



Changing perceptions of The Republic of Uzbekistan

- a presentation for the Azimov Group

Some of our experience: *Country Campaigns*



Introduction

- Uzbekistan has serious reputational problems. On democracy, human rights and child labour in the cotton fields perceptions are strongly negative. Overcoming deep-rooted attitudes will not be easy.
- The only way to turn round those perceptions is to convince our target audiences that genuine and substantial change is underway in Uzbekistan.
- Selling the status quo, or pretending things are changing if they are not, will not work. Worse, it would be counter – productive.
- If ,however, the government is committed to real and lasting reform, then there are many things Bell Pottinger could do to ensure that such a programme was understood, appreciated and supported in the UK and the EU.



What needs to happen

- Only the government of Uzbekistan can decide what changes it is ready to make and how quickly. But change is essential in order to change international attitudes.
- A successful communications strategy cannot operate in a vacuum – it has to support, and be supported by, the right policy decisions.
- We understand that not everything can be done at once. Reform takes time.
- But we must be able to show our target audiences that change has begun, that long term goals have been defined, and that the direction of travel is clear.

What this means

For example, to influence opinion on child labour, the government would need to introduce reforms along the following lines:

The goal

- Compulsory child labour to be ended by [date]

Change has already begun

- With immediate effect no child under [age] will be compelled to work in the cotton fields
- Limits on the number of days any school age child is allowed to work

Direction of travel

- All compulsory child labour to be phased out and mechanical harvesting phased in over [x] period

Dialogue and verification

- invitations to ILO/EU/industry to visit Uzbekistan to discuss reforms

Communications Objectives

- Once we have the assurance that genuine, verifiable reform is being introduced, we can put in place a communications and media strategy that tells the story of how Uzbekistan is changing for the better.
- We would support this with a public affairs programme focusing on key members of the government (Downing Street and the FCO) and on influential opinion formers (think tanks, commentators).
- We would also need to target Brussels because of the EU's responsibility for trade policy.
- Ideally (and this applies particularly to the cotton industry) we should aim to change the current dynamic of isolation and condemnation to one of engagement and dialogue.

Target Audiences

The key UK and international audiences include:

- UK and EU politicians, think tanks, commentators
- UK and international media
- UK and international non-governmental organisations
- the digital world of online communications

Key Messages

- Uzbekistan is committed to a programme of reform and that reform is now underway
- It is therefore now time for Uzbekistan's isolation to come to an end
- Constructive engagement with Uzbekistan will improve the lives of everyone in the country

Methods

- Issues / message management
- UK political engagement
- EU political engagement
- Media management
- Digital recommendations

Issues & Message Management

- Uzbekistan is changing its attitude and outlook in a number of ways
- Uzbekistan is committed to eradicate all forms of child labour in the country and is taking the necessary steps to implement this
- The education of the children of Uzbekistan is a critical priority and the Government recognises the cost of child labour to the future of the country
- The Government is cooperating with the ILO and UNICEF to investigate and eradicate allegations of forced child labour
- Uzbekistan is starting on a new path of reforms and the promotion of free market conditions in the cotton industry

- Uzbekistan recognises the importance of engagement with all stakeholders including the international cotton industry and NGOs to build a modern, transparent and sustainable industry
- Uzbekistan is opening up its cotton industry for foreign investment and partnerships
- The mechanisation of the cotton industry is a key priority to raise productivity and reduce the reliance on manual labour
- Please review what is happening and encourage the administration's ambitions
- Uzbekistan is strategically important given it borders Afghanistan and provides facilities for coalition forces

UK political engagement

Key Stakeholders

- Decisions about strategic relationships with Uzbekistan, and consideration of visits to the UK by Uzbek leaders, will be taken by the Foreign and Commonwealth Office (FCO) and by 10 Downing Street.
- Joint events could be held with influential think-tanks close to Government such as Policy Exchange. Discussions would take place with key commentators such as Daniel Finkelstein of the Times, who is close to many senior Government figures.
- Long-term formal and informal links, ranging from briefings to shared social events, should be established with the following people, all of whom are well known to us:
 - Rt Hon William Hague MP, Foreign Secretary
 - Alistair Burt MP, Minister for Afghanistan and South Asia
 - Arminka Helic, Special Adviser
 - Ed Llewellyn, Chief of Staff to the Prime Minister & a foreign policy specialist

