



Representing Every Genre of Gaming



SUBJECT MATTER

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MISSION OBJECTIVES

The gaming industry has transformed in recent years. Today, software developers are creating games that do so much more than entertain.

This shift in the industry provides the Entertainment Software Association with an important opportunity to expand your universe of audiences and drive a new appreciation of the important role your industry plays in American society. Companies leading the evolution of the industry into mobile gaming and new technologies like digital downloads and virtual reality are also beginning to develop games for education, health and wellness, spirituality, professional training, marketing and many other purposes. As this expansion continues, the opportunity to grow your audience will continue to grow.

By telling compelling stories that highlight the industry's growing presence in so many important aspects of our culture across a wide range of communications channels, ESA will build affinity, awareness and support among your audiences. Your industry has countless stories that can resonate with a wide range of critical audiences—opinion and thought leaders, prospective member companies, startup developers, the press, policymakers and more. The National STEM Video Game Challenge and the Games, Learning and Assessment Lab are just two of the many areas where the video game industry can tell your story about the positive impact of gaming on our culture beyond its entertainment value.

Our approach for your communications program is centered on building a messaging platform that reaches new audiences by celebrating emerging areas of the gaming community. By communicating about more than entertainment, you will cast a wider net for prospective members, build relationships with non-traditional allies and discover niche audiences to support your industry when political, regulatory or legal issues are raised.

We'll implement the following four-step strategic plan

LEVEL 1

CONDUCT DETAILED QUANTITATIVE AND QUALITATIVE AUDIENCE RESEARCH to inform every aspect of how we'll help you connect the message to your audiences and communications channels.

LEVEL 2

CRAFT AND REFINE A NEW MESSAGE FRAMEWORK THAT WILL RESONATE WITH A MORE DIVERSE AUDIENCE through a comprehensive messaging refresh for ESA.

LEVEL 3

CREATE COMPELLING CONTENT THAT COMMUNICATES YOUR MESSAGE across a wide range of channels to reach specific target audiences.

LEVEL 4

DISTRIBUTE YOUR NEW CONTENT THROUGH PAID, OWNED AND EARNED MEDIA with maximum efficiency using sophisticated targeting data.

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We're an experienced team with the spirit of a startup.

Established through a merger of Home Front Communications and Elmendorf | Ryan, Subject Matter provides a total policy and communications solution. Extensive legislative and policy knowledge is now paired with expertise in branding, advertising, video production, content development, digital communications, public affairs and media relations.

We tailor our ideas to your needs and work closely with you to chart the right path through a complex, ever-changing landscape. Together, we'll develop customized communications initiatives informed by research, executed across channels and optimized for long-term success.

As a complete agency with a diverse suite of services, we're able to elevate our clients' subjects and make them resonate with the audiences that matter the most.

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As a full-service creative, public relations, advertising and communications agency, we're the right agency to help you propel the gaming industry into the future.



We have an extensive track record and diverse experience working with corporations, industry associations, nonprofits and government clients at the local, national and international levels. Our team consists of a diverse group of thinkers, makers, journalists, designers, copywriters, producers, art directors, strategists, spokespeople and policy wonks under one roof. Creativity connects us and collaboration is our language. Storytelling is what we do best, whether it's the smart thinking that brings a brand to life, the deep and exhaustive reporting that feeds a rich narrative, or creating the news hooks that drive media coverage.

We practice an integrated and flexible model of content development and delivery. Our internal teams each have deep expertise in creating videos, infographics, social media content, media briefings or other content. We'll dig in deep to understand the myriad audiences you're trying to reach and apply this understanding in our creative process.

Our storytelling appeals to the mind as well as the heart. We communicate with a sincere voice driven and deliver content that brings depth and insight to consumers. Readers and viewers walk away feeling informed. This is critical in building trust with your audience, and we believe it will help your diverse set of stakeholders understand the value of gaming and the growing role your industry plays in both our economy and culture.

Our nimble team will support your team and produce vastly different types of content at the scale to meet your needs. We pride ourselves in getting the work done rather than creating additional work for you. Our business has been built over nearly three decades to conceive and create exactly the kind of support the Entertainment Software Association needs to lead your industry and broaden your appeal among your diverse set of stakeholders and audiences.

