Medtronic 75 years

Our Vision: Data Driven, Insights Led

Global Corporate Communications & Marketing
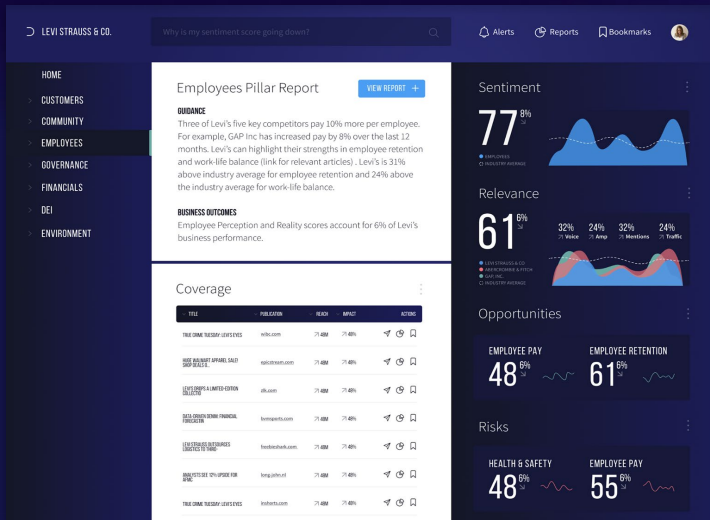
MAHA
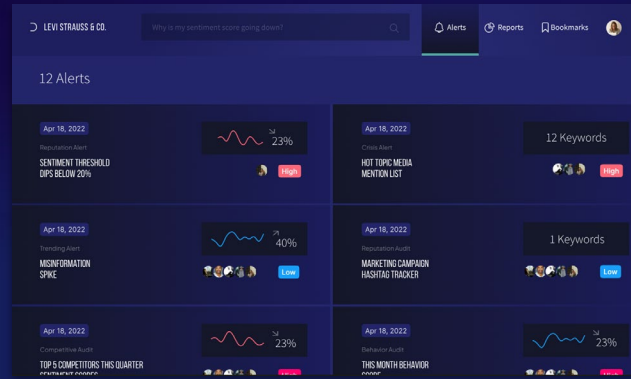The Evolution of Reputation Intelligence

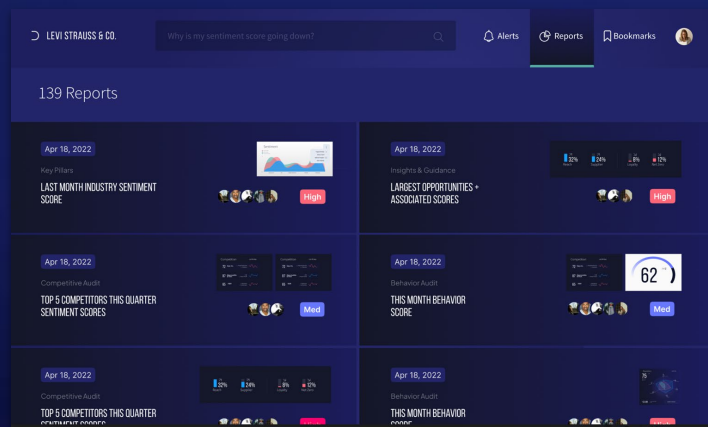# M A H A

The Evolution of Reputation Intelligence

Predictive Analytics

AI Nudging

Automated Reporting

-MAHA analyzes traditional and social media in over 100 countries and 130 languages, along with public disclosures and financial data for nearly 13,000 global public companies.

-As a Public Benefit Corporation, MAHA is devoted to helping organizations positively transform by identifying the most differentiating factors that build more trust with their stakeholders.

-Backed by peer reviewed science and machine learning AI models, MAHA's SaaS reputation intelligence platform, Darwin, is for reputation teams who need to understand, in real-time, the impact of their organization's past, present, and future actions on their reputation.