UK political engagement

Key Parliamentarians will include:

- Richard Ottaway MP Chair, Foreign Affairs Select Committee
- James Arbuthnot, MP, Chair Defence Select Committee
- Rory Stewart MP – former soldier, former diplomat, great interest in Central Asia
- Peter Lilley MP, former Trade and Industry Secretary, Member, British-Uzbekistan All Party Group
- Lord Waverley, Chair of that Group
- Andrew Rosindell MP, Vice Chair of that Group

Key Arguments

- Uzbekistan is changing. A strong programme of reform is correcting past problems.
- Uzbekistan is important. Its co-operation with the West has greatly helped US and UK forces in Afghanistan.
- Uzbekistan can be an excellent trading partner. Its exports are valued and valuable. Its people are becoming more prosperous. The UK should not allow others to get ahead of it in trade with Uzbekistan.

UK trade engagement

On trade issues and relations, the priorities will include:

- Giles Wilkes, Special Adviser to Business Secretary Vince Cable (we do not recommend Vince Cable himself, at this early stage)
- Mark Prisk, Business and Enterprise Minister
- Kurtis Christoforides, his Special Adviser

There will also be a need to build relationships with key officials within UKTI (UK Trade and Investment).

EU engagement: why its also vitally important

- Preferential trade agreements between the EU and Uzbekistan are under threat.
- A series of European Parliamentary questions have urged the Commission to end Uzbekistan's GSP status and end low tariff access to the EU market because of the use of child labour in cotton harvesting.
- Some MEPs even want a ban on Uzbek cotton from being used in Euro notes.
- There is concern about a disparity between government announcements on child labour and practical enforcement.

EU engagement: why its also vitally important

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EU engagement: why its also vitally important

- Even sympathetic MEPs such as Charles Tannock, who has suggested that harvesting is part of a Central Asian tradition for children, believe that Uzbekistan needs to do more to demonstrate that it is addressing human rights concerns.
- Targets for engagement would be key members of the European Parliament trade and foreign affairs groups, the High Representative, Catherine Ashton, and senior officials in the External Action Service based on the Council Conclusions of 25 October 2010, concerning 'the willingness of the EU to strengthen relations with Uzbekistan in a comprehensive manner'.

Media Management

- A media audit of those who regularly write about Uzbekistan
- A core narrative which deals with key issues and tells Uzbekistan's true story in a positive and compelling way
- An audience/message matrix (which messages to which audiences)
- A media plan to highlight key initiatives and developments (this will require a planning grid/calendar which will set out a programme of policy initiatives, visits, major speeches and important announcements)

Media Management

- Relationship building with opinion formers and academics who influence the media and can be independent voices on behalf of Uzbekistan
- A rapid response mechanism to deal with negative stories and detractors
- Preparation of answers to the most frequently asked media questions and background notes on all the key issues

Digital Recommendations

- General Overview
 - Azimov Group website performs poorly across search engines, requiring SEO and content improvements
 - The creation of an independent campaign website will drown out negative content and allow us to control the debate
 - The Uzbekistan Government website contains some good content but requires fresh and targeted content which is properly optimised for search engines
 - Digital support is required to improve online presence of the Azimov Group and Uzbekistan Government websites
 - Social Media and Search Engine Marketing should also be utilised to encourage greater proliferation of content and messaging around the web

Digital Recommendations

- Online reputation management will:
 - Drown out negative content
 - Push our messaging to the top of global search engines
 - Direct journalists and internet users to key websites and content
 - Shape the online conversation and debate regarding Uzbekistan's cotton trade and issues concerning child labour and help to redress the balance in reporting

