26characters

RESEARCH REPORT

Hollow Hubs

Inside the Thought Leadership Hubs of 500 Fortune 1000 B2B Companies

We audited the insights hubs of 500 of the largest B2B companies in America and read 4,120 of their most recent articles. Only 22.3% take a point of view. 63.7% carry no person's name. Here is the evidence, company by company.

A NOTE FROM OUR CEO

Why we opened the insights tab at 500 companies

Every B2B company has the tab. It is called Insights, or Perspectives, or Resources, or simply Blog. It sits in the main navigation, and it makes a promise: this is where we share what we know.

My team spends its days helping companies keep that promise, so we wanted to know how often it is kept. After our reports on B2B case studies, CEO LinkedIn and the most common phrases in B2B marketing, we went back to the same companies and opened that tab at every one of them.

We looked at 500 of the largest B2B companies in America: every clearly B2B public company in the 2026 Fortune 1000, plus four global firms incorporated outside the US. Where a hub existed, we read up to 20 of its most recent articles, 4,120 in all, and recorded what each one was, who signed it, what proof it offered and how it was built.

This report takes a side. A thought leadership hub should hold thinking, and a leader should put a name to it. Measured that way, most of these hubs are hollow. Nearly half of what they publish is product news, press releases and culture posts. Only about one article in five argues anything. Almost two in three carry no person's name.

That is the bad news. The good news is that the bar is low and the fixes are not expensive. A byline is a template setting. A point of view is a decision made in a meeting. A quote from a customer is one phone call. The companies doing this well, and we name 15 of them, are not outspending anyone.

Every company in the study is listed in the back, with its numbers. If yours is there, start with your own row. Then read the ten findings and ask which ones you could change by next quarter.



Steve Goldhaber

CEO, 26 Characters

EXECUTIVE SUMMARY

We audited the thought leadership hubs of 500 of the largest B2B companies in America and read 4,120 of their most recent articles. 310 of the 417 companies we could assess run an active hub. What those hubs hold is the story. Most publish more promotion and explanation than argument, most publish it anonymously, and very little of it comes with proof. The five numbers below capture what stood out.

22.3%	of hub posts take a point of view. 41.6% promote something and 36.2% explain without arguing.
43.7%	of what sits on an insights hub is not thought leadership. It is product content, press releases, culture posts and event promotion.
63.7%	of the articles we read carry no person's name. 83 of 167 companies never name an author.
60%	of companies write about AI on their hub. 11.5% have built most of their pages so an AI tool can read them.
1 in 72	articles is thought leadership with a named author, a point of view, proof and a structure AI tools can parse.

The takeaway for marketing leaders: the hub is rarely short of content. It is short of opinion, of names and of evidence. Each of those is a choice your team can make differently this quarter, and few of your competitors have made it yet.

Contents, page 22

METHOD

We audited the insights hubs of 500 large B2B companies

Six choices shape every number in this report. Here is what we looked at and how we counted it.

1 Frame

Every clearly B2B public company in the 2026 Fortune 1000, 496 companies, plus four large B2B firms incorporated outside the US: Aon, Accenture, Medtronic and WTW. 500 in all.

2 The hub

The section a business buyer reaches from the main navigation for insights, perspectives, articles or a blog. Newsrooms, investor pages and careers pages do not count.

3 20 recent articles

Up to 20 of each hub's most recent articles published between November 14, 2025 and November 14, 2026.

4 Measured in code

Length, bylines, dates, subheads, links, structured data, summary boxes, FAQs and share buttons were read from each page by a program.

5 Judged against a rubric

What each article is, whether it argues, who it is for and what proof it offers were coded by an AI model against a written rubric, then spot checked.

6 Checked twice

Every "no hub" and "dormant" call was verified in a second pass. The headline numbers were recomputed independently from the raw data.

500	417	4,120	3,293
B2B companies, 496 of them from the 2026 Fortune 1000	could be assessed. 83 block automated visits	articles from 281 active hubs	article pages read in full

The 83 companies we could not assess are excluded from percentages. They are not counted as lacking a hub. Every company is named in the directory starting on **page 75**. The full methodology starts on **page 91**.

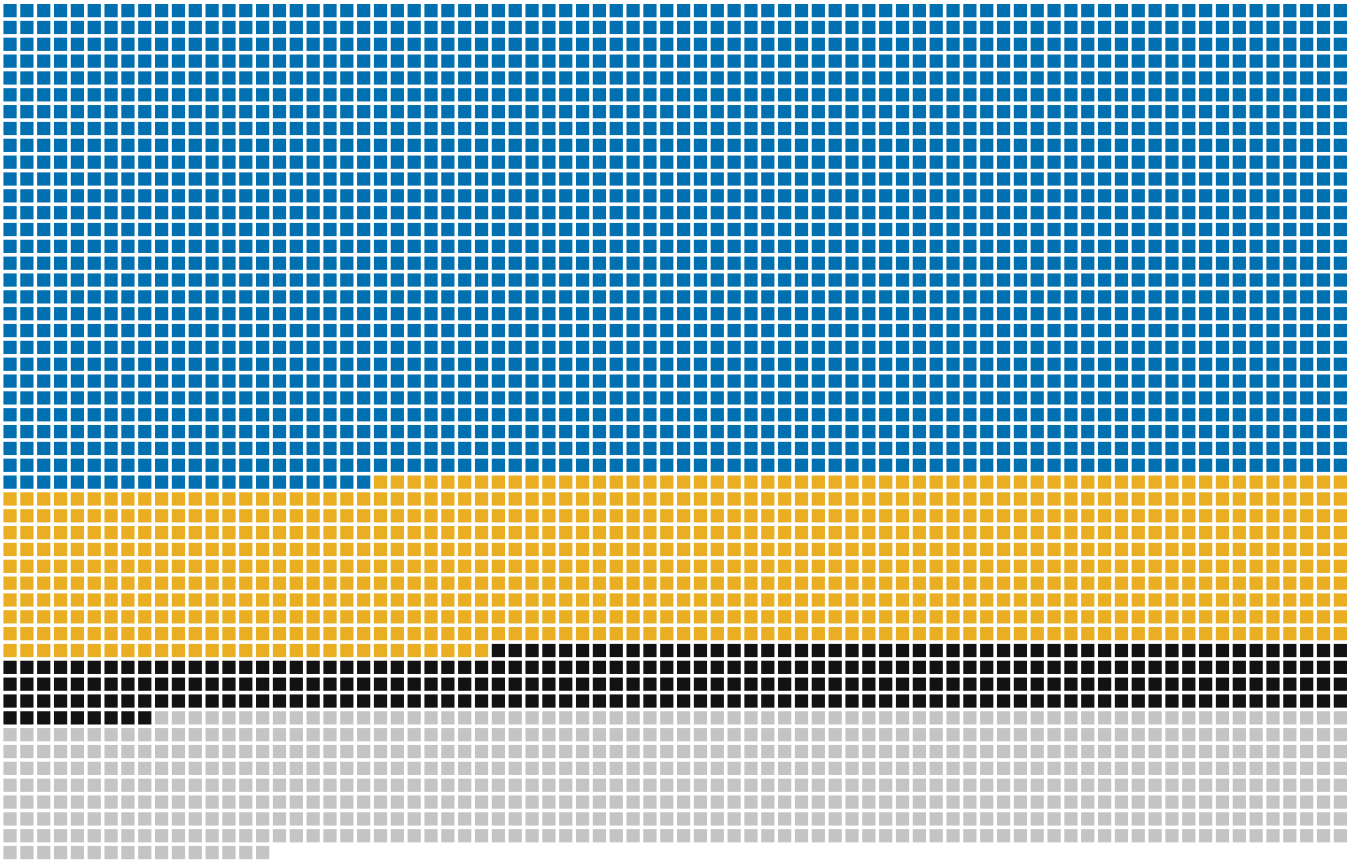
BY THE NUMBERS · 1 OF 5

4,016 articles, one square each

Every square is one article from a Fortune 1000 B2B insights hub. Blue is thought leadership. Everything else is something else, and it fills 43.7% of the wall.

Thought leadership Selling content: product posts and customer stories Press releases

Culture, events and other



56.3%
thought leadership, 2,262 articles

20.1%
selling content: product posts and customer stories

7.5%
press releases, 300 of them filed under insights

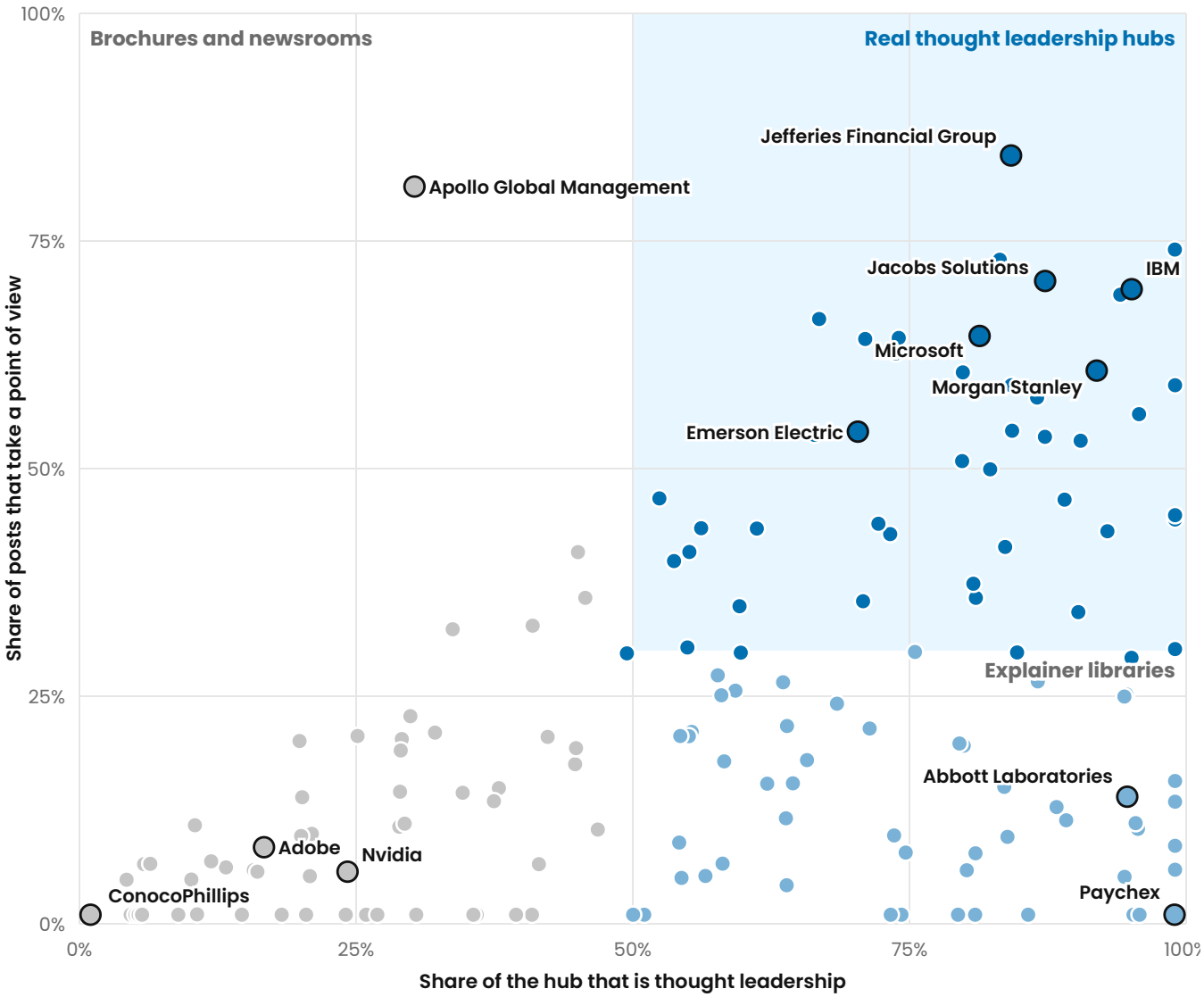
16.1%
culture posts, event promotion and other

4,016 articles with a readable content type, from 278 active hubs. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026. Detail in **Finding 10, page 19**.

BY THE NUMBERS · 2 OF 5

The map of 167 hubs

Each dot is one company. Further right, more of the hub is thought leadership. Higher, more of its posts argue something. The shaded corner is where a thought leadership hub belongs.



47
of 167 hubs are mostly thought leadership and argue in at least 3 of 10 posts

54
are mostly thought leadership but rarely take a side

66
use the hub mainly for product, press and culture content

40
hubs did not take a point of view in a single sampled post

Companies with at least 10 articles read. Positions are nudged slightly so overlapping dots stay visible. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

BY THE NUMBERS · 3 OF 5

From 3,293 articles to 46

Start with every article we read. Then ask for five things a thought leadership piece should have. Each ask is reasonable. Together they eliminate nearly everything.

3,293
100% of articles read

Articles we read



1,827
55% of articles read

Are thought leadership



653
20% of articles read

And carry a named author



288
8.7% of articles read

And take a point of view



98
3% of articles read

And offer proof: data, a customer or a quoted expert



46
1.4% of articles read

And are structured for AI answers



1 in 72 articles on a Fortune 1000 B2B insights hub clears all five tests. None of the five is rare alone. The scarcity is in the combination, which is why a hub that manages all five on most posts has almost no competition.

"Structured for AI answers" means the page has a summary box, an FAQ section or a question used as a subhead. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

BY THE NUMBERS · 4 OF 5

The industry scorecard

Six measures across 24 industries, sorted by how much of the hub is thought leadership. Darker is higher. Find your industry, then read across.

	HAS AN ACTIVE HUB	THOUGHT LEADERSHIP	TAKES A POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ABOUT AI
Commercial Services 19	86%	82%	28%	34%	30%	13%
Insurance 8	100%	82%	25%	37%	17%	12%
Financial Services 18	95%	80%	31%	48%	43%	21%
Logistics Services 6	100%	78%	19%	9%	31%	10%
Trading Distributors 5	58%	73%	4%	0%	13%	0%
Electronic Equipment 5	100%	71%	51%	44%	41%	29%
Capital Markets 9	100%	66%	42%	37%	38%	10%
Electrical Equipment 9	92%	65%	33%	3%	10%	23%
IT Services 13	100%	62%	52%	39%	30%	46%
Health Care Equipment 15	80%	62%	15%	24%	19%	6%
Health Care Providers 6	88%	60%	13%	26%	20%	4%
Real Estate 6	57%	58%	23%	26%	48%	27%
Communications Equipment 7	100%	56%	29%	76%	25%	46%
Machinery 17	79%	52%	15%	31%	21%	3%
Technology Hardware 7	100%	50%	27%	60%	36%	45%
Software 20	100%	49%	24%	68%	44%	56%
Semiconductors 16	95%	43%	18%	56%	22%	40%
Containers & Packaging 8	80%	41%	12%	47%	8%	3%
Chemicals 8	58%	40%	6%	8%	45%	0%
Metals & Mining 5	36%	37%	14%	15%	11%	1%
Aerospace & Defense 11	67%	27%	15%	57%	32%	8%
Ground Transportation 9	90%	25%	4%	26%	8%	0%
Energy Equipment 6	70%	21%	12%	64%	45%	6%
Oil and gas 8	33%	14%	7%	31%	27%	1%
All companies	74%	56%	22%	36%	30%	19%

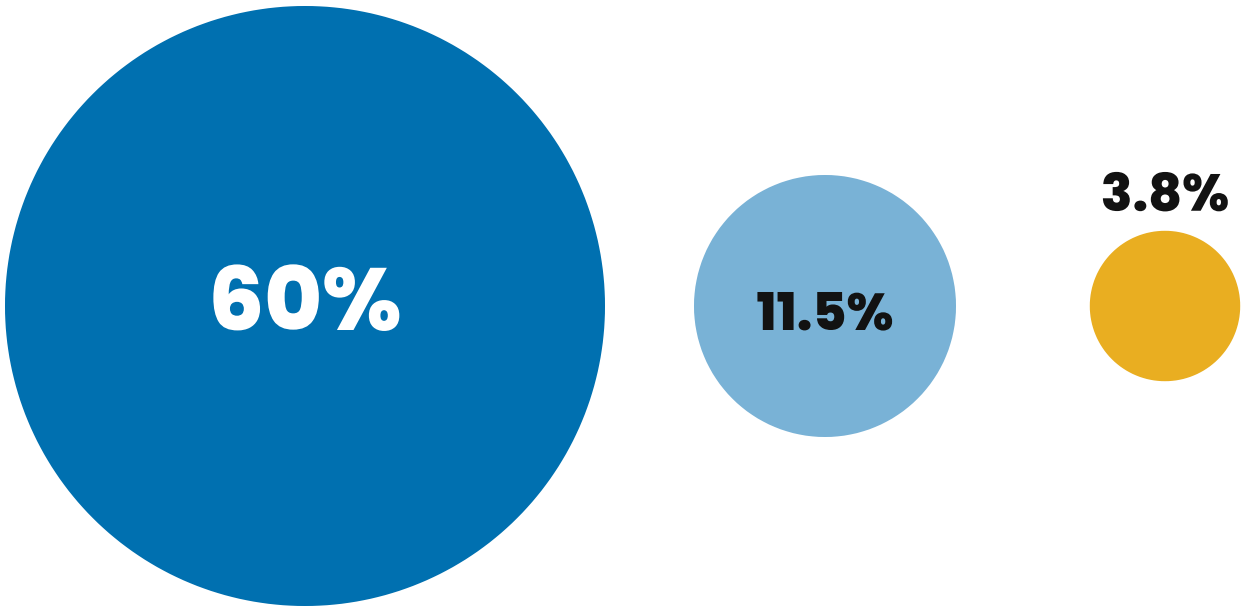
Commercial Services hubs are 82% thought leadership. Oil and gas hubs are 14%. Software, the industry most marketers assume leads in content, sits in the bottom half for thought leadership share and first for writing about AI.

Small gray number: companies with coded articles. Industries with at least 5 such companies and 60 articles. Active hub is a share of assessable companies, named author of pages read, proof of thought leadership pieces. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

BY THE NUMBERS · 5 OF 5

Everyone writes about AI. Almost no one is built for it.

The same companies telling customers how AI will change their industry have not changed how their own articles are published. Each circle is drawn to scale.



60%
of companies write about AI on their hub

11.5%
of companies have built most article pages so AI tools can read them

3.8%
of companies have done that and also publish an llms.txt file

5 of 611 articles about AI carry FAQ schema, the markup that tells a search or answer engine exactly which question a passage answers.

Based on 182 companies with at least 8 articles read. "Built for AI" means more than half of a company's article pages carry article schema plus a summary box or FAQ section. llms.txt is a file that points AI tools to a site's key pages. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026. Detail in **Finding 4, page 13**.

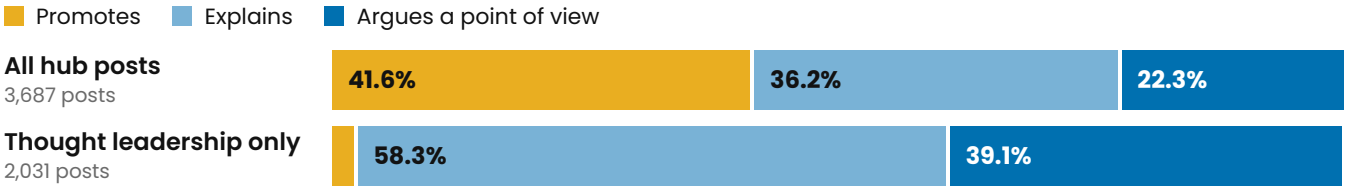
01 22.3% of hub posts take a point of view

We read 3,687 posts and asked one question of each: does it argue for anything? 41.6% promote, 36.2% explain and 22.3% argue. Even inside thought leadership, explainers outnumber opinion pieces three to two.

EXHIBIT 1

Most hub posts promote or explain. About one in five argues.

Share of posts by stance. Promotes: sells a product, event or the company. Explains: informs without taking a side. Argues: takes a position a reasonable reader could disagree with.



HUBS THAT ARGUE MOST

Jefferies Financial Group Financial	85%
Conduent Services	74%
Kyndryl Holdings Technology	72%
Jacobs Solutions Services	71%
IBM Technology	70%

THOUGHT LEADERSHIP HUBS THAT NEVER ARGUE

US Foods Holding Logistics	0%
Sherwin-Williams Materials	0%
Expeditors Logistics	0%
QXO Logistics	0%
Toast Financial	0%

Lists show companies with at least 10 articles read whose hub is mostly thought leadership. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

Stance in detail, page 24 The map of hubs, page 6 The 15 strongest hubs, page 59

ALSO WORTH KNOWING

40

of 167 hubs did not take a point of view in a single sampled post. 7 of those are otherwise pure thought leadership hubs, including US Foods Holding, Sherwin-Williams, Expeditors.

85%

is the highest share of opinion pieces at any hub. The top three: Jefferies Financial Group (85%), Apollo Global Management (80%), Conduent (74%).

64%

of thought leadership about AI takes a point of view, against 33% on every other topic.

WHAT TO DO ABOUT IT

Add one line to every brief: what do we believe here that a competitor would not say? If nobody can fill it in, the piece is an explainer. Explainers are useful, and they are also the content an AI summary replaces first. Decide what share of your hub should argue, then count it each quarter.

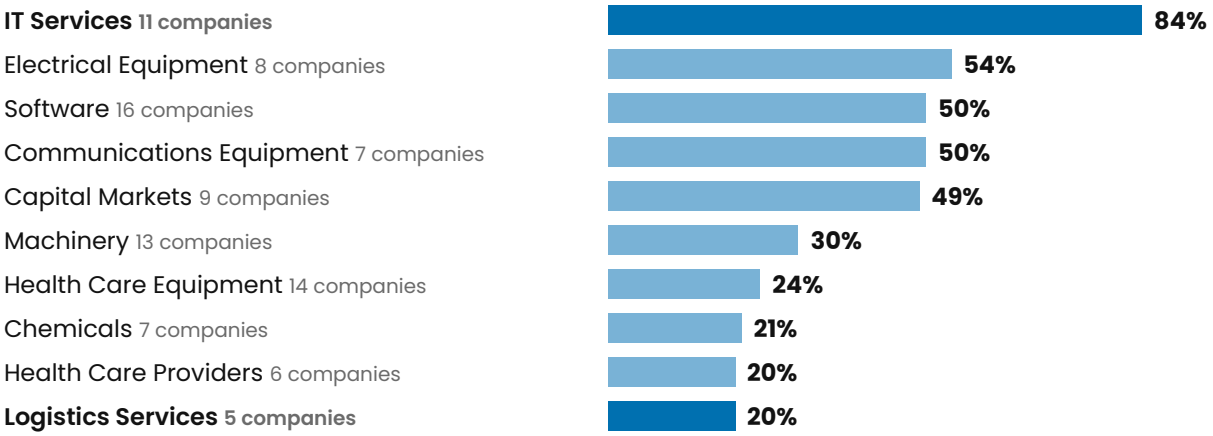
02 84% of IT services thought leadership takes a point of view. In logistics services it is 20%.

The gap between the most and least opinionated industries is more than four to one. Technology and finance argue. Health care, chemicals and logistics companies explain. Nothing about those industries forbids an opinion, which makes the gap an opening.

EXHIBIT 2

Whether a company argues depends heavily on its industry

Share of thought leadership pieces that take a point of view. The five most and five least opinionated industries.



Industries with at least 5 companies and 35 thought leadership pieces read. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

Industry scorecard, page 8 Industry deep dives, page 43 Stance in detail, page 24

ALSO WORTH KNOWING

54%

of electrical equipment thought leadership takes a point of view, but only 1% carries a named author. Opinions without owners.

14%

of the variation in point of view is explained by industry. The company explains 34%. The rest is decided article by article.

50%

of software thought leadership argues, and 66% is signed, the highest byline rate of any industry.

WHAT TO DO ABOUT IT

Benchmark against your own industry, not the average. If your peers rarely argue, one clear position a quarter will stand out. If they argue constantly, as in IT services, the contest moves to proof and specifics.

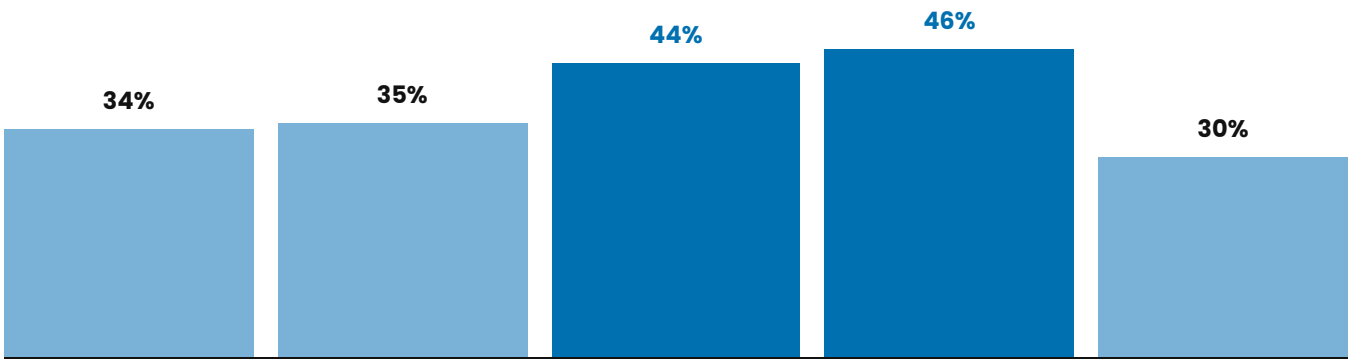
03 46% of articles between 1,200 and 2,000 words take a point of view. Past 2,000 words, 30% do.

Long articles look serious, but length and opinion are unrelated (correlation -0.01). The longest pieces on these hubs are mostly guides and explainers. The pieces that argue tend to run 800 to 2,000 words, long enough to make a case and short enough to finish.

EXHIBIT 3

Opinion peaks in the middle. The longest articles argue least.

Share of thought leadership pieces that take a point of view, by article length in words



1,827 thought leadership pieces with a word count. Counts can include a little page boilerplate, so band edges are approximate.
Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

Length in detail, page 39 Stance in detail, page 24 Summaries and contents, page 36

ALSO WORTH KNOWING

20% to 44%
The share of pieces with a named author rises steadily with length, from the shortest band to the longest.

76%
of pieces over 2,000 words link to an outside source, against 39% of pieces under 500. Length buys craft.

25%
of pieces under 500 words present original data, twice the rate of the longest (12%). Short stat posts carry the numbers.

WHAT TO DO ABOUT IT

Stop using word count as a proxy for depth. Set the length by the job: 800 to 2,000 words for an argument, longer only for a reference guide. If a piece runs past 2,000 words, give it a summary and a table of contents, which only about half of the longest articles have.

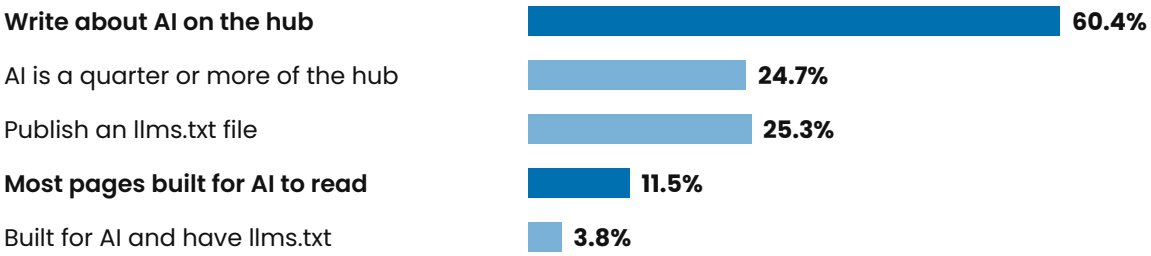
04 60% of companies write about AI. 11.5% have built their pages for AI to read.

Buyers now ask AI tools the questions they used to type into a search box. Those tools favor pages with clear structure: a summary, questions as subheads, FAQ markup. Six in ten companies publish about AI, yet barely one in nine has changed how its own articles are built.

EXHIBIT 4

The topic is everywhere. The plumbing is not.

Share of 182 companies with at least 8 articles read



Built for AI to read: more than half of a company's article pages carry article schema plus a summary box or FAQ section.
Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

The AI gap, page 9 AI as a topic, page 41 Schema in detail, page 35 llms.txt in detail, page 38

ALSO WORTH KNOWING

5 of 611

articles about AI carry FAQ schema, the markup that tells an answer engine which question a passage answers.

43%

of AI pieces open with a concrete audience, problem or number, against 62% of pieces on other topics. AI brings out the opinions and loses the specifics.

9 in 10

posts at Microsoft, IBM and Nvidia are about AI. Same topic, different approach. Share of their posts that argue: Microsoft 65%; Nvidia 5%; IBM 70%.

WHAT TO DO ABOUT IT

This is a template fix, so one sprint with your web team covers every future article. Add article schema, a key takeaways box and an FAQ block with FAQ schema to the article template. Write at least one subhead per piece as the question a buyer would ask. Then check what your llms.txt points to, or publish one.

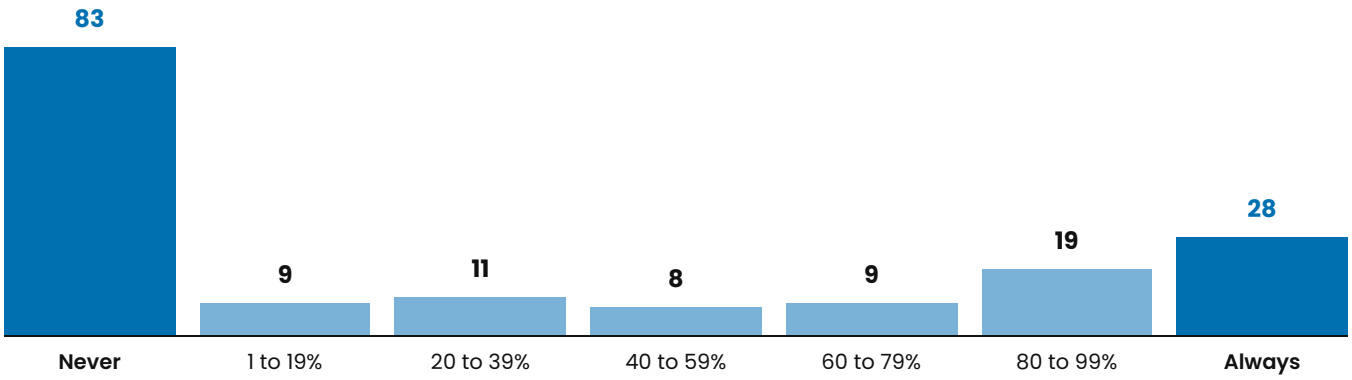
05 63.7% of articles carry no person's name

Thought leadership implies a leader. On 3,293 article pages we looked for a named human author and found one on 36.3%. The rest are signed by nobody, by a team or by the company itself.

