



SMITH

COMMUNICATION PARTNERS

Smith | Success



Smith (smĭth) n., a craftsperson or artisan. A recognized specialist in a field that often requires years of apprenticeship to reach status or title. A communication expert.
Smithery (smĭth'ā-rē) n.. The occupation or craft of a smith.



EMPLOYEE, MARKETING AND CORPORATE
COMMUNICATION SERVICES

THE ART AND CRAFT OF EFFECTIVE COMMUNICATION



SMITH COMMUNICATION PARTNERS

is a management consulting firm that specializes in employee, marketing and corporate communications. We provide our clients in-depth experience in human resources, benefits and compensation communications, as well as in employee training, business strategy, marketing issues and in a variety of corporate transactions such as mergers, acquisitions, spin-offs and workforce reductions.

Our staff and offices around the country consists only of accomplished and highly recognized professional communicators. Today, our consultants average more than 20 years of experience and have at least 10 years of expertise in our field. And, our partners and senior consultants do more than show up for meetings. *We do the work. All the work. Every time.*

SMITH DESIGNS, CREATES AND IMPLEMENTS

print, digital, video, audio, social, and meeting strategies and materials for our clients. We offer services in six broad areas.

- Human Resources, Benefits and Compensation Communication 1
- Employee Training 4
- Change Management Communication 7
- Business Strategy Communication 10
- Marketing and Sales Support 13
- CoSourcing Partnerships 16

For more information call us at 678.681.9451
or visit us at smithcp.com.

HUMAN RESOURCES, BENEFITS AND COMPENSATION COMMUNICATION

CORESERVICE

Smith Communication Partners blends technical expertise in human resources, benefits and compensation with powerful, creative and proven skills to develop and execute sound communication strategies for our clients. We will work with you to drive change in your organization or find the hidden opportunities in your employee programs.

We provide turnkey solutions in which we manage all aspects of an assignment. Just as often, we work as a team with clients' internal staff or other outside advisors.

ANNUAL ENROLLMENT, SPDs, STATEMENTS.

Transform annual enrollment materials from paperwork to promotion. And, marry the key messages of enrollment with those in SPDs and total compensation statements.

RETIREMENT AND FINANCIAL PLANNING EDUCATION. Pensions, 401(k) plans, stock-based programs, retiree medical, retiree life, Social Security. Communication of these plans can be critical to controlling turnover rates and associated costs.

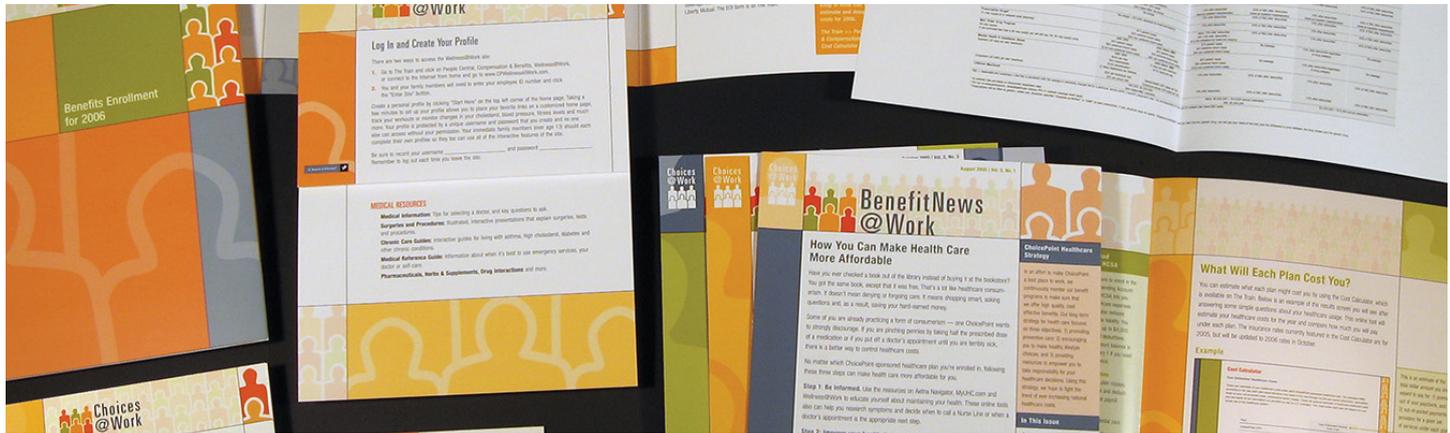
EXECUTIVE, INCENTIVE AND BASE COMPENSATION PLANS. Very few topics capture employees' interests more than their pay. If the organization doesn't address it, the grapevine surely will.