Azimov Group Website

- Google searches for 'The Azimov Group' brings back only one relevant website: www.theazimovgroup.com
 - consider suitability of Azimov name?
- The website should be rebuilt to host a variety of content that will boost presence in search engine results
- Key content should be merged into a Media Centre on the website to include:
 - press releases and announcements
 - industry commentary where suitable, providing a voice to countering negative media
 - latest news in order to achieve search presence for fast-trending searches
 - Multimedia content telling the 'Azimov reform' story, e.g. videos from the company spokespeople

Actions

- We use also use a number of reputation management techniques to control search results across key search engines:
 - Create and maintain third-party blogs which are used to seed positive content containing popular keywords that ranks highly in Google search results
 - Create business profiles on influential business directory websites for key members of the Azimov Group and the Uzbekistan Government

Digital: Cotton & Child Labour Campaign

- To tackle the issue of the cotton trade we would create a dedicated and independent website, e.g. www.uzbekistancottonreform.org , focused at supplying the facts and illustrating examples of reform, e.g. a documentary or photo diary
- The website will become the focal point of the debate and will focus on:
 - educating and informing key audiences about the cotton trade and child labour
 - building assets and developing content that can facilitate and encourage the debate
 - drowning-out negative content to balance the debate and promote conversation
 - improving the visibility of selected resources of information in search engines and social media channels

Actions

- Search Engine Marketing techniques such as pay-per-click advertising will also be used to ensure that this site is top of search engines and key social media platforms for any relevant industry searches
- Online monitoring systems would be activated to ensure we know who the influencers are on these subjects and how perceptions are changing. This will help us to adapt our strategic approach throughout the campaign

Initial Recommendations: Uzbekistan Govt. Website

- The current Uzbekistan Government website is of a good standard but the content is not properly optimised and doesn't perform well in search engine results
- The benefits of developing an improved SEO strategy will include:
 - better search positioning
 - increase enquiries about investment, tourism and education
 - direct users to helpful information provided by the Uzbekistan Government

Actions

- The website's current multimedia content includes a Press Centre holding press releases, a media page holding two videos and an empty photo gallery, all of which should be expanded and better optimised with target keywords
- These issues also apply to other Uzbekistan Government websites and we recommend that SEO audits and content reviews are implemented to improve overall performance
- Digital support will also be given across: social media, SEO, online influence monitoring and PPC campaigns.

Your core team

David Wilson

- David is an international brand-building communications specialist who has worked across many client sectors and geographic boundaries to enhance and protect reputations. Since early 2000 he has led a global communications strategy and execution plan to help Emirates become one of the world's fastest growing brands and now largest international airline business.



- He advises a variety of other clients on their international communication including G4S, the FDI World Dental Federation, Inmarsat and Lotus Cars. His previous clients have include the Governments of Dubai and Sri Lanka, the Dubai Supreme Fiscal Committee, Qatar Financial Centre, Airbus, Bridgestone, Dubai Aerospace Enterprise, the Fédération Equestre Internationale (FEI), HRH Princess Haya Bint Al Hussein and her husband, HH Sheikh Mohammed Bin Rashid Al-Maktoum, Vice President and Prime Minister of the UAE.
- David previously worked in-house as Head of Communications for Pfizer UK, Head of News and Managing Editor BATV at British Airways – managing its reputation externally across the globe and internally amongst its 60,000 staff – and PR Manager for P&O European Ferries. He began his career as a journalist.

Tim Collins

- Tim Collins has been at the heart of the worlds of Westminster, Whitehall and the media since the mid-1980s. He was a speech-writer for Prime Minister Margaret Thatcher and Press Secretary (and principal spokesman) for Prime Minister John Major throughout his victorious 1992 General Election campaign - watching the results with him in his home. As Director of Communications for the Conservative Party he ran Party Conferences, advertising and media relations.



- In Whitehall, he has been a Special Adviser in multiple Government Departments, culminating in joining the Policy Unit at 10 Downing Street. In Westminster, Tim was an MP for eight years, serving on several all-party Select Committees and groups and developing friendships across the political divide. He was a member of the Shadow Cabinet - under three successive Conservative leaders - for five years. Many policies he developed as Shadow Transport Secretary and Shadow Education Secretary are still part of Conservative plans today.
- He has known key members of David Cameron's team for many years, having worked with David himself in the Conservative Research Department. He served on the Conservative front-bench alongside more than 90% of the current Shadow Cabinet.
- Tim's private passions include air shows, cinema and Doctor Who - of the latter he says "Like Toryism, I was still an enthusiast when it was wildly unfashionable - and in both cases it's fun to see a comeback".

