



# Norfolk Southern

Agency Presentation Challenge

▶▶ JULY 22, 2022

**mower**

“In a report released in April, the Intergovernmental Panel on Climate Change found that keeping global warming below 1.5 degree Celsius of pre-industrial levels would require global emissions to peak before 2025. By 2030 they would need to drop by 43% from their levels in 2019 for 1.5 degree C. That would require an extraordinary mobilization.”

# ▣▣ Ask: capitalize on a big growth opportunity via emissions

## Ask

“Show how you would develop a comms effort that positions NS as a sustainability leader who can reduce customers’ carbon emissions and **help them achieve their reduction targets.**”

## Business Objective

“Gain a greater share of customers’ freight (from trucking).”

“Sustainability has become a mandatory messaging platform across all companies, but at NS sustainability is different.”



“We are setting our sights higher than railroad.”



“We want our comms to look like a  
Fortune 50 brand.”



▣▣ We're in a golden window of opportunity

## Why Now?

- Competitive advantage on emissions right now
- Investing in technology to create future sustainability advantages
- Prioritizing the customer experience
- Rail is experiencing a “Renaissance” right now

# You asked us to: **Think Big!**

- Seek emotion (go beyond rational)
- Explore the spirit and symbolism of rail
- Elevate the customer (customer as hero)



You asked us to:

# Strike a Balance

- Balance future and present business needs
- Keep the emissions advantage central
- Balance aspirations and pragmatism



# Ask: capitalize on our leadership credentials to inspire new possibilities for emissions and sustainability overall

## Ask

“Show how you would develop a comms effort that **positions NS as a sustainability leader** who can reduce customers’ carbon emissions and help them achieve their reduction targets.”

“Sustainability has become a mandatory messaging platform across all companies, but at NS sustainability is different.”

- Company DNA
- Technology Innovations
- Financial Investments
- Creative Initiatives
- Track Record of Progress

# ▣▣ Dialing-up your leadership will spark the excitement and relevance needed to mobilize your audiences

- NS isn't content with present-day advantages
- NS walks the sustainability walk
- NS is creating the future of rail

“

Some people predict the future;  
a leader creates it.

”

▣▣ Lead the market and our customers to rethink

Emissions | Sustainability | Rail

# Challenge: sustainability is hard for customers to navigate

## **Increasingly complex sustainability footprint.**

- Scope 3 emissions makes the role of suppliers more important
- Suppliers are either a liability or advantage to sustainability goals

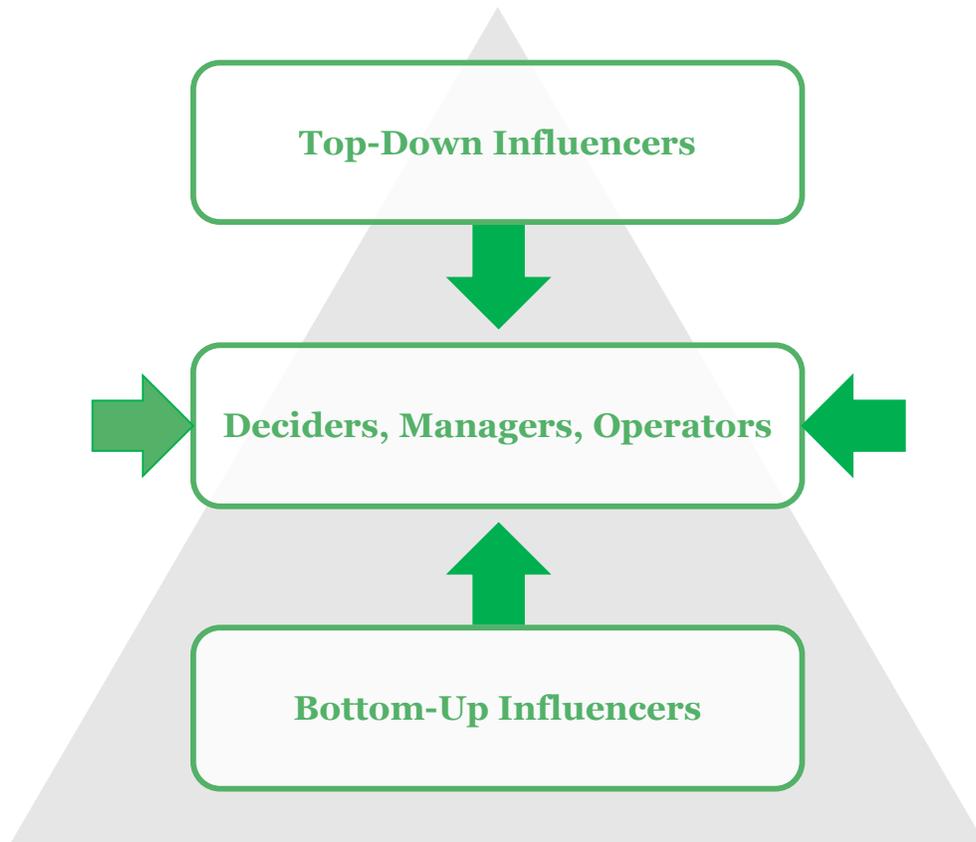
## **Sustainability is not a core competency.**

- Facing pressure to move from broad commitments to action plans (“Knowing vs doing gap”)
- Employees lack expertise and confidence to implement change

## **The decision-making dynamic is complex.**

- Top-down influencers create and rally employees and investors around a vision
- “Sticky Middle” decision-makers and operators must deliver business performance
- Bottom-up influencers such as employees and communities hold businesses accountable

# Challenge: decision makers cannot compromise business performance



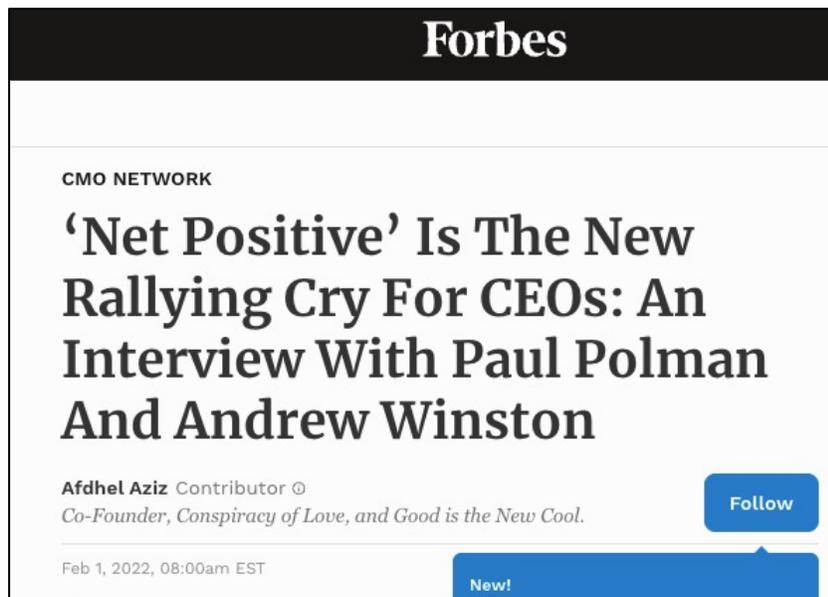
“Between the corporate leaders at the top who may well support a sustainability transformation and the often young, progressive advocates for it at the bottom, there are frequently **managers and employees who are vested in the status quo.**”

This group has been called “**the sticky middle.**”

# Challenge: top-down influencers are aiming higher

“There is no company whose business model won’t be profoundly affected by the transition to a net zero economy...companies not quickly preparing themselves will see their businesses and valuations suffer.”

*Larry Fink, CEO of BlackRock*



# Challenge: impatience with incremental improvement

People are demanding that individuals and organizations go further to address the most important issues of the times.

- Anti-racism
- DEI
- Climate Change



# Insight: these forces are redefining sustainability leadership



# Campaign Strategy

## Leading reduction and beyond

Position Norfolk Southern as the go-to transport leader for companies serious about achieving their sustainability goals today and in the future; partner with them to accelerate the betterment of their business and the planet.

Norfolk Southern is leading reduction and beyond.  
And helping customers realize the benefits along the way.

# Lead on emissions and beyond

## NS Goes Further to Reduce Emissions

- Meaningful Claims
- Meaningful Action
- Meaningful Results

## NS Goes Further Beyond Emissions

- Results Across ESG
- Innovations, Investments, Initiatives
- Aiming Higher (example: Pursuit of Net Positive)

# Lead the “sticky middle” to our business relevance

- Respect key decision maker’s business performance priorities
- Make the business case
- Educate and assist
- Be a partner and collaborator



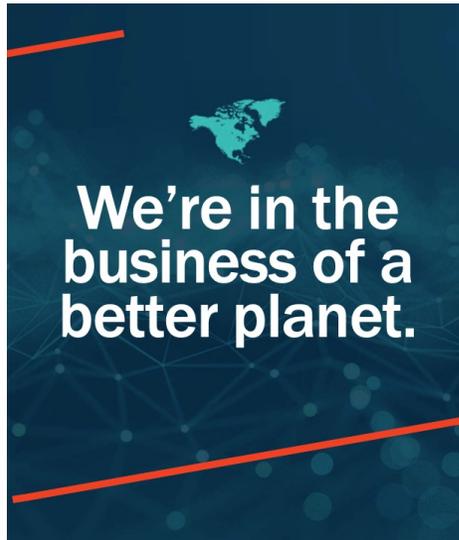
▣▣ Lead by deepening the personal connection to sustainability through emotion

“

Research studies increasingly indicate that in order to motivate such engagement, people need to become personally involved with sustainability **at a psychological and emotional level.** (Barrett)

”

