

W H A T S

N E X T



SOSTENIBILITA' INNOVATION 커뮤니티 VIELFALT  
PARTENARIATS ACCIONISTAS COMMUNITIES  
LEADERSHIP الإنخراط IDENTITET NUMÉRIQUE  
ENGAGEMENT STAKEHOLDERS AUTHENTICITY  
ACCOUNTABILITY THAM GIA RESPONSABILITÉ  
DIVERSITY EFFICIENCY KOLABORASI תּוֹשָׁבָת  
ΒΙΩΣΙΜΟΤΗΤΑ SUSTAINABILITY DYPLOMACJA  
国際化 DURABILITÉ POLICY 數位化 UTVECKLING  
ИННОВАЦИИ ANSVAR ADAPTIBILIDAD ETYKA  
GLOBALIZATION DIVERSIDAD CONNECTIONS  
MONDIALISATION COMMERCE 声誉 INOVAÇÃO  
EFFIZIENZ ETHICS GLOBALIZACJA DIPLOMACY  
ETHIQUE ADAPTABILITY FÜHRUNG FLEXIBILITÉ  
REPUTACJA DEVELOPMENT COLLABORATION  
ΗΓΕΣΙΑ COOPÉRATION DIGITAL CONNEXIONS  
LIDERANÇA AUTHENTICITÉ ACTIVISM ROZWÓJ  
IMPEGNO גלובליזציה GOBERNACIÓN अभिज्ञान  
GOUVERNANCE INNOVAZIONE PARTNERSHIP  
IDENTITY COOPÉRATION الابتكار ENTWICKLUNG  
PERKEMBANGAN CONNESSIONI KEBERAGAMAN  
PARTNERSTWO ГЛОБАЛИЗАЦИЯ REPUTATION  
LIDERAZGO ANSEENDE CONEXÕES หน่วยงาน  
COMMUNICATION COLABORACIÓN SAMHÄLLE  
GOVERNANCE COMMUNAUTÉS ET RÉSEAUX  
NACHHALTIGKEIT REPUTAZIONE IDENTITÄT  
ACTIVISME CYFROWY ANPASSUNGSFÖRMÅGA  
RÉPUTATION ETIK PARTENARIATS ADATTABILITA'  
MÅNGFALD KEPEMERINTAHAN GLOBALIZAÇÃO  
PRZEWODNICTWO CHÍNH SÁCH ACCIONISTAS

**IN A GLOBAL ENVIRONMENT,  
CLIENTS TRUST OUR  
FORWARD-LOOKING  
COUNSEL TO HELP THEM  
ANTICIPATE, ADAPT,  
ADVANCE AND SUCCEED.**

## What's next: Destination, meet journey.

To succeed in an increasingly complex and interconnected world, you have to know what's next. You must look beyond the horizon — and navigate the road ahead. But today, simply seeing what's next is not enough. Instead, it's about anticipating and acting on it.

That's where APCO Worldwide can help.

Wherever you are, and whatever you do, APCO can help position your organization as a leader. Our clients trust our forward-looking counsel to help them deftly manage challenges, opportunities, perceptions and reputations. Through marketing, outreach and relationship building, we engage key audiences important to success. Clients value APCO because our team understands the complex and converging

worlds of business, finance, public opinion, media and government — and because we know the issues, events and trends that affect people and organizations. Whether you represent a corporation, government, nonprofit organization, trade association or academic institution, APCO can help your organization look ahead and develop an impactful outreach program.

APCO believes it's possible to help you see, shape and even define what's next.

## APCO is the client's company.

For you as our client, APCO can be an indispensable part of a collaborative effort and a trusted partner that understands your business and helps advocate your perspective. We champion our clients' goals and provide innovative strategies and informed counsel to help achieve successful outcomes.