EXHIBIT 5

Bylines are a policy, not a habit

Number of companies by the share of their articles that carry a named author. 167 companies with at least 10 articles read.



Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

Bylines in detail, page 28 Who the authors are, page 29 Author links and sharing, page 30

ALSO WORTH KNOWING

83 of 167

companies never name an author. They include hubs that are otherwise strong on substance, such as Cencora, Abbott Laboratories, Danaher.

28

companies name an author on every article, including Microsoft, Freddie Mac, Dell Technologies, Cisco Systems.

79% vs 30%

Pages with a named author carry article schema far more often than unsigned pages. A byline travels with good publishing hygiene.

WHAT TO DO ABOUT IT

Make a named author with a job title the default, and treat no byline as an exception that needs a reason. Because companies sit at one extreme or the other, this is a setting in your content system, not a culture change. Pick three to five experts, give each an author page and build recurring bylines around them.

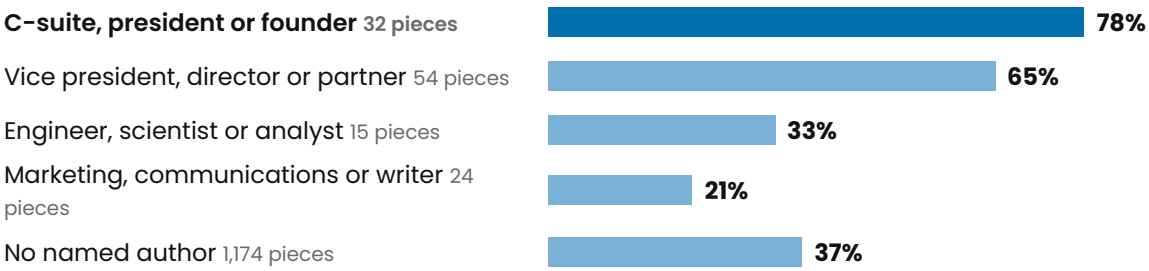
06 78% of pieces signed by a C-suite author take a point of view. For marketing authors it is 21%.

When a senior executive puts a name on a piece, it usually argues something. When the author works in marketing or communications, it usually explains. The sample is small, 32 executive pieces and 24 marketing pieces, but the direction is consistent.

EXHIBIT 6

The more senior the author, the more likely the piece says something

Share of thought leadership pieces that take a point of view, by the author's job title



Only 167 signed pieces showed a job title we could read, and 125 fit one of these four groups, so treat this as directional. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

Who the authors are, page 29 Bylines in detail, page 28 The 15 strongest hubs, page 59

ALSO WORTH KNOWING

60% vs 38%

Pieces that link to the author's LinkedIn profile take a point of view far more often than pieces that do not.

2 of 39

hubs where we could check carried a piece signed by the CEO: Nvidia and BWX Technologies.

40%

of pieces signed by engineers, scientists and analysts include original data, the highest of any author group. Executives bring the opinion. Specialists bring the numbers.

WHAT TO DO ABOUT IT

Do not ask marketers to ghostwrite an opinion nobody holds. Interview the executive or the specialist, capture the position in their words and publish it under their name and title. Pair an executive's point of view with a specialist's data in the same piece and you cover the two things most hubs lack.

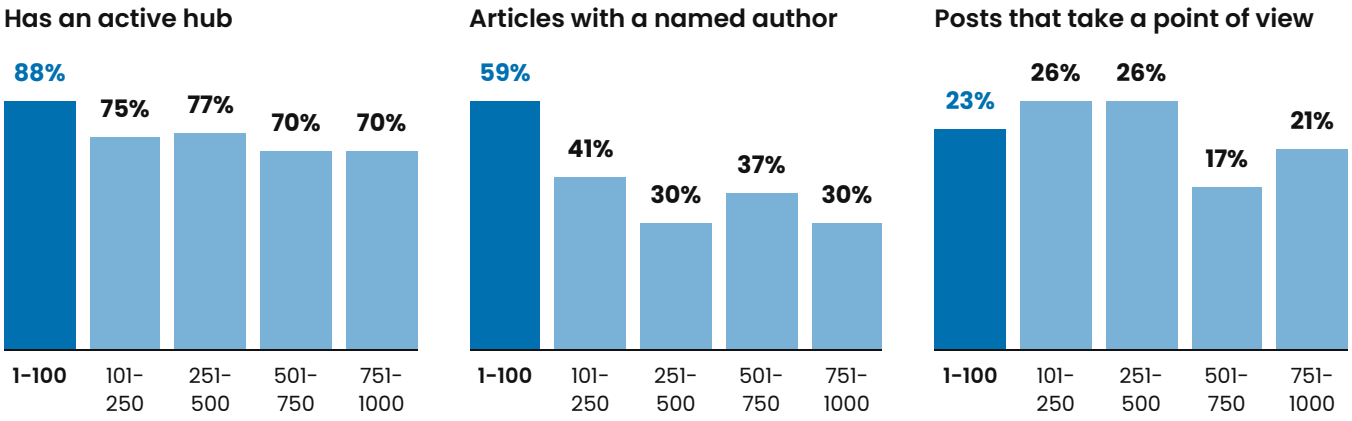
07 The 100 largest companies name an author on 59% of articles and take a point of view in 23%

The biggest companies have the hub, the team and the bylines. What they do not have is more to say. A company ranked 900th argues about as often as one ranked 9th, which means a smaller company can compete on the one measure that money does not move.

EXHIBIT 7

Size buys a hub and a byline. It does not buy an argument.

The same three measures across five bands of Fortune 1000 rank



Rank bands by Fortune 1000 position. Hub presence is a share of assessable companies, bylines of pages read, point of view of posts with a clear stance. The four companies outside the Fortune 1000 are excluded here. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

Every company, named, page 75 Bylines in detail, page 28 Stance in detail, page 24

ALSO WORTH KNOWING

88% vs 70%

Active hubs among the top 100 against companies ranked 751 to 1,000.

32%

of posts from the top 100 are about AI, against 14% to 21% in the other bands.

-0.10

The correlation between how often a hub posts and how often it argues. Publishing more does not produce more opinion.

WHAT TO DO ABOUT IT

If you are outspent, stop competing on volume and polish. Compete on position. One well-argued piece a month, signed by a named expert, puts a mid-sized company level with the Fortune 100 on the measure buyers remember. If you are one of the giants, the byline is already there. Ask each author to say something with it.

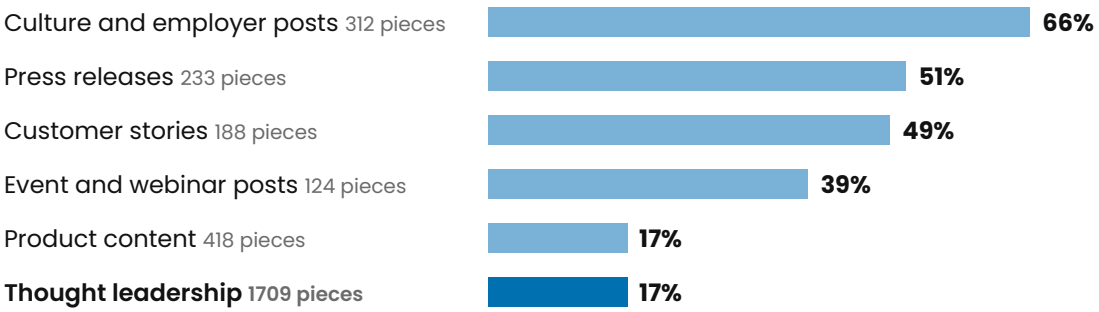
08 66% of culture posts quote someone. 17% of thought leadership does.

Companies know how to quote people. They do it in most culture posts, half of all press releases and half of all customer stories. Then, in the content meant to show expertise, the voices disappear and the company speaks alone.

EXHIBIT 8

Experts are quoted everywhere except where expertise is the point

Share of pieces that quote at least one named person, by type of content



Pieces where the full text was read and quotes could be judged. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

Expert quotes in detail, page 33 Named customers, page 32 Original data, page 31

ALSO WORTH KNOWING

69.7%

of thought leadership offers no proof of any kind: no original data, no named customer and no quoted expert.

6.1%

of thought leadership quotes someone from outside the company. One outside voice puts a piece ahead of more than nine in ten.

71% vs 2.9%

Customer stories name the customer. Thought leadership almost never does. The customers are kept in a separate room.

WHAT TO DO ABOUT IT

Set an evidence minimum for anything called thought leadership: at least one of a number you own, a customer you can name or an expert you can quote. You already have the people. The same subject experts and customers quoted in your press releases and case studies can be quoted in your arguments.

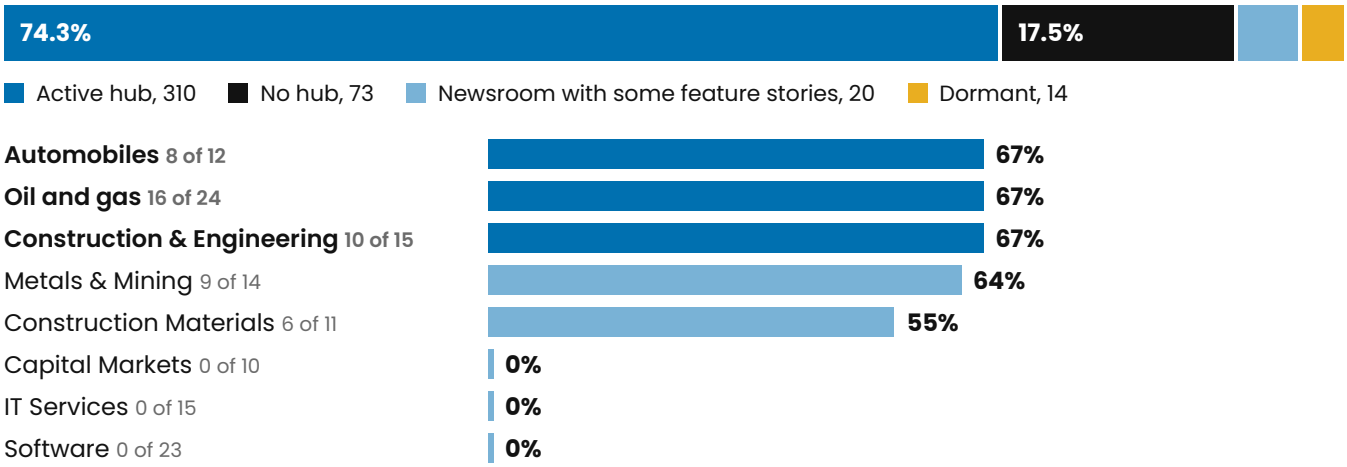
09 25.7% of companies have no active thought leadership hub

107 of 417 companies have nowhere to publish what they think. 73 have only a press release newsroom or nothing, 20 mix a few feature stories into the newsroom and 14 have a hub that has not posted in a year.

EXHIBIT 9

A quarter have no active hub, and they cluster in heavy industry

Hub status of the 417 companies we could assess, then the share with no active hub in the highest and lowest industries



Industries with at least 10 assessable companies. 83 companies that block automated visits are excluded and are not counted as lacking a hub. Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

Industry deep dives, page 43 Every company, named, page 75 Dates and freshness, page 40

ALSO WORTH KNOWING

73

companies have no hub of any kind. The largest include Performance Food Group, Enterprise Products Partners, Plains GP Holdings, Paccar.

14

hubs are dormant. The oldest last post we confirmed: Clean Harbors, May 1, 2018.

0

software, IT services and capital markets companies lack an active hub. In those industries a hub is the entry fee, not an advantage.

WHAT TO DO ABOUT IT

If most of your industry has no hub, the field is open, and a modest program that posts monthly can own the conversation. If your hub is dormant, either restart it on a schedule you can keep for three years or retire it.

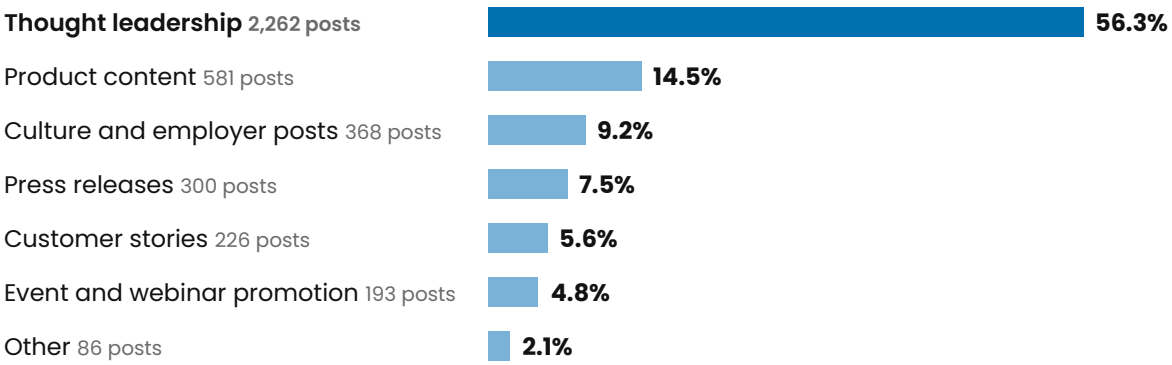
10 43.7% of what is on an insights hub is not thought leadership

The tab says Insights, Perspectives or Blog. Behind it, just over half the posts are thought leadership. The rest are product pages, culture stories, press releases, customer stories and event promotion, each of which has a better home elsewhere on the site.

EXHIBIT 10

What is actually filed under insights

Share of 4,016 hub posts by type of content



Source: 26 Characters audit of 4,120 articles from 500 large B2B companies, collected November 2026.

The wall of articles, page 5 Content types in detail, page 23 Industry scorecard, page 8

ALSO WORTH KNOWING

66 of 167

hubs are mostly something other than thought leadership. 11 had none at all in the sample, including Freddie Mac, ConocoPhillips, Freeport-McMoRan.

83%

of the posts on the Amentum Holdings hub are press releases, the highest share. Next: O-I Glass (80%) and Amkor Technology (69%).

39%

of software hub posts are product content or customer stories. The industry most associated with content marketing runs some of the most sales-led hubs.

WHAT TO DO ABOUT IT

Pull your last 20 hub posts and sort them into these seven types. If thought leadership is under half, move press releases to the newsroom, product posts to product pages and culture posts to careers. Then set a floor for the share of the hub that must be thought leadership, and report it every quarter.

THE SELF-AUDIT · 1 OF 2

Ten questions to ask about your own hub

Open your insights hub in one window and this page in another. Each question comes from a finding in this report, with the number to beat.

01

Could a visitor tell what your company believes from the last ten posts?

The benchmark: Only 22.3% of hub posts take a point of view. **Page 10**

☐ Yes ☐ Partly ☐ No

02

How many of your last 20 posts are thought leadership, and how many are something else?

The benchmark: On the average hub, 43.7% is something else. **Page 19**

☐ Yes ☐ Partly ☐ No

03

Does every article carry a named author with a job title?

The benchmark: 63.7% of articles carry no person's name. **Page 14**

☐ Yes ☐ Partly ☐ No

04

Who are your authors, and how senior are they?

The benchmark: 78% of pieces signed by C-suite authors argue something. **Page 15**

☐ Yes ☐ Partly ☐ No

05

Does each piece contain a number you own, a customer you can name or an expert you can quote?

The benchmark: 69.7% of thought leadership offers none of the three. **Page 17**

☐ Yes ☐ Partly ☐ No

THE SELF-AUDIT · 2 OF 2

Ten questions, continued

06 **Do your articles link to the outside sources they rely on?**

The benchmark: 47.9% of article pages link to nothing outside the company. **Page 34**

☐ Yes ☐ Partly ☐ No

07 **Is your article template built for AI answers: schema, a summary and an FAQ?**

The benchmark: 2.2% of article pages carry FAQ schema. **Page 13**

☐ Yes ☐ Partly ☐ No

08 **Is at least one subhead in each piece the question a buyer would ask?**

The benchmark: 23.2% of pages use a question as a subhead. **Page 37**

☐ Yes ☐ Partly ☐ No

09 **Does every article show when it was published or last updated?**

The benchmark: 13.7% of pages show no date we could find. **Page 40**

☐ Yes ☐ Partly ☐ No

10 **When did the hub last post, and can you keep that pace for three years?**

The benchmark: 14 hubs in this study have not posted in a year. **Page 18**

☐ Yes ☐ Partly ☐ No

Seven or more answers of Yes puts a hub ahead of nearly every company in this study. Three or fewer means the hub is carrying a label it has not earned yet. Start with the byline and the point of view. They cost the least and change the most.

CONTENTS

Every page in the report, one click away

Pages 1 to 22 are the report. Everything after is reference: every variable, every sector, the 15 strongest hubs and every company. Click any line to jump to that page. The page number at the bottom of every page brings you back here.

THE REPORT

1 Cover
2 A note from our CEO
3 Executive summary
4 How we did it

BY THE NUMBERS

5 The wall of articles
6 The map of hubs
7 The funnel
8 The industry scorecard
9 The AI gap

TOP 10 FINDINGS

10 1. Few posts take a point of view
11 2. Opinion is an industry habit
12 3. Length is not conviction
13 4. AI: the topic and the plumbing
14 5. Most articles are unsigned
15 6. Who signs it matters
16 7. Size buys a byline
17 8. Experts are quoted elsewhere
18 9. No active hub
19 10. The label and the contents

THE SELF-AUDIT

20 Ten questions, 1 to 5
21 Ten questions, 6 to 10
22 Contents (this page)

20 VARIABLES

23 Content types
24 Stance
25 Buying stage
26 Evergreen or timely
27 Audience
28 Bylines
29 Who the authors are
30 Author links and sharing
31 Original data
32 Named customers
33 Expert quotes
34 Outside links and charts
35 Structured data
36 Summaries, FAQs and contents
37 Questions and headlines
38 llms.txt and AI readiness
39 Length
40 Dates and freshness
41 AI as a topic
42 Topics

INDUSTRY DEEP DIVES

43 Technology
45 Industrials and manufacturing
47 Financial services and real estate
49 Materials and chemicals
51 Energy
53 Logistics and distribution
55 Healthcare and life sciences
57 Business services

THE 15 STRONGEST HUBS

59 The ranking
60 1. Morgan Stanley
61 2. Emerson Electric
62 3. IBM
63 4. Jacobs Solutions
64 5. Microsoft
65 6. SS&C Technologies
66 7. Kyndryl Holdings
67 8. Jefferies Financial Group
68 9. Concentrix
69 10. WTW
70 11. DXC Technology
71 12. Xylem
72 13. Insperity
73 14. Nucor
74 15. TriNet Group

EVERY COMPANY

75 3M to Amphenol
76 Analog Devices to Bank of
77 Baxter to Carrier Global
78 Caterpillar to Core Natural
79 CoreWeave to DuPont
80 DXC Technology to FIS
81 Fiserv to Helmerich &
82 Henry Schein to Iron Mountain
83 ITT to Lincoln Electric
84 Lineage to Motorola
85 MSC Industrial to Otis Worldwide
86 Ovintiv to Regal Rexnord
87 Reinsurance Group to SM Energy
88 Snap-on to TransUnion
89 Trimble to W.W. Grainger
90 Waste Management to Zoom

METHODOLOGY

91 What we collected
92 How we coded and scored
93 Limits and cautions
94 About 26 Characters

01 Content types

What each post on the hub actually is: thought leadership, product content, a customer story, a press release, a culture post, event promotion or something else.

Variable 1 of 20 · 4,016 posts from 278 hubs

56.3%
of hub posts are thought leadership

14.5%
are product content, the largest other type

7.5%
are press releases filed under insights

66 of 167
hubs are mostly not thought leadership

EXHIBIT 1.1

The mix by sector

Share of hub posts by type, sorted by thought leadership share

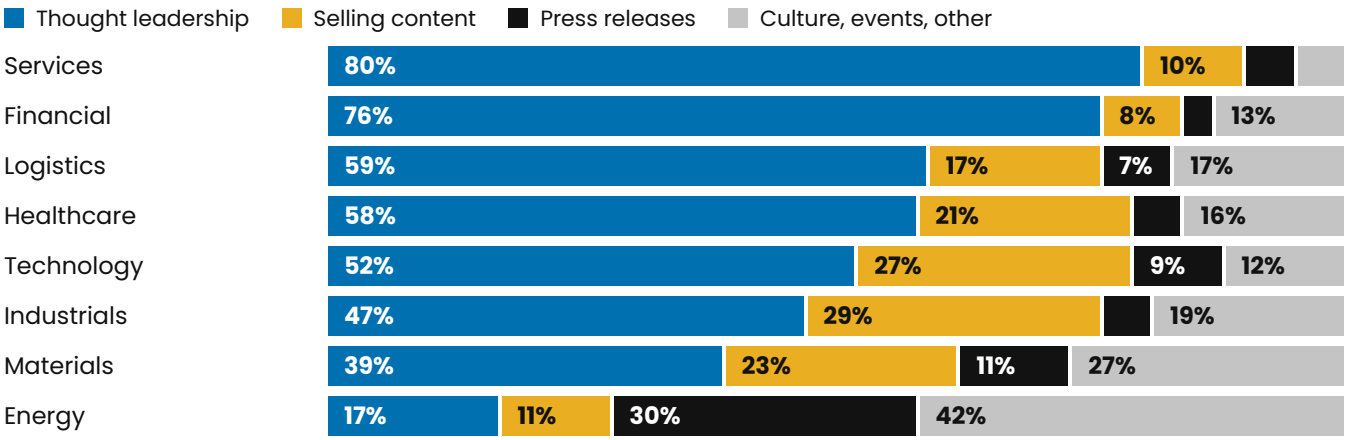


EXHIBIT 1.2

Hubs with the most press releases

Share of posts that are press releases. Companies with at least 10 articles read.

Amentum Holdings Technology	83%
O-I Glass Materials	80%
Amkor Technology Technology	69%
Eastman Chemical Materials	65%
Stagwell Services	59%
Helmerich & Payne Energy	55%

EXHIBIT 1.3

As published

Two posts filed on an insights hub that are not thought leadership

> "International Paper recognized with Conagra's Supplier Excellence Award"
>
> International Paper · Materials

> "Boris Medina's Leadership Recognized with Regional Award"
>
> Freeport-McMoRan · Materials

Business services and financial hubs come closest to what the label promises. Energy hubs are mostly newsrooms under another name. If your hub holds four kinds of content, a visitor has to sort it before they can use it.

Finding 10, page 19 The wall of articles, page 5 Stance, page 24 Contents, page 22

02 Stance

Whether a post promotes something, explains something or argues for a position a reasonable reader could disagree with.

Variable 2 of 20 · 3,687 posts with a clear stance

22.3%	41.6%	39.1%	40
of hub posts take a point of view	promote a product, event or the company	of thought leadership pieces argue	of 167 hubs never argued in the sample

EXHIBIT 2.1

Point of view by sector

Share of thought leadership pieces that take a point of view

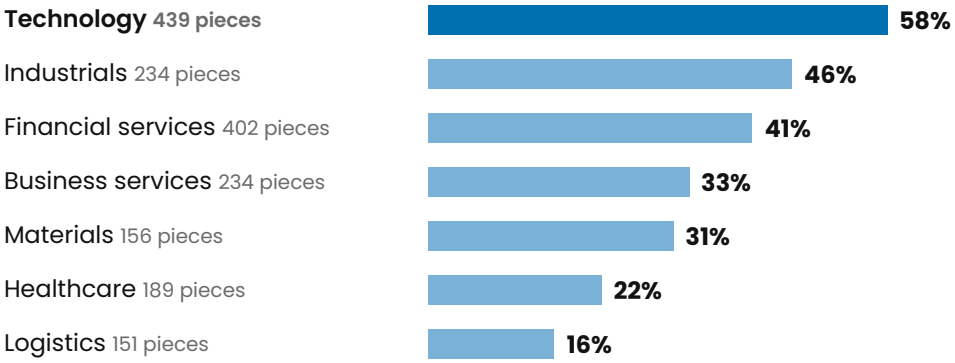


EXHIBIT 2.2

Hubs that argue most

Share of posts that take a point of view. Hubs that are mostly thought leadership.

Jefferies Financial Group Financial	85%
Conduent Services	74%
Kyndryl Holdings Technology	72%
Jacobs Solutions Services	71%
IBM Technology	70%
SS&C Technologies Technology	70%

EXHIBIT 2.3

As published

Two headlines from pieces that take a side

> **"From AI ambition to business impact"**
>
> Microsoft · Technology

> **"Where Chinese Exports Are Gaining the Most Market Share"**
>
> Goldman Sachs Group · Financial

Opinion is concentrated. 47 hubs argue regularly and 40 never do. Statement headlines are the tell: 51% of pieces with one take a point of view, against 18% of how-to and list headlines.

Finding 1, page 10 Finding 2, page 11 The map of hubs, page 6 Contents, page 22

03 Buying stage

Where a post meets the buyer: awareness of a problem, consideration of approaches, a decision about a product, or no buying stage at all.

Variable 3 of 20 · 3,890 posts with a clear stage

31%
serve a buyer weighing approaches

26.2%
raise awareness of a problem or trend

20.1%
push toward a product decision

22.7%
serve no buying stage: culture, press, events

EXHIBIT 3.1

Where hub posts sit in the buying journey

Share of all hub posts by stage



EXHIBIT 3.2

Decision-stage content by sector

Share of hub posts aimed at a product decision

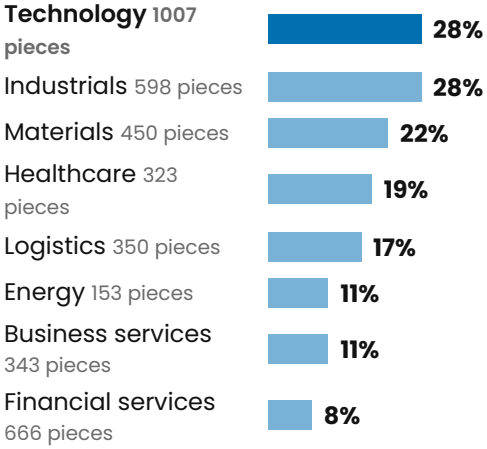


EXHIBIT 3.3

Thought leadership by stage

Thought leadership is split between the first two stages

Awareness	46%
Consideration	54%
Decision	1%
Awareness pieces that argue	47%
Consideration pieces that argue	29%

Nearly a quarter of hub posts serve no buyer at any stage. Awareness pieces are where companies argue (47% take a point of view). Consideration pieces, the how-to middle of the journey, mostly explain.

Content types, page 23 Stance, page 24 Finding 10, page 19 Contents, page 22

04 Evergreen or timely

Whether a post will still be useful in a year, or is tied to a moment: a market update, an event, a regulation, a quarter.

Variable 4 of 20 · 3,831 posts

60.6%
of hub posts are evergreen

39.4%
are tied to a moment in time

26%
of timely thought leadership carries original data

11%
of evergreen thought leadership does

EXHIBIT 4.1

Evergreen share by sector

Share of hub posts that are evergreen

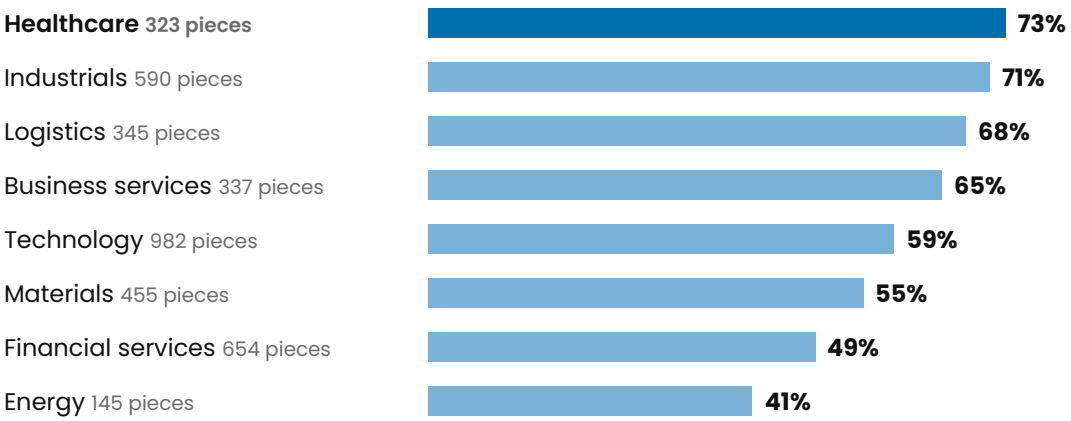


EXHIBIT 4.2

Evergreen against timely

Thought leadership pieces only

Evergreen pieces that argue	40%
Timely pieces that argue	39%
Evergreen pieces with original data	11%
Timely pieces with original data	26%
Evergreen pieces opening concretely	52%
Timely pieces opening concretely	72%

EXHIBIT 4.3

Dates on evergreen content

Evergreen articles are the ones most likely to hide their age

Evergreen pages showing a date	82%
Timely pages showing a date	94%

Companies spend their original data on content that expires. Timely pieces are more than twice as likely to carry a number the company owns, then the quarter ends and the piece is stale. Evergreen pieces, the ones that keep earning traffic, get the least evidence.

Original data, page 31 Dates and freshness, page 40 Length, page 39 Contents, page 22

05 Audience

Whether a piece names or clearly addresses a specific reader, by role or industry, and who that reader is.

Variable 5 of 20 · 1,827 thought leadership pieces

89.9% of thought leadership addresses a specific reader

77.5% of all hub posts do

5.4% of thought leadership is written for a general business reader

60% of audience-specific pieces open with something concrete

EXHIBIT 5.1

Audience focus by sector

Share of thought leadership pieces that address a specific reader



EXHIBIT 5.2

The readers named most often

Number of thought leadership pieces written for each

Investors	64
Shippers	41
Business leaders	39
Small business owners	20
Data center operators	19
Employers	17
Institutional investors	15

EXHIBIT 5.3

Specific reader, specific writing

Thought leadership pieces

Opens concretely, specific reader	60%
Opens concretely, general reader	38%
Buzzword-heavy, specific reader	5%
Buzzword-heavy, general reader	12%

This is the one thing these hubs get right. Nearly nine in ten thought leadership pieces know who they are talking to. Knowing the reader makes the writing more concrete and cuts the jargon by more than half.

Stance, page 24 Topics, page 42 Finding 2, page 11 Contents, page 22

06 Bylines

Whether an article carries the name of a human author, as shown on the page or in its structured data.

