

Building a brand to rebuild a city

Prepared for the Downtown
Development District of the City of
New Orleans

RFP Response – Branding Services

April 29, 2009

Creating and managing
brand value™

Interbrand



Exhibit "A"

Proposer's Affidavit

EXHIBIT "A"

PROPOSER'S AFFIDAVIT

STATE OF New York
PARISH(COUNTY) OF New York

Kelly Gall, being first duly sworn,
deposes and says:

() Individual Only: That he is an individual doing business under the name of _____ at _____ in the City of _____, State of _____.

() Partnership Only: That he is the duly authorized representative of a partnership, doing business under the name of _____ at _____ in the City of _____, State of _____.

(☒) Corporation Only: That she is the duly authorized, qualified and acting COO, North America of Interbrand Corporation a corporation organized and existing under the laws of the State of New York.

and that said Individual, Partnership or Corporation is filing herewith proposal(s) to the Downtown Development District in conformity with the attached specifications.

Individual Only: Affiant further says that following is a complete and accurate list of the names and addresses of all persons interested in said proposed contract(s):

<u>NAME</u>	<u>ADDRESS</u>
_____	_____
_____	_____
_____	_____
_____	_____

Affiant further says that he is represented by the following resident agents in the City of New Orleans

NAME

ADDRESS

_____	_____
_____	_____
_____	_____
_____	_____

Partnership Only: Affiant further says that the following is a complete and accurate list of the names and addresses of the members of said partnership:

NAME

ADDRESS

_____	_____
_____	_____
_____	_____
_____	_____

Affiant further says that said Partnership is represented by the following resident agents in the City of New Orleans.

NAME

ADDRESS

_____	_____
_____	_____
_____	_____
_____	_____

Corporation Only: Affiant further says that the following is a complete and accurate list of the officers and directors of said corporation listed on the most current annual report on file with the Secretary of State:

Chief Executive Officer - Jeremy Frampton
Chief Operating Officer, North America - Kelly Gall
Secretary - Philip S. Krieger
Chief Financial Officer - Lisa Rutkoske
Assistant Secretary - James T. Cunningham

and the following officers are duly authorized to execute contracts on behalf of said corporation:

Kelly A. Gall, COO., N.A.

Affiant further says that the Proposal, filed herewith are not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation; that such proposals are genuine and not collusive or sham; that proposer has not solicited any other proposer to put in a false or sham bid, has not directly or indirectly, colluded, conspired, connived or agreed with any proposer or anyone else to put in a sham proposal, or refrain from submitting proposals, that said proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the proposal price of said proposer or of any other proposer, or to fix any overhead, profit, or cost element of such proposal price or that of any other proposer, or to secure any advantage against the DDD or anyone interested in the proposed contract; that all statements contained in such proposal are true; that said proposer has not, directly or indirectly, submitted his proposal price or any breakdown thereof or the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly, any money, or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual, and further that said proposer has not paid or will not pay or agree to pay, directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual, for aid or assistance in securing contracts above referred to in the event the same are awarded to

Interbrand Corporation

NAME OF INDIVIDUAL, PARTNERSHIP OR CORPORATION

Further affiant saith not.

Signed By:

Kelly A. Gall

Title:

COO, North America

Sworn to before me and subscribed in my presence this 28 day of April, 2009.

Elias Muhammad
NOTARY PUBLIC

ELIAS MUHAMMAD
Notary Public, State of New York
No. 01MUS194861
Qualified in Queens County
Commission Expires October 6, 2012

Exhibit "B"

Qualification Form

EXHIBIT "B"

**REQUEST FOR PROPOSALS
FOR BRANDING SERVICES
FOR THE DOWNTOWN DEVELOPMENT DISTRICT
OF THE CITY OF NEW ORLEANS
RFP #RF-2009-05**

QUALIFICATION FORM

INSTRUCTIONS:

Proposers/contractors shall present evidence that they are fully competent and have the necessary ability, experience and resources to fulfill the requirements as stipulated herein.

Certain minimum qualifications are set forth herein which shall be met in order for a proposal to be considered. Proposers/contractors unable to comply with the minimum requirements shall be disqualified.

