THE WORLD THROUGH YOUR BUSINESS?



**Jeiko-Jakahashi**MANAGER, ADVISORY (AMERICAS)
The RepTrak Company

#### TRUST US, EVERYTHING'S DOWN

#### **ESG**

The impact of morality on Trust doesn't end with Conduct and Citizenship. ESG (Environmental – Social – Governance) is a measure of an organization's specific ethical efforts. It's a globally recognized standard valued by investors, consumers, and employees alike, shaping Reputation and public response. And it's not just all-the-rage, ESG's importance is only growing in the eyes of stakeholders.

#### Environmental

- REDUCES ENVIRONMENTAL
- PROTECTS THE
- RESPONSIBLY USES
   NATURAL RESOURCES

#### Social

- IMPROVES PEOPLE'S LIVES
- CARES FOR ITS
- EMPLOYEES
- OFFERS EQUAL
  OPPORTUNITIES

#### Lovernance

- POSITIVE ECONOMIC
- CONTRIBUTION
- BUSINESS PRACTICES
- OPERATIONS AND SUPPLY
   CHAIN TRANSPARENCY



Trust and ESG have a very distinct relationship: on average, ESG Scores are 85% correlated with Willingness to Trust in a Time of Crisis. With a correlation this powerful, a global dip in ESG Scores should be of major concern.

#### Ceputation

.86 statistical correlation (R<sup>2</sup>) between ESG Scores and Reputation Purchase
Intent
.78 statistical
correlation (R²)
petween ESG Scores
and "Willingness to

Recommend
.83 statistical
correlation (R²)
between ESG Scores
and "Recommend
Products"

Jalent
Organization
.66 statistical
correlation (R²)
between ESG
Scores and Talent

.85 statistical correlation (R²) between ESG Scores and Trust in

#### STRONG AND POSITIVE CORRELATION

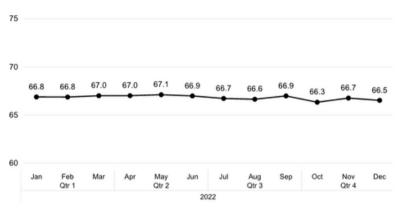
#### **GLOBAL ESG SCORE**



▼1.3 vs. Jan 2021 to Dec 2021

Source: RepTrak CRT data, Jan 2022 - Dec 2022

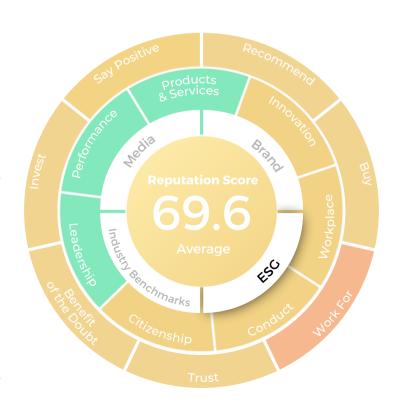
#### GLOBAL ESG SCORES OVER TIME

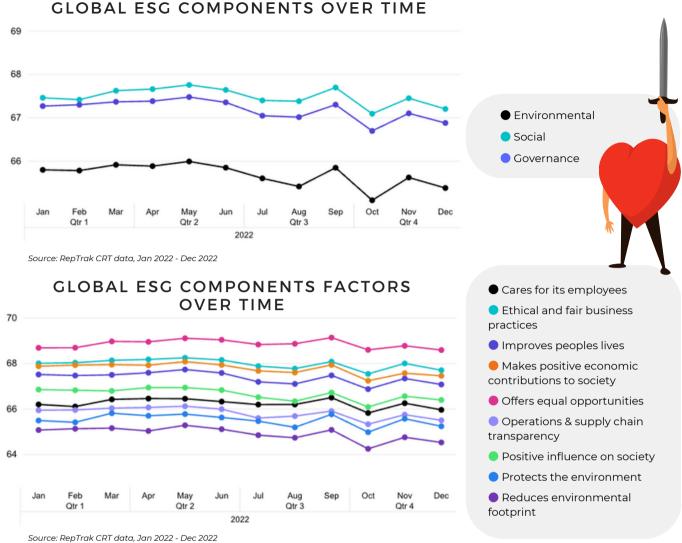


ESG Scores are down worldwide since 2021 (\*1.3). And as our correlations demonstrate, the impact of this decrease is felt across our reputation metrics and impacts stakeholder behavior: a low ESG Score results in as low as 10-20% willingness to buy, while a high ESG Score typically results in a 60-67% willingness, according to historic RepTrak data.

If Business Outcomes (including Trust) are down, and Reputation Scores are down, and so are ESG Scores... the public is making it very clear they are not experiencing trustworthy, ethical behavior from their favorite brands. "In times of stress, the public is worried and judging companies a bit more harshly as a result," says Seiko Takahashi.

We're seeing the same rising standards and hunger for organizations to respond to *(cont.)* 





issues outside of the typical transaction: 51% of the public believes it is essential for corporations to provide both actions and words in response to cultural issues. And historic RepTrak data reveals that companies with outspoken CEOs across social justice, environmental, and political issues have higher average Reputation Scores.

But it's not just their rising standards, it's corporations' minimal. inconsistent response. When we investigate specific ESG Components, we see that while some Scores are higher than others, they do tend to ebb and flow with one another. While we measure the E, S, and G as individual components, they are intertwined. How you respond to Environmental concerns says a lot about your care for communities (Social) and how your organization operates (Governance).

Good and bad practices have the potential to impact the entirety of your ESG. Committed ESG efforts could help you reap the benefits across the board, including Trust.

