



Edelman | **Corporate Affairs**

Reputation **Momentum** *Where Corporate Communications Is Going*





As traditional communications models are being replaced by wholly new approaches, companies are reevaluating the ways they engage with their stakeholders. They're seeking something new, bolder, and more tightly focused on outcomes.

Edelman is at the forefront of this change. Today we're counseling leading companies and institutions on how to establish new relevance, navigate complex issues, and set the record straight in the face of challenges and misinformation. In fact, it's our work for leading companies like Starbucks, Samsung, GE and others that has informed our new perspective on how to drive a concept we call *Reputation Momentum*™.

Reputation Momentum acknowledges that a firm's reputation is always in motion, that its corporate brand is defined by a never-ending cycle of setting and fulfilling expectations, and that business today requires constant contact with stakeholders. An Edelman *Reputation Momentum* program challenges clients to look beyond traditional reputation management, which often focuses on the present-day corporate image, and to take actions that will shape the future of the brand. It prompts an examination of a company's behaviors along a variety of dimensions—action, relevance, authenticity, engagement, risk and speed—and an even closer look at the impact of each.

Edelman | Corporate Affairs | **Welcome**

Reputation Momentum requires new strategies because old formulas no longer apply: Messaging has been replaced by storytelling; vague citizenship promises by measurable corporate responsibility; media relations-centric strategies by multi-channel approaches; and spin by authentic dialogue and transparent communications. Public relations counsel is no longer sought simply for packaging news. Today its most valuable place is at the nexus of business strategy, corporate branding, risk management, public affairs, and financial communications.

At the core is our understanding of the role of trust. For nearly a decade we have researched the impact of trust on business, government and other institutions in our annual Edelman Trust Barometer. We've examined the most trusted sources of information, the companies that are most trusted to "do the right thing," and the drivers of trust across geographies and industries. We use this research to inform and guide our strategic thinking for clients.

In the pages that follow, you'll see the actions we take to create *Reputation Momentum* for our clients. You'll note the importance of a strong foundation, followed by outreach to constituencies based on a clear stakeholder map and connections to those audiences through media relations, direct-to-influencer communications, Internet advocacy, employee engagement, corporate advertising, or any combination of these tactics.

Edelman has a long history of tackling our clients' most challenging corporate communications and public affairs issues. We are communications problem solvers, informed by market insights and focused on driving real business outcomes. The key to our success: a strong team of senior counselors—former journalists, lawyers, bankers, lobbyists, and integrated marketing specialists.

We invite you to learn more about our firm and point of view and welcome the opportunity to learn about your needs and challenges.

CEO Positioning | Economic Development | Grassroots Activism | Corporate
Responsibility Reporting | Real Estate | Clean Technology and Sustainability
Community Affairs | Internet Advocacy | Employee Engagement | Labor
Relations | Influencer Engagement | Philanthropy | Mergers and Acquisitions
Litigation Communications | Corporate Health | Digital Entertainment
Crisis Management | Government Relations | Professional Services | Perception
Research | Public-Private Partnerships | Micro-Targeting | Anti-Corruption
Stakeholder Mobilization | Early Adopter Programs | Web Site Development

Where We Excel



Whether you're looking to define or redefine your company's position, avert an emerging issue or crisis, introduce products, communicate good works or get a game-changing acquisition off to a smooth start, Edelman Corporate Affairs offers you the proven expertise and experience that will help you reach your objectives.

Corporate Positioning

Edelman Corporate Positioning specialists view reputation management as the place where corporate branding, strategy and risk management converge. They recognize that stakeholders today can quickly connect in real time with like-minded people, via the Internet or other digital channels, and hold the power to become a company's greatest champion—or most vocal detractor. They are trained in the traditional disciplines of media relations, executive positioning and issues management as well as in newer fields that are changing the way companies communicate. They help clients communicate to target audiences in compelling ways that capture attention, earn respect and win support. And they specialize in preparing executives to lead results-driven meetings, calls and public appearances and master even the most challenging Q&A for maximum impact. Moreover, Edelman draws on experts across stakeholder groups to engage audiences, build trust and drive reputation momentum in all industries.

Change and Employee Engagement

Today's most successful companies are built from the inside out by leaders who provide employees with a clear view of the organization's business strategy. Edelman Change and Employee Engagement specialists establish stronger management and employee relationships that condition behaviors necessary to build brands, improve performance,

and achieve business goals in concert with all elements of the company's communications strategy. The Edelman team focuses on creating credible, relevant dialogue among internal stakeholders to achieve understanding, buy-in and support.