All proposers/contractors must submit this Qualification Form with all questions completely answered. The information shown on the financial balance sheet required in this qualification Form will be held confidential.

(A) Minimum Experience Requirements:

The proposer/contractor warrants that he has the following qualifications:

1. That the individual, partnership, or corporation making this proposal has been continuously engaged in branding services for at least a three (3)-year period preceding the proposal deadline.

For purposes of verification, the following information must be provided:

Name of Firm: Interbrand Corporation
Business Address: 130 Fifth Ave. New York, NY 10011
Business Telephone Number: 212.798.7500

If an Individual:

Date started in business: _____

If a Corporation:

When Incorporated: 1974

If a Partnership:

Date of Organization: _____

General or Limited Partnership: _____

Contract Recorded: _____
County or Parish, State, and Date

2. List below three (3) business organizations who can attest to the continuous operation of your branding service firm over the past five (5) years:

*Respecting our partner agencies' confidentiality and time, we are not able to provide you with their contact information at this time. However, we would be happy to put you in touch with the following key contacts once we discuss our RFP response with you in greater detail:

- a) Company Name: Diversified Agency Services (DAS)
Address: 437 Madison Ave. New York, NY 10022
Contact Person: Karen Zahorsky President, Development
Telephone Number: * See Note
- b) Company Name: Omnicom Group Inc.
Address: 437 Madison Ave. New York, NY 10022
Contact Person: Randall J. Weisenburger, EVP and CFO
Telephone Number: * See Note
- c) Company Name: DDB Worldwide
Address: 437 Madison, 11th Floor, New York, NY 10022
Contact Person: Brandon Snaw, US Director of Business Development
Telephone Number: * See Note

(B) Minimum Job Performance Reference Requirements:

The proposer/contractor must provide three (3) references of entities for whom his organization has performed services during the calendar year ending December 31, 2008. Reference checks on these firms may be made to verify the information provided and to determine the quality of service rendered.

*Respecting our clients' confidentiality and time, we are not able to provide you with their contact information at this time. However, we would be happy to put you in touch with the following key contacts once we discuss our RFP response with you in greater detail:

a) Company Name: Thomson Reuters
 Company Address: 3 Times Square
 City and State: New York, NY 10036
 Period of Contract: 2 years
 Contact Person: Lee Ann Daly, EVP, Chief Marketing Officer
 Contact's Phone Number: * See Note

b) Company Name: Feeding America
 Company Address: 35 East Wacker Drive, Suite 2000
 City and State: Chicago, IL 60601
 Period of Contract: 2 years
 Contact Person: Wendy MacGregor, Chief Marketing Officer
 Contact's Phone Number: * See Note

c) Company Name: Province of Manitoba, Premier's Economic Advisory Council
 Company Address: Room 648, 155 Carlton Street
 City and State: Winnipeg, Manitoba R3C 3H8 CANADA
 Period of Contract: 2 years
 Contact Person: Alissa Brandt, Executive Coordinator
 Contact's Phone Number: * See Note

Required Additional Information:

Proposer/contractor must provide the following information about their firm or organization:

- 1) The total number of firms and/or individuals for whom you are presently performing services: **40 firms (See Note Below)
- 2) Total number of workers presently employed by your firm:
204 Full-Time Part-Time.
- 3) Have any of your jobs or contracts been cancelled in the last two years:
 Yes ✓ No

If yes, give complete details and information for verification on a separate sheet.

**Interbrand has engaged with some clients on a long-term basis, involving cross-functional teams on a global scale. For these clients, we might be involved in everything from brand valuation to design, naming, implementation, and beyond. Interbrand also engages with clients on a project-by-project basis, whereby we are given a definitive scope for a single deliverable. Regardless of the size of the project, our goal is to develop a scope of work that best meets our client's needs.

