

zemi
communications

Agenda

Who is Zemi?

What does Zemi do?

Show us some examples?

Who at Zemi?

Who is Zemi Communications?

Zemi provides strategy-based communication counsel and services to clients who believe that world class communications are critical to achieving their core operating and financial objectives.

Who is Zemi Communications?

Since 1996, we have been developing and managing communications programs for major corporations as well as governments that are based on our strategic insights reflecting our experience in business, finance, economics, politics, government, media, and public relations.

Our client work is focused in the Americas and in Europe.

We are based in New York, with representatives in Mexico City and Washington.

How are we different?

We are, fundamentally, strategists.

- We are also effective communicators with a wealth of experience in a broad range of industries and circumstances; every client benefits from the lessons we are continually learning.
- We combine the advantages of a highly specialized boutique consulting firm—focused attention to the needs of each client—with the resources of a large network.
- We are relentlessly devoted to quality, in the strategies we recommend and the tactics we execute.
- We understand capital markets from the perspective of principals, as well as of analysts and communicators, and know how to leverage that understanding on behalf of our clients.

The core of our approach

- Strategy is hard; tactics are easy.
- Strategy should drive communications; publicity for its own sake is useless.
- A communication strategy will succeed only if top management is fully engaged.
- Execution—media relations, internal communications, leadership positioning, investor relations—should be creative and flawless.
- All audiences are created equal, at least in the sense that none should be ignored.

Why clients choose Zemi

- Across the broad range of our clients, three characteristics stand out:
 - Organizations whose leaders understand the importance of communications as a key tool for achieving their strategic goals.
 - Who need to communicate across borders, reaching audiences outside their home country.
 - Are undergoing major transformations, and need to achieve internal or external understanding and support for the changes taking place.

Zemi has become a trusted resource for high-profile clients



Selected clients 2000 - 2006

What do we do for our clients?

We provide the communication strategy, counsel, and plans to support our clients' business, financial, or political goals.

We work closely with top management to define key messages and to develop effective communication tactics to support those messages.

We execute strategy-driven communication programs aimed at well defined target audiences.



Leadership communication

Capital markets communication

Media relations

Internal communication

Crisis management

We promote leaders who define their organizations and create value

Leadership communication

- CEOs and government leaders should convey leadership, vision, and commitment.
- Leaders must embody—and transmit—the core values of their organizations.
- Positioning should be directly tied to strategic objectives.
- Interviews, speeches, by-lined articles, and other communication materials need to be distinctive, and consistent with the leader's character—and that of his organization.
- The perception of management depth is critical to value creation.
- External and internal positioning should be coherent.

We design and implement programs aimed at improving the flow of information to and from the market

Capital markets communication

- Communications related to capital markets transactions.
- Best practices recommendations for communications and internal procedures.
- Investor and analyst outreach, identification, and monitoring.
- Quarterly and annual report preparation.
- Press release and investor presentation preparation.
- Road show support.
- Corporate governance advice.

We use the media as a strategic asset, rather than let the media use (or abuse) our clients

Media relations

- Identify and aggressively pursue appropriate media channels.
- Use general, business, and industry media.
- Rely on “blowback” effect of U.S. media internationally.
- Develop story lines that will attract media and audience interest.
- Develop user friendly communication materials.
- Promote appropriate media placements.
- React aggressively: never let a bad story linger.

Effective internal communications create shareholder value

Internal communications

- Honest, timely, regular, and interactive employee communications are essential.
- Inform employees about company strategies as well as developments.
- Mobilize employees to achieve defined objectives.
- Develop feedback loops to assure that communication efforts are working.
- Internal communication materials—newsletters, management meetings, intranet, videos, telephone hotlines—should have the same quality as external materials.

Crises are inevitable, and define organizations and governments

Crisis management

- Organizations should never be surprised by crises, only by their specific timing and content.
- Coherent crisis management programs should be developed and tested.
- Defining spokespersons and decision trees is critical.
- Communicating effectively—which means honestly and coherently—during difficult times and sensitive situations can create value.

Examples of our work

Leadership communication

- Zemi raised the global profile of the CEO of a large industrial firm through counseling on international economic and political developments, strategy advice, venue selection, speech writing, targeted interviews, and other activities.
- Zemi drafted and placed by-lined articles for two Presidents of major Latin American countries in major international media as integrated elements of strategies aimed at influencing U.S. political attitudes on key issues.
- Zemi worked with the CEO of a multinational IT company charged with executing a rapid restructuring of the company to build credibility and support for the turn-around strategy with internal and financial audiences, through speeches, presentations, and interviews.
- Zemi developed and implemented an integrated strategy to promote the succession of a new Chairman of a family controlled conglomerate.