HR INTRANETS, SOCIAL MEDIA. Move information, resources and processes online to drive efficiency, employee and manager self-service and satisfaction.

WELLNESS PROMOTION. Find the financial, recruitment and cultural benefits of well-planned wellness education. Online portals, newsletters, social media, on-site programs. Smith can help.

HUMAN RESOURCES, BENEFITS AND COMPENSATION COMMUNICATION

CASESTUDY



BENEFITS EDUCATION AND ENROLLMENT

CHALLENGE: Drive employees from HMO enrollment to PPO and CDHC enrollment and convert attitude of entitlement to one of personal responsibility.

SOLUTION: After studies showed the vast majority of its employees would benefit from enrollment in a new Consumer Driven Health Care (CDHC) plan and Health Reimbursement Account (HRA), this information technology company became an early adopter of these

health care benefit solutions. Beginning in April for an October enrollment, Smith helped our client launch a multimedia, interactive education campaign. The company achieved a strong 23% enrollment in the CDHC plan in the first year and 37% in year two. Key to the communication effort was a dedication to employee education through a wide variety of avenue: ongoing print materials, Web-based plan comparison calculators and face-to-face employee meetings, for example.

EMPLOYEE TRAINING



A diploma gets many employees in the door. However, for most organizations, formal education and training is just a starting point. Your employees' success relies on their understanding of your organization's goals, their technical skills, their leadership abilities and their personal effectiveness.

With creative training tools, your organization becomes more than an employer; it becomes an institute of higher learning. Smith's training work involves a combination of print, video, eLearning, webinars and face-to-face meeting materials.

CUSTOMER SERVICE TRAINING. Whatever your employees' work environment — retail, call center, etc. — Smith's consultants can assist with the design of a training solution that is right for your organization.

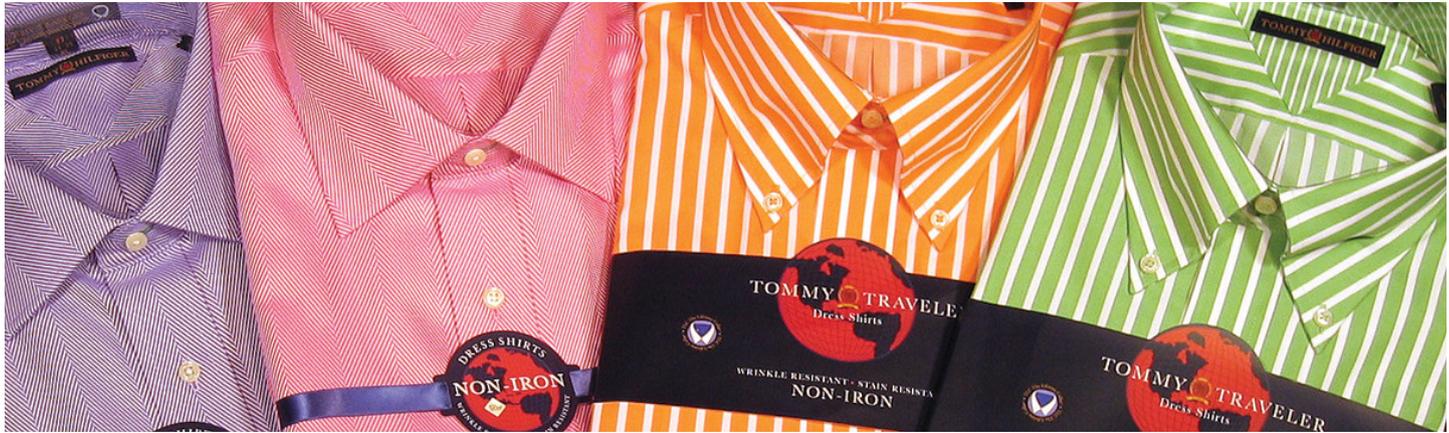
HUMAN RESOURCES. Whether you need to inform employees of their new benefits program or the new sales incentive plan, our experts are ready to help.

