**University of Southern Queensland**

# Repositioning of a Stakeholder Issue

# applied at Pfizer Switzerland

**A Dissertation submitted by**

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# Abstract

How can a company implement its stakeholder orientation in the interaction with its stakeholders via the media? The study is a descriptive analysis of the starting point for a campaign-oriented approach using Pfizer Switzerland as a case study. In this paper, a framework is developed on the basis of the stakeholder and the campaigning approach. This allows a company to identify how its declared stakeholder orientation is perceived within the company, by the population and the media, in order to initiate a comprehensive stakeholder communication and encourage the stakeholders to communicate with the company in appropriate fields of interaction. To achieve this, the social-economic survey research was used as a process instrument. This is generally accepted as an objectification function. On a comprehensive structural level, it should enable management to understand its environment pertaining to a specific issue, and to communicate in such a way as to achieve the desired effect. The framework was applied to the issue of trust at Pfizer.

The study concludes that the role of the media, in its primary function and in its role as a platform for initiating dialogues on appropriate interaction fields, contains potential for Pfizer. At the same time, a distinction was made between the relevance of the media, and the difference between the reports published by the media and the actual perception in the population. In particular, political orientation appears to be significant for the question of having trust in Pfizer. The framework, developed on the basis of empirical opinion research, has contributed toward the management of Pfizer seeing how the company is actually perceived in the population, thereby providing a basis for further critical reflection and decision making.

At Pfizer, one is convinced that the media play an important role in the communicative implementation of a stakeholder-oriented vision. Challenges need to be met so that in the future a direct and mutual exchange with the relevant stakeholders will lead to the goal of actually being perceived by the population as a trustworthy company.

# CERTIFICATION OF DISSERTATION

I certify that the ideas, experimental work, results analyses, software and conclusions reported in this dissertation are entirely my own effort, except where otherwise acknowledged. I also certify that the work is original and has not been previously submitted for any other award, except where otherwise acknowledged.

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ENDORSEMENT


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Zürich, December 2008                                    Georges        Ulrich

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**LIST OF DIAGRAMS:**

# 1. Chapter 1

## 1.1. Background and position of the study

The aim of this thesis is to provide companies, striving for a stakeholder orientation, with a possible procedure for management to initiate interaction with a defined stakeholder group via the mass media. To do this, a socio-scientific survey process instrument, which is generally accepted as an objectification function, will be used for creating a basis for communicative interaction.

This aim is to be implemented within the specific legal situation at Pfizer Switzerland. The first point of interest is the need to descriptively analyse the starting position of Pfizer Switzerland to find out how the global stakeholder orientation can be implemented through the media, so that interaction with the stakeholder "population" in the German-speaking part of the country can take place. It is not only a question of identifying themes, channels and actors, but also the search for the greatest effectiveness in the field of health communication, with the aim of implementing a stakeholder orientation in the media in a credible manner. For the latter, the practitioner approach of campaigning with stakeholders will be developed and implemented. Under "campaigning" all communicative measures are considered significant which support the aim. The stakeholder orientation used in the study refers to external communication and specifically to the media; the population is that mentioned by the company in their vision statement. The symbioses of the two approaches are to assist the implementation of a comprehensive strategic management approach in the area of communication.

The study is positioned in the fields of the descriptive stakeholder approach and public relations with campaigning. Here, the latter focuses on the area of health communication, which for the present study is on the level of organisation and mass communication according to Signitzer[1] (2001:28). Organisation communication signifies the communication activities of the various corporate actors in health care (hospitals, pharmaceutical companies, health insurances etc.), which are examined on the level of organisation communication. Internal communication (within the company) and external communication (with actors outside the company) are differentiated. The focus of the investigation is the communication of an actor of the pharmaceutical industry with the stakeholder group defined in its vision as the public and/or the population of Switzerland.

The investigation first describes the context in which it is embedded. The focus in the following section of the introduction is to convert this context to a practical implementation. This means how international firms in particular attempt in their communication to bring the corporation together with the market and the society, and with such partially uncontrollable factors as the media and political actors. And this also means how, by attempting to see themselves as part of this system, they relinquish a purely short-sighted economic orientation and see other specific duties and responsibilities.

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[1] Signitzer (2001) further formulates the levels of the intra-personal and interpersonal communication, describing in the first case, the communicative and mental processes inside a person, and in the second case, the direct communicative exchange between actors (e.g. doctor to patient).

### 1.1.1. Comprehensive control of communicative instruments

Global companies are increasingly exposed to a critical public. Because of this, companies try to anticipate topics (Argenti 2003; Ingenhof 2004; Röttger 2003) in order to be able to deal with them when they come up. Within the framework of their strategy, organisations generally revert to the concepts of issue management or public relations (hereafter referred to as PR) and thus to controlling the resources of communication (Röttger 2004). PR amateurs, experts and academics try to implement on the national level the company's globally formulated visions independently of the company's intentions (Moss et al. 1997; Rühl 2004). Similar problems occur for supranational political regulations, e.g. the European Union in the implementation on the national level (Saxer 2006).

Increasingly successful are the campaign-oriented procedures, which should positively influence and strengthen the reputation or the concerns of the actors at various levels of an ever-changing media world (Kriesi 2001b; Röttger 2006; Bonfadelli & Friemel 2006; Jarren 2007). In particular, campaigns in health communication, which concentrate on power, money or exclusively on the media, have not necessarily proved worthwhile (Bonfadelli & Friemel 2006; Longchamp 2005a). Although various approaches have emerged in this field in recent years (issue management, integrated communication, reputation management etc.), scientific communication specialists in particular find fault with how fragmentary these approaches are (Jarren 2007; Röttger 2006).

Although the campaigning approach does not have a standardized definition and is based on campaigning research (Zwicker 2007; Jarren 2007), supporters argue that it fills the gap of a comprehensive approach with means to control communication. Campaigning is not specialized in depth (Behrent & Mentener 2003), nor does it focus exclusively on sub-areas such as branding, issues or reputation. Campaigning lays claim to a quasi deductive and comprehensive point of view, which is implemented in an inductive and pragmatic way. The approach is to be understood as a method for conducting a campaign, and one able to cope with dynamically complex environments (Golder 2005). Campaigning should be distinguished from classical campaigns, in which neither time nor subject are limited (ibid.).

### 1.1.2. PR campaigns for implementing a global vision

For some time it has been recognized that for companies in particular, the national media-communication of globally formulated values in the form of a vision represents a great challenge for PR specialists (Culbertson & Ni 1996; Moss et all. 1997; Johanssen & Steger 2001). This challenge exists both in the orientation of the content of the vision regarding the claim groups, as well as in the medial communicative implementation in various cultural, national or geographic contexts (Huk 2005). This is particularly true for pharmaceutical companies, because they assume a double role. On the one hand, they are profit-oriented, commercial enterprises; and at the same time in a governmentally regulated framework, they assume responsibility in the important field of health care: prevention, diagnosis and therapy (Hautzinger 2003).

Medial communication requires sound knowledge of media and topic dynamics, making a professional strategic approach indispensable (Röttger 2006).

While practicing PR experts in the field are beginning pragmatically to implement comprehensive control of company communicative processes with the "campaigning-oriented" approaches mentioned (Golder 2005; Longchamp 2005b; Metzinger 2004; Behrent & Mentener 2001), scientific communication experts find fault with the deficits in the theoretical basis of the existing approaches (Röttger 2003). The deficits, in addition to the already mentioned fragmentation, are to be seen in unclear definitions, and in particular regarding the content orientation of PR (ibid.). The scientific communication experts place the relationship between company and society in the foreground, thus explicitly not just customers and investors as is often the case in an economic understanding of PR (e.g. Jarren 2007; Röttger 2004; 2007; Besson 2004; Kirf & Rolke 2002).

### 1.1.3. Society demands responsibility and a right to be heard

As target groups of a globally formulated vision, more or less organized parts of the public expect and demand that even profit-oriented companies assume or introduce cross-national and national tasks of the state, including forms of democratic rights (Scherrer & Palazzo 2006). As in a democracy, those concerned should have a right to be heard and other rights, like a form of interaction such as a referendum (based on Kirf & Rolke 2002). What is not meant is unwanted state inference that is feared by the political right wing (Eisenhut 2007). Instead, what are incorporated are cultural, normative elements and identity-creating moral values (Scherrer & Palazzo 2006; Röttger 2006), and the stakeholder-oriented communicative implementation of these things (Kirf & Rolke 2002).

Even various values depending on a cultural religious background are a challenge for globally operating companies: "Many companies hope for economic profit because of the circumstances of compensating for certain social deficits, namely they do what the church, science and also politics once did, but for various reasons are doing less and less: setting and representing social norms. The question is whether the economic profit discredits their action." (Translation from Reichertz 1995:244).

The approaches in the field of PR theory focus in particular on the field of communication and reflect less the basic questions of the company regarding who are a company's target groups, and what ultimately motivates a company to formulate a target group or "stakeholder" oriented vision. An answers are to be found in Donaldson & Preston (1995) with a description of who influences a company and how to handle stakeholders (instrumental point of view), and which values form the basis of a company relationship to its stakeholders (normative point of view). As the name already implies, the stakeholder approach addresses the issue of the contact of a company to its target groups.

The stakeholder approach explicitly defines target groups as content-oriented (Freeman 1984). In relation to a company, this direction is often formulated as a normative vision. As a result, whether forced by market dynamics or voluntarily chosen by a company, the interests of the shareholders are not the only ones at the centre of a company's interests. Also the interests of other stakeholders, such as customers, employees, suppliers  (Freeman 1984; Post, Preston & Sachs 2002) and especially the public via the media, form an arena on the meso-level and multiple channels for messages and important elements for opinion formation (Röttger 2006; Golder 2005).

Even if it is debatable what concrete effect is finally the result of the influence of the media and whether its influence can really change normative values (Bonfadelli & Friemel 2006; Golder 2005; Jarren 2007), the PR field is confronted with complex dynamic tasks, the effect of which is often difficult to measure. What makes it more difficult is that companies in general often consider the media to be unpredictable and risky (Mekel 2002; Ghose 2005). From the point of view of PR and stakeholder theory, the creation of trust and credibility is the basis of their efforts (Bentele, Brosius & Jarren 2003; Besson 2004; Post, Preston & Sachs 2003). It should be noted that in practice companies, which use their social responsibility for the creation of their image, are under constant public observation. In particularly critical situations, the so-called "better world claim" of commercial undertakings is latently jeopardizing, even if the statements and activities are coherent (Röttger 2006:13).

After clarifying the conditions for a stakeholder-oriented communication, the first demand is for an approach which can answer the question of how a company can implement its stakeholder orientation in a medially communicative manner.

### 1.1.4. Conditions for stakeholder-oriented communication

PR in the scientific communication understanding of organisations not only serves as a control of the environment and influence via resource communication, but also for self-observation and reflection. Co-orientation is focussed on enabling interaction with stakeholder groups directly or indirectly (Mitroff 1983), or on controlling in order to "harmonise", and thus to create possibilities for action and for extending them (Röttger 2004). However, how this interaction is to be implemented is scantly described in the stakeholder approach, and in scientific PR approaches only partially and not in a representative manner (Röttger 2006).

Various authors stress the necessity of a link between a stakeholder orientation and communication (Nicolodi 2001; Mastrandonas 1992; Colamn 2004; Huges & Demetrious 2006). Thus, for example, Nicolodi (2001) remarks that the role of communication to internally and externally relevant stakeholders is an important factor in determining wide support and credible acceptance, as foreseen in the stakeholder approach. Here it is a question of rationality, which not only agrees with a profit orientation, but also seeks a wider consensus of interest. The company should thus deal primarily with the dilemma between a strategic-economic profit orientation and a communicative action orientation. On the one hand, it does not want to conflict with its own interests; and on the other, it wants to credibly take the interests of the stakeholders into consideration. Nicolodi stresses that, as a useful part of society, the company should participate through discourse in the creation of public opinion and assume responsibility for their actions. They should aim at comprehensive, cooperative communication with all actors of society. Collecting environmental information for example, and thus controlling and influencing public topics as is often the case in issue management, is not sufficient (Röttger 2003). However, how this demand can be implemented, in particular medially, is not answered in stakeholder theory. Therefore the approach must be extended by the element of interaction.

### 1.1.5. Opinion research as an element of an interactive communication concept

This study assumes that opinion research possesses in its quantitative, empirical and representative characteristics, and through its scientifically recognised method, general validity and objective results, the ability to enable the desired interaction in a democratic manner (Jackson & Bundgard 2002; Longchamp 2005b; Lippl 2004). Even if the idea of democratic is far-reaching, a co-determination via varied characteristics (direct, indirect, half-direct, mixed democracy) is intended (Swandson 1996).

The role the media plays as transmitter of news and one of the controlling bodies of democratisation (Leicht 1999) will be developed further on in the study. Under rules of democratisation, procedures are meant which ensure the interaction and co-determination between company and stakeholders according to the stakeholder approach, so that the results of a representative stakeholder survey are accessible and usable for both sides and serve as a basis for reflection (Jackson & Bundgard 2002).

Campaigning research closely approximates an approach which connects a stakeholder-oriented vision medially at the communicative level and which satisfies complex dynamics and can at the same time be implemented pragmatically. It can also be developed further by PR experts with experience with this approach. Even if, as with many PR themes (Röttger 2003), a unified definition cannot be found (Zwicker 2007; Jarren 2007), the advocates of campaigning agree that it provides the best control of communication processes that aim at a lasting effect (e.g. Behrent & Mentener 2001; Metzinger 2004; Golder 2005; Longchamp 2005b; Lattimer 2000). Campaigning is a dynamic form of publicity. It is target-oriented communication which aims at achieving optimal effects with regard to a given target (Longchamp 2005b). In this study, the definition will be limited but the approach as such will not be questioned. On the basis of existing fragmental interpretations, a concrete application to a particular case will be presented.

### 1.2 Research problem

Against this background the research problem for this study is the following: How can a company implement its stakeholder orientation in interaction with its stakeholders via the media? The case study is a descriptive analysis of the starting position for a campaign-oriented approach at Pfizer Switzerland.

*1.2.1. The starting position for Pfizer Switzerland*

In 2001 Pfizer Inc. formulated a globally directed vision "to become the world's most valued company to patients, customers, colleagues, investors, business partners and the communities where we work and live" (www.Pfizer.com 2004). With this vision, Pfizer committed itself explicitly to a stakeholder orientation.

Due to the special setting, the implementation of the vision presents Pfizer Switzerland with a number of challenges. For regulatory reasons, Pfizer Switzerland is not allowed to have direct contact to the relevant stakeholder groups "patients" and "communities". With a US parent company it lacks the "home advantage" of Novartis (www.novartis.ch) and Roche (www.roche.ch). Regarding sale of medicines, Pfizer is number one in Switzerland, but primarily as a distributor of medicines. Economic arguments of the national companies of providing "jobs" and "research investments" do not apply here. Also, there have been mostly negative reports in the media concerning Pfizer's marketing strategy, which is perceived as more aggressive than is usual for Switzerland (e.g. die Zeit, 14.12.2006). For pharmaceutical companies, the regulative restrictions do not correspond to the media "rules of the game" for communicating with the population. This starting position may mean that Pfizer's vision in Switzerland and the stakeholder group "population" implied therein does not correspond to the networks they actually experience.

The study should clarify the vision formulated by Pfizer Switzerland in the Swiss context and empirically analyse the starting position, thus creating a basis which should enable Pfizer's management to come closer to their goal of creating trust in the stakeholder group "population" with suitable means of communication.

Pfizer Switzerland's vision is: "To partner and innovate, to bring meaningful medicines and services that improve the health and well-being of the Swiss people and patients we serve, and through this to gain their respect and trust" (www.pfizer.ch 2006). (Note difference of Swiss vision to global vision stated above.) At the end of 2006, Pfizer Switzerland reformulated its vision more precisely: "The achievements of Pfizer Co. are seen as an important contribution to health care in Switzerland. Patients, physicians, investors, employees and partners perceive this and appreciate Pfizer as a trustworthy "health company". In this version, Switzerland – and with it the Swiss population – is addressed indirectly. In an internal position paper dated 18 June 2007, the location of Switzerland and also the customers (a large proportion of the population) were defined as relevant stakeholders. "Customers and partners can depend on our scientific competence, efficiency and integrity". These competences relate explicitly to the defined stakeholders and clearly imply communication. In the further course of the dissertation, Pfizer Switzerland is meant if Pfizer Inc. is not specifically mentioned.

### 1.2.2. Between cost pressure and creating trust

The legal conditions in Switzerland make it difficult for pharmaceutical companies to enter into direct contact with the "population". In the media, the pharmaceutical industry is often represented as a "scapegoat" for the cost pressure in health care (Tages Anzeiger 18.4.2006; Cash 11.8.2005), although there are many reasons for the cost explosion.

In addition to demographic factors, it is mainly due to the health care system itself (Huth 2003). However, the pharmaceutical industry, and Pfizer in particular, suffers from a loss of credibility in the population, as the Swiss population links "trust" in the pharmaceutical industry to the cost pressure in health care (Health Barometer 2006). According to the recent Health Barometer[2], there are constant complaints about the high price of medicine in Switzerland and the poor communication policy of the pharmaceutical industry (Longchamp 2005a). One can presume that the pharmaceutical industry has little access to media networks, and that the media contribute to opinion formation in the population (Longchamp 2005a). In Switzerland, the sale of medicines is strictly controlled by various government agencies, such as Swissmedic, the Swiss Agency for Therapeutic Products, the Federal Health Department (BAG), the Federal Commission for Medicinal Products (EAK) and the Federal Office for Social Security (BSV). In addition to regulative restrictions with regard to price, patents and the registration of medicines, publicity towards the population (consumer advertising) as well as towards experts (doctors, chemists, pharmacists etc.) are governmentally regulated (Publicity Regulations for Medicines). Concretely, only over-the-counter medicines can be advertised and, even then, only according to extremely strict regulations of Swissmedic. In view of these regulations, it is therefore not surprising that communication with the population is of importance for pharmaceutical companies. The already mentioned double role of commercial enterprise and actor in health care makes communication even more difficult.

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[2] This inquiry represents, in the real sense, citizens' opinions that are the basis of public opinion, which is formulated in everyday discussions, expressed in newspaper articles, discussed in political party events and which justifies parliamentary measures.

The role of the commercial enterprise involves issues such as profit seeking, sale of products and economics; not responsibility, safety and effectiveness of medicines, or the demand for prices reduction. Surveys of Swiss citizens express mistrust with regard to the pharmaceutical industry:

**Diagram 1: Public trust on health care topics**
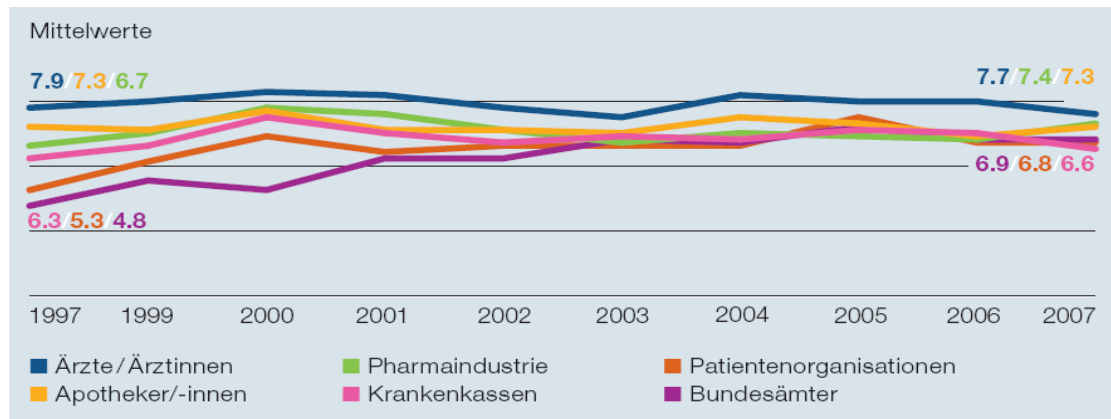


Source: gfs.bern, Health Monitor 2007, n=1000, average on basis of citizens with right to vote

Key: blue = doctors, green = pharmaceutical industry, brown = patient organisations, orange = chemists, red = health insurances, violet = government

Pfizer is looking for alternatives as to how it can deal with the media in order to initiate a discussion on the value of health in the public arena. The vision implies that the company does not want to be simply a supplier of medicines, but wants in the future to assume an active role as a link among groups concerned with health care in order to encourage a dialogue on relevant questions.

### 1.2.3. The central research question

The central research question is as follows: "What elements must a campaigner know about a given issue and a specific stakeholder network, in order to be able to decide on channels, arenas and messages?"

In order to implement a vision in a credible manner, before formulating a strategy one needs empirically reliable knowledge about the structures and the driving forces of the actors defined as stakeholders. In addition, the role of the communicative transmitter must be understood, in particular the role of the mass media (Longchamp 2005a; Bonfadelli & Friemel 2006).

The research question implies the descriptive approach of stakeholder theory, and explicitly accepts both the formulated vision and the stakeholder orientation as given. This study should empirically determine what the gap is between the vision and the actually experienced stakeholder orientation at Pfizer.

With the knowledge of who seeks what information where, one can address the individual groups specifically in their arenas. Then considerations can be made as to how this approach can be developed and implemented around the element of interaction. In addition, the stakeholder group "population" must be subdivided into socio-demographic and attitude-relevant factors.

One can assume for example that political preference has a considerable influence on the attitude of trust regarding Pfizer (e.g. Longchamp 2005a; Kriesi 2001a). "Target-oriented" means that groups should be formed according to socio-demographic characteristics and attitude-relevant traits such as political preference or income.

From various long-term studies on usage pattern and topic preference in the media, daily newspapers are preferred on the question of credibility of information on the subject of health (Bonfadelli 1999; UNIVOX 2004). In order to communicate in a target-oriented manner via the media, the topics relevant for Pfizer in the most important published newspapers must be known, as well as who reads these newspapers and/or seeks information on the topic of health. The topic of health must be interpreted in a broad way because Pfizer does not want to distinguish itself in the field of cost pressure, but in health care in general.

*1.2.4. The detailed research questions*

In order to address the central research question and achieve the aim of the study, the following questions must be empirically documented as shown in the following diagram:

**Diagram 2: Survey of research questions**



| Research Question | Aim of this dissertation is the descriptive analysis of the stakeholder network of a company in order to develop a framework. This framework is the basis for a campaigner who wants to implement a stakeholder-oriented vision on the medialcommunicative action level. |
| --- | --- |
| Central Research Question | What elements must a campaigner know in order to be able to designate, in a given issue and in a specific stakeholder network, channels, arena and messages? |
| Detailed research question (DRS) | 1. What demands are made on a concept that links a stakeholder-oriented vision medially on the communicative action level?<br>2. How is this stakeholder-oriented vision lived in the company today and/or who are the relevant stakeholders today?<br>3. How is the stakeholder orientation seen in public opinion and which topics are connected with it?<br>4. What information does a company require directly from the stakeholder group population, i.e. how well known is it, what topics link the population with the company and where do they obtain their information on these topics, how credible/trustworthy do they consider the company to be?<br>5. How can the knowledge gained be implemented? |
| Major background for this study | • Lack of a major communication approach on level of dynamic networks<br>• Existing stakeholder approaches hardly consider communicative implementation |

Source: Author

Graphic presentation as to what the research question wants to improve with regard to the present situation:

**Diagram 3: What this study seeks to achieve**
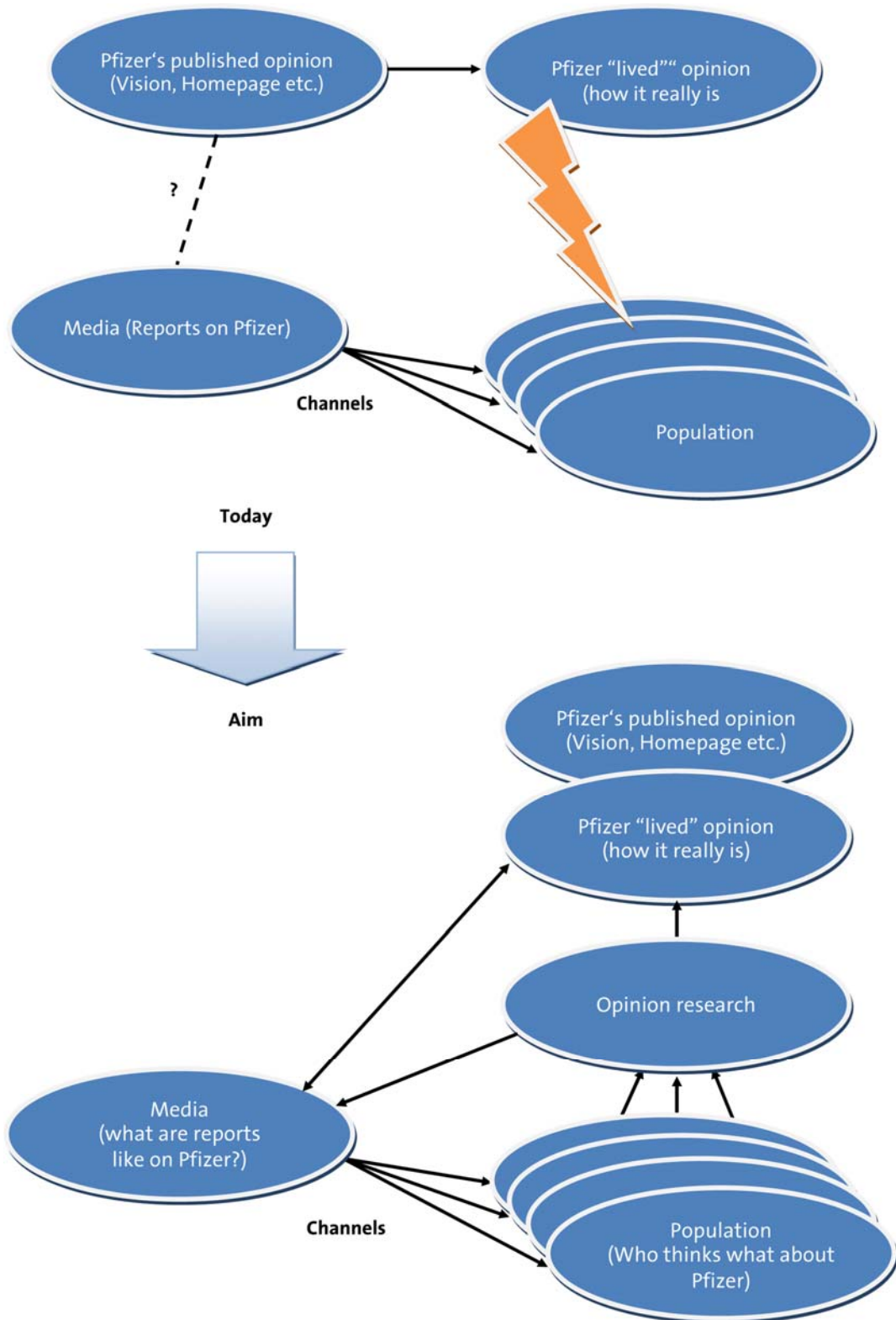
The graphics above show the present situation which should be empirically documented as starting position (red circle); the graphics below show how it should be and what should be achieved in the future with campaigning. The arrow in the middle symbolizes the process (building up of communication competence) which should be initiated through this dissertation.

### 1.2.5. Schools of thought in the literature

One of the schools of thought in the literature that has already been mentioned is the stakeholder approach (e.g. Post, Preston & Sachs 2002; Freeman 1984; Sachs & Rühli 2003; Donaldson & Preston 1995; Graber 1993; Osmers 2004 etc.) in which the descriptive view, according to Donaldson and Preston (1995), is a basis. In the foreground are approaches dealing with target-oriented and effect-oriented stakeholder communication (Kirf & Rolke 2002; Rolke 2000; Mekel 2002; Meffert & Bierwirth 2001; Röttger 2003). An example of instrumental implementation is the campaigning approach and the part of campaigning that deals with the media as an instrument (Golder 2005; Behrent & Mentener 2001; Lattimer 2000; Metzinger 2004; Longchamp 2005b). An illustration of the relationships of the literature is shown in the following graphics:

**Diagram 4: Contribution to literature**
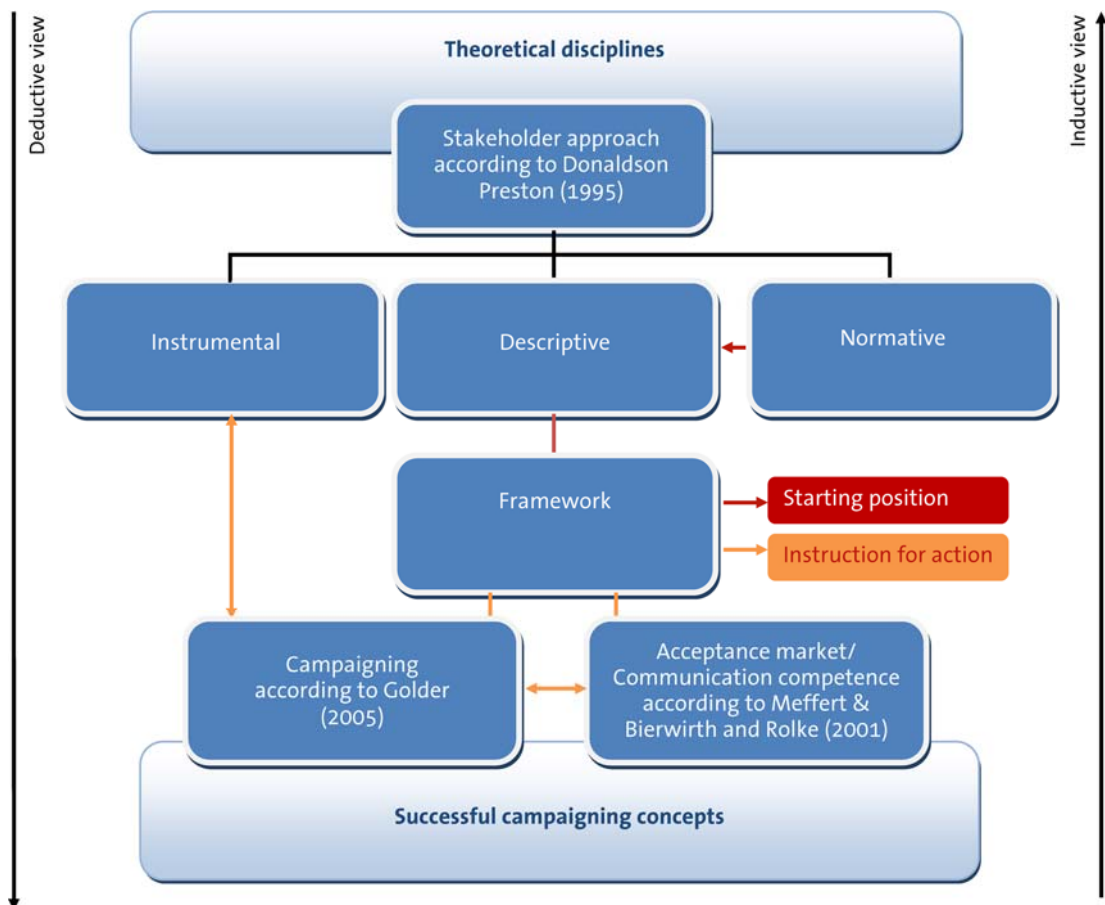


While the red arrow shows the empirically applied part of this study, the yellow arrows show the connection of the theoretical elements to the campaigning approach for the instrumental implementation of stakeholder theory according to Golder (2005) and Meffert, Bierwirth and Rolke (2001). These two approaches focus on the field of communication competence which one must have in the defined acceptance market in order to appear credible, according to Kirf and Rolke (2004). Applied to the research question, the communication competence refers to the acceptance market media as an important element for forming an opinion of the relevant stakeholder group "population". The descriptive approach of Donaldson and Preston (1995) will be used to analyse the starting position from the point of view of the stakeholder-oriented vision.

*1.2.6. Contributions*

The present study takes the view of user-oriented research, which builds the fragments of the theoretical bases from PR and stakeholder theory together to a framework in order to illuminate two questions. First, the question as to how a company with a stakeholder-oriented vision can implement this in a medially communicative manner; and, secondly, how this can be applied specifically in a concrete case. From this perspective there are two contributions. First, a theoretical contribution to stakeholder perspective and, second, a practical contribution to pharmaceutical companies in Switzerland.

**1.3. Justification for the research**

As justification for the research work there are four arguments which will be dealt with in depth in Chapter 2.

1. The combination of stakeholder theory and the campaigning approach has never been applied in the form presented here. Representatives of the stakeholder theory criticise the discrepancies in the theory (Donaldson & Preston 1995:70). As a result, they have mostly been concerned with normative questions rather than with problems of implementation (Donaldson & Preston 1995:67; Hasnas 1998:26). For further details see 2.3.2. Only recently, stakeholder communication, and in particular its application to the pharmaceutical industry. is beginning to be researched (Besson 2004; Röttger 2004; Hautzinger 2003). Also communication theory lacks the application of a comprehensive approach of corporate communication, and requires the implementation and research of corporate communication in a broader sense (Longchamp 2005b, Zwicker 2005; Jarren 2007; Karmasin 2005). For further details see 2.4.

2. The stakeholder setting in the present context has not been investigated and this justifies an empirical analysis to show fields of application. Explicitly in the pharmaceutical field in Switzerland, Hautzinger (2003: 257) suggests a population orientated empirical basis to complement a broader analysis in public health research. Longchamp (2005b) suggests further and expanded campaigning research.

3. Because of the vision and the basic conditions for Pfizer, implementation should be considered strategically. In so doing, it seems important to acquire communication competence in empirical social research as an interactive element of reflection and to implement the discussion in a medially communicative manner, meaning via the mass media. Kirf and Rolke (2002) explicitly suggest an integrative approach via means of communication to all segments of the public in order to build up this communicative competence, in particular to the media which plays a special role in opinion formation (Girsberger 2007; Hardmeier & Klöti 2003). For further details see 2.5.2. In addition to the various possibilities, campaigning offers a good possibility to develop this competence with the use of methods of empirical social research (Golder 2005; Longchamp 2005b; Metzinger 2004; Behrent & Mentener 2001; Raupp 2007).

4. A comprehensive investigation based on such broad empirical evidence is important as an objective basis (Raupp 2007), and has never been scientifically and representatively investigated in this setting. For further details see 2.6.

**1.4. Methodical procedure**

Previous comments suggest that the present research question demands a method mix of qualitative and quantitative investigations, with the empirical part assuming the main emphasis. The first part serves as an analysis of the starting position; the second part, namely the implementation by means of the campaigning approach, serves as a basis for the development of communication competence in the acceptance market of the media and the population.

The procedure corresponds to that of a classical research process. To answer the research questions, a framework in the form of a method mix generates information on present internal (Pfizer) and external (published and public) state of opinion. This framework is based theoretically on stakeholder and communication PR theory in particular on the campaigning approach, and is further developed by means of a workshop organised by Pfizer as a concrete example of the campaigning approach, the results of which should provide stimulation for and suggest areas of further research.

**Diagram 5: Survey of research process**
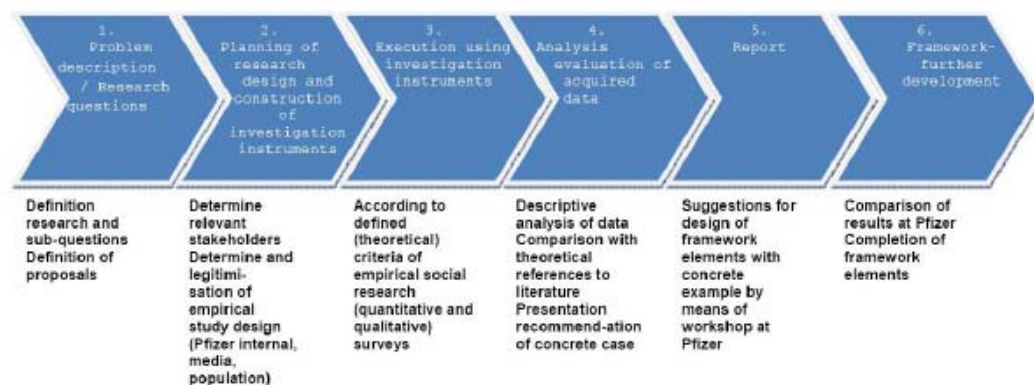


Source: according to Kottler et. al. 2006

In the first phase a framework, as mentioned at the beginning, will be drawn up as an analysis of the starting position:

**Diagram 6: Phases one and two**
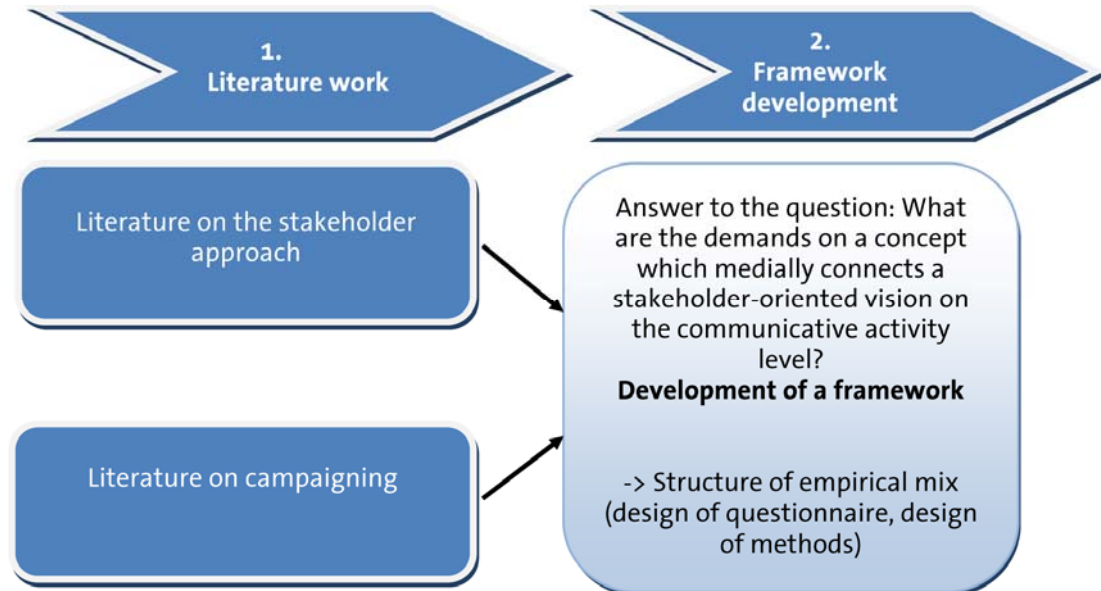


After the formulation and clarification of the stakeholder and campaigning approaches, it is indispensable to know the point of view of Pfizer Switzerland. In this connection not only will the internally published messages (web page, annual report, worldwide vision etc.) and the stakeholder networks mentioned therein be used, but as a mirror function the actual stakeholder networks experienced by Pfizer Switzerland. In particular, the question concerning the importance of the issue of trust will be clarified; the stakeholders and their networks will be identified, and the risks and dangers they contain. To do this, important representatives of Pfizer will be questioned in qualitatively explorative interviews.

In a second step, there is a need to know via which media channels the stakeholder group "population" obtains its information on the subject of health care. The latter is important because in Pfizer's vision the statement is clearly made that they want to distinguish themselves in the field of health care as a whole.

The data of the UNIVOX population survey on media and communication, carried out by the gfs Research Institute, will be analysed (www.gfs-zh.ch). Thus, clear statements can be made as to who obtains information where, and whether there are socio-demographic differences and factors, such as political preference or income, which have an influence on opinions concerning topic preference and usage pattern regarding health care.

From this, Pfizer must also know how they are depicted in the most important daily newspapers in Switzerland. A content analysis of the most important Swiss daily newspapers needs to be made.

In a further step, the opinion on trust in the population needs to be analysed. This means that the Swiss voters need to be asked whether they know Pfizer and whether they trust Pfizer. For target-oriented communication, one also needs to know who (socio-demographic) this is, and whether there are attitude-relevant factors (e.g. political preference or income). Here, a representative quantitative population survey with a structured questionnaire is appropriate.

**Diagram 7: Execution/analysis of empirical part**
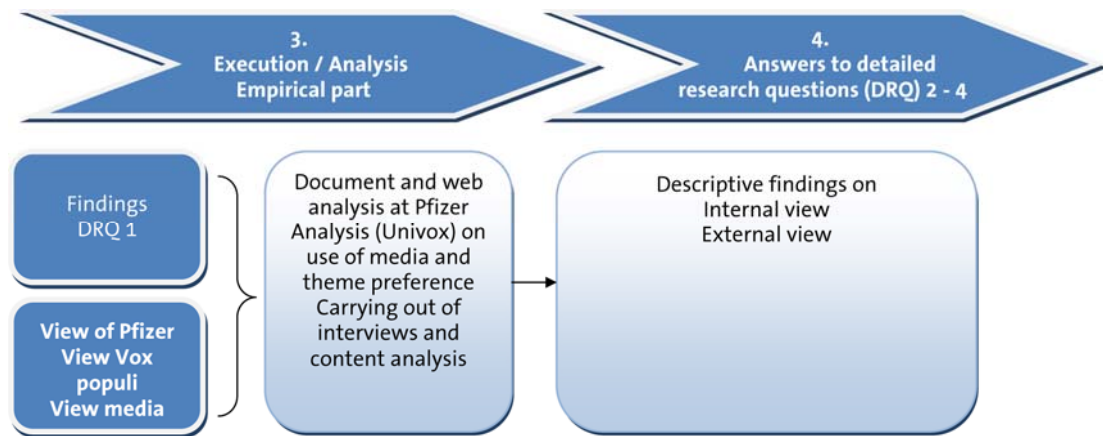


From the answers to these questions, areas of conflict can be shown, which can be deliberated in a workshop at Pfizer, in order to find out in which areas action is necessary. This could serve as the basis for a target-oriented communication competence according to the campaigning approach.

**Diagram 8: Further development, conclusion and outlook**



25
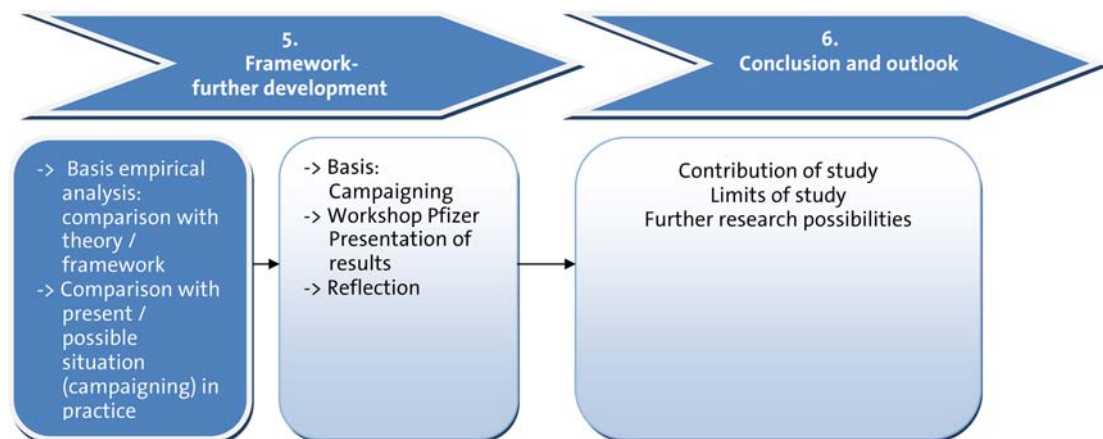
**1.5. Outline of the dissertation**

The content structure of the dissertation follows the steps of the research process. In the graphics below, the research process is on the left, and the relevant chapter is on the right:

**Diagram 9: Overview of chapters**

| Steps in research process | Chapters of dissertation |
|---|---|
| 1 Literature | 1 Starting position and definition of problems |
| 2 Development of framework | 2 Stakeholder approach / Campaigning approach / Development Framework |
| 3 Execution Empirical part | 3 Methodology and research design |
| 4 Answers to detailed research questions | 4 Data analysis and interpretation |
| 5 Framework – further development | 5 Further developments on concrete example / Conclusion and outlook |
| 6 Conclusion and outlook | |

In Chapter 1, the starting position and the issues are described. Regarding major issues, the following questions can be asked: "How can Pfizer medially implement their stakeholder orientation (vision) in the interaction to the specific stakeholder group 'population'?" "Who are the cooperation partners (channels, arena, and topics)?" To analyse the present situation, approaches should be applied which take into consideration dynamic networks and a complex environment. In the second chapter, the stakeholder view and its implications are presented. Here the descriptive stakeholder approach and a clear identification, analysis and evaluation of stakeholder-oriented strategy serve as central elements. As a further section, the central elements of campaigning are introduced and linked with a society-oriented PR from the company's point of view on the basis of the communication view of PR campaigns. With this knowledge, the empirical framework is then drawn up, which links both approaches and also shows a possible manner of implementation.

**Diagram 10: Survey of theoretical and practical parts of research assignment**



| Basis | Central assumptions of this study | Corresponding detailed research questions |
|---|---|---|
| Literature on stakeholder approach and on campaigning | As basis of a society-oriented public study, one requires as a decision basis proven knowledge on the actual situation | 1. What demands are required from a concept, which connects on the communicative action level a stakeholder-oriented vision? 2. How is this stakeholder-oriented vision lived today in the company and/or who are relevant stakeholders? 3. How is the stakeholder orientation presented in public opinion, which topics are associated with this? 4. What information does the company need directly from the stakeholder group "*population", i.e. how well known is the company in the population, which topics link the population with the company and where does the population seek information, how credible /trustworthy is the company in public opinion? |
| Framework and/or empirical part | Program development and recommendations in operative field require pragmatic implementation in the company | 5. How can the knowledge gained be implemented? |

Source: Author

An overview of the framework, the research question and the units of analysis can be illustrated as follows:

**Diagram 11: Overview of the framework with empirical detailed questions**
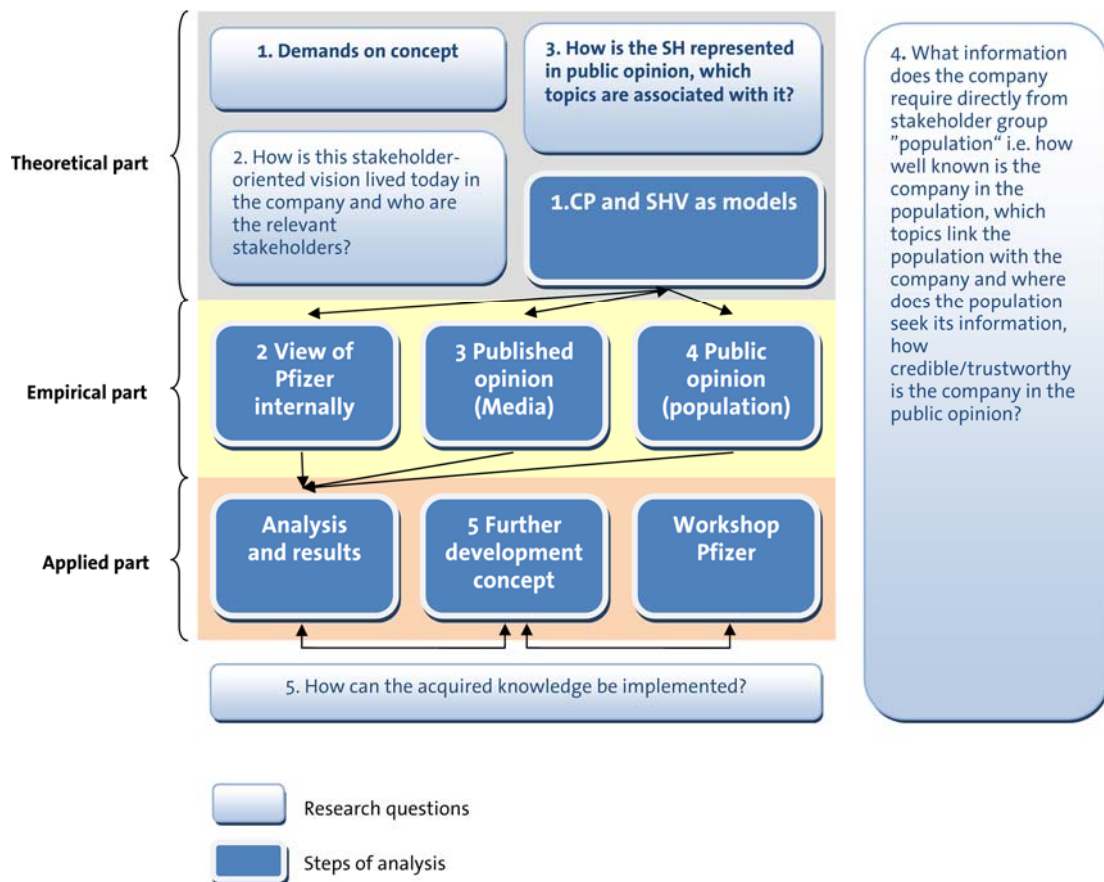


In the third chapter, the methodical steps are shown and justified. For each detailed research question there is a description of method on the empirical level.

In the fourth chapter, the descriptive data are analysed and interpreted according to the framework. The deviations between the vision and the "reality" in the media need to be shown at Pfizer internally and in the population. For the campaigning approach, there needs to be clarity concerning its use and an identification of relevant topics, messages and arenas. In a last step, the results at Pfizer will be further developed in a workshop. The last chapter serves as conclusion and outlook.

**1.6. Definitions**

According to previous remarks, the following definitions stand in the foreground:

Stakeholder view: The definition used in the book "Redefining the Corporation, Stakeholder Management and Organizational Wealth" by Post, Preston and Sachs (2002:19): "The stakeholders in a corporation are the individuals and constituencies that contribute, either voluntarily or involuntarily, to its wealth-creating capacity and activities, and are therefore its potential beneficiaries and/or risk bearers."

Campaigning: "Campaigning is a dynamic form of the control of change processes with communicative means. It is target-oriented communication, which defines its own arenas (public), is not thematically limited, not limited in time and aims at achieving an optimal effect in the sense of the defined target." (Golder 2005:6) Campaigning is, according to Longchamp (2005b:2), an interdisciplinary and efficient approach to make strategic thought useful for various fields, such as communication, marketing and management.

In the above sense, the stakeholder view and campaigning can be easily joined together. The stakeholder view is the basic attitude, and campaigning is the method of how this attitude and its contents can be credibly transmitted via the media to the desired target.

**1.7. Limitations of scope and key assumptions**

This study makes several assumptions.

The research question makes a differentiated theoretical procedure difficult. On the one hand, the causalities for the existing dynamics are not easy to understand; and on the other hand, the evaluation of the measurement of effect is sufficiently complex so as to be difficult to reproduce. The dissertation, therefore, does not provide the outcome of the campaigning application.

The stakeholder orientation at Pfizer is defined as society-oriented (this corresponds to the vision statement). The focus is on the stakeholder "population". The communicative implementation therefore limits the scope of the study. The study takes a purely descriptive perspective and does not provide normative explanations. In the case of Pfizer, a first step is to have a descriptive starting position. The assumption is that Pfizer is not particularly well known in Switzerland.

A critical discussion of the "campaigning-oriented" approach is not a key element of the study. Campaigning is, however, transmittable as an approach and is linked to various disciplines, such as PR, issue management and marketing. At the beginning of the study, it was obvious that such an approach because of its interactive, dynamic and complex networks cannot generate scientific proof of efficacy, as is the case in dyadic static "cetris paribus" experiments.

The selected concrete implementation can only be generalised conditionally because of the specific context. However, the framework can serve, along with the corresponding context-specific empirical investigation, as a basis for further research and areas of application.

The procedure is limited explicitly to three actors (Pfizer Switzerland, Media and the Population); all other potential intervening actors have been excluded.

The study implies that without the trust of the stakeholder addressed, any communication concept will fail.

The study assumes that both socio-demographic and attitude-relevant differences are relevant. In political communication, income, age, sex, professional status, domicile and political preference are important indicators in forming the factors of typologies (Longchamp 2005a; Atlas der politischen Landschaften 2003, Kriesi 2001).

It is assumed in this study that, although trust and credibility are two theoretically different terms, the population hardly sees them as being different.

Both the contents analysis and the Univox analysis obtain greater significance due to the features of a time series analysis. The survey in the population and the qualitative survey at Pfizer, however, are snapshots of the present situation, which hardly allow conclusions to be drawn about the future. Because of the comprehensive mix of empirical elements, it is difficult to deduce intervening variables.

The study does not therefore claim to be comprehensive, but shows how a stakeholder network can function in a specific context. Together with the campaigning approach, it presents a possibility for the implementation and/or building up of a communication competence. Strategic management and communication theory offer further possibilities that could also function.

One of the most important limitations of this study is the fact that Pfizer has formulated a population-oriented vision, but their manoeuvring space is limited to doctors and official authorities. It is therefore probable that Pfizer does not identify the media and population internally as actual target groups. Even the population, for the same reason, does not identify Pfizer as their contact, because this is neither offered de facto nor foreseen by the system. In addition, in the course of the interviews, spontaneous opinions of the interview partners on the subject of "create trust" were asked for. The result is a "snapshot", and later deviating "opinions" may come about with time regarding content. The reproducibility is therefore limited.

Interview effects, as well as deficits in the knowledge of those questioned, are probable (Diekmann 2003) as the topic is complex, dynamic and controversial. The study quoted on the sinking trust in the pharmaceutical industry (Diagram 1) refers to the industry as a whole, and hardly allows conclusions regarding Pfizer in particular, in comparison to the domestic competition.

Internal validity is the approximate truth about inferences regarding cause-effect or causal relationships. As this study is mainly descriptive, internal validity is not a major aim.

To promote validity, the empirical parts are surveyed exclusively with recognised methods of social science, thus forming a transparent chain of proof. The surveys are made independently of each other, and are in accordance with the highest possible demands for individual investigations. A wide database should also make the findings plausible. Thus, for example, Univox can to a certain degree serve as a time series analysis on the validation of a snapshot in the population survey.