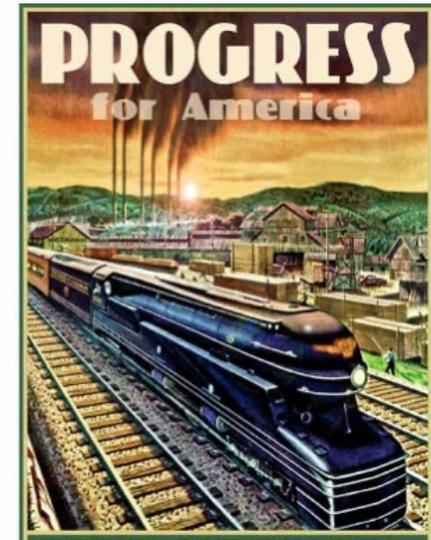
# Thinking big, striking a balance



Create an emotive halo around the emissions story to make it more personally relevant to all audiences

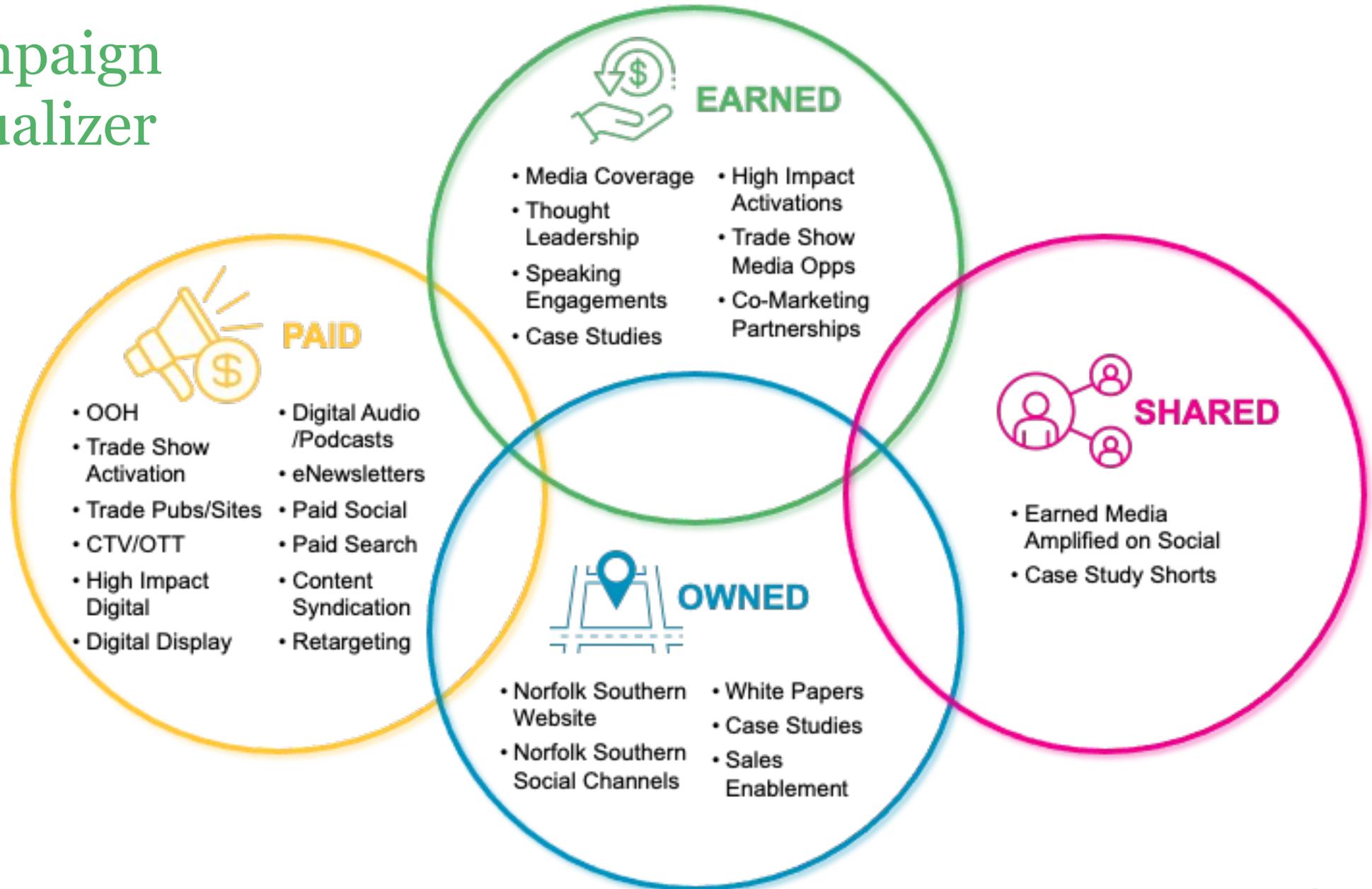


Help future-proof our emissions advantage against eventual trucking innovation



Reinforce modern rail's ability to serve business needs

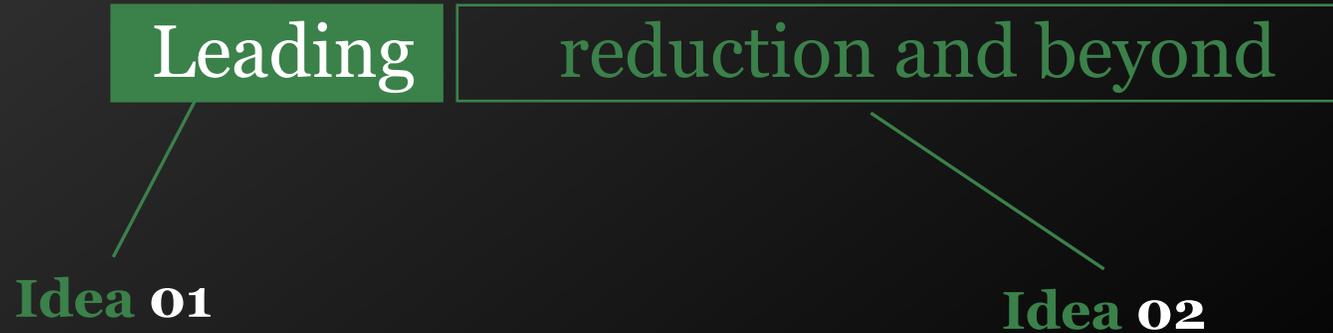
# Campaign Visualizer





# THE IDEAS

# ▀▀ One strategy. Two ideas.



Is leading customers away from trucks to rail, but also putting them on the path of progress.

Helping customers understand the transformative benefits that lie beyond reduction.

Idea 01

Let's plant the seed of doubt. For most businesses, their preferred means of transport is not the right one. There's better path when it comes to sustainable success.

**Norfolk Southern. The real road forward.**



# Shipping with Norfolk Southern reduces more than carbon.

Norfolk Southern customers annually avoid nearly 10 billion truck miles. Which means they also avoid tons of emissions, literally, and a lot of extra costs. Looks like the road to a better future isn't really a road at all.



The real road forward.



***Turns out, the road  
to profitability is not a road at all.***

*Did you know that on Norfolk Southern train can carry as much freight as 300 trucks? So if you want to ship your goods in the most profitable, money-saving manner, take your eyes off the road.*

  
NORFOLK SOUTHERN®

*The real road forward.*



***While we move forward,  
we leave things better in our wake.***

*Every Norfolk Southern train you see pass by is not simply transporting product. It's building forests, restoring streams and enabling seaside habitats. While also growing your profit, streamlining your logistics and reducing your costs. Turns out, the road to sustainability is not a road at all.*



***The real road forward.***



LIVE

# Jan. 6 Panel's Hearing Focuses on Trump's Actions During Riot

The committee's prime-time session, its last of the summer, zeroes in on events inside the White House following the former president's speech to his supporters on the day of the attack.

Just In

- Panel Zeroes In on Crucial 187-Minute Period Inside White House
- Watchdog Tells Secret Service to Suspend Internal Probe Into Texts
- The Hearings: What We've Seen So Far



## Supreme Court Rules Against Biden Administration's Immigration Enforcement Guidelines

3 min read



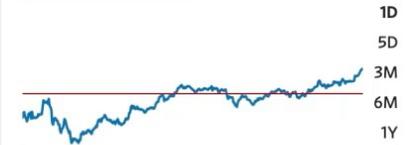
## Heat Wave Sends U.S. Natural-Gas Prices Soaring

4 min read



## Mortgage Rates Rise for Second Straight Week

US EUROPE ASIA FX RATES FUTURES



DJIA	32036.90	162.06	0.51%
S&P 500	3998.95	39.05	0.99%
Nasdaq	12059.61	161.96	1.36%
Russell 2000	1836.69	8.74	0.48%
DJ Total Mkt	40259.28	375.97	0.94%

[View Watchlist](#) [View All Market Data](#)

OPINION

### Preventing the Next Jan. 6 Riot

By The Editorial Board | Review & Outlook



### The 'Great Resignation' Started Long Ago

By Peggy Noonan | Declarations

### Biden and Trump Are Both Bums

By Joseph Epstein | Commentary

### George Soros's Conservative Renaissance

By Karl Rove | Commentary

## Biden Tests Positive for Covid Amid Latest Wave

The White House said the president, 79, has very mild symptoms and has begun taking Paxlovid. He will isolate at the White House and continue to carry out all of his duties fully during that time. 651 5 min read

- What to Know About Biden's Covid Diagnosis

## Amazon to Buy One Medical for \$3.9 Billion in Healthcare Expansion

The deal for the operator of primary-care clinics will help the tech giant offer medical services to a large pool of employers and individuals and underscores its sweeping ambitions in healthcare. 44 6 min read