OPERATIONS TRAINING. Every function or department within an organization has essential information and training that must be delivered to employees. Working with your key managers, Smith can help design the most effective training program available.

EMPLOYEE ORIENTATION PROGRAMS. A strong, well-conceived orientation program is the ideal place to introduce the new employee to a variety of important topics: career learning, policies and procedures, benefit programs, who-to-call-for-what, etc.

EMPLOYEE TRAINING

CASESTUDY



CUSTOMER SERVICE TRAINING

CHALLENGE: Training other organizations' retail employees, who are critical to the successful launch of new clothing lines.

was created. Using filmed training sequences as their centerpiece, professional trainers educated CSRs about the details of this brand name designer's new clothing line. Other organizations combine these types of efforts with online training programs that make education available at the push of a button.

SOLUTION: A thorough introduction of the company, its market philosophy and its new product line, designed for customer service representatives (CSRs) employed by large retailers. An hour-long, in-store training program

EMPLOYEE TRAINING

CASESTUDY



PROMOTING LEARNING AND DEVELOPMENT

CHALLENGE: Driving awareness of employee training programs.

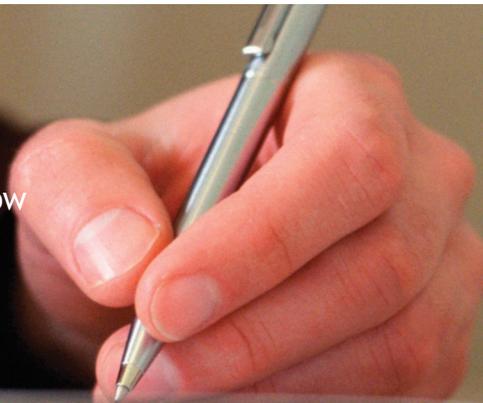
SOLUTION: This global pharmaceutical's Organization and Talent Development (O&TD) department administers a comprehensive training curriculum for the

company's employees. The problem faced by O&TD was that too few people were aware of the full offerings available and how to take advantage of them. Smith was brought in to help O&TD promote its learning and development offerings while distinguishing them from training initiatives offered by other functions in the company, such as sales and IT. First, we helped O&TD define itself with a new, clear mission statement. Next, came a distinct graphic design identity applied to all of O&TD's materials. Then, we redesigned, reorganized and helped rewrite O&TD's intranet content, working within the organization's content management system and even training O&TD staff on how to maintain the site on an ongoing basis.

CHANGE MANAGEMENT COMMUNICATION

CORESERVICE

Fads, slogans and best-sellers come and go. However, the simple truth remains that employees who understand how the work they do impacts their organization – and how change impacts them – are more satisfied and more effective. Smith can work with your organization during important times of change.



MERGERS, ACQUISITIONS, SPIN-OFFS AND BANKRUPTCIES. Nothing trumps the essential nature of employee communication in times of change. Without close attention to this group, organizations risk losing their best employees. Smith's consultants have worked on some of the nation's largest corporate transactions.