Common Reputation Team Needs:

- Unification of disparate, hard to aggregate and more trustworthy data
- Better understanding of highest velocity reputational issues for my industry
- Integration of automated analysis and reports directly into team workflow for enhanced efficiency
- Enterprise-wide adoption of advanced tools to become more insight led

MAHA

74M+

In the past year, Medtronic therapies improved the lives of 74 million+ people. That's **two people every second** of every hour of every day – and counting.

Engineering the extraordinary

150+
countries

95K+
employees

78
manufacturing sites

40
labs and research development sites

214
active clinical trials last year

$2.7B
in R&D investments last year

12.4K+
scientists and engineers

46K+
active patent matters

Our dedication to transforming lives starts here

- Better outcomes for our world
- Life-transforming technologies
- Experiences that put people first
- Insight-driven care

Beyond products: Integrated health solutions (IHS)

We partner with hospital management and medical leaders to transform care pathways and clinical operations, with a shared goal of:

- Improving efficiency and outcomes
- Increasing patient and staff satisfaction
- Optimizing cost

With our extensive experience across and within regions, we provide proven and highly effective solutions that can be quickly tailored to providers' specific needs and generate value now – and for the future.

In 2023, IHS celebrates a decade of transforming healthcare, delivering value for patients and healthcare professionals, and improving access to high-quality care while optimizing costs and capacity.

Positive impact on complex and challenging conditions

70+
conditions in the human body treated with our therapies

2
people every second have their lives improved – and counting

Public-private partnerships

Increasing patient access in multiple communities aligns with the core of our Mission. These public private partnerships – with outcome-oriented business models – create mutual benefits by making the most of Medtronic skills, expertise, and assets through the appropriate transfer of risk. They drive our globalization strategy and actively contribute to the international push for universal health coverage. With jointly defined objectives, they address health system challenges efficiently by increasing access to therapy innovation, raising quality, and delivering improved outcomes.

Learn more at Medtronic.com

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Engineering the extraordinary

42% of communication leaders say they are "very much so" relying on data and **half** cite "inability to measure impact effectively" as one of their biggest challenges.

Source: 2024 Cision and PRWeek Global Comms Report

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Our Medtronic communications data maturity starts with implementing measures that directly impact business and reflect perceptions of our brand.

Confidential

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Focus on right right measures and shifting enterprise focus to align with business impact

Maintaining a strong brand reputation is crucial for continued success among targeted audiences, with **seven in ten global HCPs emphasizing its importance in their decision-making processes.** These findings align with a WE Communications study, which identified corporate reputation as the top factor influencing HCPs when prescribing or recommending therapies, underscoring the critical role of brand reputation in driving business decisions globally.

69%
🌐 **HCP/HSL**
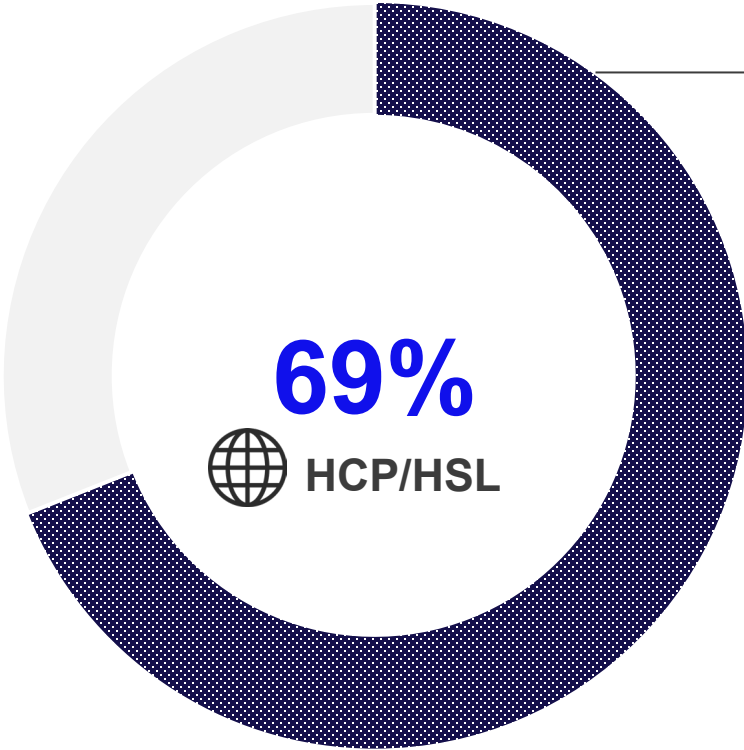
Medtronic Global Brand research of HCP and HSL audiences, indicate reputation is a critical decision-making factor

