



SUBJECT MATTER

1 ^ 1
An Entirely
New Shopping
Experience

With the introduction of the new SmartLabel™ technology, the Grocery Manufacturers Association (GMA) is preparing to transform the shopping experience. For the first time, consumers will have easy access to clear and reliable data that will help them make informed buying decisions that match their lifestyles.



To help establish GMA and its member companies as global leaders in marketplace transparency, we will address important questions that will determine the success of the SmartLabel™ initiative:

- Who are the “early adopter” consumers?
- How do we build trust in the SmartLabel™ tool among early adopters?
- How do we gain steady online and offline engagement with SmartLabel™ data over time?
- How do we turn SmartLabel™ into a ubiquitous part of the modern shopping experience?
- And finally, how do we explain this transformation to policymakers and influence the mandatory labeling debate?

The answers lie in technology and high-impact creative campaigns. We will work with you to strengthen trust in the brands and companies you represent by positioning SmartLabel™ as its own lifestyle brand that empowers consumers, giving them the information they want and need to make informed choices for themselves, their families and their communities.

The following pages describe our vision for how this initiative can achieve broad-based market acceptance over the course of a five-year campaign.

A close-up photograph of a person's hands. The person is wearing a dark suit jacket and a white shirt cuff is visible. They are holding a black smartphone in their right hand, angled towards a blue plastic container of raspberries held in their left hand. The container has a clear lid and a white SmartLabel™ sticker on the side. The background is a soft-focus outdoor setting with greenery and a wooden fence.

2 ^ 2

Fresh for Your
Lifestyle

SmartLabel™ is at its heart a consumer product. To be successful, it requires a consumer marketing strategy. We will work with you to define niche target audiences who offer us the best chance of providing a strong proof of concept and early adoption rates. Some possible targets include: tech-savvy fitness enthusiasts, environmentalists, allergy sufferers and new and expecting parents.

Tapping your market research and employing our outreach expertise, we'll develop custom marketing campaigns to educate, engage and activate these target consumer profiles, building early adopters who will see SmartLabel™ as an invaluable tool that empowers them to purchase products that align with their lifestyles and values.

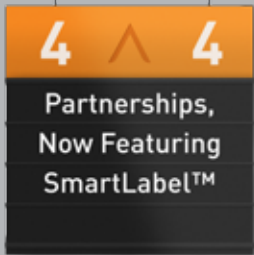
3 ^ 3

Research, Data
and Other Raw
Ingredients

The success of SmartLabel™ rests on how well we identify and engage with early adopters eager to use this transformational approach to shopping. We are committed to digging deep to understand your key audiences and learn how they consume and use information.

Whether we're introducing SmartLabel™ to fitness enthusiasts, environmentalists, allergy sufferers, moms or the elderly, we'll find out everything we can about these audiences. We begin by creating "personas" of each group, isolating behaviors that impact their media consumption habits. With the proprietary expertise of our research partner, bluelabs™, we can develop custom models and algorithms that will allow us to narrow our target consumers to the most likely early adopters of SmartLabel™. This data-driven consumer profile program will allow us to develop specific engagement recommendations for target consumer outreach across the most appropriate online and offline media — whether paid, earned or owned — to encourage engagement with SmartLabel™.





Third-party surrogates are also critical to SmartLabel™'s success and consumers' willingness to adopt it. We'll help you identify, educate and collaborate with the right partners to promote SmartLabel™ with your key consumer target audiences.