CULTURE CHANGE. In today's world, businesses and non-profits often find that marketplace pressures demand certain changes within their organizations. Sometimes these changes can be simply summed up as "belt-tightening." However, in many instances, an organization's culture will have to be altered in much more complex ways.

WORKFORCE REDUCTIONS. Layoffs, displacements, right-sizing. Whatever one calls it, the dismissal of loyal employees is never an easy task and can be disruptive to operations and employee morale if not handled properly. Bringing seasoned experts to the table can make all the difference.

EMPLOYEE RESEARCH. At Smith, we always say, "First, we listen." The same is true of many of our clients who are committed to employee listening through a variety of research methods including surveys, focus groups and employee interviewing.

CHANGE MANAGEMENT COMMUNICATION

CASESTUDY



EMPLOYEE RESEARCH

CHALLENGE: Investigate employee attitudes toward a changing benefits program that is introducing “consumerism” in its health care plans. Reach an employee population that is geographically and educationally diverse.

and management interviews were conducted to (1) measure change in employee understanding and acceptance of “consumerism” and (2) evaluate the success of the communication techniques used to reach far-flung audiences. The employee focus groups were added to ensure accurate representation of all employee groups and to gather and evaluate more qualitative data than was possible with the online survey.

SOLUTION: Use a combination of online survey instruments, employee focus groups (with print surveys) and management interviews to gather information through a variety of avenues. First, an online survey was conducted to establish a baseline of employee attitudes. In the second year, a follow-up online survey

CHANGE MANAGEMENT COMMUNICATION

CASESTUDY



MERGERS, ACQUISITIONS AND SPIN-OFFS

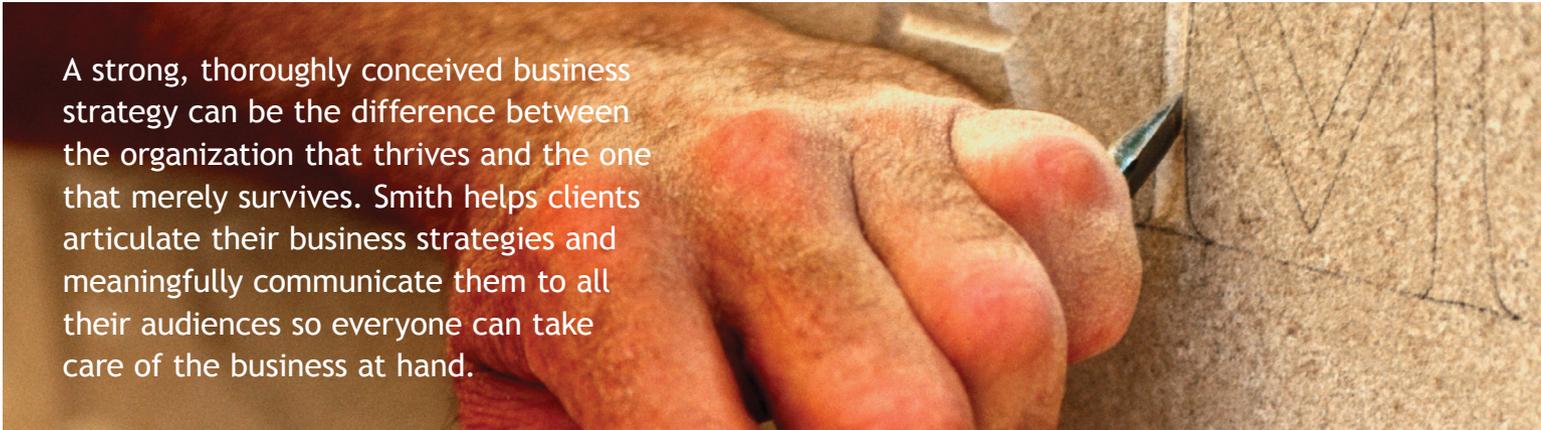
CHALLENGE: Keeping acquired employees in the loop during a merger while the acquiring company simultaneously spun-off from a large corporate parent.

newsletters. In addition, severance, job opportunity and new employee welcome packages were created. Since the acquiring company was in the midst of its own spin-off, temporary human resources branding was created for all materials.