In the qualitative analysis internally at Pfizer, the hermeneutic method Sachs Maurer (2006) is applied, which in a similar context has proved its worth. A recognized research institute carried out the quantitative population survey, and professional people accompanied the investigation. The Univox data are from a time series analysis, which is recognised throughout Switzerland, and the content analysis was also evaluated according to a standardised procedure. The aim of the broad empirical basis increases construct validity as a whole. To ensure reliability especially in the qualitative field, a case study protocol will be drawn up.

**1.8. Conclusion**

The interest of the public in multinational companies is growing: on the one hand, because a number of significant scandals have been exposed; on the other hand, because the possibilities of finding and passing on information is greater. Relevant stakeholders join together in groups and have a better chance to defend their interests. Companies cannot afford to withdraw from this situation. They, as well as their communication behaviour, are under constant observation. Exposed as they are, companies are not free from clichés and prejudices, nor are they isolated from polemics, disapproval and scepticism. They act, whether they want to or not, in a public arena in which they are discussed, and in which other people occupy the best seats. An observing and judging public, as well as the media who are responsible for the transmission of information, award widely effective publicity with marks of sympathy/antipathy. The appearance, behaviour, style of presentation and the documented self-image of companies, their specific promises and performance characteristics, their prestige and their value system are distinctive topics, and form the basis for new images in public discussions. But companies have the choice of not allowing others to frivolously change public opinion but rather to participate actively in forming opinion. According to Kirf and Rolke (2002) and Metzinger (2004) informal safety processes, corrective strategies and specific intervention techniques should be developed and installed against communication hindrances and comprehension barriers and the accompanying loss of image. Conscious image formation in the relevant communication channels with company internal and external aims is necessary in order to equip the company as a communicator, transmitting a realistic picture of the company.

A company is therefore interested in which topics are in the focus of the target groups, how they are perceived, and what their behavioural and attitude-relevant elements are. With this information, suitable information for target groups and transmission can be prepared. The aim is to evaluate the expectations of the relevant stakeholders with regard to the company, and to correlate these with the company's own expectations with the greatest possible congruency. For this point campaigning wants to generate self-initiating communication topics and events which give rise to a high degree of attention and interest for those concerned. And in this contact context, it wants to (inter-) actively play a role, which promotes discussion and control so that it is not other people – outside the company's influence – who lead and dominate discourse about the company.

This discourse has to be conducted by the company, understandably, in specific individual "languages" and channels. This is important in order to minimize differences in understanding. The company must express what they have to say unambiguously and credibly, so that this corresponds with the value conception of the stakeholder in question. The present research question focuses on the empirical conditions with which Pfizer's management learn to understand how such a triangle (media, population, Pfizer) functions in a stakeholder network. They must do so in order to create the conditions which are important for developing a communication competence with the desired stakeholders, and/or with the relevant acceptance market where trust and credibility are important.

# 2. Chapter 2

## 2.1. Literature Review

In this chapter, the theoretical elements will be brought together into a framework useful for the requirements of the research question. The theoretical base should support the need to link a stakeholder-oriented vision via the media to the level of communicative activity. The chapter is divided into three parts. In the first part, the theoretical elements of the stakeholder theory and of the campaigning approach are developed as main criteria. In the second part, survey research and the role of the media will be worked into a framework according to the demands of the communicative activity level, and the detailed research questions will be formulated. In the third part, the detailed research questions will be combined with the empirical parts.

The framework developed in this chapter serves the following aim:

It should serve as a possible analysis instrument to better understand the starting position for companies which have selected the population as a relevant stakeholder group, and which want to implement the stakeholder approach by medial communication.

The aim implies finding guidelines for a medial communicative implementation on the basis of the ideas embodied in the stakeholder approach. For the purpose of a medial communicative implementation, the campaigning approach is introduced as a dynamic method of controlling processes of change by communicative means. The present study concentrates on the elements which support the demands made on the theoretical

base of medially linking a stakeholder-oriented vision to the communicative activity level. The diagram below should clarify this connection:

**Diagram 12: Phase one and two**
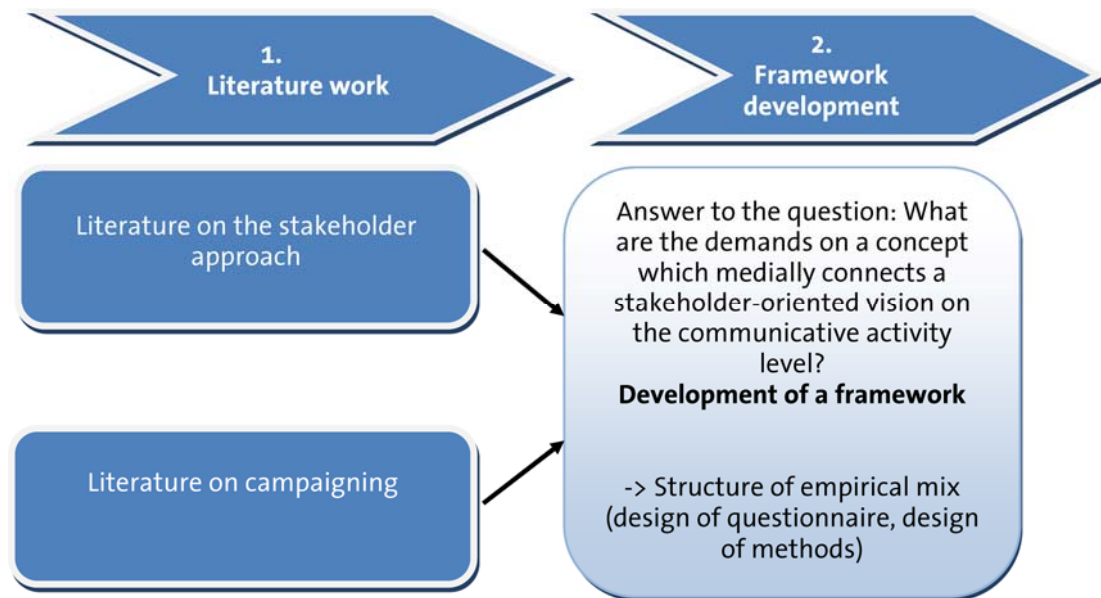


On the basis of the two theoretical constructs (stakeholder and campaigning approach), and according to the Arena Model[3], as well as to Habermas' deliberative discourse[4] (Habermas 1997), the analysis instrument is developed. Empirical-representative survey research and the examples of the three actors (company, population, media) are concentrated in a framework with the above mentioned aims. In this study, quantitative and representative survey research is presented as an objective        instrument        for        initiating        discussion        through        the        media.

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[3] The Arena Model assumes that the varied interest groups are of different opinions concerning technologies and their risks, and that these different ideas of risk can be discussed and negotiated with the public by means of communication through the media, which are for all groups a more or less accessible arena. The media then function not only as a neutral mediator but exercise early warning, controlling and critical functions, i.e. they furnish a platform or a forum for the most varied social views (Bonfadelli 1999).

[4] Jürgen Habermass, in his theory of communicative activity, calls the discussion a process of negotiation of individual validity claims of the individual actors. A characteristic of language is, according to Habermas, its inherent rationality. The results of communication – if it is free from deformations through power or hierarchy – are thus, according to him, inevitably rational. The "non-hierarchical discussion" is for Habermass the best guarantee for true expertise, correct norms and authentic feelings.

In contrast, there are the shareholder-oriented elitist approaches and pluralistic-liberal concepts (Gerhard 1998; Steen 2007; Blum 2007; Raupp 2007; Gallus & Lühne 2000). In these, one-sided influence on an actor or a target group, by means of corresponding public relations (subsequently called PR) or publicity by companies with an information head-start, stands in the foreground. As the opinion of the stakeholder group "population" is a highly aggregate form of individual data, the quantitative and representative survey research is an appropriate analysis instrument (Diekmann 2004). Thus, survey research represents a central function of the framework and delivers, by including the role of the media as platform, added theoretical value to the study.

In this study, the media, in particular the role of journalists and survey research can be considered, according to Raupp (2007), as a complementary and not competitive function for educating public opinion[5]. The demand for increased socio-scientific knowledge on the part of journalists (Longchamp 2007; Raupp 2007) has the attribute of being more objective[6]. The population therefore is better able to use the media as "primary function"[7] in the transmission of topics and as a starting position for public discussion on the basis of empirical information (Bonfadelli 2006, Blum 2007). In particular, the role in the transmission of information and possible formation of opinion is attributed to the mass media (Luhmann 1981; McQuail 1983; Pürer 2003; Bonfadelli 2006; Raupp 2007; Kunczik 2001 etc.).

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[5] The terms "public opinion" and the "public" are hardly uniformly defined theoretically, and as a result are loaded terms (see also Habermass 1998). According to Gerhards et al. 1998, a distinction is made between liberalistic and deliberative approaches. The present study uses the deliberative sense as is explained in the stakeholder approach. According to Habermass (1992): "The public can rather be described as a network for the communication of contents and comments, thus of opinions". Thus, the public is not a suddenly discovered arena but rather must first be created through interested and communicatively acting participants.

[6] Objective in this connection means to systematise and reveal the process of recognition. An assessment in the sense of "true" or "untrue" and/or "right" or "wrong" has nothing to do with this (according to Popper and Albert).

[7] Whilst media continually observe society, the various sub-systems as well as the institutions, organisations and actors, and react sensitively to new social developments according to their orientation, they have the status of environmental observation systems. They are, therefore, of great interest for the identification and analysis of social developments (Eisenegger 2005).

The media therefore play an important role for this study from various points of view, namely as a platform for initiating possible discussion, similar to that which occurs in political communication through the publication of survey results for the various parties (Schatz et al. 2002; Huber-Hotz 2007).

The following framework serves as a first overview:

**Diagram 13: Actors in the framework**
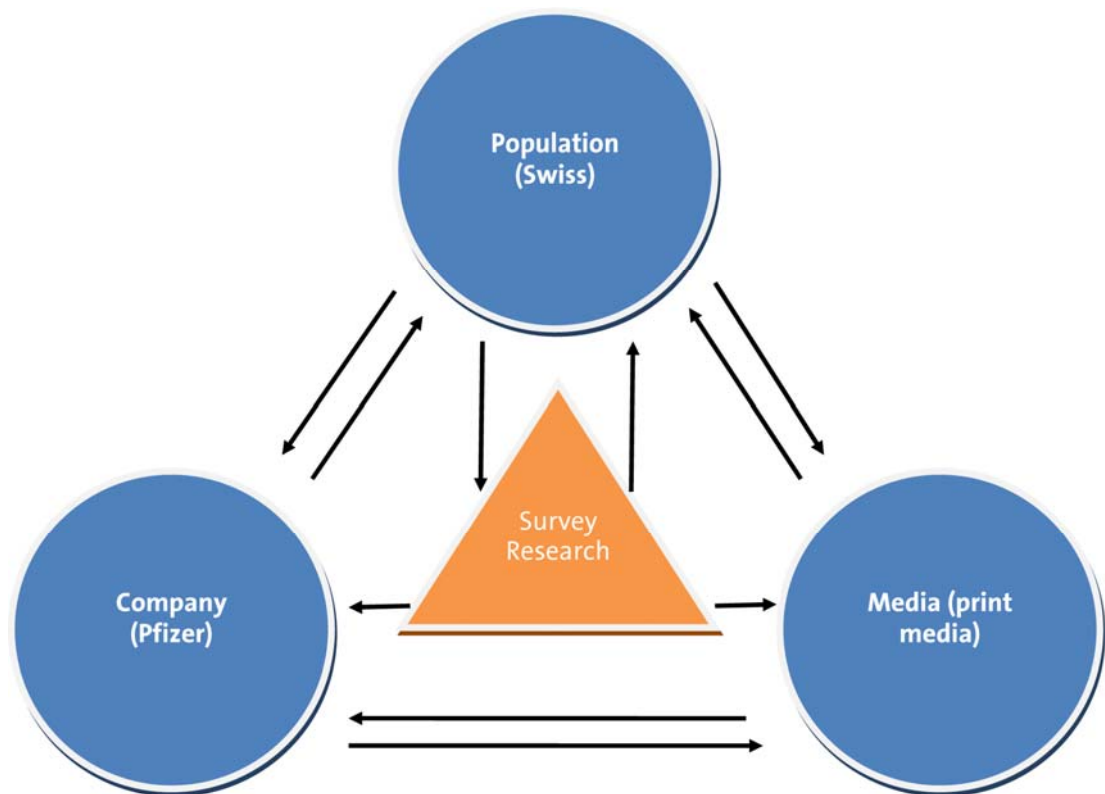


Source: according to McNair 2003

The framework assumes that, similar to the arena model, most of the various interest groups have different opinions on subjects such as the value of health. And also that these different opinions are discussed and dealt with by the public by means of media communication as a more or less accessible arena. The media, however, do not only function as neutral mediators, but exercise early warning, control and critical functions.

They provide a platform or a forum for various social views (Bonfadelli 1999). To avoid being accused of one-sided manipulation (see determination thesis[8]), the media should base their comments on socio-scientific objective data, which are accessible to all actors. The framework thus provides the possibility for the media to learn about themselves, and the company to learn about its stakeholder group. On the one hand, the company can monitor the media market with suitable analysis instruments, e.g. issue management[9]. On the other hand, the company can react via the media in a stakeholder-oriented manner by means of Media Relation[10] to the needs and stimuli of the population. At the same time, the control function of the media still permits the population to be informed about the activities of the company.

Surveys demand independent questioning and the publication of results in order to be credible (Raupp 2007). This is relevant to the special context of the research question, because Pfizer is only allowed to have very limited direct contact to the population, which they have defined as a stakeholder. Thus, the media offer a platform for initiating discussion, which lays a basis between the company and the relevant stakeholders (or sub-groups), in order to enter into contact through suitable channels.[11]

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[8] The determination thesis is a model to clarify the relationship between journalism and public relations (PR) (Raupp 2007).
[9] Issue Management indicates the systematic conflict of a company (or organisation) with concerns of its environment. Here it is a question of recognising early emerging, organisation-relevant topics and reacting accordingly. This can happen by participating in public opinion formation processes or by adapting company policy. In addition, measures of an organisation to bring topics into public discussion and to manage issues are also part of this (Röttger 2001).
[10] The term "media relation" comprises various means and methods with which PR practitioners can build up and cultivate relationships to journalists. Among these is also, according to Seegers (2007), the lasting relationship to media communication which can only be achieved by a multi-layer procedure.
[11] Here are meant direct contacts such as focus groups, Internet, forum, panels etc.

As the media mainly contain autonomous systems, each with their own momentum, from the point of view of the company it makes sense to look for an application which helps to design the media relation positively based on empirical knowledge (Raupp 2007: 99; and Lippl 2004). Here, campaigning plays an important role as an approach to a permanent use of knowledge from demoscopic data.

In short, the framework developed in this chapter offers an analysis and application possibility in a given stakeholder-oriented dimension. By means of quantitative-representative survey research and cooperation with the mass media, the specific opinion of the population can be recorded to find communicative operating guidelines. In addition, on the basis of objective data, argumentative principles can be won in order to initiate a discussion via the media, which with the right channels can facilitate contact to the relevant stakeholders. This manner of thinking comes from the stakeholder approach. On the side of the company, the implementation of the argumentative principles comes from the campaigning approach, which tries to steer the communicative processes indirectly via the media to the stakeholder group "population".

The framework was developed in this way with the aim of promoting trust and acceptance[12] in the defined stakeholder group "population". This part presents, together with the empirical inquiry, the added practical value of the study.

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[12] In this study, the term "acceptance" is used according to the model of Meffert and Bierwirth (2001), which assumes that just as there is a working, purchasing, capital and sales market, there also exists a so-called acceptance market. The acceptance market is the market defined by the company, in which the company must appear credible in order to obtain the trust of its stakeholders. Meffert and Bierwirth assume that the media construct to a large degree a picture of reality, which is particularly vulnerable to errors, wrong information and deformations (Rolke 1999).

**2.2. Theoretical starting position**

Globally acting companies are increasingly exposed to the critical public. Not only are the interests of the shareholders at the centre of the company's concerns but, in addition to stakeholders such as customers, employees and investors, the media is also an important element in forming public opinion (Raupp 2007). The trust in a company and hence its acceptance is therefore affected by how a company is presented in the media (Bonfadelli 2001; Bentele et al. 2003). The arenas of the media, financial markets and employees are changing and setting high demands on the communication competence of companies (Röttger 2006; Ingehoff 2004). It is, therefore, not only of decisive interest for a company to consider its stakeholders more, but also to be able to communicate competently and via the media with target groups (Kirf & Rolke, 2002). Thus, companies are increasingly dependent on the support of the majority of the population (Bonfadelli 2001; Bentele et al. 2003; Weischenberg et al. 2006).

Gerhard (Steen 2007) distinguishes between two points of view in public opinion. He sub-divides into "the liberal mode" and "the deliberative mode":

"The liberal model" is a pluralistic model of representative democracy. It is a market model in the sense that it emphasises the autonomy and self-regulating ability of public opinion formation. As long as certain ground rules concerning free speech are observed, anybody can raise their concerns and demand to be heard. According to this model, the public sphere is supposed to mirror a multitude of actors (individuals, groups), their agendas and concerns, demands and opinions. It is supposed to create transparency by making public issues and corresponding opinions observable and accessible to a wider audience. The point of departure is pluralism, meaning a multitude of self-interested actors interacting in a public space.

Consensus is thus regarded as an unlikely result of public deliberation. The function of the public sphere is to inform political or corporate decision-making, rather than to dictate political or corporate decisions (Gerhard et al. 1998:28-31, 37).

"The deliberative model" is more demanding. It is a model of participatory democracy, which particularly emphasizes the importance of representatives and organizations of civil society (the political periphery) actively taking part in public opinion formation. Here, the market mechanism does not suffice as a regulator of the flow of opinions. According to this (Habermasian) model, communication must be unforced and discursive. It must be based on rational arguments, it must be respectful of others and their opinions, and it must have as its primary goal reaching a consensus on public issues. Public opinion thus represents a common communicative understanding, which can directly affect both political or corporate decision-making by legitimizing or de-legitimizing decisions (ibid: 31-38).

Companies are increasingly selecting the stakeholder approach as their strategic direction and defining their relevant stakeholders in their public vision (Röttger 2004). If the population is defined as a relevant stakeholder, this implies that the company must actively participate as an actor in forming public opinion and as a component in the discussion, and also assume responsibility for its actions. The aim is therefore an understanding-oriented, cooperative communication with the relevant stakeholders of the company (Karmasin 2005; Zerfass 2007). For this, the company starting position should be established, on the one hand, in order to build up a communication competence in a dynamic field on a complex subject; and, on the other, to clarify for what purpose the competence should be developed (Raupp 2007).

In this way, the desired acceptance can be initiated, which both credibly and lastingly supports free-market efficiency, and without which the long-term existence of the company is at stake.

Applied to the framework, and thus to the empirical part of the present study from the theoretical stand point, the stakeholder approach is the basic stance which manifests itself in a population-oriented vision as normative securitisation. The aim of the population-oriented vision of Pfizer[13] is to be perceived in the stakeholder group "population" with the values defined in the vision, in particular "trust of the population". Here, as with the campaigning approach, a possibility should be shown as to how such a stakeholder-oriented communication competence can be built up in order to help to form opinion by communicative means and, in the case of Pfizer Switzerland, to acquire trust from the stakeholder group "population" on the subject of health. The media are recognised as an important element of communication in this triangle. It should be especially noted for the present setting in the pharmaceutical field in Switzerland that on the one hand it is not allowed, for regulatory reasons, to enter into direct contact with the population; and, on the other, the media contributes significantly to opinion formation in the population. After formulating the demands which link a stakeholder-oriented vision to the communicative activity level, the empirical conditions must be created which enable the management of a company to understand the interdependences to the media and to the population, and from this triangle to deduce operational fields.

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[13] The vision of Pfizer Switzerland is: "To partner and innovate, to bring meaningful medicines and services that improve the health and well-being of the Swiss people and patients we serve, and through this to gain their respect and trust" (www.pfizer.ch 2006).

By means of a broad empirical method mix, the present situation is recorded in the special context and, with knowledge of the opinions of the relevant stakeholders and their sub-groups, guidelines are sought. The question here is explicitly of a stakeholder-oriented communication which creates discussion and not, as criticised by elitist-centred approaches, the "manipulation" of a target group. The aim is understanding, and target-oriented information to the population through the media, so that with sufficient publicity it is possible to obtain information and participate in the discussion.

One can consider the present study from a present or future perspective: on the one hand, from the point of view of the stakeholder approach and with the help of methods of empirical survey research, a perspective of the present as an as objective information basis as possible for the interdependency in the vision between the "population" and Pfizer in its special setting, and the mass media as an important actor in the question of forming opinion.  On the other hand, on the empirical basis of the first part, the goal is to build up a future instrumental perspective, which shows target-oriented operational fields, according to the campaigning approach, for the building up of an external communication competence.

## 2.3. Stakeholder approach

The stakeholder approach originated out of business and survey research. The approach was developed by Ansoff (1965) and, in particular, from 1984 on by Edward R. Freeman (1984), and is characterised as a critical contribution to strategic management. To date, these contributions have provoked an ongoing and, in some points, controversial discussion.

That companies have always been involved in social networks is not new, but the attitude to their target groups distinguishes the stakeholder approach from the neo-liberal point of view as, for example, in the question to whom companies feel or are committed. Characteristic for the stakeholder approach is the formation of constructive and long-term relationships of trust between a company and its stakeholders, with the aim of achieving increased value for all concerned. Under "increased value for all concerned" is understood a systematically and professionally designed stakeholder commitment, which is in the mid to long term also profitable, and which at the same time promotes the perception by the public of the company as transparent and open to dialogue thus improving its acceptance (Zöller 2004).

With the increasing demands on the stakeholders, the entrepreneurial stakeholder orientation has in many fields been understood as a strategic management task (Post et al. 2002). In particular Sachs focuses, with the so-called stakeholder view, on a strategic operationalisation of the stakeholder-orientation by management, which is aimed at "organizational wealth" through systematically fostering lasting relationships to strategically relevant stakeholders. The book *Redefining the Corporation, Stakeholder Management and Organizational Wealth* by Post, Preston and Sachs (2002:19) defines: "The stakeholders in a corporation are the individuals and constituencies that contribute, either voluntarily or involuntarily, to its wealth-creating capacity and activities, and are therefore its potential beneficiaries and/or risk bearers."

The identification of the relevant stakeholder is, from the point of view of the stakeholder management, the first task, followed by the analysis of the aims and expectations.

This leads to the development of strategies in the institutionalised association with the respective stakeholders, which consider the risks and benefits with the aim of obtaining a balance between the two (Sachs 2007). The underlying assumption here is that reputation and image have a lot to do with the involvement in the target groups in general, and cannot be achieved only through the market. Whether and how much influence stakeholders are to have on the company depends very much on the respective cultural settings at a given time, how strongly the public is interested in the company and the degree of responsibility attributed to the company, aside from its performance in the market (Rolke 2000). In the case of a company's reduced communication competence or distance to the media (ibid.), the relationships between company and external stakeholders can prove to be difficult (Kirf & Rolke 2002; Rolke 2000; Mekel 2002; Meffert & Bierwirth 2001; Röttger 2003 etc.). Thus, the willingness of the stakeholders to co-operate and compromise is a decisive factor in the course of stakeholder relationships. The responsible managers require practical approaches as to how to handle the complexity of pluralistic demands (Karmasin 2005). Through stakeholder dialogues and stakeholder-oriented reports, so-called sustainability or corporate responsibility reports, companies account in detail, beyond classical annual reports, on their stakeholder commitment (Patridge et al. 2005).

Despite a relatively homogeneous basic understanding, "the" stakeholder theory has not developed to date from the scientific discussion: instead, various approaches exist side by side. Nevertheless, several common points can be defined in this diversity (Jones & Wicks 1999: 211). Unity in the stakeholder approaches exists in the fact that the individual, society and the environment, as well as following generations, are affected in many ways by the actions of companies.

A company has relations to many target groups, which influence the company's decisions or are influenced by it. Thus, companies are seen as institutions which above all fulfil a social purpose, and not only act for reasons of self-preservation or to increase profit (Rühli 1996). Freeman (1999) states that a company which is conscious of its social responsibility must be eager to maximize the positive effects of its actions on all levels and to minimize the negative effects. Ethics and capitalism are considered compatibility, where the ethical standards are high. To act in one's own interest or to generate profit is not immoral, if at the same time one's social responsibility is respected. Stakeholder theory considers the one-sided orientation of management to increase shareholder value, namely the interests of company investors, to be clearly opposed to neo-liberal theory and insufficient. The consideration of the legitimate demands of others affected by the activities of the company, and the refusal of purely egoistic actions, is basic and forms a general consensus through the various forms of the stakeholder theory. Since for the present research question the normative securitisation of the stakeholder approach is considered as given, in a further step standardized terms should be created so that this position can be understood and operationalised within a framework (Früh 2007).

### 2.3.1. Perception instruments: descriptive, instrumental or normative

As already mentioned, numerous differences stand in the way of agreement. Thus, central terms such as stakeholder management or stakeholder theory are used very differently by various authors and are explained with often contradictory arguments (Donaldson & Preston 1995: 70). In this plurality, clarity and structure can be brought into the picture with the help of the nomenclature developed by Thomas Donaldson and Lee E. Preston (1995).

It originated mainly from discussions at the "Conference on Stakeholder Theory" in May 1993 at the University of Toronto with other known representatives of the stakeholder approach, such as A.B. Carroll and R.E. Freeman. The nomenclature distinguishes among the various targets aimed at with the stakeholder approach, namely three different aspects of stakeholder theory: the descriptive, the instrumental and the normative aspect. Donaldson and Preston explain this differentiation with the existing ambiguities concerning the character and the aim of the stakeholder concept: "The stakeholder theory can be, and has been, presented and used in a number of ways that are quite distinct and involve very different methodologies, types of evidence, and criteria of appraisal." (ibid: 70)

The instrumental aspect of the stakeholder theory offers a framework for examining the possible connections between applied stakeholder management and the attainment of conventional company goals. "Instrumental stakeholder theory proposes stakeholder-oriented answers as to how managers should meet specific objectives, which may or may not have ethical elements. For example, what should managers do to maximize profits, to maximize returns to shareholders, or to maximize total welfare?" (Hendry 2001:163) Studies[14] derive from this approach a positive connection between stakeholder management and the attainment of conventional performance goals such as profitability or growth, and subject this postulate to empirical examination (Donaldson & Preston 1995: 67).

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[14] Donaldson/Preston (1995: 71) refer to several studies such as e.g. the research project of J. Post et al.., which comes to the conclusion that good stakeholder relationships lead to a long-term competitive advantage.

Jones comments on the instrumental approach: "…a theoretical case for the general proposition that if firms contract (through their managers) with stakeholders on the basis of mutual trust and cooperation, they will have a comparative advantage over companies that do not". (Sachs 1995:245) Trust and acceptance of a company are considered as basic conditions by their defined stakeholders (Thommen 2003, 2005; Sachs 2007).

The stakeholder theory advances descriptive hypotheses which can then be used to describe and also explain certain company characteristics and activity guidelines with regard to their stakeholder relationships. "The descriptive aspect of stakeholder theory reflects and explains past, present, and future states of affairs of corporations and their stakeholders." (Donaldson & Preston 1995:71) The descriptive aspect of the stakeholder theory thus presents its own model of the company as an institution with structures and processes. The company is described in this model as a constellation of cooperative and competing interests (ibid: 66). In this there is a fundamental difference to other economic theories such as, for example, the neo-classical or the transaction costs theory. Regarding this difference, Donaldson and Preston write: "The stakeholder theory is intended both to explain and to guide the structure and operation of the established corporation […]. Toward that end it views the corporation as an organizational entity through which numerous and diverse participants accomplish multiple, and not always entirely congruent, purposes." (ibid: 70) The descriptive aspect has been used in various empirical studies[15] to empirically survey and analyse actual stakeholder-oriented courses of action, attitudes or structures of companies or their decision makers.

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[15] Donaldson/Preston (1995: 70) gives concrete examples of such empirical studies.

For example, with the help of a descriptive stakeholder concept, an examination could be carried out on a target group of managers who feel responsible, and how this attitude affects the decisions they make. Contrariwise, in the descriptive approach there are empirical studies in which the subjective assessments of the company are subjected to tests or can serve as a basis for them. In particular, elements such as profile or credibility of a company require representative questioning of the relevant stakeholders and analysis of the relevant media.

The normative aspect of the stakeholder theory represents the real foundation. With normative approaches, the attempt is made to adapt general abstract principles of philosophical ethics to the company (Hasnas 1998: 20; Reed 1999). In terms of moral and philosophical principles, the normative aspect shows the function of the company in society, and offers management guidelines for decision making. The main assumptions of the stakeholder theory are explained by such normative principles (Donaldson & Preston 1995: 67). In the normative stakeholder approach, stakeholder groups base their claims on ethical legitimacy. From this normative point of view, it is no longer a question of who has concrete or potential influence on the company, but only the ethical consideration as to who should have influence (Ulrich 1999: 39). "Normative" in this philosophical sense means the moral or ethical evaluation of present or possible effects of company policy or company structures. Several contributions by various authors have given this normative aspect the main focus, and have tried to work out a foundation for the stakeholder theory based on ethical principles (Reed 1999). On a normative theory, Hasnas writes: "When viewed as a normative theory, the stakeholder theory asserts that, regardless of whether stakeholder management leads to improved financial performance, managers should manage the business for the benefit of all stakeholders." (Hasnas 1998: 26).

Freeman (Sachs 2005) describes this process as the development of normative cores, and seeks to describe the basic functions of the firm (its telos or mission) and the responsibilities of managers. What are their primary obligations? How do they treat people? Who participating how in the design of normative values is a subject for wide discussion? Basically, one can say that theoretical considerations are difficult to implement in practice, and that normative conflicts do not only thrive in management. The reasons for choosing the descriptive approach for the present research is explained below.

### 2.3.2. Reasons for the choice of the descriptive perception

When the descriptive as well as the instrumental aspects are placed in the foreground, the stakeholder concept can be seen as an empirical management theory. When the normative part is assumed as a given cognitive reality construct[16], the structuring function[17] moves to the foreground because of the possibilities of empiricism. Thus the management of a company obtains the possibility of developing the corresponding instruments. Empiricism provides methods of analysis which can help improve the efficiency of a company. Such a management theory is represented in particular by the "Corporate Social Performance" model[18]. The model explains the selection and the inclusion of social target groups, mainly for their present or potential influence on company existence in the long run.

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[16] The discussion of the normative approach shows that even researchers try to explain reality without claiming an objective structure. The structure of complex ideas is logically operationalised so as to lead to proposals for reasonable action. Depending on what the idea is, these proposals are as numerous as the ideas themselves (Früh 2007).

[17] What is meant here that we structure our environment intentionally and selectively by reducing it to a basic attitude toward things which seems essential to us. The terms and connections are thus not founded on the basis of real objects but on ideas in our mind (Luhmann 2000)

[18] See for example Wood (1991): Corporate Social Performance Revisited, in Academy of Management Review 16

If one assumes that a company wants to implement the stakeholder approach (Scherrer & Palazzo 2006), one can conclude that precisely the descriptive view creates the conditions for obtaining the knowledge of the structures and processes necessary for the implementation of a stakeholder-oriented strategy.

Karmasin (2005) comments that, from the point of view of enlightened realism[19], the question of the possibilities and limitations of integrating ethical and economical thinking is not whether managers are criminals or saints, but of the kind of communication,. Thus, the core corporate task is the responsibility of management to minimize the effects of conflict between the company and its stakeholders. Karmasin (2005) adds that if a PR strategy is only understood as instrumental and persuasive, then it is not suitable for ensuring organisational success in the sense of enhancing all the target groups. Thus, communication with stakeholders must be an open recursive process, at the centre of which the definition of the company and its performance stands in relation to the specific stakes and stakeholders.

It is not sufficient that only management wishes to understand and implement a normative stance; one must also develop strategies through the analysis of the aims and expectations of the stakeholders, and subsequently these must also be implemented by suitable communicative means (Sachs 2007). In this sense, in a first step, the starting position needs to be analysed. In a second step, an examination of the communicative implementation of a normative stakeholder orientated strategy, and the consideration of risks and benefits of the relevant stakeholders, must follow. When the analytic process is a cycle of reflection and action, discontinuities will be taken into consideration and mutual understanding in the sense of rational realism will be created. The following diagram should clarify this:

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[19] A comprehensible, systematic and understandable attitude provides an objective foundation for discussion (Karmasin 2005).

**Diagram 14: Normative, instrumental and descriptive approach**
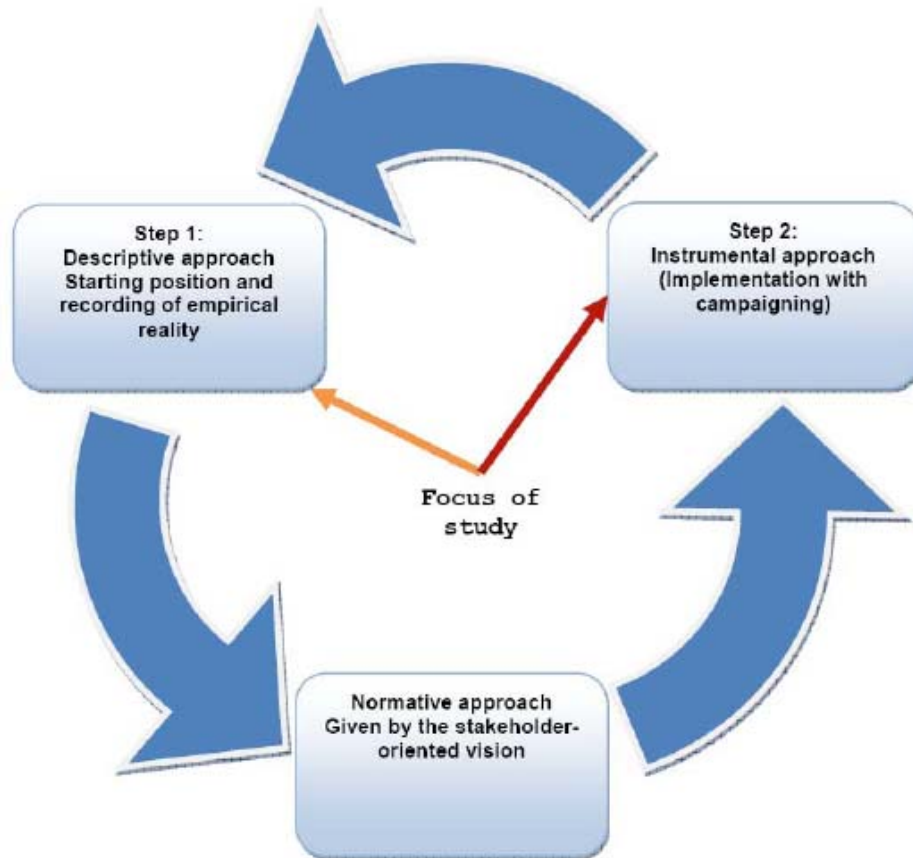


Source: Author

To develop communicative strategies and to communicate them comprehensibly, descriptive knowledge of the empirical reality is necessary, and of the structures and driving forces of the actors defined as relevant stakeholders. Adapted to the question of which demands are made on a concept that should connect a stakeholder-oriented vision to the communicative action level, the population as a whole is, in the context of the Pfizer vision, defined as a relevant stakeholder group.

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Therefore, Pfizer must first find out first the reasons for the empirically secured opinion of the population as aggregate individual opinion on Pfizer and, second, the subjects with which the company is associated. In addition, an internal analysis should be made of the company as to whether the stakeholder orientation to the population, as selected by management, is actually lived. As a third unit of analysis, according to Meffert and Bierwirth (2001), the role of the communicative transmitter, in particular the role of the mass media, should be understood. Thus understood, reality-near descriptions of structures and drivers in their environment create the empirical condition, which is to say the basic knowledge by which a company learns about itself and its stakeholders.

With this knowledge, strategies for initiating discussion can be developed in keeping with the stakeholder view. If the normative values were determined one-sidedly by management without knowledge of the defined stakeholders, a reasonable, broadly supported and target-oriented consideration could not take place. Criticism of ethical deficiencies is only valid if the descriptive approach is not expressed by management as a basis for a discussion of the normative values, and/or if it is misused as a power instrument for manipulation in an instrumental approach.

The following diagram serves as a first theoretical framework:

**Diagram 15: Taxonomy and empirical parts of the framework**
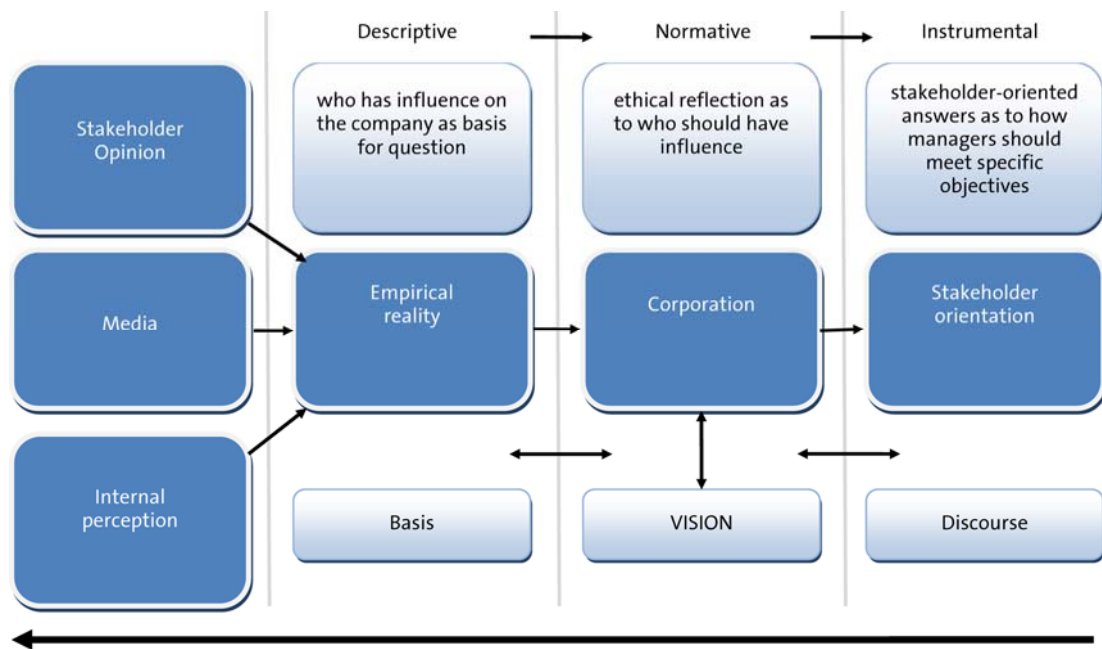


Source: Author

In the context of the super-ordinate goal and with relevant knowledge gained from the data, the basic principles for intelligent communication can be transferred into practical knowledge. Awareness of the empirical reality alone does not provide sufficient understanding. Endogenous and exogenous forces need to be identified, and their function analysed and adapted in the context of the overriding goal. This will be outlined below.

### *2.3.3. How do I tell my stakeholder?*

Zerfass (2007) states that a certain type of operating rationality is necessary in order to comply with the economic interests of a company, the interests of society and/or for the present study those of the population, and to arrive at a convergence of interests as well. This rationality is compatible with the orientation of economic success, but also seeks a wide consensus and hence acceptance (Rolke 2000). Thus, on the one hand, the company should first deal with the dilemma between the orientations of economic-strategic success and communicative action so as to not come into conflict with its own interests. On the other, it should consider the interests of the stakeholders in a credible manner (Kirf & Rolke 2002). This communicative operating-rationality with the strategically relevant stakeholders gives the company the possibility to behave in a socially acceptable manner, which in the mid and long-term promises a socio-economic increase in value (Sachs 2007).

Habermass discusses (1997) the importance of communication in society in general, and reflects critically on the predominantly religious and political power relationships, as well as on the influence of the media, but a clear guideline is lacking. What makes matters more complex is that each company stands primarily in a unique context. In addition, there are the dynamics of change, and the globally heterogeneous culture contexts with simultaneous homogeneous globalisation trends. Where there are optimal market conditions finds, an almost uncontrollable dynamic of influences and effects develop. From the heterogeneity of the possible combinations of contexts and business models, the ability to abstract "one way strategy" statements is hardly possible, especially not when it is a question of showing what is necessary to exist in the market in the long run (Bea & Göbel 2006).

"Recipe" models are often difficult to implement because one tries to present as many combinations as are rationally possible. Even if the population is defined as a stakeholder group in a vision and one manages to initiate a discussion via the media, the term "discussion" implies a two-way communication via the recognised channels and in the arena recognised in the empirical analysis (Carlton et al. 1991). From these considerations, one has tried with various discussion techniques on a more direct level to integrate the stakeholders by means of so-called stakeholder engagement. Engagement is defined by Patridge et al. (2005) as "an umbrella term that covers the full range of an organisation's efforts to understand and involve stakeholders in its activities and decisions". Engagement can help companies collect information in order to measure their effect and their image, and subsequently through involvement with stakeholder groups or individuals to build trust and create opportunities (Huges & Dimetrious 2006). The concept of stakeholder engagement enables comprehensive and direct access to the stakeholders. "Each successive approach represents a greater commitment on both sides in terms of time and money, and risk and cooperation. Choosing an approach to engagement is not a technical question about focus groups versus public meetings but about understanding the drivers, risks and opportunities associated with an issue and the needs and aspirations of the company and its stakeholders in relation to that issue". (Patridge et al. 2005)

**Diagram 16: Examples of approaches to engagement relationships**



| COMMUNICATION | CONSULTATION | DIALOGUE | PARTNERSHIPS |
| --- | --- | --- | --- |
| • Information sharing | • Questionnaire surveys | • Multi-stakeholder forums | • Joint ventures |
| • Employee training | • Focus groups | • Advisory panels | • Local sustainable development projects |
| • Project bulletins and letters to targeted audiences | • Workplace assessments | • Leadership summits | • Multi-stakeholder initiatives |
| • Company brochures and reports | • Ad hoc stakeholder advisory meetings (e.g., community consultations) | • Virtual engagement on intranets and the internet | • Alliances |
| • Internal and external newsletters | • Standing stakeholder advisory forums | | |
| • Web sites | • Online feedback and discussion forums | | |
| • Technical briefings | | | |
| • Speeches, conference presentations, displays, handouts and videos | | | |
| • Open houses and town hall meetings | | | |
| • Tours | | | |
| • Press releases, press conferences, media advertising | | | |

Source: Patridge et al. 2005:16

*2.3.4. Application of present study*

If the company asks itself the question who should be able to speak and how (normative), it is indispensable to know who the potential influencers are, how they are driven, what opinion they have, whether they know the company and consider it accepted and credible. Only then can we plan an instrumental communicative implementation. This perception implies an iterative process, which constantly adapts to environmental changes and simultaneously controls them in the sense of combining top-down and bottom-up models as described by Alemann (2003: 124).

This study should offer a descriptive and empirical analysis as the basis for a possible course of action to be implemented by the company itself. The normative perception is a given variable in the stakeholder-oriented formulated vision of the company. Sachs (2005) offers the following model for the management of the stakeholder relationships:

**Diagram 17: Management of stakeholder relationships according to Sachs (2005)**

1. **Who are our stakeholders? Registration and identification**

2. **Assessment of the stakeholders: behaviour and level of information, aims (demands), strategies and resource**

3. **Strategy**
Possibilities of influencing stakeholders (aims, measures, means)

4. **Structure**
Institutionalisation of relationships (responsible, persons, processes and Instruments)

5. **Culture**
Establishment of social orientation (values, norms and knowledge levels)

6. **Implementation and checking of strategy**

Source: Sachs 2005

The numbering implies a logical sequence and assumes that the company has a concrete idea of what the next steps are. In reality, the companies often do not have the necessary empirical knowledge of what their defined target groups think about them, let alone the drivers they are subject to. Applied to the research question, this means that after identifying the relevant stakeholders and establishing a normative stakeholder orientation, the empirical reality needs to be recorded as a foundation for deducing communicative guidelines for action.

In this study, this will be examined descriptively in a concrete example, in a specific context and on a concrete issue, while considering the relevant interdependences between company, media and population. In the triangle, the company Pfizer Switzerland represents the stakeholder-oriented actor; society is, amongst other things, represented by the population; the communication processes are analysed on the level of survey research, in particular the role of the media. A generally recognised critical success factor is whether a company manages to achieve acceptance[20] from its stakeholders. Hence, a necessary demand on the concept is to comply largely with the expectations of the population and to give as open, fair[21] and transparent information as possible. In order to also achieve a lasting effect, the involvement of the stakeholders is an important component. This necessarily implies confidence-building elements, which confront the company with completely new challenges (Osmers, 2004). It is no longer sufficient to draw up a business quarterly report. Dialogue, understanding and discussion are increasingly in the foreground in promoting company credibility, thus attracting stakeholders. As a possibility for controlling the communicative processes necessary for the instrumental implementation, the campaigning approach will be introduced below.

**2.4. PR approaches in communication science and an introduction to campaigning**

The field of communication and media science has met with strong approval in Europe in the last ten years (Bentele et al. 2003). In many cases, the theoretical bases were adjusted and adapted from other fields such as sociology and political sciences.

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[20] An example for loss of acceptance in the international community is the company SHELL which was forced, through petrol station boycotts, not to sink the oil platform "Brent-Spar".
[21] "i.e. considering the rules of open and free competition and without fraudulent and deceitful manoeuvres" (Freeman 1976 in Sachs 2007)

Correspondingly, certain authors (Benetele et al. 2003; Röttger 2006; Löffelholz 2000; Besson 2004) find fault with overlapping cultural and terminological deficiencies. Culturally, the lack of "conflict management" between professors of communication sciences is mentioned. The central areas of research are mainly approached on the process level, and concentrate on journalism, PR, media content, media use and media effect research (Bentele et al. 2003). All these research areas play a part in some way if the goal is to build up a strategically comprehensive communication on the micro (interpersonal), meso (between organisations) and macro (corporate level) levels.

For the present research question, the stakeholder approach provides certain guidelines. Thus, the study focuses on the stakeholder communication of companies with the population via channels, in particular those of the media. Jarren (2002) describes the term "public communication" as communication processes and structures which take place publicly and often – but not necessarily – are communicated through mass media.

An overview of all the approaches would go far beyond the scope of this study. The study thus consciously concentrates on the area in which communication science and stakeholder theory overlap: the field of "public relations" or "PR" between stakeholders and companies. Many of the terms and practices of PR are not PR terms themselves, nor are they clearly defined by the campaigning terms used in PR (Röttger 2006). A mutual limitation of publicity, marketing and PR campaigns is hardly possible in practice (Röttger 2006), Löffelholz (2000).

In addition, criticism of the emergence of theoretical concepts in media research shows that the development of an integrative super theory for the description of present media communication is improbable.

In communication research, there are still no generally recognised definitions and stipulated axioms for the fields of PR, media and campaigns; however, there is a wish that such definitions can and must be found (Besson 2004; Röttger 2004). With regard to the field of interest, it goes without saying that PR, from the point of view of the stakeholder approach and the stakeholder discourse contained therein, can hardly have as its goal a one-sided transmission of information or influence, but rather stakeholder-oriented, discourse-initiating, interactive models.

Although classical economic educational approaches see PR more as a marketing instrument and an attempt at rather one-sided influence, the communication scholars define PR more as an activity of the communication management of organisations as a whole, and pay greater attention to the whole social context (Bentele et al. 2006). PR "is a part of the management communication between an organisation and its publics." (Grunig & Hunt 1984:6). But exactly from the perspective of organised activity integrated in a social context, PR definitions are hardly to be found (Signitzer 1988; Bentele et al. 2003). The question of more complex operational or system theories of PR, namely whether and to what extent PR is better understood as a social sub-system, is therefore on the scientific agenda. First publications in the German-speaking world on PR in the campaigning field came from Röttger with "Theories of PR" (2004) and "PR campaigns, via staging of the public" (2006) as well as Besson (2004) "Strategic PR evaluation, recording, assessment and control public relations". However, all publications lack attempts to clarify the field of research as a whole; the quality and quantity of PR theories are also unsatisfactory (Röttger 2004, 2006).

At the very least, globally operating companies with globally formulated values in the form of a vision, which should be implemented communicatively in a specific geographical context, require knowledge of the present communicative processes (Huk 2005; Culbertson & Ni 1996; Moss et al. 1997; Johanssen & Steger 2001). While practical PR experts in this field are beginning to pragmatically implement approaches of a comprehensive control of a company's communicative processes with the mentioned "campaigning-oriented" approaches (Golder 2005; Longchamp 2005b; Metzinger 2004; Behrent & Mentener 2001), the scientific communication experts find fault with the deficiencies in the theoretical basis of all previous approaches (Röttger 2003).

In the field of health communication, Hautzinger (2003) showed for the first time with her dissertation "Pharma communication in the age of Internet", a comprehensive view of stakeholder communication and examines the stakeholder "patients" in the socio-cultural environment of pharmaceutical companies. In the Anglo-Saxon literature, in the area of health communication, a more pragmatic approach known as "campaigning" has asserted itself in recent years.

The campaigning approach is known in the USA particularly from political communication (Brader 2006; Swandson 1996; Bosley 2000; Thurber J.A., Schatz 2002; Strachan 2003) and does not have a standard definition (Lattimer 2000; Zwicker 2007). In contrast to the USA (Plasser 2002; Ghose 2005), the approach has hardly been applied in Europe in profit-oriented companies (Behrent & Mentner 2001; de Vreese 2004). Since 1985, the term campaigning appeared in the USA in the strategic area of election campaigns, interestingly at the same time as the appearance of the first website and increased diffusion of the Internet.

Since 2000, the use of controlled communication for changing attitude-relevant questions in political communication was demonstratively observed after the US presidential elections (Nimmo 1999). Political campaigning has changed in the course of time into capital-intensive, money-driven marketing. The approach will be increasingly used in profit and non-profit companies exposed to public discourse on various subjects (Herrnson 2000; Thurber 2001). Thus, campaigning is used in the field of publicity, military affairs, consulting, party politics, health communication and there, in particular, in the effects of research (Thurber 2001). Generally one understands campaigning as a dynamic form of guiding processes of change by communicative means.

### 2.4.1. Arguments of campaigning

Campaigning basically offers nothing new in the way of tools that differ than the existing PR approaches such as issue management, integrated communication, reputation management etc. (Longchamp 2005b; Zwicker 2007; Jarren 2007). The main difference to other approaches is the effect-oriented pragmatic view, and the attitude to the stakeholder group, and in particular its networks such as the media, financial analysts, politics and the public. This pragmatic approach has until now, however, complicated access to scientific literature (Longchamp 2005b). Representatives of campaigning in German-speaking countries (Golder 2005; Longchamp 2005b; Metzinger 2004; Behrent & Mentener 2001) argue that the quality of the product as a performance deliverer is only one side of the coin. Also they argue that publicity often has deficiencies in the area of population credibility and is mostly product-oriented, and that trust is a question of communication. Kirf and Rolke (2002) argue that never before has the individual had so much power.

Personal power over extremely rapid media, like the Internet or via indirect networks such as the media and financial analysts, has recently affected companies both directly and indirectly. Similar indirect effects are also known in the stakeholder approach (Frooman 1999), which demonstrates the influence strategies of stakeholders with independent resources. Kirf and Rolke (2002) argue that empowered customers, controlling financial markets and self-referential employees, as well as the media which control public discussion and politicians prepared for conflict, can put very strong pressure on the communication departments of companies. Campaigning assumes that behind each stakeholder group there is a market, which is vital for the success and hence survivability of the company. Karmasin (2005) argues that the virtual information technological revolution has changed the entire chain of value. A company is no longer only a producer of goods or provider of services, but also a socio-contractual and interactive actor. Communication with stakeholders influences their behaviour from the start (Kirf 2002:21). The representatives of survey research, who examined the connection between being informed and opinion formation, came to the same and also differentiated conclusions (Raupp 2007). To be informed is in fact not defined as a necessary condition for opinion formation, but a central mediating function in the process is attributed to the mass media. In the present media society, the topic "primary experience" is perceived for most people as being informed. Despite disagreement in the definition, the campaigners agree that existing PR studies are currently marked by extrapolation and/or lengthy developments. They are rarely marked by changes or unexpected discontinuity in the environment, and by individual behaviour. Campaigners therefore require a view from the future back to the present: "Which gap must we fill between what exists and the target before us if one looks back from the distant target to the present?" (Rolke 2002:10; Metzinger 2004; Behrent & Mentner 2001; Lattimer 2000).

## *2.4.2. Definition and application of campaigning*

The campaigning approach has been inductively developed from practice and is thus far not clearly defined (Lattimer 2000; Golder 2005; Zwicker 2007). Up to the beginning of 2006, at least two definitions of campaigning appeared in Switzerland. According to Metzinger (2004), campaigning is quite generally a formulation for changing processes; it distinguishes itself from non-profit organisations with the term "business campaigning". He defines campaigning as a product of communication and intervention (and/or communication and management) with the formula: campaigning = communication x intervention, in which he understands "communication" as information x interaction frequency. In the classical transmitter and receiver models of communication, Metzinger finds deficiencies in the consideration of feedback effects. He argues that communication only occurs when "in its present reference framework relevant information is reciprocated, where this reciprocity is based on targeted actions and reactions of the actors involved" (ibid: 30 translated from German)[22]. Thus, it becomes clear that what Metzinger (2004) offers as intervention possibilities is a conglomeration of actions, which he lists with vivid examples. "Intervention" is understood as the direct intervention in processes and conditions, which should affect a change on a certain goal. Whilst Metzinger (2004) lists many valuable and simple examples, and also shows concretely how the effect can be achieved, a deductive differentiated approach is lacking as to how opinion formation eventually takes place. This is, however, also not essentially Metzinger's (2005) claim; he sees only the effect as the goal. Here the approach of Golder (2005), who relies more strongly on already existing scientific communication PR approaches, offers a valuable contribution.