David Richmond

- Sir David Richmond is a strategist with over 30 years of experience as a diplomat.
- His career included postings to New York, where he worked on the UN Security Council. During time spent in Brussels as the UK representative to the EU's Political and Security Committee he played an important role in the creation of European Security and Defence Policy and the launch of the EU's first peace-keeping missions.



- In 2003 he returned to Baghdad (where he had first been posted 20 years earlier) and was later appointed UK Special Representative for Iraq. In his last posting he returned to London as Director General Defence and Intelligence and member of the Foreign Office Board.
- He helps clients to develop and implement communications strategies in complex and often volatile international environments. He has extensive knowledge of international political, economic and security issues, notably the Middle East and the European Union.

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Bell Pottinger Group Country Branding and Reputation

The Bell Pottinger Group
An introduction

Who are we...the UK's no.1 Group

Bell Pottinger Group is the Public Relations Division of Chime Communications Plc, one of the world's leading marketing and communications groups. Our primary business is the provision of successful public relations to business leaders, to public and private sector corporations and to governments worldwide.

The Group consists of 23 agencies, spanning services across all communicative disciplines and employs almost 400 people worldwide to deliver on some of the most complex national and international communications challenges.

Our group can coordinate inter-agency work to provide anything from financial and corporate public relations campaigns to corporate responsibility consultancy services; from new media and digital strategies and delivery to strategic public relations and media consultancy support and advice; from consumer to high level government consultancy; and marketing to re-branding and positioning.

Bell Pottinger group's agencies and associated partners are what distinguish us from the rest, which is probably the reason why we have maintained our position as the UK's number one PR agency for the last five years (PR Week).

TOP 150 Top ten

Rank	Company	Fee income (£k)			Turnover (£k)	PR staff	Clients	Location
		10	09	% change				
1	1 Bell Pottinger Group*	67,818	59,937	13	137,715	440	907	London
2	– Brunswick**	53,200	–	–	–	190	–	London
3	– Weber Shandwick	31,800	–	–	–	318	–	London
4	– FD	31,000	–	–	–	188	–	London
5	5 Edelman	28,777	25,734	12	44,776	298	–	London
6	– Finsbury	25,000	–	–	–	89	–	London
7	– Hill & Knowlton	24,000	–	–	–	240	–	London
8	8 Freud Communications	23,800	22,454	6	37,022	188	–	London
9	11 Engine Group	22,252	16,138	38	106,662	195	337	London
10	– MS&L Group	20,000	–	–	–	200	–	London

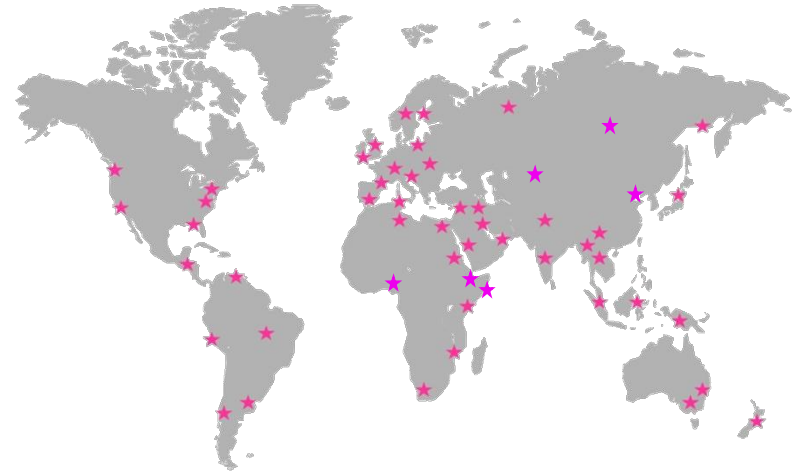
A global offer

Bell Pottinger specialises in the protection and management of reputations for countries, companies and influential people worldwide – communicating across cultures and boundaries.