SOLUTION: Thorough and ongoing employee communication. Throughout the acquisition of a division of a large energy company, employees were asked to work as diligently as possible. Much needed information was delivered to employees regularly through a weekly

BUSINESS STRATEGY COMMUNICATION

CORESERVICE



A strong, thoroughly conceived business strategy can be the difference between the organization that thrives and the one that merely survives. Smith helps clients articulate their business strategies and meaningfully communicate them to all their audiences so everyone can take care of the business at hand.

While critical to the success of your business, strategic planning can become unproductive without adequate processes to help direct and implement it. Smith helps organizations develop business strategies by providing a process for executive and managerial teams to write annual and multi-year business plans. Working as part of a client's team, we help uncover, understand, and communicate an enterprise's vision and priorities. Then, we make those words mean something to employees, managers, boards of directors, and shareholders by crafting a communication plan that emphasizes the connection between strategy, group performance, and individual contribution.

ENTERPRISE, HUMAN RESOURCES AND DEPARTMENTAL STRATEGIES.

Connect your company's strategic goals to its financial ones. Analyze where you are and define where you want to be. Identify the strategic initiatives that will make your vision a reality. Determine behaviors that will enable your managers to move those initiatives forward. Set goals to measure your success. And, crucially, build consensus among your identified key constituents.

Smith can help you achieve all of these steps and then communicate your organization's business plan in a manner designed specifically for your enterprise.

BUSINESS STRATEGY COMMUNICATION

CASESTUDY



BUSINESS STRATEGY COMMUNICATION

CHALLENGE: Define and communicate a long-term corporate vision to the executives and employees of a global confectionery leader.

SOLUTION: Facilitate the development of a five-year business plan for enterprise growth and design a communication strategy to share it with the organization's various stakeholders. Working with the chief executive officer and other senior executives, we provided a process

to help articulate the company's vision, mission and values. We pushed the client to examine critically its current state and define its future. To bridge the gap, we identified strategic initiatives and articulated the factors critical to their success. This strategy document served as the central communication piece for sharing the strategy with the Board, senior management, line supervisors and a broad-based employee population.

BUSINESS STRATEGY COMMUNICATION

CASE STUDY

Our Human Resources Vision and Strategy at HCA
The business of healthcare seems always to be evolving. That has been the case since the inception of HCA.

Throughout the history of HCA, our strategy has evolved to meet the demands of the day and in support of our many constituencies. In our early years, we focused on bringing assets together and growing our footprint, providing the HCA experience to as many patients and employees as possible. Beginning in the mid '90s our focus turned to operational excellence in all we do. Thanks to the efforts of our 180,000+ employees, we believe we are the best operator of hospitals in the world. Today, as healthcare reform opens in the United States begins in earnest, our organizational focus turns to "clinical excellence" as the strategy to carry us forward. Clinical excellence means making sure every component of the patient's experience is outstanding. From service to outcomes technology, we want to establish HCA as a premier clinical organization.

Just as HCA's company strategy has evolved, so have our Human Resources strategy and agenda. This document is designed to give you a brief history, a vision for the future, and a strategic framework to help focus our efforts as the organization's charged framework for our most critical resource, our people. Please work with us on our most critical resource, our people. Please do not read this and set it aside. Carry it around. Think about it. Use it. Many challenges lie ahead for HCA and Human Resources. Working together in the same direction, toward a common goal, is how we succeed.

Defining Our Future — 2010 and Beyond
The environment in which we work continues to change. Healthcare reform is now a reality, and its impact over the coming years is difficult to predict. Nevertheless, HCA has placed the goal of becoming a premier clinical organization at the top of our strategic agenda.

