
Spencer Stuart

Technology and Communications Practice

Public Relations Plan

Summary

Market Landscape

Recent economic contractions have hit every market sector, but certainly the technology and communications industry has been under an increased degree of scrutiny. For senior executives and board members, this means existing pressure to perform will become even greater in the months ahead as companies rally to assuage investor worries by beating analyst projections.

As corporate downsizing begins to gain media attention, the talent wars continue. Companies of all size and stature have realized that leadership is about more than just a good idea. Despite popular opinion as little as six months ago, a good idea simply isn't enough to insure success – it takes vision and the ability to execute on that vision to lead a company.

Challenges and Opportunities

Because talent continues to remain scarce and leadership for the next generation of the economy is still evolving, there are significant opportunities for Spencer Stuart. With these opportunities is, however, an equal share of challenges.

Compared to established and boutique competitors, Spencer Stuart faces lack of recognition among influencers in the technology industry (including media), which is a key communications issue that must be addressed head-on. Largely out of its control, Spencer Stuart will also be operating in difficult economic times. Competitors will be vying for a smaller number of outsourced searches, as companies turn to internal resources before deciding to enlist an outside consultant to bring in talent from elsewhere.

The Role of Communications

The national PR program for the Technology Practice must promote Spencer Stuart's deep tech experience and record for successful placements. These activities will position Spencer Stuart's Technology Practice as a known, trusted advisor and influencer to leading companies.

PR Plan Overview

This plan outlines Spencer Stuart's Technology and Communication Practice's public relations program beginning immediately and carrying through to December 2001. Designed to support the Practice's business objectives, the plan focuses heavily on media relations, both periodic and ongoing media programs, as a vehicle to reach target audiences.

Approach

The PR plan has been designed to reflect the needs of the Technology and Communications Practice, which spans geography and market sector. Our media approach is both broad and specific. We will be conducting broad media outreach across the entire technology industry to generate overall awareness for the Practice and its accomplishments. To complement the broad outreach, we will conduct three in-market media tours and target the most visible industry vertical trade publications. While not every vertical industry or every city will be directly involved, the combined broad and narrow approach is the best use of resources to achieve communications objectives.

Goals

In the short term, our goal is to establish the infrastructure needed to execute a successful long-term media program. Many of the start-up activities, such as message creation and materials development, have been completed or are close to completion.

In the long-term, our goal is to generate awareness through significant media coverage the consultants, their work (i.e. completions and success stories) and their intellectual capital. Our focus on these three vehicles will permeate throughout our media outreach efforts. Further, we will seek out opportunities in currently hot market sectors, including B2B infrastructure, CRM, supply chain management, optical and wireless.

Strategies and Messages

Campaign strategies highlight Spencer Stuart's strong points and help distinguish the Technology Practice as an experienced and trustworthy partner in strategic leadership decisions. Some of these strengths include:

- Consultants' deep industry expertise in a number of specialty market sectors
- Market leadership in board placements
- Deeply-rooted relationships with the industry's current and future leaders
- Proven value created for companies through leadership placements

Success Factors

For this PR plan to be successful, it will be critical for Spencer Stuart be active participants in the implementation of all strategies and tactics and for consultants to be available as needed.

While we have developed separate plans for the Westplex and Technology and Communications Practice, there is synergy between the two entities and we will be able to best maximize existing resources by playing heavily to those opportunities that benefit both. Despite the differences, there will be times when it is appropriate and advantageous to promote accomplishments of the practice, and in doing so, promote the strong regional presence of the company.

Communications Objectives and Strategies

Build Awareness

- Secure meaningful media coverage in relevant vertical industry trade press, business outlets and new economy media
- Increase awareness of deep industry experience of Practice by promoting work in specialty practice groups
- Leverage non-company technology industry news as opportunities to garner favorable media attention, such as by identifying key trends
- Position consultants as focused and informed industry experts and thought leaders

Communicate Business Relevance

- Demonstrate relevant search work and showcase value through client success stories completions or other testimonials
- Refer to the ROI of investing in a relationship with Spencer Stuart, when available
- Highlight depth of industry expertise within specialty practice groups

Support Marketing Efforts

- Use intellectual capital as a springboard to discuss broad trends in the industry
- Leverage unique products or service offerings as points of differentiation
- Assist in lead-generation efforts, as appropriate

Core Messages

As a result of a series of meetings with representatives from the Practice, the following messages have been developed. Proof points have been included to illustrate the points made in the messages. Sound bites are also included to demonstrate how individual consultants can use these messages on a personal level, infusing their unique experience to bring the messages to life.