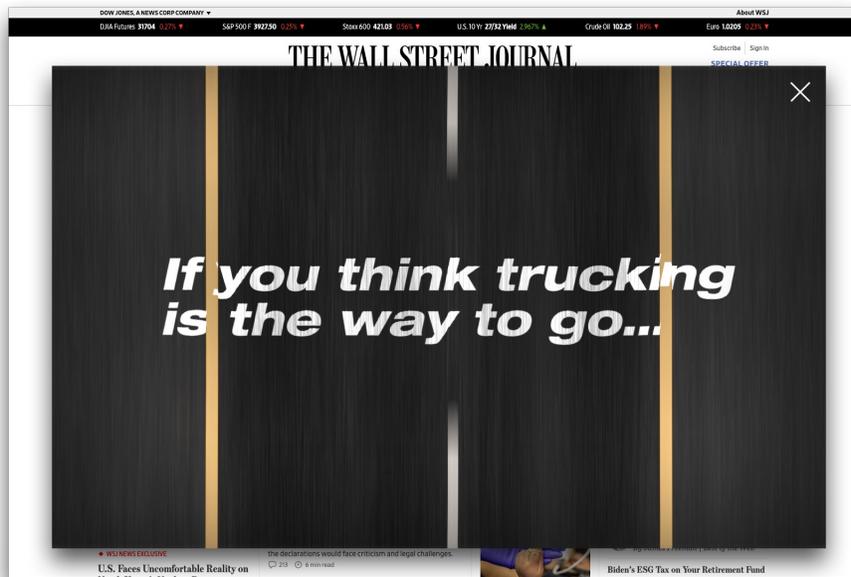
- Heard on the Street: Amazon Gives Healthcare Ambitions a Booster Shot

## ECB Raises Rates by Half a Point in Bid to Protect Currency Union

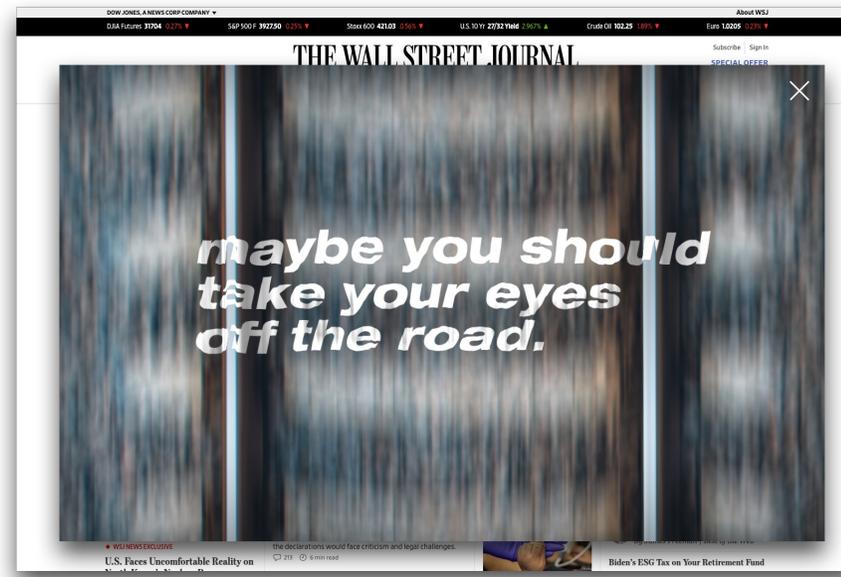
The European Central Bank announced its first hike since...

## Turkey, U.N. Officials Say Deal





1: Open on shot of rapidly moving road



2: Transition to shot of rapidly moving tracks



3: Whip-pan to front view of train



4: Camera moves to side view of engine



**NORFOLK SOUTHERN**  
The real road forward.

**303**

218700  
24300

LD LMT  
LT WT

**78% of all freight emissions  
come from trucks.  
7% come from rail.**  
Turns out the road to sustainability isn't a road at all.

TO THE OTHER  
PLATFORM

SEAT  
1

**MOWER**



This isn't a relic of the past. It's a conduit for the future.

Turns out, the road to profitability, business growth and sustainability isn't actually a road at all. Learn how Norfolk Southern can help lead your business down a more successful track at [NSCorp.com](http://NSCorp.com).



The real road forward.

3601  
NS  
NORFOLK SOUTHERN

From chilling data to wind turbines

From Halloween candy to Christmas trees

From new cars to old steel

Rail is the real road forward

NORFOLK SOUTHERN

INDUSTRIAL DEVELOPMENT REAL ESTATE SUPPLIERS MEDIA CONTACT US NESTORE Search LOGIN SHIPPING HELP

**NORFOLK SOUTHERN** SHIP WITH NS GET TO KNOW NS WORK AT NS INVEST IN NS

XYZ Company \$2,000.00 \$2,000.00

Subtotal	2,000.00
Tax	0.00
Total	2,000.00
Amount Paid	0.00
<b>Amount Due (USD)</b>	<b>\$2,000.00</b>

**Billed To**  
XYZ Company  
4356 Peach Street  
Atlanta, GA  
12345

**Invoice Number**  
0004358

**Date of Issue**  
7/22/22

**Due Date**  
8/22/22

**This month you saved...**

- 1400 metric tons of carbon emissions.
- \$34,000 in cost savings over trucks.
- 5 acres of wetlands

Invoice recap

Shipment Information Trip Information Savings & Savings Equivalents

1 2 3

**STEP 1**

**Shipment Information**  
*Fields are required, unless otherwise noted.*

**Tell us more about your commodity.**

Commodity group  Commodity type

**Tell us more about your truck shipping volume.**

Number of trucks per shipment:  Weight of commodity per truckload:  Tons

Price of carbon:  USD

\$ 25

**What is your shipment frequency?**

One Time  Per Day  Per Week  Per Month  Per Year

**NEXT**

*Calculate your savings on the real road forward.*

# ▀▀ Whistle Stop Tour

A series of events held in 15-20 key markets to amplify Norfolk Southern's position as The Real Road Forward.

- Press event with members of the local Chamber, elected officials
- Customer/prospect reception
- Add-ons: Employee recognition; safety program for local schools.



# Campaign Visualizer

## EARNED

**Whistle Stop Tour**

A series of events held in 15-20 key markets served. Deliver a set of core messages to key stakeholder audiences during a concentrated 60-day period to help amplify Norfolk Southern's position as The Real Road Forward. Ideally, use a train car as a billboard to strengthen the tour as it rolls.

Run of Program:

- Morning event with members of the local chamber of commerce and elected officials
- Press briefing for local media on the impact of rail service to the region's economy and the role of railroads in sustainability efforts
- Afternoon customer/prospect reception with sustainability as the primary focus
- Potential Enhancements: Employee recognition celebration; focus on infrastructure of bridges and crossings; railroad safety program for local schools.



- Coverage in Business and Trade Verticals
- Whistlestop Tour
- Trade Show Activations
- Speaking Engagement Opportunities
- Thought Leadership



## PAID



- Trade Show
- Strategically placed OOH
- Trade Pub Media
- High Impact Display
- CTTT
- Paid Social
- Paid Search
- Promoted Thought Leadership
- Content Syndication/Lead Gen

## OWNED

- Links to Earned Media
- White Papers
- Case Studies



## SHARED

- Earned Media Amplified on Social

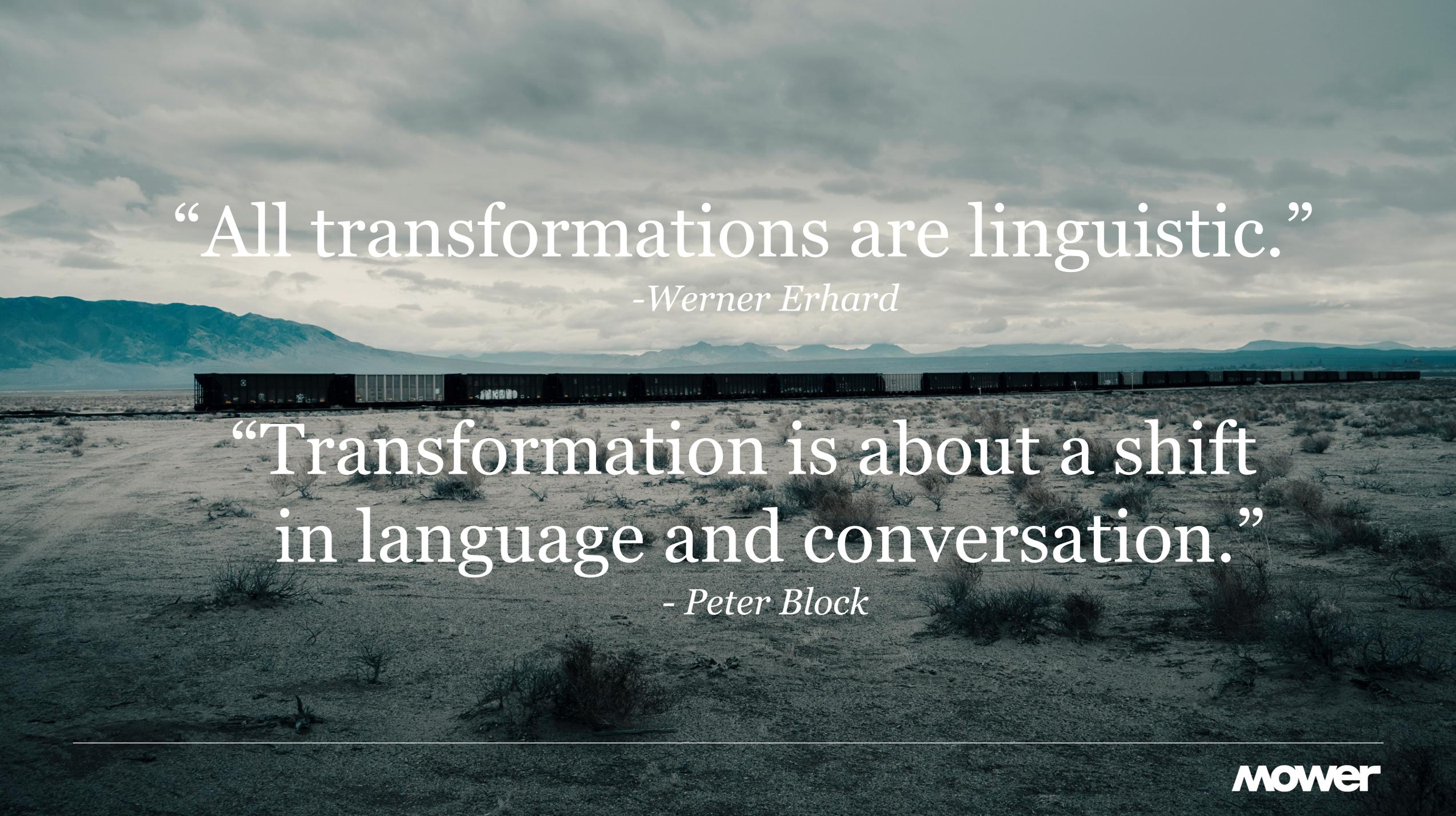


Idea 02

Let's create a movement that brings to light the immediate and profound impact businesses can realize when they are at the forefront of sustainability.