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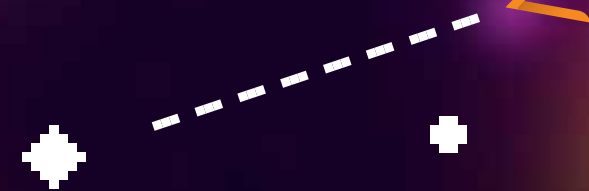
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THE 5 C'S: OUR COMMUNICATIONS SYSTEM



CRYSTALLIZE

Understand ESA's needs



COLLABORATE

Team up to develop a plan



CREATE

Assets to tell your story and spur coverage



COMPLEMENT

Each asset serves a unique purpose



CALENDAR

Content stream and engagement tactics continuously serve ESA goals

We understand that in order to succeed, trade associations need sophisticated and varied storytelling delivered at key strategic moments.

Our philosophy is rooted in five core C's, which bring a newsroom sensibility to strategic communication. We start with strategy and finish with high-impact communications. Our team of veteran journalists and creators tell stories that resonate across paid, owned and earned media.

Though the deliverables will vary across channels, we ensure that the quality, message and themes remain consistent and address your communication objectives. Every touch point with the press or piece of content we deliver will meet our high standards, whether the delivery window is a day, a week or a month.

Our customized communications programs are clearly defined, but flexible to meet changing demands and shifting external environments. Understanding the objectives, the how and the where informs everything we do down the line. We begin by working closely with you to understand your communications goals and objectives. Next, we learn about your audiences. Who they are and how and where they consume content. We'll identify the positive and high-impact stories ESA and your members can tell in the identified content categories.

Next, we determine the specific channels and content types — a humorous meme for social media, a 15-second digital video ad, or a press release and media tour to name a few. We start agnostically so the story and intended audience drive us to the right media. We have experience creating and building communications programs that include a variety of media, including advertising and earned media.

ESA's value to people and culture is a storyteller's dream, with a vast world of content of every shape and size waiting to come to life. Your challenge — telling and amplifying the many positive stories — requires the best process and the best storytellers. We fit the bill and are eager to join your team, tell your stories and move your audiences.

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There are a variety of ideas and tactics that could be implemented to bring your new messages to life and engage new audiences about the value of gaming software.



We've identified a number of key elements that would support a baseline external communications campaign below, but we also look forward to exploring additional ideas with you as we kick off our collaboration.

RESEARCH

Every communications campaign should be informed by smart research and message testing. We'll implement a research and testing program using our external research partner, Greenberg, Quinlan and Rosen, that will deliver:

- Highly advanced message testing and evaluation to help define and refine our messages for your communication program.
- Quantitative and qualitative exercises that use contrasting message options and media to establish an ideal approach.

MESSAGE REFRESH

The strength of your message is what will enable you to achieve your goal. To help ensure that your message builds an expanded audience and base of support, we'll follow a three-step process to optimize your message for new audiences:

- Lead a discovery meeting to capture ideas from your team and key stakeholders that allows us to craft a detailed creative brief.
- Present you with an exploration of refreshed message options that extend across each platform and channel.
- Deliver a comprehensive messaging document that will guide our external communication throughout the course of the campaign.

At the conclusion of this process, ESA will be armed with a new message and supporting messaging guidelines new that will appeal to a wider audience and position the association to represent the future of gaming software.



DIGITAL TOOLS AND WEBSITE

Your digital platform and its use should be optimized to effectively promote your message and content so that it can work harder for you.

Design enhancements can increase the effectiveness of your online engagement and more effectively promote new content to new audiences. Optimization can include changes to the user experience for selected audiences, better promotion of key message and story content, and enhanced engagement and promotion tools to take full advantage of social media.

A thoughtful editorial strategy can help surface compelling existing content and manage the publication of new content methodically to insure key audiences are touched regularly with content that better represents the new ESA. Starting with educational materials and communications assets that have been already been developed at ESA, we can populate the site to promote the gaming culture as a contributor to multiple aspects of our society. We can also design a content creation and publication strategy that will drive key audiences to the website to learn more about the association and its impact.

Our interactive web design team can recommend enhancements and coordinate implementation with ESA and its vendors or assume a complete implementation role.

MEDIA RELATIONS

We will create an ESA Media Support Team that will act as an extension of your communications team. This team will serve as your media “arms and legs” by providing you with:

- A media audit that will detail opportunities for expansion of coverage and engagement.
- A strategic plan for engaging proactively with media who cover technology and software and mainstream media who can be instrumental in changing the perception of the software industry and its impact.
- Consultation to identify and shape stories that could be instrumental in changing the perception of the industry.
- Proactive media engagement to promote stories of importance.
- Detailed digital and offline media monitoring to give you a real time picture of the most important news impacting the software industry as it happens so that your response time is instantaneous.
- Strategic guidance and support to react to media inquiries
- Support to develop press releases, statements, FAQs and other media collateral when necessary.

