

# Building relationships. Negotiating opportunity. Brokering success.

In today's global marketplace, business is invariably affected by the political environment in which it operates—an environment shaped by the interplay among governments, consumers, nongovernmental organizations and the media. Understanding this interplay can mean the difference between success and failure.

And yet business decision-makers are often out of touch with what is percolating below the surface in countries and regions in which they operate. They are unprepared for shifting landscapes resulting from elections, coups, civil wars or other political events. Companies caught off guard risk short-term reversals and disruptions; in extreme instances, they can fall victim to nationalization of assets and loss of capital investments.

Around the world, governments train their professional diplomats to help them prepare for and negotiate through regulatory, legislative and administrative changes that affect their interests. This training in the use of such unique “tools of diplomacy” can also be used by the business community.

APCO Worldwide (APCO) specializes in providing high-level business diplomacy services to clients. APCO staff, with a wide range of contacts and experience, operates every day at the nexus of business, government and the media. With expertise to help companies meet the challenges of doing business in a complex global environment, APCO provides strategic advice on market entry, corporate positioning, economic policy, energy, corporate responsibility and governmental relations. APCO's professionals assist clients in designing proactive strategies and help pre-position them to withstand a variety of influences and consequences.

How a company plans for and engages in political issues can enable it to ride the waves of fast-moving events. Careful planning empowers business to take advantage of political change and not be overwhelmed by it. Investing in sound business diplomacy can help build the support needed to prevent costly commercial disruptions, reversals and losses, and contribute to a healthy return on investment.

## **CAPABILITIES**

### **Current analysis of global concerns and opportunities**

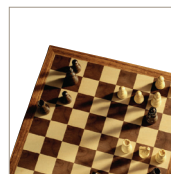
Deploying business diplomacy requires first pulling apart the elements of a tough situation. APCO's experts can break down any problem or opportunity to the fundamental issues that separate your business from success.

### **Tailored message development**

Whether strategizing to achieve a challenging objective or mobilizing to overcome an unexpected crisis, communicating effectively in the world marketplace requires an intimate knowledge of diverse cultural values. APCO's global team provides access to on-the-ground experts who can develop an advocacy program specifically for your business or project in local governments, markets and communities.

### **A bold take on government relations**

It is no longer enough to have the road map, you have to know who is driving. APCO can provide an in-depth understanding of the government ministries and other agencies critical to your business goals. Our experts will identify and develop allies in key positions, while providing potential adversaries with accurate, honest and positive messages.



### **Preparing spokespeople for diverse audiences**

APCO has extensive experience identifying and training the right corporate executives and third-party allies to advocate your business project to local governments, the media and relevant communities.

### **Precise, effective media outreach**

Cultivating a proactive relationship with the media is crucial to protecting your project, your brand and your business. APCO's staff is experienced in generating positive, "on-message" coverage. Equally important, they can anticipate the hard questions the press will ask so when the time comes your answer will be ready.

### **Strategic coalition building**

A recent APCO study indicates that nongovernmental organizations (NGOs) are the most trusted force for good abroad. Forging alliances with these respected third parties can help get your message heard. Relationships with NGOs critical of your cause can also prove valuable—accurate information can transform negativity into neutrality or even support.

### **A real world perspective on corporate responsibility**

As pioneers in the field of corporate responsibility, APCO has over 20 years of experience in developing cutting-edge programs that support and engage NGO stakeholders in all the right ways; forging innovative partnerships with governments to accomplish joint goals; and promoting and communicating sustainable business agendas.

### **Proactive brand protection**

A company's corporate footprint in one remote community has the potential to impact a global brand negatively or positively. APCO's team can identify possible pitfalls and deploy management strategies before a problem turns into a crisis. Our professionals can also identify opportunities to leverage positive local programs into a global Return on Reputation.



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