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[22] This congruently involves Habermass' demand for discourse.

He defines campaigning as "a goal-oriented communication which defines the appropriate arenas (publicity) itself; which isn't (any longer imperatively) constricted thematically and chronologically, and which tries to obtain optimal effects in the sense of a defined goal". According to Longchamp (2005), campaigning is "in its self-conception an interdisciplinary and efficient approach to make strategic thinking usable for domains like communication, marketing and management." Golder, and in particular Longchamp, rather assume a top-down PR approach in the definition and thus include mostly deductive elements. Metzinger's approach is valuable as inductive "field work" even if more difficult to understand, because his claim to comprehensive control of the communicative dynamics can hardly empirically prove causalities and/or effect connections. For the present study, there are the practitioner models of Longchamp, Golder and Metzinger on the concretely proven operating level with an empirical basis. The instruments of the process control are divided by Longchamp into three sub-areas: A: Identification of subjects and targets, B: Program development through research, program alternatives, recommendations and C: Action and control. An overview of this process is shown in the diagram below:

**Diagram 18: Circuit and instruments of process control**
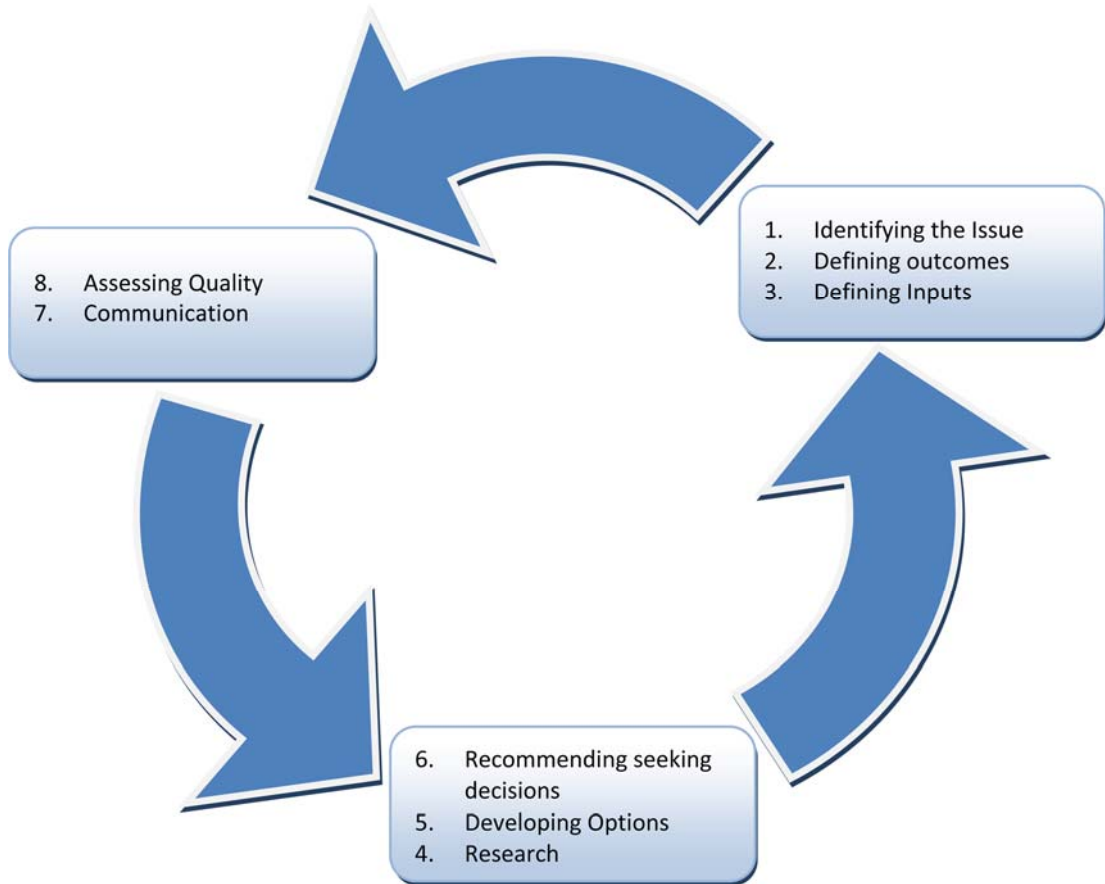


Source: Longchamp 2005b

The present study concentrates on recording the opinion of a definite group through empirical survey research, as implied in point four of the diagram above (population and media), with the aim of a definite goal, as implied in points 1 to 3 (acceptance and trust of the stakeholder group "population"), in order to subsequently develop corresponding behaviour guidelines in a concrete case in the sense of point 5 to 8. The base is the rather unstructured literature in campaigning. Three conditions can be defined which are briefly presented below.

First, campaigning urgently needs a strategy (Longchamp 2005b:5; Metzinger 2004:98). This means a concept as to how one can reach the desired goal from the present position. Longchamp (2005) compares the development of this strategy to a game of chess, in which each move is integrated in a larger goal, namely the desire to win. Longchamp specifies: "On paper strategies can be easily formulated. They correspond with the straight line A and Z. This is, however, the theoretical view of the strategy – almost the ideal strategy. In communication one is, as a rule, looking for the optimal strategy, i.e. that path between A and Z which can overcome the obstacles which occur as far as possible without set-backs. Such obstacles occur because the communicative goals transmitted through the media are questioned by target groups but are constantly driven on by the interests of one's own organisation" (translated from German). Adapted to the research question, the vision provides the strategic basis for the goal and the empirical VOX the basic areas of conflict, arenas, actors and thus possibilities to recognise where operating guidelines can be initiated. As this must be an iterative process, an appropriately moderated workshop in the company is a suitable means to the latter.

Secondly, strategic operation implies the implementation of a management concept. For this reason, the workshop mentioned must be carried out with top management, as otherwise the idea of campaigning will hardly have an effect (Lattimer 2000). The planning, implementation and control of an action generally belong to the management concept of an organisation. This is usually carried out by professionals, precisely by campaigners. Campaigners do not define the aims; these are given by the vision and the strategy.

Campaigners, however, require knowledge of the starting position. Campaigners, according to Longchamp (2005), are responsible for the optimal path between the starting position and the goal. The action is target-oriented communication.

Thirdly, campaigning is developed linearly, but strategic operation in practice depends also on intuition, quick learning ability and experience. This not only places high demands on the action competence of campaigners, but also on their relationship ability. One must constantly adapt to new starting positions, without losing sight of the goal. Three communicative procedures are common here according to Jäckl (2005): agenda building, agenda cutting and agenda surfing. Agenda building means that one tries to make the topics, which appear to be important or advantageous, the subjects of debate. Under agenda cutting one means exactly the opposite, namely, that topics which seem to be unimportant or disturbing should not be made subjects in the debate. In order to know where and on which topics reports on a company are available, one needs to start with a media contents analysis of the main daily newspapers. Here it is of particular interest whether the articles are based on empirical knowledge or journalistic opinion. According to Rössler (2004), agenda surfing has developed as a typical reaction to subjects. By this one understands the ability to be able to react to unavoidable subjects so that they are no longer harmful or disturbing, but at best useful. Agenda surfing corresponds largely to communication competence according to Meffert & Bierwirth (2001) and Rolke (2002).

### 2.4.3. The limitations of campaigning

In this study, the question is not about military campaigns, nor publicity or media campaigns that the media stage themselves (Blum 2005).

Campaigning as a theoretical framework, and as understood in the present study, is based on those studies which have appeared in the field of communication on campaigns (Arlt 2001), rather than on campaigns as such. This difference is relevant because the concrete implementation of campaigns is mainly individual, as the vivid examples in the campaign books show (Lattimer 2000; Metzinger 2004). The advantage of the stance taken in this study is that a company does not emphasize the individual elements of the communication mix[23], but only the effect one is aiming at with suitable communicative means. The effect is in the foreground, and no special technique.

### 2.4.4. Limitations of one-time campaigns

Campaigning should be clearly separated from the classical campaign which usually refers to a single event or issue (Bonfadelli et al. 2005). For example, the subject of cost pressure in health care was mainly virulently and controversially debated by the public. Since the introduction in 1997 of the new health insurance law in Switzerland, the costs have doubled, but not the service (Huth 2003). On the subject of cost pressure in health care, far more is required than informing the population about the value of health or launching an information campaign for there to be a change in thinking.

### 2.4.5. Limitation of integrated communication

Campaigning is limited by a further specification from integrated communication, although the two are becoming increasingly similar (Aebersold 2005). Integrated communication and all communicative means are used to promote products (ibid.).

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[23] Under the term "communication mix" all communicative measures of a company are subsumed which are used to control opinions, attitudes, expectations and behaviour of the target group. Elements such as publicity, sales promotion, PR, sponsoring, events etc. are part of these (Kotler et al. 2006).

Golder explains the difference between integrated communication and campaigning as follows: "Integrated communication is like a statically naked person on the floor. Campaigning is what makes the person move" (Golder 2005:4). It implies a mobilising element activated by communicative processes. However, overlapping cannot be excluded especially as the brand image of pharmaceutical companies is becoming more and more important (Cap Gemini Ernst & Young 2001; Gundermann 1997; Leppin 2000).

### 2.4.6. Differences of campaigning in politics and companies

Mekel (2002) limits the differences between politics and managers to where the shareholder is limited by the stakeholder approach, and argues that these differences increasingly disappear with the stakeholder approach. Under pressure from the population, politics must quickly consider on what basis communication should take place in order to achieve acceptance (re-election). Until now companies had the advantage of a one-sided balance of power in their internal relationship. Managers have a legitimate hierarchical relationship to their subordinates.

There is various literature about the responsibility companies should assume for society because of asymmetrical power distinctions (Habermass 1997; Spichiger 2001; Scherrer & Palazzo 2001). The demand also exists that management should be chosen by society (Steen 2007). Whilst Mekel (2002) certifies that since the end of the 90s there is a high external communication competence in politics, there are also higher internal obstacles.

According to Mekel (2002), while economic managers have to consider external target groups more from the perspective of the stakeholder approach, political management must connect external and internal contexts (ibid: 230)[24].

Rittersberger (2002) specifies that the power relationships between employer and employee can be very different. Even the Principal Agent Theory has the problem of the mutual power relationships between employer and employee (Bea & Göbel 2006). Golden (1968:4) has already said that "government relations are closely related to company's relation to the public, for there is little cause for a politician to attack a company if the public climate is not such that people in general, the voters, have reasons to believe that the company's activities are against their interests."

The present study, however, refers explicitly to external relations, when companies enter into contact with their stakeholder group "population". It refers less to how the state imposes its power or on internally directed approaches of campaigning, as for example lobbying (Longchamp 2005b; Hassener 2002), or on approaches so broadly formulated that they imply campaigning could control all communication at any time (Metzinger 2004).

### 2.4.7. Limitation to classic health communication

Classic health communication takes informed patients for granted. Apart from a few approaches (Hautzinger 2003) of dynamic interaction, it gets little attention. One prefers to analyse other stakeholders in order to discover typologies and possible communication deficiencies, and to thus allow knowledge of the market or the organisation to flow into a top-down structured company communication.

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[24] With internal groups, coalition partners, opposition, lobbyists etc. are meant. These are more difficult to handle than employees who have a larger degree of dependency.

The importance of the possibilities of interaction is increasingly recognised, but is at present reduced to the level of Internet. It must be adapted to the patients' concerns. For a wider discussion on health, a critically active mass is necessary and, hence, the primary function of the media as the mobilising element of the population. The Internet can indeed serve as an interaction area for part of socially directed communication. Campaigning from this point of view has primarily a mobilising function with the objective of confidence-building interaction, which can be linked to approaches concentrating on the Internet.

### 2.4.8. Limitation of campaigning and stakeholder approach

Campaigning and the stakeholder approach also have several deficiencies. Campaigning through its pragmatic perception simplifies complex combinations and implies some control over the communicative processes. The stakeholder approach assumes a common understanding of a group of corporate values which, in the heterogeneity of free markets and individual interests of the actors, only partially prevail and sometimes only emerge through pressure from outside due to regulative interventions[25].

The fact that stakeholders have a say and power potential exists is disputed in stakeholder theory. The role of the company regarding profit orientation is not as uniformly defined, when weighing between stakeholder interests and economic profit, as in the shareholder approach. Communicative processes to stakeholders can in reality only be improved by target-oriented communication.

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[25] What is meant here is that there are companies which follow almost exclusively a shareholder orientation, and which neither attract attention through negative press nor experience disadvantages in the market. It goes without saying that there are also companies which, through pressure from interest groups or from the state, are "forced" more or less voluntarily to take a stakeholder orientation.

Whether this orientation, particularly in globally operating markets, is really lived by the employees is questionable. The actors quickly agree on the mostly abstractly formulated values. However, there are many obstacles to the concrete implementation, particularly when change is involved.

In particular, internal communication has to be conceived so that the published normative values (e.g. vision statement) correspond to the values lived by the employees. Only then can a company appear credible to the public (Bruhn 2000:19). Just as the descriptive and instrumental stakeholder approaches are said to have partial ethical deficiencies (Scherrer & Palazzo 2006), there are also ethical deficiencies in the campaigning approach. In the campaigning approach, power is clearly subordinate to the goal pursued. Kirf and Rolke (2002) reply to this argument that today the power relations are no longer structurally on the side of the companies. As a result, not a non-hierarchical discourse takes place but, rather, a hierarchically equal discourse, allowing ethical deficiencies to be seen in context.

One could say that campaigning uses the media as a means of power to change ways of thinking by communicative means. Although communication takes place, de facto it is not about communication. It is simply the means of expressing information with a manipulative goal, and hence dependent on material interests. According to Habermass (1985), this perception implies a strategic approach which does not correspond to the central ethical idea of the stakeholder approach. It is also illusory to believe that one could communicatively control every one all the time (Arlt 2001). Golder, as well as Metzinger, puts attaining a goal with any and all communicative means in first place. They must therefore allow themselves to be criticised for ethical deficiencies, as such a definition does not question the values behind the use of campaigning.

Thus, the combination with the stakeholder approach is possible as a normative framework. According to Post et al. (2002), the term "stakeholder management" refers to management practices that reflect awareness of and response to the legitimate concerns of the multiple constituencies of the corporation, […] the term does not refer […] to the manipulation of stakeholders. In this statement, at least the basic components for using campaigning as the instrumental means to an end are legitimised.

## 2.5. Combination of stakeholder approach and campaigning

Both the stakeholder approach as well as the campaigning approach assumes a complex world, which in the long run must integrate the knowledge of the needs of target groups and drivers of networks. The stakeholder approach argues that the "embeddedness" of stakeholders results in the well-being of everyone. The campaigning approach argues that communication is the key to implementation, and on the other hand enables a continuing productive division of labour and, hence, the well-being of everyone (Harnischfeger 2002). Both approaches complement each other and also extend theory, because the possibility of communicating indirectly but fairly with the stakeholders is hard to find in stakeholder literature. After defining a target, both approaches require an empirical foundation for proceeding, and hence a detailed VOX. The descriptive part of the stakeholder approach provides the basis for this, which can be implemented in the campaigning approach by means of controlling the communicative processes.

In this sense, the stakeholder view and campaigning combine well. The strategic procedure of the Sachs model (2005) from the stakeholder view "management of stakeholder relations" and the campaigning model Longchamp (2005) "cycle and instruments of process control" complement each other.

While the stakeholder view defines the process steps of the analysis units as a logical sequence from the company point of view, the model Longchamp accompanies these process steps on the strategic communication level. For the present study, the stakeholder view is the basic stance: campaigning the method on how to communicate this stance and its contents credibly via the media to the stakeholders in order to arrive at the desired goal.

The stakeholder approach assumes that it is not sufficient to simply communicate the stakeholder interests on paper – one must also be able to live and competently communicate these internally and externally (Behrent & Mentner 2001; Post et al. 2002). Rolke (2002) also speaks of the communication competence one must have to be accepted in one's own market. The stakeholder approach says that a company must pursue interests other than just financial ones in order to have lasting success. The campaigning approach puts communication in the centre, and says that the management of company communication will determine its success (Rolke 2002). In the following, special focus will be placed on the actor media and its dynamics.

### 2.5.1. The importance of the media

The campaigning literature, particularly in the field of health (Bonfadelli & Friemel 2006), has a whole series of explanations as to whether medial messages, in the framework of communication campaigns, influence on their target groups or not. Here the media do not play an important role because of the medium per se, but because the communication is target-oriented. As already mentioned, a single campaign is not enough to bring about a change of thinking, and therefore the campaigning approach goes further (Behrent & Mentner 2001).

In the medial society, citizens are primarily aware of the image of companies (Blum 2007). However, the media do not reproduce reality objectively, but select and weight news according to certain – in particular, commercial – criteria. In this way, the media are themselves actors (Hardmeier & Klöti 2003). Campaigners see the mass media first and foremost as a means of constructing reality. They see the media (as well as politics) as having indirect value for a company, namely as a possibility to commend them and to contribute to market development, but particularly as an aid to becoming known (Meffert & Bierwirth 2001). The influence of the media also results, according to Rolke (2002), in direct value in the sense of sales volume and cost-saving effects when the relevant stakeholder is convinced of the credibility of the company. According to Harnischfeger (2002), trust can only be created through communication. In this formulation, one sees too how close campaigning and integrated communication are to each other.

Today there are per household more than 100 television channels and countless radio stations, not to mention the new media, such as Internet or e-mail. It can be assumed that this effect will increase with future technologies (Hilty et al. 2003). In addition, issues compete with each other in the ever-increasing variety of media (Hilgartner & Bosk 1988). It is no longer possible to simply place an issue in the media for it then to become widely known or even a universal truth. The critical reporting of the US regarding the war of the Americans in Iraq is evidence of this. For the first time in Switzerland, a critical discussion on the pros and cons was conducted via the media (Calmy Rey 2003).

No longer are only the companies, the media and the state the centres, which decide what should be transmitted via the media, but everybody is the centre of individual decisions, which puts pressure on the above mentioned actors (Behrent & Mentner 2001). In Switzerland, the so-called fourth power, the media, is submitted to the same economic dilemmas as companies. Behrent speaks about this in his book "Campaigning": "In competition for the attention of the many individuals, the 'public' in particular becomes a collection of arenas with the assistance of the modern media. And those who use the public as a resource for their activities become actors in the eyes of the public, similar to gladiators" (ibid: 10). The media increasingly feel that they are exclusively committed to the public and publish, driven by the pressure of competition, every new change and sensation. "Only what changes is sexy" (Golder 2005:4). The disadvantage of this commercialisation is that it leads to strongly reductionist reporting, where background reports almost literally disappear and the quality of the report suffers (Weischenberg et al. 2006).

These competition pressures are understandably not without effect on the population. Thus recipient and effect research is no longer of the opinion (and has not been for a long time) that the media are the only important variable in opinion formation. Elaborate models of decision and opinion formation show a far more differentiated picture and increasingly even correct the two-step flow of communication[26], as well as the role of the media (Golder 2005; Longchamp 2005a; Raupp 2007; Plasser 2002; de Vreese & Semetko 2004). Campaigners assume that the two-step flow of communication is increasingly no longer possible, as the media seize any subject which seems relevant to them and the discussion takes place almost immediately in public via the media.

[26] The two-step communication model was propounded by Lazarsfeld and Katz (1955). According to Lazarsfeld and Katz, mass media information is channeled to the "masses" through opinion leaders.

The campaigner does not see the media here as a risk potential, in the sense of possibly uncontrollable negative press announcements, but as an opportunity and a target-oriented tool to communicate in the medial public with their stakeholders. It is all the more important for a company to know the role of the media and their influence, in order to monitor potential mobilising elements by means of the methods of empirical opinion research and, wherever possible, to be able to act proactively.

### 2.5.2. *The role of survey research in the media*

The role of survey research as a basis for decision making is controversial (Wettach 2006; Raupp 2007; Asher 2004; Ginsberg 1989). Doubtlessly the status quo of a certain target group or stakeholder sub-group can be rapidly surveyed in detail with the new technological possibilities, and methically advanced opinion research and/or statements can be made on how they will develop (Raupp 2007).

The core question, however, does not revolve around the technical-methical feasibility, but rather around the actual aim of the surveys, i.e. why are they carried out at all, and for what purpose are the media employed. In the area of conflict between transmitting opinion and influencing opinion, there are normative questions from the initiators, on which numerous publications have appeared both in the PR field (Röttger 2001; Bentele et al. 2003 etc.) and the political field (Kriesi 2001a, 2001b, 2005; Raupp 2007; Ginsberg 1989; Longchamp 2005b etc.).

In addition to a neutral, descriptive analysis of the opinion of the group to be examined at the time of a survey, there is the instrumental dimension of interpretation and application of this knowledge. At this point the normative question is asked: how one should handle such information as owner, recipient, mediator etc. and/or how one should treat this information as a possible means of power.

In the conflict area between manipulation and discursive approaches in the implementation of survey results, the application of target-oriented publicity incentives (e.g. direct mail) extends from motivating target persons to buy a product, right up to using objectivised data as a basis for a discussion in media arenas (e.g. the program "Arena" on Swiss television).

According to Raupp (2007:173), when surveys are used to find out how the population thinks about certain questions, then survey research acquires a discourse-deliberative role. Thus, it is possible to find out where there is still need for clarification and intervention in the communication, or whether it is possible to transmit the desired contents. Even when the criticism of manipulation by expanded information exists, particularly in the field of publicity and marketing oriented PR, one could object that a company can only be successful with a population-oriented stakeholder view. In this respect, even an instrumental use of survey research is not necessarily a defect. Rather, one could argue that when companies monitor campaigns, slogans and images for positioning themselves in surveys, and if necessary adapt to the expectations and attitudes of the population, they are making efforts to implement their population-oriented vision and its transmission.

Representatives of the campaigning approach argue implicitly that the acceptance and thus the legitimisation of companies depend to a large extent on the successful communicative transmission of content, in particular also transmission via the media (Deephouse 1996; Ruef & Scott 1998; Deephouse & Carter 2005). Blum (2007), Giesberger (2007), Longchamp (2007) and Bonfadelli and Friemel (2006) emphasize that the influence of surveys and the media on the individual citizen's decision making needs to be relativised, but that it does play a role on the level of opinion formation and argumentation.

More importantly, surveys should be carried out as far as possible according to scientific standards. The formulation of the questions should be as objective as possible. The surveys should be neutral and not influenced by the employer, nor carried out exclusively for underlying monetary interests. This corresponds in the widest sense to the demand of Habermas' consensus theory of truth, which does not primarily search for consensus of content, but rather for the formal conditions under which something is to be regarded objectively (Reese-Schäfer 2001).

But even a high-quality, neutral, objective and representative survey is not sufficient according to social-scientific maxims. The transmitter of information must also be as well known as possible, be easily accessible and be willing to show the greatest possible transparency, and thus comment on the transmitted message on an empirical basis (Blum 2007). For this reason, especially the well-known and credible print media have an important role as information instruments for the transmission of topics (Bonfadelli 2007; Blum 2007).

The argumentative point of view attributes an objective intermediary role to the journalist. In addition, the latter must have social science knowledge, and maintain a reciprocal professional relationship to the survey institutes. An examination of such relationships in the field of election research in Germany was confirmed by Raupp (2007). Raupp also comments that the media use surveys as background material for building suspense, and for emphasis and visualizing complex or abstract situations.

The media reports on surveys in three ways: as instrument of legitimisation of their own main points and statements, as horse-racing journalism to create suspense, and as a part of meta-reporting on political campaigns. However, the media expectations of rapidity and clarity exceed the possibilities of surveys.

Critics argue that quantitative survey research is too passive to initiate discussion (Steen 2007). However, here the mediator can provide additional value by not only publishing opinions on the status quo, but by directing attention to empirically ensured topics in order to initiate a varied discussion on various levels (Blum 2007). The transparent and comprehensive transmission of information serves as a basis and starting point for discussions at the local pub, for continuous media reports, for focus groups, and above all as a basis for a stakeholder-oriented discourse and stakeholder commitment.

VOX should be mentioned as such an example. Since 1977 in Switzerland, the population is questioned in the aftermath of federal elections on voting behaviour, value attitudes, information channels etc. The formulation of the questions is mainly compiled by experts, i.e. academics. The raw data, including the analyses of the independent institute, are placed at the disposal of everyone interested, in particular the media and universities, but also political parties and, for low a subscription price, the population. The press are briefed approximately 2 days before the publication in a two-hour media conference on the details of the survey, its evaluation and interpretation. Afterwards, the press are able to interview representatives of the survey team. According to Longchamp (2007), the errors in reporting has decreased massively, the variety of subjects and the interest of the population for political themes has greatly increased, so that now the problem of reductionist reporting needs to be addressed. VOX it is not explicitly a question of confirming the result of the election empirically, but of creating explicative transparency and media transmission with the aim of clarifying the outcomes and initiating starting points for new discourses.

Thus, the VOX analyses regularly serve as a basis for the political program "Arena" on Swiss television, where representatives of the most important societal stakeholders debate in the public arena. Naturally, politicians try to influence opinions with clever arguments, but the mature citizen is capable of forming his own opinion and deciding himself. In the present study, one could criticize that, measured against general political interest, VOX is descriptively effective. However, topics selected in a company or out of individual interest can never initiate a broad discourse similar to VOX.

The choice of the "population" as stakeholder group, however, implicitly requires this, so that broad discourse needs to be sought via the media and to be similar to VOX.  As the population is not a mass of people who think alike, there is also the possibility of the instrumental implementation of stakeholder commitment on a lower transmission level, such as focus groups, questioning of opinion leaders[27] etc.

It would certainly be presumptuous to transmit the VOX model to the present research question. Considering the political interest in Switzerland for individual companies, the equivalent attention and mobilisation could in no way be expected. However, many parallels can be seen in the operating mode, application, planning and procedure of interaction with the media, population and politics in VOX analyses. Subsequently, these elements need to be embedded in a concrete implementation.

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[27] The users of the media are called "opinion leaders" who pass on the information from the media to people who use the media less (Noelle-Neumann et al. 1999)

**2.6. The special context of Pfizer Switzerland**

The main reason pharmaceutical companies in Switzerland have to choose an indirect strategy in the communication with their relevant stakeholder "population" and cannot establish direct contact is regulatory (Hautzinger 2003). As a result, Pfizer professionalised their contact to doctors and authorities. Pfizer, therefore, has contact to patients indirectly through the network to the doctors. The assumption is that patients tend to perceive Pfizer positively through products recommended by a trusted person, namely the doctor. From the point of view of Pfizer, the doctor however has a disputed role as a direct influencer in dispensing medicines. Because of the asymmetrical distribution information between patient and doctor, there is not a choice of possible alternatives in the therapy or the medication. In addition, the patients are beginning themselves, for example, to seek information via Internet on medicines and therapies, and to consult the doctor in order to legitimate their own findings (Kirschning 2004). The indirect contact between Pfizer and the population tends to favour their own market, with partially market-distorting incentives between the sales department of the pharmaceutical industry and the medical profession. The latter has an effect on the figures in the evaluation of shares of the pharmaceutical company by banks (UBS Outlook 2005).

What makes matters worse with this two-step flow of communication is also that recent developments, such as negative media reports, strong emergence of the Internet, massive increase of generic products with state support etc., are elements which Pfizer must increasingly take into consideration. In particular, in Switzerland, the population associates trust in the pharmaceutical industry primarily with the subject of cost pressure in health care (Health Barometer 2006), which is publicly discussed via the media.

As Pfizer, however, only has a limited network to the media, such attacks often remain unanswered. For this reason, the pharmaceutical industry, and in particular Pfizer, is afraid of suffering a loss of trust in the population.

Communicating via the media but not in the manner of two-step communication is not new. In the areas of politics, as well as financial markets, it has greatly increased in recent years (Hardmeier & Klöti 2003).

The value-oriented question in health care is often discussed among experts, but the discussion does not find its way to the population. And when it does, it is with negative headlines, such as reciprocal accusations regarding the question of costs in health care (Tages Anzeiger 18.4.2006; Cash 11.8.2005). For this reason, it is interesting to examine which media on the subject of health the population considers trustworthy, and how the media report on Pfizer.

As a basis for the values communicated in the vision, an empirical examination should take place both internally and externally on the status quo to detect possible deviations on the issue "create trust". On the basis of this knowledge, an external and indirectly oriented communication competence should be created.

**2.7. The research question and its limitations**

The focus of the present study needs to be limited appropriately. Although in Switzerland direct contact of the pharmaceutical company with the population is not possible, a company such as Pfizer Switzerland can choose an indirect strategy. Via the channel of Media Relation it is possible to build up contact to the population.  In contrast to most companies in a free market, the stakeholders at Pfizer need to be mobilised in a first step with an indirect communication strategy.

While it is hardly possible for Pfizer to enter into direct contact with the stakeholder group "population", the reverse method is far less problematic. Interested stakeholders may without exception enter into contact with Pfizer, and Pfizer may create corresponding platforms for establishing contact (e.g. Internet, telephone, forums etc.). The internal communication possibilities do not differ from other companies, and there are no special rules. One can communicate with employees both indirectly via published communication in the sense of vision, information systems, process descriptions, guidelines etc., but also directly via e-mail, telephone and discussions. The diagram below illustrates this:

**Diagram 19: Level of focused communication**

## Levels of focused communication



External communication          Internal communication

(Direct Mailing)                Leadership
Internet (dynamic)

Direct

Stakeholders                    Employees
Authorities etc.                Management by
Media                           Objective, career
                                E-Mail

Indirect

Stakeholder                     Information system
Population                      etc.
Politics
partial publicity               Strategy
Public
        Internet                Vision
Market   (static)
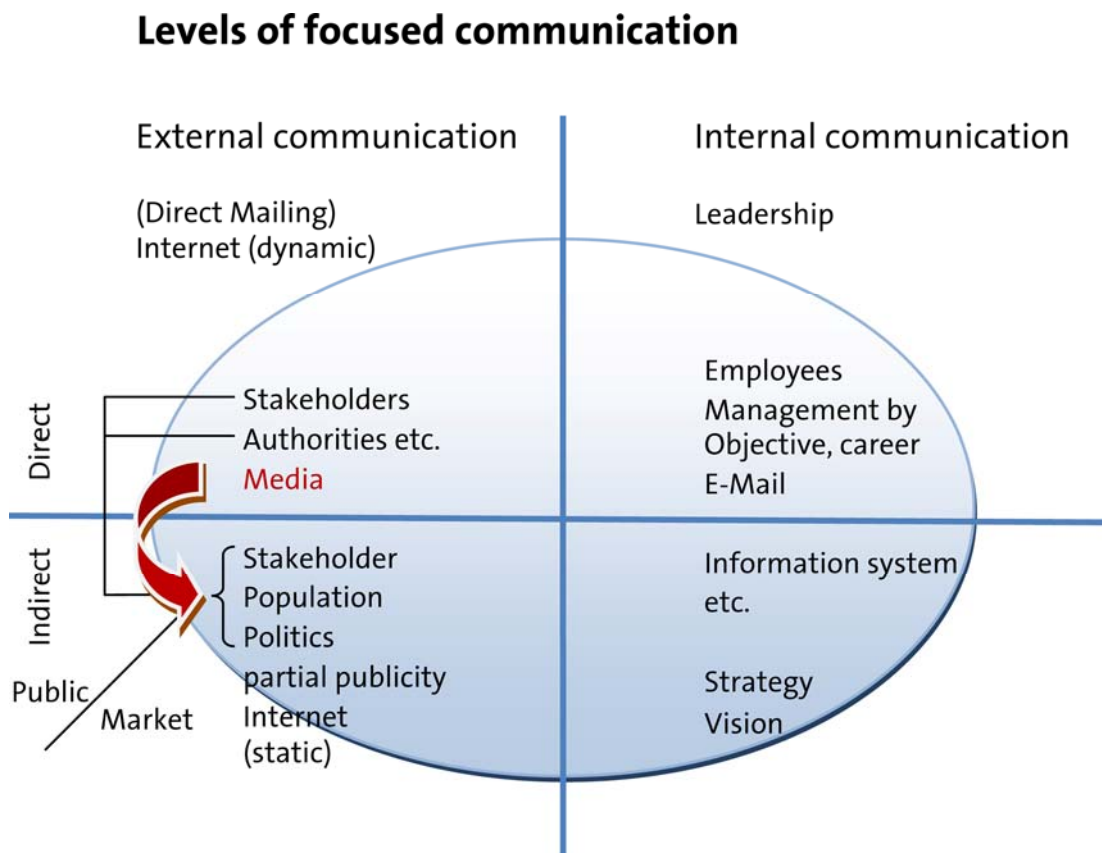
Source: Author

In a further step, this focused communication should be linked with the framework in order to show medially communicative operational guidelines on micro, meso and macro-levels. The diagram below should clarify this combination:

**Diagram 20: Medially communicative operational guideline**

## Levels of communication
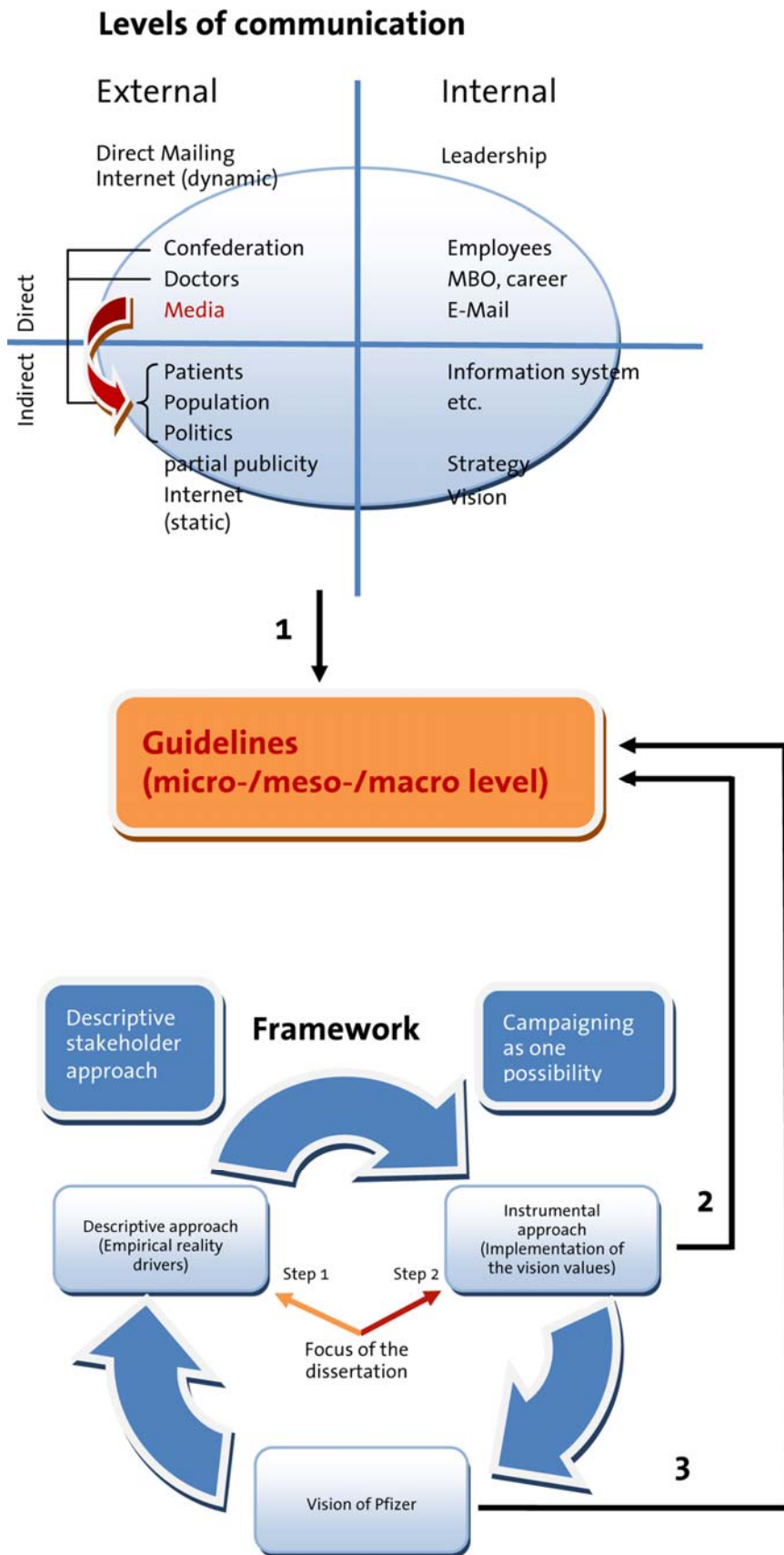


Source: author

From the stakeholder-oriented vision (line 3) and on the theoretical basis of campaigning (line 2), the conditions for operating areas on the micro, meso and macro-levels should be initiated as the basis for building up communication competence between Pfizer and the media (line 1) and thus indirectly to the population.

**2.8. Sub-problems as basis for the empirical starting position**

The first research question in the framework has been developed considering the requirements of a concept which connects the communicative activity level to a stakeholder-oriented vision. In addition to an analysis of the present status, the empirical elements of the detailed research questions (hereafter referred to as DRQ) 2 to 4 are worked out, primarily from the stand point of the following question:

"Which elements (internally and externally) does a campaigning-oriented approach need to know in order to be able to determine channels, arena and messages for a given issue (health care) and a specific stakeholder network (population/media)?" These findings must then be implemented in answering the DRQ 5. The following diagram gives an overview of this:

**Diagram 21: Empirical steps**
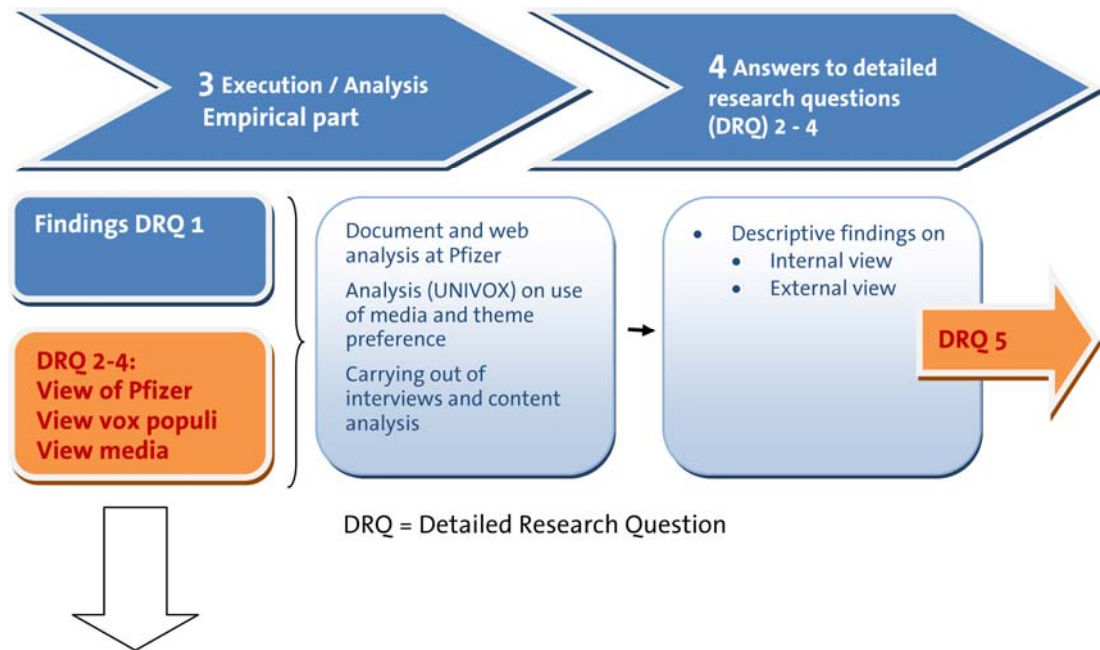


In this section the previous comments will be applied and broken down into sub-questions. The results are the following sub-problems:

As a first step, it is indispensable to know the point of view of Pfizer Switzerland itself. The internally published opinion (webpage, annual report, worldwide vision etc.) and the actually lived opinion on the importance of the issue of trust needs to be obtained. In doing so, the stakeholders and their networks will be identified, together with the risks and dangers these contain. This will be done by means of qualitative, explorative interviews with important representatives of Pfizer.

Also of interest are the media channels via which the stakeholder group population obtains information on the topic of health. This is important because in Pfizer's vision the clear statement is made that they want to distinguish themselves in the field of health as a whole. From studies of user behaviour and topic preference in the media, daily newspapers are known to be the most important source of information used by the population to find information on the topic of health (UNIVOX 2006).

A socio-demographic structure analysis by the GfS Research Institute of the above mentioned regular UNIVOX population survey of media and communication is suitable for this. This will allow clear statements to be made as to who obtains information where, and also whether there are socio-demographic, political preference or income factors, according to which the population can be sub-divided regarding their opinion of Pfizer.

As a further element, <u>Pfizer must also know how it is presented in the most important newspapers in Switzerland</u>. Only then can their opinion of themselves be compared to that of the public. For this, a contents analysis of the most important Swiss newspapers is necessary.

In a further step, the profile of the company and its attitude of inducing trust in the population should be analysed. This involves asking the Swiss voters <u>whether they know Pfizer and whether they trust Pfizer</u>. For a target-oriented communication, one must also know who (socio-demographically) this is, and whether there are factors according to which the population can be sub-divided (e.g. political preference or income). For this, a representatively quantitative survey with a structured questionnaire is necessary.

From the answers to these questions, conflict areas can be shown, which can be reflected on in a workshop at Pfizer, in order to find out the areas of activity which could promote a target-oriented communication competence.

The integration of the theoretical taxonomy of the stakeholder approach and the two perspectives of the study (present and future) with the empirical operationalisation of the research questions are shown in the diagram below:

**Diagram 22: Perception embedded in theoretical framework**
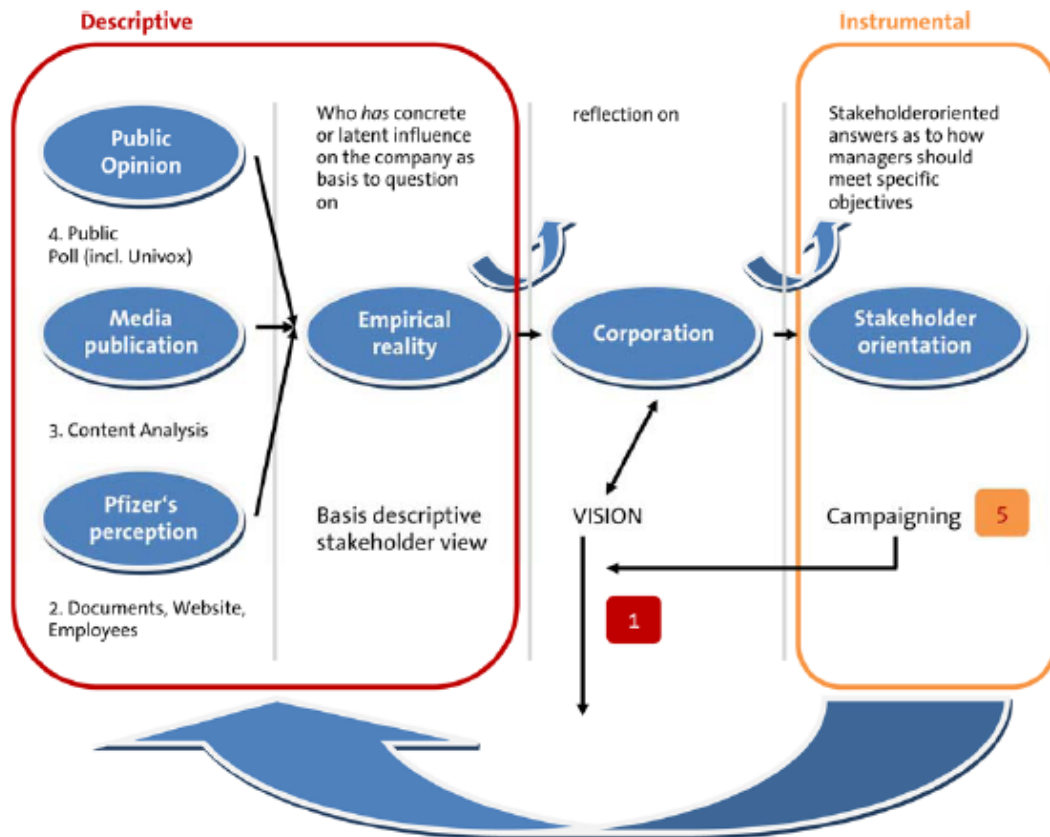


Source: author

The requirements of a concept, which is medially connected on the communicative activity level with a stakeholder-oriented vision, is indicated in the diagram above with the number 1 in red.

On red circle: Descriptive empirical reality: The central interest is the following question: "Which elements (internal and external view) must a campaigner know about a given issue (health care) and a specific stakeholder network (population/media), in order to determine channels, arena and messages?"

Numbering within the red circle:

On 2: Qualitative analysis: How do important representatives of Pfizer Switzerland see the issue defined in their vision: "create trust in the stakeholder population"? And how does Pfizer see the role of the media in this context? Are there deviations between the "lived" (companies are what they do; Post et al. 2002:8) and the "published" (vision, website, documents) orientation?

On 3: Contents analysis: Which newspaper reports on which subject about Pfizer, and what can one conclude from this?

As an element for the legitimisation of the media contents analysis and structural validation of the following population survey, this part contains a Univox structural analysis. Via which channel does the Swiss population obtain information on the subject of health? How important is the subject health in comparison to other subjects? Which differences exist with regard to political preference and income? Which differences exist in the socio-demographic aspects, such as age and sex?

On 4: Population survey: How is Pfizer perceived in the population? How trustworthy/credible is Pfizer considered to be? What do people think? Who does not know Pfizer or only its products? In regard to such a company, what differences exist with regard to political preference and income? Which differences exist among the socio-demographic aspects, such as age and sex?

On 5: An overview of the instrumental implementation is given by the following diagram:

**Diagram 23: Further development, conclusion and outlook**
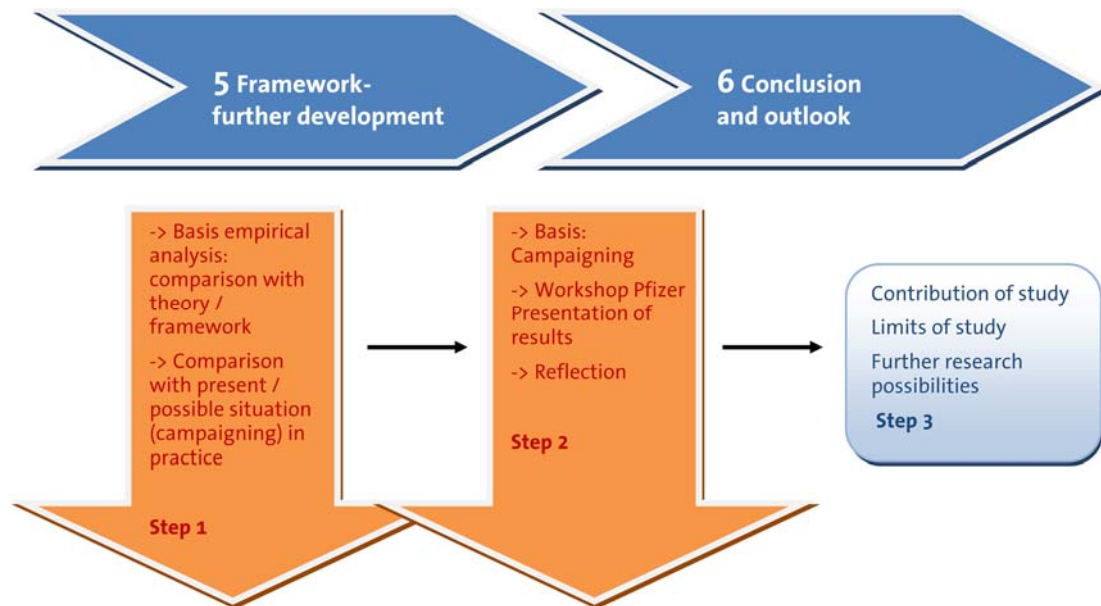


Step 1: What do the descriptive findings tell us? Where are there deviations and areas of conflict between vision, Pfizer's lived networks, the population (differentiated according to groups) and the media (differentiated according to newspapers) and/or their drivers?

Step 2: How can one combine these findings with the effect-oriented campaigning approach? The areas of conflict are presented in a workshop at Pfizer. Subsequently, a possible implementation using campaigning may be worked out, or the difference campaigning makes in ways of thinking looked at. Questions to discuss: Where are communicative deficiencies? Which messages can be communicated to which stakeholder sub-group of the population via which channel? What are the opportunities, risks, dangers, strengths?

Step 3: Résumé recommendations

To conclude the chapter, here is an overview of the detailed research questions and the corresponding empirical elements:

**Diagram 24: Overview of framework with empirical detailed questions**
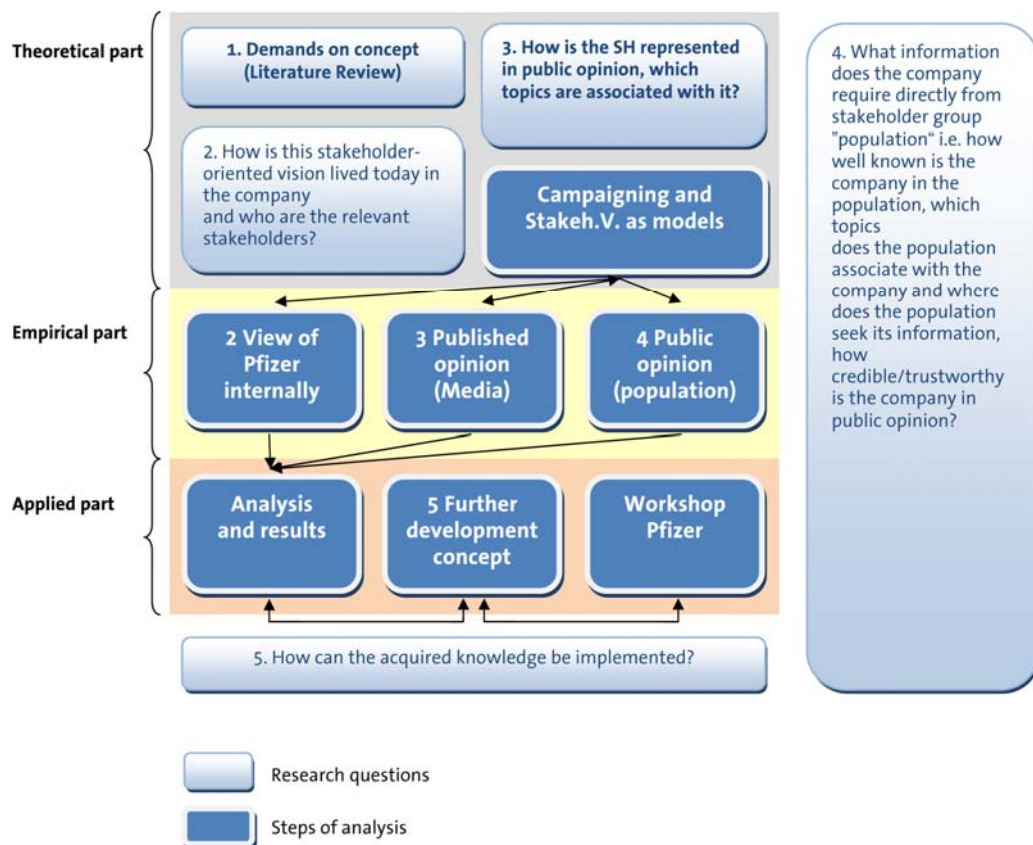


Source: Author

## 2.9. Conclusion

In answer to the question of what are the requirements of a concept which medially link a stakeholder-oriented vision to the operating level, in a first step, the conditions for a stakeholder perspective are developed. In a second, a framework with the participating actors, company, population and media is developed. In so doing, the representative survey research is identified as providing objective data for the actors concerned so as to establish the starting position for a discourse in order to initiate mobilising the population.