Our media relations team has deep relationships with both national and local media across the country. It includes former journalists who have written and produced stories for major news outlets, such as The Washington Post, ABC News, USA Today and Univision.



Decades of collective experience shepherding coverage by print, television, radio, and digital outlets makes our team adept at working effectively on large national stories as well as important local initiatives. We also recognize the ability of trade publications to shape the image of an industry. Whether we're pitching a story about the latest gaming technology to TechCrunch or PC Gamer or an industry profile to the Washington Post, our team is prepared.

Uniquely, we also boast an in-house broadcast studio facility fully connected via satellite to broadcasters around the world. This tool can be put to work for you to project your spokespeople to earned media opportunities with local and national media outlets anywhere in the world.

SOCIAL MEDIA

Effective use of social media will be a major asset in the campaign to change perception of the software industry. We will develop a detailed social media strategy that includes both organic outreach and paid promotion recommendations and execute the plan across multiple platforms. Weekly editorial calendars and monthly analytics reports will inform and guide our strategy and optimization efforts.

Leveraging a cross section of traditional and emerging social media channels can provide multiple access points to key audiences. LinkedIn for will help reach policymakers and influencers, Twitter will allow us to engage the media and Facebook can be helpful in reaching those in the industry. Snapchat and other emerging platforms can reach up and coming developers.

Our social media team will discover where your audience is most active and tailor content to each platform. Within each platform our goal is to elevate your message, promote key issues, engage member and potential member companies, and connect to new audiences. Options include:

- Develop paid social advertisements and geo-targeting their distribution on Snapchat to college campuses in order to promote the latest gaming tools to supplement college education classes.
- Expand the presence of Michael Gallagher on LinkedIn through organic and promoted long-form content that we will target to opinion leaders, policymakers and legal scholars.
- Build an army of digital supporters you can activate around key political issues on Facebook and Twitter by promoting compelling content, video game rewards and incentives from E3, then supplement that content with paid media audience acquisition to expand your reach.

ADVERTISING

Advertising is an essential tool when attempting to change public perception. It supplements and amplifies messages that are being communicated through earned media and other owned channels. It's a tool we recommend for the ESA in its effort to refresh its image.

The best advertising outcomes are derived from a scaled strategy designed to reach key audiences with an essential message. Not every advertising campaign requires a massive production budget or high profile television buy. The surgical placement of memorable creative before key audiences can be very effective and make it possible manage costs and still achieve a successful outcome.

This is what our team specializes in developing – nimble, scalable and high-impact paid media strategies that cover multiple platforms, including social media, contextual content, interactive banners and strategic native content partnerships.

Our strategy for ESA will be derived from research and designed to find the most important audience on the most effective platform.



VIDEO PRODUCTION

Video content is an increasingly reliable tool for communicating simple and complex messages powerfully. Our in-house team of producers, shooters, mixers, editors, and animators know how to utilize this tool to craft compelling stories and connect with audiences.

Our experienced team of producers is ready to fulfill your needs, no matter the location. Whether we're on-site at E3 or in our fully equipped broadcast studio in the heart of downtown Washington, D.C., we're prepared to produce anything from long-form videos to 30-second spots to an unexpected viral campaign. We can deploy anywhere in the country - or the world - to create videos that will share the story of the future of gaming on time and on budget.

THOUGHT LEADERSHIP

Exercising leadership in any industry requires investing the development of insightful ideas that inform, impress, and engage peers and followers. Our goal is to engage with you in a process that will promote this thinking on platforms your critical audiences find essential.

Our thought leadership work may take the form of op-eds, blog posts, videos or graphics, as well as comprehensive editorial strategies. We leverage existing publishing platforms and websites you may have, while also thinking about strategic partnerships that can elevate your key messages among diverse audiences.

RAPID RESPONSE AND CRISIS COMMUNICATIONS

In the event of an unforeseen crisis, our team will be available to assist in communicating on urgent and sensitive matters. Our experience in crisis communications ranges from the Gulf Coast oil spill to high level litigations and regulatory compliance issues involving billion dollar businesses. Our approach in times of crisis is to move quickly based on a clear strategy. In today's world of instantaneous and endless news cycles, you must not lose the day, and the response needs to be smart and driven by a clear strategic imperative. This requires a team that is skilled in rapid response and has a clear view of the bigger picture in which they operate.

PARTNERSHIPS AND COLLABORATION

Our Public Affairs team is steeped in experience managing coalitions and establishing third-party partnerships. We'll conceive and execute plans to establish partnerships and collaborative initiatives with credible organizations across the diverse community of video game genres to promote gaming's role in our culture and the association's role in making those games available to play. These efforts will not only lend credibility to your messages, but will offer important validation from trusted members of the communities we target with our messaging.