Corporate Social Responsibility/Sustainability

Not every company can pioneer in all areas of corporate responsibility, nor does it need to. But every company must maintain standards, explore options for innovation and communicate to all stakeholders to sustain both a competitive advantage and a social license to operate. Edelman's Corporate Social Responsibility (CSR) and Sustainability team provides Fortune 500 companies, multilateral organizations and NGOs with counsel and programming for issues management, communications, CSR/sustainability reporting, management training, strategic philanthropy and public-private partnerships.

Environmental Business Strategies

Edelman's Environmental Business Strategies specialists develop and execute sustainability campaigns that enhance a company's bottom line performance. Drawing on experience managing some of the world's most successful sustainability campaigns, as well as our understanding of the issues that influence third parties, lawmakers, news media and the financial markets, we are uniquely capable of helping clients capitalize on the increasing business opportunities stemming from the environment.

“Today's markets are being transformed by intangibles, and a growing number of companies are scrambling to find the methods that will help them better use, develop and communicate about them.” – *New York Times*



Financial Communications

Edelman Financial Communications specialists assist corporate leaders in communicating their most critical business issues transparently to the investment community and the financial press. Offering a range of experience in capital markets, M&A, litigation, investor relations and crisis management, they help companies in both periods of growth and challenging times. Equipped with the latest technology resources and staffed by experts around the globe, Edelman's financial team can help clients reach their most important stakeholders.

Public Affairs

Edelman Public Affairs specialists create dynamic programs that influence public opinion, promote legislative initiatives, build reputations and manage sensitive issues. Our campaigns mobilize stakeholders, integrating paid and earned media, Internet advocacy and grassroots engagement to help clients achieve their communications goals. Edelman Public Affairs teams communicate continually with elite media and government agencies and capitalize on expertise in economic development, real estate, health, transportation, education, energy and environmental policy, nonprofits and government relations, among other areas.

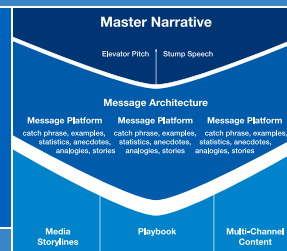
Technology and Business-to-Business Marketing

Edelman's Technology and Business-to-Business Marketing specialists design and implement integrated programs with seasoned business-to-business experience. They employ a deep understanding of the complex needs of clients in a wide array of industries, from supply chain and enterprise software to consumer electronics, energy, automotive, aerospace, engineering, construction, professional services and industrial manufacturing. Edelman specialists have a record of success in helping businesses translate the jargon of the laboratory and boardroom into language that motivates customers and stakeholders.

Lead the Dialogue: The Master Narrative

When a company must change perception and allay misunderstanding, simply pushing out a set of messages proves insufficient. That's why Edelman helps clients craft an inspiring and credible master narrative—an engaging story that captures what a company is doing, where it's going, what it values and why. A compelling master narrative forms the basis for a well-founded arsenal of core materials—including messages and proof points, a playbook, “stump” speech, media storylines, and a range of multi-channel content. This arsenal guides management and employees in relating a company's most important stories and informs the behaviors that allow corporations to excel. And by testing the narrative with select audiences Edelman assures clients that their stories will connect with relevancy and authenticity.