It is important to note these messages will serve as guiding communications principles, not published documents. While it is important that the idea and the wording be on target, messages should not be considered as absolute or unchanging. Messages will be personalized, depending on the individual, and modified, depending on the vehicle.

Message #1: Experience

Spencer Stuart understands the dynamics of rapidly emerging technology markets and the unique leadership requirements of a rapidly evolving company at each stage of its lifecycle.

- Spencer Stuart’s high tech specialty practice groups are passionately involved and knowledgeable in some of the most complex areas of the technology industry. Specialty practices and areas of expertise include:
 - Board Services for Emerging Companies
 - CIOs and IT Specialists
 - Communication Systems
 - Communication Systems
 - Computing Hardware, Systems and Peripherals
 - Internet Infrastructure
 - Professional Services & Systems Integration
 - Semiconductors, Equipment, and Components
 - Software
 - Venture Capital-Backed Companies and Partnerships
- From industry giants like HP to VC portfolio startups – each, respectively, on the cutting edge of technology – Spencer Stuart has transformed countless companies through our placement of strong, visionary leaders.
- Our consultants apply their deep knowledge on ever-changing market demands, along with an understanding of the unique leadership skills required, to successfully match the right leaders with the right tech companies.

Proof Points:

- Spencer Stuart annually conducts over 1000 senior management searches for high tech companies. In the 45 years spent matching C-suite and board executives with global technology leaders, we have helped build the technology leadership at established organizations such as HP, Cisco, and IBM, as well as emerging companies like NeuVis, the leader in Internet Rapid Application Development.

- We have significant experience placing the kind of visionary technology leadership that has and will transform companies, such as Stephen Bennett at Intuit, and recently, Terry Semel at Yahoo!.

Sound Bites:

“For many high tech companies, management succession is like a roller coaster ride. There’s no planning and a lot of fear. We prefer to look at it as a chess game—by using our experience and deep understanding of the technology issues at stake, we bring a winning strategy to the table.”

“Finding the right leadership for a technology company requires a few critical success factors – and we offer all of them: experience across the broad array of technology niches, segment (niche) expertise, and street smarts.”

“Others can talk the talk, but we have walked the walk – we’ve helped the technology industry grow by placing leaders who have had an impact and helped successfully grow their business, like Hilary Schneider with Red Herring.

Message #2: Access

Spencer Stuart has access to the network of leaders our clients need through our personal relationships with key executives and drivers in today’s dynamic technology economy.

- Spencer Stuart has deep relationships with board members and CEOs in technology’s growth segments including the hottest startups and most established technology blue chips.
- We work closely with technology luminaries whose vision and foresight shape the industry—the entrepreneurs, the VC and investment community and executives at high tech’s leading companies.
- We track the rising stars in today’s technology industry, those with the potential to make significant contributions as future leaders.

Proof Points:

- Spencer Stuart’s specialized tech practice group lives and works in the industry every day providing clients with a constant pulse on the latest market trends.
- Our High Tech Board Practice has access to 3,500 high tech leaders and revisits these relationships on a quarterly basis providing clients with an instant, up to date network of executives in the industry.
- Spencer Stuart has global reach, with over 50 offices in the Americas, Europe, Africa and Asia Pacific providing access to top technology industry talent on a global basis.

Sound Bites:

“In business, what you know and who you know are equally important. Spencer Stuart brings both pieces to the leadership equation delivering unparalleled value to our clients.”

Message #3: The People

Spencer Stuart consultants combine deep industry knowledge with the ability to match leadership qualities with client needs. Our placements deliver results that are rewarding for our technology clients as well as for the senior executive leader placed.

- Our consultants' expertise comes from their professional experience as successful leaders themselves within the high tech industry. Our deep knowledge in various technology niches includes areas such as wireless, optical, B2B infrastructure, CRM and supply chain management.
- Our consultants use their technology industry experience and judgement to assess the dynamics of an executive fit—the best combination of technical qualifications, leadership style and cultural philosophy that will spark success for an entire organization.
- The work that our consultants have done across the broad range of technology niches has allowed companies to advance their goals and enhance their standing in the high tech community.

Proof Points:

- Spencer Stuart's technology consultants possess significant leadership experience. Over half of the core group has been CEOs or C-level officers at high tech and VC-backed companies. Additionally, a large number have also held the role of President with emerging technology ventures.

