

## **Content Outline**

- A. Purpose
- B. Situation assessment
- C. Objectives
- D. Strategies
- E. Positioning and messages
- F. Scope
- G. Resources
- H. Measurement

### **A. Purpose**

- 1. To contribute to the achievement of the company's business goals
- 2. To aid senior management and the Board in fulfilling their obligation to public company constituencies

### **B. Situation Assessment**

- 1. Background and overview
- 2. Issues
- 3. Misconceptions
- 4. Opportunities

**C. Objectives**

1. Achieve and maintain fair market value relative to performance, prospects and peers
2. Build credibility and reputation
3. Improve liquidity; reduce volatility
4. Create feedback mechanism: capital markets point of view
5. Fulfill disclosure obligations and commitments

**D. Strategies**

1. Understand the needs and perceptions of existing and targeted investors:
  - a. Strengths and weaknesses, misconceptions, etc.
  - b. Qualitative research
2. Create the story - positioning and messages; modify for investors:
  - a. Review peer group for appropriate valuation relative to value-creation strategies
  - b. Underscore strengths, deal with issues
3. Develop disclosure policy and follow it consistently
4. Communicate with existing analysts and investors:
  - a. Road shows, conference calls, meetings/phone
  - b. Cultivate relationships, sell side and buy side
5. Broaden the ownership base:
  - a. Target and communicate with appropriate new sell side analysts and owners
6. Measure progress

**E. Positioning and Messages**

1. Vision
2. Corporate objectives and strategies
3. Financial objectives and strategies
4. Points of difference from peers
5. Investment highlights -- “20-second pitch”

**F. Scope**

1. Target audiences
2. Time frame for plan
3. Approach

**G. Resources**

1. Human
2. Financial (budget)

**H. Measurement**

1. Fair valuation relative to peers and market
2. Optimal cost of capital
3. Accurate and favorable perceptions
4. Feedback on goals
5. Appropriate ownership base; low turnover
6. Increased liquidity
7. More sell-side coverage

**Gaining Support of the Board Through an IR Strategic Plan**

1. IR plan goals aligned with Board's fiduciary and other legal responsibilities
2. IR plan aligned with strategic plan; therefore, IR goals contribute to achievement of corporate goals
3. IR plan provides capital markets point of view on vision, goals, strategies and competitors
4. IR subject to planning process, discipline and accountability, just like operating management
5. Ideally, IR plan has buy-in of senior management and is presented to Board

**Summary**

1. Corporate strategic plan is the "meat" of the IR plan and messages
2. Positioning the corporate brand arbitrages the needs of investors and other targets with the company's strategic intent
3. Integrated communication – consistent messages across all company "voices" – can be a strategic core competency and creates the power of cumulative voice

**Background**

Genesis provides strategic investor relations and integrated communication services. Having served in senior-level roles in IR, finance, marketing, corporate affairs and corporate communication at Fortune 500 companies across a broad range of industries prior to joining Genesis, our consulting group understands the challenges you face — because we've faced them ourselves.

With recognition and awards — including Investor Relations Magazine's second-ever Lifetime Achievement Award for Investor Relations within our group — you can be confident in our knowledge and experience.

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