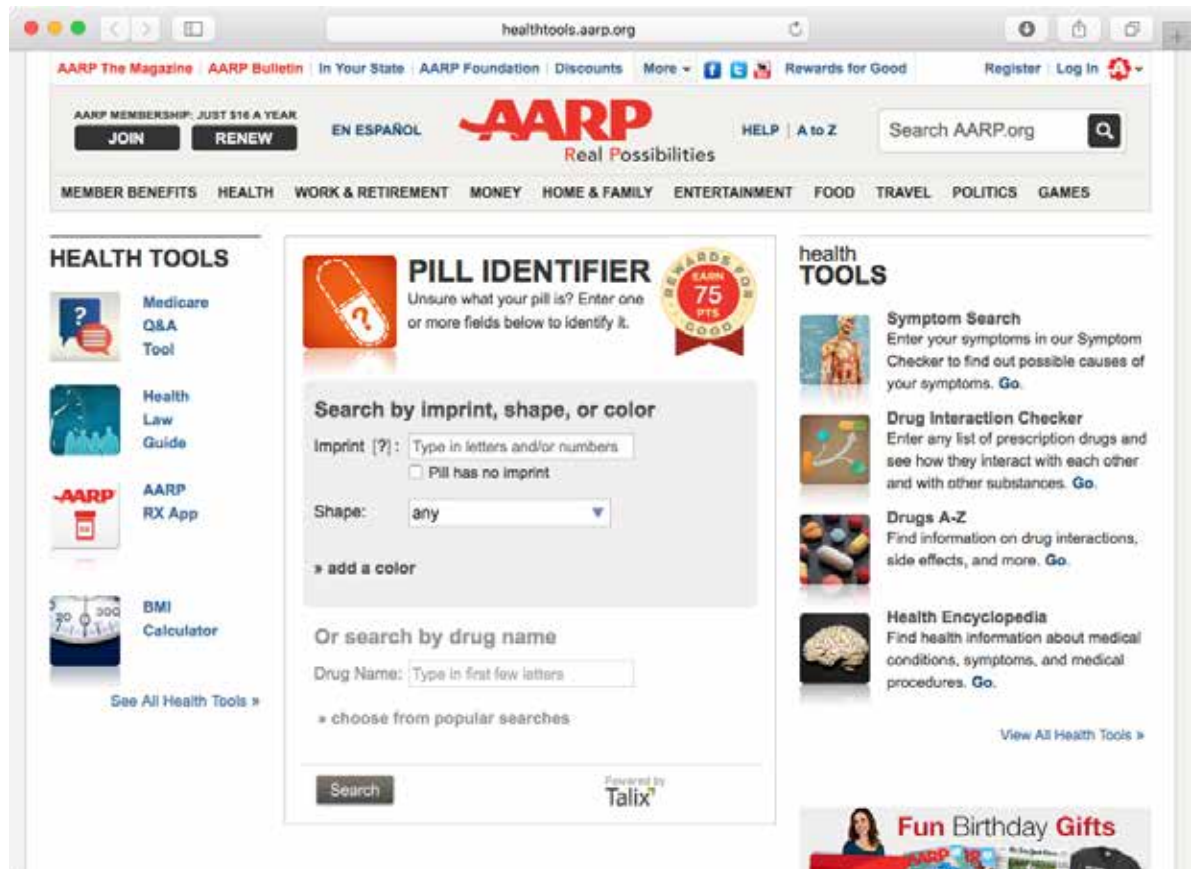
We'll begin by working with traditional partners of GMA like doctors; popular food, health and sustainability bloggers; allergy specialists and organizations; dieticians; and food scientists to set a credible educational foundation for the SmartLabel™ initiative. As more products begin to feature SmartLabel™, we'll build new relationships with diverse partners like Vox Media, My Fitness Pal, Apple Health, Jamie Oliver, The Biggest Loser and others. These efforts will expose an ever-expanding circle of audiences to the benefits of shopping with SmartLabel™.

To ensure SmartLabel™'s accessibility to low-income, elderly and other hard-to-reach audiences, we'll develop partnerships with national and local agencies and organizations to promote SmartLabel™ among these consumers.



What's most valuable about SmartLabel™ is the data it holds. The best way to leverage the full power of this data is to open its use to third-party developers who can create additional tools and resources that will further empower consumers and expand SmartLabel™'s reach.

We propose making an invitation-only API available to key partners. Doing so would allow GMA to develop relationships with surrogates who will put the SmartLabel data to work reaching their specific audiences. For example, APIs with the American Academy of Allergy, Asthma, and Immunology, AARP, Bon Appetite and others will allow SmartLabel™ landing pages and raw data to be integrated into these organizations' native platforms and educational resources about food, health, nutrition, and sustainability. This fair trade will allow GMA to expand the universe of consumers who access SmartLabel™ data while offering high value digital tools and information to your partner organizations in return.





Our full-service, bilingual, and multicultural media team knows how to drive and sustain media coverage here in Washington, D.C. and across the nation. As experts in both new and traditional media relations, we can generate sustained news coverage for SmartLabel™.