A VOX on the opinions and perceptions of the actors (media, population, company) should be prepared as an initial element in order to develop a suitable program to be carried out in workshops at the company. On the operating level, the campaigning approach provides an instrumental implementation on the normative basis given by the defined stakeholder-oriented vision. This possibility is provided to enable the management of a company to see the communicative processes as a strategically global task. An overview of the interrelationships of the literature is shown in the following diagram:

**Diagram 25: Contribution to literature**
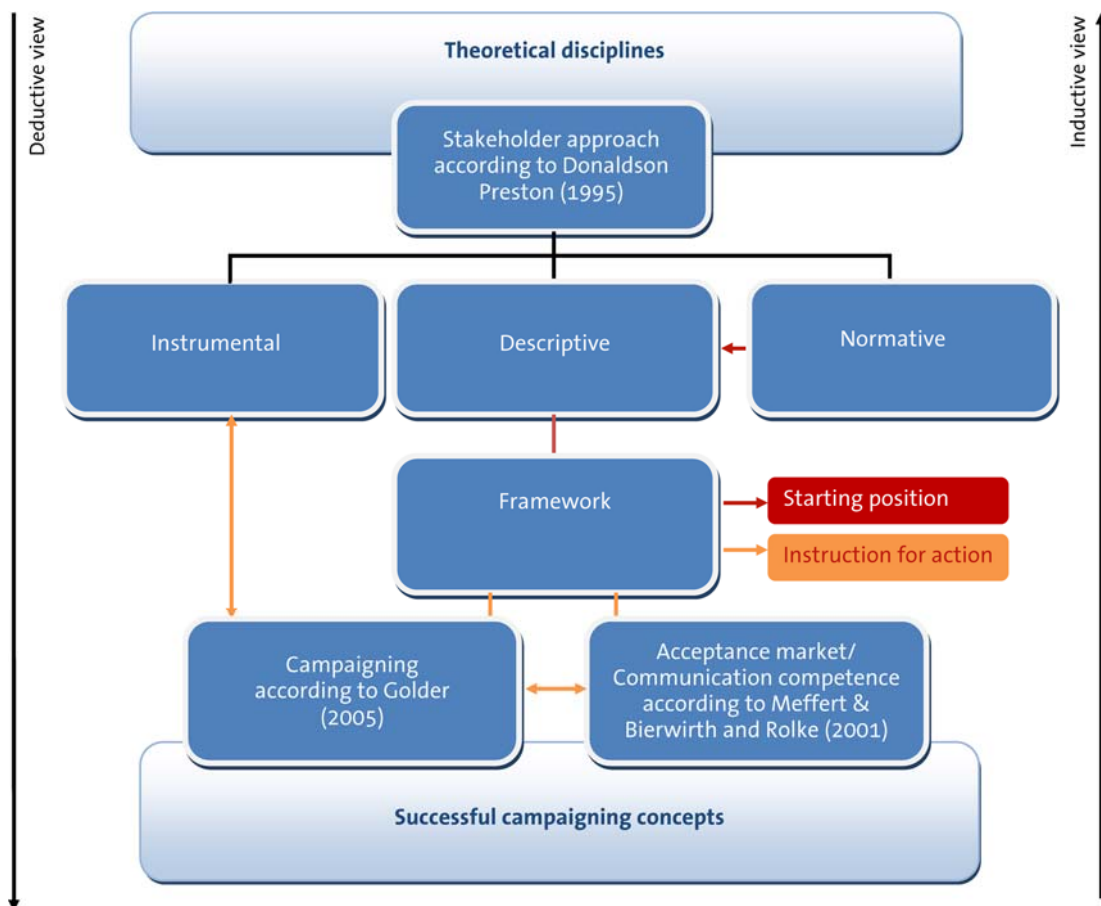


Source: author

The yellow arrows show the theoretical framework of the campaigning approach of Golder and Metzinger, and the instrumental implementation of the stakeholder theory. These two approaches focus on communication competence which one must have in the defined acceptance market in order to be credible. Adapted to the research question, communication competence refers to the acceptance market "media" as an important element for forming opinion and as a "primary function", i.e. initiating discussion and mobilising the stakeholder group "population". The red arrows show the connection of the taxonomy of Donaldson and Preston (1995).

# 3. Chapter 3

### 3.1. Research design and methodology

In this chapter, the framework developed in the Literature Review is explained in more detail, in particular the empirical elements. Emphasis is placed on the detailed research questions 2 to 5. In addition to the analysis of the present status, the empirical part is handled primarily from the point of view of the following question:

"Which elements (internal and external) should one know about for a campaigning approach in order to be able to determine channels, arena and messages for a given topic (health care) and a specific stakeholder network (population/media)? How can this knowledge be implemented in a campaigning-oriented approach?"

The following diagram gives an overview:

**Diagram 26: Survey of theoretical and practical parts of research assignment**
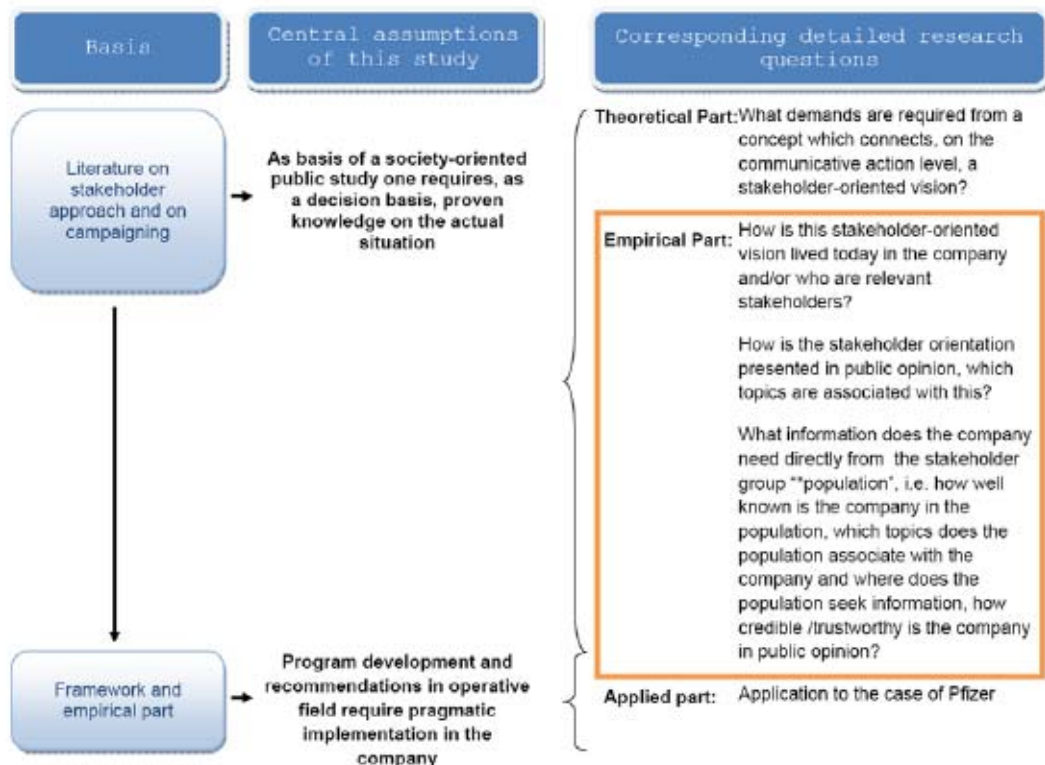
Whilst the theoretical detailed research question was developed in the previous chapter, this chapter shows the procedure for the other four research questions. The previous comments strongly suggest that the present research question requires a method mix of qualitative as well as quantitative investigations. The empirical part assumes the main emphasis in this study. One part of the research process comprises the descriptive analysis of the starting position (empiricism in the diagram below, descriptive approach). Another part comprises the implementation as the basis for the development of a communication competence in the acceptance market of the media and population on the subject of health (diagram below).

**Diagram 27: Starting position and implementation**
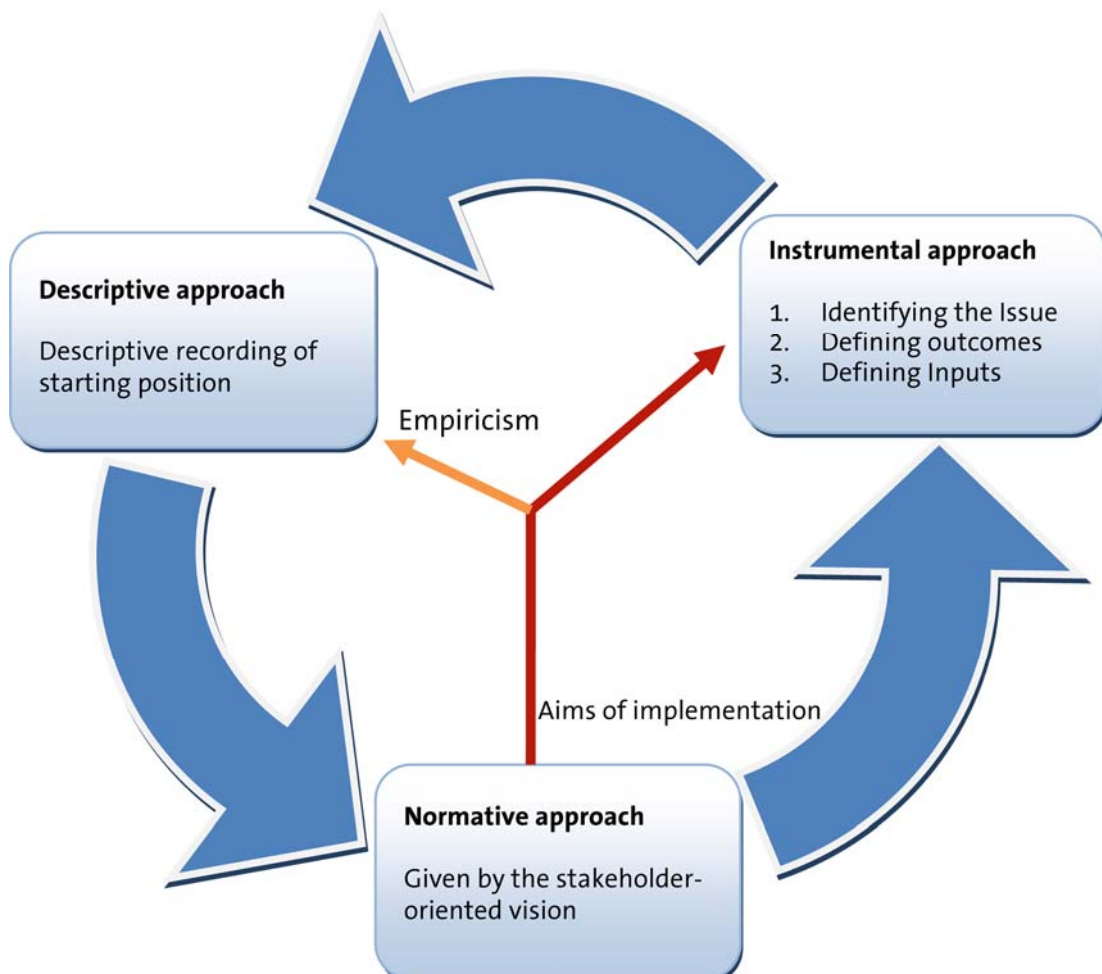
Before describing the empirical parts, the following specifications concerning the aims of the implementation should be made.

Concerning communication competence and acceptance market:

A possibility for obtaining "acceptance" as defined in the Literature Review, requires, in addition to a communication strategy, the creation of a corresponding "interaction range" in which dialogues can take place with the stakeholder "population" (and media) (stakeholder commitment). In principle, Pfizer can enter into direct contact with the media. The media themselves are important actors in the contact with the population, and as "primary function" to motivate people to enter into contact with Pfizer on the subject of health. Dialogues resulting from a stakeholder commitment become non-hierarchical discussions of the actors concerned, based on qualitative principles such as fairness, efficiency and competence. Through knowledge of the basic attitude of the most important media on the subject of health and the corresponding socio-demographic data of the interested population, "interaction rooms" and/or behaviour guidelines for a stakeholder commitment can be created. By granting influence to their relevant stakeholders, the stakeholders reflect this credibility back to the company. In this manner, the necessary acceptance can be established and increased in the public, especially since participants in "interaction rooms" can also be opinion leaders, in addition to the population and representatives of the media.

Concerning media and population:

The terms "media" and "population" are two concepts which are too broad for establishing behaviour guidelines to enable comprehensive control of the communicative processes. Applied to the research question, it is of particular interest to know which media are consider to be credible and are used by the population to gain information on the topic of health.

The analysis of the use of the media and the related topic preference (health) gives information on which medium is used, but not on who in the long run use these media. According to the hypothesis of lack of knowledge, there must be a connection between education and media use, in particular in the use of "demanding"[28] media, such as newspapers. The relationship between socio-cultural characteristics and use of the media is not new (Jäckel & Reinhold 1996). In various investigations[29] and the lack of knowledge hypothesis[30], one comes to the conclusion that education, age, profession[31] and/or income[32] and even lifestyle together have considerable influence on behaviour. As lifestyle research[33], in particular lifestyles and use of the media, is a rather young field with a broad starting base (Bonfadelli 2006; Tauber 2006), the present study confines itself for economical reasons to the socio-demographic questions, which most of the concepts (even with different theoretical background) use as a basis (Bourdieu 1987; Beck 1986; Lüdtke 1989; Schulze 1992; Spellerberg 1996; Sinus 1985 etc.).

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[28] Here is meant for example the interest in factual politics, culture and economy. Under factual is meant for example empirically proved information, so that the role of the journalist corresponds more to transmitting information than to controlling it.

[29] See Tauber 2006; collection Böhme-Dürr et al. 1990.

[30] The lack of knowledge hypothesis assumes that, with a higher degree of education, the "demanding" media are more frequently used (Tichenor et al. 1970).

[31] In this connection, one speaks of "meritocratic triad" as the elements profession, income and education are at the basis of the traditional class model (Kreckel 1985). This point of view is in part criticised as a narrow and unsubtle point of view (Krotz 1991; Fahr & Brosius 1997).

[32] Income is here, together with wealth, regarded as an indicator of power (Hradil 1999)

[33] The lifestyle concept comprises a whole range of classical social class and lifestyle concepts, beginning with Marx, through to Weber and class theories, right up to Veblen's theory of fine people, Simmel's philosophy of money etc., which are not necessarily connected with the use of the media (Tauber 2006).

In addition to the basic data such as education, age, sex and income, there are also data such as use of media, political preference (parties and left-right-middle preference, see Milic 2007), and questions on how the credibility of the medium is perceived and on company trust. We restrain from using typology as much as possible. The latter, especially the multi-functionality of the media, independent of age and education, would have to be analysed in detail, as well as the subject of inequality of "individualistic-liberalistic" cultures such as Switzerland (Haller 1989)[34]. In addition, one would focus on a typology without having complied with Pfizer's central needs in this area. This important step intentionally leaves room for further research.

Concerning the topic health:

Health communication ranges in the area where various expectations intersect with health insurances, insured persons, hospitals, doctors as well as patients, medical research, the pharmaceutical branch etc., as well as relations of patients, society and the representatives of society such as politicians, the Church and the State (Kocher et. al 2004). While the view of the central actors in health care and the population through communication and the formulation of interests is increasingly known in the media (Longchamp 2005a), the pharmaceutical industry participates on the same platform in the public discussion in only a very limited way. One of the main reasons for this is that in publicly accessible investigations, the main emphasis is on the attitude of the population towards the pharmaceutical industry in general, and not towards individual companies.

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[34] Haller (1989) says: "It seems to be evident that the privileged position of a country in the system of the international distribution of work and prosperity results in its citizens tolerating inequality to a higher degree as they themselves do well in such a system. In lesser endowed nations, on the other hand, the social 'elite' of the country will not only be made responsible and criticised for the economic deficiency but also for the internal distribution structure."

In addition, it can be assumed that the population sees quite specific producers under the term "pharmaceutical industry" but this is not accessible to public investigation. The best-known investigation on the topic, the Health Barometer, shows the attitude of the population in relation to political questions concerning health since 1997 (Longchamp 2005b). This analysis comes to the conclusion that there is both an increasing loss of trust in the pharmaceutical industry, as well as very low communication competence (Bieri 2007). Knowing this, it is of interest to know what the population thinks of Pfizer as an actor in the pharmaceutical branch. From the existing interest, and supposing that Pfizer is relatively little known in the industry, the focus in this study will be on the elements of degree of awareness, credibility and topics which can be associated with Pfizer.

Concerning research process:

The process is basically the same as that of classical research. In order to answer the research questions, a framework in the form of a method mix is established to provide information concerning the internal (Pfizer) and external (published and public) opinion at the present time. It is based theoretically on stakeholder and scientific communication PR theory, which has been enhanced by including survey research and media content analysis to form a framework. The empirical framework and findings will be further developed by the application of the campaigning approach in a workshop at Pfizer as a concrete example. The results will provide stimulation and suggestions for further research.

**Diagram 28: Overview of research process**
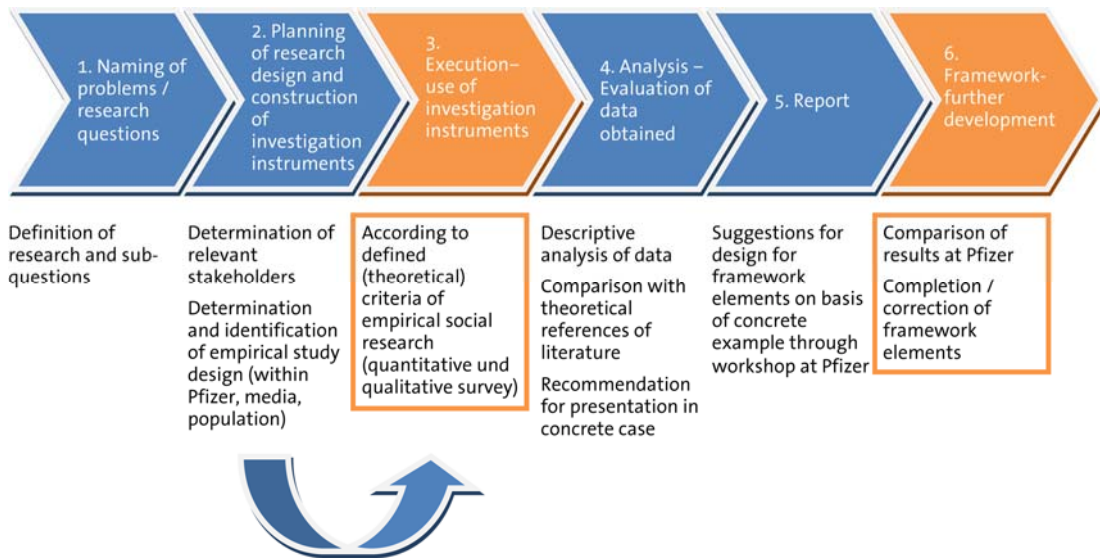


Source: according to Kotler 2006

On the basis of the framework, it is indispensable to know the views of Pfizer Switzerland. First, not only are the internally published messages (web page, annual report, worldwide vision etc.) important, and the stakeholder networks mentioned in these publications, but also the actual stakeholder networks experienced by Pfizer Switzerland. It is especially important to clarify the questions concerning the importance of the topic trust, which identifies stakeholders and their networks, and the risks and dangers these contain. For this purpose, important representatives of Pfizer are questioned by means of a qualitative, explorative interview.

From various long-term studies of consumer behaviour and topic preference in the media, it is known that daily newspapers are preferred regarding the credibility of information on the topic of health (Bonfadelli 2006; UNIVOX 2007). In order to be able to communicate in a target-oriented manner via the media, the topics in the daily newspapers relevant for Pfizer must be known, as well as who reads these newspapers and seeks information there on the topic of health.

The topic health must be broadly understood, as Pfizer wants to position itself on the value of health as a whole. For this purpose, a detailed structure analysis of the data of the population survey UNIVOX, regarding the media and communication and carried out by the GfS Research Institute, will be useful. Thus, clear statements can be made as to who seeks information where, and whether there are socio-demographic differences and factors such as political preference or income, according to which topic preference and consumer behaviour on the topic of health differ. Pfizer must also know how it is presented in the most important daily newspapers. Here, a contents analysis of the most important Swiss daily newspapers will be carried out.

In a further step, the factor of trust in the population will be analysed. This means asking the Swiss voters if they know and trust Pfizer. For target-oriented communication, one must also know (socio-demographically) who the population is and whether there are attitude-relevant factors (e.g. political preference or income). For this, a representative quantitative population survey with structured questionnaire will be suitable. From the answers to these questions, areas of conflict can be seen which can be studied in a workshop at Pfizer in order to find areas of activity which can serve as a basis for a target-oriented communication competence according to the campaigning approach.

## 3.2. The empirical mix of quantitative and qualitative methods

The following presents the individual empirical surveys:

**Diagram 29: Overview methodology**
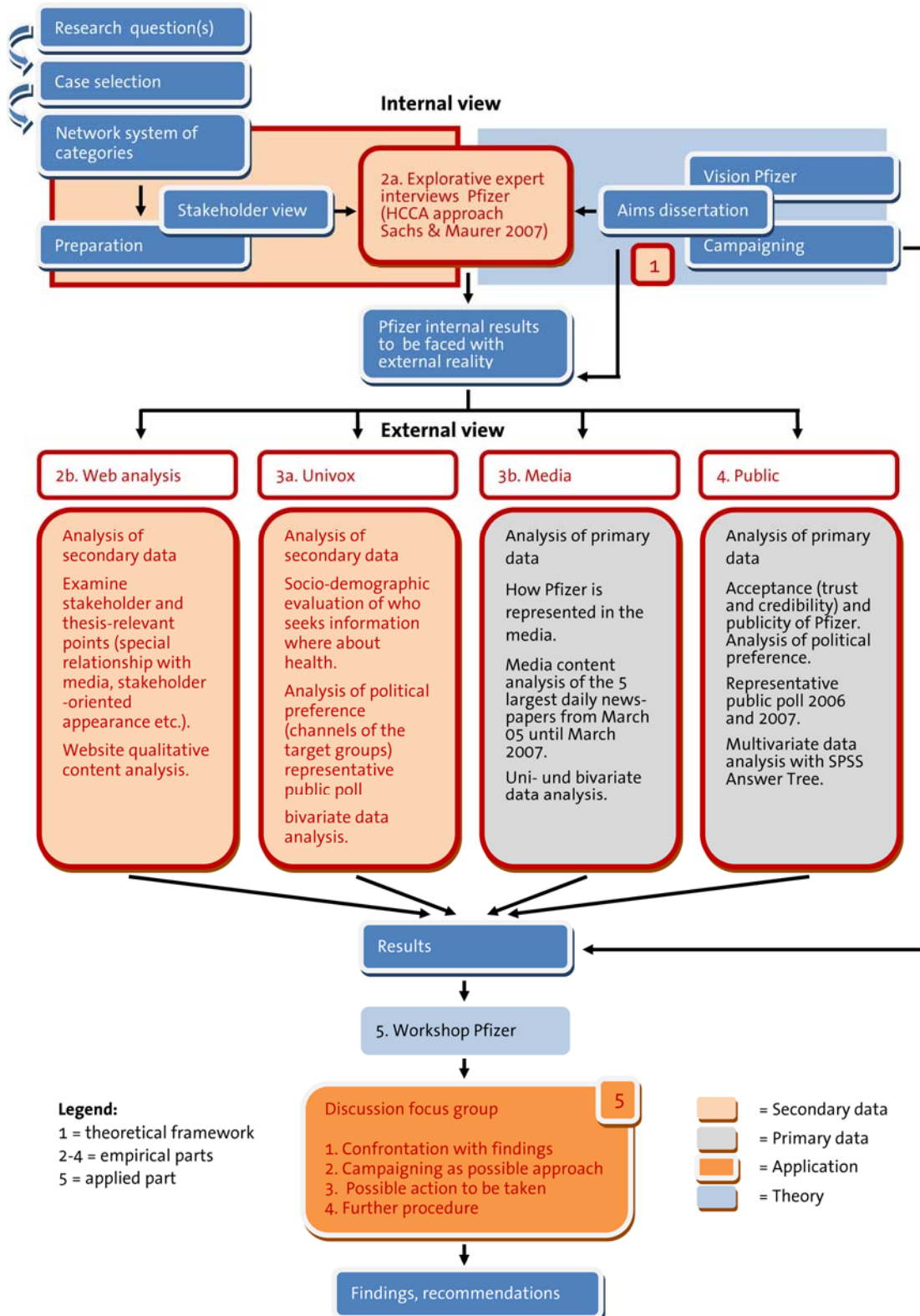


Source: author

### *3.2.1. Qualitative study; perception Pfizer (secondary analysis)*

Concerning 2a and 2b:

The aim of this case study analysis is to find out "how important representatives of Pfizer Switzerland see the topic defined in their vision[35] 'create trust in the stakeholder population' and how Pfizer sees the role of the media in this context". Interviews which were used in the framework of a CTI project on the subject "ICT-supported stakeholder management as an entrepreneurial success factor" serve as a basis. Here, the actual assessment of stakeholders will be made on the basis of the statements published by Pfizer on stakeholders (website, annual report etc) and interviews. The interview partners were questioned, according to the principles of the stakeholder view, about which benefit and which risk potential they see in each stakeholder and their networks. This analysis serves as an aid for reflection in order to identify deviations between theory, the published view of Pfizer (e.g. Internet presence), perception (internal view Pfizer) and empirical reality (external stakeholders) for further analysis in the study.

An important distinction needs to be made between two phases of this analysis: first, the document analysis and, second, qualitative interviews with representatives of the top management team at Pfizer.

The methodical procedure for the questioning in the present case study has been applied by Sachs and Maurer (2005) in various comparable case study analyses[36] on the stakeholder approach (Post, Preston & Sachs, 2002).

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[35] "To partner and innovate to bring meaningful medicines and services which improve the health and well-being of the **Swiss people** and patients we serve, and through this to gain their respect and **trust"** (www.pfizer.ch, 2006).
[36] Amongst other things as an integral part of a CTI project 2007 on the subject of ICT-supported stakeholder management as an entrepreneurial success factor.

Of particular interest in the analysis is the descriptive part, i.e. the deviations between the company's published opinion (vision, Internet presence of Pfizer etc.) and the actually experienced opinion (survey). According to Post et al. (2002:8), "Companies are what they do". The latter is related to stakeholders and their risks and/or benefits. According to the principle of data triangulation (Denzin 1971), published opinions (Internet presence) as well as semi-structured interviews are used for the analysis.

*Internet analysis*

The qualitative analysis examines the values communicated publicly by Pfizer via Internet (in form of the vision, aims and stakeholders). Of interest is the extent to which the research question is reflected, i.e. is the population directly addressed and which role do the media play? The homepage only allows a very rudimentary qualitative analysis, which is reduced to a text résumé of the above-mentioned aims. However, this already permits the identification of the possible differences between the published and the actual stance of Pfizer. In addition, important information can be acquired with this procedure, which permits flexibility in carrying out the interview. For the latter, further publications will be included such as annual report, company brochure, organigrams etc.

*The qualitative inquiry by means of semi-structured explorative interviews*

According to Yin (2003), the case study method is suitable for the present research question[37] as it concerns the questions "how" and "why". In addition, it is concerned with an analytical type of generalisation with the aim of obtaining explanations and control over behavioural events.

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[37] "How do important representatives of Pfizer Switzerland see the topic defined in their vision 'create trust in the stakeholder population' and how does Pfizer see the role of the media in this context".

If one were to focus too strongly in the interview on the media and the population, one would not be able to recognise their relevance in relation to other relevant stakeholders. Furthermore, one would not discover the really relevant stakeholders but rather receive the desired answers on the basis of the public survey (Diekmann 2004). For this reason, the topics are broader and, by means of a generic methodological framework, the questions are asked on the basis of the stakeholder view according to Sachs and Maurer (2005). Also for reasons of internal validity, a recognised and proven procedure was used (Käslin 2005; Post, Preston & Sachs 2002).

The topics are:

1. Building trust for Pfizer's value creation [38]
2. Benefit and risk potentials of stakeholders[39]
3. Identification of stakeholders[40]
4. Stakeholder networks[41]
5. Benefit and risk potentials out of stakeholder networks[42]

With this procedure, all relevant stakeholders from Pfizer's point of view are incorporated at the same time. It can thus be seen whether and in which relationship Pfizer Switzerland judges the media and the population regarding risk and benefits compared to other stakeholders.

The eight explorative semi-structured one hour interviews with important representatives of the top management team at Pfizer were recorded, transcribed, coded and, by means of a hermeneutic procedure of Sachs and Maurer (2005), qualitatively evaluated. As individual opinion was of primary interest, the questions were without exception open (see appendix B1) and with explorative character. The document analysis served as a basis for the questions.

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[38] derived from vision
[39] perception of Pfizer
[40] actually identified, "experienced" stakeholders without influence through questioning
[41] not only dyadic relationships, but the whole network
[42] relating to actual stakeholder networks

The experienced stakeholders were identified, as well as the benefit and risk potential of each stakeholder and their network.

The study focuses on how the population is perceived today in comparison to other stakeholders, and which risks and benefits the interview partners see in the topic "create trust in the population". The supposition is that, on account of the basic regulative conditions, this stakeholder group is only perceived marginally by important employees at Pfizer, although it is explicitly defined in the vision as the target group.

The interviews should also reveal how the opportunities to influence via the media are seen, and whether one should reckon with more benefits than risks, regarding possibilities for cooperation and hence greater business success. With this procedure, it should be possible to examine the role of the media and the topic "trust in Pfizer in the population" in further studies in the external environment.

Yin (2003:15, 21) distinguishes between the following steps:

**Diagram 30: Steps of the research design**



1. Definition of the basic aim of the case study
2. Formulation of the descriptive theory and/or of the concrete aims of the exploration
3. Definition of the analysis subject
4. Definition of the basic form of the case study
5. Definition of the logical connection between the data and the statements and/or survey aims
6. Definition of the criteria for the interpretation of the results

Source: Sachs & Maurer 2005

These six steps of the case study design will be explained briefly and set in relation to the present subject.

(1) Basic aim of the case study

One can distinguish between five aims (Yin 2003:15): case studies can have either explicative, descriptive, illustrative, exploratory or meta-evaluative aims. The aim of this study is to reflect the perception of the topic (building trust for Pfizer's value creation) and the stakeholder public and media from Pfizer's perspective. The use of case studies basically pursues descriptive and illustrative aims. At the same time, a case study is used in an explorative manner to show concrete examples of stakeholder-oriented activities, where the implementation of the concept of the stakeholder view has hardly been investigated (Sachs & Rühli 2003).

(2) Descriptive theory and concrete aims of exploration

The theory is the descriptive view of the stakeholder approach in the literature review, together with the stakeholder (population) and also, above all, the media-oriented campaigning approach. These focus on the topics to be examined without explicitly placing them at the centre of the interview. The exploration is the stakeholder-oriented evaluation of the population and media groups in regard to Pfizer as compared with other stakeholder groups.

(3) Subject to be analysed

The subject to be analysed is "building trust for Pfizer's value creation". For reasons of validity, the qualitative case study method according to Sachs and Maurer (2005) will be used (identification of stakeholders, benefit and risk potential of stakeholders, stakeholder networks, benefit and risk potential outside stakeholder networks). Thus, a broader framework will be observed than is implied in the research question. This is desirable as the weight and stance to other stakeholders will become more visible. This is important as it is presumed that, on account of the restrictive regulatory conditions for the pharmaceutical industry, other stakeholder networks are "lived" (Golder 2005; Bieri 2007). And that despite the social orientation in the vision, the market orientation prevails on the operating level (Hautzinger 2003). The results will be viewed from the stand point of the research question and with particular attention to media and population.

(4) Basic form of the case studies

According to Yin (2003:39) a distinction can be made between four forms of case study. With the single vs. multiple case design, one or more case studies are carried out. The holistic vs. embedded design contains the definition of a single analysis subject or several sub-subjects. In the present case, a single case study in an embedded context will be analysed.

(5 and 6) The connection between the data and the aims of the study (5) and the criteria for interpreting the results (6) are presented in the following paragraph. For reasons of brevity, details will not be given regarding the development of the questions, the questionnaire, the questioning technique, standardisation etc. To evaluate the data, the study uses the hermeneutic-classificatory contents analysis (HCCA) of Sachs and Maurer (2005: 20f). The HCCA is a form of qualitative content analysis of the whole semantic content of the text; it is not about the verification or falsification of hypotheses. The latter is the aim of quantitative content analyses (Atteslander 2000: 202ff). The HCCA is used as it enables the coding and analysis of large quantities of text describing a complex social phenomenon (Sachs & Maurer 2005:16).

Hermeneutics are at the basis of the HCCA. Hermeneutics are characterised by the aim of understanding contents from the point of view of the text authors (Käslin 2005: 36). To reach this goal, a case is discussed in its language and permits the collection of subjective data (Sachs & Maurer 2005:17). With this methodology, text passages are coded by means of a category network.

To create the category network, category sub-dimensions are defined on the basis of the characteristics to be investigated and/or thematic aspects (Roller, Mathes & Eckert 1995:170). The definition use theoretically derived categories which are created before coding (deductive), and by using categories on the basis of the empirical material. The latter is formed iteratively during coding (inductive).

The category sub-dimensions are assigned to a category according to their logical connections. Each category can, therefore, be understood as a network of sub-dimensions and all categories together form the category network (Roller, Mathes & Eckert 1995:169).

In this study, both approaches (deductive and inductive) are used for the formation of the sub-dimensions. The deductive formation takes place on the basis of the stakeholder view oriented framework of Sachs and Maurer (2005). The already defined stakeholder-related benchmarks and design aspects/categories form the basis for the deductive sub-dimensions of the category network. The inductive sub-dimension formation follows during the coding of the documents and interview, when new benchmarks and/or design categories or aspects are formed.

For the actual evaluation of the data, the HCCA uses quantitative and qualitative elements (Roller, Mathes & Eckert 1995:174). On the one hand, a quantitative structural analysis of all texts is carried out on the basis of the codes, i.e. frequent and less frequent codes are visible. On the other hand, there is a detailed hermeneutical analysis on the basis of the coded text passages.

For the actual data evaluation, the HCCA also uses quantitative and qualitative elements (Roller, Mathes & Eckert 1995:174). On the one hand, a quantitative structure analysis of all the texts is carried out on the basis of the code, i.e. frequently and less frequently used codes are visible. On the other hand, there is a detailed hermeneutic analysis on the basis of coded text passages.

The comments on the HCCA show that its elements offer, particularly through its category network, variable and rapid possibilities to analyse large quantities of text. These are pre-programmed through the range of the empirical exploration of this study. This method should, therefore, contribute to attaining the goals of the study. An overview of the procedure can be seen in the diagram below:

**Diagram 31: Survey of methodology**
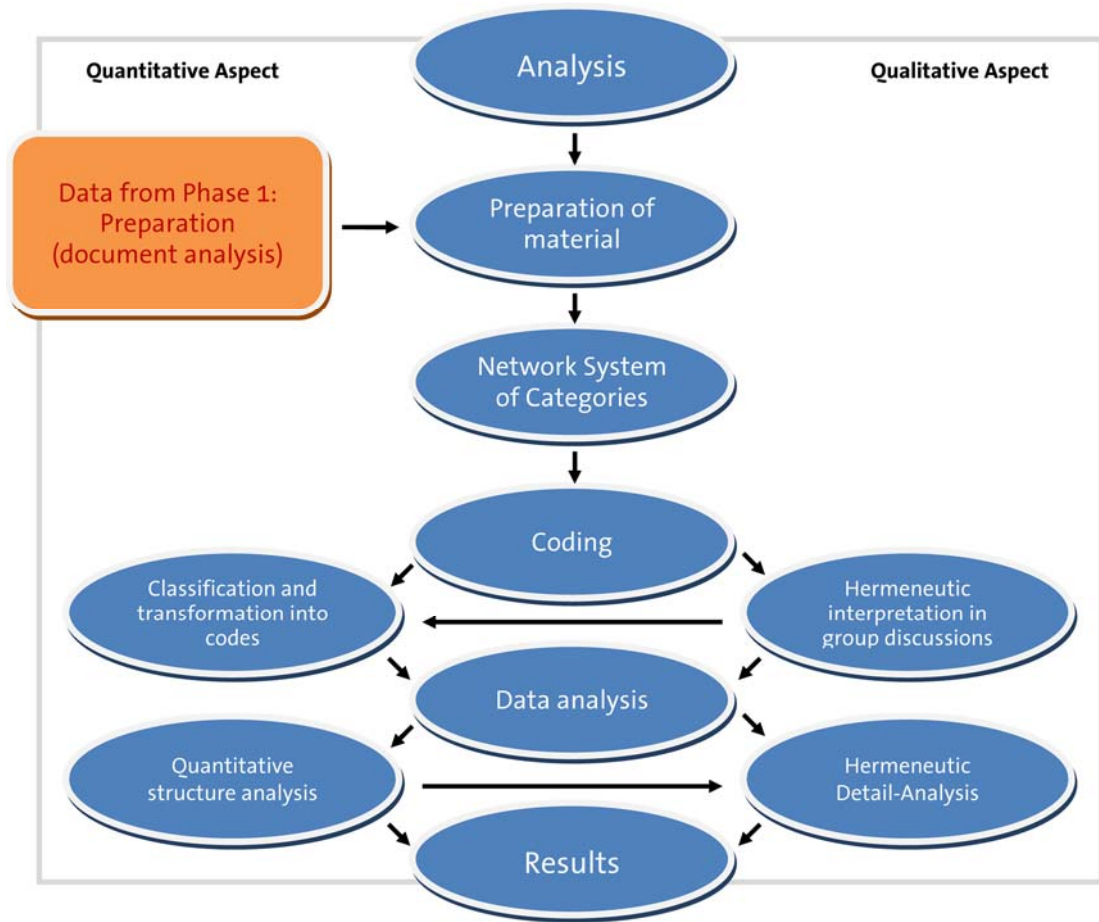


Source: According to Sachs & Maurer 2005:15 with own adjustments

The overview of the interview inquiry process is as follows:

**Diagram 32: Overview of inquiry process**



Source: author

No further information was given to the interview partners in preparation for the interview. Explicitly a spontaneous, lived point of view was sought in answer to the topic and the stakeholders. According to Diekmann (2004), questions received and considered beforehand tend to give results, which conform to the company point of view and are not those of the individual. This procedure also corresponds with that of Sachs & Maurer (2005). The interviews took place during office hours and lasted, on average, one hour.

At the beginning of the interview, the partners were asked for permission to record the discussion. Without exception all interview partners agreed. The next empirical section introduces the UNIVOX analysis for the legitimization of the media content analysis.

### 3.2.2. Univox; the media channels for health topics (secondary analysis)

The aim of this analysis is to find out the channels via which the population obtains information on health topics, structured according to socio-demographic and attitude-relevant characteristics (e.g. political preference). The analysis should also serve the aim of validating the population survey.

UNIVOX is comprehensive long-term monitoring of Swiss society which the GfS Research Institute together with 20 specialised, mainly university institutes, carried out annually between 1986 and 1999, and has carried out every two years since 2000. At the centre of the UNIVOX survey on the subject of "Communication/Media" is the question of how often the various electronic and print media are used by the population regarding information vs. entertainment functions, and the preferred topics in regard to the media. Of interest for the present research is the question, who obtains information where on the topic of health. For this, the socio-demographic personal data and the attitude questions with regard to political preference were crossed with the questions of UNIVOX.

The inquiry was carried out according to the method of questioning usually used by UNIVOX. An interview lasted, on average, 55 minutes (together with other topics). People with the right to vote were questioned, and were selected by means of a combined random/quota procedure.

Because of the distribution of Swiss communities weighted according to number of inhabitants, in a first step, a distinction was made between German and French Switzerland, as well as between urban and rural regions. Within these areas, the choice of place followed according to a weighted random process. Approximately 70 communities were selected (sampling points). In a second step, within these communities the target persons for the interviews were defined according to a quota system. The interviewers selected the persons themselves. They had to keep to quotas in 10 interviews at a time regarding sex, age and profession. The sampling carried out this way comprised 700 persons each time, 75% from German and 25% from French Switzerland.

In a purely random sample, the size of the present sample with a distribution of percentage values of 50:50 gives a confidence interval of +/- 3.8%. This value can also be used as benchmark for the present random/quota sample. This means that for the whole sample a tabular value of 50% lies with 95% probability between 46.2% and 53.8%.

The interviews were carried out according to the guidelines of ESOMAR (www.esomar.org) and VSMS (www.swissresearch.ch), i.e. the international and Swiss umbrella associations of market and opinion research. The interview was developed and accompanied by Bonfadelli from the Institute for Journalistic Sciences and Media Research at the University of Zurich and can be consulted in the appendix.

The analysis was carried out with SPSS. With cross-classified tables the following correlations were analysed: socio-demography and use of the media, political preference and use of the media, subject preference and socio-demography.

These data can, in a second step, be compared with the population inquiry on its opinion of Pfizer, as it is also a representative population survey with voters. However, the condition must be allowed for that the sampling size is not the same, and did not take place at the same period of time. This condition is, however, justifiable from the stand point of total utility. The analysis shows where areas of activity open up for Pfizer for communication in the field of health, according to the requirements of the Health Barometer, i.e. via which channels to which population groups, both according to socio-demographic criteria, but also according to political preference.

### 3.2.3. Quantitative public poll; perception public (primary analysis)

The aim of this survey is to find out who in the population knows Pfizer (aided, unaided), where they heard of Pfizer, what one associates with the name Pfizer, and whether Pfizer is considered credible (trustworthy). And also, whether people who do not know Pfizer know their medicines, and what those people who do not know Pfizer think about Pfizer when they learn that it is the largest pharmaceutical company in the world. The interviews are carried out via CATI questioning by the market research institute GfS Research Institute, according to the guidelines of ESOMAR and VSMS, and is representative for the whole of Switzerland.

On account of the long period of time that it took to prepare this study, two surveys at an interval of 14 months were considered reasonable. The surveys took place at the end of February 2006 and in April 2007 by means of a random/quota with Swiss voters (same as Univox inquiry but with larger sampling). The telephone entries of the Swiss telecommunication provider, Swisscom, acted as a basis. For the present situation, this is the most reliable accessible data bank for an image of the Swiss population (Longchamp 2007). The sampling error is +/- 3%.

To guarantee the random factor, the birthday method was used, similar to the effective distribution of the registered households in Switzerland. The sampling was drawn according to language region and number of inhabitants: 640 Swiss Germans, 410 French Swiss, 215 persons from the Italian-speaking part of Switzerland. The interviews were carried out for the first survey with the questioning software Quantum (subsidiary of SPSS) and for the second survey with NEBU. Afterwards, the open answers were coded in a standardised procedure. The coding was carried out by professional coders from the Institute. The raw data file was revised (only valid and complete interviews were used) and converted to SPSS. The evaluation took place on SPSS. CATI interviews are considered extremely reliable (Diekmann 2004). The evaluation was again carried out according to socio-demographic and attitude-relevant factors. For standardized quantitative surveys, the reliability and validity of the results depend significantly on how representative they are. In practice, often very different interpretations of this concept are to be found, and for this reason it makes sense to establish a clear understanding of this important aspect.

*Representativeness*

According to Tiede and Voss (2000) if a result is not representative, it will always have a flaw. […] Representativeness is very much in demand as a seal of approval for a research result as the representative result suggests an impression of reliability, credibility and generalisation. In a random sampling which is representative of the population, additional factors, apart from the size of the sampling (Lippe & Kladroba 2002), determine on the theoretical level the quality of the results obtained later on. Whilst the statements, in addition to reasonable research and method design, are based primarily on the competences of experienced analysis researchers, the data quality is defined by a high guarantee of representativeness.

Representative means nothing more than that each person from the defined and known population must have the same chance of being able to participate in the inquiry (Berekoven et al. 1999; Diekmann 2004; Neumann & Kreuger 2003; Leedy & Ormrod 2005; Sekaran 2003 etc.). If groups of the population are systematically excluded from the sampling, a survey is not representative. Thus, requirement number one is the availability of a complete and up-to-date address data bank of the population. Requirement number two is that the randomly selected person can be reached and actually takes part in the interview. Thirdly, the range of the sampling must be large enough in order to have as small a sampling error as possible in reproducing the underlying structure of the population (Höpflinger 2007). The latter is particularly a criterion if one aims to achieve the highest possible structural consistency between population and sampling. These basic conditions are, in practice, never really given (Lippe & Kladroba 2002). The focus is generally laid on the deficiencies of the availability of the target persons, and the role of the interviewer as a mobilising element in the participation (Höpflinger 2007; Koch 2000). Recently, however, the deficiencies in the data base of the population are increasingly becoming an issue (Bieri 2007).

In this study, a limit is clearly made between population representation by random sampling and so-called quota representation, in which the basic values are secured on the basis of known socio-demographic divisions (Bausch 1995). The selection of the person to be questioned is usually made by the interviewer on the basis of socio-demographic characteristics, such as region, age and sex.

This procedure is, however, considered insufficient for studies with a very high claim to representativeness (Höpflinger 2007), because the selection of the target person does not correspond to systematic mathematical randomness. Interviewers look, for example, for persons who are available (e.g. in front of shopping centres, at railway stations etc.), thus distorting the sampling in that persons who are to be found at such places are overrepresented. If such procedures are used in particular in face-to-face inquiries, it does not per se mean that these interviews are less representative. But it does mean that the procedure must be so developed that the selection of the target persons corresponds to the above-mentioned requirements[43]. For the present population survey, the representativeness was ensured by a multi-step system:

The starting position is an electronic telephone book with all registered telephone extensions in Switzerland (Swiss Directories). From this book, according to the random principle, a master sample is selected.

The selected households are contacted, at most ten times, at various times of the day. If a person in the household fulfils the condition of belonging to the basic population, the address is used. If several persons in the household fulfil the requirements, the person who last had his birthday in the calendar year will be questioned. Through this second step of the random sampling, one avoids systematic effects of habit in telephone behaviour leading to a deformation of the sampling (Diekmann 1997). In a third step, in order to avoid deformation on account of varying availability, maximum quotas for sex and age are given that may not be exceeded.

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[43] For economic empiricism and/or discussion on the term representativeness, please refer to Schnell et al. 1999; Diekmann 1997; Pekruh & Nordhause-Janz 2000;Werani 2000; Steffens Duch 2000; Karsch 2000; Keller et al. 2000 etc.

The full exploitation, that is the relationship between the target persons contacted from the sampling and the actual interviews, is measured in per cent via all socio-demographic quotas (Schenk et al. 1992). In order to maximize the availability and the readiness to participate of the target persons, the following incentives were created:

1. The interviewers are paid for each interview they carry out. This means that a lot of interviews also lead to a higher fee and the interviewer thus has a monetary interest to work "well". A bonus/malus system also enables increases in the fees of up to 30% for the interviewers.

2. The interviewers work all day, i.e. roughly 60% outside the classical questioning times of the central laboratory. In this way, target persons are reached who are not available during the classical questioning times of 17.00 to 20.00 h (these are in particular older people).

3. The interviewers are selected in a strict selection procedure and trained in depth. In the selection of the interviewers, importance is attached to an intrinsic motivation. All interviewers underwent a training process in a centrally managed training centre.

4. The interviewers were trained with regular feedback discussions to be as mobilising and friendly as possible towards the interview partners.

In order to exclude deformations initiated by the interviewers in the questioning, each interview was, in addition to the recording of the media data, also completely recorded for training and controlling purposes. Each interviewer carried out an average of 5% at most of the interviews at different times of the day on different days.

Independent of these measures, the representativeness suffers in practice through the following elements (the list is not exclusive):

1. Target person is not available: In particular, young, well-educated men are usually difficult to reach as they are mostly employed and, because of active leisure time, are also often not available in the evening.

2. Target person refuses participation for reasons such as no interest, no time, dislike of surveys etc.

3. Over-represented single households deform the sampling. On the one hand, the probability that someone picks up the telephone in a household with several persons is greater (as more persons live in the household) On the other, single households are particularly overrepresented in urban areas. In addition, it is more likely, in a household with several persons, that a woman picks up the telephone (Longchamp 2007).

4. Interviewer effects can have a mobilising effect or the opposite, i.e. the interviewer has considerable influence on whether someone participates or not. Apart from that, the special manner of each interviewer appeals to certain people and not to others. Therefore, an interviewer should not carry out too many interviews.

5. The generally accepted definition of exploitation and the handling this subject are generally insufficiently considered. For example, for the group of young well-educated men, far more effort is necessary to contact them than older women. This deformation is not considered sufficiently in practice (Diekmann 1997; Schnell et al. 1999; Koschnik 1998 etc.).

Since the liberalisation of the telecommunications market in Switzerland, it is no longer compulsory to be registered in the Swisscom telephone directory.

The representativeness suffers directly from this as the directory of the population is no longer complete, and thus one cannot exclude the possibility that individual persons no longer have the chance to be interviewed. It is supposed that mainly persons who telephone exclusively with a mobile telephone and do not have a telephone extension are the ones who are not registered in the telephone directory. This supposition is complemented by the speculation that mainly young people behave in this way and can no longer be reached. At the same time, however, there are no publicly accessible and reliable studies with transparent method design of the population of mobile users or of those households which no longer have a telephone extension. While various institutes allege that they have solved this problem, there is only one institute which, on request, communicates this problem transparently.

Gfs.bern has been systematically examining the behaviour of mobile users for 4 years (last published in June 2007 in "Mobilfunkmonitor" face-to-face inquiry). On the basis of the knowledge acquired, the assumed distortion must be relativised in its intensity and the effects it has (Bieri 2007). According to "Mobilfunkmonitor", only roughly 8% of all inhabitants over the age of 16 years use exclusively a mobile phone and seem, according to the supposition, to no longer appear in the Swisscom telephone book under the basic population. According to gfs.bern (Bieri 2007), this figure can be made more realistic in several steps. Roughly every sixth person from this 8% is under 20 years of age and still lives, in all probability, with his/her parents. A further sixth is between 20 and 25 years of age and, based on experience, half of these persons still live with their parents. Both groups can very probably be reached via the telephone extension of their parents. Thus, of the 8%, still a quarter can be reached via the telephone extension of the parents.  Thus, 6% of all Swiss inhabitants older than 16 years remain who are potentially not registered in the Swisscom directory.

Half of this 6% is over 40 years of age and most are integrated in a family. Because of their age, one can assume that when founding a family, acquiring a telephone extension was no problem. Hence it would have required a deliberate decision among all family members to give up the extension when the mobile telephones appeared. Gfs.bern assumes that such a decision was only taken by a minority, even amongst non-users of the telephone extension over 40 years of age. Thus, the number of interviewees who are no longer reachable via the telephone extension is adjusted and represents an estimated 3 %. Gfs.bern further assumes that from this group every third person has his/her mobile number registered in the telephone directory (because of the massive publicity of Swisscom Directories to do this), which reduces the problem of reaching mobile owners without a telephone extension to 2%.

From the view of a qualitatively high sampling, the drop-out of every 50th of the basic population is not unproblematic, despite the smallness of the group. However, there is a final adjustment in the willingness to participate. Of the sampling for the present study, on average every third contact person agreed to an interview, two thirds refused to participate. The supposition here is that the number of persons who decided against registration in the telephone directory and, thus, for fewer disturbances was a carefully estimated quarter. Thus, the drop-out quota can probably be reduced to roughly 0.5%. A drop-out of this size should be compared with deviations one finds within established correction methods of deficiencies in the theoretical basis (e.g. random sampling or the purchasing of mobile numbers) or through deficiencies in the readiness to participate and availability, for example by phoning only from 17.00 to 20.30 hours.

The present study was drawn up according to the principles above, which are also used for the VOX surveys and which are considered to be the highest quality surveys in representativeness (Milic 2007). At present there are no really theoretically established solutions, apart from the method described here (even if this is sometimes alleged). Approaches such as a broad method mix, purchase of addresses, self-generated telephone numbers, collecting of mobile numbers and weighting feature more, or fewer, deficiencies in the conditions for representativeness and are discussed below.

With the "broad method mix" an attempt is made through a combination of various methods (face to face, CATI, Online etc.) to reach various target persons, amongst others also those who are not registered. The problem is that one cannot estimate the influence of the various methods and intervening variables. Comparisons of inhabitant data with the Swisscom CD, with the aim of seeing which households are not registered, often fail because of the lack of cooperation of the local authorities and/or the requirements of data protection.

When purchasing addresses, the up-to-datedness of the addresses is generally a problem. In addition, the addresses are expensive and also have errors. One institute alone is too small to be able to maintain a really up-to-date data bank.

At present, with the self-generated telephone numbers, not only private households but also business telephone numbers, unregistered holiday flats and unconnected ISDN numbers (rings nevertheless) are contacted. In addition, in particular the numbers of the Internet telephony (voice over I.P.) are not covered by the classical telephone number blocks. The effects of this are uncontrollably varied. In addition, this procedure requires a very expensive infrastructure.

Even the knowledge that telephone numbers are not equally distributed over the population, i.e. that not each person possesses a telephone number, reduces the significance of procedures based exclusively on telephone numbers.

Collecting addresses is subject to the problems of up-to-datedness already mentioned, and to the fact that one institute alone can never acquire an acceptable number of addresses and that the basic population as already mentioned is not known. On www.tel.search.ch people can register with the mobile phone number. This is actively used but does not solve the above-mentioned problem because of the unclear basic population of the mobile users.

Weightings generally require a lot of experience and one also compulsorily needs comparative data of the "real" result for validation. At present, the market is full of suppliers with academic support, who are of the opinion that the socio-demographic statistics of the BFS suffice to weight forecasts, on the basis of a large number of participants alone (e.g. via Internet question). This selection procedure, however, lacks the basis whereby every test person in a certain basic population has the same chance to be interviewed. Furthermore, in this procedure, the result is deformed. The participating interview partners must, on the one hand, fulfil the technical requirements for the participation, and on the other, most probably participate because of a special interest in the topic.

Complete data banks such as the AHV[44] number directory are not accessible for data security reasons.

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[44] The AHV is the most important pillar of social security in Switzerland. The AHV at least partially replaces earned income which ceases with age or death. The old age pension helps the insured person to retire from professional life by guaranteeing them partial material assistance. In the case of the death of a parent or a husband or wife, the insurance should aid in preventing financial need to those left behind.

In Germany these deficiencies are compensated by drawing the sampling for all institutes via a central institution (so-called AMD sampling). In this way, competition does not arise as everyone reverts to the same data base. Deviations, if there are any, are to be found with all institutes in equal measure. In this manner too, the up-to-datedness of the addresses is guaranteed, as the institutes pass on the data of the interviewed persons to the central institution. In Switzerland, the umbrella association VSMS has discussed but not yet implemented this solution. It is obvious that some institutes believe they have a comparative advantage when they assert that they have solved the problem of non-registration. Solid scientific proof is lacking for this assertion. In addition, such an attitude does not really make sense, as an advantage of a single institute can, with great probability, be relatively easily copied and would contradict the basic element of core competence. A possibility that is still open is to offer the institutes this service without the involvement of the Association. But in order to know the basic population of the mobile telephone users, the largest providers (Swisscom, Orange and Sunrise) would have to make these data accessible. For reasons of data security, as well as competition, they will not do this as solutions are sought rather on the marketing level than on the scientific level.

### *3.2.4. Media content analyses; published opinion (primary analysis)*

The aim of this analysis is to find out the reasons for the way in which Pfizer is portrayed in the media, namely the five largest daily newspapers (agenda setting or identification of the media agenda regarding Pfizer), from the findings of Univox concerning media use and subject preference.

