

Message

From: Campbell, Rob [Rob.Campbell@edelman.com]
Sent: 12/23/2015 12:52:20 AM
To: Parker Lewis [PL@haymancapital.com]
CC: Patel, Rupa [Rupa.Patel@edelman.com]
Subject: Quick bullets from Edelman

Hi Parker,

As we discussed on the phone this evening, enclosed are a few preliminary thoughts in bullet form in advance of our detailed memo on strategic communications that will be in your inbox tomorrow.

Please let me know if you have any thoughts or questions. Happy to jump on the phone to discuss.

- **The need to control the message is tantamount** and we firmly believe the best method to do so is to identify a media target at an influential national media outlet and offer an exclusive. By discussing 1-on-1 in person vs. 1-on-20 on a call, we feel there is a stronger potential to help control and influence the message.
- Before going public, we recommend a measured discussion around the legal, financial and reputational implications of going public and, at bare minimum, having messaging created in advance of that timeframe. In addition, it will be important to inform key stakeholders and partners prior to any decision in order to present an united front. We know ICR has been retained as a PR firm and we imagine that they will direct media to target your partners as points of weakness to negatively portray your organization.
- While the ability to take the message public all but guarantees a significant amount of media interest, it is important to have a plan in place to both capitalize on that interest (national exclusive) and maintain that interest via a systematic outreach and messaging plan. We view the systematic outreach after the exclusive to be integral to our plan as it a one-burst salvo could be portrayed as incredibly opportunistic by ICR.

Many thanks,
Rob

Rob Campbell

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