**Norfolk Southern. Transforming Business.**



A long freight train with many black and grey containers stretches across a flat, arid desert landscape. In the background, there are low mountains under a heavy, overcast sky with grey and white clouds. The overall tone is muted and atmospheric.

“All transformations are linguistic.”

*-Werner Erhard*

“Transformation is about a shift  
in language and conversation.”

*- Peter Block*



# *Trainsforming* Business

[trainsformingbusiness.com](http://trainsformingbusiness.com)

*Shipping by rail with Norfolk Southern is 6x more fuel efficient than trucks.  
Removing carbon from the air and putting money in your pocket.  
Simply put, trains are transforming business.*





# *Transforming* Emissions

[trainsformingbusiness.com](http://trainsformingbusiness.com)

*Shipping by rail with Norfolk Southern produces 75% less emissions than trucks.  
Which makes your supply chain more profitable and the planet more sustainable.  
That's how trains are transforming emissions.*

  
NORFOLK SOUTHERN®

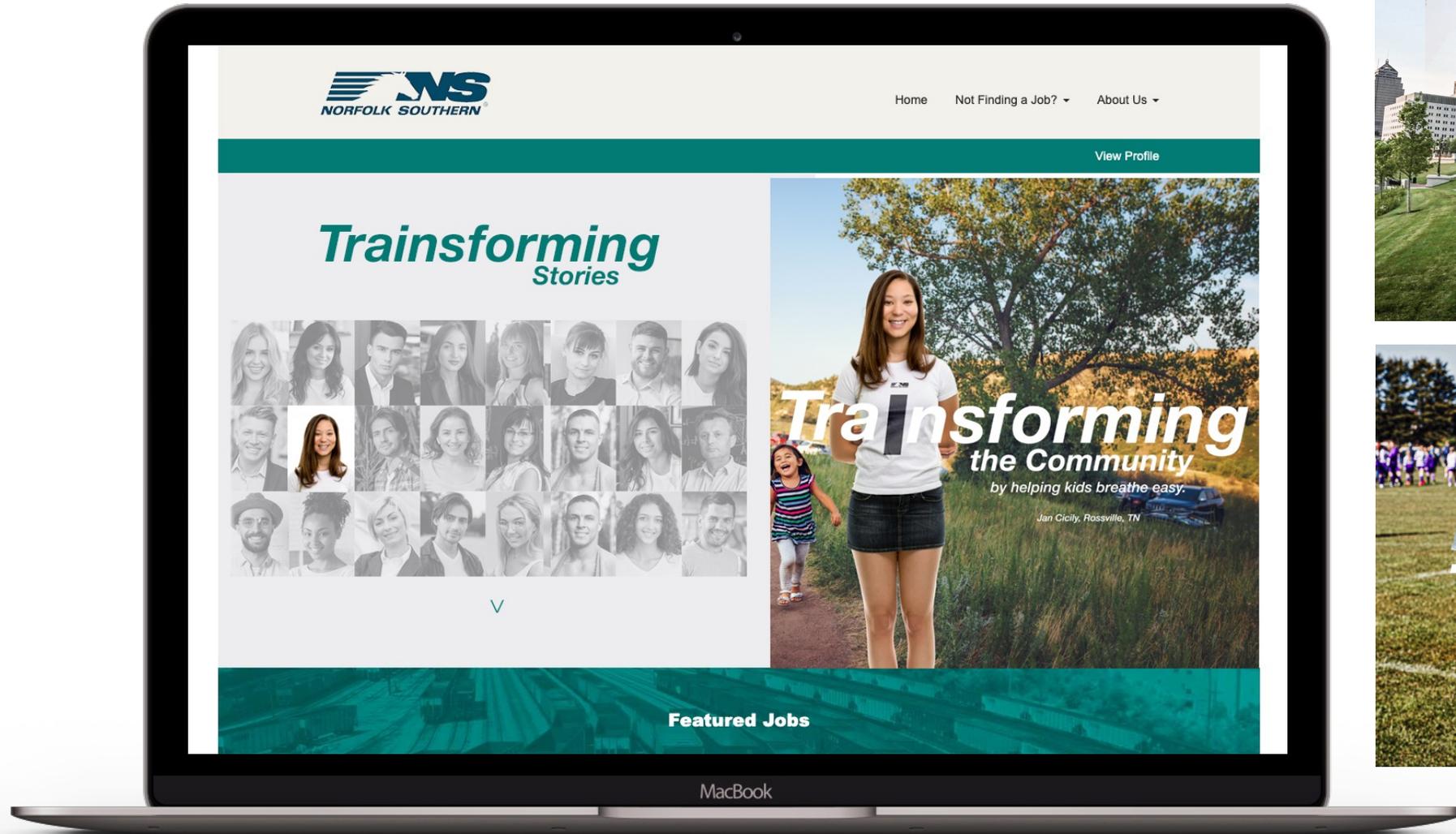
# Transforming Sustainability

[trainsformingbusiness.com](http://trainsformingbusiness.com)

Shipping by rail with Norfolk Southern can reduce greenhouse gases by up to 90%.  
And our intermodal solutions make getting your goods from point A to B a breeze.  
That's how trains are transforming sustainability.

  
**NORFOLK SOUTHERN**

# Internal Activation

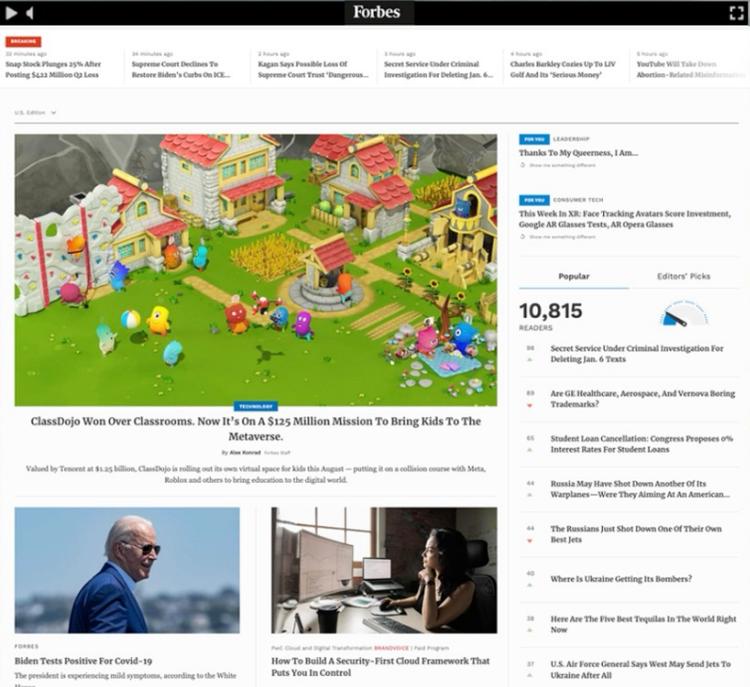


gumgum REVITI - Skin



# If you're shipping by truck, stop, look and listen.





**Forbes**

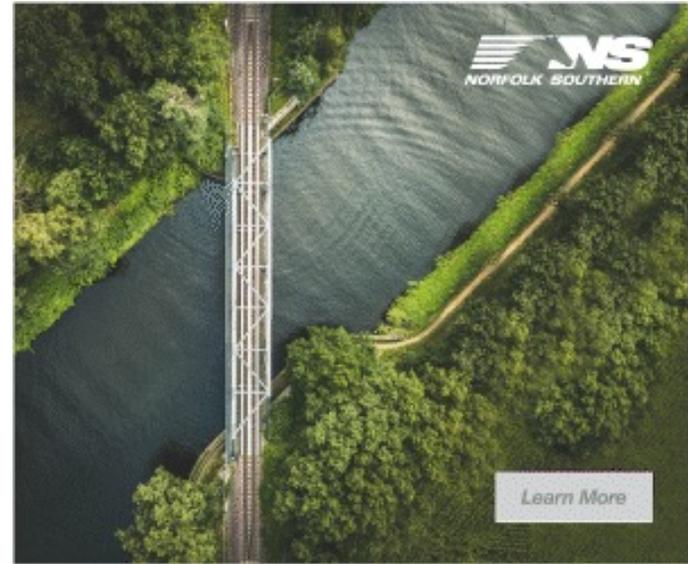
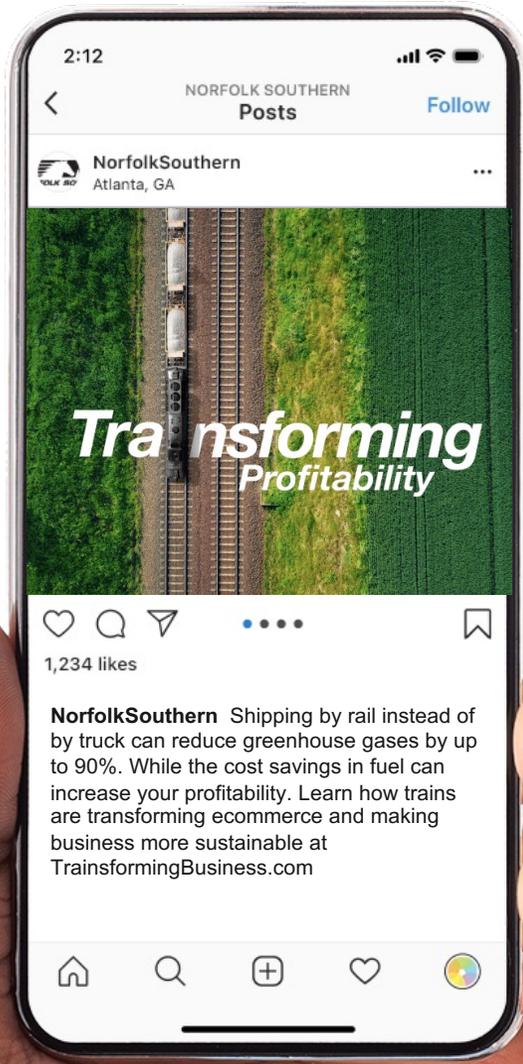
**ClassDojo Won Over Classrooms. Now It's On A \$125 Million Mission To Bring Kids To The Metaverse.**

Valued by Temco at \$1.25 billion, ClassDojo is rolling out its own virtual space for kids this August — putting it on a collision course with Meta, Roblox and others to bring education to the digital world.

