



# APCO Worldwide in the Arab Region

In today's global business environment, the Arab region serves as a critical hub and a link between the East and the West. APCO Worldwide, through its deep understanding and knowledge of the region, helps its clients anticipate market and societal trends, map risks and opportunities, and protect and nurture reputation in the context of local, regional and international developments. Our clients trust our forward-looking counsel to help them deftly manage challenges, opportunities, perceptions and reputations.

We have been serving clients' interests in the Arab region since 2006. Today, our team includes more than 34 professionals, comprises 13 nationalities and draws from a diverse range of backgrounds, including business, government, policy, journalism and nongovernmental organizations (NGOs). APCO's office in Dubai is at the heart of our operations across the Arab region and is an integral part of APCO's global offering to clients.

Clients value our ability to deliver both high-level strategies and flawlessly executed programs that are informed by a wealth of local and international experience, professionalism and integrity. Our team facilitates international outreach for Arab corporations and provides local expertise to international organizations established in, or seeking to enter, the Arab region's markets.

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## CORPORATE COMMUNICATION

APCO enables our clients to be seen, heard and understood. Integrating strategic communication campaigns, targeting government, consumers, media, employees, investors, NGOs and the broader public, is often central to delivering results in the Arab region.

## CORPORATE POSITIONING AND REPUTATION MANAGEMENT

We help clients position their brands in the Arab region by creating opportunities for visibility and networking; enhancing communication and understanding of shared values, culture and goals; securing endorsements by third-parties; placing executives on high-profile and interesting conference platforms; establishing and broadening dialogue with the media; and creating presence and conversation with social, business and policy networks both online and via traditional channels. Our work is research driven – so that we can drive strategy, target execution and benchmark results.

## EXECUTIVE AND BOARD COMMUNICATION

APCO's C-suite team provides counsel to chief executive officers and corporate senior management through periods of significant business change. APCO's team, including experts in mergers and acquisitions, and litigation and restructuring communication, enhances communication during change by prioritizing the protection of corporate value, with the ultimate goal of ensuring clients emerge in a position of strength. APCO has advised corporations at the highest levels through some of the most challenging business events of recent years. Organizations operating in the Arab region often feel challenged by the unconventional public environment. APCO coaches senior executives to optimize interaction with media, investors, consumers, government and NGOs, helping deliver their organization's messages in their own voice. We build our clients' capacity to work with stakeholders through on-camera role-plays, simulated press conferences, question and answer sessions, and crisis simulations.

## MEDIA RELATIONS

APCO's consultants provide clients with expert knowledge of the media environment across the Arab region and maintain close relationships with

international and local journalists. Our dedicated media relations team includes former editors and writers who are skilled at developing unique news angles for each project, as well as organizing proactive campaigns, supporting advocacy programs, press launches and media events. We help with long-term strategic media advice and provide day-to-day support and execution. Our media relations team has relationships with more than 4,500 media outlets, in both Arabic and English languages, across 18 countries. APCO also works with clients to structure effective in house media relations functions and develop networks across media constituencies.

### **MEDIA AND ISSUES MONITORING**

APCO tracks and analyzes issues that are important to our clients' success. We monitor reports in print, broadcast and online media, as well as government and stakeholder opinions, to provide feedback clients need to benchmark and align their strategies.

### **ONLINE COMMUNICATION – APCO ONLINE**

APCO provides strategic counsel and implementation support for organizations that wish to optimize their Web presence; tell a better corporate story; “push” their messages out to target audiences; shape online issue debates; identify, attract and mobilize supporters and endorsers; and analyze the online environment to form strategy. Our team has a strong track record of developing and implementing successful stakeholder engagement strategies through social media channels.

### **INTERNAL COMMUNICATION**

Getting key messages heard and understood by external audiences is only half the answer to any organization's communication needs. APCO helps clients develop robust internal communication structures and policies that typically focus on communicating a shared understanding of the corporate vision, mission and values; corporate policies and procedures; the business strategy; positions on key issues; changes in the organization; and barriers between public domain and confidential content.

### **CRISIS COMMUNICATION**

Organizations in business or the public sector can face a crisis at any time. The ability to respond to a crisis, especially in the critical first few hours or days, greatly affects the organization's reputation among employees, partners, customers and the general public. APCO works closely with clients to create, implement and test crisis management plans, to identify potential threats and develop rapid-response mechanisms.