Source: Medtronic FY24 Global Reputation Study/Morning Consult

66%
HCPs
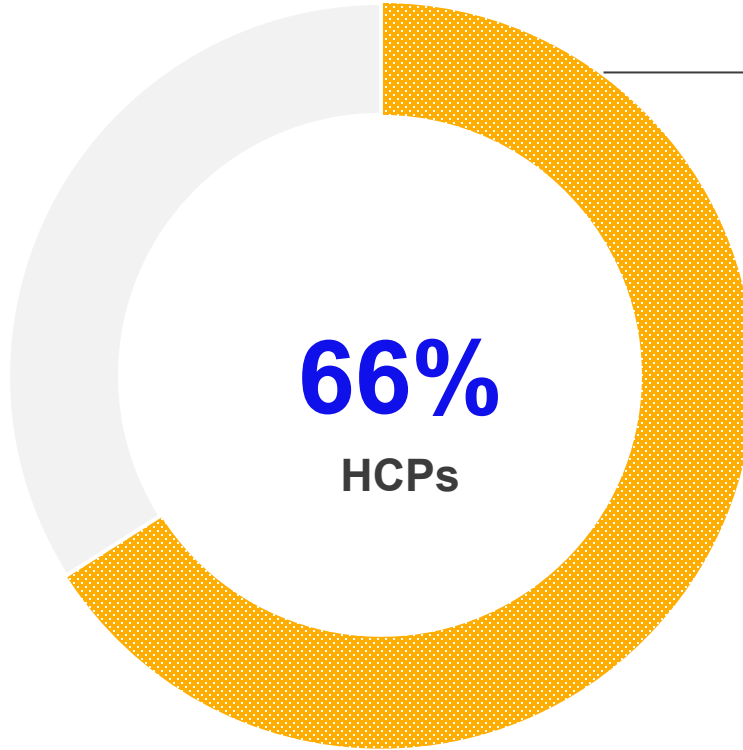
HCPs are reluctant to prescribe or recommend a medication from a biotech/pharma company that does not have a good reputation in their opinion

Source: WE Communications 2023 Brand In Motion

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Identifying reputation drivers and producing actionable findings are critical to all within our organization, especially communicators.

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MAHA's Seven Pillars of Reputation

MAHA measures Sentiment and Behavior for the following 7 pillars that are comprised of 70 variables.
(Examples of the variables below)

Financials	Customers	Governance	Employees	Community	Environment	ID&E
Financial Performance, Shareholder Return, Market Position	Customer Sentiment+Loyalty, Products and Services Quality and Innovation	Leadership, Ethics and Transparency, Vision	Engagement, Compensation, Health and Safety	Supply Chain, Community of Operations, Community Development/Philanthropy, Reach	Net Zero, Resource Management, Compliance	Racial, Ethnic, Gender, LGBTQ+ ID&E, Human Rights

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Our Platform

Unifying the PR/Comms Stack for better reputation decision intelligence

DARWIN

MAHA

Evolutionary Biology Intelligence Layer

Generative AI Layer | Auto-Report Gen | ML Pattern Matching

AI SUMMARY ACTIONABLE FEED

| Sentiment Analysis | Behavior Analysis | Financial Analysis | Risk and Opportunity Analysis |