SmartLabel™ is being launched into a challenging environment. A well-organized and vocal set of critics say SmartLabel™ does not go far enough in educating the public about the food they purchase. When SmartLabel™ was initially announced, we saw a flurry of articles questioning the effort's technology, its accessibility, and its transparency. We are sure to face an even greater level of opposition in the future.

We will create a proactive, strategic communications plan that outlines approaches and responses to conversations generated by detractors. Tactics in the plan will include organizing supporters, building third-party validators, and training spokespeople so they can confidently answer anticipated criticisms.

Our strategic approach for the SmartLabel™ awareness campaign will be focused on building confidence in GMA's initiative among D.C. thought leaders and policymakers while taking a highly targeted, slow, and sustained approach to building awareness among consumer audiences across the country.

To generate earned media coverage, we'll focus on key milestones in the campaign, like the kick-off of a new partnership or the release of the latest group of SmartLabel™-branded products.

Every milestone presents an opportunity to communicate with the media, opinion leaders and policy makers and each aspect of the campaign will have a public affairs component and present an opportunity to update pivotal audiences on SmartLabel™ progress. For example, through partnerships with high profile chefs or health organizations, we could explore the launch of recipes targeting a specific group of people with dietary restrictions (diabetic, glucose intolerant, low sugar).

Media interest in the mandatory food labeling debate is and will remain high, regardless of how successful SmartLabel™ proves to be. Our team stands ready to support GMA's ongoing work and the long-term development of the SmartLabel™ initiative.

In the years ahead, GMA will have numerous opportunities to develop high impact media events that generate significant buzz for SmartLabel™. While we'll look forward to brainstorming and executing those exciting opportunities, we're singularly focused on strategies that we can execute today to achieve long-term success. We think you will appreciate more steak, and less sizzle.



To capture consumers' attention in today's digital environment, SmartLabel™ must portray an image of forward-thinking cool, particularly to tech-savvy millennials. Developing strong, socially-optimized content is the first step. But you also need a distribution strategy that includes a robust social media engagement plan.

Just like many products on the grocery shelf, the most convenient social media communities are of the "ready to eat" variety. Our engagement and distribution approach will include the creation of a SmartLabel™ social media community that is "home base" for our supporters and fans and will also leverage existing, ready to eat, digital communities and social media influencers to expand the reach of the SmartLabel™ brand across our target audiences.

Building a SmartLabel™ Community

Four social media channels are most viable for SmartLabel™: Facebook, Twitter, Instagram and YouTube.

Our community building tactics will include:

- Exclusive online incentives, such as discounts and coupons for those who use the SmartLabel™ tool and join the SmartLabel™ social community
- Targeted paid advertising units across all platforms
- Leveraging third-party influencers to promote SmartLabel™ to key target audiences

Our community members will receive a steady drumbeat of content that speaks to their nutrition and lifestyle interests. This content will include:

- Educational videos on how to integrate SmartLabel™ into daily life
- Explanatory infographics featuring recipes and other tips and tricks to get the most out of SmartLabel™
- Interactive Q&A with SmartLabel™ community managers to discuss SmartLabel™'s connection to healthy living
- Additional discounts and giveaways to engaged community members

Leveraging Social Influencers

To engage online social influencers, we'll position SmartLabel™ as a key resource to appropriate target groups.

Consider parents, for example. We will engage parent bloggers with content that positions SmartLabel as a great benefit for parents who want to simplify their shopping.

Our recruitment tactics will include:

- Sponsored influencer posts on Instagram and Facebook
- Sponsored blog posts from targeted bloggers
- YouTube influencer mentions and video content
- Targeted paid advertising aimed at existing social communities
- Recruitment of influencers who can promote our content

These tactics will allow us to reach and recruit audiences that should be part of the SmartLabel™ social community.



SmartLabel™ will need to give consumers various ways to access its data, including but not limited to the on-package QR code information. Our team of developers will build mobile-first digital content like videos, infographics and advertisements to drive consumers to the SmartLabel™ website and landing pages and encourage them to download the app.

We'll develop a smartphone app that will function as a SmartLabel branded QR reader, making it easier for consumers to use QR technology to access the information, providing a positive user experience with the SmartLabel™ brand and providing a seamless process to move from awareness about SmartLabel™ to adoption of the tool.