At HCA, Human Resources responds in a variety of ways. First, Healthy Work Environment (HWE) has become the blueprint for our culture. It is the way we address the challenges unique to our industry such as clinical worker shortages, organized labor, and volume pressures. HWE evolves as the needs of the organization evolve, and that is how it should be. In addition to HWE, what else do we envision for our future, and to what should we hold ourselves accountable? We must define a future that positions us to play a key role in driving HCA towards continued operational success and clinical excellence.

We see a future in which we build on our recent successes in the following areas:

- HCA attracts and develops top-tier talent and is recognized as having competitive compensation and benefits and as one of the best places to work ...
- Human Resources has a consistent enterprise-wide vision and approach ("One HR"), while retaining the flexibility to adapt to local market conditions ...
- Human Resources has its hands on all available workforce analytics to support data-driven decision making and advises the business with this information ...
- We are connected with our communities and markets in workforce pipeline opportunities to support continual growth of a critical clinical workforce ...
- We communicate with employees using engaging, dynamic tools (e.g., portal, blogs, podcasts) and are open to feedback ...
- We use Healthy Work Environment principles to evaluate the value of future HR initiatives ...
- Human Resources staff are offered continual opportunities for career and professional development.

We know we want the future to evolve from the successes of our past. The strategies

HCA Human Resources Strategy Framework

HCA Mission
Above all else, we are committed to the care and improvement of human life. In recognition of this commitment, we strive to deliver high quality, cost-effective healthcare in the communities we serve.

The HCA Human Resources commitment to a Healthy Work Environment is the prism through which we view HCA Business Drivers and HR Guiding Principles, resulting in Strategic Intent that set the stage for our future work.

HCA Business Drivers

- Clinical Excellence
- Physician Integration
- Performance Improvement
- New Revenue Streams
- Volume Growth

Strategic Intent

- Select Development and Talent**
Programs and practices designed to invest in learning for all employees and enhance our workforce pipeline. Through these initiatives, we will develop future leaders, enhance the performance of our managers, prepare our system for advancement, and help prepare future employees with an interest in working for HCA.
- Business Decision Support**
Methods for using HR data to create knowledge, understanding, and business intelligence about our workforce and marketplace, in order to more fully support business strategies or specific initiatives.
- One HR**
Strategies, organizational structures, practices, and work philosophies that create and sustain a world-class, comprehensive, collaborative HR function across the various HCA lines of business.
- Innovative Workforce Strategies**

Healthy Work Environment

HUMAN RESOURCES STRATEGY COMMUNICATION

CHALLENGE: Ensure that the Human Resources representatives for a large hospital system adopt a consistent departmental vision and set of work priorities.

SOLUTION: Facilitate the development of a Human Resources Strategy and communicate it to over 500 field representatives. This communication reviews HR's historical contribution to the organization's overall success and defines its vision for the future. Connecting HR's guiding principles to key business drivers illustrates the impact HR has on the organization's bottom line. By encouraging representatives to match their specific projects with strategic HR initiatives, this communication draws a consistent line between strategy at the top of the organization, departmental implementation and personal contribution.

MARKETING AND SALES SUPPORT

CORESERVICE



Smith has the experience and creative talent to help you deliver the right message to the right people at the right time. Our experienced partners can help augment your firm's capabilities with effective and creative communication services to add value for your prospective clients or expand your current client relationships.

We can work for you as a creative services agency to provide copywriting, graphic design, brand identity or marketing strategy expertise.

