

“If I had to describe APCO in one word, it would be ‘professional.’ They have very senior, qualified people who **understand what it means to run an international business**. They have helped us resolve a lot of problems during our 10-year partnership; they are proactive, efficient and deliver a very good return to their clients.”

Captain Wei
president & CEO
COSCO

China Ocean Shipping Company

THE CHALLENGE

China Ocean Shipping Company (COSCO), a Fortune 500 company and global shipping and logistics leader, faced continuing threats to its business and reputation based on discriminatory treatment under U.S. law for its classification as a state-owned enterprise. There were perceptions among some U.S. audiences that COSCO, as a government-owned company, acted on behalf of the Chinese Communist Party and the Chinese military. APCO was asked to help COSCO demonstrate to U.S. officials that COSCO was operated and run in accordance with market principles. Complicating COSCO's efforts were ongoing negotiations on the pending U.S.-China bilateral maritime agreement.

THE SOLUTION

APCO developed a strategy to emphasize COSCO's market-based business model, including private financing, private market stock offerings, business partnerships, price agreements and customer service operations. APCO highlighted COSCO's positive contributions to the U.S. market to provide a more accurate and authentic image of the company. Themes included COSCO's global leadership on maritime issues, its significant contributions to U.S.-China trade and the U.S. economy, and its strong maritime safety and security compliance. APCO arranged several visits for COSCO executives to meet with members of Congress, executive branch and regulatory officials, reporters and trade groups.

THE RESULT

The U.S. government agreed to exempt COSCO from discriminatory trade rules for state-owned companies. COSCO has positive relationships with members of Congress, federal officials, government regulators, trade groups and the policy media in Washington, D.C. Elected and appointed officials have expressed public support for COSCO and its role in U.S.-China relations in letters and statements, while media coverage has been positive and overwhelmingly focused on COSCO's business activities and market-based operations.

Since 2004, APCO's work for COSCO has expanded to include protecting and promoting COSCO's reputation through public relations events, media relations and crisis communication efforts. APCO helped coordinate a special section of the Journal of Commerce celebrating COSCO's 45th Anniversary and organize COSCO's 25th and 30th Anniversary celebrations in the United States, promoting the company's role in normalizing trade relations between China and the United States in 1979.

BUSINESS, INDUSTRY & FINANCE

Branding & Positioning
Corporate Advisory & Market Entry
Executive & Board Communication
Financial Communication
Internal Communication
Marketing Communication
Product Launch Navigator –
APCO PathfinderSM

MEDIA, PUBLIC OPINION & SOCIETY

Community Relations
Corporate Responsibility – CR3GSM
Creative Services – StudioAPCO®
Crisis Management – Crisis360SM
Issues Management
Litigation Communication
Media Relations & Spokesperson Training
Online Communication – APCO Online®
Opinion Research – APCO Insight®
Social Media – APCO Online®
Stakeholder Mapping & Engagement
Strategic Philanthropy

GOVERNMENT & PUBLIC POLICY

Ally Development & Coalition Building
Antitrust & Competition
Business Diplomacy
Government Relations
Policy Research & Analysis
Trade & Investment Policy

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