To ensure that low-income consumers without smartphones or Web access can get SmartLabel™ information, we'll help GMA identify and work with partner retailers to develop and install end-of-aisle display kiosks that every consumer can use while grocery shopping.



Every lifestyle marketing campaign needs to be backed by strong creative concepts. Our incomparably talented creative team will conceive exciting ways to build awareness and engagement with SmartLabel™ among our key audiences.

These creative concepts could be the backbone for SmartLabel™ marketing across all media channels, including print, digital pre-roll or television, digital and social media.

PLACEHOLDER FOR
CREATIVE CONCEPTS

PLACEHOLDER FOR CREATIVE CONCEPTS

PLACEHOLDER FOR
CREATIVE CONCEPTS

PLACEHOLDER FOR CREATIVE CONCEPTS

PLACEHOLDER FOR
CREATIVE CONCEPTS

PLACEHOLDER FOR
CREATIVE CONCEPTS

PLACEHOLDER FOR
CREATIVE CONCEPTS

PLACEHOLDER FOR
CREATIVE CONCEPTS

PLACEHOLDER FOR
CREATIVE CONCEPTS

PLACEHOLDER FOR CREATIVE CONCEPTS

PLACEHOLDER FOR
CREATIVE CONCEPTS

PLACEHOLDER FOR CREATIVE CONCEPTS



GMA will need to capture and report on proof points that show the gradual and sustained adoption of SmartLabel™ among consumers. We'll help you define, monitor and report on the metrics that will validate your effort to voluntarily provide consumers with transparent information about the products they buy.

We will make reporting easy by building a dedicated microsite (behind the gmaonline.com login firewall) where your members will find the tailored information they need to conduct their own public affairs promotion and media relations on behalf of SmartLabel™. The microsite will share state-by-state and district-by-district adoption and engagement data for SmartLabel™ so that GMA members are armed with the resources they need to help you build confidence in this initiative and ensure it has a substantive impact on the ongoing debate over mandatory food labeling.



We've shared our vision for how this program can achieve broad success over an extended period of time. But we know budget considerations will make it hard to do it all.

So here's how we get started. In the first two years this program will rely on static digital advertising units and social media infographics, organic growth and adoption from third party partners and consumers.

11 ^ 11

A Two-Year
Recipe for
Success

THE INGREDIENTS

AUDIENCE ASSESSMENT AND IDENTIFICATION OF EARLY ADOPTER PARTNERS

\$50,000

- Stakeholder interviews and analytic data mining
- Research report for GMA that identifies early adopter audience personas and third-party partners
- Establish key performance indicators for all aspects of the campaign
- Develop a communications plan

BUILDING A SMARTLABEL™ SOCIAL MEDIA COMMUNITY

\$180,000/YEAR

- Conduct weekly team meetings with GMA staff to review and approve strategy and content
- Weekly social media strategy, content development and calendars
- Targeted paid advertising units across key social media channels
- Influencer and blogger outreach and sponsored content generation
- Monthly analytic reporting on community growth and engagement

PARTNERSHIP MANAGEMENT AND CONTENT DEVELOPMENT

\$150,000/YEAR

- Develop messaging materials and information packs for GMA staff to disseminate among target audiences at roundtables, symposia, conferences and events
- Strategic outreach planning and support at priority third-party meetings, conferences and events

MEDIA RELATIONS AND PUBLIC AFFAIRS MANAGEMENT

\$120,000/YEAR

- Dedicated media relations and public affairs mini-campaigns around key milestones of our social media community, consumer adoption, and third-party partners.
- Ongoing strategic support to GMA staff to identify and execute earned media opportunities to promote SmartLabel™ among the national, local and beltway media
- Develop of media briefing materials, including regular updates and status report for national, local and beltway media.

12 ^ 12

Our Private
Label Projects

Campaign for Tobacco-Free Kids

Tobacco remains the leading cause of preventable death in the United States, a disturbing statistic that retail giants like CVS have taken head on by discontinuing the sale of tobacco products in their stores. The “Tobacco-Free Retailer Campaign” calls on all retailers to stop selling these harmful products and helps consumers locate stores that value their lives as much as their business. We created and promoted a mobile-friendly platform featuring the first ever online map to help shoppers find local retailers that don’t sell tobacco products. To date we’ve signed up more than 13,000 stores allowing consumers to find these retailers and shop tobacco-free.