True service is about delivering results — consistently and seamlessly, across borders and cultures. APCO places a premium on finding the right people in every market — and keeping them. It's how we ensure consistency — and why APCO has built long-term partnerships with our clients, some of whose stories are illustrated throughout.

APCO helps clients lead globally by connecting locally. We identify trends and marketplace opportunities, assist clients with strategies to advance their organizations in new ways and execute programs seamlessly around the world.

As we conduct our work across the globe, APCO strives to be a responsible corporate citizen, a steward of the environment, a reliable contributor to the local economy and the employer of choice in our industry.

# We're only as good as our next success.

You'll find APCO in markets around the world. Wherever we operate, we've been recognized as a leader in our industry. We're proud of our clients' successes — but we know their most shining triumphs lie ahead. APCO helps organizations embrace the future and prepares them to find — and own — that next opportunity.

Above and beyond the awards and accolades, APCO's investment in innovation has the greatest impact for our clients. Our clients have benefitted from our pioneering efforts in corporate responsibility since the

mid-1980s; our early adoption of online techniques and strategies in the mid-1990s; our investment in building a methodology to understand "corporate reputation DNA" and other research tools that are now used in more than 60 countries; our deployment of the assets of a "personal embassy" for their organizations through our innovations in business diplomacy; and the collective insights of our global International Advisory Council in providing counsel on some of the most pressing issues coming before their organizations in some of the most complex situations and markets.

# REALIZE

## WHAT'S NEXT.

Microsoft has a keen eye for innovative products — and global citizenship that touches people through technology. APCO brought the company's outreach efforts in line with its business objectives. Their new initiative — Microsoft Unlimited Potential — required everything from stakeholder mapping and community engagement to positioning and business diplomacy.



“We wanted to transform lives  
around the world.

**APCO aligned  
our programs  
with our passion.”**

PAMELA PASSMAN  
CORPORATE VICE PRESIDENT  
GLOBAL CORPORATE AFFAIRS  
MICROSOFT



“Despite economic  
headwinds,  
**APCO helped us  
stay on course.”**

CAPTAIN WEI JIAFU  
EXECUTIVE PRESIDENT AND CEO  
COSCO GROUP

## Get to what's next.

In the increasingly complex global marketplace, making relevant, compelling connections and having appropriate advocates for your organization is essential.

APCO understands the nuances of engaging with decision makers because our people not only come from the industries and places you want to reach, they also were decision makers themselves. They're former elected leaders; journalists; ambassadors; business and nonprofit executives; government officials; market researchers; and communication, corporate affairs

and online experts. They come from nontraditional backgrounds and diverse career paths in a variety of industries.

When you're trying to reach an audience, what better way to do it than to have the experience of the APCO team working on your behalf?

# NAVIGATE

## WHAT'S NEXT.

COSCO is a Fortune 500 leader in global shipping and logistics. The company also happens to be a Chinese state-owned enterprise — one facing continuing threats to its business and reputation based on discriminatory treatment under U.S. law. APCO positioned COSCO as an enterprise driven by fair-market principles.

## Service at the next level.

APCO works all over the world — strategically located at the intersection of right now and what's next. Still, we realize that lasting success is won the old-fashioned way — one relationship at a time. Collaboration makes a difference, and at APCO, that is entirely by design.

In every market we handpick the best minds from a broad range of industries and backgrounds. Every location is staffed with a consistently high caliber of meticulous, creative and passionate professionals working in an agile, innovative environment. Since APCO is independent and employee-owned, those people share a vested interest in your success.

# POWER

## WHAT'S NEXT.

Dow Corning is the world's primary provider of silicon-based solutions throughout the solar energy value chain. By leading the way in the development of a viable solar industry in the United States, Dow Corning could contribute to the emergence of a new, greener economy — along with thousands of new jobs in the process. To achieve their objectives, Dow Corning's executives turned to APCO. Drawing on our long relationship, APCO helped position Dow Corning's initiatives in the best light.



"We see solar power  
as the future.

