

Reputation is the only board asset that cannot be bought back

Capital can be raised. Talent can be hired. Technology can be licensed. Compliance can be certified. Every other asset on the board agenda has a market, a price, and a timeline.

Reputation does not. It is earned, never purchased. Built in years, lost in days. Held by outsiders, not by the company. Irreplaceable if destroyed.

Why no instrument exists

Reputation is the orphan asset on the board agenda. Finance measures what has been paid for. Risk measures what can go wrong. Marketing measures what is communicated. HR measures what is felt inside. Each function owns a piece. None owns the whole.

Existing tools reinforce the fragmentation. CX and NPS measure customer outcomes. Employee platforms measure internal sentiment. ESG and CSRD frameworks absorb reputation into reporting. Risk systems treat it as exposure. Brand valuation firms price the output. Together they generate signals - but no integrated view for the board - and no vendor has ever sold to that buyer.

The result is a governance gap: reputation has become too important to leave unmanaged, and too complex to be handled by the tools that exist.

Reputation Quality

Reputation quality is the measurable consistency with which an organisation keeps a relevant promise across situations, functions, and time. Reputation as behaviour, made visible. It is created in the alignment gap between what the organisation believes it is delivering and what the outside world experiences. That gap is governed by reputation quality: the daily behaviour of keeping or breaking promises in the situations where they are made.

KARPIAS integrates internal and external signals into a 90-day rolling reputation quality index, designed to surface alignment and misalignment across silos in real time. Reputation quality is both the causal driver and the measurable output. Reputation becomes governable.

Organisations exist to serve people. They serve them well by listening - systematically, in every situation where a promise is made. Reputation is the result of how well they keep a relevant promise in all situations.

**KARPIAS makes reputation governable.
By the board, continuously, against one standard.**