4) Banking References:

- a) Bank Name: * See Note
Bank Address: _____
Account Name: _____
Type of Account: _____
Length of Relationship: _____
- b) Bank Name: * See Note
Bank Address: _____
Account Name: _____
Type of Account: _____
Length of Relationship: _____
- c) Bank Name: * See Note
Bank Address: _____
Account Name: _____
Type of Account: _____
Length of Relationship: _____

*Our Chief Financial Officer of the New York Office, Joe Lugo, would be happy to provide you further information once we discuss our RFP response with you in greater detail.

- 5) Please complete the following financial balance sheet for the firm or organization submitting this proposal. This balance sheet need not be audited but the date shall not be more than six (6) months prior to the proposal deadline date for this proposal.

Financial Summary

As a wholly-owned subsidiary of Omnicom Group (NYSE: OMC), Interbrand reports our financial activities as part of the Omnicom Group consolidated statements.

For specific financial information on Omnicom Group please refer to our Annual Report at:

<http://www.omnicomgroup.com/InvestorRelations/InformationArchive/AnnualReports>

For your reference, we have attached the following excerpts of the annual report to this appendix:

Omnicom Group Inc. and Subsidiaries - Consolidated Statements of Income (F-4)
Omnicom Group Inc. and Subsidiaries - Consolidated Balance Sheets (F-5)

BALANCE SHEET

Date: As of February 27, 2009

Name: Omnicom Group Inc.

ASSETS

1. Cash in checking and savings accounts.
\$ _____
 2. U.S. Government Securities.
\$ _____
 3. Accounts receivable.
\$ _____
 4. Notes receivable. \$ _____
 5. Other current assets such as stocks, bonds and other securities
\$ _____
 6. Inventories – at lower of cost or market.
\$ _____
 7. Real Estate, owned and registered in the name of applicant
\$ _____
 8. Equipment (depreciated value)
\$ _____
 9. Other Assets (Short Term Investment)
\$ _____
- Security Deposit (Utility, Phone) \$ _____
- Proposal Deposits
\$ _____
- Prepaid Interest \$ _____
- TOTAL ASSETS** \$ _____

*Please refer to the following attached forms for Omnicom Group's consolidated financial information:

Omnicom Group Inc. and Subsidiaries - Consolidated Statements of Income (F-4)
Omnicom Group Inc. and Subsidiaries - Consolidated Balance Sheets (F-5)

LIABILITIES

- | | | |
|-----|----------------------------------------|----------|
| 1. | Accounts Payable | \$ _____ |
| 2. | Notes Payable (Autos & Trucks). | |
| | \$ _____ | |
| 3. | Taxes Payable. | |
| | \$ _____ | |
| 4. | Accrued Expenses. | \$ _____ |
| 5. | Real Estate Encumbrances and Mortgages | |
| | \$ _____ | |
| 6. | Judgments | \$ _____ |
| 7. | Other Liabilities | |
| | Short Term Notes Payable | \$ _____ |
| | Deferred Income Taxes | |
| | \$ _____ | |
| | \$ _____ | |
| 8. | Capital Stock | \$ _____ |
| 9. | Retained Earnings | \$ _____ |
| 10. | Capital Surplus | |
| | \$ _____ | |
| 11. | Net Income This Year | |
| | \$ _____ | |

TOTAL LIABILITIES &**STOCKHOLDER EQUITY \$ _____**

*Please refer to the following attached forms for Omnicom Group's consolidated financial information:

Omnicom Group Inc. and Subsidiaries - Consolidated Statements of Income (F-4)
Omnicom Group Inc. and Subsidiaries - Consolidated Balance Sheets (F-5)