Our Core Thinking

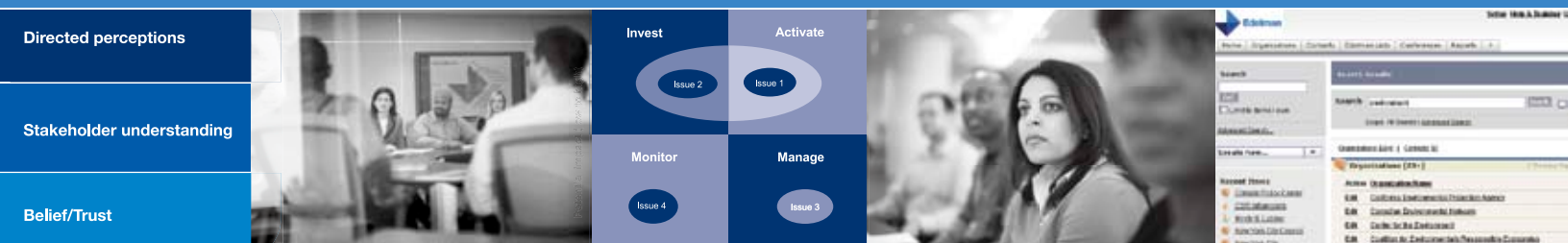


Address What Matters: Influencer and Issues Mapping

Influencer and Issues Mapping is a tool that helps a company better identify specific issues in the public domain that can impact its business objectives and help engage organizations and institutions that can serve as key influencers. Edelman identifies the issues that matter most to an organization and its stakeholders. Then, through a systematic five-step process, it identifies key opinion leaders and assesses their influence on the external environment for these critical issues. Backed by facts and figures, not speculations, this tool delivers greater strategic integration across an entire organization based on qualitative considerations and quantitative metrics.

Engage the Influencers: The Edelman Connector

The Edelman Connector serves as a direct-to-influencer campaign-management tool—already populated with 50,000 opinion leaders drawn from a range of industries—that provides a platform for organized, systematic engagement with influencers. By mining this extensive relationship network, Edelman connects clients with targeted organizations and establishes direct communication with specific influencers. The tool also allows us to manage and track communications activities that provides clients with the ability to build meaningful and measurable relationships with the influencers that affect their business.



Ideas and Perspectives: Intellectual Capital

To keep our staff and clients informed about changes in the communications environment, Edelman conducts regular analysis of market dynamics. Some examples:





In its bid to win New York City's 20-year street furniture franchise (bus stops, newspaper stands, etc.), Spain-based manufacturer Cemusa turned to Edelman to set the brand and its products apart from well-known international competitors. Our strategy promoted Cemusa's strengths to the media and a range of government and civic influencers. The strategy worked, earning Cemusa a record \$1 billion contract and catapulting the company from underdog to major industry player. Since that time, Cemusa has garnered praise from media, public officials and advertisers across its three U.S. markets of New York, Miami and Boston—leading the company to increase its advertising rates by 50 percent due to high demand. Edelman continues to position Cemusa as the experienced leader in outdoor furniture and raise the visibility of the company through sustained outreach with city officials, advertisers, media buyers and the public.



The Work We Do





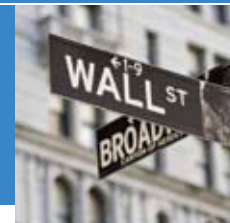
American Power Conversion

When it discovered that 2.1 million backup power-supply devices could pose a fire hazard, American Power Conversion Corp. asked Edelman to develop a “fast track” worldwide recall program in coordination with the Consumer Product Safety Commission. Edelman quickly identified the company’s top vulnerabilities and prepared materials and trained spokespeople to guide the response. The proactive media outreach program emphasized the recall’s voluntary nature and the replacement of all devices. American Power Conversion succeeded in reaching its audiences with more than 100 million media impressions in North America. In addition, this effort yielded 39,000 product registrations in one week, as well as high marks from consumer and safety organizations for the company’s approach to the issue.



A flagship client since 1988, the shipping giant naturally turned to Edelman as it prepared to implement its new brand positioning—the first change to its corporate identity in 40 years. Edelman developed communications platforms to capture the attention of all key stakeholders and create widespread awareness of the brand change while at the same time elevating UPS from a package delivery company to a global leader that synchronizes business and offers end-to-end solutions. Then, the outbreak of war in Iraq just days before the announcement required that we quickly shift strategies to make the launch a success in a very different media environment. Despite near total focus by the news media on the war, more than 165 million media impressions of the new UPS brand were generated in the first four days of the launch.





SAMSUNG

After its brush with bankruptcy, Samsung turned to Edelman to help transform the company's image from that of a "me too" manufacturer to a leader of the digital convergence revolution. What followed stunned even Samsung's most ardent supporters. The company became the world's fastest-growing brand (Interbrand 2002–2003), and business media lauded the turnaround genius of CEO Jong-Yong Yun, named one of the world's most-respected CEOs by *Barron's* (2005–2007).

Working directly with Samsung's Korea-based management, Edelman generated five cover stories in *Fortune*, *Forbes*, and *BusinessWeek*. Edelman further elevated Samsung's reputation by creating the "Global Roadshow" franchise, a premium forum for media to meet top executives. New York, Paris, Shanghai, and San Francisco have hosted Roadshow events to date, reaching thousands of journalists worldwide.