**APCO helps people  
see the light."**

MARIE ECKSTEIN, VICE PRESIDENT  
PUBLIC AFFAIRS AND  
ENTERPRISE SHARED SERVICES  
DOW CORNING CORPORATION



“We had a local initiative.  
**APCO helped us  
make a global  
impact.”**

CHARLES A. HARVEY, VICE PRESIDENT  
DIVERSITY AND PUBLIC AFFAIRS  
**JOHNSON CONTROLS**

## Global: the next local.

Our clients know us as a global company with a shared set of values and a common, fluid approach. In today's environment, there's simply no other way to operate.

Consider this: any individual in any APCO office in the world can have an impact on your initiative — and that means more than 30 nationalities are working in your interest, providing a truly global perspective. When the time comes to execute, APCO has volumes of local insight and experience to make things happen at the ground level.

APCO puts the right people on your project wherever you are — people who span industries, sectors and even borders — allowing us to do what's best for you and your initiatives.

# IMAGINE

## WHAT'S NEXT.

Johnson Controls wanted to inspire youth worldwide to gain green job skills, develop their leadership potential and improve their world. APCO helped Johnson Controls build local partnerships with a common purpose: energize environmental initiatives and promote job skills development for youth.

## Tools for what's next.

Whether in the realm of business, industry and finance; media, public opinion and society; or government and public policy; the team at APCO gets the job done by using the tools and talents at their disposal. Just as each client is unique, so is our approach to each assignment. We collaborate to understand your objectives. We identify your most important audiences — and design creative, effective strategies for connecting with them. We ask the right questions and learn from qualitative and quantitative analysis. Most importantly, we give you the vision and tools to help you adapt and succeed.

Clients come to us because we offer truly integrated services to help develop a communication strategy, address public affairs challenges, launch a new product or support business interests around the world. We work to develop a custom approach to any challenge or opportunity our clients may face.

**BUSINESS, INDUSTRY & FINANCE** If what's next for your organization includes launching a new product, maximizing marketplace opportunities or starting a new enterprise from the ground up, APCO can help you anticipate and plan for every phase of the process. Along the way, we establish connections with stakeholders to build early acceptance and help ensure success right from the start.

#### SERVICES INCLUDE

**Branding & Positioning** Benefit from counsel on developing a clear, consistent and compelling brand for your product, initiative or entire organization.

**Corporate Advisory & Market Entry** Seize market opportunities with confidence, backed by our global perspective and proven experience working with clients on developing strategies for every step of the process, including: partner search, commercial due diligence, competition mapping, investment negotiations and political risk assessment.

**Executive & Board Communication** Identify and manage key messages through any media channel, equip and empower executives to connect with key audiences on your brand's behalf, and counsel boards in effectively communicating sensitive governance issues.

**Financial Communication** Build and protect market value and brand reputation by fostering trust among investors, navigating regulatory issues and communicating transparency and sustainability.

**Internal Communication** Build a high-performing organization with highly engaged, inspired and motivated employees who can be enthusiastic brand ambassadors.

**Marketing Communication** Get a truly integrated communication program across vertical and geographic markets — from qualitative and quantitative research to design, writing and execution — aimed at building brand equity and changing consumer behavior to encourage purchases of your products.

**Product Launch Navigator – APCO Pathfinder<sup>SM</sup>** Leverage our proprietary research and methodology to identify opportunities and barriers to entry — and create effective strategies for addressing them.

**MEDIA, PUBLIC OPINION & SOCIETY** The traditional lines of communication between senders and receivers have been all but erased. Anyone with a computer and an opinion is an authority. Your best strategy is to define the right message for your audience — and then leverage traditional and emerging media channels to manage it proactively.

#### SERVICES INCLUDE

**Community Relations** Engage stakeholders, manage issues and build support with truly localized and thoughtful programs. Wherever your brand lives, APCO has people who've been there.