OMNICOM GROUP INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF INCOME

	Years Ended December 31, (Dollars in millions, except per share data)		
	2008	2007	2006
REVENUE	\$13,359.9	\$12,694.0	\$11,376.9
OPERATING EXPENSES.....	<u>11,670.5</u>	<u>11,034.9</u>	<u>9,893.4</u>
OPERATING PROFIT	1,689.4	1,659.1	1,483.5
NET INTEREST EXPENSE:			
Interest expense.....	124.6	106.9	124.9
Interest income	<u>(50.3)</u>	<u>(32.9)</u>	<u>(33.3)</u>
	74.3	74.0	91.6
INCOME BEFORE INCOME TAXES, MINORITY INTEREST AND INCOME FROM EQUITY METHOD INVESTMENTS	1,615.1	1,585.1	1,391.9
INCOME TAX EXPENSE	542.7	536.9	466.9
INCOME FROM EQUITY METHOD INVESTMENTS	42.0	38.4	29.6
MINORITY INTERESTS IN NET INCOME OF CONSOLIDATED ENTITIES	<u>(114.1)</u>	<u>(110.9)</u>	<u>(90.6)</u>
NET INCOME.....	<u>\$ 1,000.3</u>	<u>\$ 975.7</u>	<u>\$ 864.0</u>
NET INCOME PER COMMON SHARE:			
Basic	\$ 3.20	\$ 2.99	\$ 2.52
Diluted.....	\$ 3.17	\$ 2.95	\$ 2.50

The accompanying notes to the consolidated financial statements are an integral part of these statements.

OMNICOM GROUP INC. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS

	December 31, (Dollars in millions, except per share data)	
	2008	2007
A S S E T S		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 1,097.3	\$ 1,793.2
Short-term investments at market.....	15.1	47.8
Accounts receivable, net of allowance for doubtful accounts of \$59.9 and \$54.7	5,775.5	6,830.4
Work in process	672.0	801.0
Other current assets	1,005.0	1,031.8
Total Current Assets.....	<u>8,564.9</u>	<u>10,504.2</u>
PROPERTY, PLANT AND EQUIPMENT at cost, less accumulated depreciation of \$1,031.1 and \$1,059.8	719.6	706.7
INVESTMENTS IN AFFILIATES	297.3	247.1
GOODWILL	7,220.2	7,318.5
INTANGIBLE ASSETS , net of accumulated amortization of \$278.4 and \$251.6.....	221.0	195.7
DEFERRED TAX ASSETS	45.2	40.5
OTHER ASSETS	250.2	259.0
TOTAL ASSETS	<u>\$17,318.4</u>	<u>\$19,271.7</u>
LIABILITIES AND SHAREHOLDERS' EQUITY		
CURRENT LIABILITIES:		
Accounts payable	\$ 6,881.2	\$ 8,080.5
Customer advances	1,005.5	1,122.8
Current portion of long-term debt	2.7	2.6
Short-term borrowings	16.2	12.0
Taxes payable	201.1	250.7
Other current liabilities.....	1,647.5	1,758.6
Total Current Liabilities.....	<u>9,754.2</u>	<u>11,227.2</u>
LONG-TERM DEBT	1,012.8	1,013.2
CONVERTIBLE DEBT	2,041.5	2,041.5
OTHER LONG-TERM LIABILITIES	444.4	481.2
LONG-TERM DEFERRED TAX LIABILITIES	312.1	174.8
MINORITY INTERESTS	230.6	242.1
COMMITMENTS AND CONTINGENT LIABILITIES (SEE NOTE 11)		
SHAREHOLDERS' EQUITY:		
Preferred stock, \$1.00 par value, 7.5 million shares authorized, none issued..	—	—
Common stock, \$0.15 par value, 1.0 billion shares authorized, 397.2 million and 397.2 million shares issued, with 307.3 million and 323.0 million shares outstanding	59.6	59.6
Additional paid-in capital.....	1,600.5	1,619.5
Retained earnings	5,888.1	5,077.5
Accumulated other comprehensive (loss) income	(247.3)	430.7
Treasury stock, at cost, 89.9 million and 74.2 million shares	(3,778.1)	(3,095.6)
Total Shareholders' Equity	<u>3,522.8</u>	<u>4,091.7</u>
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY.....	<u>\$17,318.4</u>	<u>\$19,271.7</u>

The accompanying notes to the consolidated financial statements are an integral part of these statements.

12. Please state below any line of credit (over and above anything which is listed above) that you have established to cover the initial costs of supplies, equipment and labor for the first two (2) months of operation. Please state the name of the grantor and the amount below, and attach the official correspondence granting that line of credit to this Qualification Form.

I certify that all of the above information is correct and accurate.