**Biden Tests Positive For Covid-19**  
The president is experiencing mild symptoms, according to the White House.

**How To Build A Security-First Cloud Framework That Puts You In Control**  
PaaS, Cloud and Digital Transformation **BRANDWIDE** | PaaS Program





## Connected TV / Digital video

Open on two coworkers. Todd the Logistics Manager and Sarah the Supply Chain Supervisor. They are standing in their warehouse.

**Todd: You know if we switched our heavier freight to rail, we could reduce our supply chain emissions by almost 70%.**

**Sarah: Sounds like a hassle.**

**Todd: Actually, Norfolk Southern has intermodal solutions that make it just as easy as trucks. And we'll potentially save thousands of dollars in fuel cost. It could really transform our business.**

**Sarah: Did you say transform?**

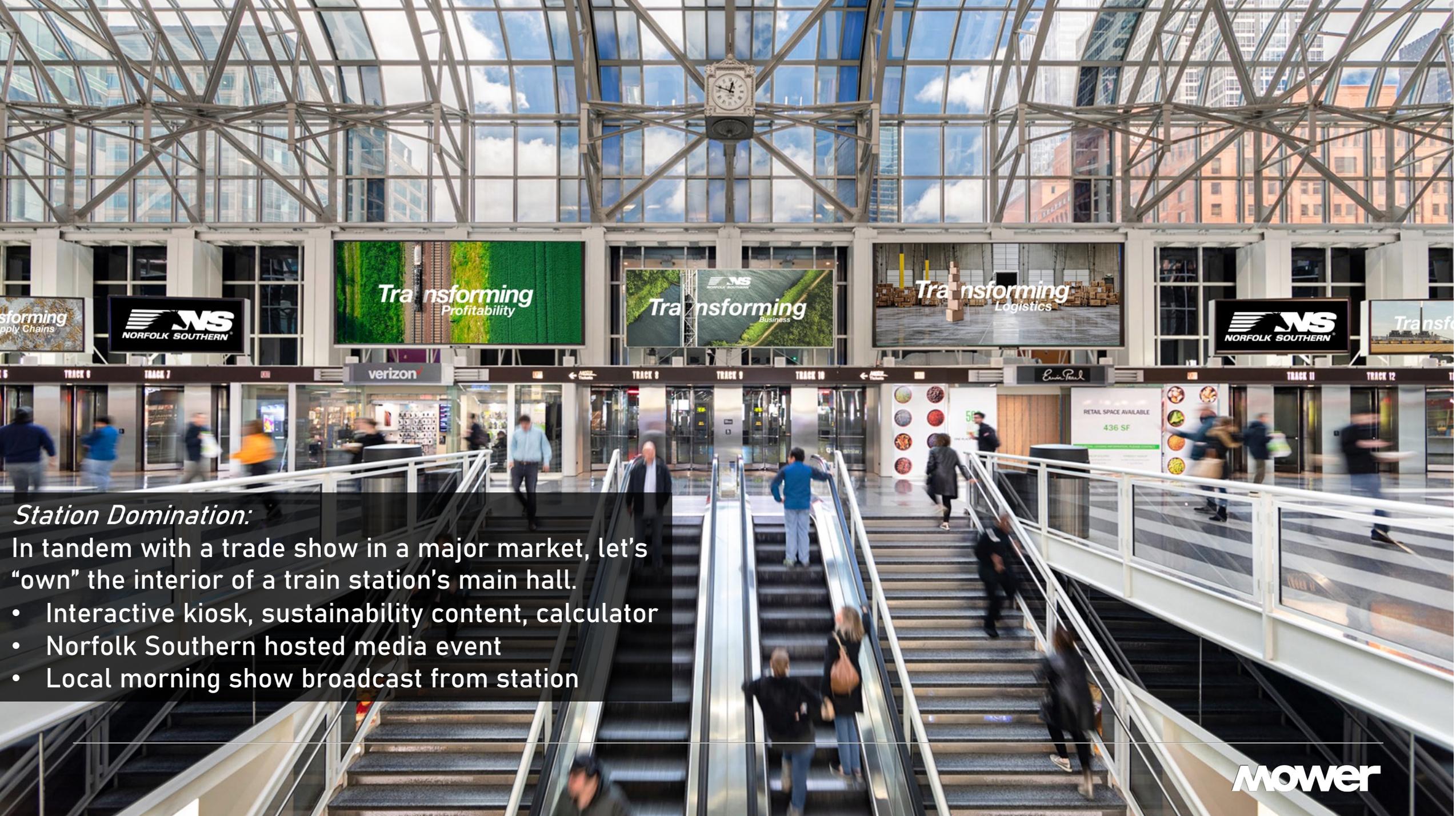
**Todd: What?**

**Sarah: It sounded like you said transform our business.**

**Todd: Really? I don't hear it.**

**SUPER: See how trains can transform your business. Norfolk Southern. [TrainsformingBusiness.com](https://www.norfolksouthern.com/trainsformingbusiness)**





### *Station Domination:*

- In tandem with a trade show in a major market, let's "own" the interior of a train station's main hall.
- Interactive kiosk, sustainability content, calculator
  - Norfolk Southern hosted media event
  - Local morning show broadcast from station

# Thought Leadership

## Do Now

Thought Leadership: “Retrain your thinking” paid and earned bylines, blogs, whitepapers, cover wraps with tips on advancing net positive

Media Relations: Angles that use NS’s sustainability commitment as a call toward net positive