Campaign Highlights

- Mobile-friendly Website with Map Tool
- 400+ Broadcast Airings
- 4,900+ Social Engagements
- 27.9M Audience
- Infographics and Data Visualizations



Cincinnati Children's Hospital Medical Center & Toyota

Three out of four car seats are installed incorrectly, according to NHTSA. In an effort to decrease that statistic by showing parents and families about the proper use of car seats and seat belts, Buckle Up for Life unveiled an integrated, multilingual public service advertising (PSA) campaign that takes a humorous and empathetic approach to illustrate the frustrations of installing a car seat. Developed by Home Front, the PSAs direct parents and families to free instructional videos and child seat safety resources on BuckleUpforLife.org and Abróchate a la Vida at <http://buckleupforlife.org/es>.

Campaign Highlights

- Mobile-First Strategy
- Responsive Website Design
- 1 Website (English & Spanish)
- 48 Interviews/Airings Reaching more than 47.6 Million
- 10 Animated Videos (English & Spanish)
- 9 PSA Videos



Advocates for the U.S. airlines 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.

Campaign Highlights

- 4 Airport and Metro Custom Takeovers
- 72 Unique Metro Installations
- 4 TV, Radio, Preroll and Digital Ad Units
- 6 Custom Native Content Pieces

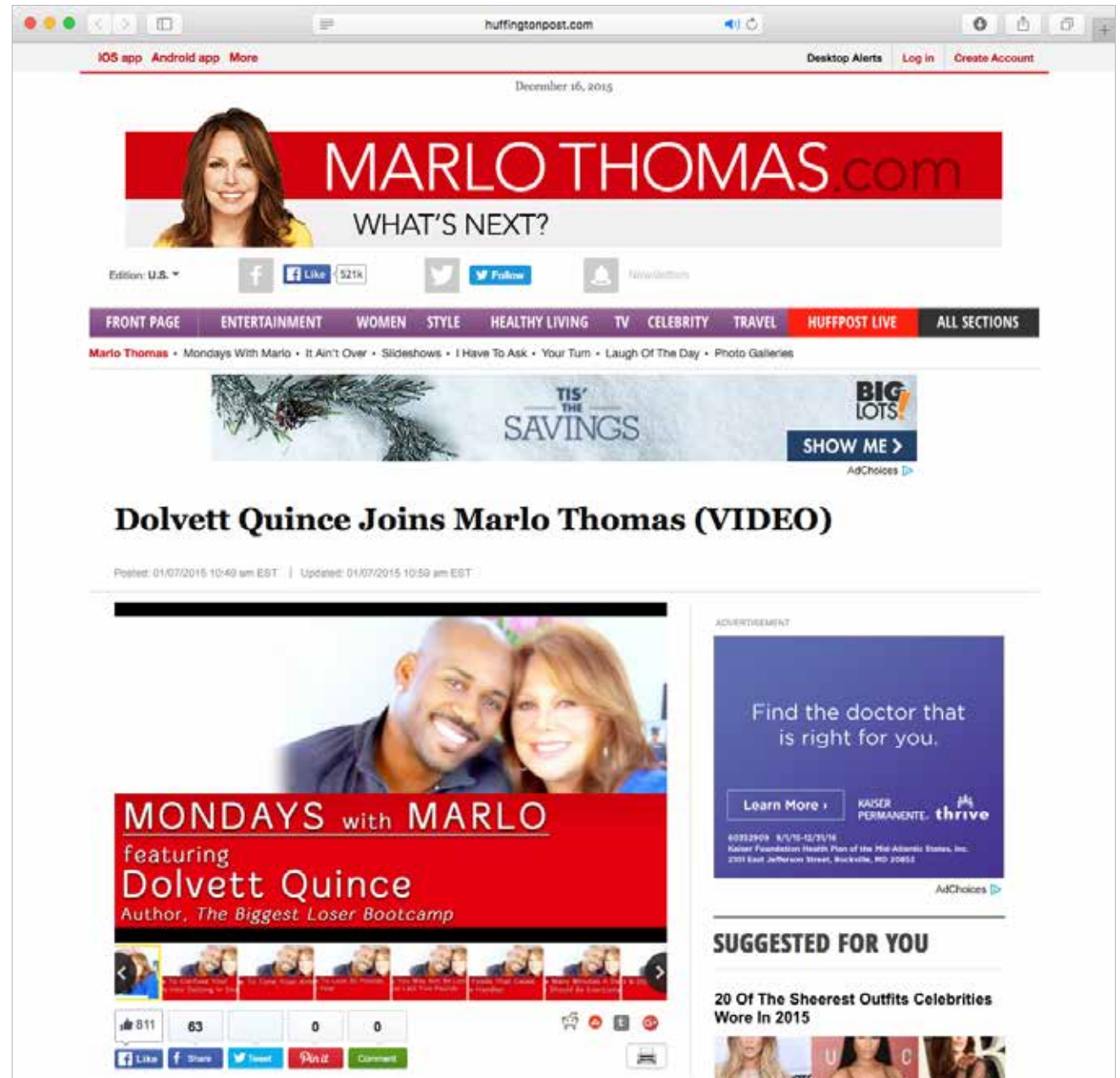


Live Better America

In 2014, Subject Matter coordinated a partnership for client AOL to produce and promote a 45 week video series hosted by Marlo Thomas sponsored by General Mills and their lifestyle brand campaign Live Better America. Targeted towards women in their 30s and 40s, the video series highlighted the lives of people who have used the wisdom of their stories of reinvention and accomplishment to bring meaning to their lives and value to those around them. Topics including eating trends and fitness, and featured a wide variety of guests including Jennifer Garner, Dolvett Quince, Kelly Ripa and Jillian Michaels from the Biggest Loser, The Today Show's Joy Bauer and many others.

Campaign Highlights

- 45 Week Video Series
- 25 Million Video Views
- 50 Million Page Views on the Slide Show



13 ^ 13

Management,
Cashiers, Stockboys,
Fishmongers
and Butchers

OUR TEAM



Debra DeShong – Executive VP & Managing Director

Debra leads the Subject Matter Public Affairs practice, which provides clients with a range of services including strategic communications planning, media relations and crisis communications. Debra has worked with clients around the world on everything from complex, high level litigations, to coalition building and launching new initiatives. She has successfully counseled several presidential appointees through the confirmation process and overseen the initial planning for their tenures in their new positions. Debra holds a Master's Degree in Broadcast Journalism from Northwestern University in Chicago, and a Bachelor's Degree in English from Fairfield University in Connecticut.