An explicative reason will not be the central focus of the analysis, as the theoretical basis was not created for this purpose. For a descriptive coverage, a quantitative contents analysis was carried out with these newspapers from March 2005 to March 2007 on the methodical-theoretical basis of Früh (2007), Brosius and Koschel (2001) and Rossmann (2005). This period of time corresponds with the population survey in February 2006 and April 2007. The newspapers Blick, NZZ, Tagesanzeiger, Süd-Ostschweiz, Berner Zeitung, as well as the Sunday newspapers (Blick, NZZ, Sonntagszeitung), were analysed. The advantage of this method can be explained by the fact that the analysis can be reproduced relatively easily, and that there are no representative problems as in the population surveys. For the code book[45], derived from the theoretical principles, the following categories are of interest: How credibly is Pfizer presented in which context? In the newspapers, is mainly the opinion of the journalist given or are empirical statements the basis for the article? The articles are assessed qualitatively as a whole, as to how positively or negatively Pfizer is mentioned. In order to find out which medium reports how positively or negatively about Pfizer, a point system is used which the coders accept as reliable. If an article reports negatively about Pfizer, it is given one point, if it is very positive, seven points. These points are added together and compared with the maximum of possible points (= number of articles times seven).

All articles are examined in which Pfizer is explicitly mentioned by name. Where possible, the articles are printed out from electronic data banks (Lexis/Nexis[46], WISO etc.) and, if not available, requested from the newspaper distributor.

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[45] The articles were coded together on two days with students from the Hochschule für Wirtschaft Zürich, (once for the period March 2005 to March 2007 and once for the period April 2006 to March 2007). In addition, all categories were clarified in detail beforehand and, with the example of individual articles, alternately applied and then checked for deviations. (Pre-test and test of inter-subjectivity.) The category system was individually, where necessary, dynamically adjusted for better selectivity and one-dimensionality.

[46] Lexis/Nexis is another provider of electronic legal and economic information.

The articles are collected and coded by means of a code list (see appendix G.1). Afterwards the data are entered into SPSS and assessed univariately, as well as bivariately. As a result, the following is of interest:

In connection with which actors is Pfizer named (population, health insurances, authorities, doctors, hospitals, pharmaceutical companies, other)? In connection to which subjects is Pfizer is reported on (business studies, history, company, health, money/asset, scandals, products, research, costs, other)? How is Pfizer assessed in the context: rather positively, negatively or neutrally (analogue to Likert Scale in five steps) ---, --, -, 0, +, ++, +++, assessment of topic, subjective assessment of credibility? Which newspaper: Blick, NZZ, Tages Anzeiger, Süd-Ostschweiz, Berner Zeitung, Sunday newspapers, and in which period of time was the publication issued?

### 3.2.5. Interim assessment

In this phase, the results of the empirical elements 2 to 4 were put together and presented to Pfizer in a workshop. The aim of this workshop was to show any gaps and areas of conflict among the stakeholder-oriented vision, the virtually published opinion of Pfizer for the public, and the published opinion of the media and the perception of the voters in the Swiss population. In particular, the aggregated micro-view from the population survey with campaigning was transferred to an implementation of a network view on the meso and macro levels of the media.

### 3.2.6. Workshop Pfizer; Communicative areas of activity

In the workshop, the gaps and areas of conflict should be presented, and the possibility given to clarify these in a two-step iterative procedure. The discussion is moderated from the stand point of the campaigning approach. In the second step, possible solutions from the stand point of the campaigning approach should be discussed, and stakeholder group-specific and action-oriented implementation possibilities found, i.e. to whom can, which message, in which arena, at what time, via which channel be communicated etc.

An overview of the contents in the empirical parts is given in the following diagram:

**Diagram 33: Résumé based on the research questions**

| 1. Demands on framework | 2. Internal Pfizer analysis of present status | 3. Subject from point of view of media |
|---|---|---|
| Normative values given as stakeholder-oriented vision | Focussed on stakeholder population | How is Pfizer presented in the media? |
| What are the processes for a concept for the instrumental implementation in concrete context? | What is the experienced opinion on the subject of trust in the public? | Analysis on subject, frequency, actors, positive/negative reports |
| Analysis of present status of identified stakeholders | What is the published opinion? | |
| What are the reasonable analysis determinants? | Which discrepancies exist? | |
| Feedback and interaction loop with democratisation function | | |
| Theoretical derivation | Secondary data: Qualitative interview with top management team Pfizer Switzerland with Sachs & Maurer procedure, double hermeneutics | Legitimisation via secondary data Univox structure analysis on subject preference and use of media |
| | Secondary analysis: Qualitative web analysis | Contents analysis of 5 largest daily newspapers, primary data during two years March 05 - March 07 |
| | | Bivariate analysis (SPSS) |

| 4. Subject from point of view of population | 5. Internal projected visions at Pfizer Further development |
|---|---|
| How well-known is Pfizer? | Comparison of results and/or comparison vision from point of view Pfizer internally and/or view of population and media |
| What subjects does the population associate with Pfizer? | Discussion on possible scenarios according to campaigning-oriented approach |
| Where do they obtain their information on health subjects? | |
| How credible / trustworthy is Pfizer considered to be? | |
| Primary data; Representative CATI- interview in Switzerland | Workshop at Pfizer May 08 |
| Feb 2008 and April 2008 | |

Source: author

**3.3. Validity and Reliability**

Reliability and validity are decisive aspects for representative statements, as they are the basis for reliable, realizable and clear conclusions.

The reliability is the dependability of a measurement, i.e. the indication whether a measured result is stable under the same circumstances in a repeated test or a repeated interview. Validity is established by the suitability of a question or a measuring process in regard to its aim. An interview or measurement is valid when the values examined are appropriate as data for the question being examined.

Internal validity is the approximate truth about inferences regarding cause-effect or causal relationships. As the present study is in the descriptive field, the internal validity is not a target priority. In addition, the findings do not claim to be used for generalisations, as the examined object stands in a specific context, and the findings cannot easily be transferred to other companies.  The empirical parts were exclusively examined with recognised methods of social science, and a transparent chain of verifiability was developed. The surveys took place independently of each other, and complied with the highest possible requirements of individual inquiry.  A broad data base also strengthens the credibility of the findings. To a certain degree, Univox, as a time series analysis, serves as a validation of the given moment in time of the population survey. The qualitative population survey is carried out by a recognised research institute and is hence accompanied by experts. Generally, all surveys are reviewed by several persons. The Univox data originate from a time series analysis recognised in all of Switzerland, and the contents analysis is also assessed according to a standardised procedure.

**3.4. Limitations**

Through the character of a time series analysis, the content analysis, as well as the Univox analysis, contains stronger significance. However, the despite comprehensive empiric mix, intervening variables are difficult to spot.

The formulation of the questions in the population survey was conceived on the recommendations from Porst (2000), Diekmann (2004); Neumann and Kreuger (2003); Raymann (2004) etc. and assessed by the Research Institute. However, all the authors indicate that there is no standard "one way to ask" and that the formulation of questions should be subordinated to the cognitive (scientific) interest. Thus, almost any type of question formulation[47] can be criticized.

The study, therefore, has no basic claim to one comprehensive approach.

One of the most important limitations of the study is that Pfizer has formulated a population-oriented vision, but its freedom of action is limited by the doctors and the authorities. It is therefore probable that the media and the population cannot be identified as the actual target group. The population too will not identify Pfizer as their contact person for the same reason. At the present time at least, this is neither offered de facto by Pfizer nor sought. Furthermore, in the course of the interviews, the interview partners were asked for spontaneous independent, individual opinions on the topic "create trust". As a consequence, the result is a "snapshot" of a given moment in time, and cannot exclude deviating "opinions" at a later time, regarding either time or contents. The ability to replicate is thus limited. In addition, interview effects (Diekmann 2004), as well as deficiencies in the knowledge of the interviewees (e.g. in the area "what is possible"), are probable as the topic is complex, dynamic and controversial.

For reasons of research economy, the contents analysis is limited to the elements connected with the name Pfizer.

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[47] Post (2000) established 10 commandments for the formulation of questions that should lead to a technically and methodically better formulation.

These are limited qualitative assessments and not all articles around the topic health are analysed. The latter would, however, be a basic condition for a clear positioning of Pfizer in the media, and for building up a well-founded media relations strategy. For this, other media such as TV, radio, Internet etc. would need to be incorporated.

**3.5. Recommendations**

The research study covers the present situation and shows a possibility for implementation, but contains no measurement of effectiveness. Only a so-called impact measure, at best coupled with regular image measurements, permits a comprehensive statement on the effectiveness of guidelines designed for action. These could be examined in further studies.

# 4. Chapter 4

## 4.1. Assembly of results

In the preceding chapter, the methodical procedure was presented and discussed extensively. In this chapter, the results of the individual empirical surveys and analyses are presented and described. The implications of the results and their theoretical value will be presented in the next and last chapter. In the following diagram, the red frame shows where we are in the study:

**Diagram 34: Results**
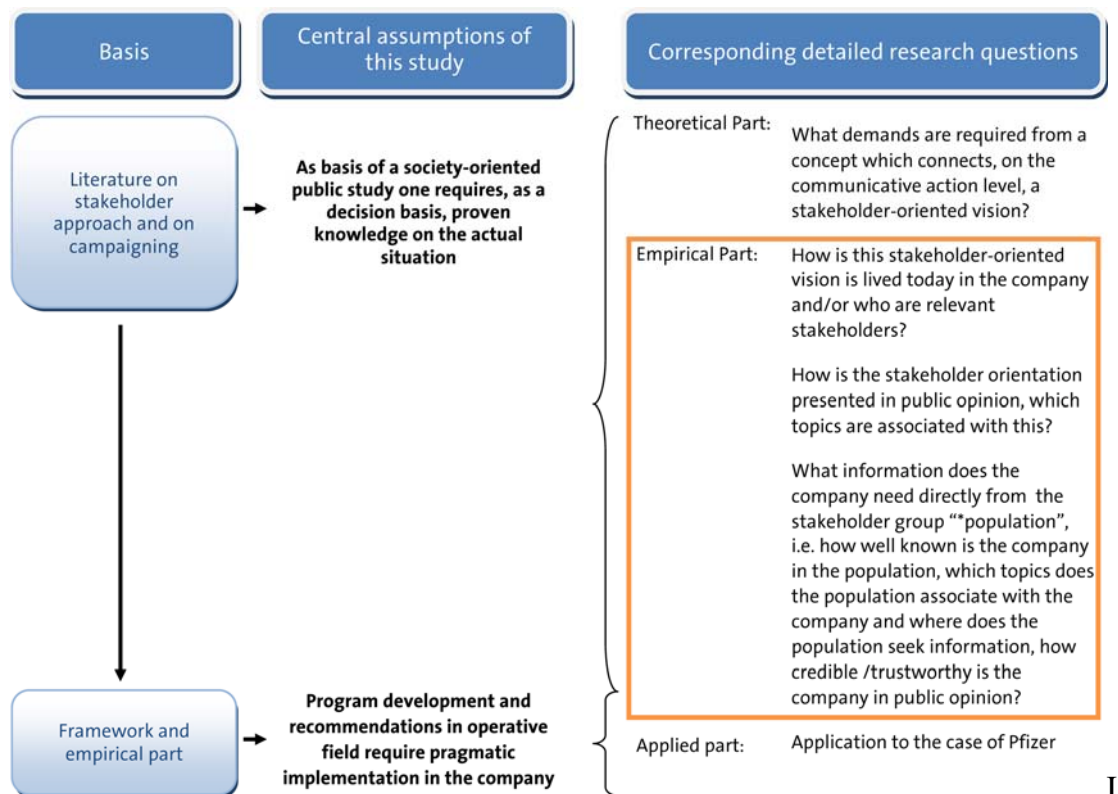


In order to comprehensively analyse the relevant information, the empirical questions are highlighted from three points of view. The main focus was placed on the primary investigations of the population survey and the contents analysis. In the first phase, the internal view of Pfizer to their stakeholders "population" and "media" was analysed (secondary analysis, point 2 of the detailed research questions).

In the second phase, an analysis was made on the basis of Univox data as to which medium primarily informs the stakeholder group "population" on the subject of health (secondary analysis). On the basis of this, an examination was carried out over two years, by means of a media analysis, as to what the daily newspapers publish about the company (primary analysis, point 3 of the detailed research questions). In the last phase, the population itself was questioned in two periods, 2006 and 2007, on the profile, subject association and credibility or trustworthiness of the company (primary analysis, point 4 of the detailed research questions). In the practical part, the area of conflict resulting from the individual surveys had to be analysed and compared with the theoretical development. The latter was carried out in a workshop at Pfizer Switzerland on how Pfizer could implement their stakeholder orientation to the stakeholder group population through medial communication.

In the following, first the results within the company are presented, and afterwards those of the media content analysis, and finally the results of the population survey. After each presentation of each empirical part (company, media, population), a short facet with the most important results will be drawn.

### 4.2. Company

The aim of this analysis is to find out "how […] important representatives of Pfizer Switzerland [see] the issue defined in their vision[48] 'create trust to the stakeholder population' and how Pfizer [sees] the role of the media in this context." As a basis, the identification of the stakeholders, benefit and risk potential per stakeholder and their networks were sought.

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[48] "To partner and innovate, to bring meaningful medicines and services that improve the health and well-being of the **Swiss people** and the patients we serve, and through this to gain their respect and **trust"** (www.pfizer.ch, 2006).

In addition, a secondary analysis of eight explorative in-depth interviews with members of top management were carried out. The following issues were examined:

1. Issue "building trust for Pfizer's value creation" [49]
2. Benefit and risk potentials of stakeholders[50]
3. Identification of stakeholders[51]
4. Stakeholder networks[52]
5. Benefit and risk potentials of the stakeholder networks[53]

With this procedure, all relevant stakeholders from Pfizer's point of view were incorporated at the same time. It can also be seen whether and how Pfizer Switzerland perceives the media and the population regarding benefit and risk, compared with other stakeholders.

The inquiry is based on the case study approach (Eisenhardt, 1989; Yin, 2003). Case studies are particularly useful if one is aiming at understanding contemporary, complex, social phenomena which are examined in their "real world" context (Yin, 2003).

To obtain the data, discussions were held in the form of focussed interviews (see also, amongst others, Flick, 2002), where a pre-defined set of questions is used which still leaves room for subsequent questions (see questionnaire in appendix A.1.1). For the coding of the data, we used the hermeneutical classified method of contents analysis (Mathes 1988; 1992; Roller & Mathes 1992; Roller, Mathes & Eckert 1995). The method permits both qualitative and quantitative assertions and can be used with large quantities of data (e.g. transcribed interviews). Through the quantitative analysis of code frequencies and co-occurrences, it was possible to identify very frequent or very rare sequences in the data.

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[49] derived from vision
[50] perception of Pfizer
[51] actually identified, "lived" stakeholders without influence through inquiry
[52] not only dyadic relations, but the whole network
[53] based on actual stakeholder networks

A case study protocol can be found in the appendix (A.1). Based on this method, similarities and differences in the perception of management and stakeholders regarding certain strategic issue can be shown. In the following, the results of the five issues, as in Chapter 3.2.1 Qualititative Study, perception Pfizer (Secondary analysis), are presented:

### 4.2.1. Issue Building Trust for Pfizer's value creation

The issue "building trust for Pfizer's value creation" is mainly perceived as an emerging and primarily growing one. More benefits than risks are perceived. The issue is perceived as urgent. The issue's benefits and risks regarding content are mainly rated as relevant for Pfizer's business. The following graph presents information on the question of the relevance each issue:

**Diagram 35: Relevance of the issue "to create trust"**
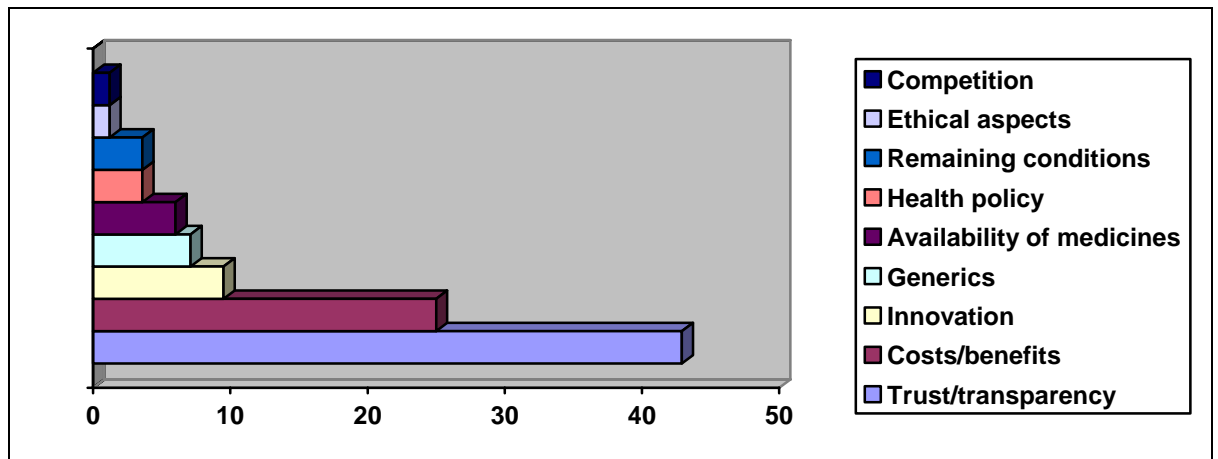


100% = 84 entries

### 4.2.2. General Benefit and Risk Potentials

The greatest benefit is seen in the area of cooperation, knowledge and influence from the resource-based view (RBV[54]), as well as industry structure view (ISV). The evaluation of the greatest risks is far less homogeneous and more strongly anchored in the area of the socio-political arena (SP) (political pressure, high exposure etc.) than are the benefits. The potential to cooperate (industry structure view) with strategically relevant stakeholders is perceived as the most important benefit potential, followed by the potential to benefit from the knowledge of stakeholders (resource-based view). Risk potentials are predominantly seen in the lacking possibilities to influence stakeholders and in the low cooperation in the stakeholder network. Another risk potential from the Pfizer perspective is the lack of transparency of various stakeholders, such as the media.

**Diagram 36: Benefit potential**
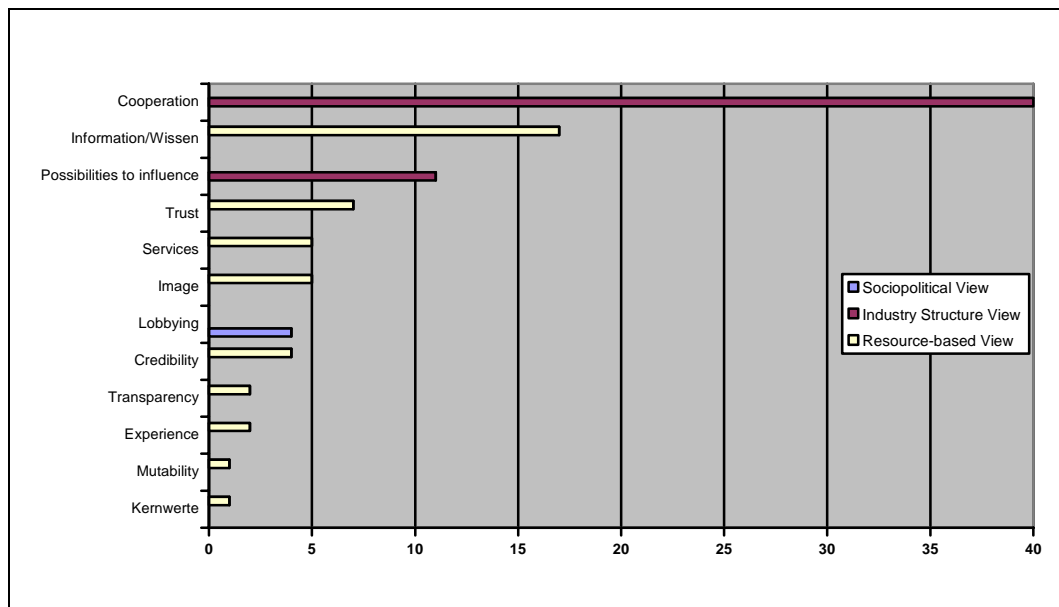


100% = 135 entries

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[54] Since the end of the 1970s, the resource theory, often called resource-based view (RBV), is one of the various theories supported by experts as an explanation for the competitive advantages of companies (Pfeffer and Salancik 1978).

145

**Diagram 37: Risk potential**
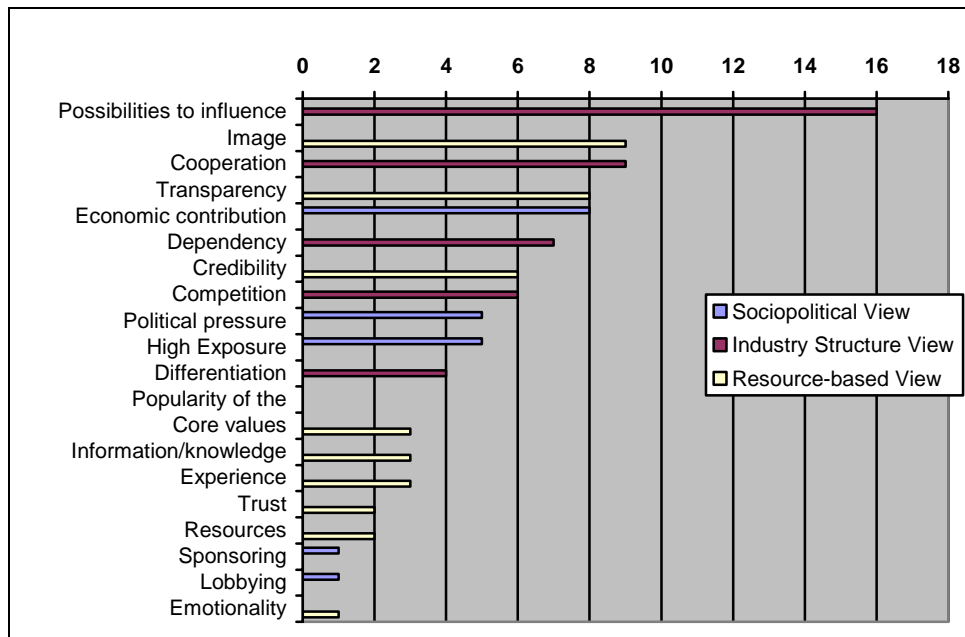


$100\% = 106$ entries

### 4.2.3. Relevant stakeholders

Physicians (16.5%) and health insurances (14.6%) are perceived as the most relevant stakeholders, followed by patients (8.8%), the media (8.5%) and the pharmaceutical industry (8.2%).

**Diagram 38: Overview of stakeholder networks and potential**
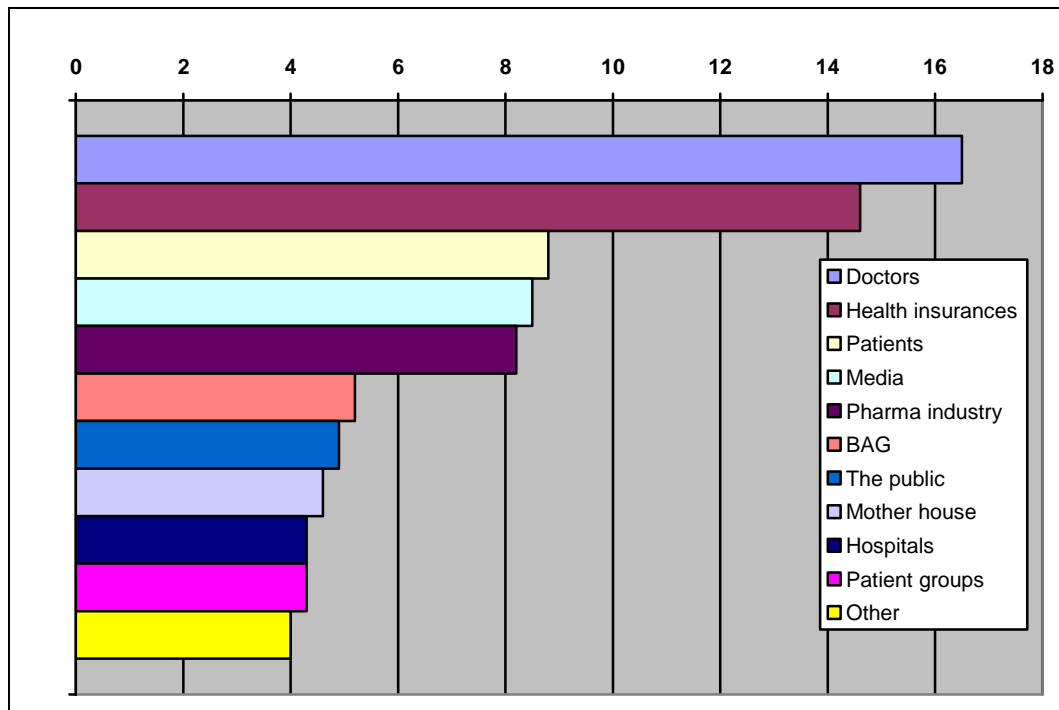


100% = 328 entries

### 4.2.4. Stakeholder networks and benefit and risk potential

Pfizer's traditional focus on the stakeholder "physicians" is also apparent from the stakeholder networks. From a Pfizer perspective, the most significant networks are the ones between Pfizer, physicians and patients and between Pfizer, physicians and healthcare insurances. Other important networks are between Pfizer, media and pharmaceutical industry and between Pfizer, healthcare insurances and patients.

Patients: The benefit potential is first of all seen in the possibilities to cooperate. Risks are perceived in the lacking options to influence the patients. Overall the benefit potential dominates.

Media: More risks than benefits are perceived, above all in the media's lack of transparency and their lack of willingness to cooperate.

By contrast, benefit potential is perceived in the possibilities to cooperate, to share knowledge and to influence the media.

The Pfizer, media and pharmaceutical industry network is perceived as having the benefit potential of cooperation and also the risk potential of negative image.

**Diagram 39: Overview most relevant stakeholder networks and potential**

| Pfizer | | Doctors | | Health insurances | | Patients | | Media | | Pharma industry | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Benefit | Risks | Benefit | Risks | Benefit | Risks | Benefit | Risks | Benefit | Risks |
| ISV | Dependency | | 5 | | 4 | | 1 | | | | |
| | Cooperation | 19 | 2 | 9 | 5 | 5 | 1 | 4 | 2 | 13 | |
| | Influence | 5 | 6 | 4 | 7 | 3 | 5 | 2 | 1 | 5 | |
| | Competition | | 3 | | 4 | | 1 | | 1 | | 1 |
| RbV | Experience | 1 | 1 | 1 | | 1 | 1 | 1 | 2 | | |
| | Credibility | 2 | 1 | | 1 | | | 1 | 1 | | 1 |
| | Image | 1 | | 1 | 1 | 2 | 1 | | 4 | | 1 |
| | Information/knowledge | 6 | 1 | 2 | | 4 | 1 | 4 | 2 | 1 | |
| | Transparency | 2 | 1 | 1 | 3 | 1 | 2 | | 5 | 1 | |
| | Service | 1 | | 2 | | 2 | | | | 2 | |
| | Trust | | | 2 | | 1 | | 1 | | 2 | |
| SPV | High Exposure | | 1 | | 1 | | | | 1 | | |
| | Lobbying | 2 | | 3 | | | | 1 | | 1 | |

**ISV**: Industry Structure View / **RbV**: Resource-based View / **SPV**: Socio-political View

*4.2.5. Results of explorative inquiry*

Not surprising in the regulatory environment is that doctors and health insurance are important stakeholders for Pfizer Switzerland. However, if one takes into consideration that, in addition to the doctors, the health insurances, patients, media and the pharmaceutical industry are also considered very relevant, one could argue that until now the focus on the doctors was too strong or on the other groups, too weak. For the interest of the present research, areas of action are shown, particularly if one presumes that the patients are part of the group "public" and hence the population, to whom indirect access is possible via the media. In a further step, the actor "media" is examined.

**4.3. Media**

The point of view of the media is analysed in a two-step procedure. In a first step, a bivariate examination is carried out on the basis of Univox analyses, as to which medium assumes which role in the transmission of information on the subject of health. In a second step, one is able to build on this in order to examine how the daily newspapers report on Pfizer. The Univox analysis serves as a legitimization of the media content analysis.

*4.3.1. Univox*

The aim of this analysis is to discover the channels via which the population seeks information on health questions, divided according to socio-demographic and attitude-relevant characteristics (such as e.g. political preference).

**Diagram 40: Trends in the daily use of the media (1988-2006)**
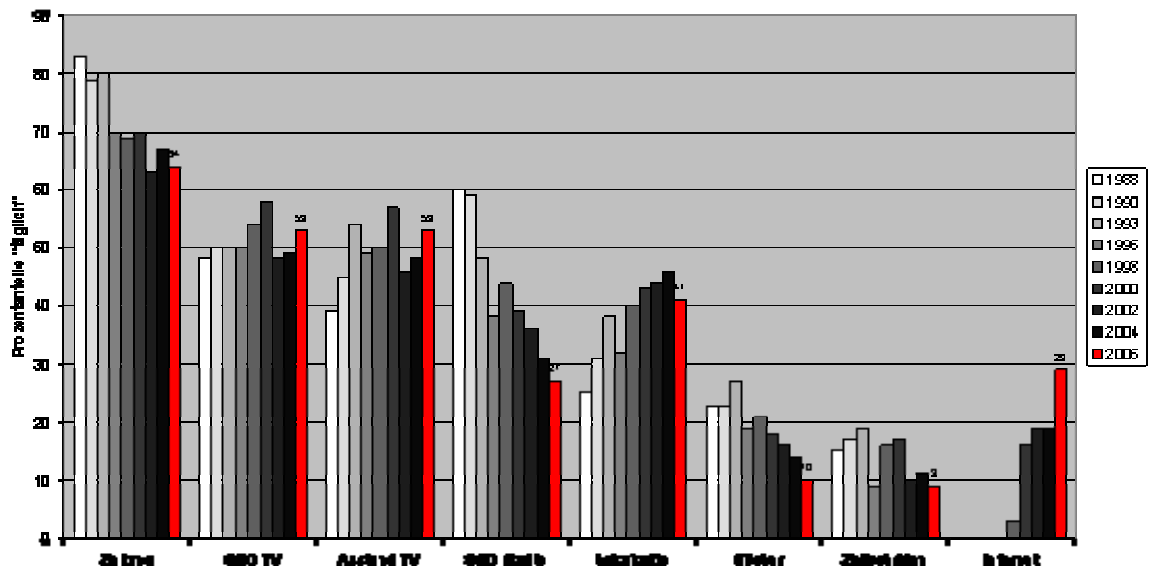


Source: gfs-zürich 2007

**Socio-demographic differences**: Although the diffusion of print and electronic media in Switzerland is relatively high today, there are to some extent vast differences in use among the various socio-demographic sub-groups: the use of **print media newspapers and books** is distinctly more intensive for people with higher education, a higher standard of living and more active politically. Differences between both forms of printed media are shown in that women prefer books, whilst men and older people more frequently prefer the newspaper. With the **information-oriented use of the media,** the daily newspapers are primarily used by 30% as a source of information, Swiss television 28%, the local radios 15% and Internet 11%.

With regard to the media, the interest in the subject health (75% strong or very strong) and in local and regional events (62%) are the strongest, followed by sport (54%) (depending on topic) (keyword Football WM). In comparison, reports on politics, domestic and foreign (26%), as well as questions concerning the economy and the stock exchange (21%) meet with little interest.

Satisfaction with the media is generally high, but there are certain differences among the media. The highest marks with over 90% and very satisfied are obtained by the newspapers and the foreign TV programs; the satisfaction with the TV and Swiss radio programs is roughly 80%. With 90%, the satisfaction with the local radios is even higher, whilst the private Swiss TV programs come off worse with roughly 70% satisfied viewers. For further details see appendix C.1 to F.1.

### 4.3.2. Results of Univox analysis

For the Swiss population, the daily newspapers are the most important source of information on the topic of health. In addition, the assumption of the significance of education is confirmed.

Taking the theoretical supposition into consideration, an examination of just these daily newspapers seems advisable. Of particular interest is whether the company is considered to be credible on the issue of "health".

**4.4 Newspaper as medium**

This analysis aims at quantitatively and descriptively finding out how Pfizer is presented in the media, namely in the five largest daily newspapers. For this a contents analysis according to Früh (2007) was made in the period from April 2005 to March 2007 of the five largest daily newspapers and the Sunday press (Blick, NZZ, Tages Anzeiger, Süd-Ostschweiz, Berner Zeitung, Sunday newspapers). All articles were examined in which the name Pfizer was mentioned. The actors and the topics mentioned in these reports were recorded, as well as the time period. In addition, the role of the journalists was of interest, in order to determine what the statements in the reports were based on (facts, assumptions, references, empiricism etc.). In the evaluation, the article was assessed and examined from the point of view of the presentation of credibility and the general impression of Pfizer. The evaluations were carried out on SPSS and afterwards processed graphically on Excel for the appendix. The diagrams were put into the appendix to make the study easier to read. The frequencies of the code list were assessed univariately and then the connections bivariately.

*4.4.1. Univariate evaluation*

From April 2005 until March 2007, of the 5 largest daily newspapers and the Sunday newspapers, the NZZ published the most articles about Pfizer with 105 (36.6%).

The Tages Anzeiger published 72 (25.1%) articles on Pfizer, the Sunday newspapers altogether 71 (24.7%), the Berner Zeitung 20 (7%), the Blick 12 (4,2,%) and the Süd-Ostschweiz 7 (2,4%). A total of 287 articles were published in which Pfizer was mentioned by name (for further details see appendix H.1, Diagram 51).

The actors pharmaceutical companies and money/investment are the most frequently mentioned in the articles on Pfizer, followed at quite a distance by the actor "politics" (for further details see appendix H.1.1, Diagram 52).

In 28.9% of all the articles on Pfizer, the most frequent topic is money/investment. The second most frequent topic is concerned with costs and prices for the manufacturing of medicines, followed by products and research. Only two articles deal with the subject of health (for further details see appendix H.1.2, Diagram 53).

Altogether 110 articles were associated with subjects which were assessed between very negative and fairly negative, 92 articles were assessed as neutral and 85 articles as fairly positive to very positive (for further details see appendix H.1.3, Diagram 54). For a general impression, a similar picture occurs for Pfizer; of the articles, 103 (36%) were fairly negative, 110 (39%) neutral and 69 (24%) positive (for further details see H.1.5).

Most of the articles on Pfizer appeared in the months April 2005, January 2006 and October 2006 (for further details see H.1.4, Diagram 55).

Most frequently the statements on Pfizer are based on the collective category "other actors" (institutions, e.g. pharmaceutical lobby) or on an unclear reference.

The third most frequent basis for remarks concerning Pfizer is however based on a quotation of the CEO of Pfizer Inc. or of Pfizer employees (for further details see H.1.4, Diagram 56).

The clarity of the division between facts and interpretation in the newspapers that appeared on Pfizer is recorded in a scale of 0 to 10. Here 0 means a watering down of facts and interpretation, and 10 stands for a clear separation (for further details see H.1.4 Diagram 57). On an average, the difference between facts and interpretation in the articles is rated as fairly to very clear (arithmetical average: 7.4; median: 9).

The subsequent evaluation of the articles as to how credible and/or trustworthy Pfizer is represented in the general impression follows by means of a scale from 0 to 10, where 0 means that Pfizer is represented as not at all credible, and 10 that Pfizer is represented as absolutely credible. On an average, it was observed that Pfizer was presented as fairly to very credible (arithmetical average: 6.84; median: 8; for further details see H.1.5, Diagram 59).

On an average, the articles on Pfizer consist of 368 (median) or 547 (arithmetical average) words.

### 4.4.2. Bivariate analysis of the articles, according to the newspaper

In addition to the frequency of general reports, bivariate evaluations and cross tables of the respective newspapers and the items examined, such as subjects, basis of statements, separation of facts and interpretation etc. are of interest. After each item, where it is meaningful, the corresponding appropriate degree of correlation is given. The order of the results was basically kept (for further details see appendix I.1).

Health: Both the articles on Pfizer related to health appeared in Blick and in the Berner Zeitung.

Money/investment: The NZZ reports particularly often (43.8%) and the Süd-Ostschweiz (57.1%) in their articles on money/investments (if all newspapers are considered, the articles on money/investments represent 28.9%).

Scandals: The NZZ, the Tages Anzeiger, the Süd-Ostschweiz and the Sunday newspaper reported on scandals in connection with Pfizer. Whilst on the whole 4.5% of the articles on Pfizer were in connection with scandals, this is 14.3% in the Süd-Ostschweiz and 11.3% in the Sunday newspapers.

Products: Apart from the Süd-Ostschweiz, all newspapers reported at least in one of the articles on Pfizer products. In the articles in the Blick, however, only 8.3% are articles on products (proportion in all newspapers: 16.7%), but in the NZZ 20%.

Research: If all newspapers are taken into consideration, articles in connection with research represent 11.8%. In the Blick, however, these represent 25%, in the BZ 20%, in the NZZ only 4.8%.

Correlation: The $\chi^2$-Test as well as Cramer's V show a highly significant connection between the newspaper in which an article was published and the subject on which it is written.

Newspapers and basis of statement (for further details see I.1.2., Diagram 61):

Reference to Pfizer quotation: Across all newspapers, the statements made in 15.4% of the articles examined were supported by a quotation of the CEO of Pfizer Inc. or employees. In the Blick, in no article was this the case.

The NZZ shows the highest proportion of articles supported by quotations from Pfizer (19%); in the Tages Anzeiger it was 15.3% of the articles; in the BZ 15%.

Correlation: Here too the $\chi^2$-Test and Cramer's V show a highly significant correlation between the newspaper and the basis of the statements.

*Newspapers and general impression*: Clarity of the separation between facts and interpretation (for further details see I.1.3, Diagram 62.

Clear separation: Altogether in 43.9% of the articles which appeared on Pfizer, there is a clear separation between facts and interpretation. In the Süd-Ostschweiz this is in 85.7% of the articles the case; in the NZZ 65.7%. In the Blick it is only 8.3%; in the Tages Anzeiger 29.2%.

Watering down of facts and interpretation: Altogether in 8.4% of the articles facts and interpretation are mixed. In the articles in the Tages Anzeiger this is the case in 25% of the articles; in the Blick 16.7%.

Newspaper and general impression (for further details see I.1.4, Diagram 63):

Negative: The general impression of 36.5% of the articles on Pfizer are judged to be negative for Pfizer. Pfizer was represented most negatively by the BZ; 47.4% of their articles on Pfizer were negative. The Sunday newspapers then follow with 41.1%. In the Blick, on the other hand, only 16.7% of all articles presented Pfizer negatively.

Neutral: 39% of all articles are neutral towards Pfizer. The highest proportion of neutral articles is to be found in the Tages Anzeiger with 50.7%. The NZZ also has, with 40%, a slightly above-average proportion of neutral articles on Pfizer.

Positive: 24.5% of all articles on Pfizer place the pharmaceutical company in a positive light. The Blick shows a particularly high proportion of positive articles on Pfizer (58.3%) and also the Süd-Ostschweiz (42.9%). The lowest proportion of positive articles on Pfizer is found in the Tages Anzeiger. Only 13% of the articles which appeared on Pfizer place the company in a positive light.

The connection between the $\chi^2$-Test and Cramer's V and between the newspaper in which the article appeared and the evaluation of Pfizer is only significant at the level of 10%.

*Newspaper and general impression: Credibility/trust* (for further details see I.1.5, Diagram 64)

Unreliable: Only the NZZ presents Pfizer as absolutely unreliable in 16.2% (17 articles) of the articles on Pfizer.

Credible (reliable): Altogether, in 38.1% of the published articles Pfizer is presented as absolutely reliable. In the BZ, however, this is only the case in 20% of all the articles. In the NZZ, on the other hand, this occurs in 46.7% of the articles; in the Tages Anzeiger in 44.4%; and in the Süd-Ostschweiz in 42.9%.

*Date of publication of an article – topic* (for further details see I.1.6, Diagram 65):

In April 05, the topic money/investment and products appeared an above average number of times. In May 05, there were mainly articles in connection with products and a little less frequently with costs. In January 05, the articles on Pfizer were primarily about money/investment. In March 06, Pfizer was mentioned above all in connection with money/investment and costs. In April 06, costs were in the foreground. In May 06, there were again more articles on money/investment. In October 06, there were particularly a lot of articles on research.

In November 06, the main articles were on products, costs and other matters. In March 07, the subject money/investment was again mentioned an above average number of times.

General impression credibility/trust and topic (for further details see I.1.7, Diagram 66):

Pfizer is presented as absolutely unreliable an above average number of times in articles on the subject of scandals and products. Also, in an above average number of times, Pfizer is presented as credible particularly with regard to money/investment and research.

In the NZZ, Pfizer is presented as mainly credible in connection with all the topics treated in the articles concerned (with the exception of the only article which appeared in connection with the subject of scandals where Pfizer was neither presented as credible nor as not credible). In relatively many articles (28.6%) in the NZZ, Pfizer was presented as not credible in articles on the subject of products (for further details see I.1.7, Diagram 67).

### 4.4.3. Results of media analysis

Considering the fact that Pfizer Switzerland has the highest selling figures of all pharmaceutical concerns in Switzerland, there are surprisingly few reports in the daily newspapers on either the company itself or on subjects concerning the company. Surprisingly, the topic health does not seem to be a Pfizer topic, but rather the topic money/investments, which according to the Univox analysis is a subject of little interest in the media for the Swiss population.

It is, however, quite possible that in particular the NZZ – which is regarded as leaning to the right politically, and whose readers are generally the wealthy, informed and active segment of the public – considers the subject money/investments interesting. The statements of the CEO of Pfizer Inc. are apparently noted and expressed in the reports. The NZZ is mainly interested in Pfizer generally, and reports objectively and neutrally. It is also critical if it is a question of products, and it reports on Pfizer as a credible company when it is a question of money/investment and research. Facts are mostly separated from the interpretation of the journalist. This effect should be relativised by the different publications.

### 4.5. Population

The aim of the survey is to find out who in the population knows Pfizer, where they know Pfizer from, what they associate with the name Pfizer, and whether Pfizer is considered credible (trustworthy). In addition, the aim is to find out whether people who do not know Pfizer know their medicines, and what these people think about Pfizer when they learn that it is the largest pharmaceutical company in the world. In addition, two groups, each of 1200 persons, were representatively questioned by telephone in the whole of Switzerland (German/French/Italian) via CATI (Computer Assisted Telephone Interview) by the market and opinion Research Institute GfS (www.gfs-bd.ch), which is specialised in quantitative surveys. The stratified random sampling was done on the basis of the telephone entries of Swiss households. With the household, the birthday method was applied. This procedure is considered at present to be the most reliable and valid form of taking random samples, and corresponds to random samples for VOX surveys in Switzerland.

Procedure: For the dummies of the individual answer categories, frequency computations in SPSS were made each time. The results were transferred to Excel and a diagram was made of them. For the sake of readability, reference for syntax and diagrams are in the appendix. Here too in a first step, an univariate evaluation was made, followed by bivariate and multivariate data analyses. The results are presented in the order of the questions.

### 4.5.1. Question 1): Which pharmaceutical companies do you know?

As it is a question where several answers are possible, the percentages refer to the total number of questions and not to the number of persons questioned. With the question "how many pharmaceutical companies do you know", the spontaneous unaided answers were recorded first (off the top of the head). If the person questioned does not mention Pfizer, he is then asked if he knows the company Pfizer (aided). If a test person says he knows Pfizer spontaneously, this is recorded as "unaided" awareness.

The best-known unaided pharmaceutical companies are the national ones, with Novartis and Roche mentioned approximately 35%. If one counts mentioning Ciba Geigy ("new Novartis") to Novartis, then Novartis is the best-known pharmaceutical company among the Swiss population. Pfizer takes, with approximately 6%, the third place in the spontaneous profile scale. The following table shows both the relative and the absolute frequencies in the annual comparison. Further below, the table is presented in a graph.

**Diagram 41: Distribution of the answers to question 1) (all answers given)**

| 2006&2007 | absolute | | | in % | |
|---|---|---|---|---|---|
| | 2006 | 2007 | | 2006 | 2007 |
| Pfizer | 113 | 156 | Pfizer | 5% | 7% |
| Astra Zeneca | 25 | 40 | Astra Zeneca | 1% | 2% |
| ClaxcoSmithKline | 47 | 60 | ClaxcoSmithKline | 2% | 3% |
| Novartis | 797 | 671 | Novartis | 35% | 30% |
| New Novartis | 246 | 134 | new Novartis | 11% | 6% |
| MSD-Chibret | 5 | 19 | MSD-Chibret | 0% | 1% |
| Roche | 708 | 817 | Roche | 31% | 36% |
| Bristol-Meyers- S. | 14 | 21 | Bristol-Meyers-S. | 1% | 1% |
| Sanofi-Symthélabo | 26 | 28 | Sanofi-Symthélabo | 1% | 1% |
| Aventis | 33 | 65 | Aventis | 1% | 3% |
| Generika | 28 | 91 | Generika | 1% | 4% |
| Bayer | 47 | 80 | Bayer | 2% | 4% |
| Syncenta | 18 | 16 | Syncenta | 1% | 1% |
| Mepha | | 21 | Mepha | 0% | 1% |
| Streuli | | 6 | Streuli | 0% | 0% |
| Galenica | | 9 | Galenica | 0% | 0% |
| Merk | | 27 | Merk | 0% | 1% |
| Böhringer Mannheim | 3 | | Böhringer Mannheim | 0% | 0% |
| Others | 143 | | others | 6% | 0% |
| Total | 2253 | 2268 | Total | 100% | 100% |



2006 & 2007 - Question 1) Which pharmaceutical companies do you know?
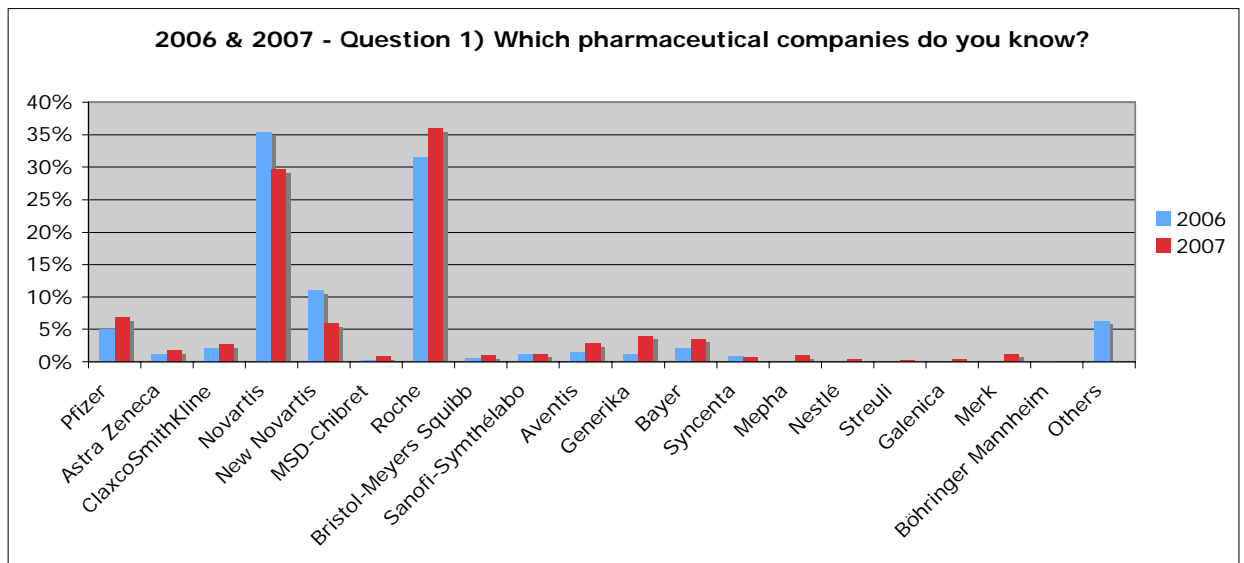
*4.5.2. Question 3a): If Pfizer not mentioned: Do you know the company Pfizer?*

The test persons who did not spontaneously name Pfizer, were asked "do you know the company Pfizer?" In 2006, 484 (42%) said they knew Pfizer and in 2007, 404 (38%). In 2006, 597 of 1266 (aided or unaided) (47%) and in 2007, 559 of 1222 (46%) knew the name Pfizer. Unless otherwise mentioned, the following results always refer to persons who know the name of Pfizer, whether aided or unaided.

**Diagram 42: Aided and unaided awareness of Pfizer**

|         | **Yes** |        | **No** |        | **Pfizer already named under 1)** |        |
|---------|---------|--------|--------|--------|--------|--------|
|         |         | in %   |        | in %   |        | in %   |
| **2006** | 484    | 38.2   | 669    | 52.8   | 113    | 8.9    |
| **2007** | 404    | 33.1   | 663    | 54.3   | 155    | 12.7   |

Of the test persons who did not know the name of Pfizer, roughly 60% nevertheless knew one of the named medicines. Thus, altogether both in 2006 and in 2007 roughly 80% of the persons questioned knew Pfizer or one of the medicines such as Viagra or Zytec.

**Diagram 43: Know the 2 best-known Pfizer medicines**

|        | Yes  | in % | No   | in % | N   |
|--------|------|------|------|------|-----|
|        |      |      |      |      |     |
| **2006** | 423  | 63.2 | 246  | 36.8 | 669 |
| **2007** | 408  | 61.5 | 255  | 38.5 | 663 |

*4.5.3. Question 2a): Where do you know the name Pfizer from?*

Most people know Pfizer from their medicines (roughly 35%) or from the newspaper (roughly 17%), followed by publicity, place of work, Viagra or one does not know exactly. There is hardly an echo from the Viox scandal. An overview of the subjects according to relative and absolute frequencies is shown in the following table. Further below, the table is also presented in graphic form.

**Diagram 44: Distribution of the answers to the question 2a) (all answers given)**

| | absolute | | | in % | |
| | **2006** | **2007** | | **2006** | **2007** |
|---|---|---|---|---|---|
| From the newspaper | 121 | 97 | From the newspaper | 21% | 17% |
| Medicine | 183 | 241 | Medicine | 32% | 42% |
| As investor (shares) | 21 | 15 | As investor (shares) | 4% | 3% |
| From doctor, am customer | 4 | 2 | From doctor, am customer | 1% | 0% |
| Do not know exactly | 65 | 14 | Do not know exactly | 11% | 2% |
| From publicity | 57 | 50 | From publicity | 10% | 9% |
| America | 17 | 14 | America | 3% | 2% |
| From chemist | 4 | 5 | From chemist | 1% | 1% |
| From job | 55 | 45 | From job | 10% | 8% |
| Other | 8 | 39 | Other | 1% | 7% |
| Viagra | 36 | 52 | Viagra | 6% | 9% |
| From Viox scandal | 4 | 0 | From Viox scandal | 1% | 0% |
| | | | | | |
| Total | 575 | 574 | Total | 100% | 100% |
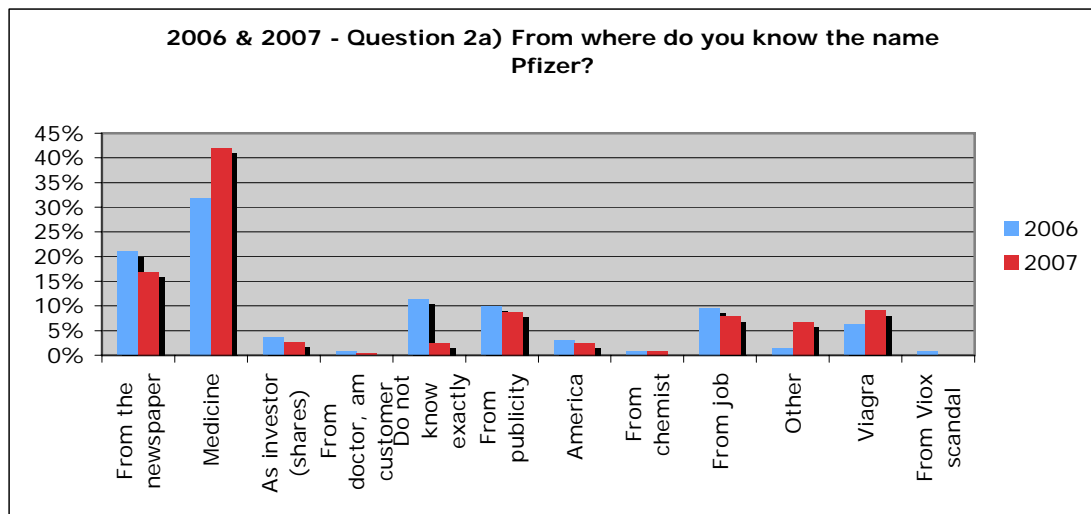


2006: For the year 2006, it can be seen that persons with unaided awareness of Pfizer tend to know the company from the newspaper, while persons with aided awareness know the company because of a medicine. A particularly large difference exists in the category "do not know exactly". Here, the proportion of persons with aided awareness of Pfizer is much higher than that of the persons with unaided awareness (for further details see I.1.7, Diagram 68).

2007: For the year 2007, the differences between persons with unaided awareness of Pfizer and those with aided awareness are smaller. But the tendency is similar to that in 2006 (for further details see I.1.7, Diagram 69).

### 4.5.4. Question 2b) What do you associate with the name Pfizer?

"Products/medicines" was the answer from roughly 30% of the test persons and roughly 33% answered "nothing". The association with Viagra followed at a considerable distance, the answer represented roughly 10% and was the third most frequent answer.