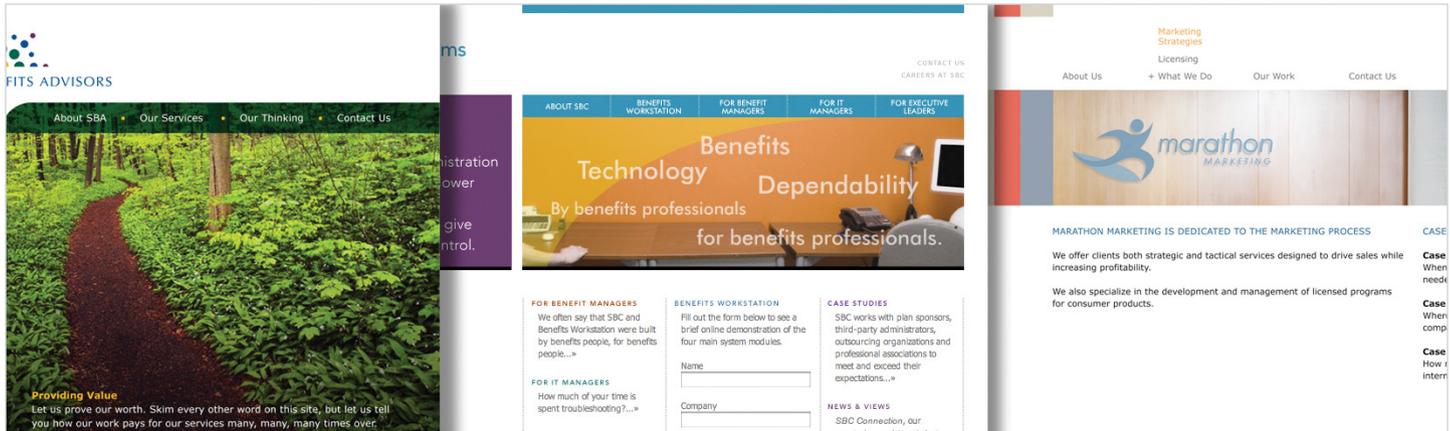
TARGETED CREATIVE. Our partners assist a great many organizations with their marketing and sales support materials. We are experts at identity branding and the creation of market-facing materials such as conference booths, marketing and sales brochures, and organization Web sites.

MARKETING ANALYSIS AND STRATEGIES. Our marketing consultants have worked with some of the world's most notable brands, searching for new market opportunities. We have a particularly strong background in product licensing strategies and implementation.

COMMUNICATION SERVICES FOR YOUR CLIENTS. Smith often acts as a behind-the-scenes communication department, allowing professional services firms to provide employee and corporate communication expertise to their client bases.

MARKETING AND SALES SUPPORT

CASESTUDY



WEB SITE STRATEGY AND DEVELOPMENT

CHALLENGE: Creating new Web sites for a wide variety of organizations.

SOLUTION: Through a thorough analysis of each client's unique situation, including competitive landscape, short- and long-term marketing plans and current brand

positioning, our consultants develop Web strategies that address the specific business needs of client organizations. Smith can provide turnkey solutions delivering all strategy, writing, graphic design, programming and hosting for Web sites. Alternatively, we can augment clients' internal resources.

COSOURCING PARTNERSHIPS

CORESERVICE

In addition to our work with our direct clients, Smith partners with approximately two dozen other consulting firms to deliver services to those other organizations' clients. Many consulting firms do not offer communication consulting in their client engagements. Likewise, some organizations that do provide communication services occasionally need to augment their internal resources.

Whether your firm's specialty is strategy, technology, finance, marketing, human resources, actuarial studies, benefits, compensation or other business management services, Smith can be the perfect communication resource for your needs.

We deliver work in all facets of employee, marketing and corporate communication: strategic development, project management, copywriting, art direction, graphic design, and print and digital production management. Just as often, we partner with an organization's internal teams to add specific resources. We also help our consulting partners sell and promote their firms, products and services with improved marketing and new business proposal processes.

STRATEGY, HR, BENEFITS & COMPENSATION FIRMS.

Rarely do these consulting organizations employ enough communication talent to assist their clients in peak periods such as the fall benefits enrollment season. Smith can add one seasoned consultant or dozens to your staff temporarily.

Each of our partnerships with our consulting partners is a unique relationship. Starting to investigate how Smith might best serve the needs of your firm and its clients is simple. Contact us and we can begin the conversation today.