Joy Cameron – VP, Media

Joy leads Subject Matter's team of media specialists, overseeing the strategic development and tactical execution of media outreach initiatives. In nearly a decade of work at the firm, she has built a deep understanding of what's required for successful media campaigns, from framing strategy to overseeing logistical details. Joy established Subject Matter's in-house broadcast production studio and has managed a range of productions. Joy holds a Bachelor of Arts from The George Washington University's School of Media and Public Affairs.



Lisa Cullen – Account Director

Lisa provides strategic leadership and implements programs on behalf of many of Subject Matter's clients, including Nestlé, Airlines for America and Buckle Up for Life. Prior to joining Subject Matter, she was a VP of Public Relations and Social Media for the Ad Council, where she promoted the non-profit organization and its public service advertising (PSA) campaigns to both the media and the campaigns' key target audiences. She also managed the creation and implementation of public relations and social media programs on behalf of 25 PSA campaigns, including issues such as child passenger safety, buzzed driving prevention, safe firearms storage, emergency preparedness, children's oral health, mental health awareness, foster care adoption, caregiver assistance and financial literacy. She holds a Bachelor of Arts in Sociology from Roanoke College.



Carlos Roig – Executive Vice President

Carlos leads strategic initiatives for Subject Matter and its clients. He built the firm's first Digital Media Strategy unit and directed the Content and Media teams before moving into his current company-wide role. He is a frequent public speaker on the intersection of journalism, advertising and strategic communications. Previously, Carlos spearheaded the systematic development of niche-targeted online communities at USA Today. He is a recipient of the Teaching Excellence and Service Award for his curriculum development and instruction in Georgetown University's graduate journalism program. Carlos was recently appointed to the CDC's Editorial Board of the Morbidity and Mortality Weekly Report. He is fluent in Spanish.



Maggie Allard – Project Manager

Maggie works across all departments to ensure client projects are completed on time and on budget. Before joining Subject Matter, she was an Account Executive at O'Keeffe and Company. Maggie holds a B.S. in Marketing Management from Virginia Polytechnic Institute and State University.