Signed By: Kelly A Gall
Title: COO, North America
Date: 4/29/2009

ELIAS MUHAMMAD
Notary Public, State of New York
No. 01MUS194661
Qualified in Queens County
Commission Expires October 6, 2012

Elias Muhammad

NOTARY PUBLIC

Exhibit "C"

Proposal Form

EXHIBIT "C"
**REQUEST FOR PROPOSALS
FOR BRANDING SERVICES
FOR THE DOWNTOWN DEVELOPMENT DISTRICT
OF THE CITY OF NEW ORLEANS
RFP #RF 2009-05**
PROPOSAL FORM

ITEM

1. Marketing Strategy
 \$ 40,000 - \$50,000
2. Downtown Brand Strategy
 \$113,000 - \$127,000
3. Downtown Messaging Platform
 \$45,000 - \$60,000
4. Downtown Visual Identity Development
 \$ 135,000 - \$175,000
5. Downtown Website Development
 \$ 30,000 - \$ 65,000
6. DDD Visual Identity Enhancement
 \$ 50,000 - \$125,000
7. DDD Marketing Templates
 \$ 80,000
8. Brand Evaluation Metrics
 \$ 50,000

TOTAL PRICE

\$543,000 - \$737,000

GENTLEMEN: I (or we) do hereby declare that I (or we) have carefully examined the RFP documents, including all addenda, and I (or we) have a clear understanding of said documents and premises, and hereby propose to provide the necessary machinery, equipment, labor and materials to perform the services specified in the RFP for the Total Price: Between the ranges of Five Hundred and Forty Three Thousand and Seven Hundred and Thirty Seven Thousand Dollars (\$543,000 - \$737,000)

04/29/09
DATE

Executive Director
TITLE

Interbrand Corporation
COMPANY NAME

Andrew Sullivan
SIGNATURE

The Opportunity

Downtown New Orleans will be celebrated as the vibrant hub of America's beloved city and the engine for the region's economy. Historic and contemporary buildings glow with new residences and retail as Downtown becomes a magnet for a population involved in industries of the mind... Streets bustle with neighbors and visitors alike... People from around the world are drawn to a dynamic, seductive Downtown where the unique cultural mosaic of New Orleans comes into focus.

- DDD vision

Interbrand welcomes the distinct honor of working with the leadership of the Downtown Development District of the City of New Orleans (DDD) to create a more unique and compelling brand for Downtown New Orleans.

The city of New Orleans has been heralded as one of the top tourist destinations in the city, ranked #1 across 8 categories including "live music", "antique shopping," and "nightlife" in a poll conducted by CNN in 2007. While the effects of Hurricane Katrina devastated the local economy and infrastructure, the spirit of the city and its people has remained as strong as ever. This very strength of character is what drives DDD to "be the catalyst for a prosperous, stimulating, innovative heart of the Crescent City."

Interbrand is uniquely suited to help DDD reintroduce Downtown New Orleans to the "Industries of the Mind", in addition to tourists and residents. We have proven experience working with destinations and non-profit organizations, helping to revitalize regions around the world, and generate support for causes ranging from hunger to fair trade. We are a group of "creatively strategic" and "strategically creative" individuals, with a deep affinity for the city of New Orleans, and a palpable enthusiasm for potential of the Downtown New Orleans place brand.

Our world-class branding team is able to employ methodologies and innovative thinking to best understand what would drive the "laptop economy" and "creative industries" to relocate to Downtown New Orleans. Our internationally recognized creative capabilities will allow us to develop verbal and visual elements to bring the Downtown New Orleans to life in a way that is provocative, engaging, and distinctive. We understand that time is of the essence, and have put forth an approach that is both very thoughtful and efficient.

This is the type of branding initiative that truly compels and humbles us. We would be thrilled with the opportunity to partner with DDD on this important endeavor. We look forward to your feedback on the pages that follow.