Variable 6 of 20 · 3,293 article pages read

36.3% of articles carry a named author

63.7% carry no person's name

83 of 167 companies never name an author

28 companies always do

EXHIBIT 6.1

Named authors by sector

Share of article pages with a named human author

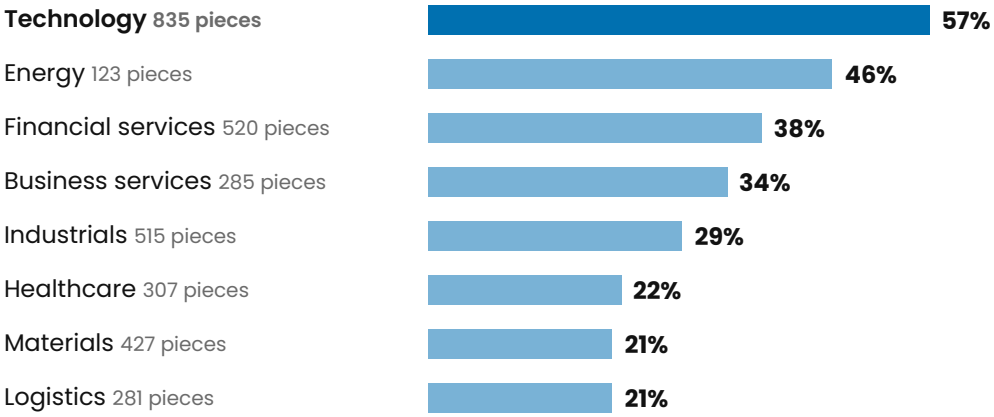


EXHIBIT 6.2

What sits in the byline slot

Share of article pages

No byline at all	49.2%
Named person	36.3%
Team, brand or other label	14.5%

EXHIBIT 6.3

Always signed

Companies that name an author on every article, largest first. 28 in all.

Microsoft Technology	#11
Freddie Mac Financial	#32
Dell Technologies Technology	#40
Cisco Systems Technology	#79
Thermo Fisher Scientific Healthcare	#98
Emerson Electric Industrials	#229

Which company published a page explains 75% of whether it has a byline. Almost nobody signs some articles and not others. It is a rule set once in the publishing system, which means it can be changed once.

Finding 5, page 14 Who the authors are, page 29 Author links and sharing, page 30 Contents, page 22

07 Who the authors are

The job titles of named authors, where the page showed one, grouped by seniority and function.

Variable 7 of 20 · 167 signed thought leadership pieces with a readable job title

78%
of pieces by C-suite authors argue (32 pieces)

65%
of pieces by vice presidents, directors and partners (54)

33%
of pieces by engineers, scientists and analysts (15)

21%
of pieces by marketing and communications authors (24)

EXHIBIT 7.1

Point of view by author group

Share of thought leadership pieces that take a point of view

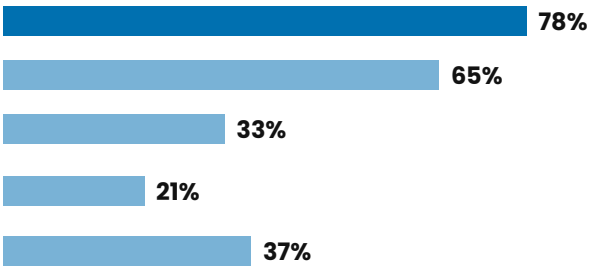


EXHIBIT 7.2

Original data by author group

Share of pieces that include the company's own data

Engineer, scientist or analyst	40%
Vice president, director or partner	19%
Marketing, communications or writer	8%
C-suite, president or founder	6%

EXHIBIT 7.3

How rarely a title is shown

Most named authors appear without a job title a reader or a machine can find

Signed pieces read	653
With a readable job title	167
Share with a title	26%

The samples here are small and the direction is clear. Executives bring opinion, specialists bring data, and both outperform the marketing byline. Only about a quarter of signed pieces show the author's title at all, so most readers cannot tell which kind of author they are reading.

Finding 6, page 15 Bylines, page 28 Original data, page 31 Contents, page 22

08 Author links and sharing

Whether the page links to the author's LinkedIn profile, and whether it offers buttons to share the article.

Variable 8 of 20 · 3,293 article pages read

58.1% of articles have share buttons

7.2% link to the author's LinkedIn profile

34.3% ask readers to share an article nobody signed

12% of signed articles link to the author's profile

EXHIBIT 8.1

Author LinkedIn links by sector

Share of article pages that link to the author's LinkedIn profile

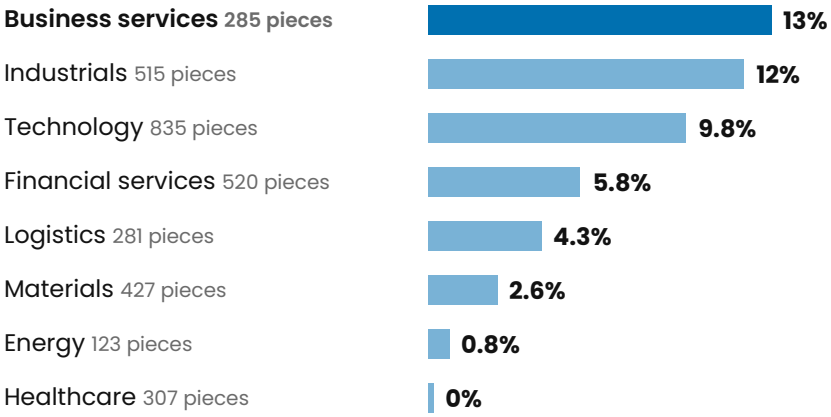


EXHIBIT 8.2

A linked author is a bolder author

Thought leadership pieces

Linked author, takes a point of view	60%
No link, takes a point of view	38%
Linked author, piece is about AI	38%
No link, piece is about AI	19%

EXHIBIT 8.3

Hubs that link every author

Share of articles with an author LinkedIn link

Emerson Electric Industrials	95%
BWX Technologies Industrials	94%
Teradyne Technology	93%
Accenture Technology	91%
Zebra Technologies Industrials	90%
Cisco Systems Technology	67%

Most hubs invite readers to share an article on LinkedIn and then give them nobody to tag. The author link is the cheapest connection between a company's hub and its people's profiles, and fewer than one page in ten has it.

Finding 5, page 14 Bylines, page 28 Finding 6, page 15 Contents, page 22

09 Original data

Whether a piece presents numbers the company owns: its own survey, index, study or proprietary data.

Variable 9 of 20 · 1,735 thought leadership pieces

16.3% of thought leadership presents original data

11% of all hub posts do

81% of pieces with original data show no chart

62% of them link to no outside source

EXHIBIT 9.1

Original data by sector

Share of thought leadership pieces presenting the company's own data

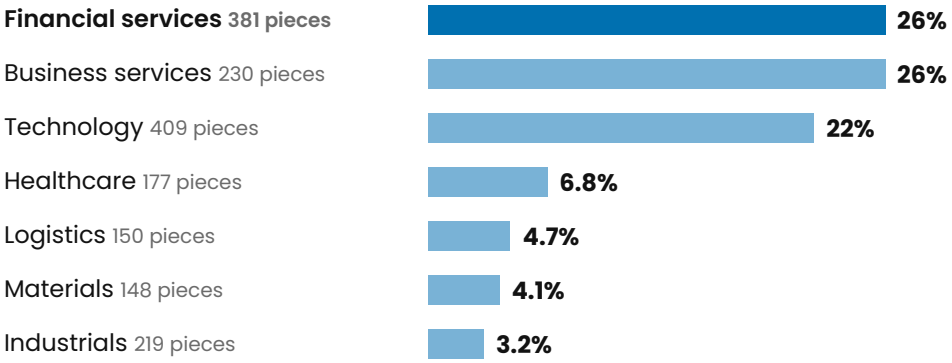


EXHIBIT 9.2

Hubs that publish their own numbers

Share of posts with original data

Trade Desk Services	100%
Intercontinental Exchange Financial	85%
Accenture Technology	73%
MSCI Financial	70%
F5 Technology	65%
Visa Financial	64%

EXHIBIT 9.3

As published

Two pieces built on the company's own data

> **"Scaling AI value without losing control: Lessons from Frontier Firms"**
> Microsoft · Technology

> **"German Exports Rebound amid Demand from the US, EU, and AI Buildout"**
> Goldman Sachs Group · Financial

Finance, business services and technology publish their numbers. Industrial and materials companies, which sit on decades of operating data, almost never do. And when a company does publish data, four times in five it forgets to draw it.

Finding 8, page 17 Expert quotes, page 33 Outside links and charts, page 34 Contents, page 22

10 Named customers

Whether a piece names a real customer organization.

Variable 10 of 20 · 3,104 posts where the full text was read

2.9% of thought leadership names a customer

71% of customer stories do

9% of all hub posts name a customer

33% of hubs carry at least one customer story

EXHIBIT 10.1

Named customers by type of content

Share of posts that name a real customer

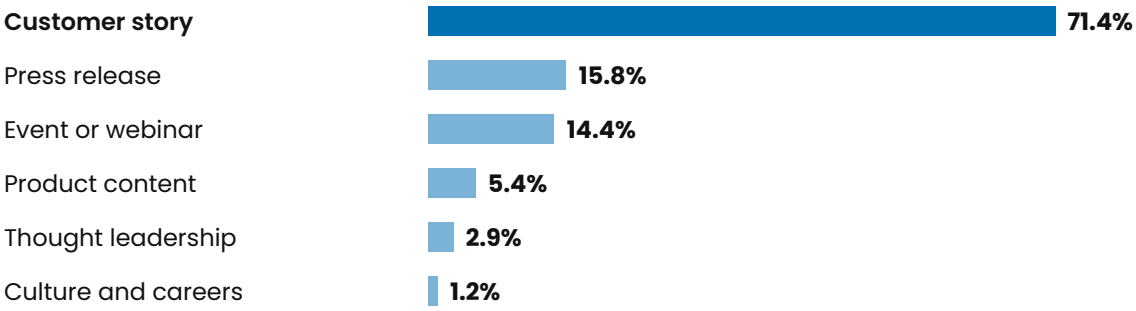


EXHIBIT 10.2

When thought leadership does name a customer

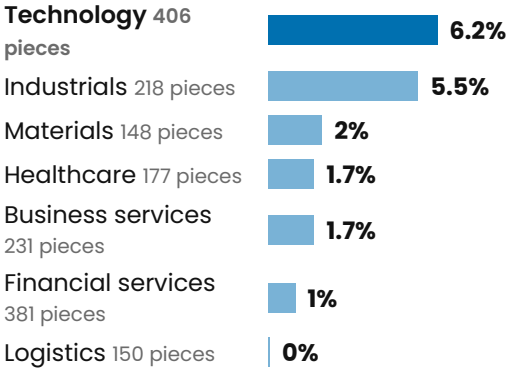
The 51 thought leadership pieces that name a customer, against the rest

Quotes an outside voice, customer named	39%
Quotes an outside voice, no customer	5%
Opens concretely, customer named	47%
Opens concretely, no customer	58%

EXHIBIT 10.3

Named customers by sector

Share of thought leadership pieces



Companies have customer stories and they have thought leadership, and they keep them apart. A named customer inside an argument does two jobs at once: it proves the point and it shows who trusts you.

Finding 8, page 17 Expert quotes, page 33 Content types, page 23 Contents, page 22

11 Expert quotes

Whether a piece quotes a named person, and whether that person works inside or outside the company.

Variable 11 of 20 · 1,709 thought leadership pieces where quotes could be judged

83.1% of thought leadership quotes no one

10.8% quotes only the company's own people

6.1% quotes someone from outside

69.7% offers no data, customer or quote at all

EXHIBIT 11.1

Quoted experts by sector

Share of thought leadership pieces that quote at least one named person

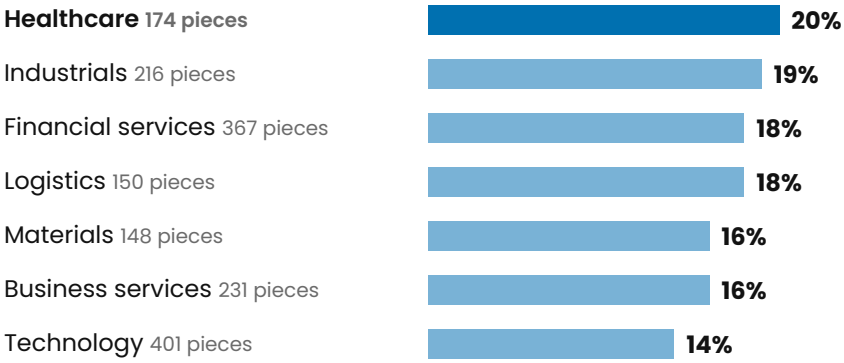


EXHIBIT 11.2

Quotes by type of content

Share of posts quoting anyone

Culture and careers	66%
Press release	51%
Customer story	49%
Event or webinar	39%
Product content	17%
Thought leadership	17%

EXHIBIT 11.3

Hubs that quote people

Share of posts with a quoted expert. Hubs that are mostly thought leadership.

Sherwin-Williams Materials	100%
Morgan Stanley Financial	85%
Zoetis Healthcare	75%
Korn Ferry Services	73%
US Foods Holding Logistics	70%
Baxter International Healthcare	68%

The habit of quoting people exists in every one of these companies. It lives in the newsroom and the careers page. Moving it into the hub costs nothing but a different interview.

Finding 8, page 17 Named customers, page 32 Original data, page 31 Contents, page 22

12 Outside links and charts

How many links in the article body point to another organization's site, and whether the article contains a chart or data visual.

Variable 12 of 20 · 3,293 article pages read

47.9%	1	10.4%	32.7%
of articles link to nothing outside the company	outside link on the median article	of articles contain a chart	show a related content module

EXHIBIT 12.1

Articles with at least one outside link, by sector

Share of article pages

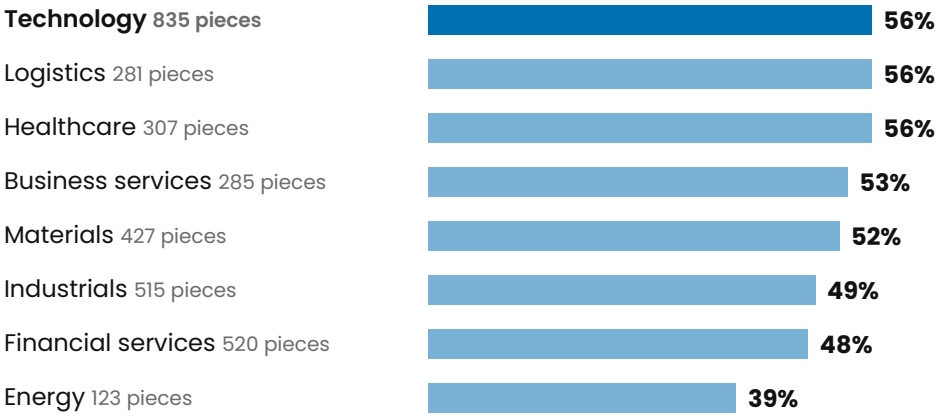


EXHIBIT 12.2

Who links out

Share of thought leadership pieces with an outside link

Pieces that take a point of view	51%
Explainers	56%
Pieces with original data	38%
Pieces over 2,000 words	76%
Pieces under 500 words	39%

EXHIBIT 12.3

Hubs that always cite a source

Companies where every article links out, largest first

Broadcom Technology	#67
Nucor Materials	#131
Jabil Technology	#140
Freeport-McMoRan Materials	#166
Sherwin-Williams Materials	#183
Emerson Electric Industrials	#229

Nearly half of these articles cite nothing a reader could check. A link to a primary source does not send the reader away. It shows the work, and it is one of the signals answer engines use to decide which page to trust.

Original data, page 31 Schema, page 35 Finding 8, page 17 Contents, page 22

13 Structured data

Whether the page carries Article schema, the machine-readable label that tells search and answer engines this is an article, who wrote it and when.

Variable 13 of 20 · 3,293 article pages read

47.6% of article pages carry Article schema	**2.2%** carry FAQ schema	**79%** of signed pages carry Article schema	**30%** of unsigned pages do

EXHIBIT 13.1

Article schema by sector

Share of article pages with Article schema

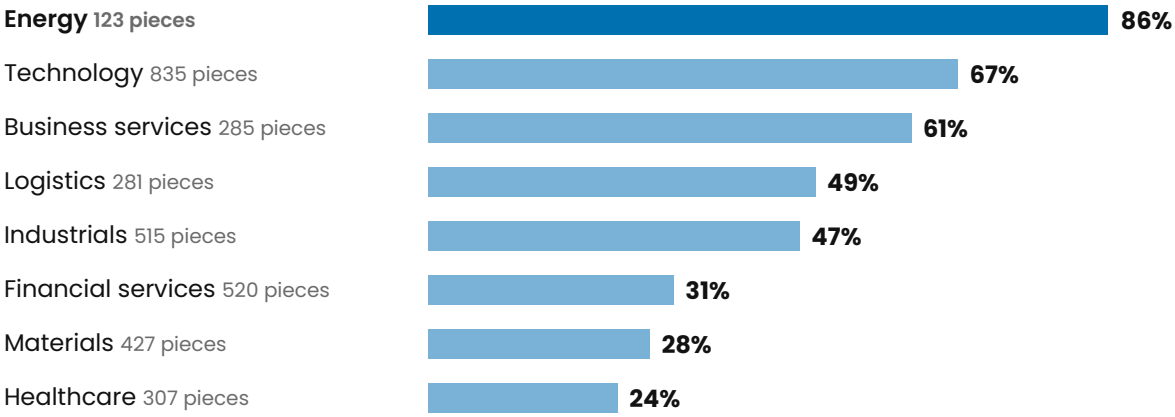


EXHIBIT 13.2

All or nothing

Companies by share of pages with Article schema. 167 companies.

Every page	67
Most pages	10
Some pages	6
No pages	84

EXHIBIT 13.3

Schema and the rest of the page

Pages with Article schema against pages without

Shows a date	100% vs 74%
Has an FAQ section	12% vs 4%
Named author	60% vs 14%

Schema is the purest template decision in the study: the company explains 95% of whether a page has it. Hubs either mark up every article or none. If yours is in the second group, the fix is one change that covers the whole archive.

Finding 4, page 13 Summaries and FAQs, page 36 llms.txt, page 38 Contents, page 22

14 Summaries, FAQs and contents

Whether the page offers a key takeaways or summary box, an FAQ section, or a table of contents.

Variable 14 of 20 · 3,293 article pages read

15.5%
of articles open with a summary or key takeaways

7.7%
include an FAQ section

23.7%
have a table of contents

53%
of articles over 1,500 words have neither a summary nor contents

EXHIBIT 14.1

Summary boxes by sector

Share of article pages with a summary or key takeaways box

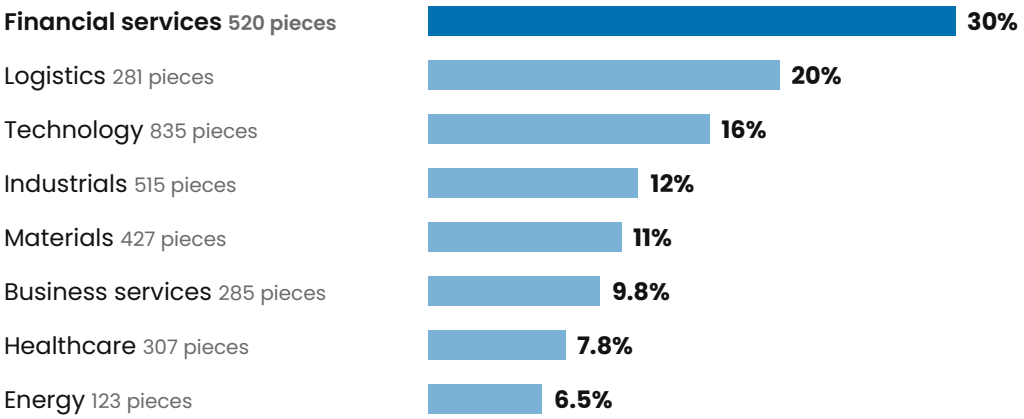


EXHIBIT 14.2

Structure follows the format, not the argument

Thought leadership pieces: explainers against opinion pieces

Has an FAQ, explainers	17%
Has an FAQ, opinion pieces	6%
Pieces with an FAQ that offer proof	13%
Pieces without one that offer proof	33%

EXHIBIT 14.3

Hubs that summarize every article

Share of articles with a summary box

Dell Technologies Technology	100%
Freeport-McMoRan Materials	100%
Reinsurance Group of America Financial	100%
Rush Enterprises Logistics	100%
Schneider National Logistics	100%

FAQ sections cluster on explainers, the content with the least to say, and are rarest on opinion pieces, the content most worth citing. Pieces with an FAQ are also less likely to carry proof. The structure is being used for search volume, not for the company's best thinking.

Finding 4, page 13 Questions, page 37 Length, page 39 Contents, page 22

15 Questions and headlines

Whether subheads are phrased as questions a reader might ask, and what form the headline takes.

Variable 15 of 20 · 3,990 headlines and 3,293 pages

23.2%
of articles use at least one question as a subhead

5.5%
of headlines are questions

19.8%
of headlines are a bare topic label

62.7%
of headlines make a statement

EXHIBIT 15.1

Headline styles

Share of hub posts by headline form

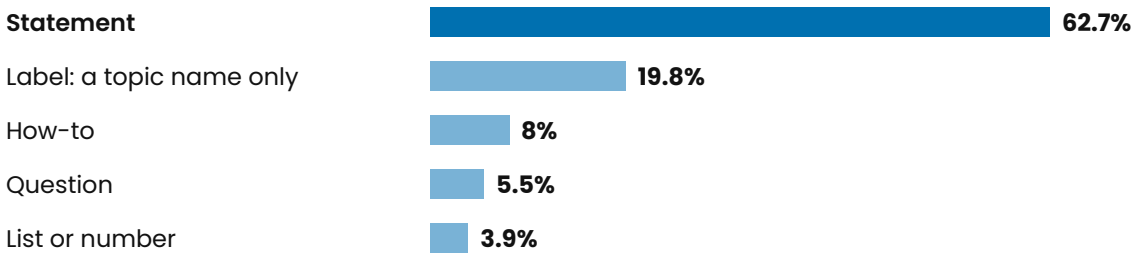


EXHIBIT 15.2

Which headlines carry an argument

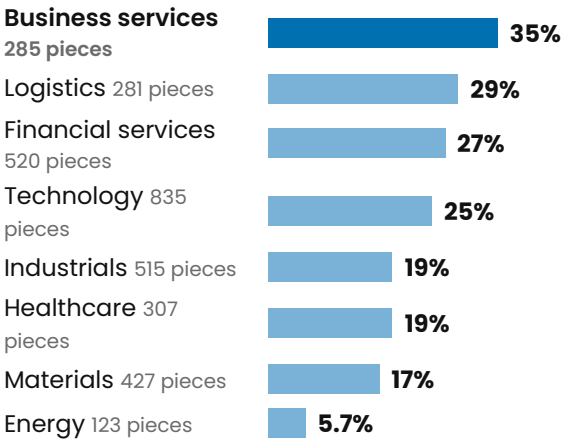
Share of thought leadership pieces that take a point of view, by headline form

Statement	51%
Question	36%
Label: a topic name only	25%
List or number	20%
How-to	17%

EXHIBIT 15.3

Question subheads by sector

Share of article pages



Buyers ask AI tools questions, and three quarters of these articles contain none. One in five headlines is only a label, a topic name that promises nothing. A statement headline is the strongest sign that the piece underneath has something to say.

Finding 4, page 13 Summaries and FAQs, page 36 Stance, page 24 Contents, page 22

16 llms.txt and AI readiness

Whether the company's domain publishes an llms.txt file, a plain-text guide that points AI tools to a site's most important pages.

Variable 16 of 20 · 417 company domains checked

75	18%	11.5%	7
of 417 domains publish an llms.txt file	of companies we could assess	of hubs have most pages built for AI to read	of 182 hubs have both

EXHIBIT 16.1

llms.txt by sector

Share of company domains with an llms.txt file

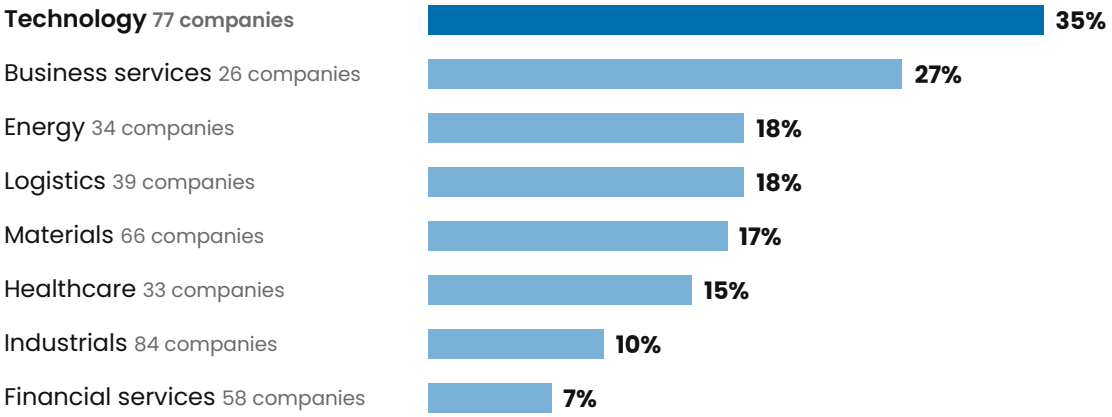


EXHIBIT 16.2

What llms.txt predicts, and what it does not

Hubs with the file against hubs without. 182 hubs.

Pages with Article schema	67% vs 38%
Named authors	46% vs 31%
Posts that take a point of view	24% vs 22%
Summary boxes	11% vs 16%

EXHIBIT 16.3

The largest companies with the file

By Fortune 1000 rank

Nvidia, Dell Technologies, Archer Daniels Midland, Cisco Systems, Intel, Thermo Fisher Scientific, Qualcomm, Salesforce, CBRE Group, World Kinect, HPE, Nucor.

An llms.txt file is a sign of technical care, and it stops there. Companies that have one mark up their pages better and name more authors. They are no more likely to say anything. Having the file also does not mean it points at the hub.

Finding 4, page 13 The AI gap, page 9 Structured data, page 35 Contents, page 22

17 Length

The number of words in the article body, as read from the page.

Variable 17 of 20 · 3,293 article pages with a word count

995
words in the median article

1,182
words in the median thought leadership piece

17.7%
of articles are shorter than 500 words

12.8%
of articles run past 2,000 words

EXHIBIT 17.1

What changes with length

Share of thought leadership pieces with each trait, by word count

	UNDER 500	500 TO 799	800 TO 1,199	1,200 TO 1,999	2,000 OR MORE
Takes a point of view	34%	35%	44%	46%	30%
Named author	20%	31%	32%	41%	44%
Links to an outside source	39%	40%	48%	59%	76%
Original data	25%	19%	13%	15%	12%
Summary or contents	20%	28%	34%	50%	52%
Quotes an expert	9%	13%	15%	18%	19%

EXHIBIT 17.2

Median length by type

Words in the median post

Thought leadership	1,182
Product content	1,012
Customer story	803
Culture and careers	725
Press release	632
Other	556
Event or webinar	555

EXHIBIT 17.3

Median length by sector

Words in the median article

Financial services and real estate	1,199
Technology	1,178
Healthcare and life sciences	1,062
Business services	1,009
Industrials and manufacturing	840
Logistics and distribution	839
Materials and chemicals	767
Energy	589

Length buys craft: more bylines, more sources, more navigation. It does not buy opinion, which peaks between 800 and 2,000 words. Word counts here can include a little page boilerplate, so read them as approximate.

Finding 3, page 12 Summaries and FAQs, page 36 Stance, page 24 Contents, page 22

18 Dates and freshness

Whether the article shows when it was published, when the hub last posted and how often it posts.

Variable 18 of 20 · 3,293 article pages and 258 hubs with dated posts

86.3%
of articles show a date we could read

58%
of hubs posted in the two weeks before November 14, 2026

35
of 258 hubs had been quiet for more than 90 days

14
hubs have not posted in more than a year

EXHIBIT 18.1

How recently hubs last posted

Share of 258 active hubs with dated posts, by days since the newest post



EXHIBIT 18.2

Posting more does not mean saying more

Correlation with days between posts, 149 hubs

Share of posts that argue	-0.10
Share that is thought leadership	-0.08
Median days between posts	9.2

EXHIBIT 18.3

Dormant hubs, last confirmed post

Hubs with no post since November 14, 2025

Clean Harbors	5/1/2018
Oceaneering International	11/1/2023
Watsco	11/9/2023
LKQ	12/19/2023
Edwards Lifesciences	10/2/2024
Carpenter Technology	10/17/2024
Globus Medical	11/25/2024

Most active hubs are current. The risk is at the edges: 35 hubs drifting toward dormancy and 14 already there. Frequency itself is not a quality signal. Hubs that post every few days argue no more often than hubs that post monthly.

Finding 9, page 18 Evergreen or timely, page 26 Every company, named, page 75 Contents, page 22

19 AI as a topic

Whether artificial intelligence is a main subject of the post.

Variable 19 of 20 · 3,964 hub posts

18.8%
of hub posts are about AI

21.1%
of thought leadership is

60%
of hubs published at least one AI post

25%
of hubs give AI a quarter of their posts or more

EXHIBIT 19.1

AI share by sector

Share of hub posts about AI

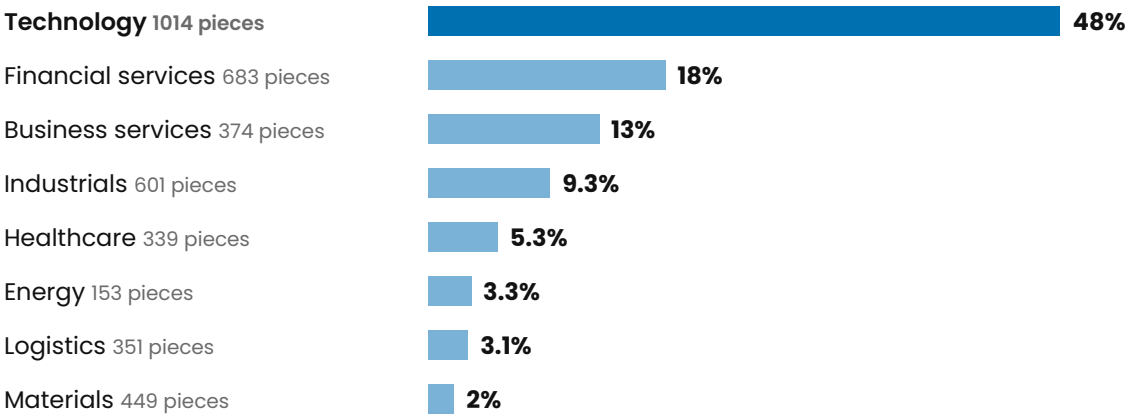


EXHIBIT 19.2

AI pieces against everything else

Thought leadership pieces

Takes a point of view	64% vs 33%
Named author	52% vs 31%
Original data	22% vs 14%
Opens concretely	43% vs 62%
Buzzword-heavy	10% vs 4%

EXHIBIT 19.3

Hubs most devoted to AI

Share of posts about AI

Microsoft Technology	100%
CoreWeave Technology	95%
Atlassian Technology	95%
Nvidia Technology	90%
IBM Technology	90%
AMD Technology	81%

AI is where companies are most willing to plant a flag and sign it. It is also where they are least concrete and most prone to jargon. Opinion about AI is abundant. Specifics about AI are the open lane.