Event Triggered AI Nudging
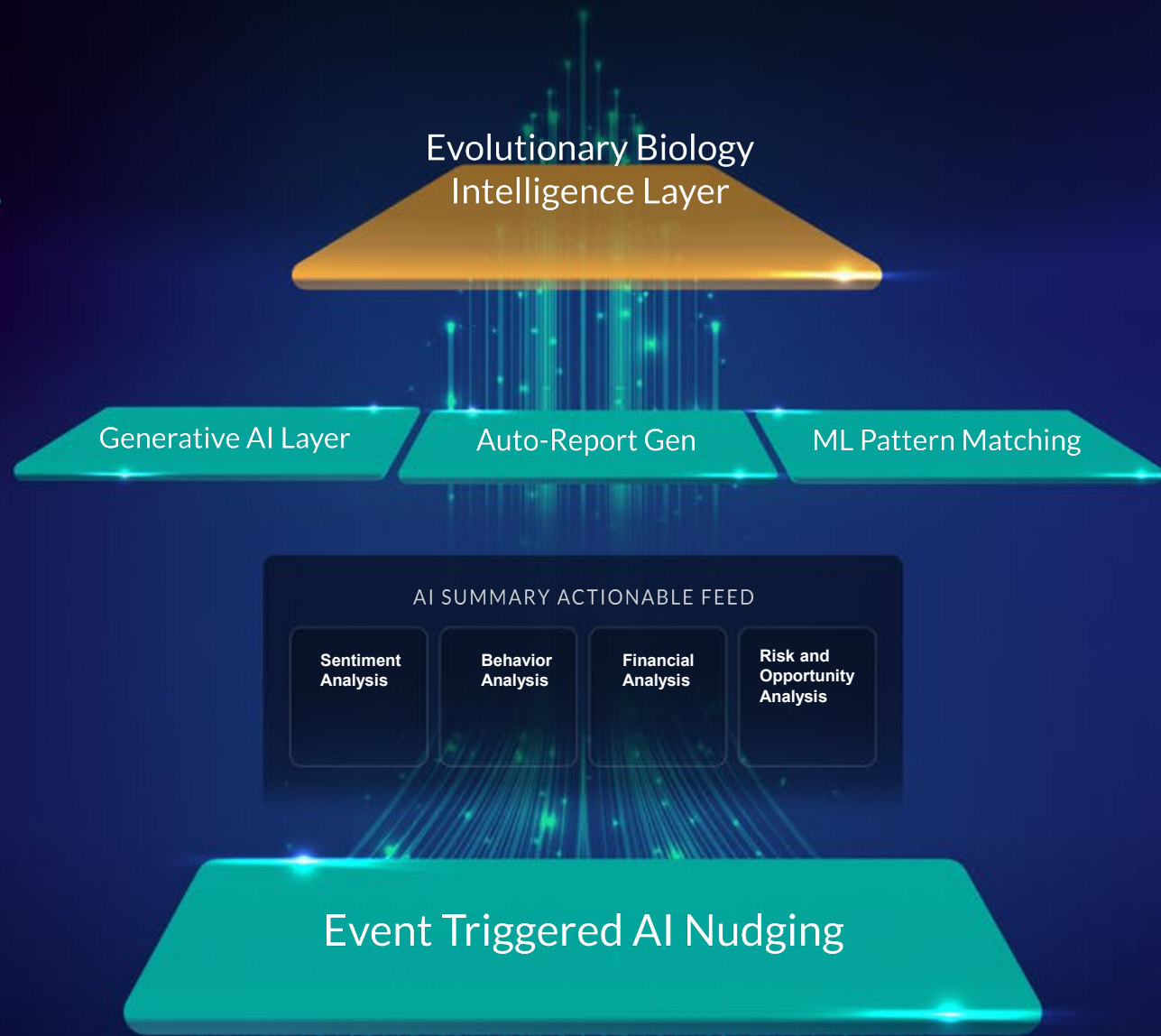
QUALITY WORLD CLASS 3RD PARTY REPUTATION DATA

revelio labs | Bloomberg | reddit
MarketPsych Data | HIP INVESTOR
REFINITIV | HARRIS | LinkedIn
glassdoor | Onclusive | BENZINGA

- Unified Data Model
- Ingests 22+ Sources
- Integrate New Sources in less than 2 weeks