High Impact Activations: Events and trade shows bring messaging to life

## Consider

Becoming the first railway in the Net Positive Project

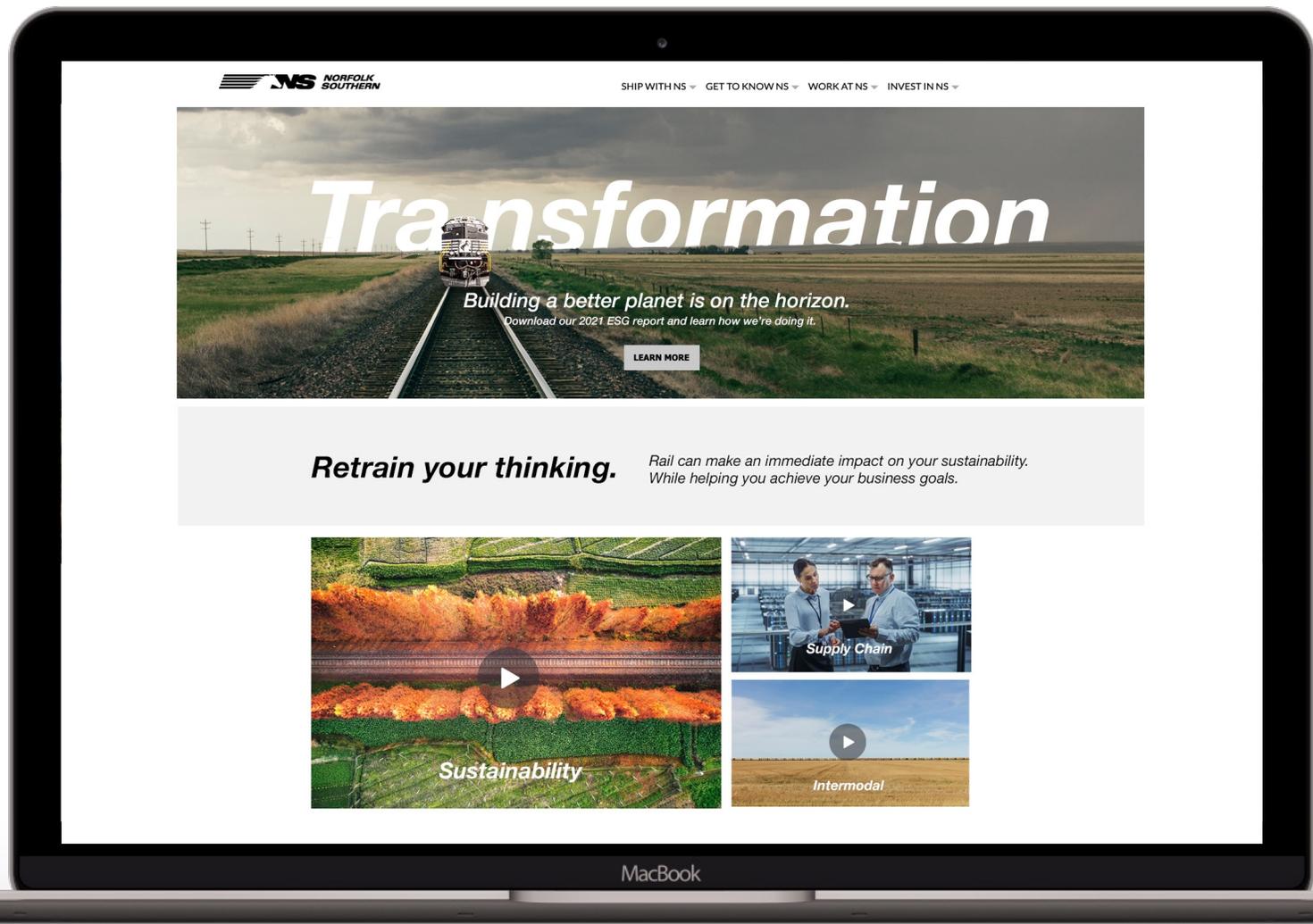
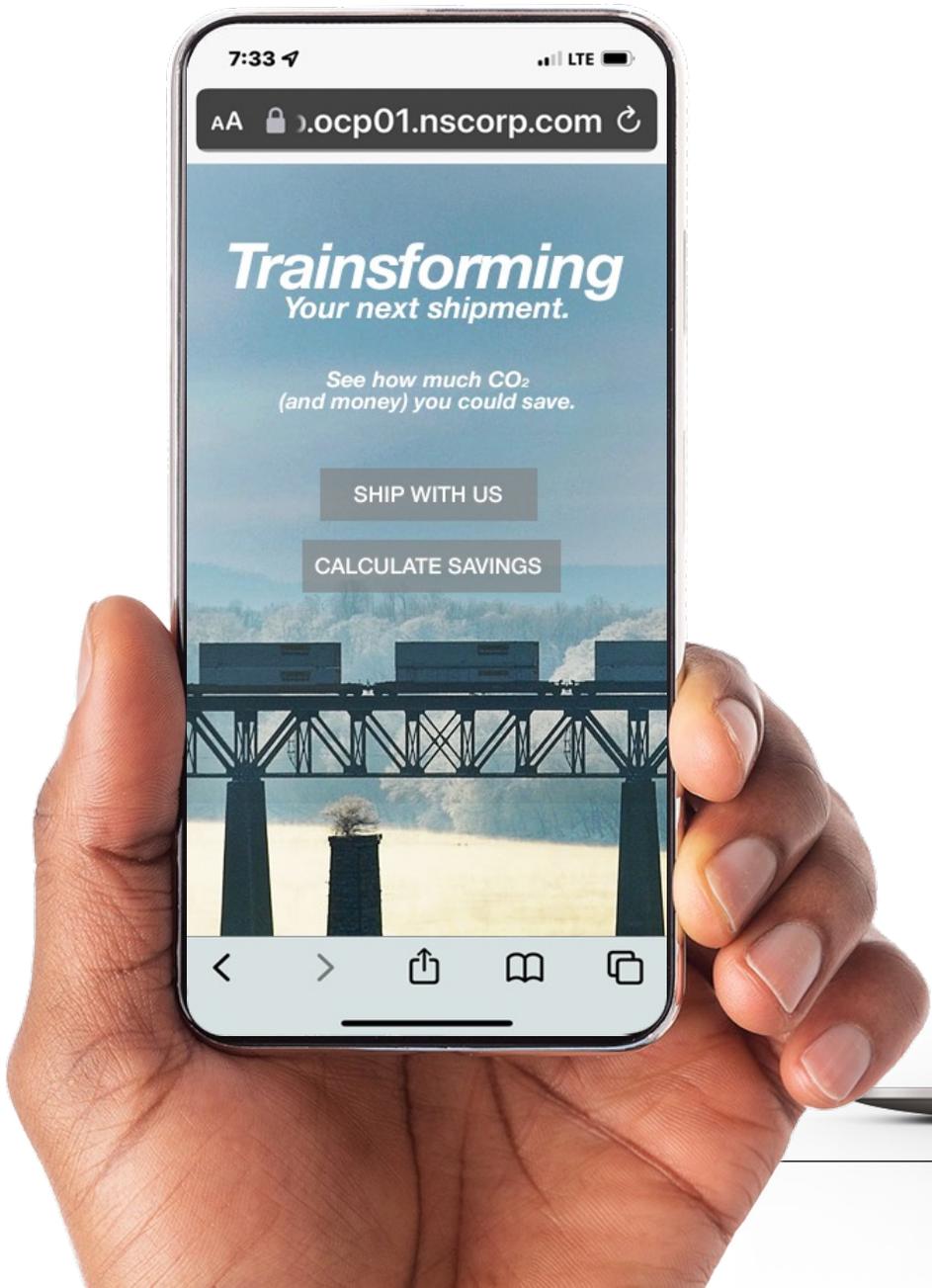
## Plan

Expand Norfolk Southern’s sustainability commitment to net positive goals



# Forbes





White-labeled carbon report

# Train vs Truck

**Annualized Savings & Savings Equivalents**

Shipping 25 truckloads of Fuel and Oil per week from New Brockton, AL to Portland, IA would create an estimated carbon footprint of...

(Hwy Miles: 1,150, Dray Miles: 43.3, Rail Miles: 1,129.5)

Mode	CO <sub>2</sub> e (metric tons)	Cost (\$)
by truck	4,631.5	\$115,788
by rail	556.5	\$13,912

Shipping with Norfolk Southern would reduce your carbon footprint by approximately 4,075 metric tons with savings of \$101,875, compared to shipping by truck.

**4,075 TONS**

Your reduction in carbon footprint is equal to...

400,295 gallons of diesel consumed per year.	1,300 trucks removed from the highway per year.	1,495,000 highway miles avoided per year.
--	---	---

Sustainable loyalty program.

11:03 LTE

# Trainsformation

**180k**

**Your are 20k miles from your next reward level.**

**NS**

Emissions audit

INDUSTRIAL DEVELOPMENT REAL ESTATE SUPPLIERS MEDIA CONTACT US LOGIN SHIPPING HELP

**NORFOLK SOUTHERN**

SHIP WITH NS GET TO KNOW NS WORK AT NS INVEST IN NS

**Flexible freight. Sustainable savings.**  
A guide to creating the right mix of transportation.

**BEGIN ASSESSMENT**

18m  
15m  
12m  
11m  
8m  
5m

**Transforming Profitability**

# Campaign Visualizer



## PAID

- OOH
- Trade Show Activation
- Trade Pubs/Sites
- CTV/OTT
- High Impact Digital
- Digital Display
- Digital Audio /Podcasts
- eNewsletters
- Paid Social
- Paid Search
- Content Syndication
- Retargeting



## EARNED

- Media Coverage
- Thought Leadership
- Speaking Engagements
- Case Studies
- High Impact Activations
- Trade Show Media Opps
- Co-Marketing Partnerships



## SHARED

- Earned Media Amplified on Social
- Case Study Shorts

## OWNED

- Norfolk Southern Website
- Norfolk Southern Social Channels
- White Papers
- Case Studies
- Sales Enablement



# Overview



Idea 1



Idea 2

# Why Mower?

Our Competitive Advantage: A Unique Mix of Vertical Market Expertise



# Our B2B Best Friends

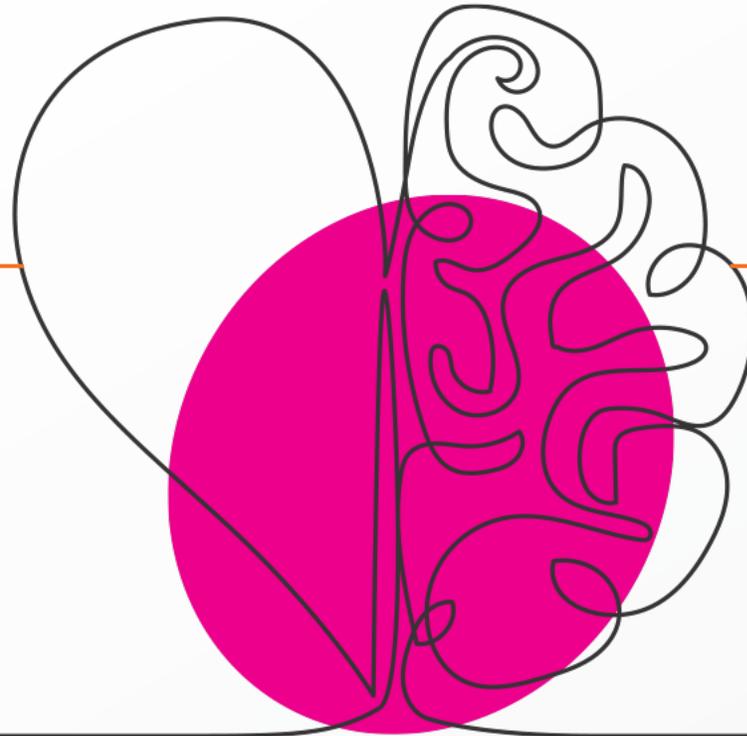
The logo for ABB, consisting of the letters "ABB" in a bold, red, sans-serif font.The Carhartt logo, featuring a yellow circle with a white "C" inside, and the word "carhartt" in a lowercase, black, sans-serif font below it.The logo for Charlotte Pipe and Foundry Company, with "CHARLOTTE" in red and "PIPE AND FOUNDRY COMPANY" in black, both in a sans-serif font.The Daimler logo, consisting of the word "DAIMLER" in a blue, serif font.The Dell EMC logo, with "DELL" in blue and "EMC" in grey, both in a sans-serif font.The Delta logo, featuring a red triangle with a white "D" inside, followed by the word "DELTA" in white on a red background, and the tagline "see what Delta can do" in a smaller font below.The Domtar logo, with a stylized blue and green "D" icon above the word "Domtar" in a blue, sans-serif font.The EyeMed logo, with "eye" in green and "Med" in grey, both in a sans-serif font.The Detroit Diesel logo, with "DETROIT DIESEL" in black and a circular icon containing a stylized "D" and "D" with a slash, both in black.The FedEx logo, with "Fed" in purple and "Ex" in orange, both in a sans-serif font.The FirstEnergy logo, with "FirstEnergy" in a blue, sans-serif font and a blue underline.The Ford logo, featuring the word "Ford" in a white, script font inside a blue oval.The Freightliner logo, with "FREIGHTLINER" in white on a black, rounded rectangular background.The GE logo, consisting of the letters "GE" in a white, script font inside a blue circle.The KeyBank logo, with "KeyBank" in black and a red key icon below it.The National Fuel logo, with a blue flame icon inside a yellow circle above the text "National Fuel" in a blue, sans-serif font.The National Grid logo, with the text "nationalgrid" in a blue, sans-serif font.The Paychex logo, with "PAYCHEX" in a bold, blue, sans-serif font.The SunChemical logo, with "SunChemical" in red and "a member of the DIC group" in black below it, and a small green and white logo to the right.The Vantiv logo, with "vantiv" in a bold, black, sans-serif font.