Sound Bites:

"Startups and stalwarts both need vision, but of very different types. We understand those nuances, and know what leadership qualities are needed where."

Message #4: The Business Benefit

Spencer Stuart builds a company's value by infusing it with the key ingredient for success – strong leadership.

- Because fast-paced change defines the technology industry, swift and strategic leadership succession is vital to outpacing the competition and succeeding in the market.
- We've guided high tech's leading companies, including HP and Cisco, to even greater success by placing management teams that thrive within the company's culture, inject a fresh perspective, and build profitable growth.
- We provide early-stage companies with leaders who can create a vision while simultaneously building a solid business plan and gaining confidence from the investment community.

Proof Points:

- Global organizations increasingly identify effective human capital management as their single most important success factor – not surprisingly, since people costs account for 64 percent of corporate spending. (McKinsey & Company, *The War for Talent*, 1998)

Sound Bites:

"A company's 'human capital' is the key to its profitability. That is what Spencer Stuart delivers – Human Capital Solutions.

Target Media and Influencer Audiences

Media*

- Business media
- Technology vertical trades
- New economy focused media
- Functional area trades
- National technology columns at daily newspapers
- VC-focused media

Clients

- Spencer Stuart current and potential clients
- Placed executives
- Target talent
- Leadership decision makers at blue-chip and start up technology companies
- Board directors

Industry Influencers

- VC community
- Industry analysts

**sample media lists are included in the Appendix of the plan.*

Public Relations Plan

Following is a tactical plan outlining our recommendations for achieving communications objectives. The plan has been separated into three major sections: Start-up Activities, Ongoing Media Outreach, and Media Programs. A final section on Additional Programs is included for your consideration, although these activities fall outside the current scope of work.

Start-Up Activities

Messaging Workshop. Already completed, this workshop was held to reach agreement on core messages to be used as guideposts for all communications activities.

Material Development. Block Consulting and Ogilvy PR will develop core materials based on Spencer Stuart’s communications messages and existing marketing materials. These materials will be included in Practice press kits. Recommended materials include:

- Spencer Stuart Corporate Overview
- Technology Practice overview
- “Teaser” story ideas based on intellectual capital
- Spencer Stuart “In the News” featuring printed media quotes from within the Practice
- Spencer Stuart Integrated Service Offerings Overview

Spokesperson Selection. Largely completed, spokespersons will be identified and will serve as “go-to” resources for media inquiry. It should be noted, however, that these spokespersons will not be promoted to the exclusion of other consultants with specific industry or functional expertise.

Media Training. Media training will consist of a half-day session of planned media exercises and scenarios for Practice spokesperson designed to reinforce key messages and develop or refine interviewing skills and techniques. Such training will include both theoretical instruction and hands-on interviewing skills training. Further, participants will work to identify problem areas and establish strong responses to aggressive questions.

A second media training session will be scheduled, as deemed necessary.

Ongoing Media Outreach

- **Building Media Contacts:** Block Consulting and Ogilvy PR will work with Practice spokespersons and other consultants to help them establish and maintain relationship with top-tier business media and vertical trades.
- **Media Tours:** In order to develop relationships with key journalists, Block Consulting and Ogilvy PR will devise and execute a series of media briefings for Practice spokespersons. This tour will allow consultants to introduce themselves and showcase their expertise to journalists. The tour will lay the groundwork for future coverage and establish consultants as a resource and adviser on critical trends in the labor market and business cycle.

Initially, Block Consulting and Ogilvy PR recommend targeting key technology trade and business press in the San Francisco, Boston and New York markets. Media outreach would include specialty trades based on the consultant's area of expertise and geographic location of the publication. For example, Block Consulting and Ogilvy will introduce Jonathan Visbal to various optical and networking publications as well as other new economy reporters focused on that beat.

Vertical Trades. To continue to support the message that Spencer Stuart possesses deep expertise in specific market sectors, we will conduct media outreach to a targeted list of the most influential vertical trade press surrounding high-profile placements or other vertical-specific news of interest. Vertical outreach will mirror the specialty practice groups and expertise within those groups.

A sample of vertical trades is included in the appendix and unique media lists will be created to support other verticals, as needed.