**Diagram 45: Distribution of the answers to question 2b) in % of all answers**
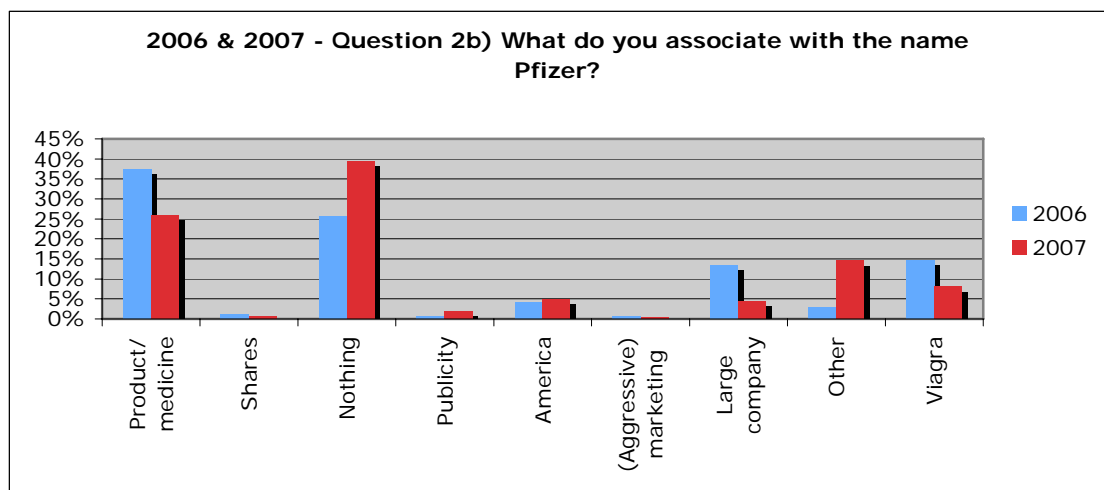


### 4.5.5. Question 2c, 2d: how credible/trustworthy do you consider Pfizer to be?

The credibility and/trustworthiness was recorded on a scale of 1-10, where 1 is not at all credible and/or trustworthy, and 10 means absolutely credible and/or trustworthy. On the one hand, the credibility increased from 2006 to 2007 on an average by 10% from 6 to 7; and on the other, the attributes trust and credibility attained almost identical values in the population.

As the issue "to create trust" is a central theme, this aspect was analysed in detail. In a first step, the results on credibility and trustworthiness were assessed in a bivariate form with regard to the various socio-demographic and attitude-relevant values, and multivariately in a second step. The selected measure of association was shown each time. Further diagrams, tables and syntax can be found in the appendix.

### 4.5.6. Bivariate model for credibility and/or trustworthiness

The person-correlation-coefficient shows for both years a highly significant association from .858 (2006) and .864 (2007) between the two variables. All values have a stable standard deviation (for further details see Diagrams 70.1 to 71.2.).

**Diagram 46: Variables for the assessment of the credibility and trustworthiness**

|  | N | Arithmetical means | Standard deviation | Median |
|---|---|---|---|---|
| **2006** |  |  |  |  |
| Credibility | 398 | 5.87 | 2.17 | 6 |
| Trustworthiness | 405 | 5.95 | 2.13 | 6 |
| **2007** |  |  |  |  |
| Credibility | 409 | 6.51 | 2.06 | 7 |
| Trustworthiness | 412 | 6.55 | 2.05 | 7 |

2006: The values of the Pearson correlation show a positive association between age and the assessment of the credibility and trustworthiness of Pfizer. The older a person is, the higher they assess the credibility and trustworthiness of Pfizer. The association between age and the assessment of credibility is significant at the level of 5%, but its value of .107 is not particularly high. The association of age and the assessment of the trustworthiness of Pfizer is somewhat higher with a value of .130 and significant at the level of 1%. For 2007, there are no significant associations between the age of the test persons and the assessment of the credibility and/or trustworthiness of Pfizer (for further details see Diagram 72).

The political preference of the test persons was recorded by means of a scale from 1-10, where 1 means very left, 5 middle and 10 very right. The highly significantly positive association between the political position and the assessment of the credibility and/or trustworthiness of Pfizer for both years means that the credibility and trustworthiness of Pfizer are considered higher the further right a person is on the scale of political preference. For 2006, the strength of the association for credibility (.294) is practically as strong as for the trustworthiness (.287).   In 2007, the association between the political preference and the assessment of the trustworthiness (.274) is slightly higher than the association with the assessment of the credibility of Pfizer (.241).

**Diagram 47: Correlation political preference and credibility/trustworthiness**

|  | N | Pearson             Correlation Coefficient | p value |
|---|---|---|---|
| **2006** |  |  |  |
| Credibility | 368 | .294 | .000 |
| Trustworthiness | 374 | .287 | .000 |
| **2007** |  |  |  |
| Credibility | 378 | .241 | .000 |
| Trustworthiness | 384 | .274 | .000 |

For the two years 2006 and 2007, the t-Test for independent samples found no significant average difference between men and women in their assessment of the credibility and trustworthiness of Pfzer (for further details see Diagram 74.1 to 74.8.)

The calculation of the Spearman rank correlation coefficients and Kendall's tau-b coefficients for ordinal scaled variables gives no significant association of the education of a person and their assessment of the credibility and trustworthiness of Pfizer either for 2006 or 2007 (for further details see appendix 1.1.9).

Even in the recording of the education variable into a dichotomous variable with the specifications low education and higher education (from Matura), there is, according to the t-Test for both years, no significant association between the education of a test person and their assessment of the credibility of Pfizer. The calculation of the Spearman rank correlation coefficients and Kendall's tau-b coefficients for ordinal scaled variables gives no significant association between the education of a person and their assessment of the trustworthiness of Pfizer. Also in a recoding of the education variables into a dichotomous variable with the specifications low and higher education, there is, according to the t-Test, no significant association between education and assessment of the trustworthiness of Pfizer.

For 2006, the Spearman rank correlation coefficient (.114) as well as Kendall's tau-b coefficient (.90) show, at the 5% level, a significant association between the net monthly household income and the assessment of the credibility of Pfizer. The higher the net monthly household income, the higher the credibility of Pfizer is estimated to be. For 2007, on the other hand, one could establish no significant association between income and the assessment of the credibility. The Spearman rank correlation coefficient (.95) as well as Kendall's tau-b coefficient (.074) show, for the year 2006, a positive association between the net monthly household income and the assessment of the trustworthiness. The higher the net monthly household income, the higher the trustworthiness of Pfizer is assessed. However, the association is only significant on the level of 10%. For 2007, there is no significant association between income and the assessment of the trustworthiness (for further details see Diagram 75 to 78).

After the univariate and bivariat approaches, the analysis is expanded by further variables to a multivariant approach, and variables like credible and trustworthy are combined with variables of attitude (e.g. political orientation) and socio-demographic characteristics (sex, age, income, education).

### 4.5.7. Multivariate model for credibility and/or trustworthiness

2006: A multivariate model (linear regression) for the clarification of the assessment of the credibility of Pfizer with the variables age, political orientation, sex, education and income shows a significant influence only for political orientation. This influence is highly significant and positive. With each point which places a person to the right, the credibility of Pfizer is assessed .34 points higher.

For the assessment of trustworthiness, in addition to the significantly positive effect of the political orientation (b = .32), a significantly positive effect of the age (.02) at the 5% level is also shown. The older a person is, the more the person assesses Pfizer as trustworthy.

2007: A multivariate model (linear regression) for the clarification of the credibility and/or trustworthiness of Pfizer with the variables age, political orientation, sex, education and income shows a significant influence only for political orientation. This influence is positive (the person who is considered to be to the right, assesses the credibility and trustworthiness higher) and highly significant. With the credibility, a non-standardized b value of .255 was found for the influence of the political orientation, and a value of .290 for trustworthiness.

**Diagram 48: Credibility/trustworthiness with awareness of Pfizer**

| | N | | Arithmetical means | | Standard deviation | | Median | |
|---|---|---|---|---|---|---|---|---|
| | Un-aided | Aided | Un-aided | Aided | Un-aided | Aided | Un-aided | Aided |
| **2006** | | | | | | | | |
| Credibility | 100 | 298 | 6.20 | 5.76 | 2.12 | 2.18 | 7 | 5 |
| Trustworthiness | 100 | 305 | 6.22 | 5.86 | 2.14 | 2.12 | 7 | 6 |
| **2007** | | | | | | | | |
| Credibility | 125 | 284 | 6.49 | 6.52 | 1.99 | 2.09 | 7 | 7 |
| Trustworthiness | 128 | 284 | 6.61 | 6.52 | 1.99 | 2.09 | 7 | 7 |

Unaided = unaided awareness of Pfizer
Aided = aided awareness of Pfizer

2006: The t-Test gives a difference in the assessment of the credibility of Pfizer between persons with an aided and those with an unaided awareness of Pfizer; persons with an unaided awareness assess Pfizer's credibility higher. The difference however is only significant with a p value of .076 at the 10% level. The difference in the assessment of the trustworthiness is not significant.

2007: For 2007, there is no significant difference either in the assessment of the credibility or of trustworthiness between the group of persons who have unaided awareness with regard to Pfizer and those who only have aided awareness.

The persons who do not know the name of Pfizer but know one of the mentioned medicines are told that Pfizer is the largest pharmaceutical company in the world. They are then asked what they think of Pfizer. Approximately 70% of the test persons did not associate anything with the company, or had no opinion. This value is also almost identical for approximately 20% of the test persons who neither knew one of the three mentioned medicines, nor the name Pfizer.

**Diagram 49: Distribution question 5b) for 2006 (N=625) and 2007 (N=694)**
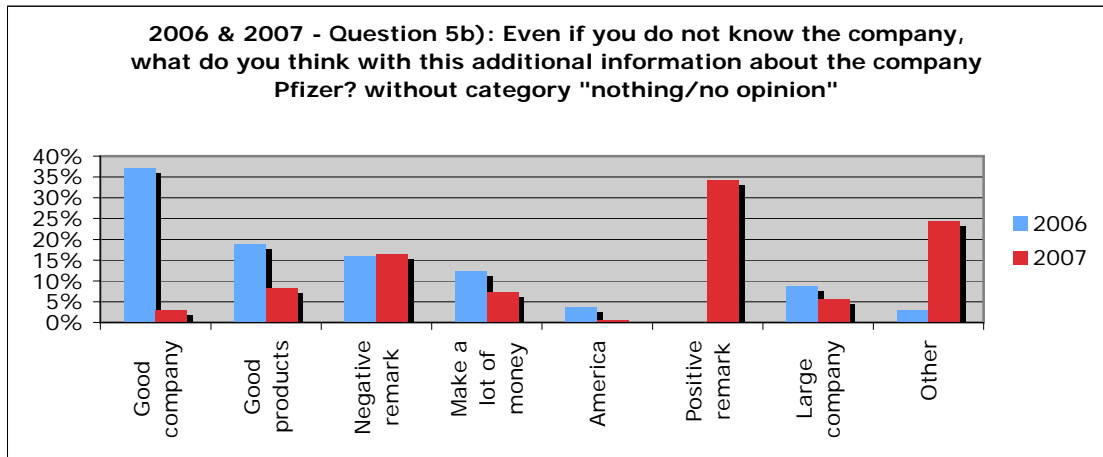


*4.5.8. Result of population inquiry*

There are hardly any significant socio-demographic differences between who knows Pfizer and who does not, either aided or unaided. Pfizer is the third best-known pharmaceutical company in Switzerland, roughly 50% know Pfizer either aided or unaided. Unaided they amount to 5-7%. Seventy-five percent (75%) know one of the medicines Zyrtec or Viagra. People know Pfizer either through the medicines or the newspaper, the latter primarily with unaided awareness. Apart from medicines/products, Pfizer is hardly associated with anything else, regardless of whether one knows Pfizer or a medicine, or that Pfizer is the largest pharmaceutical company in the world. Pfizer is considered to be a credible and/or trustworthy company (6 and 7 on a scale of 1 to 10). Political preference and to a limited degree age, as well as a higher income, have the greatest influence on opinion regarding the credibility and/or trustworthiness of Pfizer. The further politically right a person is, the more Pfizer is considered to be credible and/or trustworthy. Neither the sex nor the education of a person has a significant influence on the perception of the credibility and/or trustworthiness of Pfizer.

Scandals hardly seem to play a role association with Pfizer. Among the population, Pfizer tends to be associated with the lifestyle medicines Viagra and Zyrtec, rather than with health and research which are the important topics for Pfizer.

### 4.6. Answers to the empirical research questions

At the time of the survey, the population and the media were not considered priority stakeholders compared to other stakeholders. The daily newspapers are the most important channel to obtain the attention of the informed and politically active part of the public on the subject of health. The newspapers report little on Pfizer, and when they do it is mainly regarding money and investments. Scandals are hardly of interest. The NZZ assumes special significance; it is not only the newspaper that gives the most information but it also reports most objectively on Pfizer: neutrally but critically when it is a question of products, and credibly when it is a matter of money/investments. In particular in the NZZ, facts and interpretation are largely separated. It is noticeable that statements of the CEO of Pfizer Inc. are reported by the media. Just 50% of the Swiss population knows Pfizer. Pfizer is known for its medicines and through newspaper: the latter particularly by persons who know Pfizer unaided. Whilst sex, income and education hardly have an influence on the primarily good opinion of Pfizer's credibility and trustworthiness, they influence particularly in the population oriented politically to the right, with a similar tendency for older members of the population. Aside from the products, the population associates hardly anything ("nothing") with the company Pfizer.

**4.7. Conclusion of descriptive empirical results**

Pfizer has, apart from its products, not a clear image/position either in the general public or in the daily newspapers. Nonetheless the trust of the population in the company is relatively high (6 and 7 on a scale of 1 to 10, where the latter attests the highest credibility and trustworthiness). The role of the medial scandal reports is probably overestimated, and the role of the CEO of Pfizer Inc. with regard to the media possibly underestimated. The impact of reporting in the media can be proved in the area of products (in particular, lifestyle products) and the profile of Pfizer (Where do you know Pfizer from? What do you associate with Pfizer?), but hardly in the area of contents reports (money/investment). As a result, one sees that the subject health has room for development. The NZZ presents itself as the most suitable media relation partner as it is the most interested in Pfizer, and reports most objectively. In addition, this is the newspaper read by the segment of the public which is oriented to the right politically, and is older and wealthier, and which gives Pfizer the highest marks for credibility and trustworthiness. The sensitisation of Pfizer internally to the stakeholder group "population" (as an element of society) mentioned in the vision still shows potential for development. However, in the external perception, the elements trust and medicines, as formulated in the vision, can be verified.

# 5. Chapter 5

In the last chapter, the implications of the results will be compared with the campaigning approach on the operating level from the company-oriented point of view in a workshop at Pfizer. Subsequently, the theoretical value of the selected symbiosis of stakeholder approach and campaigning is reflected on. The conclusion and forecast follow at the end.

## 5.1. Implications of the results from the company-oriented point of view

The results have shown that, although Pfizer is aiming at a company-oriented communication in published documents and in their vision, the market-oriented direction prevails on the operating level in the form of corresponding communication activity for products and medicines. This means that, both in the perception of the population as well as the reports published in the media, their products and not a social topic like health are in the foreground. In addition to market-oriented communication, governmental actors[55] are also important for Pfizer. The stakeholders formulated in the vision, however, imply the socio-cultural society such as the patients, media, scientists and non-governmental organisations. A systematic socio-cultural theme (e.g. health) cannot be demonstrated either on the macro, meso or micro level at Pfizer internally, or in the media or the population.

### 5.1.1 Top-down and bottom-up communication

The picture of the "mature" patient, that is the patient who is informed about "his" illness, medication or therapy, and has optimally developed a certain competence through this knowledge, is indeed discussed within Pfizer Switzerland.

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[55] As political administrative actors, according to Hauzinger (2003), the health administrations, Swissmedic, BAG, BSV, BAK are meant.

This picture is also communicated in the vision, but on the operating level the communication continues to run through the intermediary of the doctor to the patient, where it is market oriented, i.e. the sale of products is in the foreground.

This result reflects a top-down approach, because on the macro level Pfizer Switzerland engages in lobbying with governmental actors. This direction is signified with the term "governmental direction". This happens on the meso level by means of indirect market communication via doctors and sales strategy. In order to consider the desired socially oriented direction on all levels, the media must be more strongly involved on the meso level to have a mobilising effect on the population. As soon as parts of the population feel moved to enter into contact with Pfizer in suitable areas of interaction, the requirements of a bottom-up approach is fulfilled and enables a deliberative process of two-way communication. In Chapter 2, possible stakeholder commitment platforms show the areas of interaction.

### 5.1.2. Communication to the media

There is market oriented reporting to the media, particularly investor-oriented, but it is far removed from a strategic and synchronised process level (e.g. media relation). Therefore, reporting is largely a matter of how the journalists and the newspapers interpret the data they receive. At present, reporting is subject to endogenous media dynamics, possibly even journalistic and verifiably newspaper specific determination. No networks exist to the media which are devoted to a common goal, such as enabling the population to obtain information on the subject of health.

*5.1.3. A conservative attitude to communication*

This is shown in Pfizer's attitude with regard to concrete communication work. In general, they show a business understanding of public relations rather than a professional communication attitude, i.e. in particular, market activities are in the foreground and not – as understood in professional communication – a socio-cultural oriented communication. This point, in particular, constitutes a discrepancy to the stakeholder orientation formulated in the vision. As already mentioned, this result is not surprising in the regulated market, but it means that Pfizer does not (yet) assume an active socially oriented role in the micro environment. So far their activities are not about enabling the patients through better knowledge according to the demands for increasing health literacy[56] to judge the quality and use of the health services they receive. Pfizer does see opportunities for cooperation on different levels and also wants to take a position with regard to the subject health, but on the operating level this understanding is not lived.

It is not that Pfizer does nothing in this area. Pfizer gives various competitive prizes where scientists and media people receive awards. However, these competitions are hardly used to promote discourse in the required area of interaction.

The possibilities of the Internet are only used when the website is managed technically and contains partly interactive elements. That is, doctors and other interested parties can download information and test their knowledge, but this does not correspond with dialogue-oriented, two-way communication.

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[56] In the report *Healthy People 2010* (http://www.healthypeople.gov/Document/pdf/uih/2010uih.pdf), the U.S. Department of Health and Human Services included improved consumer health literacy as Objective 11-2, and identified health literacy as an important component of health communication, medical product safety, and oral health. Health literacy is defined in *Healthy People 2010* as: "The degree to which individuals have the capacity to obtain, process, and understand basic health information and services needed to make appropriate health decisions".

This means that at the other end nobody "speaks" and "argues", as it is primarily a one-sided rather static market orientation containing information. The available websites do not enable argumentation or intervention, and are also not managed in this direction. As a result, no innovative forms of online communication have been used until so far. However, such two-way communication programs exist for some time now. The so-called Web 2 is a term describing the trend in the use of World Wide Web technology that aims to enhance creativity, information sharing and, most notably, collaboration among users and therefore stakeholders.

A direct and active area of interaction on the micro level, i.e. between Pfizer and the stakeholder group "population", is considering the theoretical studies of stakeholder commitment and campaigning, a prerequisite for the development of corresponding competences of actors and stakeholders.

First of all, direct two-way communication promotes networking, because stakeholders, for example, can exchange ideas, introduce individual issues and discuss in appropriate settings.  Also, there is the possibility of integrating further actors, such as media representatives, doctors and organisations in the field of health care.

Secondly, an area of interaction and intervention enables "talking" to one's stakeholders and exchanging arguments. Learning about the point of view contained in the various arguments develops competences. In addition, one has the possibility to analyse trends, attitudes and topics at an early stage so as to be able to react to them.

Thirdly, the communicative debate with other actors in a real community is stimulated and, as an example, the subject of health benefits instead of health costs can be discussed.

### 5.1.4. Difference between attitude and behaviour

The results show that intentions and positive attitudes towards social orientation exist and are also made public in writing, but that very little has been implemented on the level of behaviour. This phenomenon, known in social science as a discrepancy between attitude and behaviour, occurs particularly in the area of socio-cultural communication. The reasons for this phenomenon can be methodical, theoretical as well as structural. The results of a survey are never an absolutely comprehensive reality. Varied results or deformations can be obtained depending on how the questions are asked, which method is selected and the time when the questions are asked.

First of all, in the present study a method mix was combined that is unique for this context. As a result, one cannot exclude the fact that these methods contain their own dynamics or intervening variables.

Secondly, the selected theoretical approach is a simplification of complex processes. The suppositions should result from a combination of theory and implementation; however, as it is only a question of suppositions, the truth can never be proved beyond a doubt. Thirdly, all surveys were carried out in a structurally limited framework, in which further possible explanation for the identified discrepancy could lie.

In the present study, the results can most probably be explained mainly by the structured regulatory limitations for the pharmaceutical industry in Switzerland with regard to direct publicity.

**5.2. Medially communicative operating fields in the campaigning approach**

After the interpretation of the question, one must now ask how the results can be implemented in a medially communicative manner as a basis for a stakeholder commitment and the aim of Pfizer Switzerland to create trust. In the concrete implementation, one tries to attain this superior aim by influencing sections of the population with appropriate socio-cultural communication (based on knowledge from empirical findings) so that, for example, patients, scientists, non-profit organisations and particularly also the media can exchange ideas in areas of interaction with direct possibilities of intervention.

In a workshop, the data should be contextualised in an exemplary manner and consolidated to knowledge in order to identify areas of implementation and to judge their feasibility. The areas to be considered should result from the steps in the campaigning approach as operating instructions for the workshop. This process can be presented graphically as follows:

**Diagram 50: Workshop process at Pfizer**

Superior aim: to create trust

| Data Pfizer internal | Data population | Data media | Further data |

Contextualisation      = Information

Networking      = Knowledge

Interpretation and problem-oriented application and/or handling guidelines      = Solution-oriented action

| Handling instr. 1 | Handling instr. 2 | Handling instr. n |
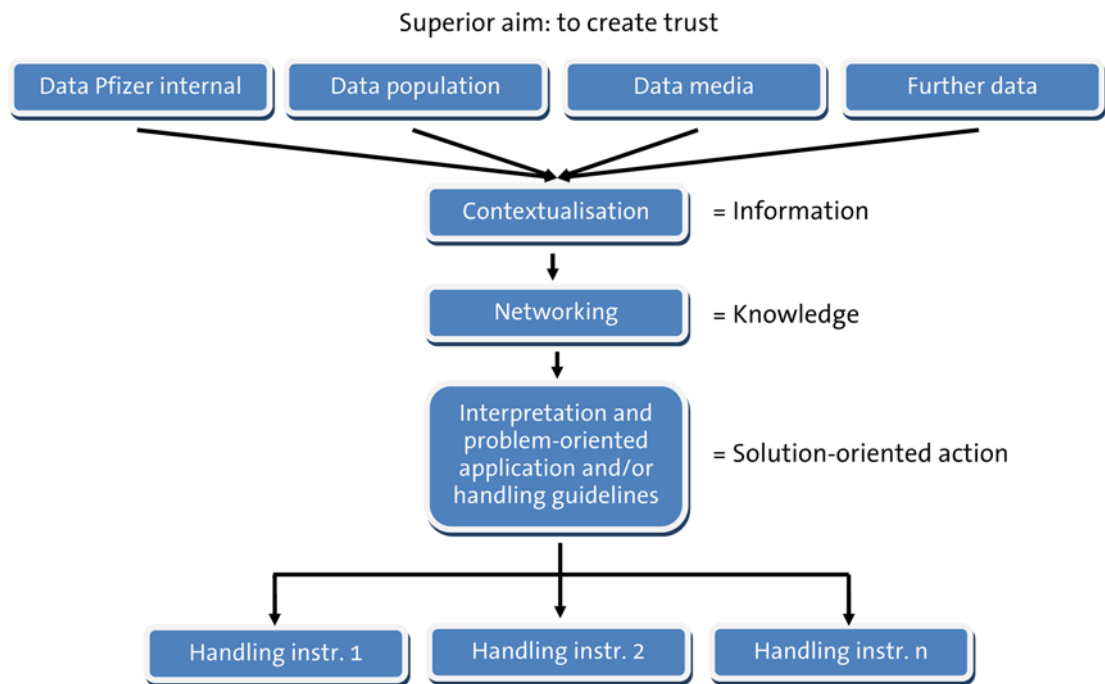
Adapted to the phases of campaigning approach, this means:

1. Identification of topics and objectives:

First, there needs to be clarity concerning the message in the area of conflict between market and society orientation, in particular the socio-cultural micro view. Independently of the status quo, one should consider which concrete measurable effect can be generated where and when, and one should reflect on the developing or existing input from a socio-cultural micro stand point. The latter means that several campaigns have already been carried out, but not strategically nor according to the bottom-up approach. Here, the significance attributed to the external company communication on the socio-cultural level plays an important role. The findings in this step are for strategy development.

2. Program development and alternatives on the basis of the empirical findings:

On the basis of the empirical findings, one must then reflect on existing media relation partners or those to build up, and their "rules of the game". Furthermore, one should consider arenas of interaction for communication competence in the field of health with the possibility of intervention. One also needs to think about which active parts of the population are to be addressed and used for the network in which Pfizer is integrated. In addition, one should consider and implement control systems as proof of effectiveness and a basis for intervention, as well as an appropriate stakeholder report (internal and/or external). The findings in this step are the elements of the strategic communication concept.

3. Action and control

The defined objectives should be implemented in project management which allows dynamic intervention processes. This means, for example, comprehensive, accessible and up-to-date information platforms with modular opinions (messages) prepared in advance, and action plans (channels, arena) with various scenarios. This requires quick and hierarchically flat feedback and decision making processes on the upper management level. The findings in this step are the elements of the reaction competence of the company itself. It is also the ability to react to unavoidable topics, so that rather than being harmful or disturbing to one's goals, they are at best useful.

**5.3. Outcome of the workshop**

The workshop was presented in a two-step procedure. First, the results of the empirical surveys were presented, then the question was asked what these results mean for Pfizer and which consequences result from the presented studies for Pfizer Switzerland for medially implementing their stakeholder orientation. This procedure has the advantage that the workshop participants are not already framed through a specific approach. As in the preceding paragraph, the following points of discussion were placed in the foreground and described as campaigning-oriented procedure:

1. How should the public perceive Pfizer Switzerland? 2. What role should the media play here? 3. What should such an implementation and the control look like?

The awareness of Pfizer of a discrepancy in the socio-cultural field between the stakeholder-orientation as formulated in the vision and the actually lived external company communication strengthened the will to build up the dialogue with the central stakeholders on the strategically important issue of "health". At the same time, consciousness of the fact that the Swiss pharmaceutical industry has drastically changed recently, demanding a fundamental structural change of the business model in the form of a comprehensive stakeholder management approach was reinforced in the workshop by the fact that also on the strategic and cultural level these values must be actually lived and communicated. At the same time, everyone present was also aware of the fact that it is easy to speak about such fundamental change, but not at all easy to create a cultural change or to see that it has a lasting effect. For example, many of the persons present were unaware of socio-cultural activities outside market communication.

It was clearly recognised that one-sided information in the direction of the target group is not sufficient to create trust, and that socio-cultural communication must be a firm component of a complete concept with the same significance as market, politically administrative and internal communication.

The results of the media contents analysis gave rise to questions such as the internal direct or indirect access to media, which media are really effective with regard to serious reporting, and media campaigns in general and their widespread impact. In the Univox analysis, the data gave rise to the question as to what potential advantages can be identified knowing the demographic and attitude-relevant characteristics. Additionally, in the media analysis, internal perception was compared with public opinion. In particular in the media content analysis, individual reports were contextualised and questioned with regard to the feasibility of options. Here negotiable and non-negotiable issues were recognised. Publicity can be an issue in itself. With socio-cultural communication, one needs to consider which actors may be supportive as cooperation partners on negotiable issues. One recognises the relevance of various media partners, various sub-groups, clearly identifiable readers and, above all, the relevance of opinion research as an instrument for preparing a generally accepted data-base for concerned discourse.

In the population survey, the first awareness was that the opinion published by the media does not have to coincide with that of the population. Political predisposition is more important for the question of trust in Pfizer and/or the perception of its credibility than the reporting itself, even when one has no opinion on Pfizer. Nevertheless, Pfizer is N° 1 of the known foreign pharmaceutical companies.

All agreed that this comprehensive perception requires a strategically structured procedure. In this sense, one can conclude that the results have contributed to provoking reflection at Pfizer, and that the framework developed from the elements of the stakeholder view and the campaigning approach have also made an important contribution.

### 5.3.1. Conclusion

The role of the media in its function to inform, and in its characteristic as a platform for initiating dialogues in appropriate areas of interaction, was recognised. At the same time, the relevance of the media, and the distinction between the reports published by the media and the actual perception in the population was also recognised. It was recognised that a Media Relation Partnership alone is not conclusive for the question of actually lived stakeholder commitment. Also opinion research in its function of objectifying makes a significant contribution for the ability to reflect on the actual situation. It was recognised that particularly emotional arguments, such as those in connection with the cost of health care, tend to address normative values rather than factual arguments, such as the health benefits of easy and objective information. There are pharmaceutical topics which are not negotiable for a part of the population.

In the concrete implementation, a multitude of different implications were discussed, such as what it means to implement a bottom-up approach and a quick reaction competence, in a comprehensive communication strategy with inclusion of the media. Pfizer has discussed the behaviour guidelines, and their implication in a combined stakeholder orientation and campaigning approach on a concrete level, and deliberately asks themselves the question "and what now?"

In addition, the decision was taken to clarify, in a first step, Pfizer's position with regard to the new findings and what Pfizer Switzerland stands for in a socio-cultural sense. In a second step, all stakeholder-oriented activities which are carried out at present by Pfizer should be documented and completely recorded and checked for their objectives.

Afterwards, possible procedures will be pursued in further workshops.

The objective sought in the previous chapter found concrete implementation and provoked critical self-reflection.

At Pfizer, the conviction has developed that for the communicative implementation of a stakeholder-oriented vision, the media play an important role. There are decisive challenges for the future so that in the end the exchange with the relevant stakeholders leads to the goal of being perceived as a trustworthy company.

**5.4. Value of the symbiosis of the campaigning and stakeholder approaches**

The combination of the stakeholder approach, in particular the management theory of the stakeholder view, with the campaigning approach has proved itself useful, despite deficiencies of definition. With the stakeholder view, the following could be taken into consideration. The need for a systematic and strategic procedure of analysis with regard to the identification and assessment of stakeholders, behaviour and the level of information, objectives, strategies and allocation of resources on the structural, strategic and cultural level. Analogously, the communicative implementation of formulated objectives could be addressed with the campaigning approach.

The three phases of the identification of subjects and goals, the program development through research and action and control were implemented and communicated in a concrete example. In particular, through the role of survey research, the framework is supported by objective data on the process level. At the same time, the model is flexible in its application, i.e. not prejudicial, leaving the concrete implementation open depending on the context. Precisely this open procedure makes it possible, on the basis of arguments and a commonly recognised process, to arrive at a result which is acceptable for both sides. This acceptance corresponds to the attribute of fairness and has the effect of initiating a discourse according to a deliberative stakeholder approach. Thus implemented, this is to be understood in the sense of a society-oriented scientific communication PR and in a bottom-up approach.

The power of the media as an instrument that has a say and controls is based on freedom of opinion. It functions as a fair and open system, as long as one agrees on the process of investigation and publication of objective data. And in a scientific sense, it separates the descriptive results of the data from their interpretation. Thus, the individual actors are left to form their own opinion to introduce into discourse, with reference to the same base. Through the campaigning approach not only is the top-down strategy followed, but also the interaction with the stakeholders through a bottom-up extension in appropriate areas of interaction is sought. The discourse is actually lived with this procedure and does not only act persuasively. This means that the stakeholder orientation is not only formulated in an external company communication and vision, but is comprehensively understood and lived in suitable channels and arenas.

However, in practice it is difficult to implement a comprehensive approach, which tries to control internal and external fields of communication, and a society, market and organisation orientation at the same time. This is particularly true as the society orientation cannot be reduced to regulated markets, but only to socio-cultural communication. At the same time, the dynamics and handling of governmental challenges on various levels must also be included. Furthermore, one can only speak of rules of democracy when not only individual pharmaceutical companies cooperate as actors in developed frameworks, but also, and this is rather improbable, when as many actors as possible (at least all relevant ones) in health care aim at a comparable stakeholder orientation.

The results show that the understanding of the stakeholder approach is as heterogeneous in the company as it is in theory. Correspondingly, it can be assumed that campaigning is also not easy to understand and implement consistently.

The combination of both approaches has proved itself on the level of a strategic management task, as both the stakeholder view as well as the campaigning approach argues from a strategic point of view. A stakeholder orientation, combined with a media understanding of communication should, because of the widespread communicative impact, be ranked strategically in top management: top-down in order to define the set targets, but according to the demand of both approaches. Afterwards it should be lived on all levels through suitable fields of interaction also from the bottom-up. This abstractly formulated demand is considerably more complex in its implementation than it seems from the outside or when only regarded from a specific point of view.

**5.5. Conclusion and outlook**

The present study can be classified in the research field of society-oriented company communication. Thematically, the selected questions lie in the field of health and media communication. They are also about impacts which are provoked through media technology (increase of media possibilities, Internet) and media-dynamic innovations (marketing of medial possibilities, change in reporting etc.). And they contain effects on the understanding of health and corporate responsibility from a stakeholder orientation.

Health communication, society-oriented company communication and media communication are still relatively young fields of research in communication science. Claiming an academic point of view in these fields of research is not the aim of this study. Instead on a pragmatic level, the aim is to make a contribution, showing how the theoretically fragmented framework can provide concrete solution-oriented guidelines and implementation. Given the society-oriented vision of the company in the case study, the study is devoted to the examination of external communication. As a result, it cannot satisfy the claim of a comprehensive view of communication as required by campaigning, i.e. a view which includes both external and internal communication. However, an approach can be shown which, with marginal modifications, could be extended to internal and market-oriented communication. The perspective of the recipients was taken and examined in order to determine which media are classified as trustworthy on the subject of health; examinations were made as to whether there are socio-demographic or typical behaviour differences. In this respect, the study contributes to a field not yet explored in Switzerland.

## 5.5.1. Answer to the research question

The aim of this study is to make available to companies, aiming in their vision for a stakeholder orientation, a possible procedure for management to initiate interaction with the defined stakeholder group via the mass media.

In a first step, a framework was developed which answers the question, "What are the demands on a concept which medially connects a stakeholder-oriented vision to the communicative activity level?" With socio-scientific survey research, a process instrument is used which is generally recognised as having an objectivisation function for creating a basis for a communicative field of interaction. Using recognised procedure and the principles of plausibility, comprehensibility and accessibility, on as comprehensive a level as possible, greater understanding for the relationships was sought. The framework was mainly built up on the basis of the stakeholder view and the campaigning approach, and comprised the actor's media, company and the relevant stakeholder group population formulated in the vision. The aim of the framework, however, exceeds the analysis and should in the implementation both clarify the role of the actors as well as promote communication in a top-down and bottom-up structure. And in the sense of the stakeholder commitment in the fields of interaction, the framework should initiate discourse via the media.

The framework was used, in a second step, as an analysis instrument in a case study with the actors Pfizer Switzerland, the population and the relevant print media. From the optic of the stakeholder orientation published in the external company communication, the perception and publication were checked from the recipients' side. In a third step, the conflict areas of the actors were shown in a workshop with the management in order to seek solution-oriented guidelines from the results.

The workshop based on a concrete example showed that the developed framework enabled management to better understand the role of the media and the perception of the defined stakeholder group, and subsequently to develop and implement solution-oriented and practice-relevant guidelines.

The framework proved itself on the theoretical, empirical and also practical level, and showed that the theoretical combination used, in particular the inclusion of survey research, was a suitable possibility for showing management how the interaction to the stakeholder defined in the vision could be initiated by the means of mass media. Limitations have been dealt with in the chapter on Research Literature.

The research question can thus be answered in that the framework developed in this study proved itself both theoretically and practically in a case study. Management was shown how to implement contextualised empirically secured data in solution-oriented guidelines.

### 5.5.2. Future research and research desiderata

On the basis of the results of this study, the following further studies suggest themselves. On the practical side, after a sufficient interval of time, empirical proof could be sought on how trust can be created through society-oriented communication according to the campaigning approach. This could be done with impact, image or outcome measurement. The image analysis gives in-depth information on the initial position, whereas the impact study measures the direct effect of communication on public opinion. Finally, in issue management, media analysis continually reproduces public opinion as a monitor and thus serves as a kind of early warning system.

Subsequently, after networking the actors, an examination of other actors could take place according to the same pattern, for example, with health insurances and non-profit and patient organisations. In this way these groups, through their participation in fields of interaction, make it possible for the population, or at least the active part of the population, to build up the appropriate competence on a more comprehensive basis.

On the theoretical side, it would be interesting to extend the instrumental stakeholder approach to the normative side of public health research. The goal would be not only to achieve improved health information in the public, but also a broad competence in the sense of promoting health literacy. This would enable the public to think about changes in the health system, to exchange opinions and to understand subjects such as health costs versus health benefits, and thus to seek solutions.

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# Appendix

## A.1. Case Study Protocol

The following case study protocols were made based on Yin (2003, pp 69-77). In the protocol, points are considered that have not already been covered by the assignment:

Overview of the case study project:

| Research Issue | Research question/issues | Unit of analysis | Relevant background |
|---|---|---|---|
| How do important representatives of Pfizer see the issue defined in their vision[57] statement: "Building the trust of the stakeholder population" and how does Pfizer see the role of the media in this context? | (1.1.) What does Pfizer think about the issue "building trust for Pfizer's value creation"? | General rating of the importance of the issue defined in the vision statement from the point of view of Pfizer's representatives. | The underlying assumption is a stakeholder-oriented vision, the perception of which a semi-structured interview with important employees of Pfizer seeks to test. How important is the issue in their eyes? |
| | (1.2.) Potential benefit and risk of stakeholders | How is the subjective appraisal of Pfizer compared to the orientation of the vision? | Interview components: Where are the risks and potential? How far is Pfizer from their vision goal? |
| | (1.3.) Identification of stakeholders | Are the stakeholders a defined in the visio actually realized, are the known, which ones ar known? | Interview components: Ar the stakeholders (public and drivers (media mentioned in the visio statement/ in th interviews? Underlyin assumption is that th media are one of the mos important formulators o opinion. |
| | (1.4.) Stakeholder networks | Are the networks of the stakeholders, defined in the vision statement, known? Which are known? | Interview components: Are the networks of the stakeholders mentioned in the vision statement mentioned? Under-lying assumption that networks have other dynamics than the interest of individual stakeholders. |
| | (1.5.) Potential benefit and risk of stakeholder networks | How is the subjective appraisal of Pfizer compared to the orientation in the vision statement, not only from a dyadic point of view, but also from the point of view of a network stakeholder? | Interview components: How is 1.2 related to the networks? |

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[57] The service of Pfizer AG is considered an important contribution to the Swiss health care system. Patients, doctors, investors, employees and partners appreciate Pfizer as a trustworthy health company. (translated from www.pfizer.ch, 2006).

Field procedures:

Contact with the respondent: Due to the fact that the interviews in a CIT project take place on the highest level, contacting the interview partners was relatively simple. In the setting of a project workshop together with the top management team of Pfizer, representatives were interviewed on the subject of building up the trust of stakeholders.

All the interview partners accepted. None of them received any prior information to prepare for the interviews; explicitly spontaneous and 'lived' answers on the issues and stakeholders were sought. According to Diekmann (2001) pre-received questions tend to result in answers that correspond more to the opinions of the company than to those of the individual. This method also corresponds with that described by Sachs & Maurer (2005). The interviews took place during office hours and lasted on average an hour.

All the involved actors signed a statement of confidentiality that the data would not be given to a third party; the purpose of the data was described in detail. At the beginning of the interviews, the interview partners were explicitly asked whether they accepted that the interviews be recorded. All the interviewees agreed without exception.

All the interviewers had experience in conducting explorative, qualitative, semi-structured in-depth interviews, particularly in the area of the applied method of Sachs und Maurer (2005). Sybille Sachs conducted most of the interviews herself. The questionnaire conformed with the tried and tested pattern mentioned above, having been adapted where necessary. Due to previous intense study of internal and external documents, the interviewer had sufficient background knowledge to be able to respond flexibly to different topics and to ask additional questions where deemed necessary.

Additionally, in the interviews themselves, the interview partners were asked whether in their view there were important documents that should be read in addition to the interviews. In this manner bias due to preconceived ideas could be avoided to a great extent.

The interview partners were thanked for their participation in the interview; a monetary remuneration was not given.

*A.1.1.Case Study Questions:*

The following sequence was chosen, notes were taken during the interviews, and questions were asked on further literature:

Interview Guideline Pfizer

| Outline | Content | Who / Material | Time |
|---------|---------|----------------|------|
| Greeting | Introduction of interview partner / interviewer<br><br>▪ Brief description of the function and responsibilities of the interview partner | Interviewer | 5' |
| Warming up I:<br>Description of project | *Starting position*<br><br>▪ Larger context (e.g. Sybille's project)<br><br>▪ Challenge of implementing a stakeholder orientation (complexity of relationships vs. little experience or competencies of the company, scarcity of resources, etc.)<br><br>*Aims of the main study*<br><br>▪ Working out methods and tools for the dialogue in the stakeholder network => ICT-supported stakeholder management | Interviewer<br><br>Transparency / handout | 5' |
| Warming up II:<br><br>Aim and interview procedure | *Aim of the interviews*<br><br>▪ Stock taking and discussion of the stakeholders regarding the issues **Building trust for Pfizer**<br><br>*Procedure*<br><br>▪ Timing<br><br>▪ Brief naming of topics | Interviewer<br><br>Transparency or handout | 3' |

| Outline | Content | | Who / Material | Time |
|---------|---------|---|----------------|------|
| | ▪ Conclusion of interview | | | |
| | ▪ Open questions regarding further procedures, further interview partners | | | |
| | *Comment on recording of data and evaluation* | | | |
| | ▪ Recording und logging of conversation for the purpose of the professional evaluation of data | | | |
| | ▪ (Letter of Intent or statement of confidentiality) | | Letter of Intent | |
| Transition & Topic I | *Stakeholder – Issue – Discussion and Evaluation* | Deepening the issue: | Interviewer Moderation | 45' |
| | | The issue of "trust building for Pfizer" was worked on in a workshop. | IP logging, flip or transparency | |
| | | How do you judge this issue? | | |
| | | What are the benefits, the risks which could arise for Pfizer as a result of this issue? | | |
| | | In your view, which are the most important claim groups regarding these issues? (Map) | | |
| | | *Most important stakeholders identified so far:* | | |
| | | ▪ Physicians | | |
| | | ▪ Pharmaceutical section of hospitals | | |
| | | ▪ Media | | |
| | | ▪ Patient groups | | |
| | | ▪ General public und patients | | |
| | | ▪ Pharmaceutical industry/competition | | |
| | | ▪ Health insurance companies | | |

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| Outline | Content | Who / Material | Time |
|---------|---------|----------------|------|
| | Regarding the issues, which are the most important stakeholders? (Ranking of stakeholders) | | |
| | How do you judge the potential influence of the individual stakeholder? (Where do which stakeholders have a lot of, where little influence?) | | |
| | What benefit potential do you see for individual stakeholders regarding the issue? | | |
| | Are there stakeholders who have a driver role regarding the issue *building trust for Pfizer* (opinion leader)? | | |
| | How are the stakeholder groups related? (How) Are there networks? | | |
| | On which terrain do the different stakeholders operate, where do they meet each other? | | |
| | How do they relate to each other? | | |
| | (Interaction stakeholder – stakeholder, | | |
| | interaction stakeholder – Pfizer) | | |
| | Do you already cultivate a relationship to the claim groups involved? | | |
| | What is the nature of the relationship? | | |
| | Through what channels do you reach your stakeholders? | | |
| | How do you build up or cultivate these relationships? (a special department? centralised or decentralised? If yes: consultations with each other?) | | |
| | What is necessary from your point of view to build up or cultivate these relationships? | | |

| Outline | Content | Who / Material | Time |
|---|---|---|---|
|  | To what extent do you believe that Pfizer really *wants* to build up these relationships, i.e. stakeholder orientation? To what extent *can* it build them up?<br><br>Is a stakeholder orientation supported by the parent company Pfizer Inc, or to what extent does it depend on Pfizer Switzerland? |  |  |
| Documents | Are there documents concerning stakeholders?<br><br>Are there any media analyses available regarding issue/image?<br><br>Empirical studies available? (Employee, customer surveys, etc.)<br><br>Image studies or other impact studies available? | Interviewer<br><br>Moderation | 5' |
| Closing question | Open questions regarding further procedures<br><br>Ensure that the interview partner is available for any follow-up questions (!!) | Interviewer<br>Moderation<br>IP Protokoll | 2' |
| Conclusion of the interviews | Ask how the interview situation was for the interview partner<br><br>Express appreciation for participation | Interviewer<br>Moderation | 2' |

Comment:
- The interview guideline serves as an orientation. Depending on the course of the conversation, neither the questions nor the sequence has to be followed exactly.

**B.1. Code list Pfizer internal**

*Code book short version*

| Variable N° | Code Specifications | Abbreviation |
|---|---|---|
| 1 | *Chances of the issue regarding stake-holders: contents of issue* | CI |
| | Business | CI_business |
| | Social | CI_social |
| | Ecological | CI_ecological |
| | Economic | CI_economic |
| | Political | CI_political |
| | Legal | CI_legal |
| | | |
| 2 | *Dangers of the issue regarding stake-holders: contents of issue* | GI |
| | Business | GI_business |
| | Social | GI_social |
| | Ecological | GI_ecological |
| | Economic | GI_economic |
| | Political | GI_political |
| | Legal | GI_legal |
| | | |
| 3 | *Contents of issues* | II |
| | | |
| 4 | *Types of stakeholders* | ST |

*Detailed code book: Definitions and examples*

| Variable N° | Code Specifications | Abbreviation | Definition | Contents of variable / Explanation Code / Example |
|---|---|---|---|---|
| 5 | **Benefit potential of stakeholders** | **NSH** | | - With this code, the benefit potential which lies in the stakeholder relationship is recorded.<br>- The benefit potential is assigned to either the dimension resources, the dimension industry structure or the dimension socio-politics (see explanations below).<br>- The codes listed here are based both on theoretical findings as well as findings from earlier codings. It is possible that new codes are added.<br>- *Potential* is coded, not definite outcomes.<br>- The view of the focal organisation is always given. Thus, benefit potential from the view of the interview partner. |
| | | | | - |

| 5a | *View based on resources* | **RBV** | | - | The resource-based view comprises benefit potential from stakeholder relationships which relate to strategically relevant resources. These strategically relevant resources can contribute to the formation of core competences. By this, the competitiveness of the company is finally ensured. |
| | | | | - | At the moment 15 specifications exist for the code NSH_RBV |
| 5a 1 | Emotionality | NSH_RBV Emotionality | I P | - | From emotionality which lies in the stakeholder relations, benefit potential can result |
| | | | | - | Expressions of feeling which result from stakeholder relations can lead to commitment, core values, trust (must not be the case, just the potential for this is coded). |
| 5a 2 | Fairness | NSH_RBV_ Fairness | I P | - | Through the stakeholder relations, rules can be developed which are based on mutual acceptance. From these benefit results. |
| | | | | - | Procedural fairness |
| | | | | - | It is not "the contact is fairer" but the rules for this are determined. |
| 5a 3 | Credibility | NSH_RBV_ Credibility | I P | - | The stakeholder relationship has a positive effect on the credibility of the company and that of the stakeholder. Chances result with regard to credibility. |
| | | | | - | Example: By the fact that the association of the pharmaceutical companies, Interpharma, constructively criticises the authorization practices of Swissmedic and describes the current criteria as too vague, it increases its credibility at Swissmedic. |
| 5a 4 | Image | NSH_RBV_ Image | I P | - | The interaction with the stakeholders can have a positive effect on the image of the company and/or of the stakeholders. |
| | | | | - | Example: Through the cooperation with NGOs, benefit potential resulted with regard to the image of Shell. |
| 5a 5 | Information/ Knowledge/ Ability to communicate [58] | NSH_RBV_ Information | I P | - | This code comprises various aspects which are connected with information, knowledge, communication and learning. This code is given when… |
| | | | | | o ...it is a question of <u>information:</u> when information in the sense of a resource becomes accessible through the stakeholder relationship, information which would otherwise not be accessible if the company does not give relevant information to the stakeholder. |
| | | | | | o ...a question of <u>knowledge</u>: knowledge includes the aspect of learning: if, therefore, through the stakeholder relation, knowledge, in the sense of a resource, results for the company and/or |

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[58] Information/knowledge/ability to communicate form now a large "pot" into which a lot of things fall. In a further step, one could fragment this code and analyse it further.

| | | | | |
|---|---|---|---|---|
| | | | | the stakeholder, or if knowledge results through a common or one-sided learning process<br>  o ...the <u>ability to communicate</u> (including the ability to listen) by the company is increased through the stakeholder relation and/or the relationship has a positive effect on this ability.<br>- Example: As Interpharma cultivates contacts with scientific journalists, they know which subjects are at present of interest on the agenda of these journalists and can, thus, obtain information which would otherwise not be accessible. |
| 5a 6 | Core values | NSH_RBV_ Core values | A G | - Core values indicate an existing or non-existing agreement in basic (company) values, e.g. customer orientation or shareholder value thinking. Benefit can result from this. |
| 5a 7 | Motivation | NSH_RBV_ Motivation | A G | - Motivation can result from an interaction with stakeholders. Motivation can lead to benefits.<br>- Example: By involvement in a dialogue, stakeholders are motivated which again leads to benefits for the company. |
| 5a 8 | Experience [59] | NSH_RBV_ Experience | I P | - (Positive) experiences made in the stakeholder relationship can be of benefit for the company and/or for the stakeholder.<br>- Example: Through the fact that Interpharma has close contact with various health insurances, and that in the past, again and again suggestions for innovative business models have come from the health insurances, Interpharma has a positive attitude towards the health insurances and their ability to demonstrate innovation. |
| 5a 9 | Transparency | NSH_RBV_ Transparency | A G | - Benefit potential can result from transparency (openness) in stakeholder relationships.<br>- Example: - If facts or processes are revealed, the situation is clearer and can thus lead to benefits. |
| 5a 10 | Service | NSH_RBV_ Improved service | A G | - Improved service can lead to satisfaction and thus works as a benefit potential.<br>- Example: Good handling of complaints increases the satisfaction of the customers. |
| 5a 11 | Trust | NSH_RBV_ Trust | A G | - Trust in the stakeholder relations can lead to reduction of the social complexity and thus become a benefit potential. Trust in stakeholder relations leads to stability and this can result in benefits. |
| 5a 12 | Mutability | NSH_RBV_ Mutability | A G | - Because of the stakeholder relation, one becomes more open for new things. This in turn improves the mutability.<br>- Example: Company goes through a transformation process in order to adapt to the changing environmental conditions. |
| 5a 13 | Network | NSH_RBV_ Network | A G | - Benefits which result from new relations in a network.<br>- "Intangible asset" to approach new networks. |

[59] Here, in a further project, one could still look at the path dependencies with knowledge.

| | | | | Must not necessarily lead to new cooperation. |
|---|---|---|---|---|
| | | | | - A network can begin with 2 participants. |
| 5a 14 | Resources | RSH_RBV_ Resources | A G | - The person interviewed speaks explicitly about resources which can lead to benefits.<br>- Intangible and tangible resources. |
| 5a 15 | Prejudices | RSH_RBV_ Prejudices | A G | - Prejudices are usually connected with risks. They can, however, also provide benefits.<br>- Examples: Positive "prejudices" towards stake-holders; or: reduction of complexity thanks to prejudices. |
| 5b | *Industry structure* | **ISV** | | - The industry structure view comprises the benefit potential in the stakeholder relations which are related to the <u>position in the network.</u> The position in the network influences the competitiveness.<br>- At present, 6 specifications exist for the code NSH_ISV and are presented below. |
| 5b 1 | Independence | NSH_ISV_ Independence | A G | - Thanks to the relation with a stakeholder, a company becomes more independent from another.<br>- It is possible to develop an independent position in the stakeholder network.<br>- Example: decisions can be taken autonomously. |
| 5b 2 | Possibility to exercise influence | NSH_ISV_ Possibility to exercise influence | A G | - One has in the stakeholder relation or, thanks to the stakeholder relation, possibilities to exercise influence which can lead to benefits.<br>- Company can influence stakeholder.<br>- Example: Pharmaceutical company can advertise for their products with the doctors and thus influence the doctors (benefit for pharmaceutical company). |
| 5b 3 | Differentiation potential | NSH_ISV_ Differentiation potential | I P | - Through the stakeholder relation, the possibility is given to distinguish between oneself and the competition. The relation permits a unique position in the stakeholder network and/or in the branch structure.<br>- Example: Through the cooperation of Pfizer with Helsana, new market chances are created which result from the position in the network. Through this, Pfizer can differentiate between itself and other pharmaceutical companies.<br>- Remark: The earlier code "competition" now comes also under differentiation potential. |
| 5b 4 | Cooperation[60] | NSH_ISV_ Cooperation | A G | - Cooperation with stakeholders leads to benefits.<br>- Still does not say anything about *satisfaction with the quality* of the cooperation. Therefore: cooperation exists, brings benefits, but quality could be better. |
| 5b 5 | Multi-functionality | NSH_ISV_ Multi-functionality | A G | - The stakeholder has various functions in the relationship. From these result benefits.<br>- Example: Stakeholder is a customer and simul-taneously employee or manager and also politician. A manager can, as a politician, have an |

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[60] One could in a further step split up cooperation and analyse it further.