If you're not making  
**emotional connections**  
with your customers, you're missing  
the most important part of the story.

# ▣▣ We Buy on Emotion and Justify with Logic

**95%**

of purchase  
decisions occur  
subconsciously.



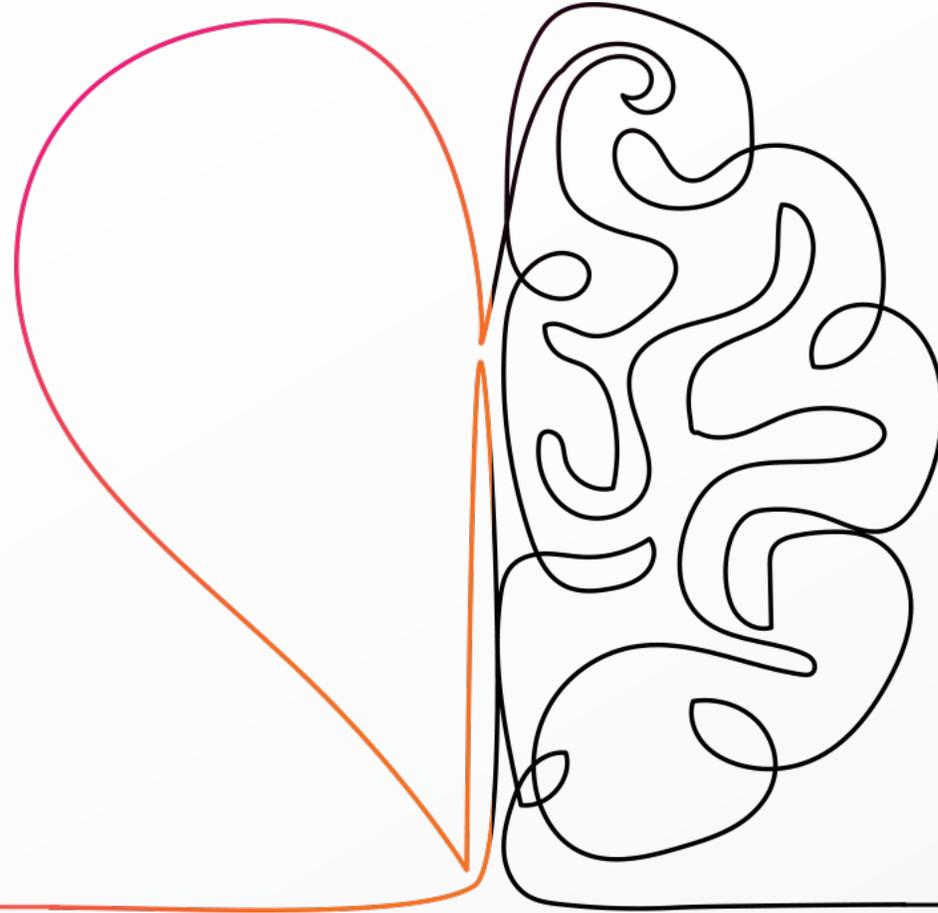
Unconscious processes

**500,000X**

more information per second  
than the conscious mind.

Logic is the language of the  
conscious mind; emotion is the  
language of the unconscious mind.

**Emotion  
decides.**

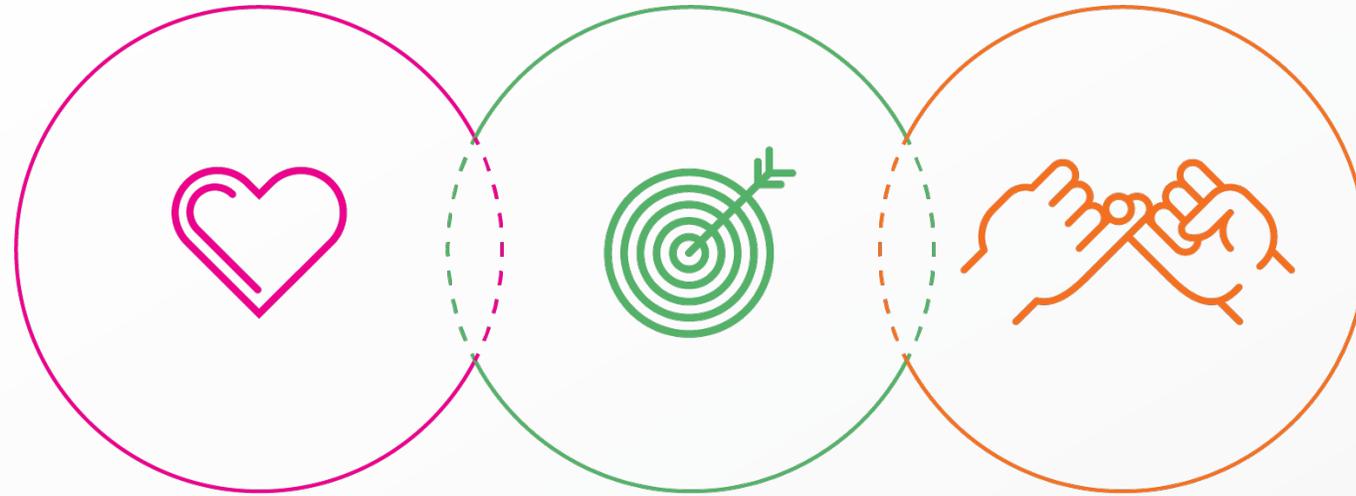


**Logic  
validates.**

58% of customers are likely to  
recommend a brand or purchase  
a product/service repeatedly  
when they consider the  
**brand a friend.**

# Brand as Friend<sup>®</sup>

Mower's Brand as Friend<sup>™</sup> method is built around the three qualities of friendship: Affection, Relevance and Trust. But this isn't just some back-of-the-napkin idea. This approach is grounded in sound behavioral science, tested in the halls of academia and proven in the marketplace.



**Affection** **Relevance** **Trust**



**Domtar**

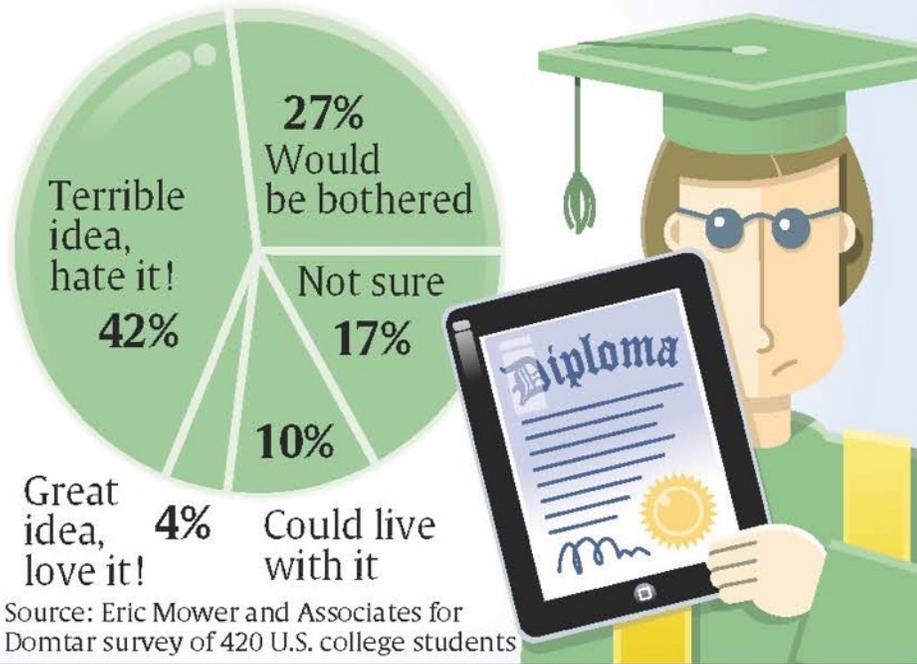


**think before you print.**

subscription to our replica e-Edition and you could win a Ford Fusion Hybrid. Details at readandridegiveaway.com.