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Anyone among us might have the idea that makes a campaign sing or craft the language that will captivate millions.

We have assembled a cast that knows how to inform and inspire audiences. As the scope of our work together becomes more clear, we'll ensure dedicated resources from our Accounts team and our Delivery team are prepared to provide full services to your project. Meet some of the the players who are likely to be involved in our work with you:

PUBLIC AFFAIRS



Debra DeShong
Executive Vice President
and Managing Director

Debra will serve as your primary strategic lead for communications planning, media relations and crisis response. Debra's deep experience managing sensitive political and legal issues — from Fortune 100 companies to the U.S. State Department — brings valuable expertise and insight to our public affairs partnerships.



Will Hensley
VP, Strategy

Through his work with Bayer Corporation and Blue State Digital, Will developed an eye for how communications strategies can move the opposition. Will's expertise helps ensure clients find a unique voice that differentiates their businesses from the competition.



Jennie Westbrook Courts
Senior Public Affairs
Associate

When your message needs to break through to policymakers, Jennie will make sure it does. Through her work for Sen. Tom Carper (D-Del.) and the Obama 2012 presidential campaign, she knows how to develop messages that resonate with policymakers.



Justine Morgan
Public Affairs Associate

As our in-house project management maestro, Justine ensures that projects are well-planned and well-executed. Through organization and methodical attention to detail, she makes sure we never miss a beat and always deliver projects on time.

ADVERTISING



Kevin Richards
SVP, Creative Director

Kevin leads Subject Matter's Creative Division, developing cross-disciplinary ideas that are on-strategy and well-crafted — everything from advertising and design to guerrilla tactics and digital experiences. His creative is always designed for maximum impact and benefits from the complementary strength of our in-house Media Relations team.



Jannie Gerds
Creative Director

As a creative leader and advertising educator, Jannie has taught countless organizations how to make their brands resonate. Her work as the delivery lead for our creative team makes projects resonate by moving ideas through to tangible execution.



Patrick Everson
Senior Art Director

Patrick conceives and creates striking visual content that combines engaging graphics and copy. His experience with digital design and visual identity — ranging from youth-focused messaging to work on behalf of major corporate brands — ensures that his creative resonates across multiple channels and platforms.



Meredith Friedline
Copywriter

Meredith is fueled by curiosity and a relentless energy that leads to original thinking every time. Before joining Subject Matter, she worked as a copywriter at both HZ Design Group and Havit Advertising.

CONTENT



John Siniff
VP, Content

A veteran journalist and Opinion page editor at USA Today, John brings a newsroom's approach and perspective to diverse campaigns and content. He leads our Content team and guides the tone of our storytelling, ensuring that messages are always tailored for the audiences you want to reach.



Andrew Lewis
Director, Content

Andrew manages teams of social and digital professionals to execute content-rich campaigns and analyze content performance across platforms. He has Capitol Hill experience as a speechwriter and director of online communications for Rep. Louise Slaughter (D-N.Y.) during her tenure as the ranking member of the House Rules Committee.



Jeremy S. Thompson
Digital Media
Specialist

Jeremy specializes in helping clients develop and manage digital presences. As a member of the content team, he helps clients reach their key audiences with the right messaging on the right platform, every time.



Eman Quotah
Senior Writer/Editor

Eman serves as a lead writer for our Content projects. With experience writing for the Harvard Public Health Review and The Chronicle of Philanthropy, she knows how to amplify the words and stories that matter most to clients.

VIDEO



Peter Demchuk
Senior Producer

As our lead video producer, Peter brings years of experience producing for ABC News Nightline and Ted Koppel to our projects. He will ensure that our video storytelling is as compelling as your music platform. Peter brings a journalist's eye to creative video productions and has produced pieces on national, international, political, investigative and cultural topics.



Tiffany Kalmar
Director, Video Operations

Tiffany leads and manages large-scale projects that combines video, interactive and digital media elements, Tiffany's expertise will ensure a smooth process from pre-production through post-production.



Jason LeBron Free
Director of Creative Production

Jason conceives, shoots, edits and produces videos, 3D animation and motion graphics for Subject Matter's diverse clients. With experience on the road with the band U2.



Julian Belyea
Video Editor

Julian is an integral part of the Subject Matter video production team who has worked on projects. Prior to joining Subject Matter, Julian was a film editor and producer for Manic Productions, specializing in commercials, music videos and website promotions.