Twenty-twenty provided a lot of ESG inspiration. As quarantine began, companies were quick to remind everyone that "We'll get through this together," and, "#BLM," and "We'll be carbon-neutral in no time!" These promises to "do better," gave 2021 plenty of runway for follow through. When they didn't, 2022 was a disappointment. Now, 2023 is your opportunity to make good on those original promises, or confirm that stakeholder trust was misplaced.



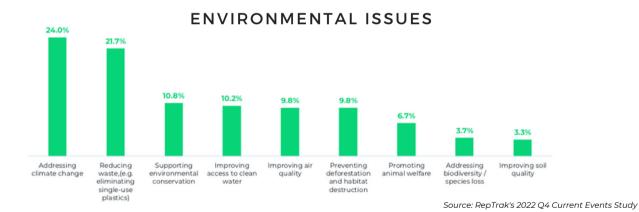
Now, you have double the work. ESGinspiring incidents haven't ceased: the war in Ukraine, widespread layoffs, rising inflation, unsavory leadership changes... all on top of pre-COVID concerns like appropriate employee health coverage, plastic reduction, environmentally-friendly supply parental leave, union-busting, exploitation of independent contractors and gig workers, income inequality (especially organizations), and fair representation across gender, sexuality, and race. This makes for one hefty to do list. And RepTrak's ESG Component Factors (graph on previous page) give helpful insight into exactly where organizations are falling short.

Additionally, RepTrak's 2022 Q4 Quarterly

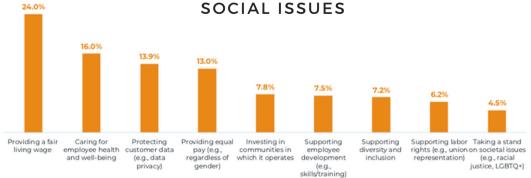
Current Events Data gives us valuable insight into what concerns are top of mind right now.

ESG was never meant to be a one-and-done checklist item. It's a permanent, ongoing initiative that will never be truly finished, but these Factors and concerns can be a good place to start. Global Stakeholders are particularly disappointed organizations [Reduce] Environmental Impact, [Protect] the Environment, and approach to Operations & Supply Chain Transparency. Typically, for most industries and regions, the most important ESG Component Factor in determining reputation is "Ethical and Fair Business Practices."

WHICH OF THE FOLLOWING ENVIRONMENTAL ISSUES ARE MOST IMPORTANT FOR CORPORATIONS TO ADDRESS IN HELPING TO BETTER SOCIETY?

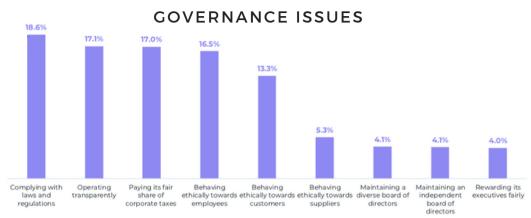


WHICH OF THE FOLLOWING SOCIAL ISSUES ARE MOST IMPORTANT FOR CORPORATIONS TO ADDRESS IN HELPING TO BETTER SOCIETY?



Source: RepTrak's 2022 Q4 Current Events Study

# WHICH OF THE FOLLOWING GOVERNANCE ISSUES ARE MOST IMPORTANT FOR CORPORATIONS TO ADDRESS IN HELPING TO BETTER SOCIETY?



Source: RepTrak's 2022 Q4 Current Events Study

Before you dismiss yourself from the conversation, historic RepTrak data reminds us more than 90% of companies studied saw that their ESG efforts did not match the public's perception of said efforts. And in the reputation game, perception is reality. And this applies to the entirety of RepTrak's reputation measurement and monitoring suite. RepTrak doesn't factor in an organization's self-reporting, our tool is rooted in public perception because that is stakeholder reality.

"Within the last five years, and particularly since COVID, the corporate ESG space has become increasingly saturated," explains RepTrak Advisory Director Nikola Mamula. "As a result, the public and other stakeholders are completely overwhelmed by information, and you're seeing companies (who don't necessarily have the actions to back up their words) increasingly accused of greenwashing and overstating their claims. To succeed within ESG, companies must quickly transition from statements and words to demonstrable actions. Focus on what short- and medium-term steps you are taking as an organization to achieve grander, long-term ESG goals. If companies don't consistently follow up with relevant details that align with the end vision, they are at risk

of falling into the crosshairs, which can be distracting and costly."



Nikola Mamula DIRECTOR, ADVISORY EMEA + AMERICAS The RepTrak Company

TO SUCCEED WITHIN ESG, COMPANIES MUST QUICKLY TRANSITION FROM STATEMENTS AND WORDS TO DEMONSTRABLE ACTIONS.

Is your head spinning? We get it. That was a huge data dump, but we'll keep our advice simple: 1. Do good. 2. Talk about it.

You may recognize this two-step solution from other RepTrak pieces, but it hasn't



stopped being true. If you don't tell them, stakeholders could be oblivious to the trust-building practices you already have in place – and a tool like RepTrak can help you monitor the effectiveness of your initiatives and communications.

Stakeholders are letting you know they are disappointed across nearly all aspects of reputation, across the world, for most industries. And their trust is wavering as a result.

RepTrak metrics are never permanent (one of the benefits of near-real-time reputation monitoring). Trust and Reputation Scores rarely stay the same, you are either getting better or you are getting worse. It's always the right time to start doing what's right. Then, stakeholders can Trust [you] to do the Right Thing.



## RepTrak.

# HOW REPTRAK CAN HELP

RepTrak tracks corporate reputation and trust perception objectively and in-near-real time, meticulously monitoring your Reputation Drivers, ESG Drivers, Brand, and Media interactions and how your efforts and communication impact your audience's trust and your broader reputation.

Our advanced metrics paired with our expert Advisors provides crucial insight and informs powerful and practical strategy while measuring effectiveness so you know exactly what is changing hearts and minds.