- **Opportunistic Publicity.** Block Consulting and Ogilvy PR will monitor the media for news and feature stories about the technology industry to identify opportunities for Spencer Stuart to bring greater attention or insight to an issue. When appropriate, Block Consulting and Ogilvy PR will contact reporters and coordinate briefings with consultants. For example, we know that Carleen Hawn of *Forbes* has been tracking venture capital and optical networking technologies and will be approached to see if there are opportunities to inject Spencer Stuart into an upcoming article. Through our monitoring, we also know that Eric Nee of *Fortune* has written on supply chain management and may be interested in hearing more about how these solutions will impact the C-Suite.
- **Editorial Calendars.** Scheduled industry features complement a media relations program by providing a regular stream of news opportunities. These opportunities are pitched in tandem with corporate news announcements to expand visibility efforts in target business publications and vertical trades. Block Consulting and Ogilvy PR will create and maintain a calendar for such opportunities. For example, we recommend release the High-Tech Board Index to coincide with the *Wall Street Journal's* special executive compensation supplement currently scheduled for September 15.

Media Programs

Experience Counts: The Consultant Program

Block Consulting and Ogilvy PR will work with consultants to establish them as the voice of executive leadership issues in their specialty practice, giving opinions and insight on trends and issues facing the industry, including B2B infrastructure, wireless, optical, CRM, and supply chain management.

Specific tactics may include:

- **Golden rolodex** cards sent to key reporters with a list of issues upon which a consultant can provide comment. These issues would include all five specialty practice areas.
- **Expert viewpoint** can be offered to a reporter following an article on an issue where Spencer Stuart holds expertise. While this may not lead to an immediate story, it does help foster the relationship between the consultant and the journalist.

The Value of Leadership: Client Reference Program

This program will focus on the value Spencer Stuart brings to its clients through the placement of leadership. There are many ways to leverage a client reference, depending on the client's receptivity. It is agreed that the client, not Spencer Stuart, will be responsible for issuing any press release to promote new placements. However, there are other avenues for utilizing client references.

At the most critical level, a client reference can be used to augment an issue raised by a consultant by reinforcing the argument. For example, if a consultant is speaking about the management team recruitment as a strategic business decision, it would help build the case to have a representative from H/P provide the anecdotal evidence to support that position.

If a client is willing, a case study or 'success story' showcasing the business problem solved through executive placement can be developed. A case study can be posted on the Web site, used as collateral material, or transformed into a bylined article for a vertical trade publication.

The Industry Resource: Intellectual Capital Program

Block Consulting and Ogilvy PR will work with the marketing team and authors of key pieces of intellectual capital – namely surveys -- to promote core findings to the media. Depending on the survey, Block Consulting and Ogilvy PR will package the content in a way to entice the media, which may include special graphic treatment or simply developing a pitch letter that gives a top-line summary of the survey's main conclusions.

For example, in the fall, Block Consulting and Ogilvy PR will promote the High-Tech Board Index. The Practice is also considering developing a survey to highlight the work done in the VC community.

Specific tactics may include:

- **Press release** summarizing key findings of the study.
- **Media advisory** announcing the availability of the survey's author or other appropriate spokesperson to provide commentary and interpretation of the survey.
- **Targeted pitches** to key reporters, depending on their specific area of interest.

Additional Programs

Conferences and Trade Shows

Block Consulting and Ogilvy PR recommends that Spencer Stuart keep apprised of and consider having a presence at select conferences and trade shows attended by CEOs, board members and the investment community. There are varying levels of participation at these events, ranging from networking to speaking to sponsoring a portion of the event.

There are also varying levels of support that Block Consulting and Ogilvy PR can provide. At the most basic level, we can develop a calendar of key events containing critical information, including estimated number of participants, industry prominence of the event and expected professional level of attendees. Individual calendars for each of the specialty practice groups of the Technology and Communications Practice can also be developed, focusing on vertical industries.

Further, we can identify and secure speaking opportunities or explore sponsorship options and provide our recommendations. Prior to each conference, we can review press lists to recommend possible onsite media outreach. We can also provide on-site networking assistance for major trade shows such as PC Forum and Internet Summit.

Bylined articles

Block Consulting and Ogilvy PR can seek out opportunities for guest articles or contributing essays to highlight a consultant's expertise, comment on a major industry trend or to promote a piece of intellectual capital. In addition, Block Consulting and Ogilvy PR can work with the consultant to prepare and write the article as well as pitch the piece to outlets indicating an interest.