We are the largest UK-based public relations group and one of the world's leading strategic communications consultancies.

While our business is based on London, over 40% of our work is conducted outside the UK: we are the leading communications agency in the Middle East; and have broad experience and an extensive contact network throughout Africa, Asia, South America and Central and Eastern Europe. We also work extensively throughout the Americas.

With our global network of partner consultancies and overseas Bell Pottinger offices in 54 countries, our network allows us to sustain 24 hour commitment for a truly global brief.



What we do

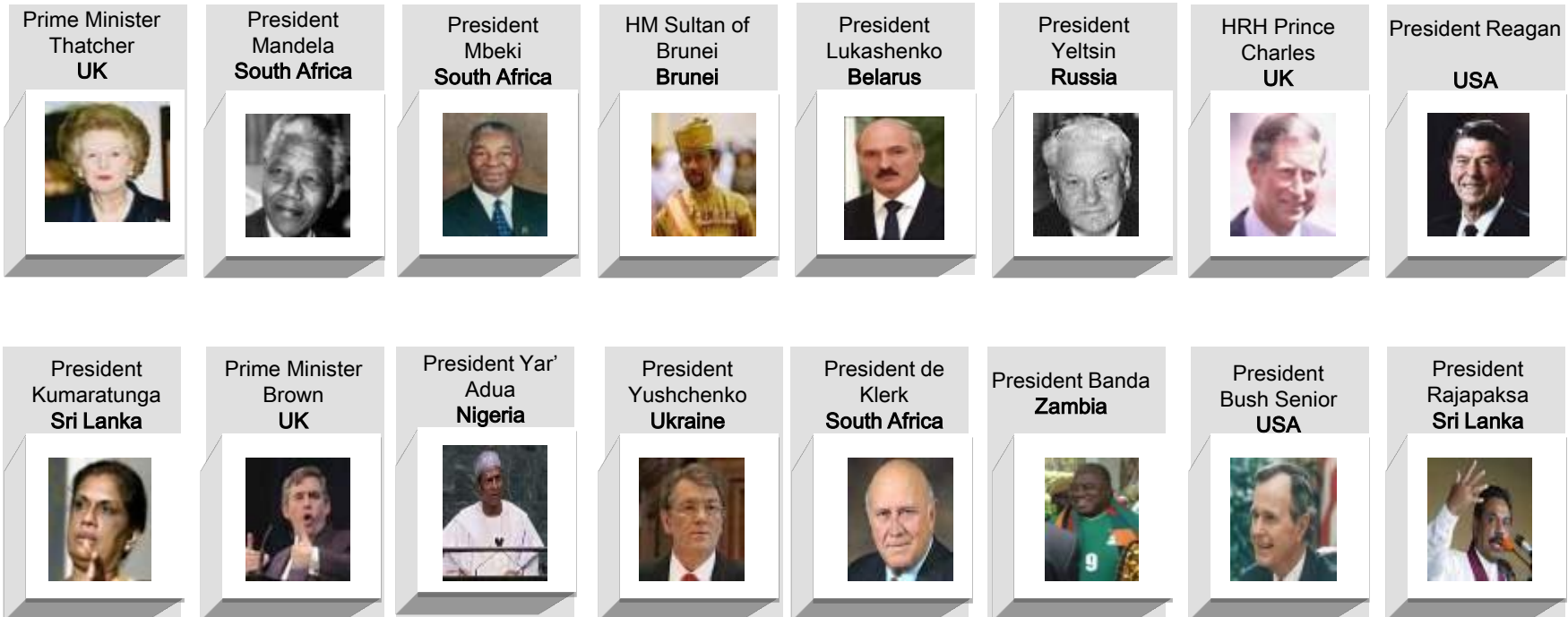


Our international leadership experience

Trusted by world leaders

Bell Pottinger has particular experience in lobbying, strategic planning, positioning and branding, and the co-ordination of complex, multi-disciplinary projects integrating messages and activity effectively across a wide range of stakeholder groups and communications planning.