| 5b 6 | Satisfaction with the quality of the cooperation [61] | NSH_ISV_ Quality of cooperation | A G | - One is satisfied with the quality of the cooperation. This code can refer either to the stakeholder or to the person interviewed, i.e. the stakeholder can be satisfied or the person interviewed can be satisfied. If this code is set, a remark should always be made as to whom it refers.<br>- Example: The cooperation with a stakeholder was considered as "good". |
|---|---|---|---|---|
| | | | | |
| 5c | *Socio-politics* | **SP** | | - The socio-political view comprises the benefit potential in the stakeholder relations which refers to socio-political expectations. Thus, the competitiveness and finally the strategic position are influenced.<br>- At present, 6 specifications exist for the code NSH_SP which is presented as follows. |
| 5c 1 | Lobbying | NSH_SP_ Lobbying | I K | - Lobbying means a one-sided influence strategy |
| 5c 2 | Political interaction | NSH_SP_ Political interaction | I K | - Contrary to lobbying, the interaction here is in the foreground; interaction of the company with politicians |
| 5c 3 | Social respon-sibility | NSH_SP_ Social responsibility | I K | - Example: The Suva creates jobs for e.g. socially weak persons.<br>- Example: Impact on BSP<br>- Highest possible profit is not in the foreground<br>- Example: serious work for employee (Suva: "not selling hard liquor")<br>- Remark: Code "economic contribution" is recoded to social responsibility. If someone has explicitly named specifications, write memo on these.<br>- With "government" companies, mostly explicitly given. |
| 5c 4 | High Exposure | NSH_SP_ High Exposure | I K | - Company is exposed in certain sectors, i.e. the public observes more closely and expects "more ethical" behaviour than from other companies, e.g. with government/semi-governmental companies<br>- Refers to company<br>- "Political pressure" now comes under high exposure.<br>- Example: Swisscom is obliged to have a good social plan for redundant employees.<br>- Remark: The earlier code "political pressure" now comes under high exposure. |
| 5c 5 | Sponsoring | NSH_SP_ Sponsoring | I K | - Aim is to make company better known, to promote its image and to show how near it is to the customer<br>- Sponsoring mainly refers to sport, social matters, |

_____

[61] If "grounded" resulted. Is often addressed so that consideration of only cooperation would be incomplete. It would be possible to differentiate and to make a sub-code out of it.

| | | | | | |
|---|---|---|---|---|---|
| | | | | | - culture, environment<br>- Example: ZKB offers customers cheaper entry tickets to zoo, lunch-cinema, running cup, etc.<br>- Example: Orange works together with UNICEF |
| 5c6 | Popular requests | NSH_SP_ Popular requests | I | K | - Issue: Company takes up a trend or a request from the population<br>- Aim: own advantage and promotion of image<br>- Example: Company gets involved with nature, reacts to environmental problems. This brings benefits. |
| 6 | **Risk potential of the stakeholders** | **RSH** | | | - With this code, the risk potential which lies in the stakeholder relations is recorded.<br>- The risk potential is related either to the dimension resources, the dimension industry structure or the dimension socio-politics (for explanations, see below).<br>- The codes listed here are based on theoretical findings and on findings from earlier codings. It is possible that new codes may be added.<br>- *Potentials* are coded, not definitive outcomes.<br>- The view of the focal organisation is always recorded. Thus, risk potential from the point of view of the interviewed person. |
| 6a | *View based on resources* | **RBV** | | | - The resource-based view comprises risk potential from stakeholder relations which refers to strategically relevant resources.<br>- At present there are 15 specifications for the code RSH_RBV which are presented in the following. |
| 6a1 | Emotionality | RSH_RBV_ Emotionality | I | P | - The emotionality in the stakeholder relation can be a risk.<br>- Example: The insecurity of the employees with regard to their jobs can be a risk for the company and/or the employees (e.g. through lacking commitment or paralysing fear). |
| 6a2 | Experience | RSH_RBV_ Experience | I | P | - Negative experiences made in the stakeholder relation can present a risk.<br>- Example: As the doctors in the past have had negative experiences with the pharmaceutical companies, they refuse to build up relationships and this could present a risk for the pharmaceutical companies. |
| 6a3 | Prejudices | RSH_RBV_ Prejudices | A | G | - Prejudices as "opinions based on little reflection" limit the openness for forming neutral opinions. This can result in various risk potentials. |
| 6a4 | Resources | RSH_RBV_ Resources | A | G | - A lack of resources carries a risk potential.<br>- The person interviewed speaks explicitly about resources which lead to risks.<br>- Intangible und tangible resources. |
| 6a5 | Motivation | RSH_RBV_ Motivation | A | G | - Motivation can present a risk.<br>- Example: Unmotivated employees impair the value-added process. |
| 6a6 | Transparency | RSH_RBV_ Transparency | A | G | - Lack of transparency or too much transparency or, in certain cases, transparency itself can represent a risk.<br>- Examples: |

| | | | | |
|---|---|---|---|---|
| | | | | o   Through a lack of transparency, situations become unclear.<br>o   When information, which is not really intended for stakeholders, nevertheless reaches them (too much transparency), a risk can arise for the company.<br>o   Manager salaries: Through transparency, comparisons become possible. He who does not already have the most, still wants more. |
| 6a 7 | Fairness | RSH_RBV_ Fairness | I P | -   Through the stakeholder relation, rules can develop which are based on mutual acceptance. Sometimes companies cannot behave in a way that would be best for them as they are committed by fairness to another kind of behaviour. This can give rise to risks.<br>-   Procedural fairness<br>-   It is not "the contact which is fairer", but the rules for this have been determined. |
| 6a 8 | Credibility | RSH_RBV_ Credibility | I P | -   The stakeholder relation reduces the credibility of the company and/or of the stakeholder.<br>-   Example: By the fact that promises made are not kept, the credibility is weakened. |
| 6a 9 | Image | RSH_RBV_ Image | I P | -   Through the relation to the stakeholder, the image with the other stakeholders is weakened, or: through the relation to the stakeholder, a loss of image results for the stakeholder, or: through the relation to the stakeholder, a loss of image of the stakeholder results in the eyes of the company.<br>-   Example: The relation to the stakeholder "media" |

| | | | | | |
|---|---|---|---|---|---|
| | | | | - | can cause a loss of image. |
| 6a 10 | Information/ knowledge/ ability to communicate [62] | RSH_RBV_ Information | I P | - | This code comprises various aspects which are connected with (lacking) information, (missing) knowledge, (lacking, missing) communication and (lack of) learning. This code is set when…<br>o It is a question of lacking information or knowledge in the stakeholder relation and from which a risk could result for the company.<br>o It is a question of lacking information or wrong information in the stakeholder relation.<br>o It is a question of lack of ability to communicate in the stakeholder relation. (e.g. stakeholder and/or company hardly listen to each other so a risk could result.) |
| | | | | - | Example: The wrong picture of the pharmaceutical company is spread in the public through wrong information spread by the media. |
| | | | | - | Example: Through lacking information, wrong information and/or lack of knowledge of what stakeholder thinks about xy, a risk can result for the company. |
| 6a 11 | Core values | RSH_RBV_ Core values | A G | - | Different core values can be a risk. Core values are an indication for an existing or non-existing agreement in basic (company) values such as e.g. customer orientation or shareholder value thinking. |
| | | | | - | Example: - The company has very ethical core values whilst shareholders only aim at maximization of value. -> leads to risk, conflicts. |
| 6a 12 | Service | RSH_RBV_DL | A G | - | Bad and/or lacking services represent a risk. |
| | | | | - | Example: Bad management of complaints leads to dissatisfied customers. |
| 6a 13 | Trust | RSH_RBV_ Trust | A G | - | Loss of trust, too little and/or too much trust or trust in itself can represent a risk. |
| | | | | - | Example: If the insured persons do not have trust in their health insurance, they will look around for alternatives. |
| | | | | - | Too much trust could lead to "naivety" which is, for the company, difficult to handle. |
| 6a 14 | Mutability | RSH_RBV_ Mutability | A G | - | Lack of or too much mutability (or also mutability in itself) can lead to risk potential. |
| | | | | - | Example: Company has sclerotic, hardened structures. |
| | | | | - | Example: Doctor is not open for new medicines. |
| 6a 15 | Network | RSH_RBV_ Network | A G | - | Risk that new relations result in a network. |
| | | | | - | "Intangible asset", to approach new networks. Must not necessarily lead to new cooperation. Can also contain risks. |
| | | | | - | A network begins with 2 participants |
| | | | | - | Example: The interaction in the network is not good. |

[62] Information/knowledge/ability to communicate all form a large "pot" where lots of things are collected. In a further step, one could split up this code and analyse further.

| | | | | | |
|---|---|---|---|---|---|
| | | | | - | Example: Discrimination against a participant. |
| | | | | | |
| 6b | *Industry structure* | **ISV** | | - | The industry structure view comprises the risk potential in the stakeholder relations which refer to the <u>position in the network</u>. The position in the network influences the competitiveness. |
| | | | | - | At present there are 6 specifications for the code RSH_ISV which are presented in the following. |
| 6b 1 | Dependency | RSH_ISV_ Dependency | A G | - | One is dependent on the stakeholder. There is no independency. |
| | | | | - | Example: Decisions cannot be taken autonomously. |
| 6b 2 | Possibility to influence | RSH_ISV_ Possibility to influence | A G | - | Lack of possibility to influence as risk potential. |
| | | | | - | When patient organisations are not represented in decision processes, they cannot have influence. |
| | | | | - | But also: company is influenced and thus receives a risk potential. |
| | | | | - | Pharmaceutical company advertises with doctors and thus has influence. (Risk for doctors) |
| 6b 3 | Differentiation potential | RSH_ISV_ Differentiation | I P | - | Through the stakeholder relation, the possibility is given to differentiate the company from the competition. The relation permits a unique position in the stakeholder network and/or in the branch structure. |
| | | | | - | Earlier: Disadvantages of differentiation |
| | | | | - | If there is no differentiation potential, it can lead to risks. |
| | | | | - | Remark: the earlier code "competition" now falls under the differentiation potential. |
| 6b 4 | Cooperation [63] | RSH_ISV_ Cooperation | A G | - | Lack of cooperation brings risks. |
| | | | | - | Example: One pursues different objectives and does not search for a mutual solution. |
| 6b 5 | Multi-functionality | RSH_ISV_ Multi-functionality | A G | - | The stakeholder has various functions in the relationship. That can lead to risks. |
| | | | | - | Example: Because of the various functions, the distribution of roles becomes unclear. |
| | | | | - | Example: Through the various roles which a stakeholder can have (e.g. politician who sits simultaneously on the Board of Directors of a company), conflicts of interests can occur which lead to risks. |
| 6b 7 | Satisfaction with quality of cooperation [64] | RSH_ISV_ Quality of cooperation | A G | - | Even if there is cooperation, it does not mean that the participants are also satisfied with it. Dissatisfaction with cooperation can lead to risks. This code can refer either to the stakeholder or to the interviewed person, i.e. the stakeholder can be dissatisfied or the interviewed person can be dissatisfied. If this code is set, there should always be a remark as to whom reference is being made. |
| | | | | - | Example: One cooperates but there is the feeling that much more could be done or that the cooperation is useless and brings no results. |

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[63] One could split up cooperation in a further step and analyse it further.

| 6c | *Socio-politics* | **SP** | | - The socio-political view comprises the risk potentials in stakeholder relations which refer to socio-political expectations. Through these the competitiveness and finally the strategic rent is endangered.<br>- At present there are 6 specifications for the code RSH_SP, which are presented in the following. |
|---|---|---|---|---|
| 6c 1 | Lobbying | RSH_SP_ Lobbying | I K | - Lobbying means a one-sided influencing strategy |
| 6c 2 | Political interaction | RSH_SP_ Political interaction | I K | - Contrary to lobbying, the interaction is here in the foreground. |
| 6c 3 | Social responsibility | RSH_SP_ Social responsibility | I K | - A lack of social responsibility<br>- Example: Jobs disappear, no social plans…<br>- Remark: Code "economic contribution" is recoded to social responsibility. If someone explicitly names specifications, a memo should be written on this. |
| 6c 4 | High Exposure | RSH_SP_ High Exposure | I K | - Company is exposed in certain fields, i.e. the public observes more closely and expects "more ethical" behaviour than from other companies, e.g. government/sub-governmental companies<br>- Example: Suva property affair<br>- Example: ZKB options at Sulzer and Converium<br>- Remark: The earlier code "political pressure" is now under High Exposure. |
| 6c 5 | Sponsoring | RSH_SP_ Sponsoring | I K | - Aim is to make the company better known, to promote its image and to show how near it is to the customer.<br>- Sponsoring refers mainly to sport, social works, culture, environment<br>- Criticism is often internal when business units do not see the benefits of sponsoring. |
| 6c 6 | Popular requests | RSH_SP_ Popular requests | I K | - Company takes up a trend or a request from the population<br>- Aim: own benefit and promotion of image<br>- Request is only popular for part of the population; is judged critically by other persons. |

Source: Sachs 2008

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[64] If "grounded" resulted. Is often addressed so that consideration of cooperation only would be incomplete. It would be possible to differentiate and to make a sub-code out of it.

## C.1. Use of the daily newspaper

**Question IH1f**      **How often do you use the following media in general?**

| | Total | Sex | | Age | | | HH income | | | Education | | | Language region | | Type of housing | | Voting | Party preference | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Man | Wo-man | 18-39 | 40-64 | 65-84 | Up to 4K | Up to 7K | Over 7K | low | Med-ium | high | DS | WS | City | Coun-try | 10 10 | FDP | CVP | SPS | SVP |
| Almost daily | 452 | 248 | 204 | 140 | 213 | 98 | 86 | 120 | 165 | 43 | 289 | 120 | 341 | 111 | 358 | 94 | 129 | 38 | 56 | 39 | 82 |
| | 64% | 70% | 58% | 48% | 70% | 88% | 73% | 64% | 66% | 65% | 60% | 78% | 65% | 63% | 64% | 64% | 84% | 79% | 93% | 57% | 80% |
| Several times per week | 169 | 74 | 95 | 92 | 69 | 8 | 17 | 50 | 53 | 14 | 135 | 20 | 132 | 37 | 134 | 35 | 18 | 8 | 2 | 13 | 14 |
| | 24% | 21% | 27% | 32% | 23% | 7% | 14% | 27% | 21% | 21% | 28% | 13% | 25% | 21% | 24% | 24% | 12% | 17% | 3% | 19% | 14% |
| Once a week | 32 | 15 | 17 | 18 | 11 | 3 | 5 | 7 | 10 | 0 | 28 | 4 | 20 | 12 | 27 | 5 | 4 | 1 | 1 | 7 | 3 |
| | 5% | 4% | 5% | 6% | 4% | 3% | 4% | 4% | 4% | 0% | 6% | 3% | 4% | 7% | 5% | 3% | 3% | 2% | 2% | 10% | 3% |
| Less | 23 | 8 | 15 | 14 | 7 | 2 | 6 | 8 | 7 | 2 | 12 | 8 | 12 | 11 | 19 | 4 | 3 | 1 | 1 | 4 | 4 |
| | 3% | 2% | 4% | 5% | 2% | 2% | 5% | 4% | 3% | 3% | 2% | 5% | 2% | 6% | 3% | 3% | 2% | 2% | 2% | 6% | 4% |
| never | 13 | 5 | 8 | 11 | 2 | 0 | 2 | 1 | 5 | 4 | 8 | 1 | 8 | 5 | 11 | 2 | 0 | 0 | 0 | 3 | 0 |
| | 2% | 1% | 2% | 4% | 1% | 0% | 2% | 1% | 2% | 6% | 2% | 1% | 2% | 3% | 2% | 1% | 0% | 0% | 0% | 4% | 0% |
| No reception | 15 | 2 | 13 | 13 | 2 | 0 | 2 | 1 | 10 | 3 | 12 | 0 | 14 | 1 | 7 | 8 | 0 | 0 | 0 | 2 | 0 |
| | 2% | 1% | 4% | 4% | 1% | 0% | 2% | 1% | 4% | 5% | 2% | 0% | 3% | 1% | 1% | 5% | 0% | 0% | 0% | 3% | 0% |
| Don't know | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total of test pers. | 705 | 353 | 352 | 289 | 304 | 111 | 118 | 187 | 251 | 66 | 485 | 153 | 528 | 177 | 557 | 148 | 154 | 48 | 60 | 68 | 103 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Average | 1.5 | 1.4 | 4.6 | 4.8 | 4.1 | 1.2 | 1.5 | 1.5 | 1.5 | 1.6 | 1.5 | 1.4 | 1.5 | 1.6 | 1.5 | 1.5 | 1.2 | 1.3 | 1.1 | 1.8 | 1.3 |
| N° of answers | 689 | 350 | 339 | 275 | 302 | 111 | 116 | 186 | 240 | 63 | 472 | 153 | 513 | 176 | 549 | 140 | 154 | 48 | 60 | 66 | 103 |

**Comparisons of column percents**

| | Total | Sex | | Age | | | HH income | | | Education | | | Language region | | Type of housing | | Voting | Party preference | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Man | Wo-man | 18-39 | 40-64 | 65-84 | up to 4000 | Up to 7000 | Over 7001 | low | Med-ium | high | DS | WS | City | country | 10 10 | FDP | CVP | SPS | SVP |
| | (A) | (A) | (B) | (A) | (B) | C | (A) | (B) | C | (A) | (B) | C | (A) | (B) | (A) | (B) | (A) | (A) | (B) | C | (D) |

| | | | A | BC | | | A | | | ABD |
|---|---|---|---|---|---|---|---|---|---|---|

## D.1. Information-oriented use of media

**Question IH18Aa**     **One uses the media in completely different ways. In which medium do you seek your information first?**

| | Total | Sex | | Age | | | HH Income | | | Education | | | Language region | | Type of housing | | Voting | Party preference | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Man | Woman | 18-39 | 40-64 | 65-84 | Up to 4000 | Up to 7000 | over 7001 | low | Medium | high | DS | WS | City | Country | 10 10 | FDP | CVP | SPS | SVP |
| Swiss TV | 196 | 81 | 115 | 51 | 86 | 59 | 64 | 46 | 49 | 37 | 115 | 44 | 120 | 76 | 153 | 43 | 42 | 11 | 18 | 19 | 34 |
| | 28% | 23% | 33% | 18% | 28% | 53% | 54% | 25% | 20% | 56% | 24% | 29% | 23% | 43% | 27% | 29% | 27% | 23% | 30% | 28% | 33% |
| Foreign television | 58 | 28 | 30 | 29 | 25 | 4 | 9 | 18 | 12 | 6 | 40 | 12 | 27 | 31 | 53 | 5 | 9 | 2 | 3 | 4 | 2 |
| | 8% | 8% | 9% | 10% | 8% | 4% | 8% | 10% | 5% | 9% | 8% | 8% | 5% | 18% | 10% | 3% | 6% | 4% | 5% | 6% | 2% |
| Private Switzerland | 5 | 2 | 3 | 3 | 1 | 1 | 0 | 0 | 3 | 0 | 5 | 0 | 4 | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 1 |
| TV programs | 1% | 1% | 1% | 1% | 0% | 1% | 0% | 0% | 1% | 0% | 1% | 0% | 1% | 1% | 1% | 0% | 0% | 0% | 0% | 0% | 1% |
| Swiss radio | 37 | 17 | 20 | 14 | 12 | 11 | 13 | 9 | 9 | 1 | 31 | 5 | 31 | 6 | 28 | 9 | 6 | 2 | 2 | 2 | 9 |
| | 5% | 5% | 6% | 5% | 4% | 10% | 11% | 5% | 4% | 2% | 6% | 3% | 6% | 3% | 5% | 6% | 4% | 4% | 3% | 3% | 9% |
| Local radios | 104 | 39 | 65 | 71 | 26 | 6 | 5 | 25 | 46 | 10 | 86 | 8 | 93 | 11 | 75 | 29 | 14 | 1 | 8 | 8 | 5 |
| | 15% | 11% | 18% | 25% | 9% | 5% | 4% | 13% | 18% | 15% | 18% | 5% | 18% | 6% | 13% | 20% | 9% | 2% | 13% | 12% | 5% |
| Newspaper | 215 | 131 | 84 | 71 | 117 | 27 | 22 | 68 | 85 | 10 | 149 | 56 | 175 | 40 | 168 | 47 | 62 | 25 | 21 | 22 | 41 |
| | 30% | 37% | 24% | 25% | 38% | 24% | 19% | 36% | 34% | 15% | 31% | 37% | 33% | 23% | 30% | 32% | 40% | 52% | 35% | 32% | 40% |
| Magazines | 7 | 4 | 3 | 2 | 3 | 2 | 3 | 0 | 2 | 2 | 3 | 2 | 5 | 2 | | 0 | 2 | 1 | 1 | 0 | 1 |
| | 1% | 1% | 1% | 1% | 1% | 2% | 3% | 0% | 1% | 3% | 1% | 1% | 1% | 1% | 1% | 0% | 1% | 2% | 2% | 0% | 1% |
| Books | 3 | 3 | 0 | 2 | 0 | 1 | 0 | 2 | 1 | 0 | 3 | 0 | 3 | 0 | 3 | 0 | 1 | 0 | 1 | 1 | 0 |
| | 0% | 1% | 0% | 1% | 0% | 1% | 0% | 1% | 0% | 0% | 1% | 0% | 1% | 0% | 1% | 0% | 1% | 0% | 2% | 1% | 0% |
| Internet | 80 | 48 | 32 | 46 | 34 | 0 | 2 | 19 | 44 | 0 | 53 | 26 | 70 | 10 | 65 | 15 | 18 | 6 | 6 | 12 | 10 |
| | 11% | 14% | 9% | 16% | 11% | 0% | 2% | 10% | 18% | 0% | 11% | 17% | 13% | 6% | 12% | 10% | 12% | 13% | 10% | 18% | 10% |
| Total of test persons | 705 | 353 | 352 | 289 | 304 | 111 | 118 | 187 | 251 | 66 | 485 | 153 | 528 | 177 | 557 | 148 | 154 | 48 | 60 | 68 | 103 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

**Comparisons of column percents.**

| | Total | Sex | | Age | | | HH income | | | Education | | | Language region | | Type of housing | | Voting | Party preference | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Man | Wo-man | 18-39 | 40-64 | 65-84 | Up to 4000 | Up to 7000 | over 7001 | low | Med-ium | high | DS | WS | City | country | 10 10 | FDP | CVP | SPS | SVP |

| | (A) | (A) | (B) | (A) | (B) | C | (A) | (B) | C | (A) | (B) | C | (A) | (B) | (A) | (B) | (A) | (A) | (B) | C | (D) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Swiss television | - | | A | | A | AB | BC | | | BC | | | | A | | | | | | | |
| Foreign television | - | | | | | | | | | | | | | A | B | | | | | | |
| Private Swiss TV programs | - | | | | | | a | a | | a | | a | | | | a | a | a | a | a | |
| Swiss radio | - | | | | | | C | | | | | | | | | | | | | | |
| Local radios | - | | A | BC | | | | A | A | C | C | | B | | | | | | | | |
| Newspapers | - | B | | | AC | | | A | A | | A | A | B | | | | | | | | |
| Magazines | - | | | | | | | a | | | | | | | | a | | | | a | |
| Books | - | | a | | a | | a | | | a | | a | | a | | a | a | | | | a |
| Internet | - | | | | | a | | A | A | a | | B | B | | | | | | | | |

## E.1. Preferred subject: health

**Ques. IH45Ai**          **How strongly are you interested in the following subject and how often do you follow the reports in the media?**

| | Total | Sex | | Age | | | HH Income | | | Education | | | Language region | | Type of housing | | Voting | Party preference | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Man | Woman | 18-39 | 40-64 | 65-84 | Up to 4000 | Up to 7000 | Over 7001 | low | medium | high | DS | WS | City | Country | 10 10 | FDP | CVP | SPS | SVP |
| Very strong | 264 | 126 | 138 | 95 | 123 | 46 | 37 | 75 | 110 | 21 | 185 | 57 | 205 | 59 | 204 | 60 | 81 | 21 | 36 | 28 | 32 |
| | 37% | 36% | 39% | 33% | 40% | 41% | 31% | 40% | 44% | 32% | 38% | 37% | 39% | 33% | 37% | 41% | 53% | 44% | 60% | 41% | 31% |
| Strong | 267 | 130 | 137 | 95 | 125 | 46 | 44 | 72 | 93 | 30 | 183 | 54 | 202 | 65 | 216 | 51 | 48 | 19 | 18 | 20 | 42 |
| | 38% | 37% | 39% | 33% | 41% | 41% | 37% | 39% | 37% | 45% | 38% | 35% | 38% | 37% | 39% | 34% | 31% | 40% | 30% | 29% | 41% |
| Quite strong | 129 | 72 | 57 | 69 | 44 | 16 | 20 | 34 | 38 | 12 | 94 | 23 | 91 | 38 | 99 | 30 | 15 | 5 | 5 | 15 | 24 |
| | 18% | 20% | 16% | 24% | 14% | 14% | 17% | 18% | 15% | 18% | 19% | 15% | 17% | 21% | 18% | 20% | 10% | 10% | 8% | 22% | 23% |
| Less strong | 40 | 20 | 20 | 27 | 11 | 2 | 16 | 6 | 9 | 1 | 22 | 17 | 28 | 12 | 35 | 5 | 10 | 3 | 1 | 4 | 5 |
| | 6% | 600% | 6% | 9% | 4% | 2% | 14% | 3% | 4% | 2% | 5% | 11% | 5% | 7% | 6% | 3% | 6% | 6% | 2% | 6% | 5% |
| Hardly any | 4 | 4 | 0 | 2 | 1 | 1 | 1 | 0 | 1 | 2 | 1 | 1 | 1 | 3 | 2 | 2 | 0 | 0 | 0 | 0 | 0 |
| | 1% | 1% | 0% | 1% | 0% | 1% | 1% | 0% | 0% | 3% | 0% | 1% | 0% | 2% | 0% | 1% | 0% | 0% | 0% | 0% | 0% |
| No reply | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1% | 0% |
| Total of pers. questioned | 705 | 353 | 352 | 289 | 304 | 111 | 118 | 187 | 251 | 66 | 485 | 153 | 528 | 177 | 557 | 148 | 154 | 48 | 60 | 68 | 103 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Average | 1.9 | 2 | 1.9 | 2.1 | 1.8 | 1.8 | 2.2 | 1.8 | 1.8 | 2 | 1.9 | 2 | 1.9 | 2.1 | 1.9 | 1.9 | 1.7 | 1.8 | 1.5 | 1.9 | 2 |
| N° of answers | 704 | 352 | 352 | 288 | 304 | 111 | 118 | 187 | 251 | 66 | 485 | 152 | 527 | 177 | 556 | 148 | 154 | 48 | 60 | 67 | 103 |

**Comparison of column percentages**

| | Total | Sex | | Age | | | HH Income | | | Education | | | Language region | | Type of housing | | Voting | Party preference | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Man | Woman | 18-39 | 40-64 | 65-84 | Up to 4000 | Up to 7000 | Over 7001 | low | medium | high | DS | WS | City | country | 10 10 | FDP | CVP | SPS | SVP |
| | (A) | (A) | (B) | (A) | (B) | C | (A) | (B) | C | (A) | (B) | C | (A) | (B) | (A) | (B) | (A) | (A) | (B) | C | (D) |
| | | | | BC | | | | | | | | | | A | | | | | | B | B |

## F.1. Satisfaction with the medium newspaper

**Question IH6f**        **How satisfied are you personally with the offers and contents in television, radio and the newspapers?**

| | Total | Sex | | Age | | | HH income | | | Education | | | Language region | | Type of housing City | | Vo-ting | Party preference | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Man | Woman | 18-39 | 40-64 | 65-84 | Up to 4000 | Up to 7000 | Over 7001 | low | Medium | high | DS | WS | | Country | 10 10 | FDP | CVP | SPS | SVP |
| Very satisfied | 263 | 153 | 110 | 77 | 124 | 61 | 42 | 78 | 105 | 27 | 165 | 71 | 209 | 21 | 2 | 61 | 70 | 26 | 34 | 29 | 57 |
| | 37% | 43% | 31% | 27% | 41% | 55% | 36% | 42% | 42% | 41% | 34% | 46% | 40% | 31% | 36% | 41% | 45% | 54% | 57% | 43% | 55% |
| Satisfied | 360 | 163 | 197 | 155 | 157 | 48 | 66 | 96 | 107 | 30 | 260 | 70 | 259 | 101 | 293 | 67 | 77 | 21 | 25 | 26 | 40 |
| | 51% | 46% | 56% | 54% | 52% | 43% | 56% | 51% | 43% | 45% | 54% | 46% | 49% | 57% | 53% | 45% | 50% | 44% | 42% | 38% | 39% |
| Dissatisfied | 36 | 18 | 18 | 15 | 19 | 2 | 3 | 9 | 16 | 2 | 29 | 5 | 25 | 11 | 30 | 6 | 5 | 1 | 1 | 5 | 4 |
| | 5% | 5% | 5% | 5% | 6% | 2% | 3% | 5% | 6% | 3% | 6% | 3% | 5% | 6% | 5% | 4% | 3% | 2% | 2% | 7% | 4% |
| Very dissatisfied | 11 | 6 | 5 | 10 | 1 | 0 | 4 | 3 | 1 | 2 | 4 | 4 | 4 | 7 | 9 | 2 | 2 | 0 | 0 | 2 | 2 |
| | 2% | 2% | 1% | 3% | 0% | 0% | 3% | 2% | 0% | 3% | 1% | 3% | 1% | 4% | 2% | 1% | 1% | 0% | 0% | 3% | 2% |
| Do not use | 22 | 7 | 15 | 19 | 3 | 0 | 3 | 1 | 16 | 4 | 15 | 3 | 20 | 2 | 15 | 7 | 0 | 0 | 0 | 3 | 0 |
| | 3% | 2% | 4% | 7% | 1% | 0% | 3% | 1% | 6% | 6% | 3% | 2% | 4% | 1% | 3% | 5% | 0% | 0% | 0% | 4% | 0% |
| Don't know | 11 | 6 | 5 | 11 | 0 | 0 | 0 | 0 | 5 | 1 | 10 | 0 | 9 | 2 | 7 | 4 | 0 | 0 | 0 | 3 | 0 |
| | 2% | 2% | 1% | 4% | 0% | 0% | 0% | 0% | 2% | 2% | 2% | 0% | 2% | 1% | 1% | 3% | 0% | 0% | 0% | 4% | 0% |
| No reply | 2 | 0 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 0 | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 1% | 1% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1% | 0% | 0% | 0% | 0% | 0% |
| Total pers. questioned | 705 | 353 | 352 | 289 | 304 | 111 | 118 | 187 | 251 | 66 | 485 | 153 | 528 | 177 | 557 | 148 | 154 | 48 | 60 | 68 | 103 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Average | 1.7 | 1.6 | 1.8 | 1.8 | 1.7 | 1.5 | 1.7 | 1.7 | 1.6 | 1.7 | 1.7 | 1.6 | 1.6 | 1.8 | 1.7 | 1.6 | 1.6 | 1.5 | 1.5 | 1.7 | 1.5 |
| Number of answers | 670 | 340 | 330 | 257 | 301 | 111 | 115 | 186 | 229 | 61 | 458 | 150 | 497 | 173 | 534 | 136 | 154 | 48 | 60 | 62 | 103 |

**Comparisons of the column percentages**

| | Tot-al | Sex | | Age | | | HH Income | | | Education | | | Language Region | | Housing | | Voting | Party preference | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Man | Frau | 18-39 | 40-64 | 65-84 | up to 4000 | Up to 7000 | Over 7001 | low | medium | high | DS | WS | City | country | 10 10 | FDP | CVP | SPS | SVP |
| | (A) | (A) | (B) | (A) | (B) | C | (A) | (B) | C | (A) | (B) | C | (A) | (B) | (A) | (B) | (A) | (A) | (B) | C | (D) |
| | | | A | BC | C | | | | | | | | | A | | | | | | | |

**G.1. Code list for media contents analysis**

| V1.1 | | **Number of articles** | Each number appears only once in total data set. |
|---|---|---|---|
| V1.2 | | **Title of article** | |
| | | | |
| V2 | | **Newspaper, Medium** | |
| | V 2.1 | Blick | |
| | V 2.2 | NZZ | |
| | V 2.3 | Tages Anzeiger | |
| | V 2.4 | Süd Ostschweiz | |
| | V 2.5 | Berner Zeitung | |
| | V 2.6 | Sunday newspapers | SonntagsZeitung, Sonntags-Blick, NZZ am Sonntag |
| | | | |
| V3 | | **Actors** | |
| | V 3.1 | Population | |
| | V 3.2 | Health insurances | |
| | V 3.3 | Authorities | |
| | V 3.4 | Doctors | |
| | V 3.5 | Hospitals | |
| | V 3.6 | Pharmaceutical companies | |
| | V 3.7 | Politics | |
| | V 3.8 | Banks (Stock Exchange) | |
| | V 3.9 | Others | |
| | | | |
| V4 | | **Subjects** | |
| | V 4.1 | Business studies | |
| | V 4.2 | History | |
| | V 4.3 | Company | |
| | V 4.4 | Health | |
| | V 4.5 | Money/investment | |
| | V 4.6 | Scandals | |
| | V 4.7 | Products | |
| | V 4.8 | Research | |
| | V 4.9 | Costs | |
| | V 4.10 | Others | |
| | | | |
| V5 | | **Assessment of subjects** | Is it a positive or a negative subject e.g. scandal, cost pressure, knowledge breakthrough, etc.? |
| | V 5.1 | --- | |
| | V 5.2 | -- | |
| | V 5.3 | - | |
| | V 5.4 | 0 | |
| | V 5.5 | + | |
| | V 5.6 | ++ | |
| | V 5.7 | +++ | |
| | | | |
| V6 | | **Period of time** | |
| | V 6.1 | 4 (April 2005) | |
| | V 6.2 | 5 (May 2005) | |
| | V 6.3 | 6 (June 2005) | |

| | V 6.4 | 7 (July 2005) | |
|---|---|---|---|
| | V 6.5 | 8 (August 2005) | |
| | V 6.6 | 9 (September 2005) | |
| | V 6.7 | 10 (October 2005) | |
| | V 6.8 | 11 (November 2005) | |
| | V 6.9 | 12 (December 2005) | |
| | V 6.10 | 1 (January 2006) | |
| | V 6.11 | 2 (February 2006) | |
| | V 6.12 | 3 (March 2006) | |
| | V 6.13 | 4 April 2006) | |
| | V 6.14 | 5 (May 2006) | |
| | V 6.15 | 6 (June 2006) | |
| | V 6.16 | 7 (July 2006) | |
| | V 6.17 | 8 (August 2006) | |
| | V 6.18 | 9 (September 2006) | |
| | V 6.19 | 10 (October 2006) | |
| | V 6.20 | 11 (November 2006) | |
| | V 6.21 | 12 (December 2006) | |
| | V 6 .21 | 1 (January 2007) | |
| | V 6.22 | 2 (February 2007) | |
| | V 6.23 | 3 (March 2007) | |
| | | | |
| **V7** | | **N° of times Pfizer mentioned per article** | |
| | V 7.1 | Give number of times mentioned | |
| | | | |
| **V8** | | **Basis of the statements** | |
| | V 8.1 | Empiricism | |
| | V 8.2 | Journalist's opinion | |
| | V 8.3 | Unclear reference | |
| | V 8.4 | Makes remarks based on someone else's opinion | Opinion of a person, e.g. Federal Councillor X |
| | V 8.5 | Other newspapers | |
| | V 8.6 | Other actors | Institutions, e.g. pharmaceutical lobby |
| | V 8.7 | Reference to Pfizer quotation | Is the CEO Inc. or an employee of Pfizer quoted? |
| **V9** | | **General impression** | |
| | V 9.1 | Clarity of separation between facts and interpretation: Scale 1-10 | where 10 = clear separation and 1 = watering down of facts/interpretation |
| | V 9.2 | Article is neutral for Pfizer | |
| | V 9.3 | Article is positive for Pfizer | |
| | V 9.4 | Article is negative for Pfizer | |
| **V12** | | **General impression Credibility /trustworthiness** | |
| | V 12.1 | Scale 1-10 | where 10 = Pfizer is presented as credible and 1 = Pfizer in not presented as credible |
| | | | |
| **V13** | | **Length of article** | |
| | V 13.1 | Give approx. number of words | |

**H.1. Univariate evaluation**

Syntax:
    FREQ ZEITUNG

    /BARCHART.

**Diagram 51: Frequencies of the articles on Pfizer per newspaper**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 Blick | 12 | 4.2 | 4.2 | 4.2 |
| | 2 NZZ | 105 | 36.6 | 36.6 | 40.8 |
| | 3 Tages Anzeiger | 72 | 25.1 | 25.1 | 65.9 |
| | 4 Südostschweiz | 7 | 2.4 | 2.4 | 68.3 |
| | 5 Berner Zeitung | 20 | 7.0 | 7.0 | 75.3 |
| | 6 Sunday newspapers | 71 | 24.7 | 24.7 | 100.0 |
| | Total | 287 | 100.0 | 100.0 | |
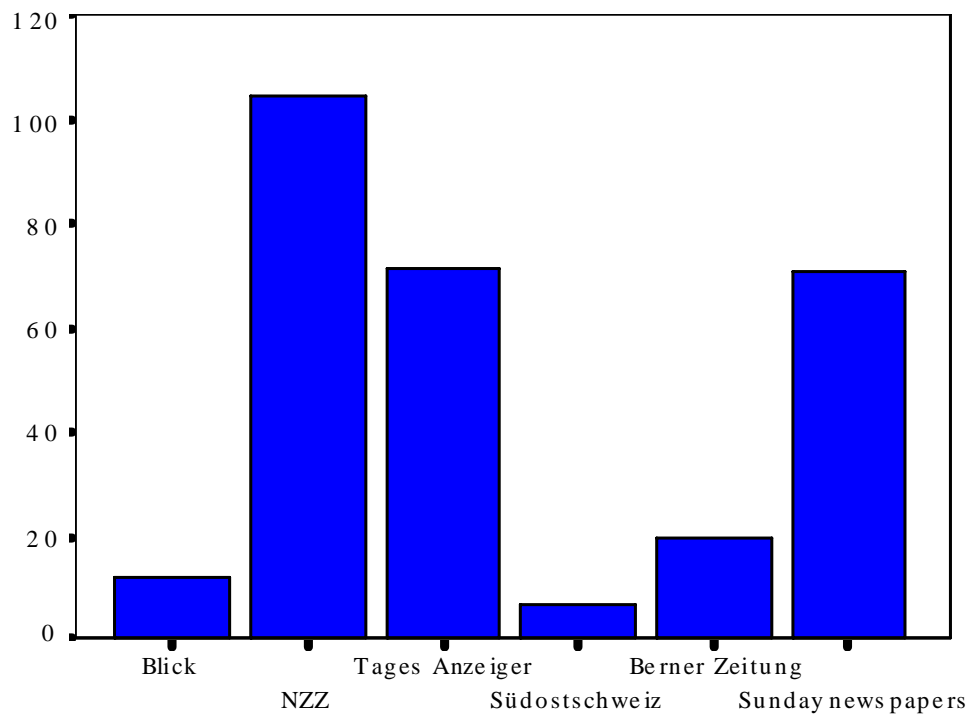
### H.1.1. Actors

**Diagram 52: Frequencies of the actors mentioned in the articles**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1  Population | 2 | .7 | .7 | .7 |
|  | 3  Authorities | 2 | .7 | .7 | 1.4 |
|  | 4  Doctors | 3 | 1.0 | 1.0 | 2.4 |
|  | 5  Hospitals | 1 | .3 | .3 | 2.8 |
|  | 6  Pharmaceutical companies | 88 | 30.7 | 30.7 | 33.4 |
|  | 7  Politics | 13 | 4.5 | 4.5 | 38.0 |
|  | 8  Banks (Stock exchange) | 94 | 32.8 | 32.8 | 70.7 |
|  | 9  Others | 84 | 29.3 | 29.3 | 100.0 |
|  | Total | 287 | 100.0 | 100.0 |  |

The category "others" is a sub-total of all data which are mentioned less often than the actors

shown in the diagram.

### H.1.2 Subjects

**Diagram 53: Frequency of subjects in which articles on Pfizer appear**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1  Business studies | 9 | 3.1 | 3.1 | 3.1 |
|  | 3  Company | 6 | 2.1 | 2.1 | 5.2 |
|  | 4  Health | 2 | .7 | .7 | 5.9 |
|  | 5  Money/investment | 83 | 28.9 | 28.9 | 34.8 |
|  | 6  Scandals | 13 | 4.5 | 4.5 | 39.4 |
|  | 7  Products | 48 | 16.7 | 16.7 | 56.1 |
|  | 8  Research | 34 | 11.8 | 11.8 | 67.9 |
|  | 9  Costs | 61 | 21.3 | 21.3 | 89.2 |
|  | 10  Other | 31 | 10.8 | 10.8 | 100.0 |
|  | Total | 287 | 100.0 | 100.0 |  |



230
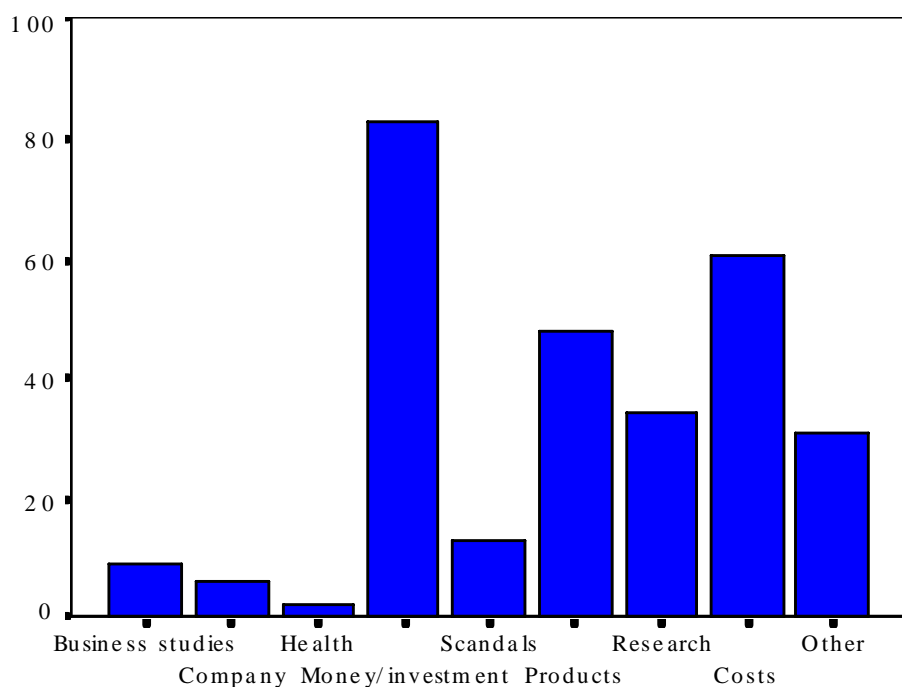
### *H.1.3. Evaluation of subjects*

**Diagram 54: Evaluation of the subjects on which the Pfizer articles were written:**
Is it a positive or negative subject? E.g. scandal, cost pressure, scientific breakthrough, etc.
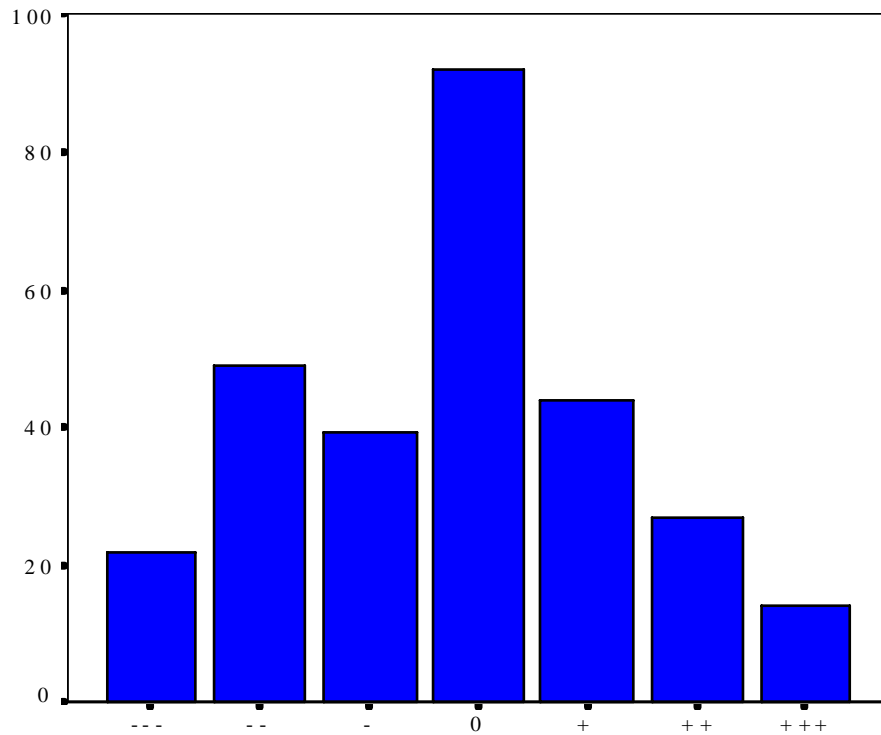
## *H.1.4. Period of time*

## Diagram 55: Months in which articles on Pfizer appeared

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 April 05 | 27 | 9.4 | 9.4 | 9.4 |
| | 2 May 05 | 16 | 5.6 | 5.6 | 15.0 |
| | 3 June 05 | 9 | 3.1 | 3.1 | 18.1 |
| | 4 July 05 | 7 | 2.4 | 2.4 | 20.6 |
| | 5 August 05 | 7 | 2.4 | 2.4 | 23.0 |
| | 6 September 05 | 4 | 1.4 | 1.4 | 24.4 |
| | 7 October 05 | 14 | 4.9 | 4.9 | 29.3 |
| | 8 November 05 | 12 | 4.2 | 4.2 | 33.4 |
| | 9 December 05 | 10 | 3.5 | 3.5 | 36.9 |
| | 10 January 06 | 26 | 9.1 | 9.1 | 46.0 |
| | 11 February 06 | 20 | 7.0 | 7.0 | 53.0 |
| | 12 March 06 | 9 | 3.1 | 3.1 | 56.1 |
| | 13 April 06 | 16 | 5.6 | 5.6 | 61.7 |
| | 14 May 06 | 17 | 5.9 | 5.9 | 67.6 |
| | 15 June 06 | 9 | 3.1 | 3.1 | 70.7 |
| | 16 July 06 | 8 | 2.8 | 2.8 | 73.5 |
| | 17 August 06 | 6 | 2.1 | 2.1 | 75.6 |
| | 18 September 06 | 3 | 1.0 | 1.0 | 76.7 |
| | 19 October 06 | 23 | 8.0 | 8.0 | 84.7 |
| | 20 November 06 | 18 | 6.3 | 6.3 | 90.9 |
| | 21 December 06 | 7 | 2.4 | 2.4 | 93.4 |
| | 22 January 07 | 5 | 1.7 | 1.7 | 95.1 |
| | 24 March 07 | 14 | 4.9 | 4.9 | 100.0 |
| | Total | 287 | 100.0 | 100.0 | |
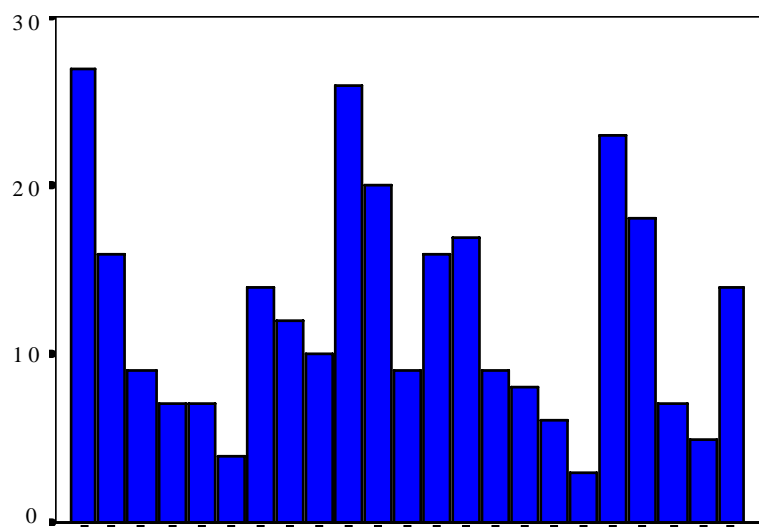
**Diagram 56: Basis for the assertions**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 Empiricism | 33 | 11.5 | 11.5 | 11.5 |
|  | 2 Journalist's opinion | 28 | 9.8 | 9.8 | 21.3 |
|  | 3 Unclear reference | 52 | 18.1 | 18.2 | 39.5 |
|  | 4 Refers to opinion of another person | 32 | 11.1 | 11.2 | 50.7 |
|  | 5 Other newspapers | 9 | 3.1 | 3.1 | 53.8 |
|  | 6 Other actors | 88 | 30.7 | 30.8 | 84.6 |
|  | 7 Reference to quotation of Pfizer | 44 | 15.3 | 15.4 | 100.0 |
|  | Total | 286 | 99.7 | 100.0 |  |
| Missing | System | 1 | .3 |  |  |
| Total |  | 287 | 100.0 |  |  |

**Diagram 57: Clarity of separation between facts and interpretation**



233
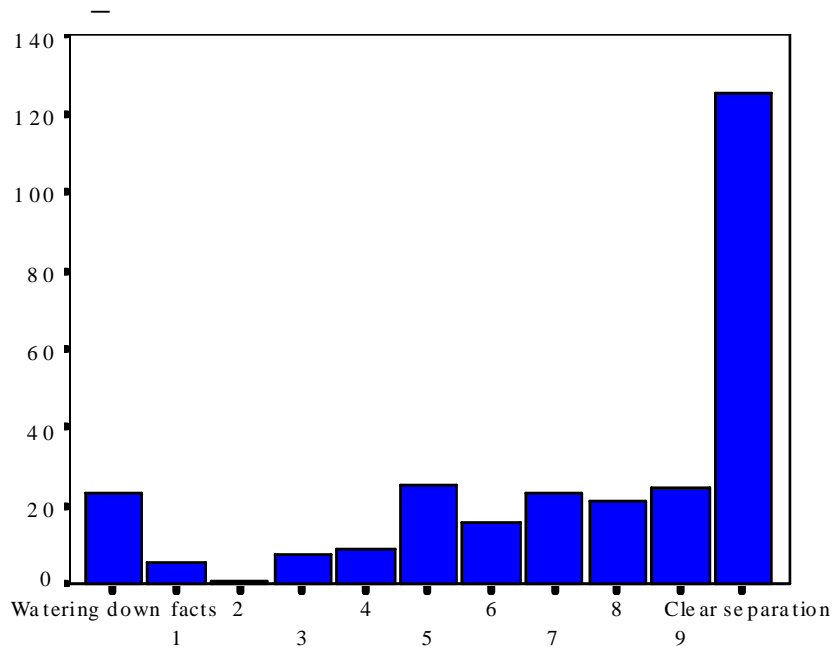
### *H.1.5. General impression– Article negative-neutral-positive for Pfizer*

### Diagram 58: Article negative-neutral-positive for Pfizer

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 0 Negative | 103 | 35.9 | 36.5 | 36.5 |
| | 1 Neutral | 110 | 38.3 | 39.0 | 75.5 |
| | 2 Positive | 69 | 24.0 | 24.5 | 100.0 |
| | Total | 282 | 98.3 | 100.0 | |
| Missing | 99 n.s. | 5 | 1.7 | | |
| Total | | 287 | 100.0 | | |
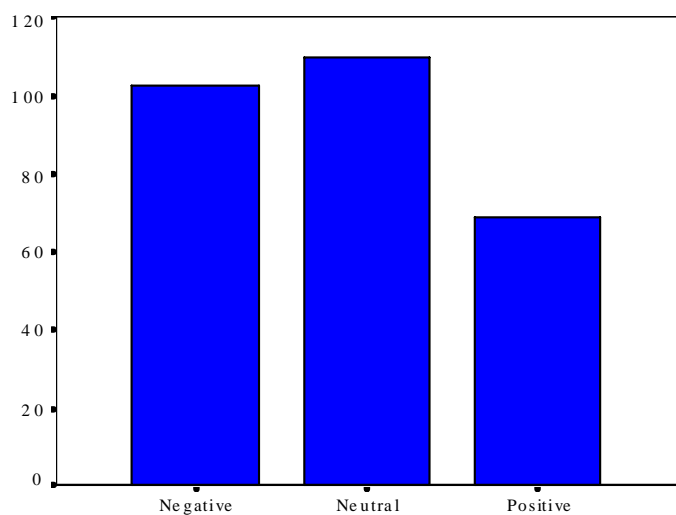


### Diagram 59: Presentation of Pfizer as not credible – credible.



234
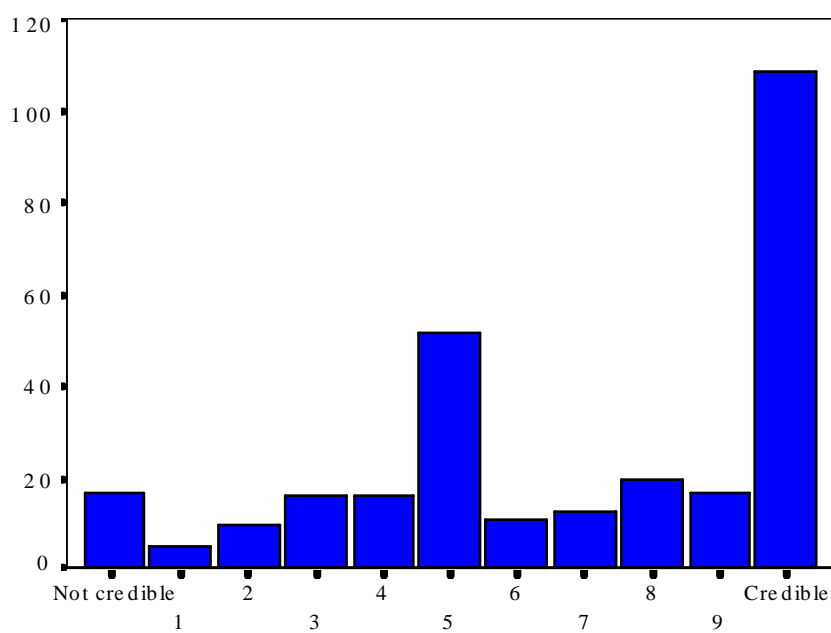
## I.1. Bivariate evaluation / Media analysis

### *I.1.1. Newspaper and subject*

**Syntax**:

CROSS THEMA BY ZEITUNG

/STAT CHISQ PHI

/CELLS COUNT COLUMN.