MEDIA



Joy Burks
VP, Media

Joy oversees the strategic development and tactical execution of media outreach initiatives for a wide range of campaigns. Her deep knowledge of the media landscape — and more than a decade of experience at Subject Matter — guarantees that smart outreach strategies always pair with sound logistics.



Sandra Torres
Senior Media Relations Specialist

As a tireless media relations professional, Sandra spearheads direct outreach on our most important and complex projects. She knows journalists across the country and, most importantly, knows how they go about doing their work. Sandra's understanding of the media landscape is further strengthened by her bilingual language skills.



Rebekah Pepper
Senior Media Specialist

A veteran of Gannett, Rebekah conducts targeted outreach to national and local TV, radio and digital producers to promote messages and reach target audiences. She leads outreach and production teams and oversees the development of analytic reports to measure campaign success.



Ebony Wilder
Media Specialist

With a communications degree from the University of Maryland and previous experience working at Vocus Inc., Ebony has seen media campaigns from all angles. She brings that range of perspectives to media relations and has particularly deep connections with radio outlets across the country.

INTERACTIVE



Wyatt Queener
VP, Director of Interactive

Wyatt leads Subject Matter's Interactive team in building and creating digital experiences for clients ranging from websites to mobile apps allowing our creative concepts to reach all corners of the web and digital space.



Dennis Turbeville
Interactive Art Director

At Subject Matter, Dennis works to create the look and feel and optimized user experience of our clients' website and digital apps. He brings a designer's eye to technical development.



Carrie Costa
Associate Director

As Associate Director of Interactive, Carrie manages the workflow of projects within the interactive team at Subject Matter, ensuring the process and protocol are adhered to and clients' projects' goals are met.



Luke Weston
Technical Director

As Technical Director, Luke is responsible for all software development, from team development practices to code review policies and release management. Luke collaborates with the VP of Interactive to manage the technical team structure and operations, working with Interactive design, QC, UX and Measurement leads to champion agency production practices.

EXECUTIVE



Paul Frick
Partner & Co-Founder

A Subject Matter founder and partner, Paul will be closely involved in strategic planning and program oversight. With more than 30 years' experience in political campaigns and strategic communications, he brings his expertise to bear on high-profile public affairs programs that call for creativity and tangible impact.



Dan Sallick
Partner & Co-Founder

Dan is a Subject Matter founder and partner who excels at conceiving innovative strategies that draw the attention of the news media and key thought leaders inside and outside the Beltway. Drawing on decades of experience in political campaigns and government, he provides strategic direction for the content and creative assets we produce.



Steve Elmendorf
Partner & Co-Founder

Steve is widely recognized as one of D.C.'s preeminent political strategists. With a career on Capitol Hill and in politics spanning more than 30 years, Steve's tenure in Washington has been grounded in daily interaction with the White House, administration officials, senators, members of Congress and leading interest groups on the front lines of the economic, social, domestic, national security and foreign policy debates in the last decades.



Jimmy Ryan
Partner & Co-Founder

Jimmy is a Subject Matter founder and partner with over 15 years of experience working in the government and federal affairs arena. He uses his broad experience to navigate complex legislative and regulatory issues on behalf of the nation's leading businesses, and his deep expertise in developing meaningful public policy solutions is invaluable to our clients.