John Siniff – VP, Content

John is a veteran journalist who brings a newsroom's approach and perspective to Subject Matter's diverse campaigns and content. In his 20-year career at USA Today he served as Senior Editor/Cover Story Editor, shaping the daily enterprise content across USA Today's print and digital platforms. John also spent eight years as the Op-Ed Page Editor, helping to guide the tone and discussion on a wide range of topics of interest.

OUR TEAM



Andrew Lewis – Director, Content

As Director of Content, Andrew crafts highly targeted digital content strategies, manages a team of social and digital professionals to execute each campaign and analyzes content performance across platforms to gain audience insights and actionable next steps. Andrew's work covers a diverse range of clients including the Robert Wood Johnson Foundation, Association of American Railroads, Toyota's Buckle Up For Life and WETA Television. Before joining Subject Matter, Andrew served as Speechwriter and Director of Online Communications for the U.S. House Committee on Rules and Ranking Member Louise Slaughter. Andrew started his career developing integrated communications campaigns at GMMB, and has a B.A. in International Studies from American University.



Eman Quotah – Senior Writer/Editor

Eman is on a mission to make our clients' content shine. She writes and edits for a variety of projects, with a particular focus on public health and social issues. For 11 years, Eman covered youth homelessness, teen pregnancy and family violence for the National Clearinghouse on Families and Youth, a federal information service managed by JBS International, Inc. She's also written for The Washington Post, The Chronicle of Philanthropy, the Harvard Public Health Review, and other print and online publications.



Kevin Richards – SVP, Creative Director

Kevin leads the total creative function of the agency. His job is to inspire cross-disciplinary ideas that are on-strategy and well crafted — everything from traditional advertising and design to guerilla tactics and digital experiences. His true talent lies in building campaigns on a simple and memorable idea. Kevin's work engages audiences, generating results for clients and hardware for the agency. Ask what he's proudest of and he'll answer, "working with great people." Before joining Subject Matter, Kevin honed his creative chops and leadership style as an Associate Creative Director at SmithGifford.



Patrick Everson – Senior Art Director

Patrick conceives and creates striking visual content that combines engaging graphics and copy. Before joining Subject Matter, he was Senior Art Director at Equals Three Communications, where he led development of digital media and community outreach campaign to promote awareness and participation with the U.S. Navy SEALs among athletic minority youth in the Washington, D.C. and Baltimore regions. His design experience stretches from exhibition design to website and visual identity. Patrick has a Bachelor of Fine Arts in Communications Design from Syracuse University.



John Evans – Junior Copywriter

John first set out for a life in music (he plays the cello, mandolin and piano) before finding his way to copywriting. He began his career at Leo Burnett Mumbai in India. John holds a B.S. in Creative Advertising from Virginia Commonwealth University.



Jannie Gerds – Creative Director

Jannie brings innate curiosity and award-winning experience to our advertising department, where she leads the AAR account and helps oversee creative development for Nestle, A4A, US Soccer Foundation, ASHA, and the Johns Hopkins Bloomberg School of Public Health. Before joining Subject Matter, she worked on accounts ranging from Miller Brewing Company and Marriott Resorts to Unum and Fantastic Sams. Jannie served as an instructor and on the advisory board at The Creative Circus, one of the country's leading advertising portfolio schools. A graduate of Portfolio Center, she also holds a Bachelor of Arts in Advertising from the University of Georgia.

OUR TEAM



Wyatt Queener – VP, Director of Interactive

Wyatt's work demonstrates that technology is, first and foremost, a creative medium to connect people, enhance communication and generate data that advances all client efforts. He has brought this approach to strategy development and execution to Blue Cross Blue Shield, the Pew Charitable Trusts, major issue advocacy groups and global corporations, among others. Prior to joining Subject Matter, Wyatt was Director, Creative Technology at RP3 Agency and SVP, Strategy at agencyQ. He studied Computer Science at the University of Chicago.