## USA TODAY Snapshots®

How upperclassmen feel about their college converting to electronic diplomas from paper:



By Anne R. Carey and Paul Trap, USA TODAY



25  
 Crossword, Sudoku 15A  
 Editorial/Forum 20-21A  
 Marketplace Today 15A  
 Market scoreboard 4B  
 State-by-state 6A

■ Americans take first place in

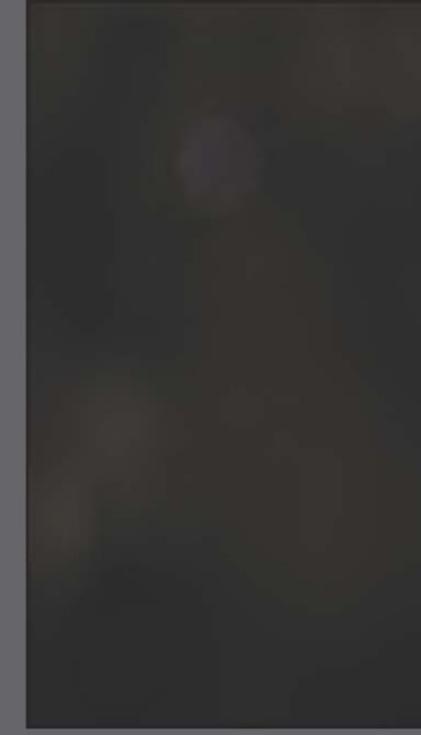
# Will Kagan be as open

## Court nominee gets her turn before Senate on Monday

By Joan Biskupic  
USA TODAY

WASHINGTON — Solicitor General Elena Kagan, the woman President Obama has chosen to be the next Supreme Court justice, long ago laid down a marker for Senate confirmation hearings.

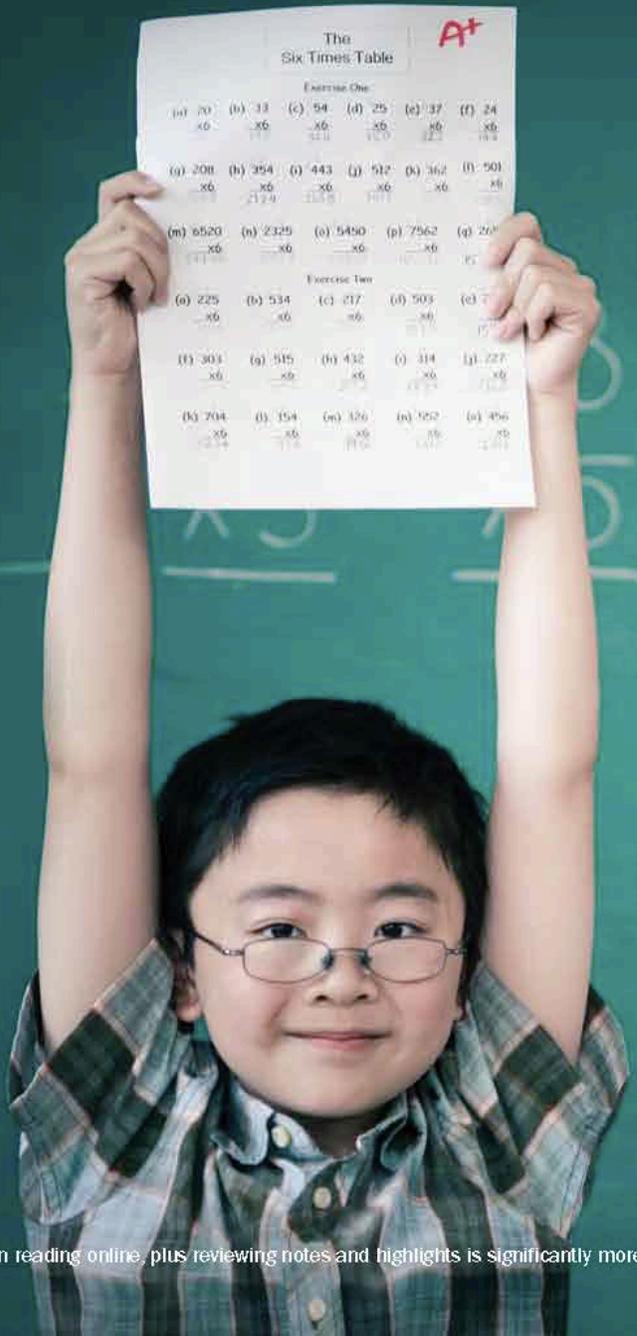
They have become a “hollow charade,” a “ritual dance,” she wrote 15 years ago, complaining that such hearings no longer offered serious discussion of the Constitution. The public should learn something significant about a Supreme Court nominee, Kagan asserted, noting that the person is headed for a lifetime “seat of power and a public trust”



**Presidential pick:** If woman on the Supre

climbed the l ideal without

**PAPER** because



The Six Times Table **A+**

Exercise One

(a)  $70 \times 6$  (b)  $33 \times 6$  (c)  $54 \times 6$  (d)  $25 \times 6$  (e)  $37 \times 6$  (f)  $24 \times 6$

(g)  $208 \times 6$  (h)  $354 \times 6$  (i)  $443 \times 6$  (j)  $512 \times 6$  (k)  $362 \times 6$  (l)  $501 \times 6$

(m)  $6520 \times 6$  (n)  $2325 \times 6$  (o)  $5450 \times 6$  (p)  $7562 \times 6$  (q)  $268 \times 6$

Exercise Two

(a)  $225 \times 6$  (b)  $534 \times 6$  (c)  $217 \times 6$  (d)  $503 \times 6$  (e)  $7 \times 6$

(f)  $303 \times 6$  (g)  $515 \times 6$  (h)  $432 \times 6$  (i)  $414 \times 6$  (j)  $227 \times 6$

(k)  $704 \times 6$  (l)  $154 \times 6$  (m)  $326 \times 6$  (n)  $952 \times 6$  (o)  $456 \times 6$

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it's easier to learn on paper.

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<https://www.youtube.com/watch?v=2livz9cBj34>





**Awareness of Domtar**

**+650%**

**“Domtar is a sustainable  
paper company.”**

**75% agree**

**22% neutral**

**3% disagree**



# Intent to Purchase Domtar Paper

# 2X





# Factors in our Success Plan Framework

**1** | **Your Business Objectives**

**2** | **Marketing Goals**  
+ target audiences  
+ goal weights

**3** | **Strategies**  
(toplined)

**4** | **Tactics**  
(toplined)

**5** | **Key Performance Indicators (KPIs)**  
+ segmentations

**6** | **KPI Target Values**  
+ rationale

**7** | **Reporting Requirements**  
+ reporting tool  
+ reporting frequency

**8** | **Tagging & Tracking Requirements**

**9** | **Creative & UX Requirements**

**10** | **Internal & External Constraints**  
+ path to resolution

# Program Evaluation



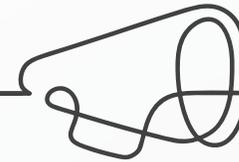
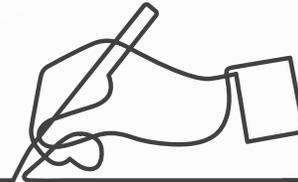
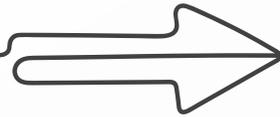
- Awareness
- Perception
- Sentiment
- Ad Recall
- Content Engagement
- Share of Voice
- Site Visits
- Coverage Quality & Impact



- Form Fills
- Click-to-Calls
- Onsite & Platform Conversions
- Content Engagement
- CTRs
- CPCs
- Downloads
- Sales

# ▣▣ Affinity™ Strategic Planning Framework

Affinity is our structured process to ensure that insights-driven strategy drives planning, creative and activations. There are six aspects of Affinity, each designed to organize information, help us see white space and identify a differentiating platform under which all activities will live.



01.

## Discovery

Identify your audience's needs.

02.

## Strategy

Find your white space.

03.

## Expression

Shift your audience's perceptions.

04.

## Plan

Determine the ways we'll connect and influence.

05.

## Deploy

Persuade your audience and track results.

06.

## Performance

Continuously optimize through data and analytics.

# ►► Your Mower Team

## ACCOUNT LEADERSHIP



**STEPHANIE CROCKETT**  
President & COO



**LISA HUGGINS**  
SVP—  
Managing Director



**KRISTIN GRAY**  
VP—  
Director of Project Management



**ACCOUNT MANAGER**  
TBD



**CLAIRE BUSCEMI**  
Project Supervisor

## STRATEGY



**MARK WITTHOEFFT**  
Brand Strategist



**KATIE BENDER**  
VP—Research



**RACHEL GILBERT**  
Senior Research Strategist



**JOHN LEIBRICK**  
VP—Insight

## CREATIVE



**DOUG KAMP**  
Chief Creative Officer



**TED WAHLBERG**  
SVP—  
Creative Director



**ANDY MAMOTT**  
SVP—  
Creative Director



**DJ JACKSON**  
Senior Content Developer



**RICH RANDAZZO**  
Director—  
Production Services



**WALLY STOMEMAN**  
SVP—Creative Director



**MIKE WHEELER**  
VP—Design Director



**LISA ROBERTSON**  
Associate Creative Director



**JIM BERRY**  
Senior Graphic Designer —  
Studio Supervisor

## MEDIA



**PATRICK LEWIS**  
VP—Media Director



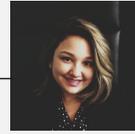
**RYAN GARLAND**  
Digital Media Strategy Director



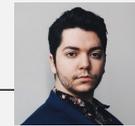
**MARGARET FLORES**  
Social Director—  
Performance Marketing



**ISABELLA OSORIO**  
Social Strategist —  
Performance Marketing



**VENESSA QUINN**  
Strategy Director—  
Performance Marketing



**CHRIS TOIA**  
Assistant Media Planner & Buyer

## DIGITAL



**TERRI VILLAFANA**  
Director of Strategy & Web Development



**KEITH SCHOFIELD-BROADBENT**  
Senior Marketing Technologist



**ALANA GONZALES**  
Digital Content Specialist



**CAT ROMANO**  
Digital Strategist—  
SEO

## PUBLIC RELATIONS



**MARY GENDRON**  
SVP—  
Public Relations



**RICK LYKE, APR**  
EVP—  
Managing Director



**JUSTINE DAVID**  
Account Supervisor—  
Public Relations



**JILL KONOPKA**  
Senior Counselor—  
Public Affairs

# Let's Talk

1. Experts in Sustainability, Transportation & B2B
2. Making Fierce Friends
3. Proven Success Pushing for Leadership



**Mower**



Making Fierce Friends