Metavante®

As Metavante Corp. prepared to spin off from bank holding company Marshall & Ilsley, the provider of banking and payments technologies retained Edelman to lay the groundwork for its life as a public company. Using the master narrative process, Edelman created an independent identity for Metavante by developing a fresh corporate story to capture its vision, enlisting employees as brand ambassadors, securing interest from journalists in speaking with Metavante executives as key sources for industry information and trends, and securing speaking engagements and byline articles for executives. The spinoff generated positive media coverage and elevated Metavante's perception in the industry press through multiple briefings and placements with target media.



Burger King: Produced a unique 2007 “World of Growth” annual report that captured the brand’s energy and rising sales through a design featuring the iconic King in key international locations.



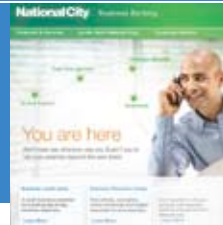
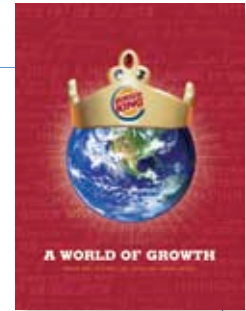
Blue Cross Blue Shield of Illinois: Assisted the health insurer in introducing, promoting and raising positive awareness of legislation that offered more than one million Illinois residents affordable health coverage.



American Petroleum Institute: Executed a broad education outreach program, including a national mobile marketing tour, to improve public policy outcomes by educating key stakeholders about the oil and natural gas industry.



Factory Card and Party Outlet: Assisted the publicly traded company in educating its employees that they and the brand would be protected after its acquisition by a private equity firm that also owned its biggest rival.



National City: As this banking corporation’s public relations agency of record, Edelman has provided marketing communications counsel to its Private Client Group and Allegiant Asset Management units and has supported its retail banking network.



Omron Healthcare: Working with consumer health and lifestyle, national print and broadcast, as well as healthcare and retail media, Edelman has gained widespread coverage for Omron Healthcare, positioning the home healthcare product manufacturer as the leading brand in a variety of categories.



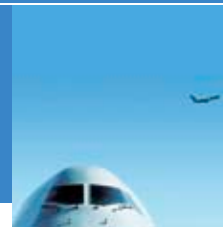
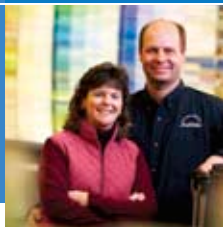
Forest County Potawatomi Community: Provided the Native American tribe engaged in gaming in Wisconsin with issues management and public affairs support vital to protecting the tribe’s gaming franchise.



DaimlerChrysler: Led the aggressive communications response that defended the automaker’s credit-granting policies and averted a nationwide boycott threatened by a class-action discrimination lawsuit.



A.T. Kearney: Raised the global consulting firm’s visibility through coverage in major regional, national and international media, sparking a significant rise in Web site traffic for the firm’s intellectual capital.



True Value: Guided True Value through a near-total transformation and the launch of a new retail format, delivering strategic messages and tools needed to elicit understanding and support its customers and retailers.



Oshkosh Corporation: Edelman has provided strategic communications counsel, including advice on financial communications and corporate positioning, to this global, \$6.3 billion diversified manufacturer of industrial machinery and specialty vehicles.



Esmark Incorporated: Assisted the steel services provider through the first successful hostile takeover and reverse merger in U.S. history. By reinforcing the company's family image, increasing its visibility in the financial community and building relationships with organized labor, Edelman positioned Esmark as the superior bidder for Wheeling-Pittsburgh Steel Corporation.

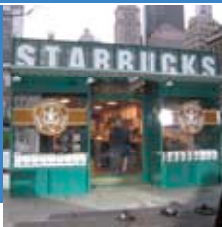


Rockwell Collins: Spotlighted the leadership position of this avionics firm by focusing on its three pillars of success—heritage, innovation and personal relationships.