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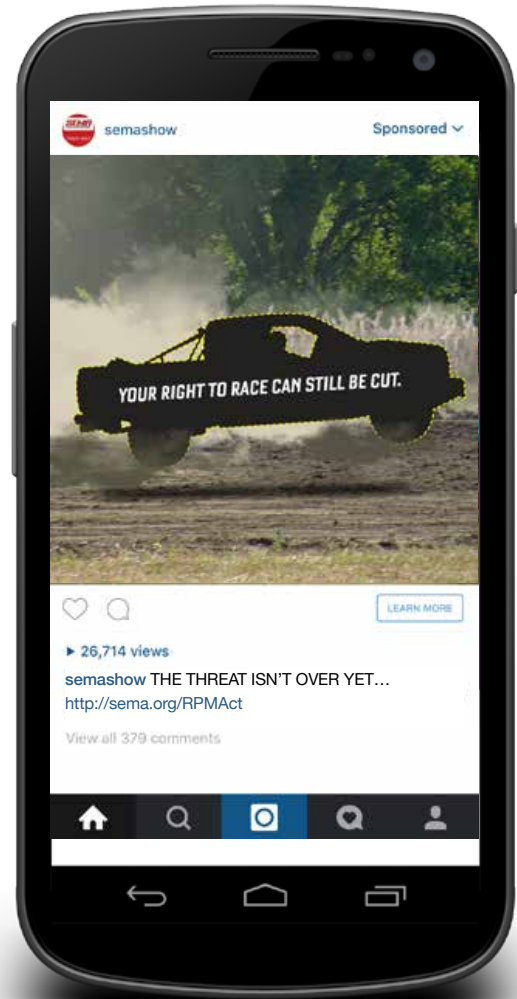
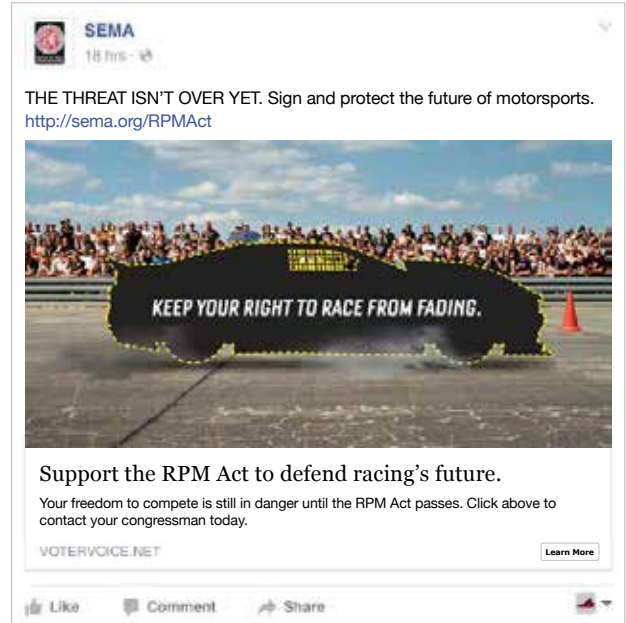


SEMA

When the Specialty Equipment Marketing Association (SEMA) faced a significant but obscure regulatory threat from the EPA, it asked Subject Matter to provide strategic planning and execution for public affairs, digital advocacy and creative development. To support SEMA, our diverse team of experts developed an outbound communications strategy, key messages and compelling creative content that resonated with policymakers, the media and their members. Our communications program for SEMA distilled a complex and confusing regulatory issue into clear, easily digestible messages that informed and inspired our audiences. By promoting those messages through earned media and digital, print and social media advertising, we generated substantial media coverage and motivated a traditionally apolitical grassroots community of SEMA members to engage in the issue.

Our team guided SEMA through two, simultaneous bill introductions and worked with SEMA's media relations team to optimize non-legislative developments in key media markets. By pulling in Subject Matter's digital and creative teams, we quickly developed a robust social advertising campaign. Our integrated campaign was successful in prompting a bipartisan coalition of members of Congress to pressure the EPA into supporting SEMA's position and, ultimately, convincing the EPA to re-evaluate its position on the proposed rule, in an unexpected, late-breaking move. Our team managed SEMA's messaging in the immediate aftermath of the decision and nimbly redirected SEMA's entire advocacy approach. Subject Matter continues to help SEMA prepare its large membership for its annual government affairs event in Washington, D.C. this spring, teaching SEMA's members to be their own advocates in communities and distilling SEMA's message in local media markets across the country.

- Led paid social advertising across Facebook, Twitter and Instagram
- Helped SEMA generate over 85,000 individual letters to Congress
- Instrumental in convincing the EPA to adjust its proposed rule



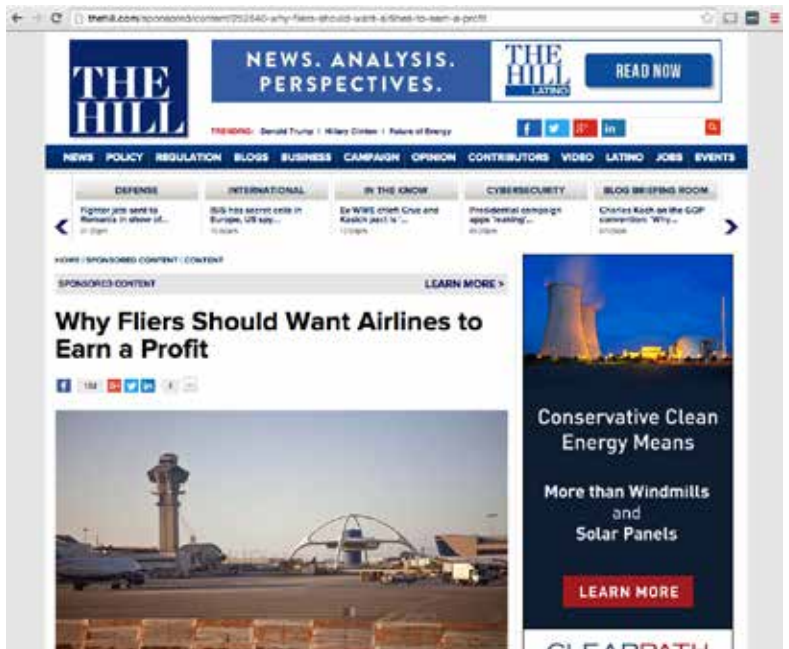
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Airlines for America