We have worked for leaders across the world, helping to manage reputations and fight election campaigns.



Our country and regional PR experience

Country branding and promotion – our approach



International positioning and branding



Political



Business/inward investment



Tourism



Regions and cities



Culture and Sport

Tailored Narrative

In-country engagement

Networking & Partnerships

International / regional commentators

Event support

A snap shot of our experience

Country Campaigns



Belarus

Reputation management



Which audiences did we need to reach?

- Primary the leadership in the EU and the US to improve the reputation of Belarus on the international stage and to have sanctions lifted

How was it done?

- Acting as a fair conduit between Belarus and foreign governments e.g. London, Brussels and Washington. Likewise advising President Lukashenko and his Administration of the measures to be adopted in order to facilitate the lifting of sanctions e.g. release political prisoners, amend legislation etc

Achievements

- Sanctions were lifted by the EU and an OSCE report on the 2008 Elections was neutral to positive. The EU included Belarus in its Eastern Partnership Programme. By developing 'InvestBelarus' – a multi-media guide for the investment community - we introduced the foreign media to the country, with trips to key industries and foreign businesses. High profile media interviews with President, Prime Minister. Media relations campaign to raise profile at World Travel Market. Media coverage resulted in \$2.7million PR value in 6 months



Global Communications Leadership

Launching Madrid's 2016 Summer Olympics bid



Which audiences did we need to reach?

- IOC members, the people who influence them and leading sports journalists

What was the story?

- Madrid's bid is well-supported, financially sound and 70% of the required sports facilities already exist

How was it told?

- Utilise Bell Pottinger's international media connections to raise awareness and establish enduring links
- Raise the profile of bid chief Mercedes Coghén
- Promoting Madrid's USPs through a series of high-profile press conferences and media events around the world



Sports Day Boosts Madrid 2016 Bid



Promoting Sri Lanka as it enters a new era of peace and progress

Changing country perceptions and promoting investment



REUTERS INSIDER



Which audiences did we need to reach?

- A diverse range of highly influential international media, particularly in Europe, North America and South Asia

What was the story?

- Re-engage with the international community following a devastating tsunami and decades of domestic war to present resilient, modern and exciting country, particularly in the political and economic spheres.
- A positive and compelling narrative that illustrates a nation determined to confront the issues it faces, overcome them and develop and prosper in peace. A nation worth investing in.

How was it told?

- A wide range of media engagement particularly in Europe, North America and South Asia including managing visits to the UK and USA by Central Bank Governor Cabraal and placing a series of high profile internationally-focused interviews.
- Ongoing issues-led media relations has helped to foster productive relationships with media and further protect and promote Sri Lanka's international reputation.

Sierra Leone Trade & Investment Forum



To address the current reputation of Sierra Leone and begin to change perceptions of the country among potential investors



The New York Times

THE TIMES



The Economist

Sierra Leone's corruptive problem
A mortal enemy

The government is having some rare success in trying to eradicate an old scourge.

IN MOST African countries, the fight against corruption is deemed important but hardly a matter of life and death. In Sierra Leone it is exactly that.

In 1991 the country descended into one of Africa's most terrible civil wars. It lasted a decade or so, killed tens of thousands of people and spawned a new lexicon of words and images that shocked the world: "blood diamonds", dragged-up child soldiers, warlords and militias amputating the hands of their victims for doing nothing worse than voting. At the end of it all, a Truth and Reconciliation Commission appointed by the government decided that one of the war's main causes had been the rampant corruption that had infiltrated every level of government in the preceding decades. If Sierra Leone was to avoid a repeat of the havoc, corruption was the biggest vice to be eradicated.

Yet even after the commission published its conclusions in 2004, Sierra Leone's post-conflict government still struggled to solve the problem. Bribery and fraud remained normal. This put investors in



Which audiences did we need to reach?

- Potential and existing investors, business organisations, key decision makers across Western Europe and USA

What was the story?

- Sierra Leone is now a stable and growing country offering investment opportunities
- Sierra Leone is ready for investment
- The country has taken many reforms and is business friendly
- Sierra Leone is supported by Tony Blair and George Soros

How was it told?