Finding 4, page 13 The AI gap, page 9 Topics, page 42 Contents, page 22

20 Topics

What thought leadership pieces are about, matched by keywords in the title and topic. A piece can match more than one topic.

Variable 20 of 20 · 1,827 thought leadership pieces

22.7%
of thought leadership is about AI

4.3%
is about sustainability or climate

14
pieces are about tariffs or trade

63%
of AI pieces argue, the most of any topic

EXHIBIT 20.1

Topics, and how each one is written

Share of thought leadership pieces matching each topic, then the share of those pieces that argue, open concretely and carry a named author

TOPIC	SHARE OF THOUGHT LEADERSHIP	PIECES	ARGUES	CONCRETE	SIGNED
AI	**22.7%**	415	**63%**	42%	51%
Cost and efficiency	**9%**	165	**41%**	64%	36%
Cybersecurity	**7%**	128	**44%**	59%	39%
Workforce and talent	**6.2%**	113	**38%**	54%	44%
Supply chain and logistics	**5.8%**	106	**30%**	56%	14%
Regulation and compliance	**5.5%**	100	**32%**	66%	32%
Innovation and transformation	**4.8%**	88	**56%**	27%	34%
Sustainability and climate	**4.3%**	79	**43%**	51%	25%
Economy and markets	**3.8%**	69	**62%**	32%	39%
Data centers and power	**3.7%**	67	**49%**	52%	34%
Tariffs and trade	**0.8%**	14	**21%**	64%	21%

EXHIBIT 20.2

Where companies argue

Topics with the highest share of opinion pieces. At least 30 pieces.

AI	**63%**
Economy and markets	**62%**
Innovation and transformation	**56%**

EXHIBIT 20.3

Where companies are specific

Topics most likely to open with a concrete audience, problem or number

Regulation and compliance	**66%**
Cost and efficiency	**64%**
Cybersecurity	**59%**

One topic takes more than a fifth of all thought leadership. Sustainability, a boardroom priority two years ago, is under one piece in twenty. Tariffs, in a year when trade policy moved markets, barely appear. The topics where companies argue are rarely the topics where they are specific.

AI as a topic, page 41 Audience, page 27 Finding 4, page 13 Contents, page 22

HUBS RANKED, PAGE 44 · SCORECARD, PAGE 8

Technology

76 of 77 technology companies have an active hub, and 30% of what they post takes a point of view

99 companies, 77 assessed, 76 with an active hub, 1,045 posts coded. Against all companies this sector is strongest on hub posts about AI (+28 points) and weakest on hub posts that are thought leadership (-4 points).

76 of 77
assessed companies have an active hub

52%
of hub posts are thought leadership (all companies: 56%)

30%
of hub posts take a point of view (all: 22%)

57%
of articles carry a named author (all: 36%)

EXHIBIT S1

Technology against all companies, on 12 measures

Blue bar: this sector. Black line: all 500 companies. Lighter bars sit below the all-company figure.

MEASURE	TECHNOLOGY BAR, WITH A BLACK LINE FOR ALL COMPANIES	TECHNOLOGY	VS ALL	RANK OF 8
Companies with an active hub		99%	+24 pts	HIGHEST
Hub posts that are thought leadership		52%	-3.9 pts	5
Hub posts that take a point of view		30%	+8.1 pts	2
Articles with a named author		57%	+21 pts	HIGHEST
Thought leadership that offers proof		33%	+2.3 pts	4
Thought leadership with original data		20%	+4.9 pts	3
Thought leadership quoting an expert		13%	-3 pts	LOWEST
Articles that link to an outside source		56%	+3.8 pts	HIGHEST
Article pages with Article schema		67%	+19 pts	2
Articles with a summary, FAQ or question subhead		38%	+4.3 pts	3
Hub posts about AI		46%	+28 pts	HIGHEST
Company domains with an llms.txt file		38%	+18 pts	HIGHEST

HIGHEST SCORING HUBS

Hub score out of 100. **All 42, page 44**

1	IBM	73
2	Microsoft	68
3	SS&C Technologies	66
4	Kyndryl Holdings	65

ACTIVE HUBS BY INDUSTRY

Companies with an active hub, of those assessed

Software	23 of 23
Semiconductors	18 of 19
IT Services	15 of 15
Communications Equipment	7 of 7

WHERE TO START

Sort the hub. Move press releases to the newsroom, product posts to product pages and culture posts to careers, and set a floor for the share of the hub that must be thought leadership.

INDUSTRY DEEP DIVE · 01 OF 08 · HUBS RANKED

Back to Technology, page 43

Technology: 42 hubs, ranked by hub score

Every hub in the sector with at least 10 articles read. The median score for all 167 scored hubs is 38. How the score works: page 92.

#	COMPANY AND HUB	FORTUNE RANK	ARTICLES READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
1	**IBM**	#64	20	95%	**70%**	70%	60%	40%	75%	**73**
2	**Microsoft**	#11	17	82%	**65%**	100%	41%	12%	76%	**68**
3	**SS&C Technologies**	#543	20	95%	**70%**	100%	40%	0%	10%	**66**
4	**Kyndryl Holdings**	#280	18	83%	**72%**	50%	39%	89%	28%	**65**
5	**Concentrix**	#397	18	67%	**67%**	100%	0%	94%	44%	**62**
6	**Accenture**	Added	11	73%	**64%**	36%	73%	64%	45%	**62**
7	**DXC Technology**	#320	20	85%	**60%**	55%	20%	35%	75%	**59**
8	**Plexus**	#740	20	75%	**65%**	30%	5%	90%	60%	**55**
9	**TD Synnex**	#70	15	53%	**40%**	73%	53%	100%	40%	**55**
10	**F5**	#870	20	45%	**40%**	95%	70%	15%	65%	**54**
11	**Jabil**	#140	15	87%	**53%**	7%	13%	53%	100%	**52**
12	**Twilio**	#632	20	55%	**30%**	90%	50%	60%	35%	**51**
13	**Veeva Systems**	#849	17	76%	**29%**	29%	47%	100%	53%	**51**
14	**Okta**	#904	20	55%	**20%**	95%	45%	90%	50%	**51**
15	**Teradyne**	#851	14	57%	**43%**	100%	7%	7%	64%	**49**
16	**Synopsys**	#499	20	55%	**40%**	95%	20%	20%	45%	**48**
17	**Palo Alto Networks**	#411	20	45%	**35%**	100%	25%	5%	100%	**48**
18	**Zoom Communications**	#649	19	89%	**11%**	32%	16%	95%	100%	**47**
19	**Science Applications International**	#484	20	70%	**65%**	0%	30%	50%	5%	**46**
20	**Leidos Holdings**	#243	12	42%	**33%**	83%	75%	8%	17%	**46**
21	**Atlassian**	#622	19	42%	**21%**	100%	58%	37%	42%	**46**
22	**Cisco Systems**	#79	12	33%	**33%**	100%	42%	17%	58%	**45**
23	**Dell Technologies**	#40	20	30%	**20%**	100%	30%	100%	45%	**44**
24	**CACI International**	#432	18	61%	**44%**	0%	33%	6%	61%	**39**
25	**Broadcom**	#67	20	35%	**15%**	80%	25%	15%	100%	**38**
26	**Motorola Solutions**	#355	19	95%	**11%**	0%	5%	84%	42%	**37**
27	**Lam Research**	#225	20	55%	**5%**	50%	60%	45%	30%	**37**
28	**CrowdStrike Holdings**	#654	20	30%	**15%**	95%	10%	10%	100%	**36**
29	**Entegris**	#848	15	80%	**7%**	0%	40%	87%	20%	**36**
30	**Arista Networks**	#418	11	45%	**18%**	100%	0%	0%	36%	**35**
31	**AMD**	#121	16	12%	**6%**	94%	44%	44%	81%	**35**
32	**DocuSign**	#842	17	41%	**6%**	47%	35%	41%	100%	**35**
33	**Workday**	#404	19	32%	**21%**	32%	74%	11%	37%	**34**
34	**Nvidia**	#16	20	25%	**5%**	80%	45%	0%	80%	**32**
35	**Datadog**	#813	20	15%	**0%**	100%	10%	5%	100%	**28**
36	**Adobe**	#181	12	17%	**8%**	92%	17%	0%	33%	**25**
37	**Lumen Technologies**	#331	20	45%	**20%**	0%	25%	15%	20%	**24**
38	**CoreWeave**	#630	20	25%	**20%**	0%	35%	15%	55%	**23**
39	**Amkor Technology**	#517	13	0%	**0%**	100%	38%	0%	31%	**23**
40	**Amentum Holdings**	#292	12	0%	**0%**	0%	83%	0%	75%	**18**
41	**ON Semiconductor**	#561	10	30%	**10%**	0%	0%	10%	40%	**14**
42	**Xerox Holdings**	#500	20	10%	**5%**	0%	10%	35%	10%	**9**

Not shown: 34 active hubs with too few articles read to score, 1 company with no hub found, 0 with a newsroom that mixes in feature stories, 0 with a dormant hub and 22 we could not assess. Answer format: a summary box, an FAQ or a question used as a subhead. Every company is listed from page 75. Accenture could not have article dates confirmed and is left out of the 15 strongest hubs.

Industrials and manufacturing

53 of 84 industrials companies have an active hub, and 20% of what they post takes a point of view

102 companies, 84 assessed, 53 with an active hub, 604 posts coded. Against all companies this sector is strongest on thought leadership quoting an expert (+1 points) and weakest on thought leadership with original data (-12 points).

53 of 84
assessed companies have an active hub

47%
of hub posts are thought leadership (all companies: 56%)

20%
of hub posts take a point of view (all: 22%)

29%
of articles carry a named author (all: 36%)

EXHIBIT S2

Industrials against all companies, on 12 measures

Blue bar: this sector. Black line: all 500 companies. Lighter bars sit below the all-company figure.

MEASURE	INDUSTRIALS BAR, WITH A BLACK LINE FOR ALL COMPANIES	INDUSTRIALS	VS ALL	RANK OF 8
Companies with an active hub		63%	-11 pts	6
Hub posts that are thought leadership		47%	-9.6 pts	6
Hub posts that take a point of view		20%	-1.9 pts	4
Articles with a named author		29%	-7.4 pts	5
Thought leadership that offers proof		22%	-8.5 pts	7
Thought leadership with original data		3%	-12 pts	LOWEST
Thought leadership quoting an expert		17%	+1.3 pts	4
Articles that link to an outside source		49%	-3 pts	6
Article pages with Article schema		47%	-0.4 pts	5
Articles with a summary, FAQ or question subhead		28%	-5.7 pts	5
Hub posts about AI		9.3%	-9.5 pts	4
Company domains with an llms.txt file		9.5%	-9.7 pts	7

HIGHEST SCORING HUBS

Hub score out of 100. **All 25, page 46**

1	Emerson Electric	74
2	Xylem	57
3	Vertiv Holdings	53
4	BWX Technologies	52

ACTIVE HUBS BY INDUSTRY

Companies with an active hub, of those assessed

Machinery	19 of 24
Aerospace and Defense	12 of 18
Construction and Engineering	5 of 15
Automobiles	4 of 12

WHERE TO START

Publish your numbers. Your operations produce data nobody else has. One chart built from it will do more than another explainer.

INDUSTRY DEEP DIVE · 02 OF 08 · HUBS RANKED

Back to Industrials, page 45

Industrials and manufacturing: 25 hubs, ranked by hub score

Every hub in the sector with at least 10 articles read. The median score for all 167 scored hubs is 38. How the score works: page 92.

#	COMPANY AND HUB	FORTUNE RANK	ARTICLES READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
1	Emerson Electric	#229	20	70%	**55%**	100%	65%	100%	100%	**74**
2	Xylem	#417	19	74%	**42%**	53%	47%	53%	100%	**57**
3	Vertiv Holdings	#389	20	100%	**60%**	0%	25%	10%	70%	**53**
4	BWX Technologies	#847	17	59%	**35%**	100%	29%	0%	100%	**52**
5	General Dynamics	#87	15	67%	**53%**	60%	40%	7%	27%	**50**
6	Visteon	#769	12	83%	**50%**	0%	42%	8%	100%	**50**
7	Tetra Tech	#595	20	85%	**55%**	0%	45%	40%	25%	**49**
8	Belden	#952	19	89%	**53%**	0%	5%	37%	42%	**45**
9	EnerSys	#794	14	86%	**57%**	0%	0%	57%	14%	**44**
10	Parsons	#538	20	30%	**20%**	100%	45%	90%	20%	**44**
11	Zebra Technologies	#600	20	60%	**25%**	0%	0%	100%	100%	**38**
12	Carrier Global	#201	13	100%	**8%**	0%	0%	8%	92%	**35**
13	MYR Group	#791	18	17%	**6%**	89%	78%	17%	44%	**35**
14	Greenbrier	#838	20	50%	**0%**	65%	30%	40%	45%	**33**
15	Donaldson	#785	20	80%	**5%**	0%	5%	35%	10%	**26**
16	Textron	#283	12	0%	**0%**	67%	100%	0%	0%	**25**
17	Otis Worldwide	#291	12	75%	**0%**	0%	0%	17%	50%	**24**
18	Autoliv	#378	15	20%	**20%**	0%	47%	0%	27%	**20**
19	Cooper-Standard Holdings	#939	14	57%	**7%**	0%	7%	7%	0%	**18**
20	Acuity	#707	15	7%	**7%**	0%	60%	0%	53%	**17**
21	Teledyne Technologies	#553	17	18%	**0%**	0%	35%	6%	82%	**16**
22	Allison Transmission	#883	20	5%	**0%**	0%	95%	0%	0%	**16**
23	Oshkosh	#386	18	6%	**6%**	0%	33%	28%	61%	**15**
24	JBT Marel	#764	20	15%	**5%**	0%	45%	0%	25%	**14**
25	TTM Technologies	#906	10	10%	**0%**	0%	20%	0%	50%	**9**

Not shown: 28 active hubs with too few articles read to score, 25 companies with no hub found, 5 with a newsroom that mixes in feature stories, 1 with a dormant hub and 18 we could not assess. Answer format: a summary box, an FAQ or a question used as a subhead. Every company is listed from page 75.

HUBS RANKED, PAGE 48 · SCORECARD, PAGE 8

Financial services and real estate

50 of 58 financial companies have an active hub, and 32% of what they post takes a point of view

68 companies, 58 assessed, 50 with an active hub, 686 posts coded. Against all companies this sector is strongest on hub posts that are thought leadership (+19 points) and weakest on article pages with Article schema (-17 points).

50 of 58
assessed companies have an active hub

76%
of hub posts are thought leadership (all companies: 56%)

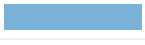
32%
of hub posts take a point of view (all: 22%)

38%
of articles carry a named author (all: 36%)

EXHIBIT S3

Financial against all companies, on 12 measures

Blue bar: this sector. Black line: all 500 companies. Lighter bars sit below the all-company figure.

MEASURE	FINANCIAL BAR, WITH A BLACK LINE FOR ALL COMPANIES	FINANCIAL	VS ALL	RANK OF 8
Companies with an active hub		86%	+12 pts	2
Hub posts that are thought leadership		76%	+19 pts	2
Hub posts that take a point of view		32%	+10 pts	HIGHEST
Articles with a named author		38%	+2 pts	3
Thought leadership that offers proof		38%	+7.3 pts	2
Thought leadership with original data		25%	+9.5 pts	2
Thought leadership quoting an expert		16%	+0.4 pts	5
Articles that link to an outside source		48%	-4.6 pts	7
Article pages with Article schema		31%	-17 pts	6
Articles with a summary, FAQ or question subhead		44%	+11 pts	HIGHEST
Hub posts about AI		18%	-1.3 pts	2
Company domains with an llms.txt file		8.6%	-11 pts	LOWEST

HIGHEST SCORING HUBS

Hub score out of 100. **All 25, page 48**

1	Morgan Stanley	80
2	Jefferies Financial Group	64
3	Apollo Global Management	62
4	WTW	61

ACTIVE HUBS BY INDUSTRY

Companies with an active hub, of those assessed

Financial Services	18 of 19
Real estate	8 of 14
Capital Markets	10 of 10
Insurance	8 of 8

WHERE TO START

Fix the template. Add Article schema to the article page once and the whole archive becomes easier for search and answer engines to read.

INDUSTRY DEEP DIVE · 03 OF 08 · HUBS RANKED

Back to Financial, page 47

Financial services and real estate: 25 hubs, ranked by hub score

Every hub in the sector with at least 10 articles read. The median score for all 167 scored hubs is 38. How the score works: page 92.

#	COMPANY AND HUB	FORTUNE RANK	ARTICLES READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
1	**Morgan Stanley**	#38	13	92%	**62%**	85%	92%	85%	77%	**80**
2	**Jefferies Financial Group**	#377	20	85%	**85%**	45%	55%	0%	35%	**64**
3	**Apollo Global Management**	#132	20	30%	**80%**	95%	80%	50%	5%	**62**
4	**WTW**	Added	17	88%	**47%**	88%	24%	65%	41%	**61**
5	**Intercontinental Exchange**	#324	13	85%	**31%**	0%	92%	69%	92%	**56**
6	**Equifax**	#556	20	80%	**20%**	100%	65%	30%	20%	**55**
7	**Toast**	#549	19	95%	**0%**	100%	11%	95%	89%	**54**
8	**Reinsurance Group of America**	#182	18	100%	**44%**	17%	17%	100%	28%	**53**
9	**Brown & Brown**	#570	19	100%	**16%**	53%	5%	84%	95%	**52**
10	**MSCI**	#860	20	95%	**55%**	0%	70%	0%	10%	**51**
11	**Corpay**	#687	20	100%	**0%**	90%	0%	100%	70%	**51**
12	**Visa**	#110	11	82%	**36%**	18%	64%	55%	18%	**49**
13	**Evercore**	#757	20	100%	**45%**	0%	10%	10%	100%	**48**
14	**Lazard**	#852	14	93%	**43%**	0%	57%	0%	0%	**45**
15	**Digital Realty Trust**	#555	20	60%	**30%**	65%	35%	0%	70%	**44**
16	**Cboe Global Markets**	#668	19	84%	**11%**	68%	37%	58%	0%	**44**
17	**Aon**	Added	16	69%	**25%**	0%	56%	100%	25%	**42**
18	**Broadridge Financial**	#509	14	71%	**43%**	0%	43%	50%	0%	**41**
19	**Western Alliance Bancorp.**	#605	17	88%	**12%**	0%	18%	71%	71%	**39**
20	**Prologis**	#425	20	50%	**30%**	0%	55%	40%	65%	**38**
21	**Bitgo Holdings**	#259	20	55%	**20%**	15%	25%	80%	85%	**38**
22	**Ryan Specialty Holdings**	#877	20	65%	**15%**	50%	0%	5%	100%	**36**
23	**Unum Group**	#316	17	59%	**18%**	0%	35%	29%	6%	**28**
24	**Freddie Mac**	#32	10	0%	**0%**	100%	50%	0%	40%	**26**
25	**Lineage**	#607	19	21%	**5%**	0%	32%	5%	26%	**14**

Not shown: 25 active hubs with too few articles read to score, 6 companies with no hub found, 0 with a newsroom that mixes in feature stories, 2 with a dormant hub and 10 we could not assess. Answer format: a summary box, an FAQ or a question used as a subhead. Every company is listed from page 75. Intercontinental Exchange could not have article dates confirmed and is left out of the 15 strongest hubs.

HUBS RANKED, PAGE 50 · SCORECARD, PAGE 8

Materials and chemicals

37 of 66 materials companies have an active hub, and 11% of what they post takes a point of view

71 companies, 66 assessed, 37 with an active hub, 462 posts coded. Against all companies this sector is strongest on articles that link to an outside source (+0 points) and weakest on article pages with Article schema (-20 points).

37 of 66
assessed companies have an active hub

39%
of hub posts are thought leadership (all companies: 56%)

11%
of hub posts take a point of view (all: 22%)

21%
of articles carry a named author (all: 36%)

EXHIBIT S4

Materials against all companies, on 12 measures

Blue bar: this sector. Black line: all 500 companies. Lighter bars sit below the all-company figure.

MEASURE	MATERIALS BAR, WITH A BLACK LINE FOR ALL COMPANIES	MATERIALS	VS ALL	RANK OF 8
Companies with an active hub		56%	-18 pts	7
Hub posts that are thought leadership		39%	-17 pts	7
Hub posts that take a point of view		11%	-11 pts	6
Articles with a named author		21%	-16 pts	LOWEST
Thought leadership that offers proof		20%	-10 pts	LOWEST
Thought leadership with original data		3.8%	-12 pts	7
Thought leadership quoting an expert		15%	-0.4 pts	6
Articles that link to an outside source		52%	+0.4 pts	5
Article pages with Article schema		28%	-20 pts	7
Articles with a summary, FAQ or question subhead		25%	-8.2 pts	6
Hub posts about AI		1.9%	-17 pts	LOWEST
Company domains with an llms.txt file		18%	-1 pts	3

HIGHEST SCORING HUBS

Hub score out of 100. All 24, page 50

1	Nucor	56
2	Ingredion	48
3	Graphic Packaging Holding	46
4	Packaging Corp. of America	45

ACTIVE HUBS BY INDUSTRY

Companies with an active hub, of those assessed

Chemicals	11 of 19
Metals and Mining	5 of 14
Construction Materials	5 of 11
Containers and Packaging	8 of 10

WHERE TO START

Fix the template. Add Article schema to the article page once and the whole archive becomes easier for search and answer engines to read.

INDUSTRY DEEP DIVE · 04 OF 08 · HUBS RANKED

Back to Materials, page 49

Materials and chemicals: 24 hubs, ranked by hub score

Every hub in the sector with at least 10 articles read. The median score for all 167 scored hubs is 38. How the score works: page 92.

#	COMPANY AND HUB	FORTUNE RANK	ARTICLES READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
1	**Nucor**	#131	12	83%	**42%**	92%	0%	25%	100%	**56**
2	**Ingredion**	#488	20	80%	**50%**	0%	25%	95%	35%	**48**
3	**Graphic Packaging Holding**	#433	19	63%	**16%**	100%	26%	26%	63%	**46**
4	**Packaging Corp. of America**	#419	11	73%	**9%**	100%	27%	18%	55%	**45**
5	**Sherwin-Williams**	#183	11	82%	**0%**	0%	100%	9%	100%	**44**
6	**PPG Industries**	#265	19	63%	**21%**	11%	42%	5%	84%	**37**
7	**Greif**	#613	20	25%	**0%**	100%	30%	25%	100%	**35**
8	**Domtar**	#506	20	55%	**20%**	0%	25%	30%	100%	**33**
9	**Avery Dennison**	#422	17	29%	**24%**	24%	71%	0%	53%	**32**
10	**Sonoco Products**	#462	20	55%	**10%**	0%	55%	35%	40%	**31**
11	**Freeport-McMoRan**	#166	20	0%	**0%**	0%	90%	100%	100%	**29**
12	**Magnera**	#845	10	40%	**0%**	20%	30%	90%	60%	**29**
13	**Worthington Steel**	#869	19	47%	**11%**	0%	58%	47%	11%	**28**
14	**International Paper**	#165	13	38%	**15%**	8%	31%	15%	8%	**22**
15	**Advanced Drainage Systems**	#907	16	38%	**12%**	0%	31%	0%	31%	**20**
16	**O-I Glass**	#534	20	10%	**10%**	10%	20%	5%	95%	**18**
17	**Darling Ingredients**	#550	12	25%	**0%**	0%	50%	8%	33%	**17**
18	**Weyerhaeuser**	#507	20	0%	**0%**	0%	80%	5%	45%	**16**
19	**Avient**	#833	11	36%	**0%**	0%	18%	27%	27%	**16**
20	**Eastman Chemical**	#427	20	5%	**5%**	0%	45%	0%	35%	**12**
21	**FMC**	#809	20	20%	**10%**	0%	15%	0%	10%	**11**
22	**Sylvamo**	#821	10	0%	**0%**	0%	40%	0%	20%	**8**
23	**Huntsman**	#584	20	0%	**0%**	0%	20%	0%	10%	**4**
24	**Alcoa**	#321	15	7%	**0%**	0%	0%	0%	13%	**3**

Not shown: 13 active hubs with too few articles read to score, 20 companies with no hub found, 7 with a newsroom that mixes in feature stories, 2 with a dormant hub and 5 we could not assess. Answer format: a summary box, an FAQ or a question used as a subhead. Every company is listed from page 75.

HUBS RANKED, PAGE 52 · SCORECARD, PAGE 8

Energy

15 of 34 energy companies have an active hub, and 9% of what they post takes a point of view

43 companies, 34 assessed, 15 with an active hub, 153 posts coded. Against all companies this sector is strongest on article pages with Article schema (+39 points) and weakest on hub posts that are thought leadership (-39 points).

15 of 34
assessed companies have an active hub

17%
of hub posts are thought leadership (all companies: 56%)

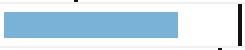
9%
of hub posts take a point of view (all: 22%)

46%
of articles carry a named author (all: 36%)

EXHIBIT S5

Energy against all companies, on 12 measures

Blue bar: this sector. Black line: all 500 companies. Lighter bars sit below the all-company figure.

MEASURE	ENERGY BAR, WITH A BLACK LINE FOR ALL COMPANIES	ENERGY	VS ALL	RANK OF 8
Companies with an active hub		44%	-30 pts	LOWEST
Hub posts that are thought leadership		17%	-39 pts	LOWEST
Hub posts that take a point of view		9.2%	-13 pts	7
Articles with a named author		46%	+10 pts	2
Thought leadership that offers proof		36%	+6.1 pts	3
Thought leadership with original data		9.1%	-6.3 pts	4
Thought leadership quoting an expert		32%	+16 pts	HIGHEST
Articles that link to an outside source		39%	-13 pts	LOWEST
Article pages with Article schema		86%	+39 pts	HIGHEST
Articles with a summary, FAQ or question subhead		13%	-20 pts	LOWEST
Hub posts about AI		3.3%	-16 pts	6
Company domains with an llms.txt file		18%	-1.6 pts	6

HIGHEST SCORING HUBS

Hub score out of 100. **All 5, page 52**

1	GE Vernova	36
2	World Kinect	32
3	Helmerich & Payne	30
4	Expand Energy	29

ACTIVE HUBS BY INDUSTRY

Companies with an active hub, of those assessed

Oil and gas	8 of 24
Energy Equipment and Services	7 of 10

WHERE TO START

Sort the hub. Move press releases to the newsroom, product posts to product pages and culture posts to careers, and set a floor for the share of the hub that must be thought leadership.

INDUSTRY DEEP DIVE · 05 OF 08 · HUBS RANKED

Back to Energy, page 51

Energy: 5 hubs, ranked by hub score

Every hub in the sector with at least 10 articles read. The median score for all 167 scored hubs is 38. How the score works: page 92.

#	COMPANY AND HUB	FORTUNE RANK	ARTICLES READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
1	**GE Vernova**	#115	20	20%	**10%**	60%	75%	15%	90%	**36**
2	**World Kinect**	#119	19	58%	**26%**	0%	37%	32%	26%	**32**
3	**Helmerich & Payne**	#775	20	5%	**0%**	100%	80%	0%	25%	**30**
4	**Expand Energy**	#339	20	0%	**0%**	100%	95%	0%	0%	**29**
5	**ConocoPhillips**	#71	18	0%	**0%**	0%	33%	28%	56%	**11**

Not shown: 10 active hubs with too few articles read to score, 13 companies with no hub found, 3 with a newsroom that mixes in feature stories, 3 with a dormant hub and 9 we could not assess. Answer format: a summary box, an FAQ or a question used as a subhead. Every company is listed from page 75.

Logistics and distribution

30 of 39 logistics companies have an active hub, and 9% of what they post takes a point of view

48 companies, 39 assessed, 30 with an active hub, 353 posts coded. Against all companies this sector is strongest on articles that link to an outside source (+4 points) and weakest on hub posts about AI (-16 points).

30 of 39
assessed companies have an active hub

59%
of hub posts are thought leadership (all companies: 56%)

9%
of hub posts take a point of view (all: 22%)

21%
of articles carry a named author (all: 36%)

EXHIBIT S6

Logistics against all companies, on 12 measures

Blue bar: this sector. Black line: all 500 companies. Lighter bars sit below the all-company figure.

MEASURE	LOGISTICS BAR, WITH A BLACK LINE FOR ALL COMPANIES	LOGISTICS	VS ALL	RANK OF 8
Companies with an active hub		77%	+2.6 pts	5
Hub posts that are thought leadership		59%	+2.9 pts	3
Hub posts that take a point of view		8.7%	-14 pts	LOWEST
Articles with a named author		21%	-15 pts	7
Thought leadership that offers proof		22%	-8.4 pts	6
Thought leadership with original data		4.6%	-11 pts	6
Thought leadership quoting an expert		18%	+2.1 pts	3
Articles that link to an outside source		56%	+3.8 pts	2
Article pages with Article schema		49%	+1.2 pts	4
Articles with a summary, FAQ or question subhead		36%	+2.8 pts	4
Hub posts about AI		3.1%	-16 pts	7
Company domains with an llms.txt file		18%	-1.3 pts	5

HIGHEST SCORING HUBS

Hub score out of 100. **All 14, page 54**

1	Rush Enterprises	55
2	GXO Logistics	42
3	Schneider National	41
4	Expeditors	41

ACTIVE HUBS BY INDUSTRY

Companies with an active hub, of those assessed

Trading distributors	7 of 12
Ground Transportation	9 of 10
Logistics Services	7 of 7
Equipment Rental and Dealers	3 of 3

WHERE TO START

Decide what you think about AI in your own operations and say it with specifics. Your buyers are asking and your sector is quiet.

INDUSTRY DEEP DIVE · 06 OF 08 · HUBS RANKED

Back to Logistics, page 53

Logistics and distribution: 14 hubs, ranked by hub score

Every hub in the sector with at least 10 articles read. The median score for all 167 scored hubs is 38. How the score works: page 92.