Airlines for America advocates on behalf of its member airlines and works to shape crucial policies that promote safety, security and a healthy U.S. airline industry. Subject Matter supports Airlines for America — the trade association of U.S. airlines — in its ongoing effort to explain the benefits of this essential industry to policy influencers. Our fully integrated strategy includes advertising, content development, website creation and government relations. This multi-pronged approach ensures that people understand the airlines’ significant contribution to our national economy as well as its vital role connecting business and leisure travelers to what matters most. Most recently, our digital team designed and developed the We Connect the World page, which offers users a highly-interactive experience, including tools to monitor ongoing flights, learn different marshalling signals, discover what’s in the belly of planes and more.

2015 WEBSITE AWARDS INCLUDE

- American Advertising Awards - Silver
- W3 Awards - Silver
- Communicator Awards - Award of Distinction

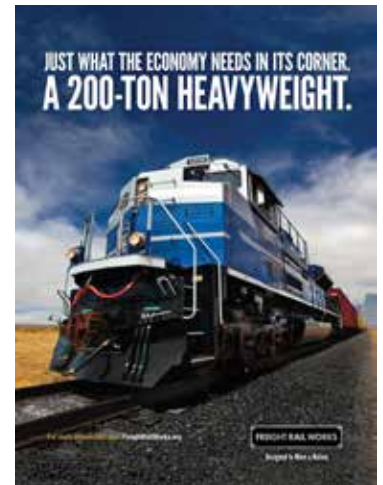
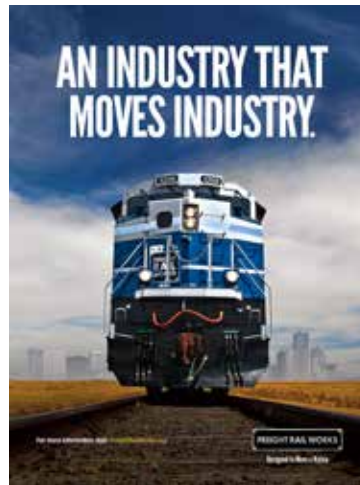


Association of American Railroads

Freight rail is a vital — yet often invisible — network that helps the U.S. economy stay strong and competitive. The Association for American Railroads needed a comprehensive campaign to help ensure this critical industry remains top-of-mind for Washington, D.C.-area policymakers and influencers. The 360-degree Designed to Move a Nation campaign includes brand new creative for television, radio, print, digital and out-of-home. It's also supported by an updated campaign website.



aar.org



Wall Street isn't the only place in New York to find a good investment this year

Register for this year's biggest event in the Big Apple. The ULI Fall Meeting is critical for keeping up to date with the real estate industry. Don't miss this opportunity to connect with leaders, decision-makers and experts.

Register today: fall.uli.org



New York, NY
October 21-23, 2014

7,000 real estate deal makers walk into a New York City bar

(and you decided to stay home)

Connect with the world of real estate in the Big Apple. The ULI Fall Meeting is critical for keeping up to date with the real estate industry. Don't miss this opportunity to connect with leaders, decision-makers and experts.

Register today: fall.uli.org



New York, NY
October 21-23, 2014

ULI Fall Meeting

The Urban Land Institute (ULI) provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Its members represent the entire spectrum of real estate development and land use disciplines. For ULI's 2014 Fall Meeting we developed the theme, branding, logo, website, promotions and online banners. We also utilized their social media accounts to perform event promotion in anticipation of the meeting and posting throughout the event.



ACHIEVEMENTS

Allstate

In addition to being the largest publicly held insurance company in the United States, Allstate is actually a network of thousands of independent small businesses across America. To help shift consumers' perception of the company, we developed the Small Business Barometer, an interactive tool that merged a variety of data sources to provide a read of the small business atmosphere at the national level and in 25 of the nation's largest cities. We helped Allstate establish a partnership with USA TODAY to drive readers to the Barometer's central landing page and create earned media opportunities for the company to promote its message.