1ST PARTY DATA

Surveys, Polling, Media Metrics, ESG data, Materiality data

APIs Integrate seamlessly with Comms Tech Stack

- Surveys
- Polling
- Media Metrics
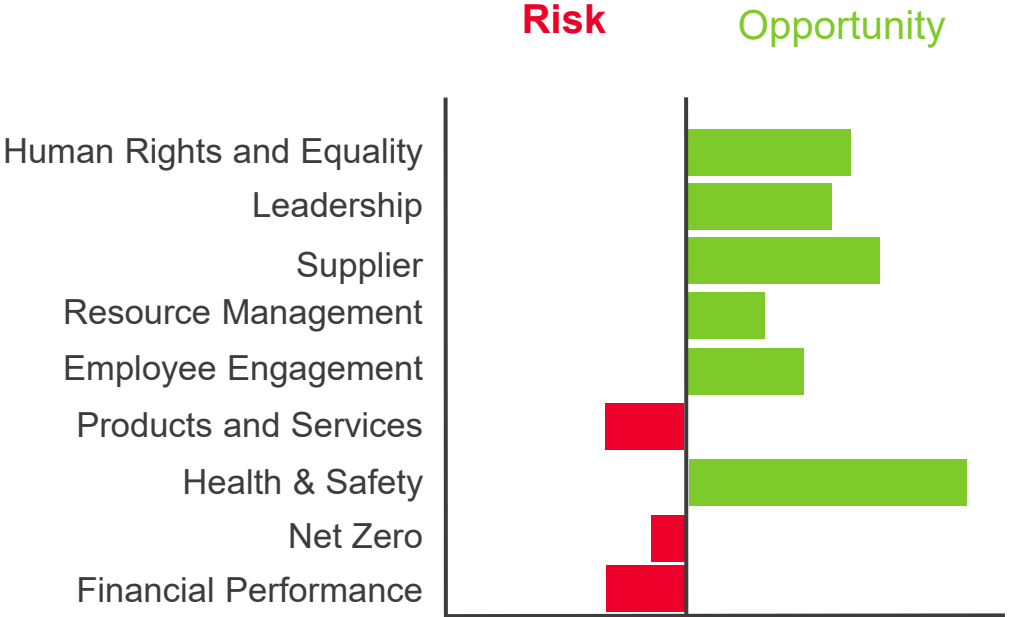- ESG Ratings
- Social Listening

Real Time - No Code configuration is needed more additional FTEs

The Perception - Behavior gap brings "Think" and "Do" together highlighting Risks and Opportunities across nine distinct categories

Reputation is built on Perception (*Think*). Perception is based on information about how corporations behave (*Do*). However, not all information is accurate, and mismatches take the form of Perception-Behavior/Reality gaps.

- Risks arise whenever public perception is higher than our behaviors merit. We can augment our behavior to mitigate these risks.

- Opportunities arise when the public is unaware of the good we are doing. We can leverage these opportunities by communicating our strengths.

- Influential sources, noted on the executive summary slide are ideal outlets for this communications strategy. They cover healthcare technology and have demonstrated social impact.

Q1 Perception - Behavior Gap
(Calculated by the perception score subtracted by the behavior score)

Risk   Opportunity

Human Rights and Equality
Leadership
Supplier
Resource Management
Employee Engagement
Products and Services
Health & Safety
Net Zero
Financial Performance

Perception > Behavior   Behavior > Perception

Note, the variables above are a subset of those that comprise the pillars mentioned in the previous slide.

2023 Q4 vs 2024 Q1 Perception Reality Gap Detail Table

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Improved Reputation Data Frameworks at Medtronic

- **Brand Health Index -** Overall Metric to track Sentiment, Behavior and Awareness and compare with competitors.

- **Relevance (Awareness Metric) -** We have furthered Medtronics view on the data and methodology that should drive its understanding of awareness.

- **Department Reputation Measures** - By analyzing core reputation activities of operating units, we are able to help them demonstrate the impact of their efforts on overall reputation within each review period. These include:
  - Response to crisis or real-time events.
  - Contribution of thought leadership activities.
  - Contribution of impact related activities.