**Corporate Responsibility – CR3G<sup>SM</sup>** Earn a “license to grow” from consumers and opinion leaders. Our proprietary approach reflects the “3<sup>rd</sup> Generation” of corporate responsibility — fostering healthy corporate growth in light of today’s environmental, social and economic challenges.

**Creative Services – StudioAPCO<sup>®</sup>** Engage the talents of a full-service creative agency — including graphic design, branding, broadcast production and digital media developed to define, express and inspire.

**Crisis Management – Crisis360<sup>SM</sup>** Prepare key personnel to respond to challenges in an age of instant news and information. APCO guides organizations before, during and after a situation, helping them to preserve — and even enhance — their reputations in the face of a crisis.

**Issues Management** Anticipate opportunities for and threats to business drivers. APCO engages governments, NGOs and regulatory agencies on behalf of clients — working to advance objectives, ensure compliance and maintain reputations.

**Litigation Communication** Partner with APCO to establish key messages, prepare rapid-response documents, address the media, coach spokespeople and even receive on-site support in court, at press briefings and beyond.

**Media Relations & Spokesperson Training** Get the right story out to the right people in the right medium. APCO has former members of the media on staff and reliable media resources around the world.

**Online Communication – APCO Online<sup>®</sup>** Develop a clear online identity that’s consistent with other outlets — yet optimized for the unique demands of the user experience. Launch targeted, user-centric and memorable campaigns that connect with users wherever they are.

**Opinion Research – APCO Insight<sup>®</sup>** Harness the power of a global opinion research group that opens up new avenues of communication with key audiences through rigorous methodology and thoughtful analysis.

**Social Media – APCO Online<sup>®</sup>** Channel the power of digital influencers to enhance your reputation. Realize the maximum potential of employees, customers and other supporters to expand your brand and effectively manage the threat of online attacks.

**Stakeholder Mapping & Engagement** Identify and get to know key stakeholders — and discover how best to align with them to advance common objectives.

**Strategic Philanthropy** Foster workplace pride that reflects on recruiting — and build social and economic goodwill in any community.

**GOVERNMENT & PUBLIC POLICY** APCO is the only major global consultancy of its kind with headquarters in Washington, D.C. We have strong centers in major capitals around the world, helping us link some of the world's most influential people and organizations. Since many of our team members come from key positions in global leadership, APCO has a unique understanding of how to work with people in government, media and business.

#### SERVICES INCLUDE

**Ally Development & Coalition Building** Build support that can change minds and make things happen. Assemble an infrastructure, bring together grassroots and grassroots advocates, solidify the cause and educate key audiences.

**Antitrust & Competition** Ensure a smooth merger or acquisition by anticipating obstacles — and by building support both inside and outside organizations. APCO not only guides businesses through successful M&A transactions, but also helps clients deal with complex antitrust issues and government processes — all while protecting reputations.

**Business Diplomacy** Anticipate and prepare for the impact of elections, economic change, tax reform and political crises. Build key relationships and establish sustainable practices designed to weather change and advance business goals. Deploy the assets of a “personal embassy” for your organization.

**Government Relations** Form meaningful and productive dialogues with governments, political groups and other influential decision makers who can help negotiate regulatory issues and advance objectives. APCO has key people on the ground in the world's major political and business capitals.

**Policy Research & Analysis** Work with a global team of consultants to get a clear picture of the regulatory terrain ahead — and to navigate the ever-changing political landscape.

**Trade & Investment Policy** Partner with former elected representatives, negotiators, civil servants, government leaders and media experts to successfully drive business into new markets. Identify, understand and act on important policies — and gain support from coalitions and alliances.

## Next-level intelligence.

At APCO, you'll find energetic, interesting, vibrant people who provide what clients value most: intelligence. Our people know how to gather, interpret and respond to information — and they come up with new and creative ways to use that knowledge to our clients' ultimate advantage. We deliver results — whether for a global product launch, a change in legislation or even a shift in public perception.