COSOURCING PARTNERSHIPS

CASESTUDY



AN ACTUARIAL AND BENEFITS FIRM

CHALLENGE: Help refresh a consulting firm's marketing face and deliver services to its clients.

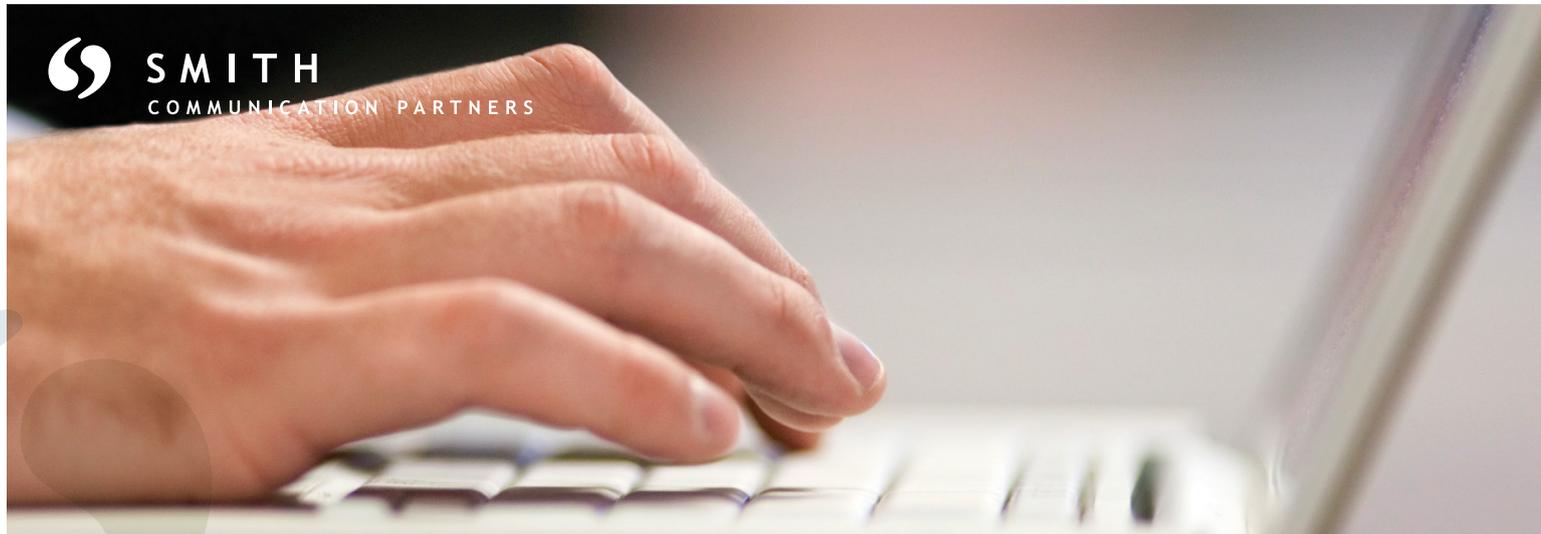
SOLUTION: Market-facing identity pieces, a new corporate website, a new business proposal process, and client communication materials. This actuarial and benefits consultancy specializes in serving governmental clients and has no professional communicators on staff.

The principals realized they needed a more professional digital presence, as well as a client extranet for file-sharing during ongoing assignments. Smith reworked the site's architecture, graphic design and text, and more than doubled its content. We also created a proposal database and template to make responding to Requests for Proposals (RFPs) more efficient for the firm's employees. In addition to this marketing and sales support, Smith delivers communication services to this firm's clients on an ongoing basis and has been doing so for over a decade.

678.681.9451

smithcp.com

Managing Partner, Trey Wood



ATLANTA • DENVER • HOUSTON • LEXINGTON • LOS ANGELES • NEW YORK • PRINCETON • SAN DIEGO • TAMPA