- **Leading Indicators -** MAHA helps Medtronic understand the events at an organization that are contributing to longer term reputational outcomes.

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Prioritize adoption & application.

Taking an advanced and predictive approach to focus on the right factors to enhance the quality of our work

Build Trust

Brand Relevance and Mindshare

Optimize Content & Messaging

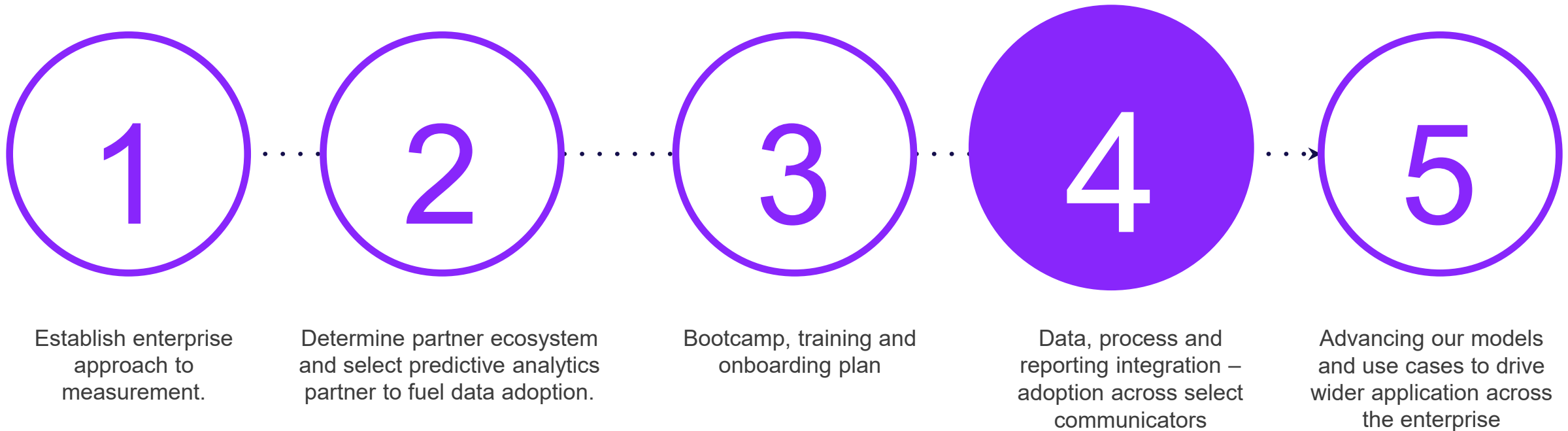Guide Investment & Prioritization

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Reputation Development Roadmap

Integrating advanced analytics for enhanced brand health and reputation management

1 — **2** ⋯⋯ **3** ⋯⋯ **4** ⋯⋯▶ **5**

Establish enterprise approach to measurement.

Determine partner ecosystem and select predictive analytics partner to fuel data adoption.

Bootcamp, training and onboarding plan

Data, process and reporting integration – adoption across select communicators

Advancing our models and use cases to drive wider application across the enterprise

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Steady Advancement Through Strategic Partnerships & Application

Wins

Predictive Analytics and Metric Development

- Developed a **custom brand health index** integrating advanced analytics and new data sources like LinkedIn and Glassdoor to measure and manage brand reputation.
- Enable leadership to **track reputation over time** by incorporating perception, behavior, and relevance metrics.
- **Accelerate speed-to-insight** with MAHA's scientifically-validated approach, positioning Medtronic for future success in reputation management.

Focus on awareness, adoption, and change management

- Strengthened **cross-departmental collaboration** to ensure actionable insights drove business strategies across Global Comms.
- **Enrolled four internal Medtronic teams** into the brand health index framework, highlighting their influence on reputation themes.
- Positioned **Medtronic as a thought leader** in reputation intelligence through MAHA's partnership and industry recognition, leveraging thought leadership opportunities such as Stanford and I-COM Global.