## INVESTOR RELATIONS

APCO designs investor relations programs for clients that connect with the investment community and, in the process, help to achieve optimum value and lower the cost of capital. APCO approaches investor relations from a strategic positioning perspective that reflects the increasing integration of financial and nonfinancial initiatives, messages and engagement. In the Arab region and capital markets in the Gulf, APCO binds corporate governance and investor relations in a way that adds value to business and to the community.

## CORPORATE RESPONSIBILITY

Companies are increasingly expected to conduct their business in a responsible and sustainable manner. APCO is a recognized market leader in corporate responsibility (CR), assisting companies to engage key stakeholders, understand and manage CR issues, design and execute programs and partnerships, and communicate effectively. In order to support our clients' business objectives and address genuine community needs, we train our consultants to consider CR challenges and opportunities, while understanding the Arab region's rapidly evolving civil society and political environment.

## GOVERNMENT RELATIONS

Engaging the government remains an inescapable reality of operating in the Arab region. APCO's strategies are based on a deep familiarity with the structure and mechanics of Arab governments.

# ARAB REGION

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## INTERPRETING GOVERNMENT

Understanding the workings of government, its structure and sometimes competing agendas, and the opinions of officials, is critical for success in the Arab region. APCO maps government agencies and conducts perception audits to provide clients with clear advice.

## MANAGING THE REGULATORY ENVIRONMENT

The Arab region's regulatory environment continues to develop and mature. APCO helps clients to identify, monitor and understand forthcoming legislation and its ramifications. However, just as important as the written law is the political climate in which it is enforced. In addition, we deliver regulatory analysis that enables clients to minimize risk and capitalize on opportunities.

## DIRECT AND INDIRECT ADVOCACY

Government support is a particularly precious commodity in the Arab region. APCO works with clients to structure their in house government engagement functions, identify and engage with government agencies and individuals whose support is vital to their efforts and formulate programs to build government understanding and collaboration.

## ISSUES MANAGEMENT

Issues can quickly escalate and exacerbate crises and heighten negative perceptions. APCO helps clients facilitate constructive dialogue with regulators to help achieve lasting solutions. Our team's counsel on how best to facilitate dialogue with government audiences around issues, such as the violation of intellectual property rights, reputation attacks by consumers, outspoken media criticism, breach of contract and policy discrimination, can be helpful in resolving potentially damaging and costly disputes.

## RISK ANALYSIS

The changing political, economic and geo-strategic environment can complicate business operations in the Arab region. APCO's consultants use their knowledge, experience and international networks to advise clients on how to minimize their exposure to political and economic risks.

## ALLY DEVELOPMENT AND COALITION BUILDING

A carefully developed, authentic coalition can amplify an organization's messages, highlight the many facets of an issue and build a broad base of support around a common purpose. APCO has extensive experience helping clients identify articulate and vocal allies to communicate common messages to government leaders and the media. APCO has expertise in

helping clients recruit authentic allies to their cause and build and manage coalitions that position clients' issues in ways that change minds and achieve goals. We are pioneering the model of coalition-based government relations in the Arab region.

## CORPORATE ADVISORY & MARKET ENTRY

We help clients to make significant investments in the region across a wide range of industry sectors, including those that are highly restricted to foreign involvement. Investing in the region presents multinational corporations with a unique set of opportunities and challenges, and our team has extensive experience helping clients successfully formulate and execute market entry, business development and expansion strategies.

## RESEARCH AND ANALYSIS

Thorough research provides the foundation for every successful and sustainable investment. We perform quantitative and qualitative market research and analysis; identify and prioritize potential investment partners and destinations; track industrial policy, tax incentives and regulation; monitor government and nongovernmental opinion; and assess the financial viability of investments.

## STRATEGY DEVELOPMENT

A locally sensitive investment and stakeholder relations strategy is critical to the success of investments in the Arab region. APCO employs its corporate advisory experience to develop comprehensive strategies for clients that evaluate business options, choose potential investment partners and locations, appraise competitor strategies, assess government and stakeholder attitudes and suggest appropriate business structures.

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