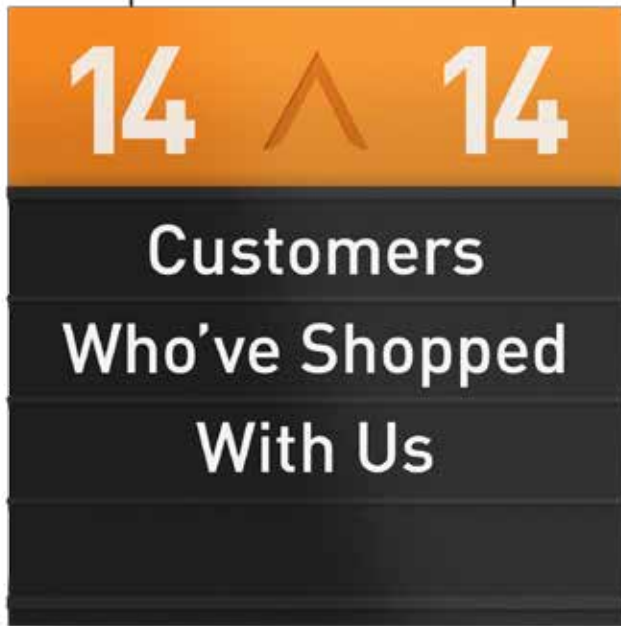
Dan Sallick – Partner & Co-Founder

Dan is a Subject Matter founder and partner. In 1999, Dan and Paul founded Subject Matter legacy firm Home Front Communications, which grew into a fully integrated communications and advertising firm. Prior to that, Dan worked in political campaigns and government, serving as Press Secretary to House Democratic Leader Richard Gephardt and as Communications Director at the Democratic Congressional Campaign Committee in the successful 1998 election cycle. He is on the Board of Trustees of the Smithsonian's Hirshhorn Museum and Sculpture Garden. A graduate of Rollins College, he was an NCAA All-American in tennis in 1991.



Paul Frick – Partner & Co-Founder

Paul is a Subject Matter founder and partner. He has more than 30 years experience designing and executing communications strategy in both the public and private sectors. At Subject Matter he directs work for a wide range of association, corporate, government and non-profit clients, and helped lead legacy firm Home Front Communications' expansion into content and digital development and engagement. Paul learned the value of integrated strategic communications from working on political campaigns and for members of the U.S House of Representatives. He was chief of staff to Congresswoman Rosa DeLauro and Senior Communications Strategist for House Democratic Leader Richard Gephardt. During the 1998 election cycle he was political director of the Democratic Congressional Campaign Committee.



CAMPAIGN FOR TOBACCO-FREE KIDS

Vince Willmore, *Vice President, Communications*

VWillmore@TobaccoFreeKids.org

202-296-5469

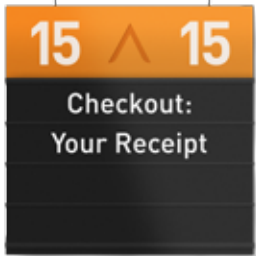


CINCINNATI CHILDREN'S HOSPITAL MEDICAL CENTER

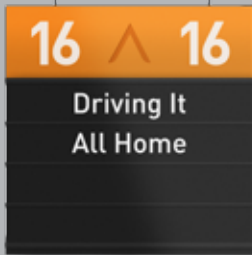
Tamara Hatcher, *Marketing Manager*

Tamara.Hatcher@cchmc.org

513-636-5638



HOLD FOR COST ESTIMATE



SmartLabel represents a transformation in the way America shops. It will empower consumers with information that provides easy access to clear and reliable data to help make informed buying decisions.

It's big news for shoppers and a big opportunity for GMA to be viewed as a leader in marketplace transparency.

But it requires a robust and aggressive marketing and promotion plan to be successful. We have ambitious ideas to help promote SmartLabel™ as the Gold Standard in retail information transparency.

The risk for GMA is in not making a strong enough commitment to promoting this groundbreaking tool.

Building trust with your new and traditional partners, and consumers at large, will take time. We're prepared to start with a limited, more focused campaign and work with you to achieve sustained, scaled growth and acceptance of this important initiative over the long haul.

Our expertise and experience developing and executing fully integrated campaigns, our appreciation of how to overcome the consumer acceptance challenges SmartLabel™ will face and our unparalleled creative capabilities make us the ideal partner for GMA to work with on this unique project.

We're grateful for the opportunity to respond and provide our views on how we will work together to make SmartLabel™ a success.

SUBJECT MATTER