Next Steps

Prioritization

- Continue to leverage MAHA's data framework to **enhance precision, proactivity, and competitive benchmarking** in reputation efforts.
- Use the brand health index to **isolate the impact of reputational pillars on business performance** and align with Masterbrand goals.

Continued team onboarding

- **Strengthen cross-departmental collaboration** to ensure insights are actionable and drive cohesive business strategies.
- **Onboard social media and content teams** into MAHA's data framework and adopt an OMNI-channel approach to recommendations.
- **Align Masterbrand and team goals with reputation strategies**, leveraging Google search and other platforms to enhance industry leadership.

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Critical Issue of Low Awareness

Findings

Despite its strong reputation, Medtronic suffers from the lowest brand awareness within its competitive set, which is adversely affecting its brand health and potentially its financial performance.

Next Steps

Augmenting awareness to the level enjoyed by leading competitors could raise Medtronic's Brand Health Index and enhance Medtronic's overall market relevance. At the core, this is not simply about communicating more, but capitalizing on reputational opportunities through targeted communication on Medtronic's strengths in areas where opportunities outweigh risks.

An awareness campaign focused on Medtronic's industry-specific strengths *(e.g., reduced CO2 emissions, renewable energy use)* can strengthen reputation.

Strong Reputation with Temporary Challenges

Findings

Medtronic's brand is healthy. Both The Reputation and Brand Health Indices are among the best in the industry.

- Several recent product recalls have had what is likely to be a short-term impact on public sentiment. However, evidence suggests that the strength of the Medtronic brand will buffer this negative effect and will aid in weather the storm.

Next Steps

Develop a strategic action plan with key stakeholders to leverage Medtronic's strong Reputation score by communicating core strengths and scaling messages about key products, policies, and activities through targeted group-specific plans. Focus communications on specific strengths that are relevant in present news cycles and also important for reputation gains.

Differentiating Through Sustainability and Ethics

Findings

Medtronic has made significant improvements in its environmental scores and ethics, which can be potent differentiators against competitors. Continuing to communicate these improvements can help mitigate reputational risks and build a stronger brand.

Next Steps

- Emphasizing Medtronic's employees, environmental stewardship, community impact, diversity and customers offers opportunities for a competitive advantage. These key attributes will continue to act as primary drivers and differentiators of reputation in the industry over the next three quarters.

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Case Study Summary

BUSINESS PROBLEM

Connecting the dots between reputation drivers and our business choices. We have only a fragmented understanding of this link, hindering our ability to effectively convey the contextual and data-driven impact of reputation on our decision-making processes.
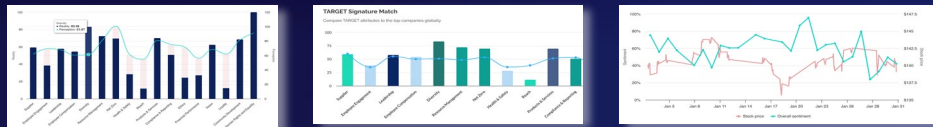
CRITICAL QUESTIONS TO BE ANSWERED

- Can we better predict future risk?
- Can we integrate siloed data into consolidated reputation performance metrics?
- Can we get multiple departments to adopt new framework?
- By correlating Reputation and business performance outcomes, can Medtronic reach impact goals faster?

HOW MAHA IS HELPING DRIVE BUSINESS OUTCOMES

- Provide a baseline for how Medtronic is performing vs the industry
- Provide linkage between reputation drivers and business outcomes
- Provide team specific insights to managers through a single reputation platform
- Deliver specific guidance on reputation risk/opportunity
- Provide a common framework allowing Medtronic to quantify their actions - positively impacting both reputation and brand value

> "We have leveraged advanced analytics, transforming our approach to Medtronic's Corporate Communications & Marketing measurement framework. This has resulted in forward-looking insights for multiple teams, improved reputation optimization, and enhanced trust from stakeholders."
>
> — **Aniz Ruda**
> VP Data, Insights and Performance Marketing

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Questions

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