- Hosting a high profile investment forum in London
- Case studies of successful foreign businesses
- Redesign of Sierra Leone Investment Guide
- A series of interviews with the President of Sierra Leone, Tony Blair and key Sierra Leone ministers

Promoting mining investment in Afghanistan



Organising a symposium to raise awareness of mineral mining opportunities with key miners and investors



THE TIMES

THE TIMES | THE SUNDAY TIMES | RT TIMES | Welcome Every Language

THE TIMES
Afghanistan

News | Opinion | Business | Money | Sport | Life | Arts | Puzzles | Papers

Value of Afghanistan's mineral discovery needs to be dealt with cautiously

Analysis David Robertson Business Correspondent
June 14 2010 8:45am

The good news from the men at the Pentagon is that beneath the leadership of Afghanistan is sitting on a goldmine.

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Afghan Officials Elated by Minerals Report

By ALISSA J. RUBIN
Published: June 14, 2010

KABUL, Afghanistan — Government officials sounded headily optimistic Monday as they fielded questions from local and international reporters about a new report on the extent of Afghanistan's mineral wealth that suggests considerable potential for products other than opium, which is the most lucrative export.

The New York Times

The military and the United States Geological Survey, found that Afghanistan had at least \$1 trillion in mineral wealth.

In a news conference primarily with Afghan reporters, President Hamid Karzai's spokesman, Waheed Omar, called the report "the best news we have had over many years in Afghanistan."

Enlarge This Image

China's Hainan Getty Images

Flowers and a brick-drying furnace by a road in a rural district south of Kandahar, Afghanistan.

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guardian.co.uk

Bell Pottinger



Which audiences did we need to reach?

- Senior decision-makers in the international mining community

What was the story?

- Afghanistan has immense natural resources which offer an unparalleled opportunity for international miners and investors
- The Government of Afghanistan is taking significant steps to support the development of the mining industry in the country including the introduction of new legislation to facilitate FDI
- The mining industry is set to play a significant role in Afghanistan's long-term economic prosperity

How was it told?

- A high-profile gathering of C-suite figures from mining companies and specialist investors with speeches by the Minister of Mines (MoM) and geological experts
- Media interviews with the MoM timed to coincide with the event, securing coverage in the FT, Times, Telegraph, Economist, BBC, CNN, CNBC and Al Jazeera amongst others
- A press conference for specialist mining industry press
- Private meetings between the MoM and selected attendees

Promoting Qatar Financial Centre



To market Qatar Financial Centre and promote its vision of a progressive, diverse financial sector

The Economist

Good omens of upheaval

Qatar's financial sector may be in for a shake-up as the country begins to fulfil the potential offered by huge oil revenues, writes Stephen Timewell

With government spending set to rise from 11% to 16% in 2010, and a record annual employment of 20% of GDP in 2009, the country's public sector is set to be a major source of funds. But while the government's budget is in surplus, the public sector is in deficit. This is a sign of things to come, writes the author of the article, as the government's budget is set to be in deficit for the next few years. The article also notes that the government's budget is set to be in deficit for the next few years, and that the government's budget is set to be in deficit for the next few years.

Small country, growing voice



A buoyant boom

BRITAIN'S economic recovery is being helped by a buoyant boom in the Middle East, writes the author of the article. The article notes that the Middle East is a major source of funds for the UK, and that the UK's economic recovery is being helped by a buoyant boom in the Middle East.

BRINGING GLOBAL STRATEGIES TO MIDDLE EAST WEALTH

Global wealth management strategies are being brought to the Middle East, writes the author of the article. The article notes that global wealth management strategies are being brought to the Middle East, and that this is a sign of things to come.

The Banker

Which audiences did we need to reach?

- Global business and financial services leaders, through the financial, economic, national, international and trade media

What was the story?

- To promote QFC's qualifications to be a global financial services provider and its world class attributes

How was it told?