**Diagram 60: Cross diagram newspaper - subject**

| | | | ZEITUNG newspaper | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 1 Blick | 2 NZZ | 3 Tages Anzeiger | 4 Südostschweiz | 5 Berner Zeitung | 6 Sunday newspapers | Total |
| THEMA subject | 1 Business studies | Count | | 6 | 2 | | 1 | | 9 |
| | | % within ZEITUNG newspaper | | 5.7% | 2.8% | | 5.0% | | 3.1% |
| | 3 Company | Count | | 3 | 2 | 1 | | | 6 |
| | | % within ZEITUNG newspaper | | 2.9% | 2.8% | 14.3% | | | 2.1% |
| | 4 Health | Count | 1 | | | | 1 | | 2 |
| | | % within ZEITUNG newspaper | 8.3% | | | | 5.0% | | .7% |
| | 5 Money/investment | Count | | 46 | 15 | 4 | 2 | 16 | 83 |
| | | % within ZEITUNG newspaper | | 43.8% | 20.8% | 57.1% | 10.0% | 22.5% | 28.9% |
| | 6 Scandals | Count | | 1 | 3 | 1 | | 8 | 13 |
| | | % within ZEITUNG newspaper | | 1.0% | 4.2% | 14.3% | | 11.3% | 4.5% |
| | 7 Products | Count | 1 | 21 | 13 | | 3 | 10 | 48 |
| | | % within ZEITUNG newspaper | 8.3% | 20.0% | 18.1% | | 15.0% | 14.1% | 16.7% |
| | 8 Research | Count | 3 | 5 | 9 | 1 | 4 | 12 | 34 |
| | | % within ZEITUNG newspaper | 25.0% | 4.8% | 12.5% | 14.3% | 20.0% | 16.9% | 11.8% |
| | 9 Costs | Count | 4 | 18 | 18 | | 5 | 16 | 61 |
| | | % within ZEITUNG newspaper | 33.3% | 17.1% | 25.0% | | 25.0% | 22.5% | 21.3% |
| | 10 Other | Count | 3 | 5 | 10 | | 4 | 9 | 31 |
| | | % within ZEITUNG newspaper | 25.0% | 4.8% | 13.9% | | 20.0% | 12.7% | 10.8% |
| Total | | Count | 12 | 105 | 72 | 7 | 20 | 71 | 287 |
| | | % within ZEITUNG newspaper | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

### I.1.2. Newspaper and basis of statements

**Syntax**:

    CROSS GRUNDL BY ZEITUNG

    /STAT CHISQ PHI

    /CELLS COUNT COLUMN.

**Diagram 61: Cross diagram newspaper – basis for assertions**

| | | | ZEITUNG newspaper | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 1 Blick | 2 NZZ | 3 Tages Anzeiger | 4 Südostschweiz | 5 Berner Zeitung | 6 Sunday newspapers | Total |
| GRUNDL basis for assertions | 1 Empiricism | Count | 2 | 11 | 14 | | 1 | 5 | 33 |
| | | % within ZEITUNG newspaper | 16.7% | 10.5% | 19.4% | | 5.0% | 7.1% | 11.5% |
| | 2 Journalist's opinion | Count | | 17 | 3 | 2 | 4 | 2 | 28 |
| | | % within ZEITUNG newspaper | | 16.2% | 4.2% | 28.6% | 20.0% | 2.9% | 9.8% |
| | 3 Unclear reference | Count | | 25 | 15 | | 1 | 11 | 52 |
| | | % within ZEITUNG newspaper | | 23.8% | 20.8% | | 5.0% | 15.7% | 18.2% |
| | 4 Refers to opinion of another person | Count | 4 | 5 | 3 | 1 | 5 | 14 | 32 |
| | | % within ZEITUNG newspaper | 33.3% | 4.8% | 4.2% | 14.3% | 25.0% | 20.0% | 11.2% |
| | 5 Other newspapers | Count | 1 | 3 | 2 | | | 3 | 9 |
| | | % within ZEITUNG newspaper | 8.3% | 2.9% | 2.8% | | | 4.3% | 3.1% |
| | 6 Other actors | Count | 5 | 24 | 24 | 3 | 6 | 26 | 88 |
| | | % within ZEITUNG newspaper | 41.7% | 22.9% | 33.3% | 42.9% | 30.0% | 37.1% | 30.8% |
| | 7 Reference to quotation of Pfizer | Count | | 20 | 11 | 1 | 3 | 9 | 44 |
| | | % within ZEITUNG newspaper | | 19.0% | 15.3% | 14.3% | 15.0% | 12.9% | 15.4% |
| Total | | Count | 12 | 105 | 72 | 7 | 20 | 70 | 286 |
| | | % within ZEITUNG newspaper | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

### I.1.3. Clarity of separation between facts and interpretation

**Syntax**:

CROSS V_9.1 BY ZEITUNG

/STAT CHISQ ETA

/CELLS COUNT COLUMN.

**Diagram 62: Cross diagram newspaper – facts and interpretation**

| | | | ZEITUNG newspaper | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 1 Blick | 2 NZZ | 3 Tages Anzeiger | 4 Südostschweiz | 5 Berner Zeitung | 6 Sunday newspapers | Total |
| V_9.1 | 0 Watering down of facts | Count | 2 | | 18 | | 3 | 1 | 24 |
| | | % within ZEITUNG newspaper | 16.7% | | 25.0% | | 15.0% | 1.4% | 8.4% |
| | 1 | Count | | 2 | 1 | | 1 | 2 | 6 |
| | | % within ZEITUNG newspaper | | 1.9% | 1.4% | | 5.0% | 2.8% | 2.1% |
| | 2 | Count | | | 1 | | | | 1 |
| | | % within ZEITUNG newspaper | | | 1.4% | | | | .3% |
| | 3 | Count | 3 | | 2 | | 1 | 2 | 8 |
| | | % within ZEITUNG newspaper | 25.0% | | 2.8% | | 5.0% | 2.8% | 2.8% |
| | 4 | Count | 1 | 1 | 4 | | | 3 | 9 |
| | | % within ZEITUNG newspaper | 8.3% | 1.0% | 5.6% | | | 4.2% | 3.1% |
| | 5 | Count | | 8 | 2 | 1 | 2 | 13 | 26 |
| | | % within ZEITUNG newspaper | | 7.6% | 2.8% | 14.3% | 10.0% | 18.3% | 9.1% |
| | 6 | Count | 2 | 2 | 5 | | 1 | 6 | 16 |
| | | % within ZEITUNG newspaper | 16.7% | 1.9% | 6.9% | | 5.0% | 8.5% | 5.6% |
| | 7 | Count | 2 | 7 | 4 | | 4 | 7 | 24 |
| | | % within ZEITUNG newspaper | 16.7% | 6.7% | 5.6% | | 20.0% | 9.9% | 8.4% |
| | 8 | Count | 1 | 8 | 4 | | | 9 | 22 |
| | | % within ZEITUNG newspaper | 8.3% | 7.6% | 5.6% | | | 12.7% | 7.7% |
| | 9 | Count | | 8 | 10 | | 1 | 6 | 25 |
| | | % within ZEITUNG newspaper | | 7.6% | 13.9% | | 5.0% | 8.5% | 8.7% |
| | 10 Clear separation | Count | 1 | 69 | 21 | 6 | 7 | 22 | 126 |
| | | % within ZEITUNG newspaper | 8.3% | 65.7% | 29.2% | 85.7% | 35.0% | 31.0% | 43.9% |
| Total | | Count | 12 | 105 | 72 | 7 | 20 | 71 | 287 |
| | | % within ZEITUNG newspaper | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

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## I.1.4. Newspaper and general impression: negative – neutral – positive

**Syntax**:

CROSS GESEINDR BY ZEITUNG

/STAT CHISQ PHI

/CELLS COUNT COLUMN.

**Diagram 63: Cross diagram newspaper – negative-neutral-positive**

| | | | ZEITUNG newspaper | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 1 Blick | 2 NZZ | 3 Tages Anzeiger | 4 Südostschweiz | 5 Berner Zeitung | 6 Sunday newspapers | Total |
| GESEINDR general impression: negative - neutral - positive | 0 Negative | Count | 2 | 36 | 25 | 2 | 9 | 29 | 103 |
| | | % within ZEITUNG newspaper | 16.7% | 34.3% | 36.2% | 28.6% | 47.4% | 41.4% | 36.5% |
| | 1 Neutral | Count | 3 | 42 | 35 | 2 | 5 | 23 | 110 |
| | | % within ZEITUNG newspaper | 25.0% | 40.0% | 50.7% | 28.6% | 26.3% | 32.9% | 39.0% |
| | 2 Positive | Count | 7 | 27 | 9 | 3 | 5 | 18 | 69 |
| | | % within ZEITUNG newspaper | 58.3% | 25.7% | 13.0% | 42.9% | 26.3% | 25.7% | 24.5% |
| Total | | Count | 12 | 105 | 69 | 7 | 19 | 70 | 282 |
| | | % within ZEITUNG newspaper | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

## I.1.5. Newspaper and general impression: credibility/trustworthiness

**Syntax**:

CROSS V_12.1 BY ZEITUNG

/STAT CHISQ PHI

/CELLS COUNT COLUMN.

**Diagram 64: Cross diagram newspaper – credibility/trustworthiness**

| | | | ZEITUNG newspaper | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 1 Blick | 2 NZZ | 3 Tages Anzeiger | 4 Südostschweiz | 5 Berner Zeitung | 6 Sunday newspapers | Total |
| V_12.1 general impression: credibility/ trustworthiness | 0 Not credible | Count | | 17 | | | | | 17 |
| | | % within ZEITUNG newspaper | | 16.2% | | | | | 5.9% |
| | 1 | Count | | | | | 3 | 2 | 5 |
| | | % within ZEITUNG newspaper | | | | | 15.0% | 2.9% | 1.7% |
| | 2 | Count | 1 | | 3 | | | 6 | 10 |
| | | % within ZEITUNG newspaper | 8.3% | | 4.2% | | | 8.6% | 3.5% |
| | 3 | Count | | 1 | 6 | | 1 | 8 | 16 |
| | | % within ZEITUNG newspaper | | 1.0% | 8.3% | | 5.0% | 11.4% | 5.6% |
| | 4 | Count | | 4 | 4 | | 2 | 6 | 16 |
| | | % within ZEITUNG newspaper | | 3.8% | 5.6% | | 10.0% | 8.6% | 5.6% |
| | 5 | Count | 4 | 17 | 11 | 2 | 1 | 17 | 52 |
| | | % within ZEITUNG newspaper | 33.3% | 16.2% | 15.3% | 28.6% | 5.0% | 24.3% | 18.2% |
| | 6 | Count | 1 | 5 | 5 | | | | 11 |
| | | % within ZEITUNG newspaper | 8.3% | 4.8% | 6.9% | | | | 3.8% |
| | 7 | Count | 1 | 5 | 1 | | 3 | 3 | 13 |
| | | % within ZEITUNG newspaper | 8.3% | 4.8% | 1.4% | | 15.0% | 4.3% | 4.5% |
| | 8 | Count | 1 | 4 | 4 | 2 | 3 | 6 | 20 |
| | | % within ZEITUNG newspaper | 8.3% | 3.8% | 5.6% | 28.6% | 15.0% | 8.6% | 7.0% |
| | 9 | Count | | 3 | 6 | | 3 | 5 | 17 |
| | | % within ZEITUNG newspaper | | 2.9% | 8.3% | | 15.0% | 7.1% | 5.9% |
| | 10 Credible | Count | 4 | 49 | 32 | 3 | 4 | 17 | 109 |
| | | % within ZEITUNG newspaper | 33.3% | 46.7% | 44.4% | 42.9% | 20.0% | 24.3% | 38.1% |
| Total | | Count | 12 | 105 | 72 | 7 | 20 | 70 | 286 |
| | | % within ZEITUNG newspaper | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

## I.1.6. *Date of publication of an article - subject*

**Syntax**:

CROSS ZEITRAUM BY THEMA

/STAT CHISQ PHI

/CELLS COUNT ROW.

**Diagram 65: Cross diagram date of publication of an article – subject**

| ZEITRAUM date of publication | Measure | 1 Business studies | 3 Company | 4 Health | 5 Money/ investment | 6 Scandals | 7 Products | 8 Research | 9 Costs | 10 Other | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 April 05 | Count | | | | 9 | 1 | 9 | 3 | 3 | 2 | 27 |
| | % within ZEITRAUM date of publication | | | | 33.3% | 3.7% | 33.3% | 11.1% | 11.1% | 7.4% | 100.0% |
| 2 May 05 | Count | 1 | | | 2 | | 6 | 2 | 4 | 1 | 16 |
| | % within ZEITRAUM date of publication | 6.3% | | | 12.5% | | 37.5% | 12.5% | 25.0% | 6.3% | 100.0% |
| 3 June 05 | Count | 1 | 1 | | 5 | | 2 | | | | 9 |
| | % within ZEITRAUM date of publication | 11.1% | 11.1% | | 55.6% | | 22.2% | | | | 100.0% |
| 4 July 05 | Count | 1 | | | 1 | | | 3 | 2 | | 7 |
| | % within ZEITRAUM date of publication | 14.3% | | | 14.3% | | | 42.9% | 28.6% | | 100.0% |
| 5 August 05 | Count | | | | | | | 4 | 3 | | 7 |
| | % within ZEITRAUM date of publication | | | | | | | 57.1% | 42.9% | | 100.0% |
| 6 September 05 | Count | | | | 1 | | | 2 | 1 | | 4 |
| | % within ZEITRAUM date of publication | | | | 25.0% | | | 50.0% | 25.0% | | 100.0% |
| 7 October 05 | Count | | 1 | 1 | 6 | 1 | 2 | 1 | | 2 | 14 |
| | % within ZEITRAUM date of publication | | 7.1% | 7.1% | 42.9% | 7.1% | 14.3% | 7.1% | | 14.3% | 100.0% |
| 8 November 05 | Count | | | | 5 | 1 | 1 | 3 | 1 | 1 | 12 |
| | % within ZEITRAUM date of publication | | | | 41.7% | 8.3% | 8.3% | 25.0% | 8.3% | 8.3% | 100.0% |
| 9 December 05 | Count | | | | 6 | | | | 2 | 2 | 10 |
| | % within ZEITRAUM date of publication | | | | 60.0% | | | | 20.0% | 20.0% | 100.0% |
| 10 January 06 | Count | | | | 16 | | 2 | | 5 | 3 | 26 |
| | % within ZEITRAUM date of publication | | | | 61.5% | | 7.7% | | 19.2% | 11.5% | 100.0% |
| 11 February 06 | Count | 3 | | 1 | 6 | | 3 | 4 | 3 | | 20 |
| | % within ZEITRAUM date of publication | 15.0% | | 5.0% | 30.0% | | 15.0% | 20.0% | 15.0% | | 100.0% |
| 12 March 06 | Count | 2 | | | 3 | | 1 | | 3 | | 9 |
| | % within ZEITRAUM date of publication | 22.2% | | | 33.3% | | 11.1% | | 33.3% | | 100.0% |
| 13 April 06 | Count | | | | 1 | | 3 | 1 | 8 | 3 | 16 |
| | % within ZEITRAUM date of publication | | | | 6.3% | | 18.8% | 6.3% | 50.0% | 18.8% | 100.0% |
| 14 May 06 | Count | | | | 8 | 2 | | 1 | 4 | 2 | 17 |
| | % within ZEITRAUM date of publication | | | | 47.1% | 11.8% | | 5.9% | 23.5% | 11.8% | 100.0% |
| 15 June 06 | Count | | | | 1 | 1 | 1 | | 3 | 3 | 9 |
| | % within ZEITRAUM date of publication | | | | 11.1% | 11.1% | 11.1% | | 33.3% | 33.3% | 100.0% |
| 16 July 06 | Count | | 1 | | 1 | 1 | | | 5 | | 8 |
| | % within ZEITRAUM date of publication | | 12.5% | | 12.5% | 12.5% | | | 62.5% | | 100.0% |
| 17 August 06 | Count | 1 | | | 1 | | 1 | 1 | | 2 | 6 |
| | % within ZEITRAUM date of publication | 16.7% | | | 16.7% | | 16.7% | 16.7% | | 33.3% | 100.0% |
| 18 September 06 | Count | | 1 | | | | 1 | | 1 | | 3 |
| | % within ZEITRAUM date of publication | | 33.3% | | | | 33.3% | | 33.3% | | 100.0% |
| 19 October 06 | Count | | 1 | | 3 | 2 | 4 | 7 | 4 | 2 | 23 |
| | % within ZEITRAUM date of publication | | 4.3% | | 13.0% | 8.7% | 17.4% | 30.4% | 17.4% | 8.7% | 100.0% |
| 20 November 06 | Count | | | | 2 | 3 | 4 | 1 | 4 | 4 | 18 |
| | % within ZEITRAUM date of publication | | | | 11.1% | 16.7% | 22.2% | 5.6% | 22.2% | 22.2% | 100.0% |
| 21 December 06 | Count | | | | 1 | | | 3 | 2 | 1 | 7 |
| | % within ZEITRAUM date of publication | | | | 14.3% | | | 42.9% | 28.6% | 14.3% | 100.0% |
| 22 January 07 | Count | | 1 | | 1 | | | 1 | 2 | | 5 |
| | % within ZEITRAUM date of publication | | 20.0% | | 20.0% | | | 20.0% | 40.0% | | 100.0% |
| 24 March 07 | Count | | | | 5 | 1 | 2 | 1 | 2 | 3 | 14 |
| | % within ZEITRAUM date of publication | | | | 35.7% | 7.1% | 14.3% | 7.1% | 14.3% | 21.4% | 100.0% |
| Total | Count | 9 | 6 | 2 | 83 | 13 | 48 | 34 | 61 | 31 | 287 |
| | % within ZEITRAUM date of publication | 3.1% | 2.1% | .7% | 28.9% | 4.5% | 16.7% | 11.8% | 21.3% | 10.8% | 100.0% |

*I.1.7. General impression credibility / trustworthiness and subject*

**Syntax**:

CROSS THEMA BY GLAUBKAT

/STAT CHISQ PHI

/CELLS COUNT COLUMN.

**Diagram 66: Cross diagram on the subject and Pfizer's credibility**

| | | | GLAUBKAT presentation of Pfizer | | | |
| | | | 0 not credible | 1 neither | 2 credible | Total |
|---|---|---|---|---|---|---|
| THEMA subject | 1 Business studies | Count | 3 | | 6 | 9 |
| | | % within GLAUBKAT presentation of Pfizer | 6.3% | | 3.8% | 3.1% |
| | 3 Company | Count | | 1 | 5 | 6 |
| | | % within GLAUBKAT presentation of Pfizer | | 1.3% | 3.1% | 2.1% |
| | 4 Health | Count | | 1 | 1 | 2 |
| | | % within GLAUBKAT presentation of Pfizer | | 1.3% | .6% | .7% |
| | 5 Money/ investment | Count | 9 | 21 | 52 | 82 |
| | | % within GLAUBKAT presentation of Pfizer | 18.8% | 26.6% | 32.7% | 28.7% |
| | 6 Scandals | Count | 6 | 4 | 3 | 13 |
| | | % within GLAUBKAT presentation of Pfizer | 12.5% | 5.1% | 1.9% | 4.5% |
| | 7 Products | Count | 12 | 12 | 24 | 48 |
| | | % within GLAUBKAT presentation of Pfizer | 25.0% | 15.2% | 15.1% | 16.8% |
| | 8 Research | Count | 6 | 6 | 22 | 34 |
| | | % within GLAUBKAT presentation of Pfizer | 12.5% | 7.6% | 13.8% | 11.9% |
| | 9 Costs | Count | 8 | 23 | 30 | 61 |
| | | % within GLAUBKAT presentation of Pfizer | 16.7% | 29.1% | 18.9% | 21.3% |
| | 10 Other | Count | 4 | 11 | 16 | 31 |
| | | % within GLAUBKAT presentation of Pfizer | 8.3% | 13.9% | 10.1% | 10.8% |
| Total | | Count | 48 | 79 | 159 | 286 |
| | | % within GLAUBKAT presentation of Pfizer | 100.0% | 100.0% | 100.0% | 100.0% |

**Syntax**:

TEMP.

SELECT IF ZEITUNG=2.

CROSS THEMA BY GLAUBKAT

/STAT CHISQ PHI

/CELLS COUNT ROW.

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**Diagram 67: Cross diagram on the subject as credible/trustworthy in the NZZ**

| | | | GLAUBKAT presentation of Pfizer | | | |
| | | | 0 not credible | 1 neither | 2 credible | Total |
|---|---|---|---|---|---|---|
| THEMA subject | 1 Business studies | Count | 2 | | 4 | 6 |
| | | % within THEMA subject | 33.3% | | 66.7% | 100.0% |
| | 3 Company | Count | | | 3 | 3 |
| | | % within THEMA subject | | | 100.0% | 100.0% |
| | 5 Money/ investment | Count | 8 | 12 | 26 | 46 |
| | | % within THEMA subject | 17.4% | 26.1% | 56.5% | 100.0% |
| | 6 Scandals | Count | | 1 | | 1 |
| | | % within THEMA subject | | 100.0% | | 100.0% |
| | 7 Products | Count | 6 | 4 | 11 | 21 |
| | | % within THEMA subject | 28.6% | 19.0% | 52.4% | 100.0% |
| | 8 Research | Count | | 2 | 3 | 5 |
| | | % within THEMA subject | | 40.0% | 60.0% | 100.0% |
| | 9 Costs | Count | 2 | 6 | 10 | 18 |
| | | % within THEMA subject | 11.1% | 33.3% | 55.6% | 100.0% |
| | 10 Other | Count | | 1 | 4 | 5 |
| | | % within THEMA subject | | 20.0% | 80.0% | 100.0% |
| Total | | Count | 18 | 26 | 61 | 105 |
| | | % within THEMA subject | 17.1% | 24.8% | 58.1% | 100.0% |

**Diagram 68: Distribution of the answers to question 2a) 2006**



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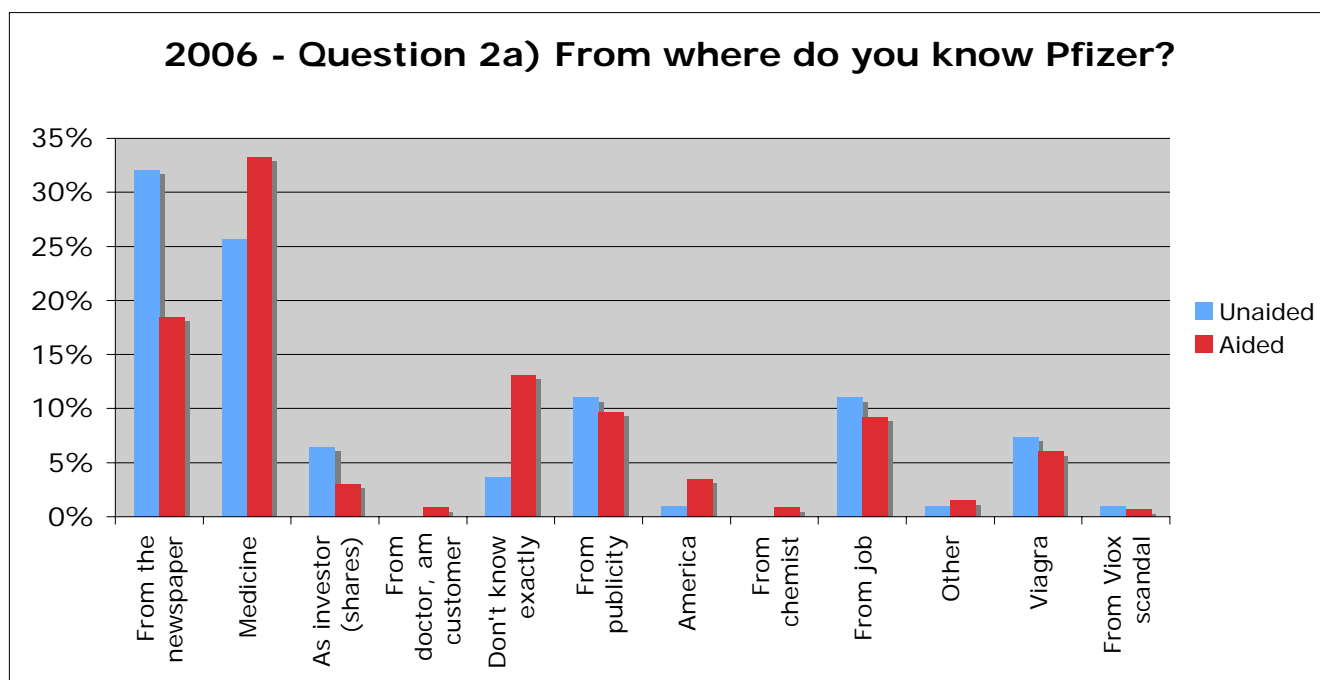
**Diagram 69: Distribution of answers to question 2a) 2007**
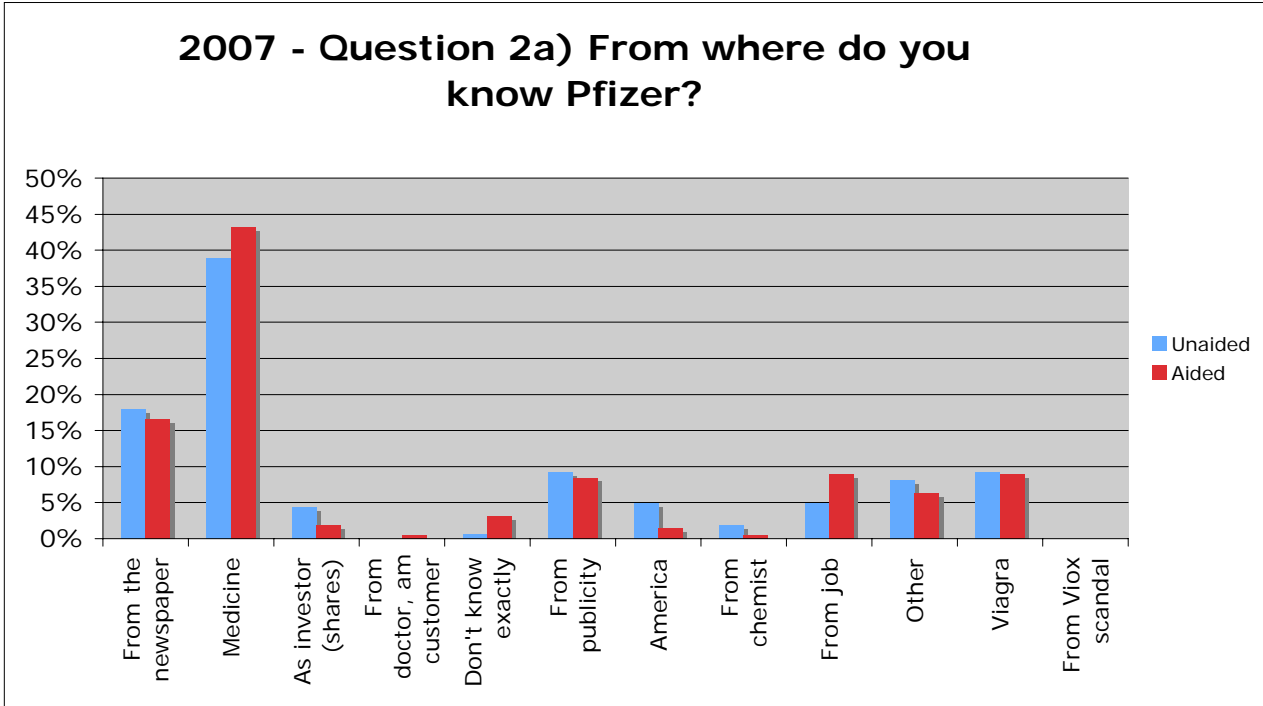


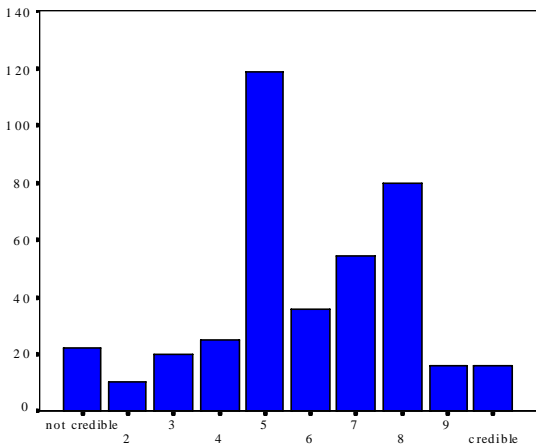**Diagram 70: Assessment of credibility and trustworthiness 2006**



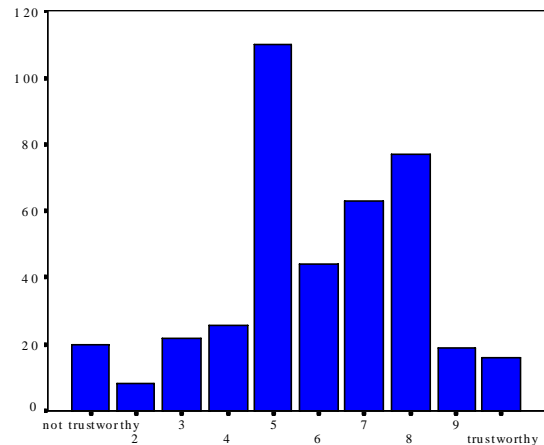Diagram 70.1.: Bar diagram on assessment of credibility of Pfizer - 2006



Diagram: 70.2.:Bar diagram on assessment of trustworthiness of Pfizer – 2006

**Diagram 71: Assessment of credibility and trustworthiness 2007**
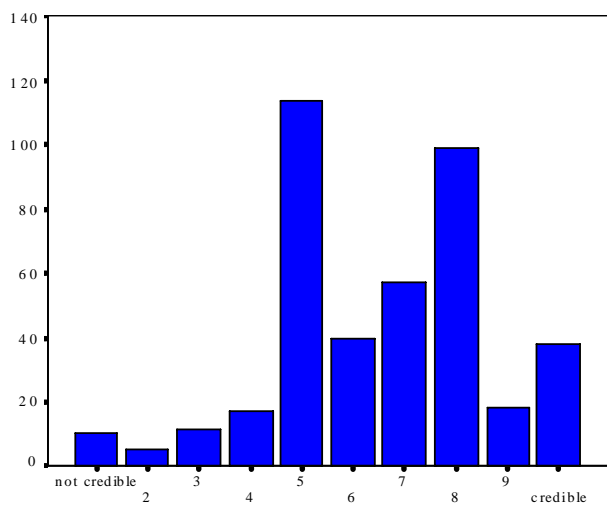


Diagram 71.1.: Bar diagram on assessment of
assessment credibility of Pfizer – 2007
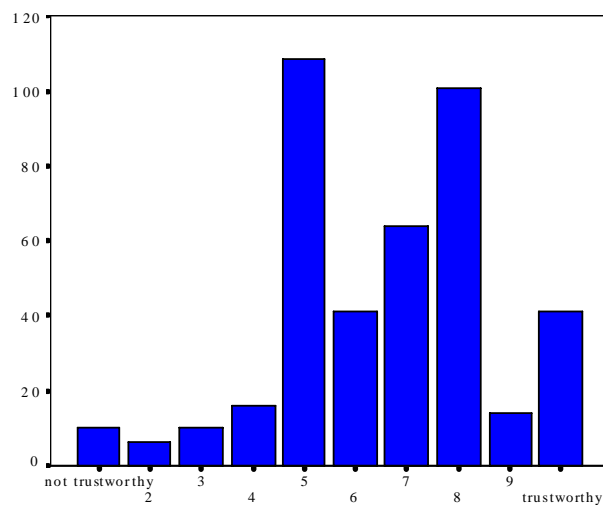
Diagram. 71.2.:Bar diagram on
of trustworthiness of Pfizer - 2007

**Diagram 72: Correlation between the age and credibility/trustworthiness**

|  | N | Pearson correlation coefficient | P value |
|---|---|---|---|
| **2006** |  |  |  |
| Credibility | 398 | .107 | .033 |
| Trustworthiness | 405 | .130 | .009 |
| **2007** |  |  |  |
| Credibility | 409 | .019 | .698 |
| Trustworthiness | 412 | .019 | .698 |

### I.1.8. Relationship of credibility and/or trustworthiness of Pfizer with sex

**Syntax**:
- male:

    TEMP.
    SELECT IF GESCHL=0.
    FREQ GLAUB VERTRAU
    /STAT MEDIAN MEAN STDDEV
    /BARCHART.
- female:

    TEMP.
    SELECT IF GESCHL=1.
    FREQ GLAUB VERTRAU
    /STAT MEDIAN MEAN STDDEV
    /BARCHART.

**Diagram 73: Statistical values of credibility/trustworthiness to sex**

|  | N | | Arithmetical means | | Standard deviation | | Median | |
|---|---|---|---|---|---|---|---|---|
|  | m | f | m | f | M | f | m | f |
| **2006** | | | | | | | | |
| Credibility | 225 | 173 | 5.93 | 5.78 | 2.16 | 2.19 | 6 | 5 |
| Trustworthiness | 225 | 180 | 5.96 | 5.93 | 2.07 | 2.21 | 6 | 6 |
| **2007** | | | | | | | | |
| Credibility | 218 | 191 | 6.55 | 6.47 | 2.07 | 2.05 | 7 | 7 |
| Trustworthiness | 216 | 196 | 6.56 | 6.55 | 1.97 | 2.15 | 7 | 7 |

**Diagram 74: Assessment of credibility and trustworthiness 2006/2007 (gender)**



Diagram 74.1.: Bar diagram on assessment of credibility of Pfizer – Men 2006



Diagram 74.2.: Bar diagram on assessment of credibility of Pfizer – Women 2006



Diagram 74.3.: Bar diagram on assessment of trustworthiness of Pfizer – Men 2006
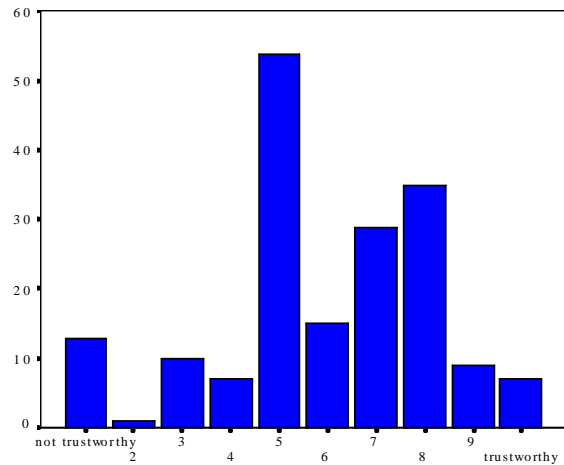


Diagram 74.4.: Bar diagram on assessment of trustworthiness of Pfizer – Women 2006
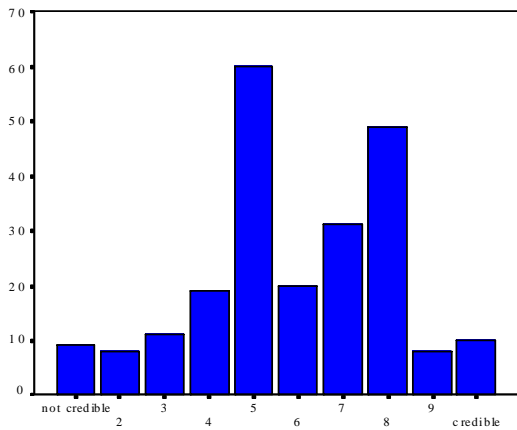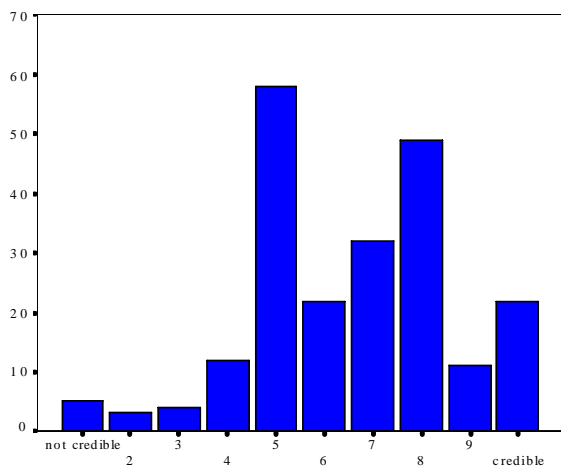


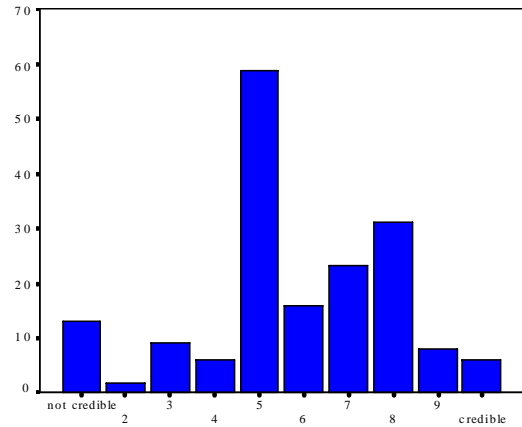Diagram 74.5.: Bar diagram on assessment of credibility of Pfizer – Men 2007
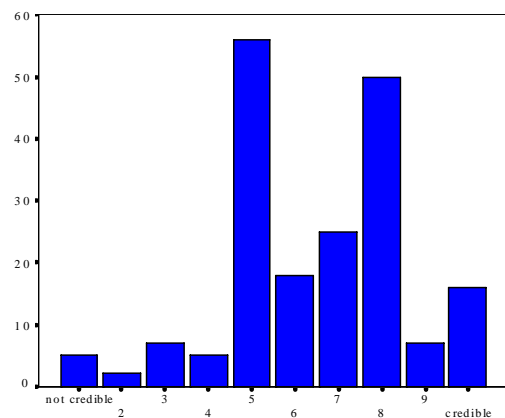


Diagram 74.6.: Bar diagram on assessment of credibility of Pfizer – Women 2007
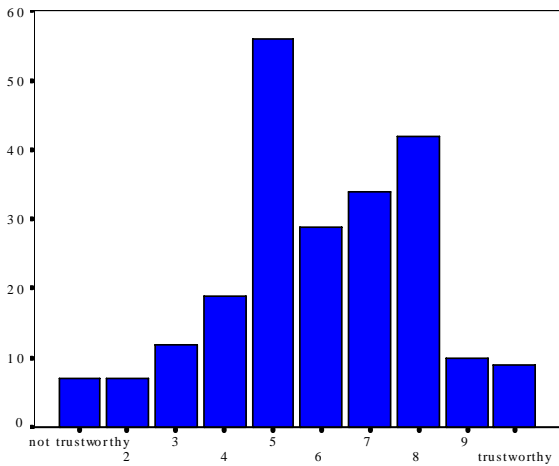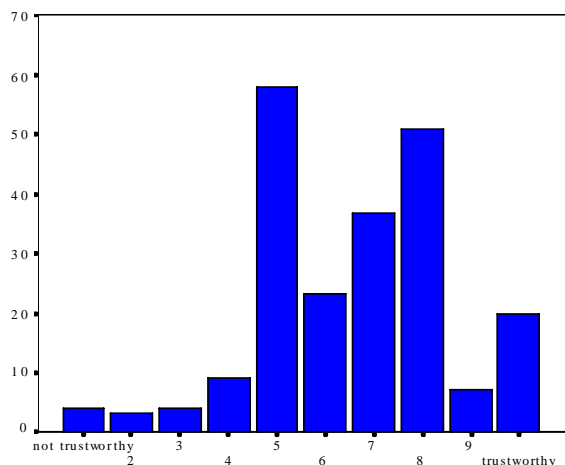
Diagram 74.7.: Bar diagram on assessment of trustworthiness of Pfizer – Men 2007



Diagram 74.8.: Bar diagram on assessment of trustworthiness of Pfizer - Women 2007

**Syntax**:

```
   T-TEST                          T-TEST
    GROUPS=GESCHL(0 1)             GROUPS=GESCHL(0 1)
   /VARIABLES=GLAUB.               /VARIABLES=VERTRAU.
```

*I.1.9. Relationship of credibility and/or trustworthiness of Pfizer with education*

**Credibility**

**Syntax:**
```
     NONPAR CORR BILDUNG GLAUB
      /PRINT=BOTH TWOTAIL NOSIG.
```

**Syntax:**
```
     RECODE BILDUNG (1,2 =0) (3 THRU 7=1) (ELSE=COPY) INTO BILDKAT.
     VAR LABEL BILDKAT 'BILDUNG IN 2 KATEGORIEN'.
     VAL LABELS BILDKAT 0 'NIEDRIGE BILDUNG' 1 'HOHE BILDUNG' 8 'W.N.' 9 'K.A.'.
     MISSING VALUES BILDKAT (8,9).

     T-TEST GROUPS BILDKAT (0 1)
     /VAR GLAUB.
```

**Syntax:**
```
     T-TEST GROUPS BILDKAT (0 1)
     /VAR GLAUB.
```

*I.1.10. Relationship of credibility/trustworthiness with the net. household income*

**Syntax**:
```
     CROSS S41 BY GLAUB
     /CELLS COUNT ROW.
```

**Diagram 75: Cross diagram monthly income and credibility in 2006 (N=378)**

| | | | 1 not credible | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 credible | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Monthly household income, net | 1 < CHF 3000.- | Count | 1 | 1 | | 2 | 14 | 3 | 7 | 3 | 2 | 1 | 34 |
| | | | 2.9% | 2.9% | | 5.9% | 41.2% | 8.8% | 20.6% | 8.8% | 5.9% | 2.9% | 100.0% |
| | 2 CHF 3000.- to 5000.- | Count | 9 | 2 | 4 | 8 | 24 | 8 | 8 | 14 | 2 | 2 | 81 |
| | | | 11.1% | 2.5% | 4.9% | 9.9% | 29.6% | 9.9% | 9.9% | 17.3% | 2.5% | 2.5% | 100.0% |
| | 3 CHF 5000.- to 7000.- | Count | 3 | 2 | 8 | 5 | 24 | 15 | 13 | 15 | 6 | 6 | 97 |
| | | | 3.1% | 2.1% | 8.2% | 5.2% | 24.7% | 15.5% | 13.4% | 15.5% | 6.2% | 6.2% | 100.0% |
| | 4 CHF 7000.- to 9000.- | Count | 5 | 3 | 5 | 3 | 27 | 3 | 9 | 14 | | 2 | 71 |
| | | | 7.0% | 4.2% | 7.0% | 4.2% | 38.0% | 4.2% | 12.7% | 19.7% | | 2.8% | 100.0% |
| | 5 > CHF 9000.- | Count | 3 | 2 | 3 | 7 | 22 | 5 | 15 | 29 | 5 | 4 | 95 |
| | | | 3.2% | 2.1% | 3.2% | 7.4% | 23.2% | 5.3% | 15.8% | 30.5% | 5.3% | 4.2% | 100.0% |
| Total | | Count | 21 | 10 | 20 | 25 | 111 | 34 | 52 | 75 | 15 | 15 | 378 |
| | | | 5.6% | 2.6% | 5.3% | 6.6% | 29.4% | 9.0% | 13.8% | 19.8% | 4.0% | 4.0% | 100.0% |

**Diagram 76: Cross diagram monthly income and credibility in 2007 (N=384)**

| | | | 1 not credible | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 credible | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Monthly household income, net | 1 < CHF 3000.- | Count | | | 1 | 2 | 9 | 2 | 6 | 8 | | 4 | 32 |
| | | | | | 3.1% | 6.3% | 28.1% | 6.3% | 18.8% | 25.0% | | 12.5% | 100.0% |
| | 2 CHF 3000.- to 5000.- | Count | 3 | | 1 | 6 | 17 | 6 | 11 | 14 | 2 | 5 | 65 |
| | | | 4.6% | | 1.5% | 9.2% | 26.2% | 9.2% | 16.9% | 21.5% | 3.1% | 7.7% | 100.0% |
| | 3 CHF 5000.- to 7000.- | Count | | 2 | 5 | 1 | 32 | 8 | 10 | 19 | 6 | 10 | 93 |
| | | | | 2.2% | 5.4% | 1.1% | 34.4% | 8.6% | 10.8% | 20.4% | 6.5% | 10.8% | 100.0% |
| | 4 CHF 7000.- to 9000.- | Count | 3 | 1 | 2 | 3 | 20 | 12 | 9 | 23 | 3 | 8 | 84 |
| | | | 3.6% | 1.2% | 2.4% | 3.6% | 23.8% | 14.3% | 10.7% | 27.4% | 3.6% | 9.5% | 100.0% |
| | 5 > CHF 9000.- | Count | 4 | 1 | 2 | 3 | 31 | 11 | 18 | 30 | 3 | 7 | 110 |
| | | | 3.6% | .9% | 1.8% | 2.7% | 28.2% | 10.0% | 16.4% | 27.3% | 2.7% | 6.4% | 100.0% |
| Total | | Count | 10 | 4 | 11 | 15 | 109 | 39 | 54 | 94 | 14 | 34 | 384 |
| | | | 2.6% | 1.0% | 2.9% | 3.9% | 28.4% | 10.2% | 14.1% | 24.5% | 3.6% | 8.9% | 100.0% |

**Syntax**:

```
NONPAR CORR S41 GLAUB
 /PRINT=BOTH TWOTAIL NOSIG.
```

**Syntax**:

```
CROSS S41 BY VERTRAU
/CELLS COUNT ROW.
```

**Diagram 77: Cross diagram monthly income and trustworth. in 2006 (N=382)**

| | | | 1 not trustworthy | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 trustworthy | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Monthly household income, net | 1 < CHF 3000.- | Count | | 1 | 1 | 2 | 10 | 5 | 5 | 7 | 1 | 1 | 33 |
| | | | | 3.0% | 3.0% | 6.1% | 30.3% | 15.2% | 15.2% | 21.2% | 3.0% | 3.0% | 100.0% |
| | 2 CHF 3000.- to 5000.- | Count | 7 | 2 | 6 | 8 | 20 | 8 | 10 | 13 | 3 | 2 | 79 |
| | | | 8.9% | 2.5% | 7.6% | 10.1% | 25.3% | 10.1% | 12.7% | 16.5% | 3.8% | 2.5% | 100.0% |
| | 3 CHF 5000.- to 7000.- | Count | 3 | | 5 | 9 | 24 | 15 | 16 | 20 | 5 | 5 | 102 |
| | | | 2.9% | | 4.9% | 8.8% | 23.5% | 14.7% | 15.7% | 19.6% | 4.9% | 4.9% | 100.0% |
| | 4 CHF 7000.- to 9000.- | Count | 4 | 3 | 6 | 3 | 24 | 5 | 12 | 8 | 2 | 1 | 68 |
| | | | 5.9% | 4.4% | 8.8% | 4.4% | 35.3% | 7.4% | 17.6% | 11.8% | 2.9% | 1.5% | 100.0% |
| | 5 > CHF 9000.- | Count | 4 | 2 | 4 | 4 | 22 | 9 | 16 | 25 | 7 | 7 | 100 |
| | | | 4.0% | 2.0% | 4.0% | 4.0% | 22.0% | 9.0% | 16.0% | 25.0% | 7.0% | 7.0% | 100.0% |
| Total | | Count | 18 | 8 | 22 | 26 | 100 | 42 | 59 | 73 | 18 | 16 | 382 |
| | | | 4.7% | 2.1% | 5.8% | 6.8% | 26.2% | 11.0% | 15.4% | 19.1% | 4.7% | 4.2% | 100.0% |

**Diagram 78: Cross diagram monthly income and trustworth.  in 2007 (N=386)**

**Syntax**:

    NONPAR CORR S41 VERTRAU
     /PRINT=BOTH TWOTAIL NOSIG.

| | | | 1 not trustworthy | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 trustworthy | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Monthly household income, net | 1 < CHF 3000.- | Count | | 1 | 1 | | 8 | 3 | 6 | 7 | | 6 | 32 |
| | | | | 3.1% | 3.1% | | 25.0% | 9.4% | 18.8% | 21.9% | | 18.8% | 100.0% |
| | 2 CHF 3000.- to 5000.- | Count | 2 | | 1 | 7 | 12 | 6 | 11 | 15 | 2 | 6 | 62 |
| | | | 3.2% | | 1.6% | 11.3% | 19.4% | 9.7% | 17.7% | 24.2% | 3.2% | 9.7% | 100.0% |
| | 3 CHF 5000.- to 7000.- | Count | 1 | 1 | 4 | 3 | 28 | 12 | 16 | 14 | 4 | 11 | 94 |
| | | | 1.1% | 1.1% | 4.3% | 3.2% | 29.8% | 12.8% | 17.0% | 14.9% | 4.3% | 11.7% | 100.0% |
| | 4 CHF 7000.- to 9000.- | Count | 3 | 1 | 1 | 2 | 24 | 6 | 12 | 27 | 2 | 6 | 84 |
| | | | 3.6% | 1.2% | 1.2% | 2.4% | 28.6% | 7.1% | 14.3% | 32.1% | 2.4% | 7.1% | 100.0% |
| | 5 > CHF 9000.- | Count | 4 | 2 | 3 | 2 | 32 | 13 | 17 | 28 | 4 | 9 | 114 |
| | | | 3.5% | 1.8% | 2.6% | 1.8% | 28.1% | 11.4% | 14.9% | 24.6% | 3.5% | 7.9% | 100.0% |
| Total | | Count | 10 | 5 | 10 | 14 | 104 | 40 | 62 | 91 | 12 | 38 | 386 |
| | | | 2.6% | 1.3% | 2.6% | 3.6% | 26.9% | 10.4% | 16.1% | 23.6% | 3.1% | 9.8% | 100.0% |

**J.1. Code book and questionnaire for population survey**

Questions:

1. Which pharmaceutical companies do you know (do not read out names, multiple answers possible)?
   a. Pfizer
   b. Astra Zeneca
   c. GlaxcoSmithKline
   d. Novartis
   e. MSD-Chibret
   f. Roche
   g. Bristol-Meyers Squibb
   h. Sanofi-Symthélabo
   i. Aventis
   j. Manufacturers of generic products
   k. Other
2. Filter 1: if Pfizer mentioned:
   a. From where do you know the name Pfizer (open question)?
   b. What do you associate with the name Pfizer (open question)?
      i. What else?
   c. On a scale from 1 to 10, how credible do you consider Pfizer to be? 1 is not at all credible, 10 is absolutely credible (scale 1-10)
   d. On a scale from 1 to 10, how trustworthy would you consider Pfizer to be? 1 is not at all trustworthy, 10 is absolutely trustworthy (scale 1-10)
3. Filter 1: If Pfizer not mentioned:
   a. Do you know the company Pfizer? (pronounced "Pfaiser" or "Pfitzer") yes/no
4. Filter 2 : If yes to question 2a
5. Filter 2: If no: Interviewer: Pfizer is the largest pharmaceutical company in the world, the best-known medicines are Viagra and Zyrtec.
   a. Do you know one of these medicines?
      i. Yes
      ii. No
   b. Even if you do not know the company, what do you think, with this additional information, about the company Pfizer?

Code book population inquiry for question 2a, 2b, 5b

| Code | |
|---|---|
| 1k | Statement |
| 1 | new Novartis (formerly Ciba or Sandoz) |
| 2 | Syngenta |
| 3 | Beyer |
| 4 | Böringer Mannheim |
| 5 | Others |
| 9 | Don't know / no data |

| 2a How do you know Pfizer? | |
|---|---|
| | |
| 1 | From the newspaper |
| 2 | Medicine |
| 3 | As investor (shares) |
| 4 | From doctor, am customer |
| 5 | I cannot remember how |
| 6 | From publicity |
| 7 | America |
| 8 | From the chemist |
| 9 | From my job |
| 10 | Other |
| 11 | Viagra |
| 12 | From Viox scandal |
| 99 | Reply does not make sense |

| 2b What do you associate with Pfizer? | |
|---|---|
| | |
| 1 | |
| 2 | Products/medicines |
| 3 | Shares |
| 4 | |
| 5 | Nothing |
| 6 | Publicity |
| 7 | America |
| 8 | Aggressive marketing |
| 9 | Large company |
| 10 | Other |
| 11 | Viagra |
| 99 | Reply does not make sense |

| 5b Opinion with additional info medicines and largest pharmaceutical company in the world | |
|---|---|
| | |
| 1 | Good company |
| 2 | Good products |
| 3 | |
| 4 | negative statement |
| 5 | nothing / no opinion |
| 6 | Make a lot of money |
| 7 | America |
| 8 | |
| 9 | Large company |
| 10 | Other |
| 99 | Reply does not make sense |

**K.1. Univox questionnaire (only questions without statistics)**

1. One uses the various media in very different ways. In which media do you obtain your information in the first instance and in the second?

A        SRG television (inland)
B        Foreign television
C        Private Swiss TV programs
D        SRG Radio
E        Local radios
F        Newspaper
G        Magazines
H        Books in Internet

2. I am going to read out various subjects to you. Please would you tell me how much you are interested in each subject and if you follow the reports on the subject in the media.  Very much interested, interested, quite interested, less interested, hardly interested.

A        Politics inland and abroad
B        Local and regional events
C        Economy and Stock Exchange
D        Culture (theatre, film, music, etc.)
E        Sport
F        Science, research, engineering
G        Environment and ecology
H        Human destinies, accidents, crime, etc.
I        Health

3. For some time now one can obtain information via Internet on the subject of health and advice in the case of acute health problems. How often have you obtained general information on health via Internet?

A        --- times
B        I have no access to Internet