We find that our clients often need the kind of insight that can only come from experienced senior advisors. Our International Advisory Council (IAC), which comprises more than 50 recognized global leaders, is available to our clients. The IAC includes former elected politicians, leaders of business and industry, academics at major universities, world-class journalists and editors, NGO and nonprofit pioneers, diplomats and policy experts. They're top consultants with real-world knowledge of complex issues — and proven leaders who have held the same influential positions as our clients and their target audiences.

# DELIVER

## WHAT'S NEXT.

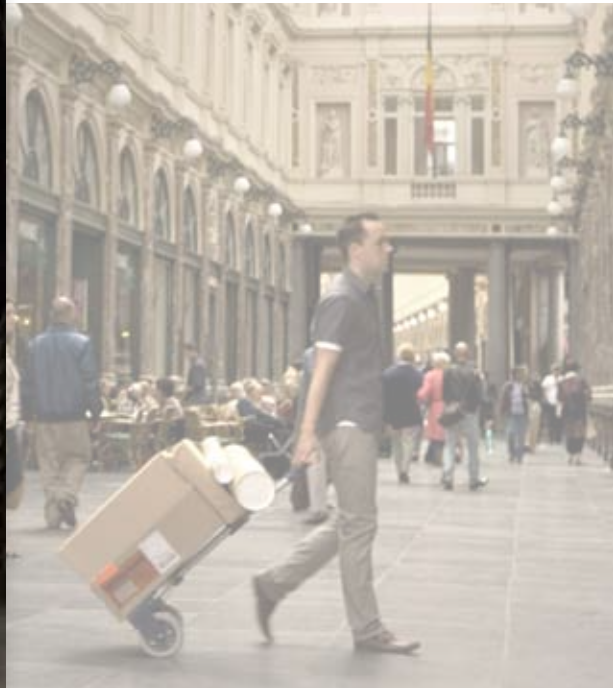
The European Express Association (EEA) champions the interests of express delivery services in Europe. APCO took a direct route to policy-makers and stakeholders by using government relations, coalition building and trade policy to engage the European Commission, the European Parliament, like-minded interest groups and incumbent postal systems — helping EEA participate in the debate on industry reform, culminating in the opening of the EU postal market to full liberalization by December 2010.

