



Advancing Health

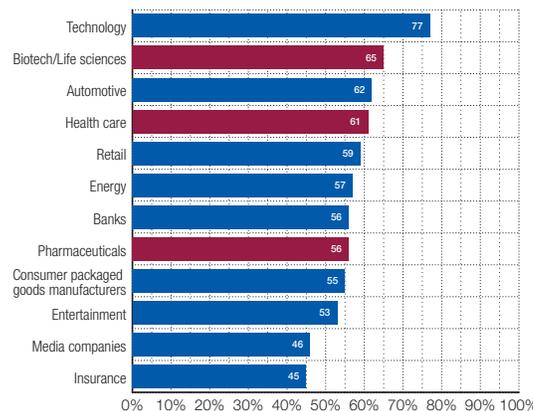
Insights From the 2008 Edelman Trust Barometer

More than half of opinion elites say they trust health-related industries, but clearing the fifty percent mark is not enough for businesses in health, itself considered by many to be a social right. At a time of high skepticism and cynicism about the business of health, companies that are in this industry need to be highly trusted.

This year's Edelman Trust Barometer indicates that trust in the high-tech side of health is close behind trust in technology, the most trusted industry overall. But the pharmaceutical and health care sectors score lower, on par with retail and consumer packaged goods, industries that provide goods and services that are more elective.

Biotech Leads in Trust in Health Sector

How much do you trust businesses in each of the following industries to do what is right?



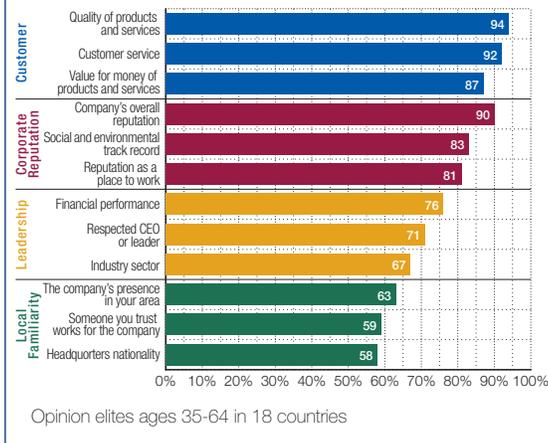
Opinion elites ages 35-64 in 18 countries

To lead and participate effectively and profitably under increasing scrutiny, health companies need to demonstrate why their license to operate is beneficial to their stakeholders and important to advancing the health of society. They also must become more transparent and collaborative.

The hierarchy of trust drivers is led by customer-related factors: the quality and value of a company's products and services, and the level of its customer service. For health companies, customer-related practices include all aspects of how companies bring their products to market, from research decisions and development practices to professional education and marketing. Companies can use this knowledge to guide their behaviors and practices — and in so doing build and strengthen trust among their stakeholders.

Customer-Related Actions Top Trust Hierarchy

How important are each of the following factors to building your trust in a company?



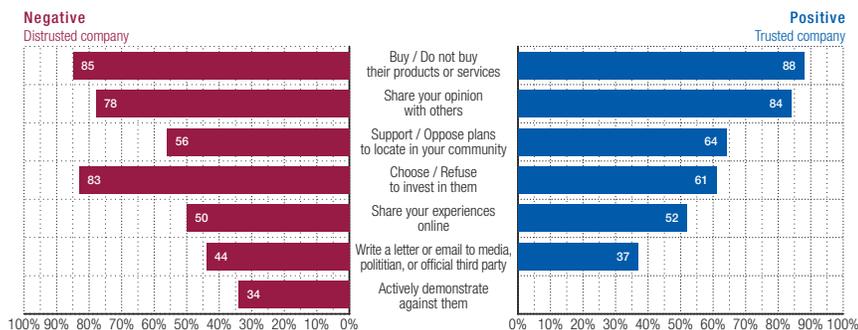
In health, all stakeholders are customers. Opinion elites (and the general public) trust or distrust health businesses not just as patients but also as caregivers, doctors, pharmacists, industry analysts, taxpayers, and policy makers. A person doesn't have to take a drug to trust or distrust the product and the company that makes it. Product quality and company trust are increasingly inseparable. A stakeholder will not isolate a product facing safety issues, for example, from the company that puts it on the market — especially when the connection between them is easily discovered in today's world of connected stakeholders and fluid information. Conversely, in the business of health, a stakeholder will

recognize a company's trustworthy behavior when its name is associated with valuable products — even in the marketing context — as well as professional education, public health awareness initiatives, and patient support programs.