#	COMPANY AND HUB	FORTUNE RANK	ARTICLES READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
1	**Rush Enterprises**	#476	20	95%	**5%**	95%	0%	100%	100%	**55**
2	**GXO Logistics**	#314	17	53%	**47%**	0%	53%	35%	59%	**42**
3	**Schneider National**	#585	14	100%	**14%**	0%	0%	100%	57%	**41**
4	**Expeditors**	#369	20	85%	**0%**	25%	55%	0%	100%	**41**
5	**FedEx**	#49	20	70%	**35%**	5%	15%	65%	35%	**38**
6	**US Foods Holding**	#112	20	80%	**0%**	20%	70%	15%	20%	**36**
7	**Knight-Swift**	#472	20	5%	**0%**	100%	50%	25%	100%	**33**
8	**QXO**	#510	19	95%	**0%**	0%	0%	11%	100%	**32**
9	**Boise Cascade**	#535	10	30%	**10%**	0%	80%	0%	20%	**24**
10	**EquipmentShare.com**	#702	20	5%	**0%**	0%	90%	40%	80%	**24**
11	**Werner Enterprises**	#887	13	62%	**15%**	0%	8%	0%	15%	**22**
12	**Landstar System**	#663	20	35%	**0%**	0%	40%	55%	30%	**21**
13	**RXO**	#582	10	20%	**0%**	0%	0%	60%	10%	**10**
14	**Norfolk Southern**	#336	19	0%	**0%**	0%	32%	5%	37%	**8**

Not shown: 16 active hubs with too few articles read to score, 5 companies with no hub found, 1 with a newsroom that mixes in feature stories, 3 with a dormant hub and 9 we could not assess. Answer format: a summary box, an FAQ or a question used as a subhead. Every company is listed from page 75.

Healthcare and life sciences

27 of 33 healthcare companies have an active hub, and 13% of what they post takes a point of view

40 companies, 33 assessed, 27 with an active hub, 339 posts coded. Against all companies this sector is strongest on companies with an active hub (+8 points) and weakest on article pages with Article schema (-23 points).

27 of 33
assessed companies have an active hub

58%
of hub posts are thought leadership (all companies: 56%)

13%
of hub posts take a point of view (all: 22%)

22%
of articles carry a named author (all: 36%)

EXHIBIT S7

Healthcare against all companies, on 12 measures

Blue bar: this sector. Black line: all 500 companies. Lighter bars sit below the all-company figure.

MEASURE	HEALTHCARE BAR, WITH A BLACK LINE FOR ALL COMPANIES	HEALTHCARE	VS ALL	RANK OF 8
Companies with an active hub		82%	+7.5 pts	4
Hub posts that are thought leadership		58%	+1.5 pts	4
Hub posts that take a point of view		13%	-8.9 pts	5
Articles with a named author		22%	-14 pts	6
Thought leadership that offers proof		24%	-6.5 pts	5
Thought leadership with original data		6.3%	-9.1 pts	5
Thought leadership quoting an expert		18%	+2.2 pts	2
Articles that link to an outside source		56%	+3.6 pts	3
Article pages with Article schema		24%	-23 pts	LOWEST
Articles with a summary, FAQ or question subhead		24%	-9.1 pts	7
Hub posts about AI		5.3%	-14 pts	5
Company domains with an llms.txt file		18%	-1 pts	4

HIGHEST SCORING HUBS

Hub score out of 100. **All 17, page 56**

1	GE HealthCare Technologies	46
2	Thermo Fisher Scientific	44
3	Zoetis	41
4	Cencora	40

ACTIVE HUBS BY INDUSTRY

Companies with an active hub, of those assessed

Health care equipment	16 of 20
Health care providers	7 of 8
Life sciences tools	2 of 3
Pharmaceuticals	2 of 2

WHERE TO START

Fix the template. Add Article schema to the article page once and the whole archive becomes easier for search and answer engines to read.

INDUSTRY DEEP DIVE · 07 OF 08 · HUBS RANKED

Back to Healthcare, page 55

Healthcare and life sciences: 17 hubs, ranked by hub score

Every hub in the sector with at least 10 articles read. The median score for all 167 scored hubs is 38. How the score works: page 92.

#	COMPANY AND HUB	FORTUNE RANK	ARTICLES READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
1	**GE HealthCare Technologies**	#206	20	95%	**25%**	5%	40%	10%	95%	**46**
2	**Thermo Fisher Scientific**	#98	20	65%	**5%**	100%	30%	60%	35%	**44**
3	**Zoetis**	#408	12	75%	**8%**	0%	75%	33%	83%	**41**
4	**Cencora**	#10	11	82%	**36%**	0%	27%	36%	18%	**40**
5	**IDEXX Laboratories**	#711	20	95%	**30%**	0%	0%	55%	45%	**40**
6	**Baxter International**	#359	19	63%	**11%**	0%	74%	53%	58%	**38**
7	**Abbott Laboratories**	#99	20	95%	**15%**	0%	5%	80%	10%	**36**
8	**West Pharmaceutical Services**	#873	18	56%	**6%**	100%	28%	0%	11%	**36**
9	**Danaher**	#175	18	72%	**22%**	0%	11%	11%	67%	**32**
10	**Henry Schein**	#313	19	100%	**5%**	0%	5%	37%	21%	**32**
11	**Fortrea Holdings**	#948	12	58%	**25%**	0%	8%	0%	100%	**31**
12	**Charles River Laboratories**	#743	16	31%	**0%**	69%	31%	6%	62%	**28**
13	**Solventum**	#441	15	20%	**13%**	0%	73%	0%	33%	**22**
14	**Elanco Animal Health**	#667	15	27%	**0%**	0%	53%	13%	67%	**21**
15	**Dentsply Sirona**	#786	20	50%	**0%**	0%	0%	15%	100%	**21**
16	**Zimmer Biomet Holdings**	#446	17	12%	**6%**	0%	41%	0%	100%	**18**
17	**Medtronic**	Added	10	10%	**0%**	0%	0%	10%	60%	**8**

Not shown: 10 active hubs with too few articles read to score, 1 company with no hub found, 3 with a newsroom that mixes in feature stories, 2 with a dormant hub and 7 we could not assess. Answer format: a summary box, an FAQ or a question used as a subhead. Every company is listed from page 75.

HUBS RANKED, PAGE 58 · SCORECARD, PAGE 8

Business services

22 of 26 services companies have an active hub, and 26% of what they post takes a point of view

29 companies, 26 assessed, 22 with an active hub, 374 posts coded. Against all companies this sector is strongest on hub posts that are thought leadership (+24 points) and weakest on hub posts about AI (-5 points).

22 of 26
assessed companies have an active hub

80%
of hub posts are thought leadership (all companies: 56%)

26%
of hub posts take a point of view (all: 22%)

34%
of articles carry a named author (all: 36%)

EXHIBIT S8

Services against all companies, on 12 measures

Blue bar: this sector. Black line: all 500 companies. Lighter bars sit below the all-company figure.

MEASURE	SERVICES BAR, WITH A BLACK LINE FOR ALL COMPANIES	SERVICES	VS ALL	RANK OF 8
Companies with an active hub		85%	+10 pts	3
Hub posts that are thought leadership		80%	+24 pts	HIGHEST
Hub posts that take a point of view		26%	+3.6 pts	3
Articles with a named author		34%	-2.6 pts	4
Thought leadership that offers proof		39%	+8.6 pts	HIGHEST
Thought leadership with original data		25%	+9.8 pts	HIGHEST
Thought leadership quoting an expert		15%	-0.4 pts	7
Articles that link to an outside source		53%	+0.5 pts	4
Article pages with Article schema		61%	+13 pts	3
Articles with a summary, FAQ or question subhead		39%	+5.8 pts	2
Hub posts about AI		13%	-5.4 pts	3
Company domains with an llms.txt file		27%	+7.7 pts	2

HIGHEST SCORING HUBS

Hub score out of 100. **All 15, page 58**

1	Jacobs Solutions	70
2	Insperity	57
3	Robert Half	55
4	TriNet Group	55

ACTIVE HUBS BY INDUSTRY

Companies with an active hub, of those assessed

Commercial services	19 of 22
Media	3 of 4

WHERE TO START

Decide what you think about AI in your own operations and say it with specifics. Your buyers are asking and your sector is quiet.

INDUSTRY DEEP DIVE · 08 OF 08 · HUBS RANKED

Back to Services, page 57

Business services: 15 hubs, ranked by hub score

Every hub in the sector with at least 10 articles read. The median score for all 167 scored hubs is 38. How the score works: page 92.

#	COMPANY AND HUB	FORTUNE RANK	ARTICLES READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
1	**Jacobs Solutions**	#346	17	88%	**71%**	88%	53%	35%	35%	**70**
2	**Insperity**	#512	20	100%	**30%**	90%	10%	90%	20%	**57**
3	**Robert Half**	#603	20	95%	**25%**	20%	55%	60%	100%	**55**
4	**TriNet Group**	#638	20	95%	**10%**	100%	20%	100%	40%	**55**
5	**FTI Consulting**	#765	20	80%	**60%**	0%	45%	10%	95%	**53**
6	**Conduent**	#878	19	100%	**74%**	0%	5%	0%	58%	**52**
7	**Kelly Services**	#714	19	63%	**26%**	100%	5%	100%	63%	**52**
8	**Korn Ferry**	#934	15	80%	**20%**	20%	80%	20%	60%	**47**
9	**Stagwell**	#905	17	41%	**0%**	100%	88%	0%	100%	**46**
10	**Trade Desk**	#909	19	84%	**16%**	0%	100%	16%	21%	**44**
11	**Paychex**	#588	15	100%	**0%**	0%	33%	80%	100%	**44**
12	**UL Solutions**	#876	20	90%	**35%**	0%	30%	25%	50%	**43**
13	**Advantage Solutions**	#800	15	87%	**27%**	0%	67%	13%	0%	**41**
14	**Brink's**	#619	17	65%	**18%**	0%	35%	18%	29%	**30**
15	**CBIZ**	#935	19	74%	**0%**	0%	11%	26%	26%	**24**

Not shown: 7 active hubs with too few articles read to score, 2 companies with no hub found, 1 with a newsroom that mixes in feature stories, 1 with a dormant hub and 3 we could not assess. Answer format: a summary box, an FAQ or a question used as a subhead. Every company is listed from page 75.

PART 5

The 15 strongest hubs, and what they do differently

We scored every hub with at least 10 articles read. The score rewards the things this report found to be scarce: a point of view above all, then thought leadership, named authors and proof. These 15 came out on top. Each has its own page, with the hub, one standout article and one thing to borrow.

#	COMPANY AND HUB	SECTOR	POINT OF VIEW	THOUGHT LEADER.	NAMED AUTHOR	OFFERS PROOF	HUB SCORE
1	**Morgan Stanley** Insights, page 60	Financial	**62%**	92%	85%	92%	**80**
2	**Emerson Electric** Emerson Automation Exp…	Industrials	**55%**	70%	100%	65%	**74**
3	**IBM** IBM Think, page 62	Technology	**70%**	95%	70%	60%	**73**
4	**Jacobs Solutions** Insights, page 63	Services	**71%**	88%	88%	53%	**70**
5	**Microsoft** Microsoft Cloud Blog, page 64	Technology	**65%**	82%	100%	41%	**68**
6	**SS&C Technologies** SS&C Blog, page 65	Technology	**70%**	95%	100%	40%	**66**
7	**Kyndryl Holdings** Insights, page 66	Technology	**72%**	83%	50%	39%	**65**
8	**Jefferies Financial Group** Featured Insight…	Financial	**85%**	85%	45%	55%	**64**
9	**Concentrix** Insights, page 68	Technology	**67%**	67%	100%	0%	**62**
10	**WTW** Insights, page 69	Financial	**47%**	88%	88%	24%	**61**
11	**DXC Technology** Insights, page 70	Technology	**60%**	85%	55%	20%	**59**
12	**Xylem** The Xylem Blog Hub, page 71	Industrials	**42%**	74%	53%	47%	**57**
13	**Insperity** Insperity HR Blog, page 72	Services	**30%**	100%	90%	10%	**57**
14	**Nucor** Knowledge Hub articles, page 73	Materials	**42%**	83%	92%	0%	**56**
15	**TriNet Group** Insights, page 74	Services	**10%**	95%	100%	20%	**55**
	Median of all 167 scored hubs		**15%**	59%	5%	35%	**38**

62%

of posts on the median top 15 hub take a point of view. The median hub: 15%

88%

of their articles carry a named author. The median hub: 5%

14 of 15

sign at least half of what they publish

6 of 15

are technology companies, the best represented sector. 5 of 8 sectors appear

How the score works. Point of view 30%, thought leadership share 25%, named authors 15%, proof 15%, answer formats 7.5% (a summary box, an FAQ or a question subhead), outside links 7.5%, each measured as a share of the articles we read. To be ranked a hub had to be mostly thought leadership, take a point of view at least once and have publication dates we could confirm. Accenture and Intercontinental Exchange scored in this range and are not ranked, because we could not reliably confirm when their articles were published. A hub is judged on up to 20 recent articles, so a score describes the sample, not everything the company has published. Screenshots were captured in November 2026.

FINANCIAL · FORTUNE 1000 RANK #38

01 Morgan Stanley

Insights · morganstanley.com/insights

80

HUB SCORE OF 100

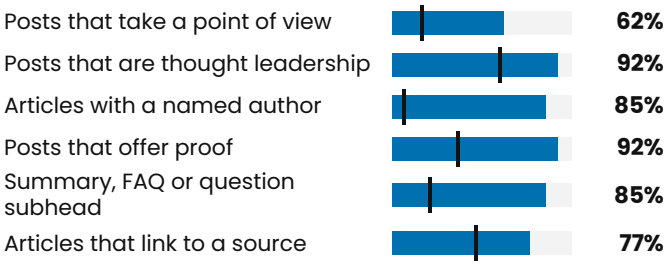
SCREENSHOT NOT CAPTURED

Morgan Stanley: Insights

We could not capture this hub automatically, so we show no image. Click to open the hub and see it for yourself.

SIX MEASURES AGAINST THE MEDIAN HUB

13 articles read. Black line: median of 167 scored hubs.



WHAT IT DOES DIFFERENTLY

- Named strategists make calls. Headlines such as “A Stock Market Bottom in Sight” leave no doubt where the firm stands.
- Nearly every piece carries evidence: 92% offer data, a named customer or a quoted expert.
- The experts are its own. 85% of pieces quote a Morgan Stanley strategist or economist by name.

SCREENSHOT NOT CAPTURED

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STANDOUT ARTICLE

The Undervalued Companies Benefiting from AI

Michelle Weaver and Sabrina Hao · October 2026

The research team mapped 3,600 stocks to argue that companies adopting AI, not only those building it, are undervalued.

ONE THING TO BORROW Put a person and a position in the headline. The firm’s view and the name of the person who holds it arrive before the first paragraph.

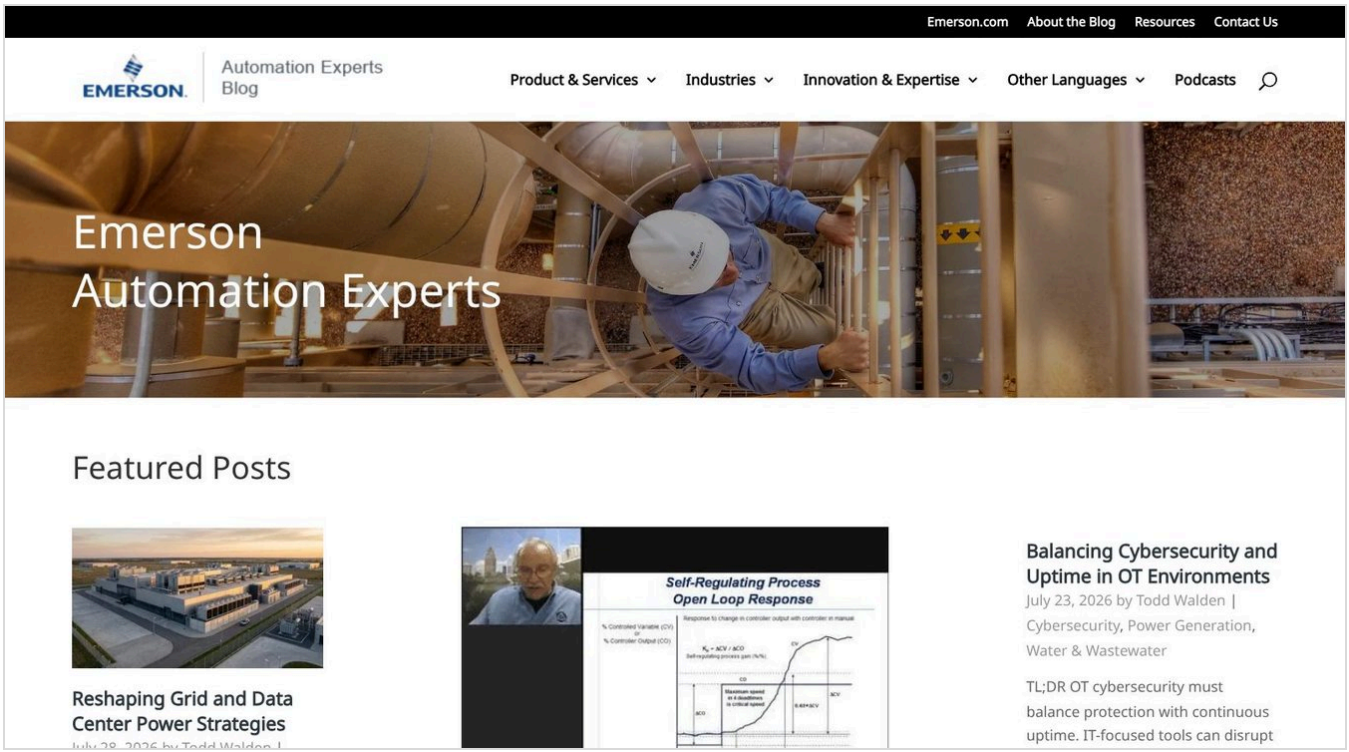
INDUSTRIALS · FORTUNE 1000 RANK #229

02 Emerson Electric

Emerson Automation Experts · emersonautomationexperts.com

74

HUB SCORE OF 100



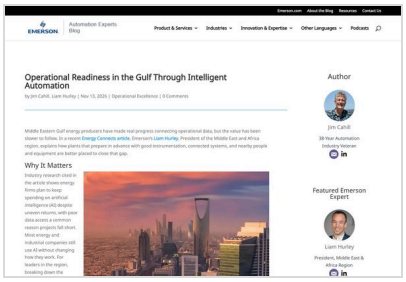
SIX MEASURES AGAINST THE MEDIAN HUB

20 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	55%
Posts that are thought leadership	70%
Articles with a named author	100%
Posts that offer proof	65%
Summary, FAQ or question subhead	100%
Articles that link to a source	100%

WHAT IT DOES DIFFERENTLY

- Every article is signed, and 95% link to the author's LinkedIn profile, the highest rate we saw.
- A regional president and product specialists write alongside a 38-year industry veteran.
- The template does the technical work: Article schema on every page and a summary on 60%.



STANDOUT ARTICLE

Operational Readiness in the Gulf Through Intelligent Automation

Jim Cahill and Liam Hurley · November 2026

A regional president explains how connected data and local manufacturing improve readiness for Gulf energy producers.

ONE THING TO BORROW Link every byline to the author's LinkedIn profile. It ties the hub to your people and costs one field in the template.

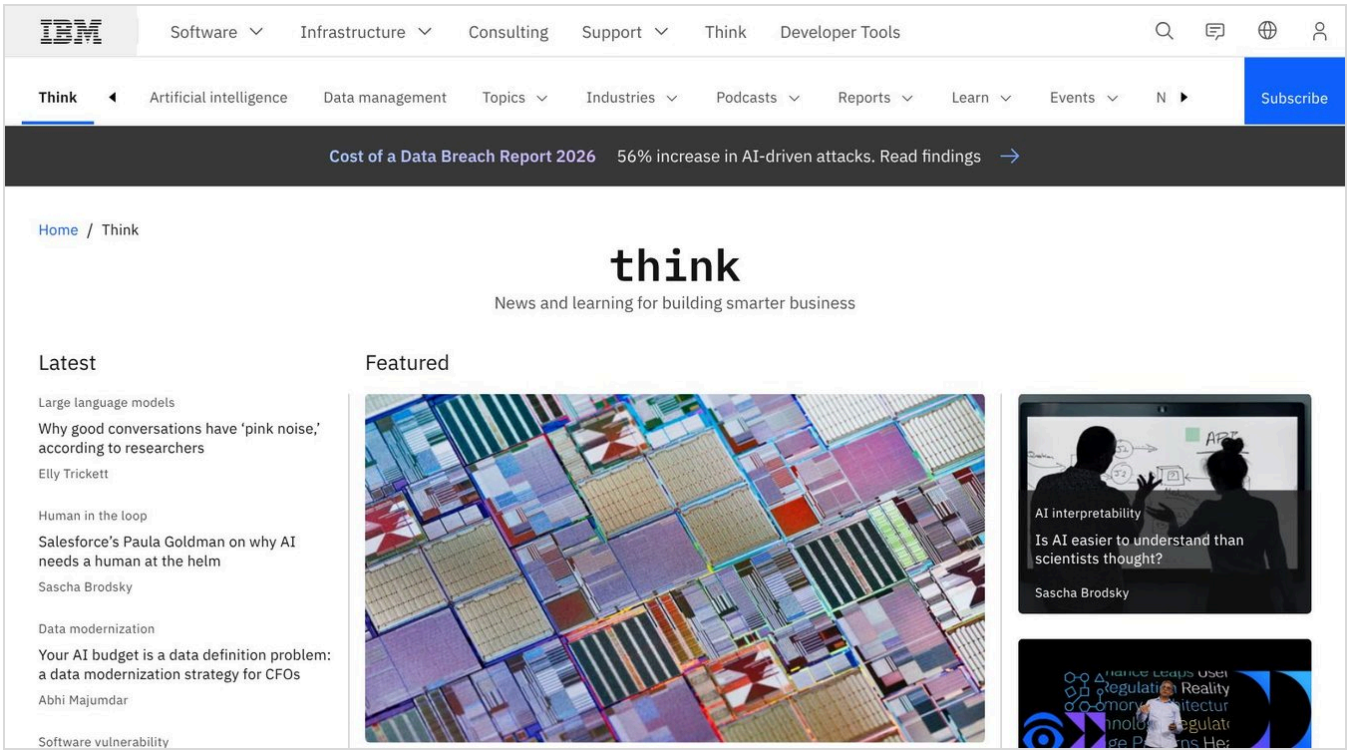
TECHNOLOGY · FORTUNE 1000 RANK #64

03 IBM

IBM Think · ibm.com/think

73

HUB SCORE OF 100



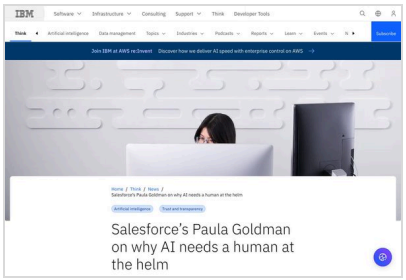
SIX MEASURES AGAINST THE MEDIAN HUB

20 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	70%
Posts that are thought leadership	95%
Articles with a named author	70%
Posts that offer proof	60%
Summary, FAQ or question subhead	40%
Articles that link to a source	75%

WHAT IT DOES DIFFERENTLY

- It interviews people outside IBM, including an executive at Salesforce, and lets them argue.
- Headlines state the position: "The price of AI is not the cost of AI."
- Authors appear with job titles, so a reader knows whether a staff writer or a managing partner is speaking.



STANDOUT ARTICLE

Salesforce's Paula Goldman on why AI needs a human at the helm

Sascha Brodsky · November 2026

Salesforce's ethics chief argues that AI agents need a human at the helm, not merely in the loop.

ONE THING TO BORROW Interview someone outside your company. An outside voice making the argument is more persuasive than your own.

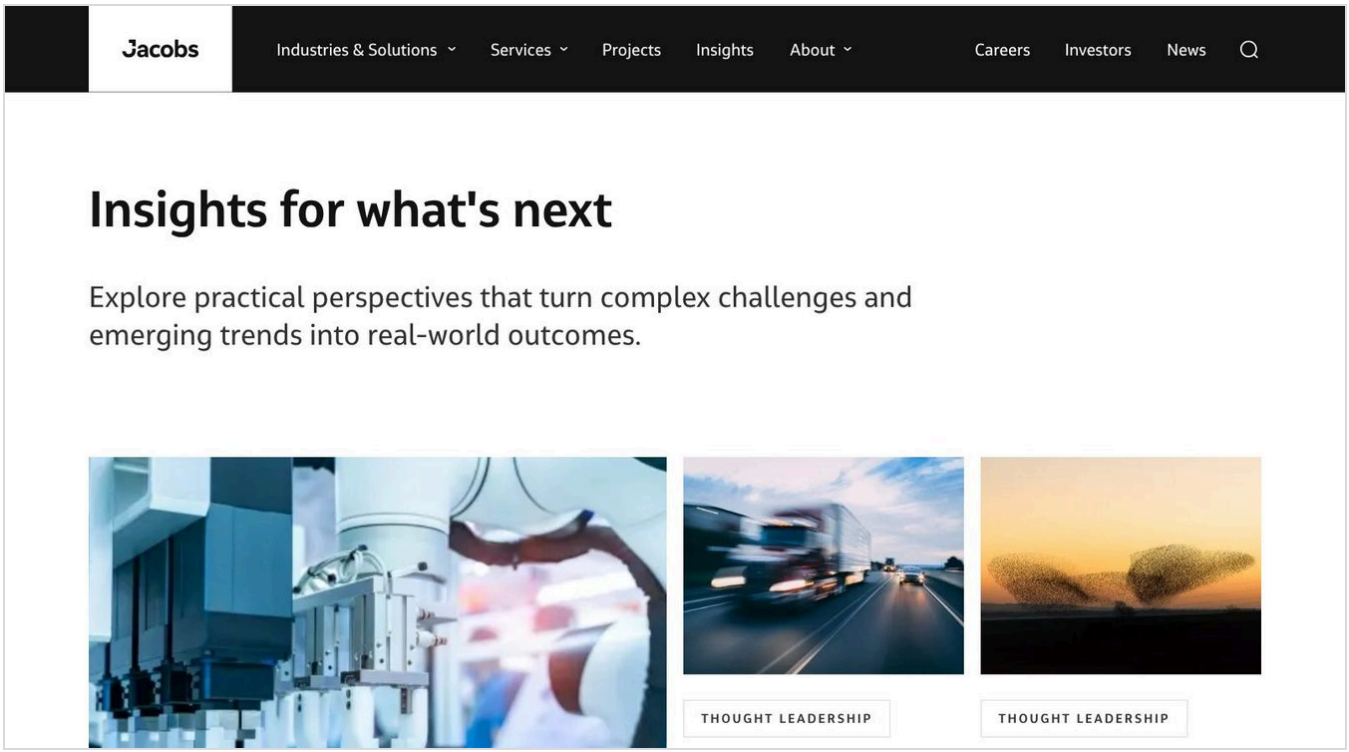
SERVICES · FORTUNE 1000 RANK #346

04 Jacobs Solutions

Insights · jacobs.com/insights

70

HUB SCORE OF 100



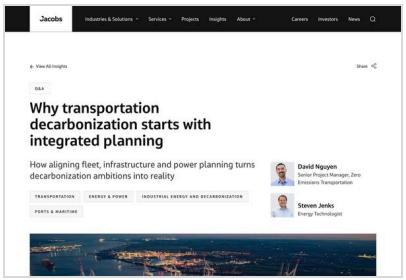
SIX MEASURES AGAINST THE MEDIAN HUB

17 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	71%
Posts that are thought leadership	88%
Articles with a named author	88%
Posts that offer proof	53%
Summary, FAQ or question subhead	35%
Articles that link to a source	35%

WHAT IT DOES DIFFERENTLY

- A question and answer format turns project specialists into authors with opinions.
- 71% of posts take a point of view, on infrastructure, transit and energy, with no AI posts in the sample.
- About a quarter of pieces name the client or project the lesson came from.



STANDOUT ARTICLE

Why transportation decarbonization starts with integrated planning

David Nguyen and Steven Jenks · November 2026

Two specialists argue that fleet electrification works only when charging, energy and utility planning start together.

ONE THING TO BORROW Use a Q&A with a named specialist. It is the fastest route from expertise to a signed opinion.

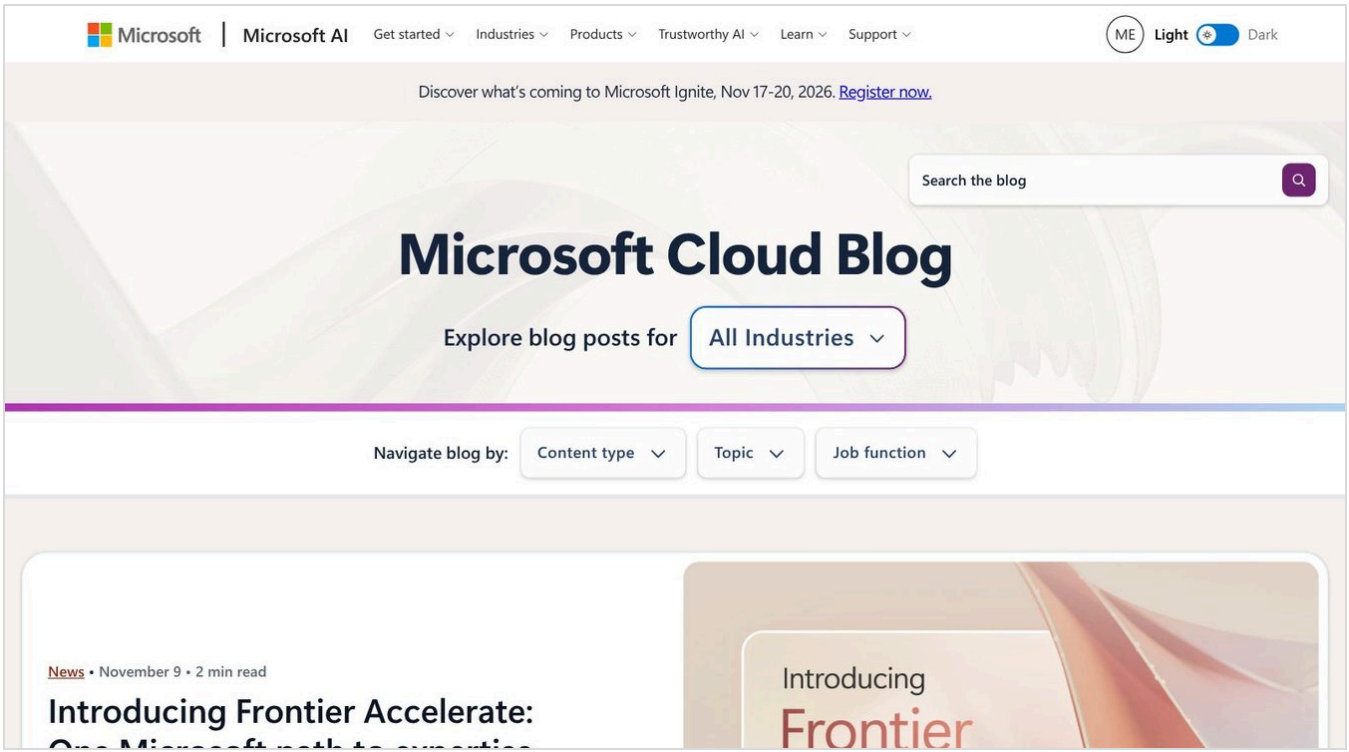
TECHNOLOGY · FORTUNE 1000 RANK #11

05 Microsoft

Microsoft Cloud Blog · microsoft.com/en-us/microsoft-cloud/blog

68

HUB SCORE OF 100



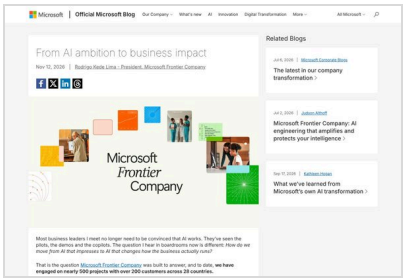
SIX MEASURES AGAINST THE MEDIAN HUB

17 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	65%
Posts that are thought leadership	82%
Articles with a named author	100%
Posts that offer proof	41%
Summary, FAQ or question subhead	12%
Articles that link to a source	76%

WHAT IT DOES DIFFERENTLY

- Executives sign the arguments: presidents, a chief marketing officer and vice presidents, each with a title.
- Customers are named in 29% of pieces, against 2.9% of thought leadership overall.
- Every post in the sample is about AI, and 65% take a position on it.