Program Management

Reporting

Block Consulting and Ogilvy PR will provide monthly reports of agency activities, including results and future time-lined activities. Additional reporting on specific media programs will be provided, as requested.

Measurement

In terms of media success, Block Consulting and Ogilvy PR will use a measurement tool to objectively evaluate the success of PR as defined by media coverage and message penetration. The measurement tool allows us to:

- Identify strengths and weaknesses of communications by highlighting gaps
- Ensure continuous program evaluation with an opportunity to refine a PR course of action

Specifics of the measurement tool will be presented within one week of approval of this plan.

Timeline

A Month At-A-Glance

While activity will vary from month to month, it is important to understand the approximate scope of work that can be expected under existing budget parameters. Every month, we will seek out proactive placements for Spencer Stuart by monitoring media for news and opportunities for expert commentary. Each month, we hope to generate a press release, conduct focused media outreach, secure briefings or travel for in-market media tours.

Regarding the timeline below, it is impossible to predict when a completion will fall or when certain pieces of intellectual capital will be ready for release. We have included approximate placeholders for these activities.

May 2001

- Approve communications plan
- Approve messages
- Approve press kit materials
- Schedule and conduct media training
- Submit measurement recommendations and conduct necessary benchmarking

June 2001

- Opportunistic and proactive pitching surrounding consultants expertise
- Develop editorial calendar and prepare necessary pitches for editorial calendar opportunities
- Begin pitching media tour for Bay Area

July 2001

- Media Tour in Bay Area
- Assess possibilities for client reference program
- Begin developing Golden Rolodex

August 2001

- Pitch NY media tour
- Begin developing pitch angles to support release of High-Tech Board Index
- Finalize Golden Rolodex and mail
- Conduct follow-up and reporting for Bay Area media tour

September 2001

- NY media tour
- High-Tech Board Index released with media outreach support

October 2001

- Targeted outreach to key vertical trades
- Conduct follow-up and reporting for NY media tour

November 2001

- Program evaluation
- Consider additional media training
- Possible promotion of second piece of Intellectual Capital

December 2001

- Plan development
- Pitch Boston media tour
- Possibly hold second media training

January 2002

- Boston media tour
- Approval process for plan

Appendix: Media Lists

As stated in the PR Plan, specific media lists will be created for individual efforts. These lists are samples of the type and scope of media outreach that will be conducted. They are not exhaustive nor do they preclude pursuing opportunities in other outlets. Our vigilant monitoring efforts will uncover possibilities in outlets other than these listed. In instances where one outlet appears on multiple lists, appropriate beat reporters and editors will be contacted.

Top National Business/New Economy Magazines

- Business Week
- CIO
- InformationWeek
- eCompany Now
- eWeek
- Fast Company
- Fortune
- InfoWorld
- Inter@ctive Week
- Internet Week
- Industry Standard
- Red Herring
- Upside

National Dailies

- San Jose Mercury News
- Wall Street Journal
- New York Times
- Financial Times
- Boston Globe
- Dallas Morning News
- Atlanta Journal Constitution

VC-Focused Media

- Barron's
- Business Week
- eCompany Now
- Financial Times
- Forbes and Forbes.com
- Industry Standard
- Red Herring
- Wall Street Journal
- Reuters

Sample Vertical Trades

Software

- Application Development Trends
- Computer Times
- Interactive Week
- Midrange Computing
- PC Active
- Software Business
- Software Industry Report
- Software Magazine
- Software Strategies

Computing

- Business 2.0
- Byte.com
- CIO
- CNET News.com
- Computer Weekly
- Computerworld
- Darwin
- eWeek
- InformationWeek
- InfoWorld
- Internet World
- Internet Week
- Network Computing
- Smart Business
- PC Magazine
- PC World
- VARBusiness
- ZDNet

B2B Infrastructure

- B2B
- EC Technology News
- InformationWeek
- InfoWorld
- iSource
- Line 56
- Network World
- Purchasing B2B

Optical

- Applied Optics
- Journal of the Optical society of America
- Optical Engineering
- Optical Networks Magazine
- Optical Technology 21st Century

- Optics &Phonetics News
- Optics Letters

Wireless

- Forbes/Andrew Seybold's Wireless Outlook
- Global Wireless
- Private & Wireless Broadband
- RCR Wireless News
- Report on Wireless
- TR Wireless News
- Wireless Business & Technology
- Wireless Data News
- Wireless Flash News Service
- Wireless Review
- Wireless Telecommunications
- Wireless Week