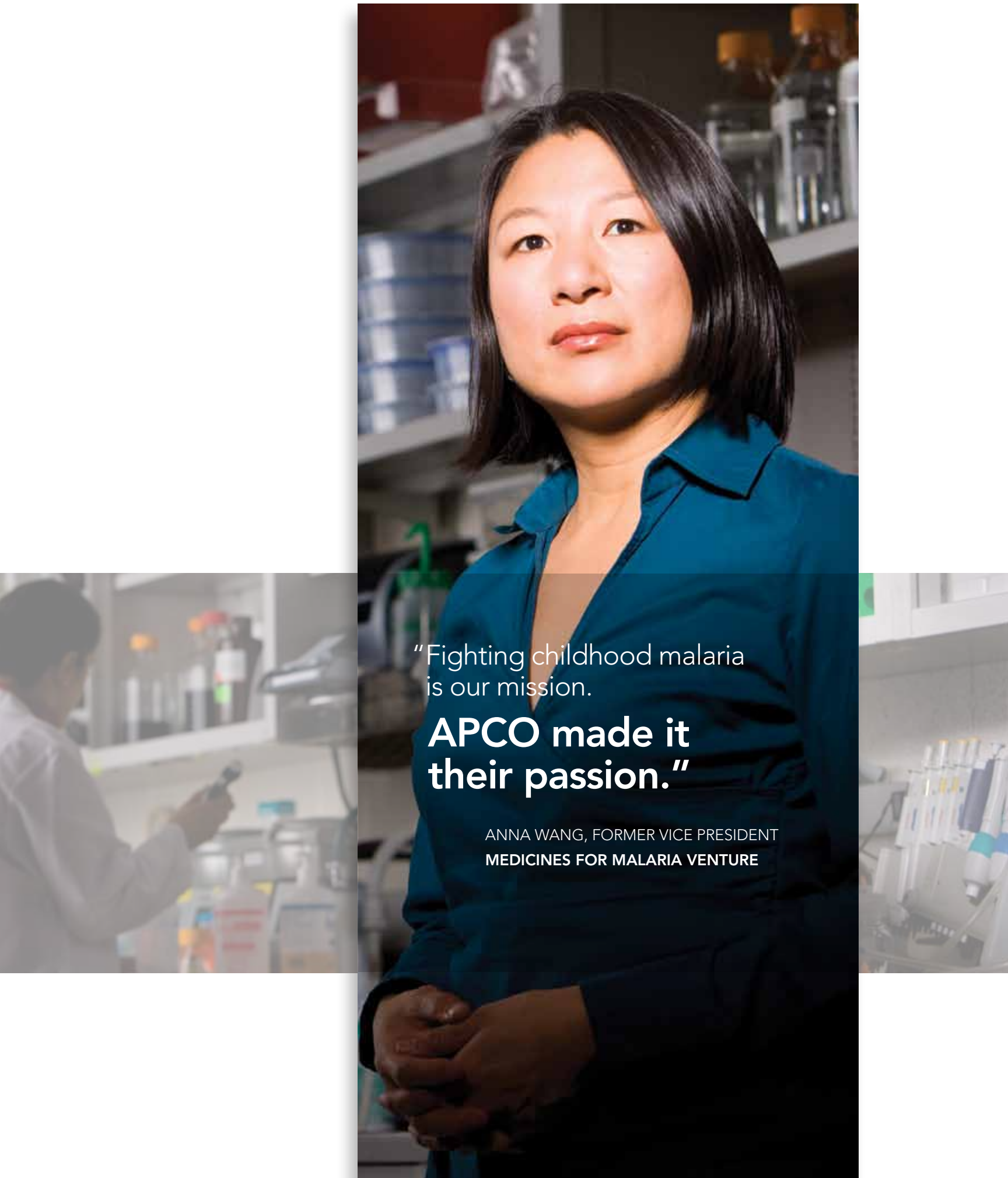


"Our members wanted a more competitive market for delivery services in the European Union.

**APCO helped  
get our message  
through."**

JAAP MULDER, CHAIRMAN  
EUROPEAN EXPRESS ASSOCIATION





"Fighting childhood malaria is our mission.

**APCO made it their passion."**

ANNA WANG, FORMER VICE PRESIDENT  
MEDICINES FOR MALARIA VENTURE

## Now informs next.

Truly forward-looking solutions don't fit neatly into a specific category or process. So if there's anything to be said for our years of industry-specific experience, it's that we've been there, we've done that — and we're looking to do something different.

Together, we're helping clients to succeed in a number of sectors, including:

Agriculture	Global Health & Development
Associations	Government
Education	Health Care
Emerging Multinationals	Mining & Infrastructure
Energy/Renewables	Transportation
Environment	Nonprofit
Fast Moving Consumer Goods	Technology
Financial	Telecommunications
Food & Beverage	

# CHAMPION

## WHAT'S NEXT.

Medicines for Malaria Venture (MMV) co-developed the world's first pediatric anti-malarial drug. They just needed the world to notice. APCO connected MMV with key people in business and government alike.

# Take the next step.

APCO helps clients identify, define and even create what's next. Local, national and international organizations in business, government and the public sector trust APCO's smart, creative and experienced team to provide them with forward-looking counsel that enables them to take charge of their futures.

We give our clients the tools and people to help anticipate, adapt, advance and succeed no matter what happens — or when.

Discover how APCO can help you with what's next.

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