STANDOUT ARTICLE

From AI ambition to business impact

Rodrigo Kede Lima · November 2026

A Microsoft president argues that AI value comes from redesigning workflows and operating models, with named customers.

ONE THING TO BORROW Put senior names and titles on the argument. Pieces signed by executives were the most likely in this study to say something.

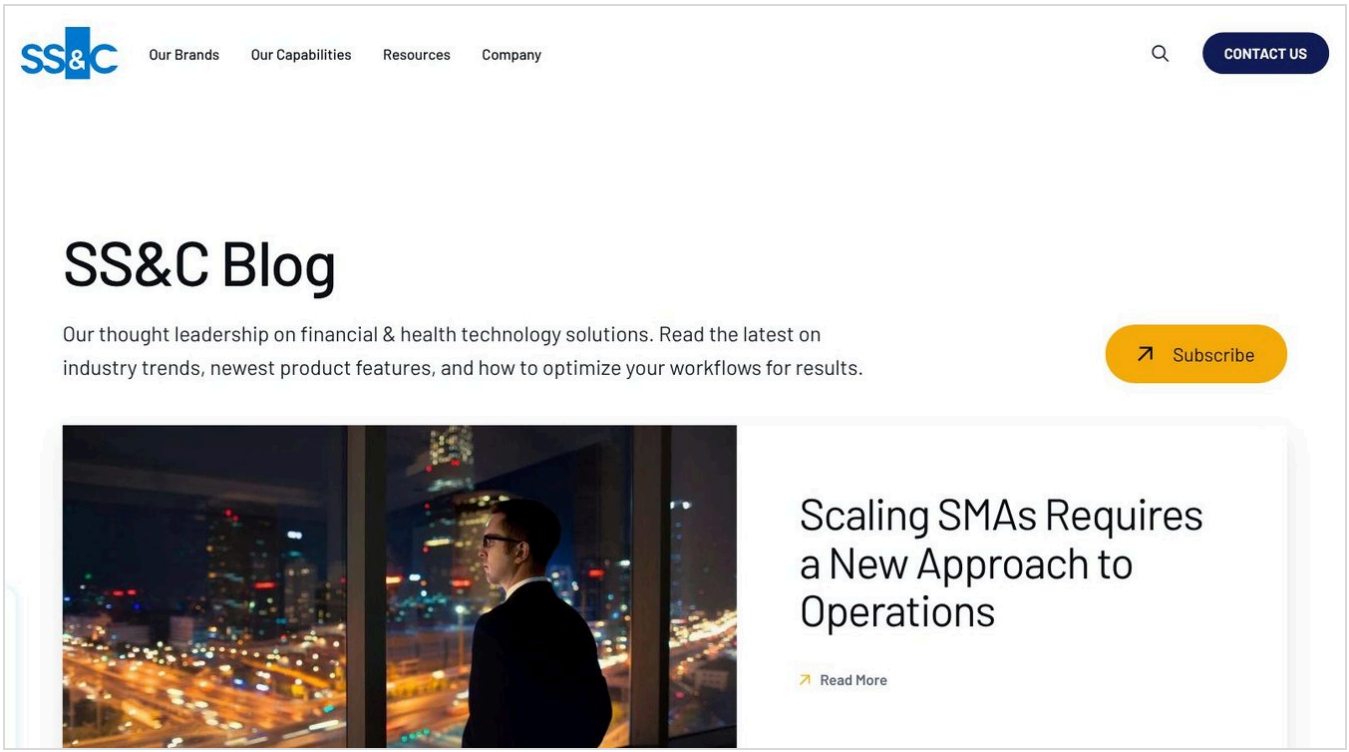
TECHNOLOGY · FORTUNE 1000 RANK #543

06 SS&C Technologies

SS&C Blog · ssctech.com/blog

66

HUB SCORE OF 100



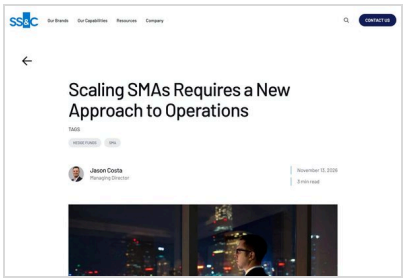
SIX MEASURES AGAINST THE MEDIAN HUB

20 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	**70%**
Posts that are thought leadership	**95%**
Articles with a named author	**100%**
Posts that offer proof	**40%**
Summary, FAQ or question subhead	**0%**
Articles that link to a source	**10%**

WHAT IT DOES DIFFERENTLY

- Short, signed and opinionated: a median of 838 words, a named author on every post, 70% with a point of view.
- 40% of posts use the company's own data, such as its surveys.
- Headlines argue: "The ETF Opportunity Is Bigger Than the Wrapper."



STANDOUT ARTICLE

Scaling SMAs Requires a New Approach to Operations

Jason Costa · November 2026

Uses the company's own survey to argue that separately managed accounts need a new approach to operations.

ONE THING TO BORROW An argument does not need length. About 800 words, one number you own and one name is a complete piece.

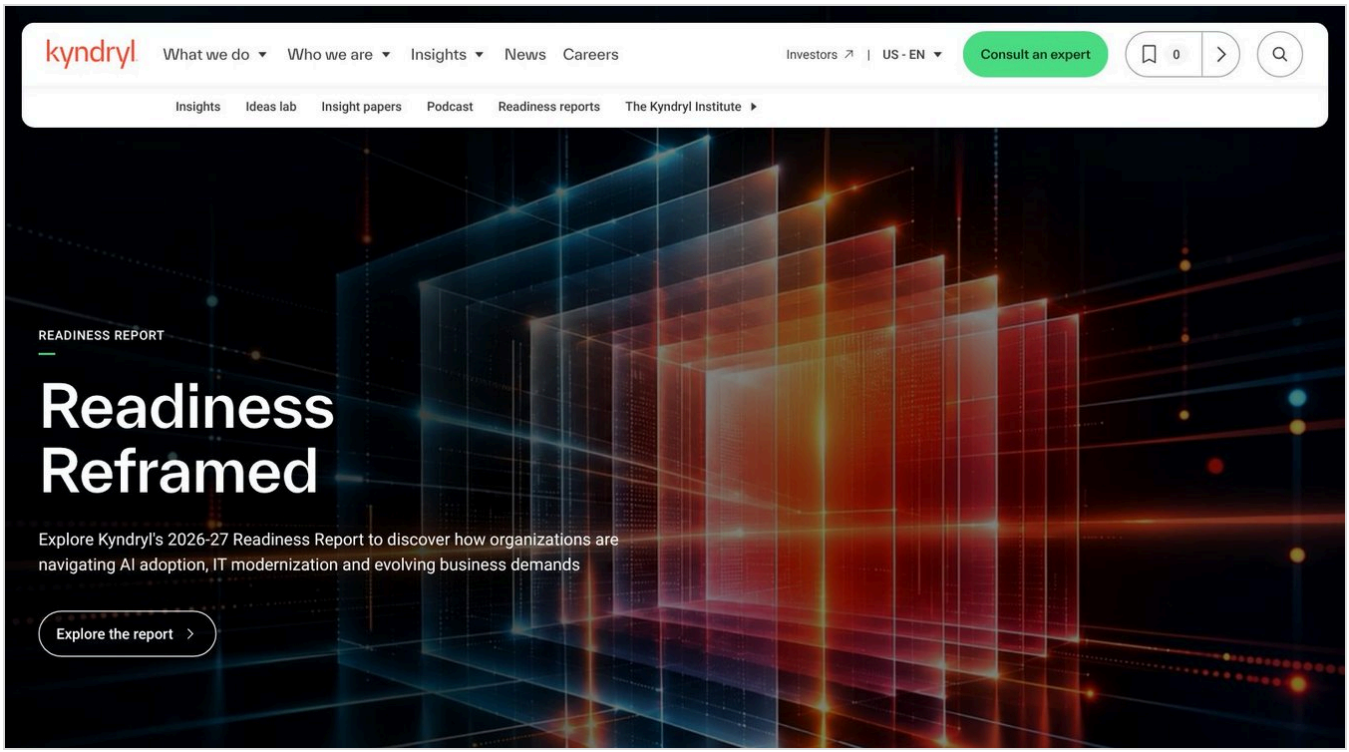
TECHNOLOGY · FORTUNE 1000 RANK #280

07 Kyndryl Holdings

Insights · kyndryl.com/us/en/insights

65

HUB SCORE OF 100



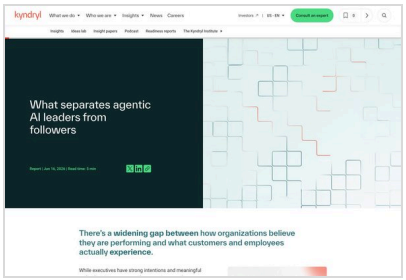
SIX MEASURES AGAINST THE MEDIAN HUB

18 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	72%
Posts that are thought leadership	83%
Articles with a named author	50%
Posts that offer proof	39%
Summary, FAQ or question subhead	89%
Articles that link to a source	28%

WHAT IT DOES DIFFERENTLY

- Senior leaders sign pieces with blunt titles, such as “You can’t delegate AI fluency.”
- 39% of posts draw on the company’s own research, including executive interviews.
- Pages are easy to scan: contents navigation on every article and a summary on 50%.



STANDOUT ARTICLE

What separates agentic AI leaders from followers

June 2026

A report built on 21 C-suite interviews finds that agentic AI leaders start with experience design, not technology.

ONE THING TO BORROW Commission one piece of research from executive interviews, then build several signed arguments from it.

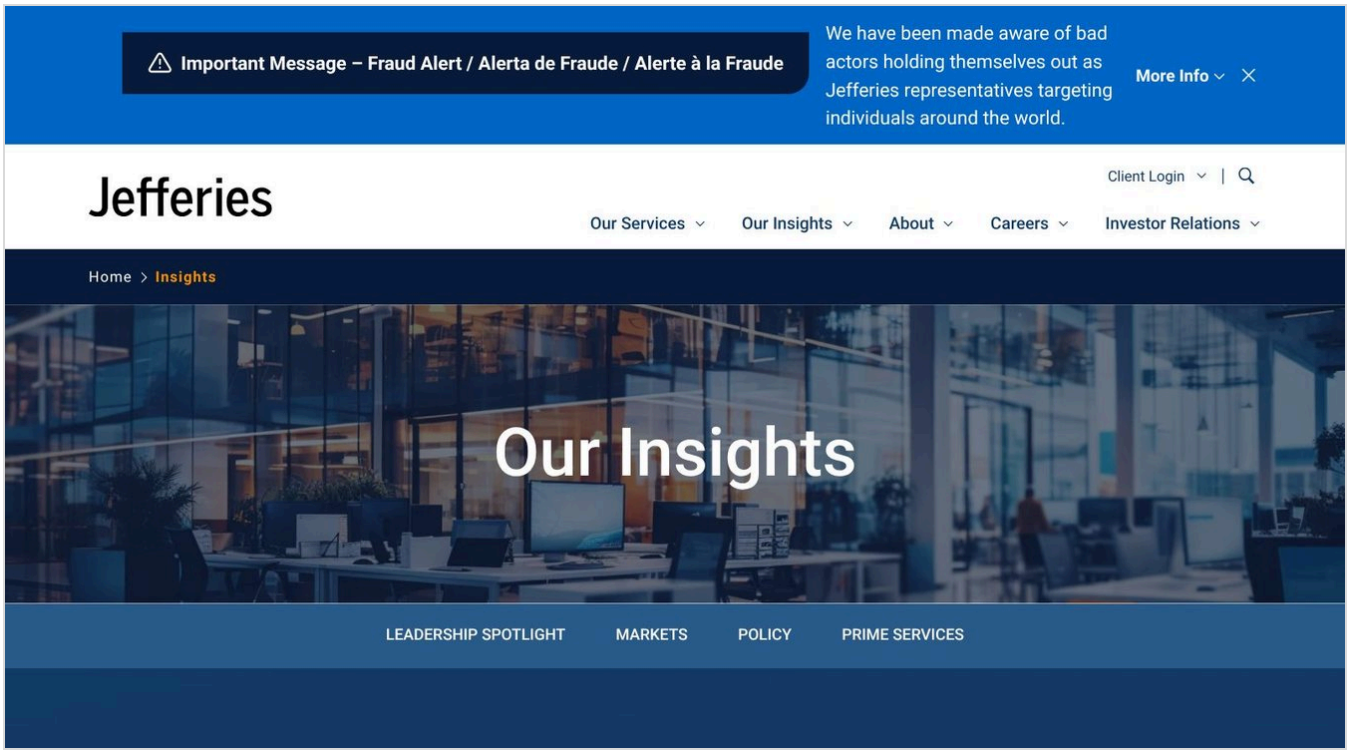
FINANCIAL · FORTUNE 1000 RANK #377

08 Jefferies Financial Group

Featured Insights · jefferies.com/insights

64

HUB SCORE OF 100



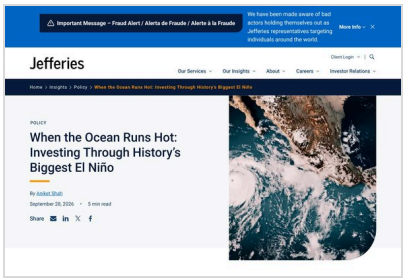
SIX MEASURES AGAINST THE MEDIAN HUB

20 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	85%
Posts that are thought leadership	85%
Articles with a named author	45%
Posts that offer proof	55%
Summary, FAQ or question subhead	0%
Articles that link to a source	35%

WHAT IT DOES DIFFERENTLY

- 85% of posts take a point of view, the highest share among the 15 hubs.
- 40% quote an expert from outside the firm, against 6.1% of thought leadership overall.
- Topics are timely and specific: healthcare dealmaking, credit secondaries, software valuations.



STANDOUT ARTICLE

When the Ocean Runs Hot: Investing Through History's Biggest El Niño

Aniket Shah · September 2026

Research on how a potentially record El Niño could move food prices, power, inflation and stocks.

ONE THING TO BORROW Quote people outside your company. An outside expert turns your view into a conversation the market is having.

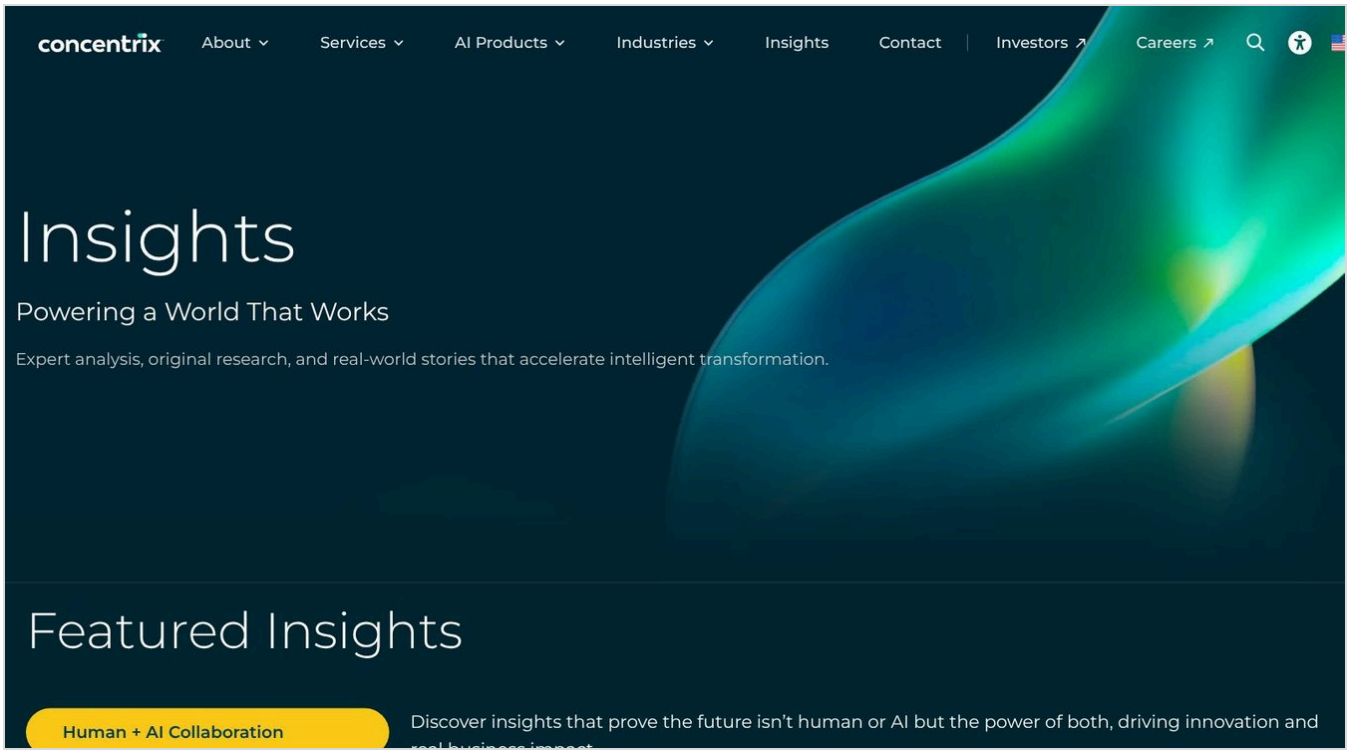
TECHNOLOGY · FORTUNE 1000 RANK #397

09 Concentrix

Insights · concentrix.com/insights

62

HUB SCORE OF 100



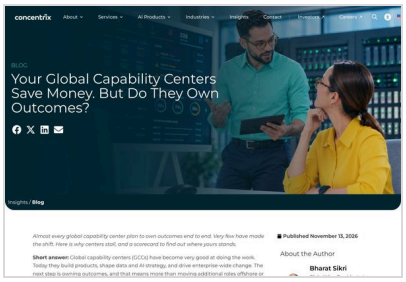
SIX MEASURES AGAINST THE MEDIAN HUB

18 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	67%
Posts that are thought leadership	67%
Articles with a named author	100%
Posts that offer proof	0%
Summary, FAQ or question subhead	94%
Articles that link to a source	44%

WHAT IT DOES DIFFERENTLY

- Every article is signed and 67% of posts take a point of view.
- 83% of articles end with an FAQ and every page carries Article schema. Opinion pieces built for answer engines are rare.
- The gap: none of the pieces we read offered original data, a named customer or a quoted expert.



STANDOUT ARTICLE

Your Global Capability Centers Save Money. But Do They Own Outcomes?

November 2026

Argues that most global capability centers deliver savings without owning outcomes, and offers a scorecard.

ONE THING TO BORROW Add an FAQ to your opinion pieces, not only to explainers. It is the format AI tools quote.

FINANCIAL · NOT IN THE FORTUNE 1000, ADDED TO THE STUDY

10 WTW

Insights · wtwco.com/en-us/insights

61

HUB SCORE OF 100

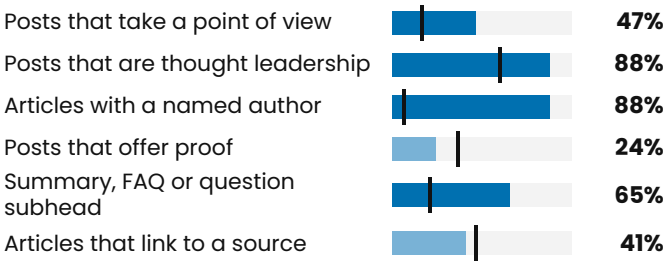
SCREENSHOT NOT CAPTURED

WTW: Insights

We could not capture this hub automatically, so we show no image. Click to open the hub and see it for yourself.

SIX MEASURES AGAINST THE MEDIAN HUB

17 articles read. Black line: median of 167 scored hubs.



Scored from titles and opening text read in a browser.

WHAT IT DOES DIFFERENTLY

- Pieces are framed as the questions a board would ask, on talent, risk and benefits.
- 88% of articles are signed and every page carries Article schema.
- About half open with a summary of the key points.

SCREENSHOT NOT CAPTURED

We could not capture this page automatically.

STANDOUT ARTICLE

Employee wellbeing enters its next chapter

October 2026

Makes the case that wellbeing programs need smarter investment to have greater impact.

ONE THING TO BORROW Frame each piece as the question a board member would ask, then answer it in the first paragraph.

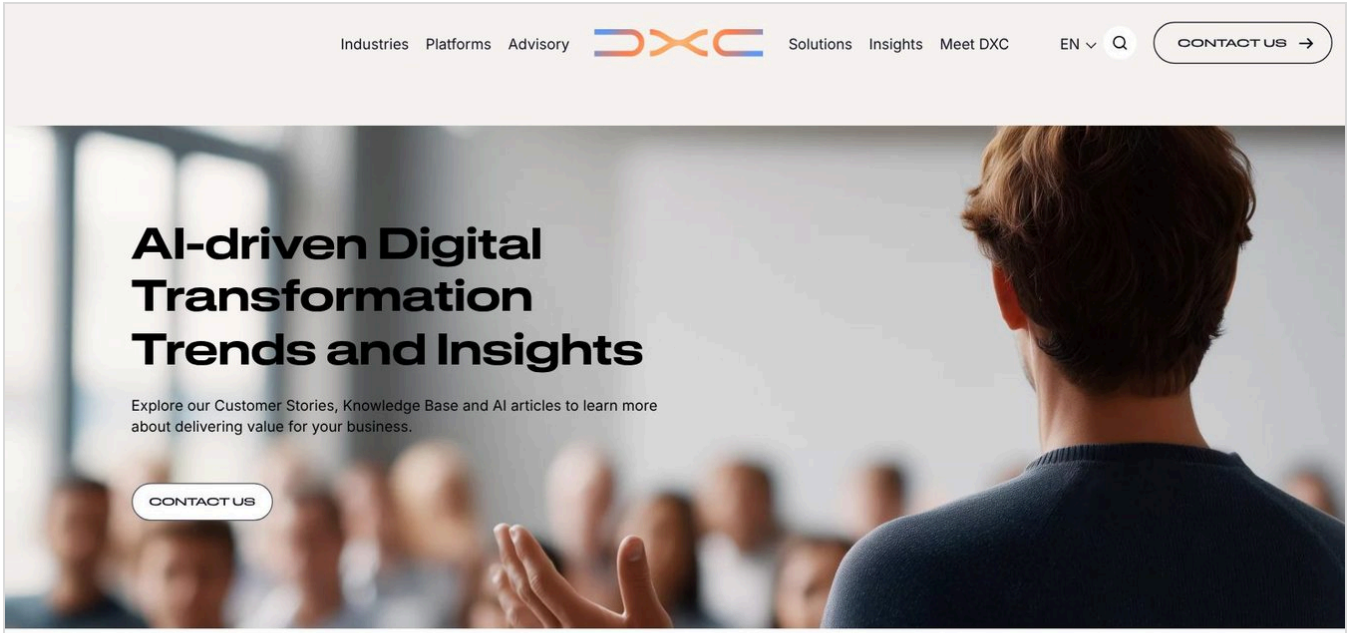
TECHNOLOGY · FORTUNE 1000 RANK #320

11 DXC Technology

Insights · dxc.com/insights

59

HUB SCORE OF 100



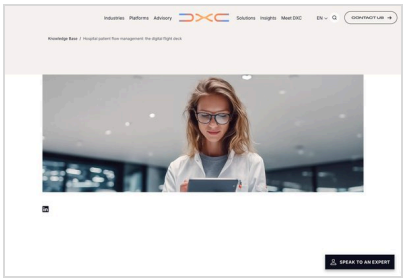
SIX MEASURES AGAINST THE MEDIAN HUB

20 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	60%
Posts that are thought leadership	85%
Articles with a named author	55%
Posts that offer proof	20%
Summary, FAQ or question subhead	35%
Articles that link to a source	75%

WHAT IT DOES DIFFERENTLY

- It applies AI to one industry at a time, such as healthcare and financial services.
- Practitioners sign with their titles, from chief technologist to enterprise architect.
- The plumbing is in place: Article schema on every page, outside links on 75% and an llms.txt file.



STANDOUT ARTICLE

Better hospital patient flow management: launching the digital flight deck

October 2026

Argues that hospitals can gain capacity with a shared digital flight deck for patient flow and care coordination.

ONE THING TO BORROW Take the topic everyone writes about and apply it to a single industry. Specific beats general.

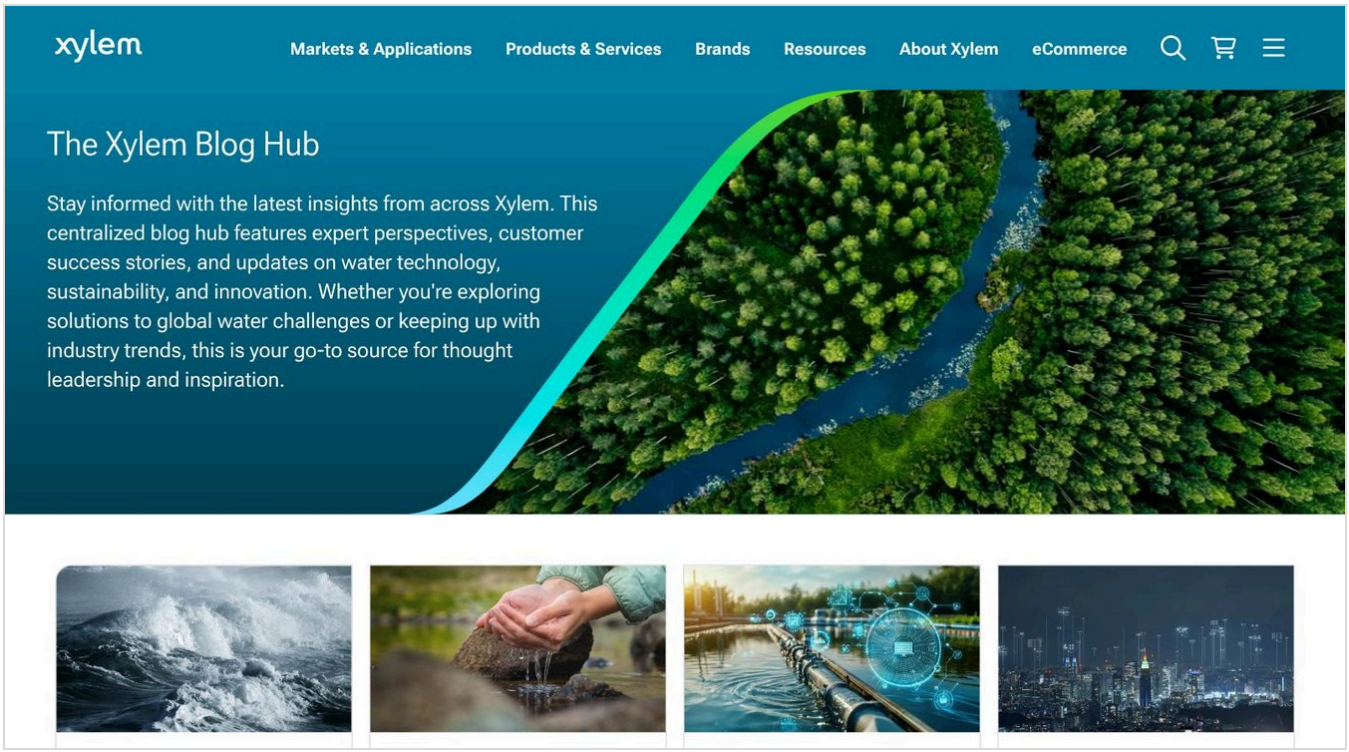
INDUSTRIALS · FORTUNE 1000 RANK #417

12 Xylem

The Xylem Blog Hub · xylem.com/en-us/resources/blogs

57

HUB SCORE OF 100



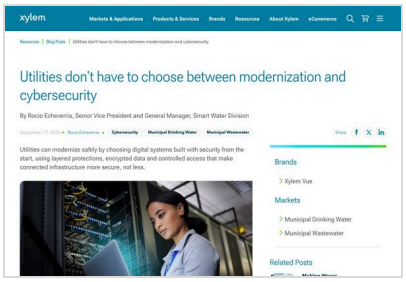
SIX MEASURES AGAINST THE MEDIAN HUB

19 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	42%
Posts that are thought leadership	74%
Articles with a named author	53%
Posts that offer proof	47%
Summary, FAQ or question subhead	53%
Articles that link to a source	100%

WHAT IT DOES DIFFERENTLY

- Every article links to an outside source a reader can check.
- Customers are named in 26% of pieces and nearly half the articles carry an FAQ.
- It argues about its own subject, water, and published no AI posts in the sample.



STANDOUT ARTICLE

Utilities don't have to choose between modernization and cybersecurity

Rocio Echeverria · September 2026

A senior vice president argues that utilities do not have to choose between modernization and cybersecurity.