The Trust Barometer indicates that stakeholders will act based not only on their distrust — but also based on their trust. Buying products, or not; sharing opinions and experiences with others, good and bad, online and off; and choosing or refusing to invest in a company are among the actions people will take depending on whether they trust a company.

Opinion Elites Act on Trust and Distrust

How likely are you to take each of the following actions?



Health Implications: Focus on the Message, the Messengers, and the Channels

The Message

- **Use communications to improve business**

Communicate openly, comprehensively, and in a timely manner about products and services, marketing practices, and corporate social activities. Be upfront about drug and device safety, clinical trials, and pricing decisions — even if what needs to be communicated isn't optimal. Educated stakeholders are more likely to appreciate a company's business challenges, have reasonable expectations, and recognize the value a company (or product) brings them, even in unfavorable circumstances.

- **Connect corporate brand with product brand and marketing programs**

Companies will improve the likelihood of reaping the benefits of the good things they do — under their corporate and product umbrellas — by linking corporate and product brands. Positive associations are formed most deeply in the customer experience and the goodwill generated there will help companies to weather crises that create negative associations for the company.

- **Reveal your future-oriented, inner-tech self**

Technology and life sciences, the most trusted industries in Edelman's Trust Barometer, convey a vision of a better future through science and innovation. Companies in these sectors talk in the context of trends, issues, and society. A good way for pharmaceutical and health care companies to express their value — and values — is to share their passion for the pursuit of health by relaying stories of science, exploration, and innovation.

The Messengers

- **Treat employees as the company ambassadors they are**

Employees know the companies they work for best. They're trusted sources of information and routinely talk about their jobs and where they work, which means they should have the tools to understand and consistently communicate the company's narrative. Connecting with key stakeholders should be considered a part of their job — not a disruption from it.

- **Make communications a strategic business skill of today's senior manager**

Corporate managers, especially those who "own" the company's relationships with stakeholders like employees, regulators, and business and research partners, need to have a fluid understanding of the changing environment and strong communications skills.

- **Connect health officers and scientists with the larger public**

Academics and doctors are among the most trusted spokespeople for any company. They are knowledgeable and passionate employees who know health well and exemplify doing good through science and innovation. Many are engaged in societal circles that enhance their communications value. In-house experts should have a higher public platform than they do now.

The Channels

- **Invite input of opinion leaders who may have dissenting views**

Put a priority on engaging, even partnering with, third-party groups and NGOs — consistently highly trusted in consecutive Trust Barometers — that may not be aligned with corporate thinking. Their insights should be factored into every aspect of a company's business, not just R&D but marketing practices as well.

- **Connect with the younger generation**

Young opinion elites (25- to 34-year-olds) trust pharma and biotech more than their older counterparts. Though not the industry's typical product-user, younger people trust nearly every source of information about companies more than older elites, and are more likely to share their opinions online and off. Their flexible thinking provides an important opportunity to tell the story of health, health care — and the role a company plays in it.

- **Communicate through all media, and be the media**

Stories travel quickly between mainstream and social media, influencing each other at every turn. This makes it important for companies to engage audiences simultaneously in both arenas. Corporate sources like company Web sites, newsletters, reports, and in-person appearances are trusted fonts of information, so companies should enhance their own channels of communication. In other words, they should be the media too.

For more information on the 2008 Edelman Trust Barometer, please visit: www.edelman.com/trust



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