- 67 broadcast interviews reaching 2,180,000 viewers
- 27 online articles on sites with 54,000,000 unique site visitors
- 1 print article reaching 1,400,000 readers
- 2 native content advertisement reaching 69,000 viewers



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We're flexible in our approach to billing and payment structures. For singular initiatives like concepting and executing baseline tools for refreshed messaging, we recommend a flat fee for the project. Alternatively, for ongoing external communications support, we recommend executing against a monthly or annual retainer. However, how we choose to execute billing and payment structures is negotiable based off of the needs of ESA.

Many out-of-pocket expenses we incur for production costs are passed through with no additional mark-up. However, for paid media trafficking and certain other costs, we do charge fees to cover our

administrative time spent on management and execution. The details of these fees will be described in our scope of work.

All cost estimates below are presented as ranges that will depend on the finalized scope of work and creative direction of the ultimate execution and are based on our experience executing similar strategic communications campaigns.

MESSAGING REFRESH

\$135,000 - \$185,000

This estimated range is dependent on the size and scope of the discovery and research phase as well as the creative direction of video production and web development.

- Discovery
- Creative Brief
- Creative Concepting
- Message Testing and Research
- Presentation of Messaging Recommendations
- Refinement of Messaging Recommendations
- Production of Key Messages and Guidelines Documents
- Brand Video Production
- Website Refresh

ONGOING EXTERNAL COMMUNICATIONS

\$45,000/MONTH - \$85,000/MONTH

This estimated range provides ESA with a baseline suite of services at the low end, while the higher figure accounts for elevated paid promotion and additional content development.

- Strategy Development and Communications Planning
- Content Creation
- Media Relations with National, Local and Industry Press
- Media Monitoring
- 3rd Party Collaboration
- Social Media Strategy and Execution
- Advertising Coordination and Execution
- Rapid Response and Crisis Communications
- Website Maintenance

Subject Matter Rate Card

EXECUTIVE	
Partner	\$300.00
Executive Vice President	\$275.00
Senior Vice President	\$250.00
Vice President	\$225.00
ACCOUNT MANAGEMENT	
Senior Account Director	\$225.00
Account Director	\$200.00
Client Manager	\$165.00
Senior Project Manager	\$145.00
Project Manager	\$125.00
Account Coordinator	\$100.00
MEDIA & DIGITAL ENGAGEMENT	
Senior Media Specialist	\$150.00
Digital Media Manager	\$150.00
Media Specialist	\$125.00
Studio Operator	\$125.00
Media Assistant	\$100.00
VIDEO AND EDITORIAL CONTENT	
Content Director	\$200.00
Senior Producer	\$200.00
Graphics Editor	\$200.00
Digital Editor	\$175.00
Senior Writer	\$175.00
Senior Editor	\$175.00
Writer	\$150.00
Editor	\$150.00
Digital Media Specialist	\$150.00
Producer	\$150.00
Content Specialist	\$125.00

CREATIVE DEVELOPMENT	
Creative Director	\$225.00
Associate Creative Director	\$200.00
Senior Art Director	\$200.00
Senior Copywriter	\$175.00
Art Director	\$175.00
Senior Designer	\$150.00
Copywriter	\$135.00
Designer	\$125.00
Jr. Copywriter	\$125.00
Illustrator	\$125.00
INTERACTIVE DEVELOPMENT	
Technical Director	\$225.00
Interactive Strategist	\$200.00
Senior Interactive Art Director	\$200.00
Senior Developer	\$185.00
Interactive Art Director	\$175.00
Developer	\$175.00
Senior Interactive Designer	\$150.00
User Experience Specialist	\$150.00
Technical Writer	\$150.00
Interactive Designer	\$125.00
Quality Assurance Specialist	\$125.00



MISSION OBJECTIVES

PROFILE

TUTORIALS

CONTROLS

OPTIONS

TEAMMATES

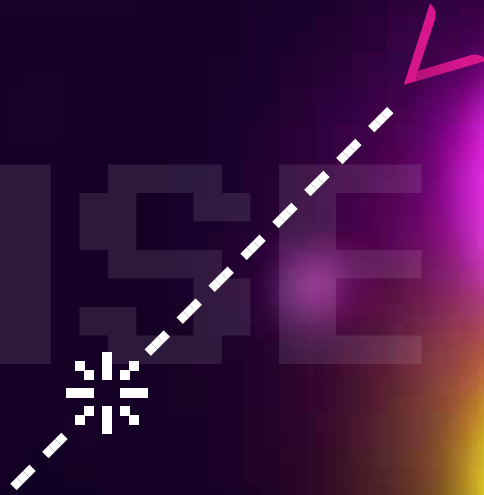
ACHIEVEMENTS

CREDITS

MARKETPLACE

START

PAUSE



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