ONE THING TO BORROW Cite a source in every piece. Linking out shows the work, and Xylem does it without exception.

SERVICES · FORTUNE 1000 RANK #512

13 Insperity

Insperity HR Blog · insperity.com/blog

57

HUB SCORE OF 100

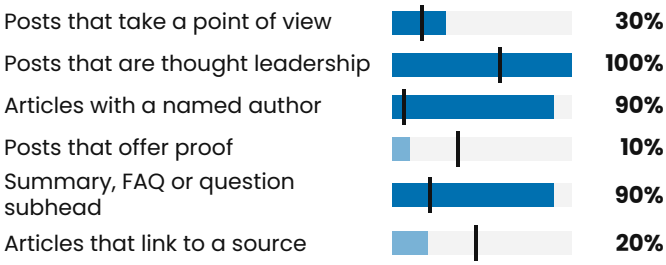
SCREENSHOT NOT CAPTURED

Insperity: Insperity HR Blog

We could not capture this hub automatically, so we show no image. Click to open the hub and see it for yourself.

SIX MEASURES AGAINST THE MEDIAN HUB

20 articles read. Black line: median of 167 scored hubs.



WHAT IT DOES DIFFERENTLY

- Everything we read on the hub is thought leadership. No press releases, product pages or event promotion.
- The most complete article template in the top 15: a summary on 60%, an FAQ on 60% and schema on every page.
- 90% of articles are signed. The gap is opinion: 30% of posts take a point of view.

SCREENSHOT NOT CAPTURED

We could not capture this page automatically.

STANDOUT ARTICLE

When HR administration gets in the way of leadership

Erin Lau · October 2026

Uses research with an outside firm to argue that HR administration pulls leaders of growing companies away from strategy.

ONE THING TO BORROW Give every article a summary at the top and an FAQ at the bottom. It is one template change.

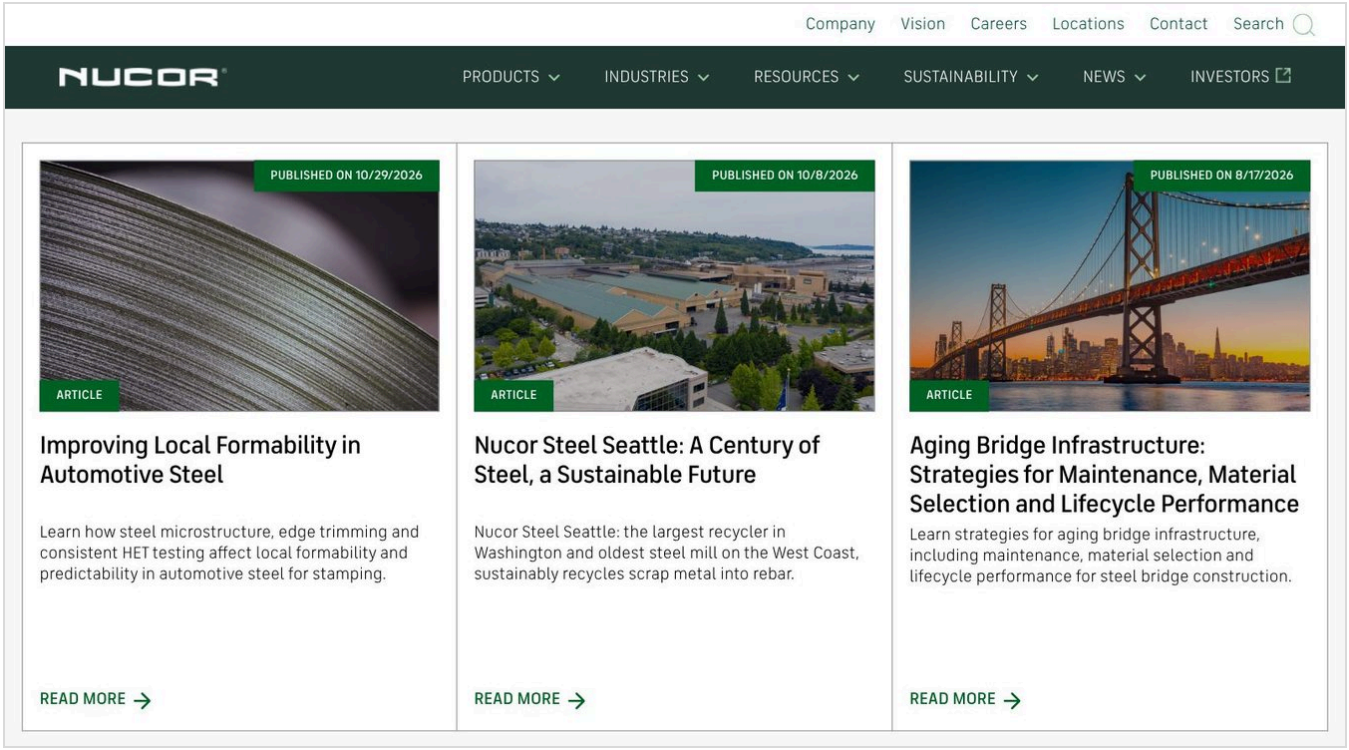
MATERIALS · FORTUNE 1000 RANK #131

14 Nucor

Knowledge Hub articles · nucor.com/category/article

56

HUB SCORE OF 100



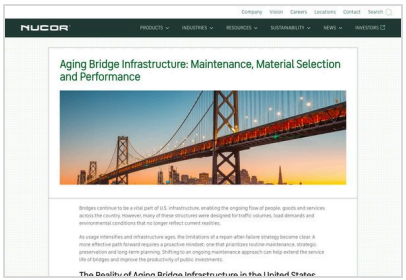
SIX MEASURES AGAINST THE MEDIAN HUB

12 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	42%
Posts that are thought leadership	83%
Articles with a named author	92%
Posts that offer proof	0%
Summary, FAQ or question subhead	25%
Articles that link to a source	100%

WHAT IT DOES DIFFERENTLY

- A steelmaker that argues, in a sector where only 39% of hub posts are thought leadership.
- It takes positions on its industry's policy questions, such as domestic steel and energy infrastructure.
- Every article links to outside sources and 92% are signed.



STANDOUT ARTICLE

Aging Bridge Infrastructure: Maintenance, Material Selection and Performance

August 2026

Argues that aging US bridges need proactive maintenance and lifecycle material selection, not repair after failure.

ONE THING TO BORROW Take a stand on the policy question your whole industry is arguing about. Your buyers want to know your view.

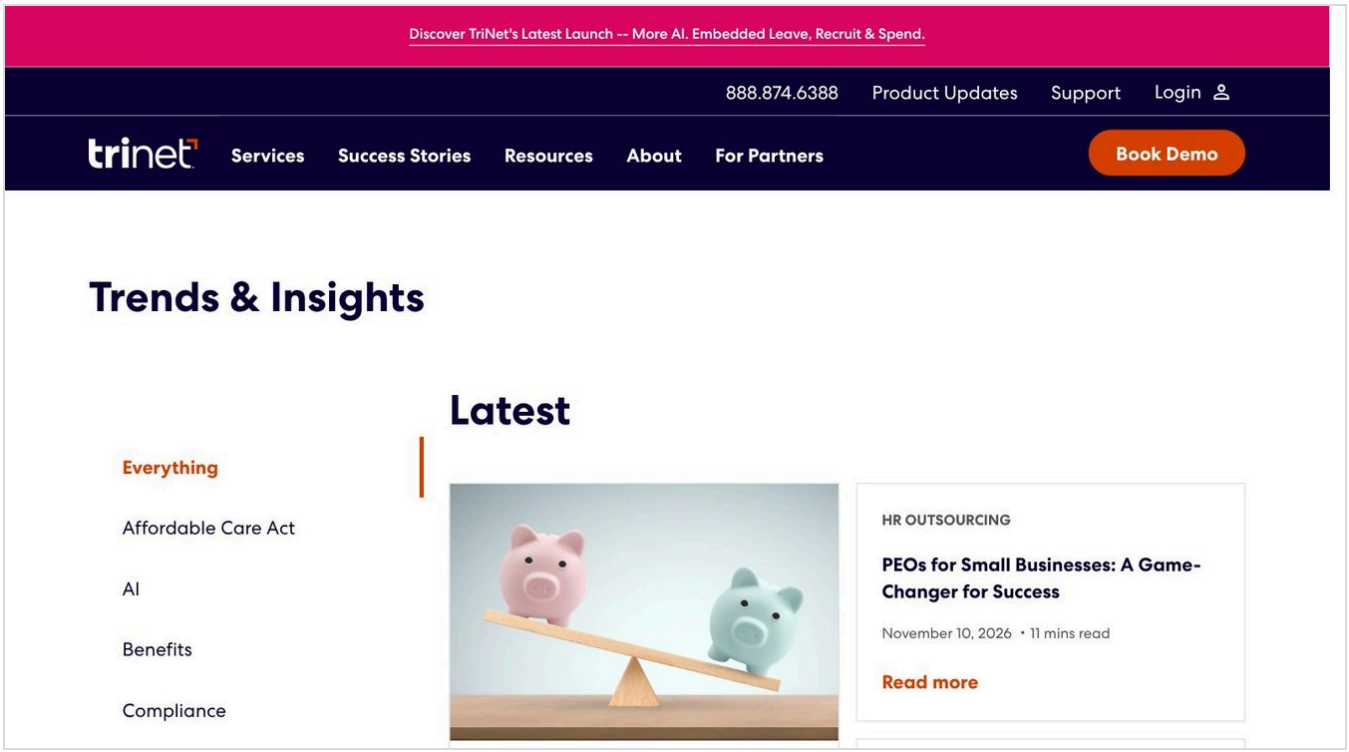
SERVICES · FORTUNE 1000 RANK #638

15 TriNet Group

Insights · trinet.com/insights

55

HUB SCORE OF 100



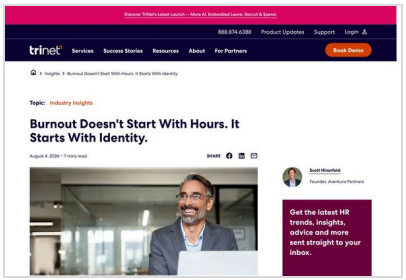
SIX MEASURES AGAINST THE MEDIAN HUB

20 articles read. Black line: median of 167 scored hubs.

Posts that take a point of view	10%
Posts that are thought leadership	95%
Articles with a named author	100%
Posts that offer proof	20%
Summary, FAQ or question subhead	100%
Articles that link to a source	40%

WHAT IT DOES DIFFERENTLY

- A deep library of signed guides: a named author on every article and a median of 2,021 words.
- Every article uses an answer format, an FAQ or a question as a subhead, and every page carries Article schema.
- It turns its own survey into a regional series. Only 10% of posts argue, and the two that do show what the hub could be.



STANDOUT ARTICLE

Burnout Doesn't Start With Hours. It Starts With Identity.

August 2026

Uses the company's own survey data to argue that burnout among small business leaders starts with identity, not hours.

ONE THING TO BORROW Run one survey and publish it as a series, region by region or role by role.

EVERY COMPANY · 1 OF 16

3M to Amphenol

Every company, with its full scorecard

All 500 companies in alphabetical order. Measures are shares of the article pages we read, shown when we read at least five. The hub score needs at least 10. Answer format means a summary box, an FAQ or a question used as a subhead. Click a company to open its hub, or a sector to open its deep dive. How each measure is defined: page 92.

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
3M	Materials	#172	No hub. Newsroom with some feature stories.							
AAR	Industrials	#932	No hub found							
Abbott Laboratories	Healthcare	#99	20	95%	**15%**	0%	5%	80%	10%	**36**
ABM Industries	Services	#428	Active hub. Too few article pages read to report measures.							
Accendra Health	Healthcare	#382	No hub found							
Accenture	Technology	Added	11	73%	**64%**	36%	73%	64%	45%	**62**
Acuity	Industrials	#707	15	7%	**7%**	0%	60%	0%	53%	**17**
Adobe	Technology	#181	12	17%	**8%**	92%	17%	0%	33%	**25**
ADP	Services	#207	Active hub. Too few article pages read to report measures.							
Advanced Drainage Systems	Materials	#907	16	38%	**12%**	0%	31%	0%	31%	**20**
Advantage Solutions	Services	#800	15	87%	**27%**	0%	67%	13%	0%	**41**
AECOM	Industrials	#257	Active hub. Too few article pages read to report measures.							
AGCO	Industrials	#392	Could not be assessed. The site declines automated visits.							
Agilent Technologies	Healthcare	#505	Could not be assessed. The site declines automated visits.							
Air Products & Chemicals	Materials	#345	No hub found							
Akamai Technologies	Technology	#720	Could not be assessed. The site declines automated visits.							
Albemarle	Materials	#627	No hub. Newsroom with some feature stories.							
Alcoa	Materials	#321	15	7%	**0%**	0%	0%	0%	13%	**3**
Alexandria Real Estate Equities	Financial	#889	No hub found							
Allison Transmission	Industrials	#883	20	5%	**0%**	0%	95%	0%	0%	**16**
AMD	Technology	#121	16	12%	**6%**	94%	44%	44%	81%	**35**
Amentum Holdings	Technology	#292	12	0%	**0%**	0%	83%	0%	75%	**18**
American Tower	Financial	#383	Active hub. Too few article pages read to report measures.							
Ametek	Technology	#477	Could not be assessed. The site declines automated visits.							
Amkor Technology	Technology	#517	13	0%	**0%**	100%	38%	0%	31%	**23**
AMN Healthcare Services	Healthcare	#944	Could not be assessed. The site declines automated visits.							
Amphenol	Technology	#187	Active hub. Too few article pages read to report measures.							

EVERY COMPANY · 2 OF 16

Analog Devices to Bank of New York (BNY)

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Analog Devices	Technology	#371	Could not be assessed. The site declines automated visits.							
Andersons	Materials	#372	No hub found							
Antero Resources	Energy	#616	No hub found							
Aon	Financial	Added	16	69%	**25%**	0%	56%	100%	25%	**42**
APA	Energy	#412	Active hub. Too few article pages read to report measures.							
APi Group	Industrials	#459	Could not be assessed. The site declines automated visits.							
Apollo Global Management	Financial	#132	20	30%	**80%**	95%	80%	50%	5%	**62**
Applied Industrial	Logistics	#686	Could not be assessed. The site declines automated visits.							
Applied Materials	Technology	#149	Active hub. Too few article pages read to report measures.							
AppLovin	Technology	#552	9	67%	**44%**	0%	44%	0%	56%	n/a
AptarGroup	Materials	#766	Could not be assessed. The site declines automated visits.							
Aramark	Services	#222	6	50%	**33%**	0%	33%	33%	33%	n/a
ArcBest	Logistics	#744	6	0%	**0%**	100%	67%	0%	67%	n/a
Archer Daniels Midland	Materials	#57	Active hub. Too few article pages read to report measures.							
Arcosa	Industrials	#912	No hub found							
Ares Management	Financial	#516	Could not be assessed. The site declines automated visits.							
Arista Networks	Technology	#418	11	45%	**18%**	100%	0%	0%	36%	**35**
Arrow Electronics	Technology	#137	Active hub. Too few article pages read to report measures.							
Arthur J. Gallagher	Financial	#305	6	100%	**0%**	83%	0%	33%	50%	n/a
ATI	Materials	#682	No hub found							
Atkore	Industrials	#918	5	80%	**0%**	0%	0%	40%	80%	n/a
Atlassian	Technology	#622	19	42%	**21%**	100%	58%	37%	42%	**46**
Autodesk	Technology	#489	Could not be assessed. The site declines automated visits.							
Autoliv	Industrials	#378	15	20%	**20%**	0%	47%	0%	27%	**20**
Avantor	Healthcare	#526	Active hub. Too few article pages read to report measures.							
Avery Dennison	Materials	#422	17	29%	**24%**	24%	71%	0%	53%	**32**
Avient	Materials	#833	11	36%	**0%**	0%	18%	27%	27%	**16**
Avnet	Technology	#195	Active hub. Too few article pages read to report measures.							
Axon Enterprise	Industrials	#933	Could not be assessed. The site declines automated visits.							
Baker Hughes	Energy	#153	Active hub. Too few article pages read to report measures.							
Ball	Materials	#315	Active hub. Too few article pages read to report measures.							
Bank of New York (BNY)	Financial	#106	6	100%	**83%**	33%	17%	67%	50%	n/a

EVERY COMPANY · 3 OF 16

Baxter International to Carrier Global

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Baxter International	Healthcare	#359	19	63%	**11%**	0%	74%	53%	58%	**38**
Becton Dickinson	Healthcare	#200	6	67%	**50%**	100%	17%	0%	33%	n/a
Belden	Industrials	#952	19	89%	**53%**	0%	5%	37%	42%	**45**
BGC Group	Financial	#898	Could not be assessed. The site declines automated visits.							
Bitgo Holdings	Financial	#259	20	55%	**20%**	15%	25%	80%	85%	**38**
BlackRock	Financial	#179	9	100%	**67%**	56%	56%	44%	11%	n/a
Blackstone	Financial	#289	Active hub. Too few article pages read to report measures.							
Blue Owl Capital	Financial	#915	Active hub. Too few article pages read to report measures.							
BlueLinx Holdings	Logistics	#894	No hub found							
Boeing	Industrials	#46	Active hub. Pages did not load reliably, so it is not scored.							
Boise Cascade	Logistics	#535	10	30%	**10%**	0%	80%	0%	20%	**24**
Booz Allen Hamilton	Technology	#349	6	100%	**83%**	0%	50%	83%	17%	n/a
BorgWarner	Industrials	#295	No hub found							
Boston Scientific	Healthcare	#211	Could not be assessed. The site declines automated visits.							
Brink's	Services	#619	17	65%	**18%**	0%	35%	18%	29%	**30**
Broadcom	Technology	#67	20	35%	**15%**	80%	25%	15%	100%	**38**
Broadridge Financial	Financial	#509	14	71%	**43%**	0%	43%	50%	0%	**41**
Brown & Brown	Financial	#570	19	100%	**16%**	53%	5%	84%	95%	**52**
Bruker	Healthcare	#812	No hub. Newsroom with some feature stories.							
Builders FirstSource	Materials	#276	Active hub. Too few article pages read to report measures.							
BWX Technologies	Industrials	#847	17	59%	**35%**	100%	29%	0%	100%	**52**
BXP	Financial	#807	Active hub. Too few article pages read to report measures.							
C.H. Robinson Worldwide	Logistics	#258	Active hub. Too few article pages read to report measures.							
Cabot	Materials	#782	No hub found							
CACI International	Technology	#432	18	61%	**44%**	0%	33%	6%	61%	**39**
Cadence Design Systems	Technology	#612	Active hub. Too few article pages read to report measures.							
California Resources	Energy	#788	Could not be assessed. The site declines automated visits.							
Cardinal Health	Healthcare	#15	Active hub. Too few article pages read to report measures.							
Carlisle	Materials	#637	No hub found							
Carlyle Group	Financial	#658	Could not be assessed. The site declines automated visits.							
Carpenter Technology	Materials	#913	Dormant hub. Last post we confirmed: 10/17/2024.							
Carrier Global	Industrials	#201	13	100%	**8%**	0%	0%	8%	92%	**35**

EVERY COMPANY · 4 OF 16

Caterpillar to Core Natural Resources

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Caterpillar	Industrials	#63	Active hub. Too few article pages read to report measures.							
CBIZ	Services	#935	19	74%	**0%**	0%	11%	26%	26%	**24**
Cboe Global Markets	Financial	#668	19	84%	**11%**	68%	37%	58%	0%	**44**
CBRE Group	Financial	#109	Active hub. Too few article pages read to report measures.							
CDW	Technology	#194	Active hub. Too few article pages read to report measures.							
Celanese	Materials	#405	Could not be assessed. The site declines automated visits.							
Cencora	Healthcare	#10	11	82%	**36%**	0%	27%	36%	18%	**40**
Centuri Holdings	Industrials	#885	No hub found							
CF Industries Holdings	Materials	#496	No hub. Newsroom with some feature stories.							
Charles River Laboratories	Healthcare	#743	16	31%	**0%**	69%	31%	6%	62%	**28**
Chefs' Warehouse	Logistics	#725	Dormant hub. No post in the past year.							
Chemours	Materials	#579	Could not be assessed. The site declines automated visits.							
Cheniere Energy	Energy	#212	No hub found							
Chord Energy	Energy	#648	No hub found							
Ciena	Technology	#661	Could not be assessed. The site declines automated visits.							
Cintas	Services	#387	Active hub. Too few article pages read to report measures.							
Cisco Systems	Technology	#79	12	33%	**33%**	100%	42%	17%	58%	**45**
Clean Harbors	Services	#560	Dormant hub. Last post we confirmed: 5/1/2018.							
Cleveland-Cliffs	Materials	#220	No hub found							
CME Group	Financial	#529	Could not be assessed. The site declines automated visits.							
Cognizant Technology	Technology	#205	Active hub. Too few article pages read to report measures.							
Coherent	Technology	#578	Active hub. Too few article pages read to report measures.							
Comfort Systems USA	Industrials	#414	No hub found							
Commercial Metals	Materials	#464	No hub found							
Concentrix	Technology	#397	18	67%	**67%**	100%	0%	94%	44%	**62**
Conduent	Services	#878	19	100%	**74%**	0%	5%	0%	58%	**52**
ConocoPhillips	Energy	#71	18	0%	**0%**	0%	33%	28%	56%	**11**
Construction Partners	Industrials	#925	No hub found							
Cooper-Standard Holdings	Industrials	#939	14	57%	**7%**	0%	7%	7%	0%	**18**
Copart	Logistics	#680	Active hub. Too few article pages read to report measures.							
Core & Main	Logistics	#467	No hub found							
Core Natural Resources	Energy	#723	No hub found							

EVERY COMPANY · 5 OF 16

CoreWeave to DuPont

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
CoreWeave	Technology	#630	20	25%	**20%**	0%	35%	15%	55%	**23**
Cornerstone Building Brands	Materials	#599	No hub found							
Corning	Industrials	#267	Could not be assessed. The site declines automated visits.							
Corpay	Financial	#687	20	100%	**0%**	90%	0%	100%	70%	**51**
Corteva	Materials	#237	No hub found							
CoStar Group	Technology	#835	Could not be assessed. The site declines automated visits.							
Crescent Energy	Energy	#797	Could not be assessed. The site declines automated visits.							
CrowdStrike Holdings	Technology	#654	20	30%	**15%**	95%	10%	10%	100%	**36**
Crown Castle	Financial	#533	No hub found							
Crown Holdings	Materials	#333	No hub. Newsroom with some feature stories.							
CSX	Logistics	#302	Could not be assessed. The site declines automated visits.							
Cummins	Industrials	#127	Could not be assessed. The site declines automated visits.							
Curtiss-Wright	Industrials	#802	Could not be assessed. The site declines automated visits.							
Dana	Industrials	#394	Dormant hub. No post in the past year.							
Danaher	Healthcare	#175	18	72%	**22%**	0%	11%	11%	67%	**32**
Darling Ingredients	Materials	#550	12	25%	**0%**	0%	50%	8%	33%	**17**
Datadog	Technology	#813	20	15%	**0%**	100%	10%	5%	100%	**28**
Dauch	Industrials	#575	No hub found							
Deere	Industrials	#94	Could not be assessed. The site declines automated visits.							
Dell Technologies	Technology	#40	20	30%	**20%**	100%	30%	100%	45%	**44**
Dentsply Sirona	Healthcare	#786	20	50%	**0%**	0%	0%	15%	100%	**21**
Devon Energy	Energy	#242	No hub found							
Diamondback Energy	Energy	#281	Could not be assessed. The site declines automated visits.							
Diebold Nixdorf	Technology	#763	Active hub. Too few article pages read to report measures.							
Digital Realty Trust	Financial	#555	20	60%	**30%**	65%	35%	0%	70%	**44**
DNOW	Energy	#923	No hub. Newsroom with some feature stories.							
DocuSign	Technology	#842	17	41%	**6%**	47%	35%	41%	100%	**35**
Domtar	Materials	#506	20	55%	**20%**	0%	25%	30%	100%	**33**
Donaldson	Industrials	#785	20	80%	**5%**	0%	5%	35%	10%	**26**
Dover	Industrials	#457	Could not be assessed. The site declines automated visits.							
Dow	Materials	#111	Active hub. Too few article pages read to report measures.							
DuPont	Materials	#454	Could not be assessed. The site declines automated visits.							

EVERY COMPANY · 6 OF 16

DXC Technology to FIS

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
DXC Technology	Technology	#320	20	85%	**60%**	55%	20%	35%	75%	**59**
Dycom Industries	Industrials	#590	No hub found							
Eastman Chemical	Materials	#427	20	5%	**5%**	0%	45%	0%	35%	**12**
Ecolab	Materials	#261	Active hub. Pages did not load reliably, so it is not scored.							
Edwards Lifesciences	Healthcare	#551	Dormant hub. Last post we confirmed: 10/2/2024.							
Elanco Animal Health	Healthcare	#667	15	27%	**0%**	0%	53%	13%	67%	**21**
EMCOR Group	Industrials	#248	No hub found							
Emerson Electric	Industrials	#229	20	70%	**55%**	100%	65%	100%	100%	**74**
Energy Transfer	Energy	#52	Could not be assessed. The site declines automated visits.							
EnerSys	Industrials	#794	14	86%	**57%**	0%	0%	57%	14%	**44**
Entegris	Technology	#848	15	80%	**7%**	0%	40%	87%	20%	**36**
Enterprise Products Partners	Energy	#85	No hub found							
Envista Holdings	Healthcare	#949	Could not be assessed. The site declines automated visits.							
EOG Resources	Energy	#190	No hub found							
EPAM Systems	Technology	#594	Could not be assessed. The site declines automated visits.							
EQT	Energy	#431	Active hub. Too few article pages read to report measures.							
Equifax	Financial	#556	20	80%	**20%**	100%	65%	30%	20%	**55**
Equinix	Financial	#410	Active hub. Too few article pages read to report measures.							
EquipmentShare.com	Logistics	#702	20	5%	**0%**	0%	90%	40%	80%	**24**
ESAB	Industrials	#919	Active hub. Too few article pages read to report measures.							
Evercore	Financial	#757	20	100%	**45%**	0%	10%	10%	100%	**48**
Everpure	Technology	#789	9	67%	**33%**	67%	44%	100%	100%	n/a
Everus Construction Group	Industrials	#774	Could not be assessed. The site declines automated visits.							
Expand Energy	Energy	#339	20	0%	**0%**	100%	95%	0%	0%	**29**
Expeditors	Logistics	#369	20	85%	**0%**	25%	55%	0%	100%	**41**
F5	Technology	#870	20	45%	**40%**	95%	70%	15%	65%	**54**
Fannie Mae	Financial	#26	Dormant hub. Last post we confirmed: 1/16/2025.							
Fastenal	Logistics	#448	Could not be assessed. The site declines automated visits.							
FedEx	Logistics	#49	20	70%	**35%**	5%	15%	65%	35%	**38**
Ferguson Enterprises	Logistics	#136	Active hub. Too few article pages read to report measures.							
First Solar	Energy	#621	6	33%	**17%**	0%	67%	0%	67%	n/a
FIS	Financial	#381	Active hub. Too few article pages read to report measures.							

EVERY COMPANY · 7 OF 16

Fiserv to Helmerich & Payne

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Fiserv	Financial	#204	Active hub. Too few article pages read to report measures.							
Flowserve	Industrials	#666	Active hub. Too few article pages read to report measures.							
Fluor	Industrials	#272	Could not be assessed. The site declines automated visits.							
FMC	Materials	#809	20	20%	**10%**	0%	15%	0%	10%	**11**
Fortinet	Technology	#513	Could not be assessed. The site declines automated visits.							
Fortive	Industrials	#724	No hub found							
Fortrea Holdings	Healthcare	#948	12	58%	**25%**	0%	8%	0%	100%	**31**
Freddie Mac	Financial	#32	10	0%	**0%**	100%	50%	0%	40%	**26**
Freeport-McMoRan	Materials	#166	20	0%	**0%**	0%	90%	100%	100%	**29**
FTI Consulting	Services	#765	20	80%	**60%**	0%	45%	10%	95%	**53**
Garrett Motion	Industrials	#796	No hub. Newsroom with some feature stories.							
Gartner	Technology	#530	Could not be assessed. The site declines automated visits.							
GE Aerospace	Industrials	#93	Active hub. Pages did not load reliably, so it is not scored.							
GE HealthCare Technologies	Healthcare	#206	20	95%	**25%**	5%	40%	10%	95%	**46**
GE Vernova	Energy	#115	20	20%	**10%**	60%	75%	15%	90%	**36**
General Dynamics	Industrials	#87	15	67%	**53%**	60%	40%	7%	27%	**50**
Genuine Parts	Logistics	#177	No hub found							
Global Business Travel	Services	#951	Active hub. Too few article pages read to report measures.							
Global Payments	Financial	#390	Could not be assessed. The site declines automated visits.							
Globus Medical	Healthcare	#899	Dormant hub. Last post we confirmed: 11/25/2024.							
GoDaddy	Technology	#642	Could not be assessed. The site declines automated visits.							
Goldman Sachs Group	Financial	#35	7	100%	**86%**	14%	100%	57%	100%	n/a
Granite Construction	Industrials	#698	No hub found							
Graphic Packaging Holding	Materials	#433	19	63%	**16%**	100%	26%	26%	63%	**46**
Greenbrier	Industrials	#838	20	50%	**0%**	65%	30%	40%	45%	**33**
Greif	Materials	#613	20	25%	**0%**	100%	30%	25%	100%	**35**
GXO Logistics	Logistics	#314	17	53%	**47%**	0%	53%	35%	59%	**42**
H.B. Fuller	Materials	#808	9	78%	**11%**	78%	33%	33%	67%	n/a
Halliburton	Energy	#196	5	60%	**20%**	80%	0%	0%	0%	n/a
Healthpeak Properties	Financial	#922	No hub found							
HEICO	Industrials	#691	Active hub. Too few article pages read to report measures.							
Helmerich & Payne	Energy	#775	20	5%	**0%**	100%	80%	0%	25%	**30**

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Henry Schein to Iron Mountain

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Henry Schein	Healthcare	#313	19	100%	**5%**	0%	5%	37%	21%	**32**
Herc Holdings	Logistics	#703	Could not be assessed. The site declines automated visits.							
HNI	Industrials	#920	Active hub. Too few article pages read to report measures.							
Hologic	Healthcare	#731	No hub. Newsroom with some feature stories.							
Honeywell Technologies	Industrials	#107	Active hub. Too few article pages read to report measures.							
Howmet Aerospace	Industrials	#444	No hub found							
HPE	Technology	#123	Active hub. Too few article pages read to report measures.							
Hub Group	Logistics	#778	Active hub. Too few article pages read to report measures.							
Hubbell	Industrials	#574	Active hub. Too few article pages read to report measures.							
HubSpot	Technology	#861	Active hub. Too few article pages read to report measures.							
Huntington Ingalls Industries	Industrials	#329	Could not be assessed. The site declines automated visits.							
Huntsman	Materials	#584	20	0%	**0%**	0%	20%	0%	10%	**4**
Hyster-Yale	Industrials	#768	No hub found							
IBM	Technology	#64	20	95%	**70%**	70%	60%	40%	75%	**73**
IDEX	Industrials	#810	No hub. Newsroom with some feature stories.							
IDEXX Laboratories	Healthcare	#711	20	95%	**30%**	0%	0%	55%	45%	**40**
IES Holdings	Industrials	#818	Active hub. Too few article pages read to report measures.							
Illinois Tool Works	Industrials	#262	Active hub. Too few article pages read to report measures.							
Illumina	Healthcare	#708	Active hub. Too few article pages read to report measures.							
Ingersoll Rand	Industrials	#466	Could not be assessed. The site declines automated visits.							
Ingram Micro Holding	Technology	#86	Active hub. Too few article pages read to report measures.							
Ingredion	Materials	#488	20	80%	**50%**	0%	25%	95%	35%	**48**
Insight Enterprises	Technology	#445	Active hub. Too few article pages read to report measures.							
Insperity	Services	#512	20	100%	**30%**	90%	10%	90%	20%	**57**
Installed Building Products	Industrials	#888	Could not be assessed. The site declines automated visits.							
Intel	Technology	#84	Active hub. Too few article pages read to report measures.							
Intercontinental Exchange	Financial	#324	13	85%	**31%**	0%	92%	69%	92%	**56**
International Flavors & Fragrances	Materials	#375	Active hub. Too few article pages read to report measures.							
International Paper	Materials	#165	13	38%	**15%**	8%	31%	15%	8%	**22**
Intuitive Surgical	Healthcare	#393	No hub. Newsroom with some feature stories.							
IQVIA Holdings	Healthcare	#255	Active hub. Too few article pages read to report measures.							
Iron Mountain	Services	#508	Could not be assessed. The site declines automated visits.							