- Individual briefings on the international profile of QFC as a platform for international investment
- Profiles on QFC leaders to deepen awareness of QFC's world class regulatory infrastructure
- Driving coverage of QFC's newly established civil and commercial courts

Bell Pottinger Group Established QFC as a new financial services provider on a world stage

Moroccan National Tourist Office

Drive awareness of Marrakech as a key travel destination in the UK market



Which audiences did we need to reach?

- Travel / tourism industry and potential tourists

What was the story?

- Marrakech offers diverse holiday opportunities from the adventurous to luxurious, including spa, golf and family breaks

How was it told?

- Dedicated press office function delivered a targeted media relations campaign, including press trips, features targeting and one-to-one journalist briefings
- Key 'reasons to visit' for culture seekers, families, adventurers etc.
- Organised London event with media and celebrity attendance to create buzz about the destination
- Developed relationships with key industry partners, such as tour operators, airlines and hotels to help drive key messages

Our CIS experience

Our CIS experience across the region



Belarus Investment Forum in London



To help Belarus secure positive and in-depth media coverage around business and investment opportunities in the country



Which audiences did we need to reach?

- Potential and existing investors, business organisations, key decision makers across Western Europe and USA

What was the story?

- Belarus is opening up to the West
- The country offers attractive investment opportunities
- The government has made significant reforms to improve the investment climate

How was it told?

- Press trips for key international business journalists
- The first detailed country report in the Financial Times
- Case studies of successful foreign businesses
- A series of interviews with key Belarus spokespeople (incl. Prime Minister) at Forum with the leading business media

20 major pieces of coverage in key media with the total AVE of around £420 000

Promoting Inward Investment in Ukraine



Attracting investment into Ukraine's hotel sector in preparation for hosting the European Football Championship in 2012



Which audiences did we need to reach?

- International hotel groups, investors from abroad, CIS and within Ukraine
- Real estate developers
- Wider global business community

What was the story?

- Ukraine is determined to build more hotels in 3-5-star segment as it prepares to host a major sporting event together with Poland – EURO-2012 Football Championship
- The government proposed a string of incentives to facilitate investment into hotels and to improve country's business climate overall
- Ukraine has a huge tourism potential stretching beyond 2012

How was it told?

- Investors had a chance to engage in discussion with government representatives directly at the forum
- Ukraine government had a platform to articulate its position
- Interviews with world media were arranged



National and international media coverage and attendance by the world's leading hotel brands

Invest in Belarus



To produce a multimedia investment guide that will position Belarus as a leading emerging economy with strong investment opportunities



Which audiences did we need to reach?

- Potential and existing investors, analysts, business organisations, media

How does Belarus Investment Guide look like?

- *Invest in Belarus* is the most comprehensive guide aimed at the investment community. It covers the economy, key sectors for investment, government reforms and incentives, investment projects and case studies of foreign businesses in Belarus.
- The Guide relies heavily on third party endorsements of independent commentators and showcases successful foreign investors.

Key message: 'Belarus is Europe's best kept secret for investors'

- www.belarus.by/invest

Securing a Voice at Davos

Helping a leading Ukraine business to participate at Davos



Which audiences did we need to reach?

- Global and regional business and investment community, decision- and opinion- makers
- Global and regional media

What was the story?

- Smart Holding is one of Ukraine's top 5 companies which has been through the period of expansion despite Ukraine's overall economic downturn
- Smart Holding has assets across many industries in Ukraine and drives forward a number of important initiatives (environment) and designed to revive or to develop whole sectors of Ukraine economy (ship building, renewable energy)
- The company is an important player on Ukraine's metals market and as part of Ukraine's key metals company, "Metinvest", upgrades its production capacities to boost efficiency

How was it told?

- Smart Holding spokespeople gave interviews to key business media at the Forum, both printed and broadcast
- The company participated in Ukraine Lunch organized in Davos by Victor Pinchuk Foundation

Country branding

Promoting Belarus as an exciting and undiscovered tourism destination



Which audiences did we need to reach?

- Travel / tourism industry and potential tourists

What was the story?

- Belarus is 'Europe's best kept secret' offering unique history, culture and untouched nature

How was it told?

- Introducing the country through first foreign media trips to visit key highlights of Belarus
- Media relations campaign to raise profile at World Travel Market

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