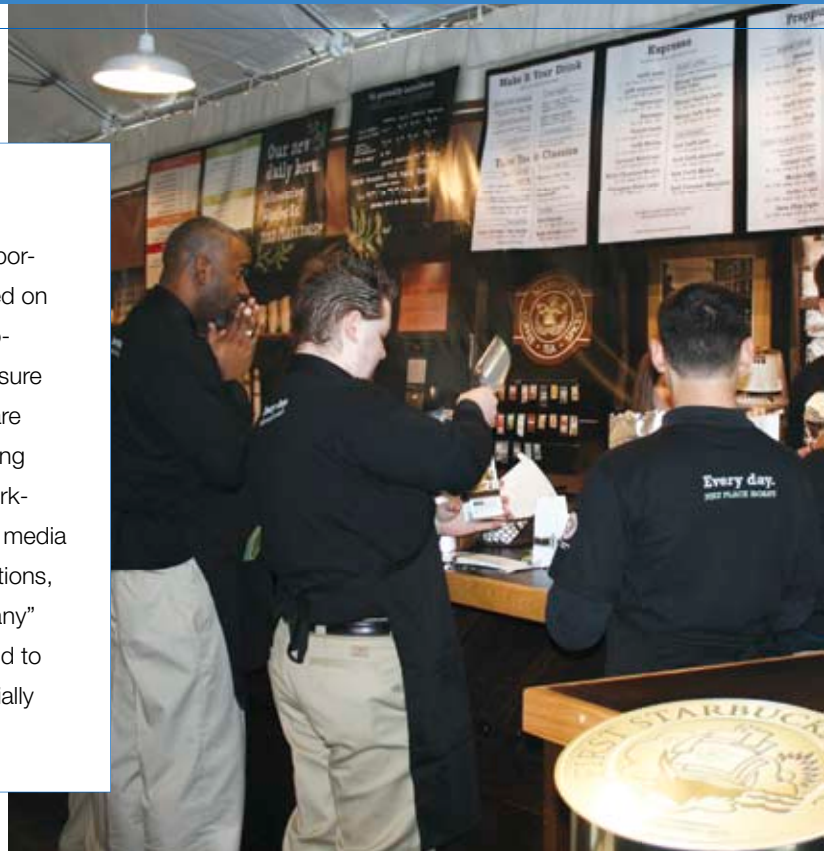


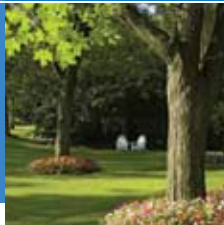


Wisconsin-based utility WPS Resources Corp. retained Edelman to announce and win support for its merger with Chicago's Peoples Energy Corp. Edelman raised WPS Resources' profile in Chicago, leveraging its reputation as a well-managed utility. Edelman arranged media interviews and briefings with regulators, lawmakers and the investment community, and helped both companies communicate the merger's benefits to their employees. Post-announcement, Edelman worked on merger integration and announced the subsequent name change to Integrlys Energy Group. WPS' merger was well-received: its stock price rose four percent following the announcement, employees strongly supported the merger, and the combination received nearly unanimous shareholder approval.



As Starbucks continues to grow internationally, so does the importance of protecting its corporate brand. The company has called on Edelman to help it identify and prioritize issues and develop programming and policy positions across a number of fronts to ensure its continued leadership. Specifically, Edelman and Starbucks are working to spotlight the company's sustainable coffee purchasing practices, environmental responsibility, health and wellness, workplace diversity, and employee healthcare. Building on proactive media relations, stakeholder outreach, and advocacy-group collaborations, we have helped tell the Starbucks "Good Coffee, Good Company" story, to keep Starbucks at the forefront of emerging trends, and to further strengthen its reputation as a leading employer and socially responsible company.





THE **ScottsMiracle-Gro**
COMPANY

The ScottsMiracle-Gro Company, the worldwide leader in lawn care and gardening products, has turned to Edelman since 2003 to maintain a corporate reputation as strong as its beloved consumer brands. At the core of the effort is a multifaceted program that has informed millions of homeowners, educators, students, elected officials, NGO leaders, policy makers and media about ScottsMiracle-Gro's efforts to support public gardens, create community green spaces and encourage good environmental stewardship practices. The "30 Days of Green" grade-school curriculum with Scholastic, Inc. encouraged teachers and students in 81,000 classrooms to venture outside their schools to learn about the environment. Virtual media conferences on topics like organics, environmentally friendly lawn care and garden blogging have helped connect directly with over 400 garden writers in key markets. In addition, targeted influencer outreach program has put the company's first sustainability report and subsequent "GrassRoots" newsletter into the hands of more than 1,000 environmental opinion leaders.





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