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ITT to Lincoln Electric Holdings

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
ITT	Industrials	#753	No hub found							
J.B. Hunt Transport Services	Logistics	#348	6	50%	**33%**	0%	33%	17%	33%	n/a
Jabil	Technology	#140	15	87%	**53%**	7%	13%	53%	100%	**52**
Jacobs Solutions	Services	#346	17	88%	**71%**	88%	53%	35%	35%	**70**
JBT Marel	Industrials	#764	20	15%	**5%**	0%	45%	0%	25%	**14**
Jefferies Financial Group	Financial	#377	20	85%	**85%**	45%	55%	0%	35%	**64**
JELD-WEN Holding	Materials	#844	Active hub. Too few article pages read to report measures.							
JLL	Financial	#164	7	100%	**57%**	57%	57%	86%	0%	n/a
Kaiser Aluminum	Materials	#817	No hub found							
KBR	Technology	#461	Active hub. Too few article pages read to report measures.							
Kelly Services	Services	#714	19	63%	**26%**	100%	5%	100%	63%	**52**
Keysight Technologies	Technology	#604	Could not be assessed. The site declines automated visits.							
Kinder Morgan	Energy	#249	Active hub. Too few article pages read to report measures.							
Kirby	Logistics	#819	No hub found							
KKR	Financial	#145	Active hub. Too few article pages read to report measures.							
KLA	Technology	#338	Could not be assessed. The site declines automated visits.							
Knife River	Materials	#859	No hub found							
Knight-Swift	Logistics	#472	20	5%	**0%**	100%	50%	25%	100%	**33**
Korn Ferry	Services	#934	15	80%	**20%**	20%	80%	20%	60%	**47**
Kyndryl Holdings	Technology	#280	18	83%	**72%**	50%	39%	89%	28%	**65**
L3Harris Technologies	Industrials	#199	No hub. Newsroom with some feature stories.							
Lam Research	Technology	#225	20	55%	**5%**	50%	60%	45%	30%	**37**
Lamb Weston Holdings	Materials	#532	Active hub. Too few article pages read to report measures.							
Landstar System	Logistics	#663	20	35%	**0%**	0%	40%	55%	30%	**21**
Lazard	Financial	#852	14	93%	**43%**	0%	57%	0%	0%	**45**
LCI Industries	Industrials	#728	Could not be assessed. The site declines automated visits.							
Lear	Industrials	#185	No hub found							
Leggett & Platt	Industrials	#736	No hub found							
Leidos Holdings	Technology	#243	12	42%	**33%**	83%	75%	8%	17%	**46**
Liberty Energy	Energy	#745	Active hub. Too few article pages read to report measures.							
Light & Wonder	Services	#826	No hub found							
Lincoln Electric Holdings	Industrials	#716	Could not be assessed. The site declines automated visits.							

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Lineage to Motorola Solutions

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Lineage	Financial	#607	19	21%	**5%**	0%	32%	5%	26%	**14**
LKQ	Logistics	#303	Dormant hub. Last post we confirmed: 12/19/2023.							
Lockheed Martin	Industrials	#60	Active hub. Too few article pages read to report measures.							
Louisiana-Pacific	Materials	#954	9	11%	**0%**	100%	22%	0%	44%	n/a
Lumen Technologies	Technology	#331	20	45%	**20%**	0%	25%	15%	20%	**24**
Madison Air Solutions	Industrials	#825	Active hub. Too few article pages read to report measures.							
Magnera	Materials	#845	10	40%	**0%**	20%	30%	90%	60%	**29**
ManpowerGroup	Services	#231	Could not be assessed. The site declines automated visits.							
Marsh & McLennan	Financial	#157	Active hub. Too few article pages read to report measures.							
Martin Marietta Materials	Materials	#502	No hub. Newsroom with some feature stories.							
Marvell Technology	Technology	#449	5	0%	**0%**	100%	60%	0%	100%	n/a
MasTec	Industrials	#298	No hub found							
Mastercard	Financial	#130	Active hub. Too few article pages read to report measures.							
Matador Resources	Energy	#784	Could not be assessed. The site declines automated visits.							
Matson	Logistics	#824	Active hub. Too few article pages read to report measures.							
Maximus	Technology	#596	9	78%	**78%**	0%	56%	100%	78%	n/a
McKesson	Healthcare	#8	9	22%	**0%**	44%	11%	0%	44%	n/a
Medline	Healthcare	#148	Active hub. Too few article pages read to report measures.							
Medtronic	Healthcare	Added	10	10%	**0%**	0%	0%	10%	60%	**8**
Mettler-Toledo International	Healthcare	#741	Could not be assessed. The site declines automated visits.							
Microchip Technology	Technology	#701	Could not be assessed. The site declines automated visits.							
Micron Technology	Technology	#116	Active hub. Too few article pages read to report measures.							
Microsoft	Technology	#11	17	82%	**65%**	100%	41%	12%	76%	**68**
Middleby	Industrials	#755	Active hub. Too few article pages read to report measures.							
MillerKnoll	Industrials	#787	5	60%	**60%**	0%	80%	80%	60%	n/a
MKS	Technology	#756	Could not be assessed. The site declines automated visits.							
Monolithic Power Systems	Technology	#930	Could not be assessed. The site declines automated visits.							
Moody's	Financial	#465	Active hub. Too few article pages read to report measures.							
Moog	Industrials	#760	9	44%	**33%**	0%	78%	33%	0%	n/a
Morgan Stanley	Financial	#38	13	92%	**62%**	85%	92%	85%	77%	**80**
Mosaic	Materials	#343	Active hub. Too few article pages read to report measures.							
Motorola Solutions	Technology	#355	19	95%	**11%**	0%	5%	84%	42%	**37**

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MSC Industrial Direct to Otis Worldwide

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
MSC Industrial Direct	Logistics	#767	Active hub. Too few article pages read to report measures.							
MSCI	Financial	#860	20	95%	**55%**	0%	70%	0%	10%	**51**
Mueller Industries	Industrials	#722	No hub found							
Murphy Oil	Energy	#950	No hub found							
MYR Group	Industrials	#791	18	17%	**6%**	89%	78%	17%	44%	**35**
Nasdaq	Financial	#443	Active hub. Too few article pages read to report measures.							
NCR Atleos	Financial	#706	Active hub. Pages did not load reliably, so it is not scored.							
NetApp	Technology	#523	Could not be assessed. The site declines automated visits.							
Newmark Group	Financial	#831	Could not be assessed. The site declines automated visits.							
NewMarket	Materials	#947	No hub found							
Newmont	Materials	#189	No hub found							
Nextpower	Energy	#891	Could not be assessed. The site declines automated visits.							
NGL Energy Partners	Energy	#583	No hub found							
Nordson	Industrials	#929	Could not be assessed. The site declines automated visits.							
Norfolk Southern	Logistics	#336	19	0%	**0%**	0%	32%	5%	37%	**8**
Northern Trust	Financial	#296	Active hub. Too few article pages read to report measures.							
Northrop Grumman	Industrials	#103	No hub. Newsroom with some feature stories.							
NOV	Energy	#429	No hub found							
Nucor	Materials	#131	12	83%	**42%**	92%	0%	25%	100%	**56**
Nvidia	Technology	#16	20	25%	**5%**	80%	45%	0%	80%	**32**
O-I Glass	Materials	#534	20	10%	**10%**	10%	20%	5%	95%	**18**
Occidental Petroleum	Energy	#162	Dormant hub. No post in the past year.							
Oceaneering International	Energy	#931	Dormant hub. Last post we confirmed: 11/1/2023.							
Okta	Technology	#904	20	55%	**20%**	95%	45%	90%	50%	**51**
Old Dominion Freight Line	Logistics	#593	7	71%	**0%**	14%	14%	86%	71%	n/a
Olin	Materials	#514	No hub found							
Omnicom Group	Services	#240	No hub. Newsroom with some feature stories.							
ON Semiconductor	Technology	#561	10	30%	**10%**	0%	0%	10%	40%	**14**
Oneok	Energy	#128	No hub. Newsroom with some feature stories.							
Oracle	Technology	#78	Active hub. Pages did not load reliably, so it is not scored.							
Oshkosh	Industrials	#386	18	6%	**6%**	0%	33%	28%	61%	**15**
Otis Worldwide	Industrials	#291	12	75%	**0%**	0%	0%	17%	50%	**24**

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Ovintiv to Regal Rexnord

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Ovintiv	Energy	#421	Active hub. Too few article pages read to report measures.							
Owens Corning	Materials	#362	Active hub. Too few article pages read to report measures.							
Paccar	Industrials	#147	No hub found							
Packaging Corp. of America	Materials	#419	11	73%	**9%**	100%	27%	18%	55%	**45**
Palantir Technologies	Technology	#693	Active hub. Too few article pages read to report measures.							
Palo Alto Networks	Technology	#411	20	45%	**35%**	100%	25%	5%	100%	**48**
Parker-Hannifin	Industrials	#213	Active hub. Too few article pages read to report measures.							
Parsons	Industrials	#538	20	30%	**20%**	100%	45%	90%	20%	**44**
Patrick Industries	Industrials	#750	No hub found							
Patterson-UTI Energy	Energy	#652	Active hub. Too few article pages read to report measures.							
Paychex	Services	#588	15	100%	**0%**	0%	33%	80%	100%	**44**
PC Connection	Technology	#914	Could not be assessed. The site declines automated visits.							
Peabody Energy	Energy	#759	Could not be assessed. The site declines automated visits.							
Performance Food Group	Logistics	#76	No hub found							
Permian Resources	Energy	#633	Could not be assessed. The site declines automated visits.							
Phinia	Industrials	#806	No hub found							
Plains GP Holdings	Energy	#95	No hub found							
Plexus	Technology	#740	20	75%	**65%**	30%	5%	90%	60%	**55**
Pool	Logistics	#614	Could not be assessed. The site declines automated visits.							
PPG Industries	Materials	#265	19	63%	**21%**	11%	42%	5%	84%	**37**
Primoris Services	Industrials	#468	No hub found							
Prologis	Financial	#425	20	50%	**30%**	0%	55%	40%	65%	**38**
PTC	Technology	#940	Active hub. Too few article pages read to report measures.							
Qnity Electronics	Technology	#664	8	50%	**0%**	0%	0%	12%	50%	n/a
Qorvo	Technology	#780	Could not be assessed. The site declines automated visits.							
Qualcomm	Technology	#100	Active hub. Pages did not load reliably, so it is not scored.							
Quanta Services	Industrials	#146	Active hub. Pages did not load reliably, so it is not scored.							
QuidelOrtho	Healthcare	#945	Could not be assessed. The site declines automated visits.							
QXO	Logistics	#510	19	95%	**0%**	0%	0%	11%	100%	**32**
Range Resources	Energy	#863	Active hub. Too few article pages read to report measures.							
Realty Income	Financial	#581	Dormant hub. No post in the past year.							
Regal Rexnord	Industrials	#567	Could not be assessed. The site declines automated visits.							

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Reinsurance Group of America to SM Energy

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Reinsurance Group of America	Financial	#182	18	100%	**44%**	17%	17%	100%	28%	**53**
Reliance	Materials	#299	No hub found							
Republic Services	Services	#252	Could not be assessed. The site declines automated visits.							
Revvity	Healthcare	#917	Active hub. Too few article pages read to report measures.							
Robert Half	Services	#603	20	95%	**25%**	20%	55%	60%	100%	**55**
Rockwell Automation	Industrials	#440	Active hub. Too few article pages read to report measures.							
Roper Technologies	Technology	#460	Could not be assessed. The site declines automated visits.							
RPM International	Materials	#478	Could not be assessed. The site declines automated visits.							
RTX	Industrials	#48	Active hub. Too few article pages read to report measures.							
Rush Enterprises	Logistics	#476	20	95%	**5%**	95%	0%	100%	100%	**55**
RXO	Logistics	#582	10	20%	**0%**	0%	0%	60%	10%	**10**
Ryan Specialty Holdings	Financial	#877	20	65%	**15%**	50%	0%	5%	100%	**36**
Ryder System	Logistics	#323	9	89%	**11%**	0%	33%	44%	22%	n/a
Ryerson Holding	Materials	#685	7	100%	**43%**	0%	0%	100%	100%	n/a
S&P Global	Financial	#274	Active hub. Too few article pages read to report measures.							
Sabre	Technology	#897	8	88%	**62%**	0%	50%	0%	12%	n/a
Saia	Logistics	#839	Active hub. Too few article pages read to report measures.							
Salesforce	Technology	#105	Active hub. Too few article pages read to report measures.							
Sanmina	Technology	#455	Active hub. Too few article pages read to report measures.							
SBA Communications	Financial	#924	No hub found							
ScanSource	Technology	#879	8	100%	**62%**	0%	25%	25%	62%	n/a
Schneider National	Logistics	#585	14	100%	**14%**	0%	0%	100%	57%	**41**
Science Applications International	Technology	#484	20	70%	**65%**	0%	30%	50%	5%	**46**
Seaboard	Materials	#400	No hub. Newsroom with some feature stories.							
ServiceNow	Technology	#311	Could not be assessed. The site declines automated visits.							
Sherwin-Williams	Materials	#183	11	82%	**0%**	0%	100%	9%	100%	**44**
Shift4 Payments	Financial	#721	Could not be assessed. The site declines automated visits.							
Silgan Holdings	Materials	#531	No hub found							
SiteOne Landscape Supply	Logistics	#669	Active hub. Too few article pages read to report measures.							
SkyWest	Logistics	#735	Could not be assessed. The site declines automated visits.							
Skyworks Solutions	Technology	#734	Could not be assessed. The site declines automated visits.							
SM Energy	Energy	#857	No hub found							

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Snap-on to TransUnion

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Snap-on	Industrials	#625	Active hub. Too few article pages read to report measures.							
Snowflake	Technology	#676	Active hub. Too few article pages read to report measures.							
Solventum	Healthcare	#441	15	20%	**13%**	0%	73%	0%	33%	**22**
Sonoco Products	Materials	#462	20	55%	**10%**	0%	55%	35%	40%	**31**
SS&C Technologies	Technology	#543	20	95%	**70%**	100%	40%	0%	10%	**66**
Stagwell	Services	#905	17	41%	**0%**	100%	88%	0%	100%	**46**
StandardAero	Industrials	#557	7	14%	**0%**	100%	57%	0%	43%	n/a
State Street	Financial	#191	8	100%	**25%**	12%	50%	0%	25%	n/a
Steel Dynamics	Materials	#228	No hub found							
StoneX Group	Financial	#31	Active hub. Too few article pages read to report measures.							
Stryker	Healthcare	#170	Active hub. Too few article pages read to report measures.							
Sumisho Air Lease	Financial	#882	No hub found							
Super Micro Computer	Technology	#197	Active hub. Pages did not load reliably, so it is not scored.							
Sylvamo	Materials	#821	10	0%	**0%**	0%	40%	0%	20%	**8**
Synopsys	Technology	#499	20	55%	**40%**	95%	20%	20%	45%	**48**
Sysco	Logistics	#54	Could not be assessed. The site declines automated visits.							
Targa Resources	Energy	#245	Could not be assessed. The site declines automated visits.							
TD Synnex	Technology	#70	15	53%	**40%**	73%	53%	100%	40%	**55**
Teledyne Technologies	Industrials	#553	17	18%	**0%**	0%	35%	6%	82%	**16**
Teleflex	Healthcare	#830	Active hub. Too few article pages read to report measures.							
Teradyne	Technology	#851	14	57%	**43%**	100%	7%	7%	64%	**49**
Terex	Industrials	#597	No hub found							
Tetra Tech	Industrials	#595	20	85%	**55%**	0%	45%	40%	25%	**49**
Texas Instruments	Technology	#235	Could not be assessed. The site declines automated visits.							
Textron	Industrials	#283	12	0%	**0%**	67%	100%	0%	0%	**25**
Thermo Fisher Scientific	Healthcare	#98	20	65%	**5%**	100%	30%	60%	35%	**44**
Timken	Industrials	#683	8	25%	**0%**	100%	100%	0%	25%	n/a
Toast	Financial	#549	19	95%	**0%**	100%	11%	95%	89%	**54**
TPG	Financial	#678	8	62%	**62%**	0%	100%	0%	12%	n/a
Trade Desk	Services	#909	19	84%	**16%**	0%	100%	16%	21%	**44**
TransDigm Group	Industrials	#423	Could not be assessed. The site declines automated visits.							
TransUnion	Financial	#684	Could not be assessed. The site declines automated visits.							

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Trimble to W.W. Grainger

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Trimble	Industrials	#795	5	20%	**20%**	60%	60%	100%	80%	n/a
TriNet Group	Services	#638	20	95%	**10%**	100%	20%	100%	40%	**55**
TTM Technologies	Industrials	#906	10	10%	**0%**	0%	20%	0%	50%	**9**
Tutor Perini	Industrials	#591	No hub found							
Twilio	Technology	#632	20	55%	**30%**	90%	50%	60%	35%	**51**
UFP Industries	Materials	#541	No hub found							
UL Solutions	Services	#876	20	90%	**35%**	0%	30%	25%	50%	**43**
Union Pacific	Logistics	#176	No hub. Newsroom with some feature stories.							
United Natural Foods	Logistics	#135	Could not be assessed. The site declines automated visits.							
United Parcel Service	Logistics	#47	Active hub. Too few article pages read to report measures.							
United Rentals	Logistics	#260	Could not be assessed. The site declines automated visits.							
Universal	Materials	#896	No hub found							
Unum Group	Financial	#316	17	59%	**18%**	0%	35%	29%	6%	**28**
US Foods Holding	Logistics	#112	20	80%	**0%**	20%	70%	15%	20%	**36**
V2X	Industrials	#692	No hub found							
Valmont Industries	Materials	#730	Dormant hub. Last post we confirmed: 2/17/2025.							
Veeva Systems	Technology	#849	17	76%	**29%**	29%	47%	100%	53%	**51**
Venture Global	Energy	#306	Dormant hub. No post in the past year.							
Veralto	Services	#592	No hub found							
Verisk Analytics	Financial	#874	Could not be assessed. The site declines automated visits.							
Vertiv Holdings	Industrials	#389	20	100%	**60%**	0%	25%	10%	70%	**53**
Vestis	Services	#941	7	71%	**0%**	0%	14%	0%	43%	n/a
VICI Properties	Financial	#746	No hub found							
Virtu Financial	Financial	#792	Active hub. Too few article pages read to report measures.							
Visa	Financial	#110	11	82%	**36%**	18%	64%	55%	18%	**49**
Vishay Intertechnology	Technology	#875	No hub found							
Vistance Networks	Technology	#580	Active hub. Too few article pages read to report measures.							
Visteon	Industrials	#769	12	83%	**50%**	0%	42%	8%	100%	**50**
Vontier	Industrials	#872	Active hub. Too few article pages read to report measures.							
Vulcan Materials	Materials	#458	No hub. Newsroom with some feature stories.							
W.R. Berkley	Financial	#285	Could not be assessed. The site declines automated visits.							
W.W. Grainger	Logistics	#232	Active hub. Pages did not load reliably, so it is not scored.							

EVERY COMPANY · 16 OF 16

Waste Management to Zoom Communications

COMPANY	SECTOR	FORTUNE RANK	READ	THOUGHT LEADER.	POINT OF VIEW	NAMED AUTHOR	OFFERS PROOF	ANSWER FORMAT	OUTSIDE LINKS	HUB SCORE
Waste Management	Services	#168	Active hub. Too few article pages read to report measures.							
Waters	Healthcare	#856	Could not be assessed. The site declines automated visits.							
Watsco	Logistics	#485	Dormant hub. Last post we confirmed: 11/9/2023.							
Werner Enterprises	Logistics	#887	13	62%	**15%**	0%	8%	0%	15%	**22**
WESCO International	Logistics	#184	Active hub. Too few article pages read to report measures.							
West Pharmaceutical Services	Healthcare	#873	18	56%	**6%**	100%	28%	0%	11%	**36**
Western Alliance Bancorp.	Financial	#605	17	88%	**12%**	0%	18%	71%	71%	**39**
Western Digital	Technology	#406	Active hub. Too few article pages read to report measures.							
Western Midstream Partners	Energy	#761	No hub found							
Westinghouse Air Brake	Industrials	#365	Active hub. Too few article pages read to report measures.							
Westlake	Materials	#364	No hub found							
Weyerhaeuser	Materials	#507	20	0%	**0%**	0%	80%	5%	45%	**16**
Williams	Energy	#350	No hub. Newsroom with some feature stories.							
Woodward	Industrials	#799	No hub. Newsroom with some feature stories.							
Workday	Technology	#404	19	32%	**21%**	32%	74%	11%	37%	**34**
World Kinect	Energy	#119	19	58%	**26%**	0%	37%	32%	26%	**32**
Worthington Steel	Materials	#869	19	47%	**11%**	0%	58%	47%	11%	**28**
WTW	Financial	Added	17	88%	**47%**	88%	24%	65%	41%	**61**
Xerox Holdings	Technology	#500	20	10%	**5%**	0%	10%	35%	10%	**9**
XPO	Logistics	#453	5	20%	**0%**	20%	0%	0%	0%	n/a
Xylem	Industrials	#417	19	74%	**42%**	53%	47%	53%	100%	**57**
Zebra Technologies	Industrials	#600	20	60%	**25%**	0%	0%	100%	100%	**38**
Zimmer Biomet Holdings	Healthcare	#446	17	12%	**6%**	0%	41%	0%	100%	**18**
Zoetis	Healthcare	#408	12	75%	**8%**	0%	75%	33%	83%	**41**
Zoom Communications	Technology	#649	19	89%	**11%**	32%	16%	95%	100%	**47**

METHODOLOGY · 1 OF 2

What we collected

THE COMPANIES

We started with the 2026 Fortune 1000 and kept every public company that sells mainly to other businesses: 496 companies, the same sample as our study of the most common phrases in B2B marketing. We added four large B2B firms incorporated outside the US: Aon, Accenture, Medtronic and WTW. That makes 500. Industries are grouped into eight sectors for the deep dives.

THE HUB

For each company we looked for the section a business buyer would reach from the main navigation to read what the company thinks: Insights, Perspectives, Resources, Articles or a blog. Newsrooms, investor pages and careers pages do not count. Where a company runs several hubs, we took the main one. Every call of no hub or dormant was checked again in a second, independent pass.

HUB STATUS FOR ALL 500 COMPANIES

STATUS	COMPANIES	HOW WE DECIDED
Active hub	310	A section for insights, perspectives, articles or a blog, reached from the main navigation, with at least one post between November 14, 2025 and November 14, 2026.
No hub	73	Only a press release newsroom, or nothing we could find.
Newsroom with features	20	No dedicated hub. The newsroom mixes a few feature stories in with press releases.
Dormant hub	14	A hub exists, and its newest post is older than November 14, 2025.
Could not be assessed	83	The site declined automated visits through its robots.txt file, an error response or a browser check. Excluded from every percentage.

THE ARTICLES

From each active hub we took up to 20 of the most recent articles published between November 14, 2025 and November 14, 2026. That gave 4,120 articles from 281 hubs. We could read the full page for 3,293 of them. Where a publication date was missing from the listing we used the date printed on the page, and dropped anything outside the window.

READ FROM THE PAGE BY A PROGRAM

Word count, the byline and the author's job title where shown, publication and update dates, subheads and whether any is a question, summary or key takeaways boxes, FAQ sections, tables of contents, links to other organizations' sites, charts, share buttons, links to the author's LinkedIn profile, related content modules, and structured data, including Article and FAQ schema. We also checked each domain for an llms.txt file.

500
companies in the study

417
companies we could assess

4,120
articles collected from 281 hubs

3,293
article pages read in full

THE RULES WE FOLLOWED

We respected each site's robots.txt file and did not get around browser checks, logins or error responses. Two of the four added companies, WTW and Medtronic, decline automated visits. For those we read the hub in an ordinary browser, as any visitor would, and coded their articles from the title and opening text. We did not collect anything from LinkedIn.

METHODOLOGY · 2 OF 2

How we coded and scored

Some things about an article can be counted. Others have to be judged. The judgment calls were made by an AI model reading each article against a written rubric, the same rubric for all 4,016 coded posts, and then spot checked.

Content type	Thought leadership, product content, customer story, press release, culture and careers, event or webinar, or other. Thought leadership means a piece whose main job is to share knowledge, analysis or an opinion about the reader's world, not the company's products.
Stance	Promotional: sells or announces. Explainer: informs without taking a side. Point of view: argues for a position a reasonable reader could disagree with.
Proof	Original data: numbers the company owns, from its own survey, study or platform. Named customer: a real customer organization named in the piece. Expert quote: a named person quoted, inside or outside the company. A piece offers proof if it has any of the three.
Named author	A human name in the byline or in the page's author data. Team names, brand names, job functions and publishing system logins do not count.
Audience and stage	Whether the piece addresses a specific reader by role or industry, and whether it serves awareness, consideration, a decision or no buying stage.
Other codes	Evergreen or timely, whether AI is a main subject, the form of the headline, and whether the opening names a concrete audience, problem or number.
Built for AI to read	A page with Article schema plus a summary box or an FAQ section. A hub counts when more than half its pages qualify.

THE HUB SCORE

For every hub with at least 10 articles read, we take six shares of those articles and weight them: point of view 30%, thought leadership 25%, named author 15%, proof 15%, answer format 7.5% (a summary box, an FAQ or a question used as a subhead), outside links 7.5%. The result runs from 0 to 100. 167 hubs have a score and the median is 38. We weighted point of view most heavily on purpose. It is the scarcest thing in the study and the one that defines thought leadership.

WHICH NUMBERS USE WHICH ARTICLES

Content type and stance use every coded post (4,016). Bylines, structure and links use pages read in full (3,293). Proof and author findings use thought leadership pieces read in full (1,827). Hub-level shares use hubs with at least 8 articles read (182). Industry rankings need at least 5 companies, or 10 where we rank on hub status. Each exhibit states its own base.

HOW WE CHECKED THE WORK

Every headline number in this report is computed in code from the article-level data, and was recomputed independently from the raw files before publication. That check caught and corrected an early error in how bylines were classified. For the hubs we rank, we confirmed that most articles show a publication date inside the window.

THE THREE KINDS OF HUB

On the map of hubs, a real thought leadership hub is mostly thought leadership and argues in at least 3 of 10 posts. An explainer library is mostly thought leadership that argues less often. A brochure is mostly something else. Of 167 scored hubs: 47, 54 and 66.

LIMITS AND CAUTIONS

What this study can and cannot tell you

We name companies in this report, so we owe them and you a plain account of where the evidence is thin.

1 A sample, not the archive

We read up to 20 recent articles per hub. A score describes those articles, not everything a company has published. A hub that posted an unusual run of product news in the window will look worse than its history.

2 Judgment is model-assisted

Content type, stance and proof were coded by an AI model against a written rubric and spot checked. Reasonable people would code some articles differently. Read differences of a few points as noise.

3 83 companies are missing

Companies whose sites decline automated visits could not be assessed. They are excluded from percentages and are not counted as lacking a hub. They may differ from the companies we could read.

4 Dates and length are imperfect

About 14% of the pages we read show no date we could find, and those articles stay in the sample. Word counts can include some navigation or footer text, so treat lengths as approximate.

5 Small samples are labeled

Author job titles were readable for only about a quarter of signed pieces, so Finding 6 rests on small groups. We state the count wherever a number rests on fewer than 60 articles.

6 The four added companies

WTW and Medtronic were coded from titles and opening text. Medtronic's content is a Stories section inside its newsroom, which we counted as a hub. Aon's articles came from the first page of its listing, without dates or authors. Accenture's article dates could not be confirmed, so it is not ranked.

7 Pages that did not load

Nine hubs returned error or placeholder pages for many articles. They remain in the totals where a page was readable, and we do not name them in rankings or examples.

8 Patterns, not causes

When we say signed pieces argue more often, we are describing what appears together on these hubs. We did not measure traffic, leads or revenue, and nothing here shows what causes them.

If we have your company wrong, tell us. Hubs change, and this is a snapshot from November 2026. Write to steve@26characters.com with the page we should look at and we will check it and correct the record.

26characters

ABOUT 26 CHARACTERS

26 Characters is a B2B content studio. We help corporate marketing and sales leaders, technology founders and recruiting firms turn what their experts know into thought leadership people want to read, with a name on it and a point of view in it.

This report follows our studies of B2B case studies, of how CEOs use LinkedIn and of the most common phrases in B2B marketing. If your hub appears in these pages and you want to talk about what we found, or you would like us to run the same audit on your own hub and your closest competitors, get in touch.

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Hollow Hubs

Inside the Thought Leadership Hubs of 500 Fortune 1000 B2B Companies

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