Examples of our work

Capital markets communication

- Zemi helped establish the investor relations area for a dynamic Latin American company prior to, during, and after a highly successful international IPO.
- Zemi advised a leading Latin American company through several important capital markets initiatives, including a bond exchange, launch of a U.S. subsidiary, and a subsidiary spin-off.
- Zemi managed the investor relations activities of an NYSE listed new media company through a series of financial crises, including potential delisting.
- Zemi redesigned the corporate governance philosophy and practices of a leading media company, including the recruitment of new outside directors.

Examples of our work

Media relations

- Zemi executed the international media elements of a new product launch for a leading industrial exporter whose success was critical to the company's survival.
- Zemi managed the international media program that supported the creation of a new, international corporate identity for one of South America's largest conglomerates.
- Zemi supported the U.S. media outreach of a Latin American government during crisis negotiations with the IMF.
- Zemi developed, wrote, and edited a newsletter aimed at industry and media audiences to support a new contracting initiative of one of the world's largest energy companies.

Examples of our work

Internal communications

- Zemi managed the full spectrum of internal communications for a \$2 billion revenue U.S. industrial company, with operations in 30 states.
- Zemi developed and executed a program for internal communications for two companies undergoing a cross-border “merger of equals” to facilitate rapid integration upon closing of the merger.
- Zemi developed and managed an internal communication structure for a major multinational designed to develop a single corporate culture after a series of major acquisitions.

Examples of our work

Internal communications

- Zemi counseled the top executives of a leading Latin American commercial bank on how to respond to accusations of money laundering as well as to a contested takeover effort.
- Zemi advised a Latin American government on its crisis communications efforts vis a vis the U.S. government and the IMF.
- Zemi assisted a major conglomerate through the bankruptcy and divestment of a prominent, politically sensitive subsidiary.

Who are we?

Alan Stoga

- Alan Stoga is President of Zemi, which he organized in 1996. Mr. Stoga focuses on developing client strategies, on counseling top management, and on developing the firm's resources. He is Vice Chairman of the Americas Society and serves as a director of number of profit and non-profit organizations.
- From 1995 to 1998, Mr. Stoga managed Zemi Investments, a private equity company investing in small and medium size companies, primarily in Brazil and Mexico.
- Mr. Stoga was Managing Director of Kissinger Associates, from 1984 until 1996. Previously, he was an executive of the First National Bank of Chicago and an official of the U.S. Treasury.
- He received an M.A. in International Relations from Yale and a B.A. from Michigan State University.

Who are we?

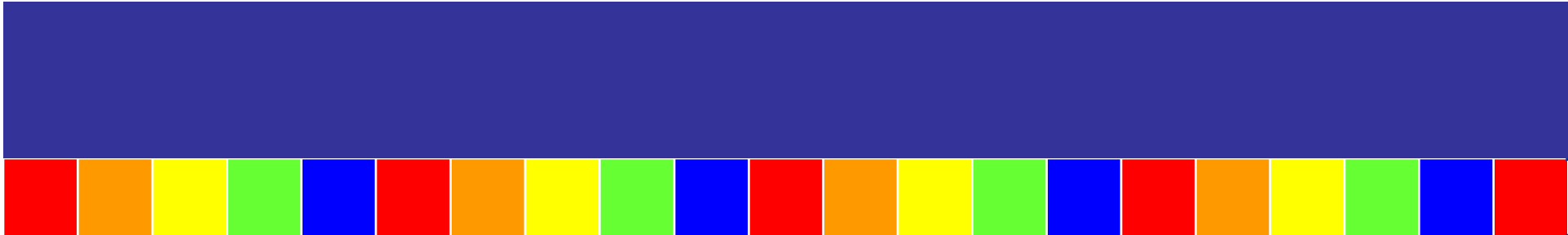
Daniel Wilson

- Daniel Wilson is Managing Director of Zemi. He oversees capital market activities, and manages full-spectrum communication programs for several clients.
- Mr. Wilson was Managing Director of Zemi Investments, a private equity investor. He was responsible for investment analysis, negotiating and structuring transactions, and overseeing due diligence.
- From 1981 through 1995, Mr. Wilson held a variety of positions with the First National Bank of Chicago. During 1993-1995, he was the Head of Research in the Emerging Markets Division. Previously, he was Vice President in the International Risk Management Department.
- He earned a M.A. in International Relations from Yale and a B.A. from the University of Chicago.

Who are we?

Mariana Campero

- Mariana Campero is a Zemi Vice President. She manages several key relationships from our office in Mexico City.
- Ms. Campero joined Zemi in 1998. She has developed a broad experience in media relations and in internal communications and has managed projects in the United States, Mexico, Argentina, and Brazil.
- She holds an M.A. in Art History from Columbia University and a B.A. in Business Administration from the Instituto Tecnológico Autónomo de México (ITAM).



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