Sincerely,

The Interbrand Team

1

Recommended approach

Recommended approach

1

Build the fact-base

- Host kickoff meeting
- Review available data
- Analyze branding practices of key competitive and/or inspirational brands
- Conduct 5-7 with key DDB leaders
- Summarize insights and findings

2

Define the brand

- Determine Brand House directions
- Conduct half-day work session to present fact-base and Brand House directions
- Refine Brand House directions based on feedback
- Deliver final Brand House and implications
- Create a tagline for Downtown New Orleans

3

Bring the brand to life

- Host a work session
- Develop a creative brief
- Develop a messaging platform
- Translate the brand idea and personality attributes into a visual identity for Downtown New Orleans
- Refresh the DDD visual identity
- Conduct logo trademark prescreens
- Conduct media test on the new visual identities
- Create master artwork for final logos
- Create templates for DDD's stationery suite
- Develop templates for DDD's collateral system
- Provide design intent for the Downtown New Orleans website
- Develop visual guidelines
- Develop a marketing strategy
- Deliver a diagnostic measurement plan

1. Build the fact-base

In this first phase, Interbrand will work collaboratively with the Downtown Development District of the City of New Orleans (hereafter referred to as DDD) team to establish the fact base needed to identify DDD's business challenges and clarify the branding opportunity. This is the most critical stage and provides the foundation for all future work, informing each subsequent stage.

During this first phase of work we will:

- **Host a kickoff meeting** to define what success looks like, outline and align with project objectives, introduce the full teams, roles, method and key deliverables, and develop trust-based, collaborative relationship. We will help rally the combined team around the key goals for the engagement in addition to receiving a briefing on the business and the brand.
- **Review available data** to enhance Interbrand's understanding of DDD's business and brand. In addition to the market research recently conducted by Creative Consumer Research, we would like to leverage all existing relevant research and materials, supplemented by additional qualitative inputs, to uncover insights around your priority audiences' decision drivers, the brand and marketplace challenges, as well as opportunities for positioning the Downtown New Orleans brand. The following information will be useful:
 - Business, development and marketing plans
 - Any recent research/segmentation studies (i.e. study with Creative Consumer Research)
 - Examples of existing DDD communication materials and potential Downtown New Orleans brand touchpoints (i.e. collateral, online, environmental)
 - Any information on competitors or inspirational brands such as syndicated industry research, press articles, and other relevant expert materials
- **Analyze the branding practices of competitive and/or inspirational downtown city brands** selected by your team (i.e., Austin, New York, Charlotte, Portland, etc.) to gain a firm understanding of each brand's external positioning – how they look, speak and are experienced by the residents, visitors, and businesses alike. The competitive audit assesses the overall category dynamics, how they are expected to evolve over the next several years and the functional and aspirational territories claimed by comparable brands. The main objectives are to identify opportunities for DDD to differentiate itself and gain insights from 'best in class' examples.

1. Build the fact-base

- **Conduct 5-7 interviews with key DDD leaders** to gather their perspectives on the opportunities and challenges for the Downtown New Orleans brand. Interbrand will conduct one-on-one phone interviews (45 minutes to one hour each) to gather insights with regard to:
 - The vision for Downtown New Orleans
 - Business/development challenges, goals, and aspirations
 - Audience segmentation and prioritization
 - Definition of the current Downtown New Orleans brand positioning with a particular focus on key target audiences and their met and unmet needs
 - The role the brand plays in driving key decisions (for residents, businesses and visitors alike)
 - Current brand perceptions – positives/negatives around the Downtown New Orleans brand
 - Opportunities to differentiate the Downtown New Orleans' brand experience and communications from other destinations
 - Competitive insights

We will ask your assistance in scheduling interviews and will look to you for input on specific names/contact details. These interviews will last approximately 30-45 minutes. We will also prepare an interview outline in advance of these sessions for your approval.

- **Summarize insights and findings** from the data and materials review, along with the internal interviews, into a report to send to the DDD team.

Deliverables

- Definition of success and a plan to measure it
- Summary of insights and findings from data and materials review, and interviews:
 - Business vision, goals, priorities, and challenges
 - Initial understanding of how consumers make decisions and key drivers of demand
 - Competitive landscape and opportunity areas
 - Best practice case studies

2. Define the brand

Interbrand will develop a clear vision and articulation of how Downtown New Orleans will deliver distinct and relevant benefits to its key target audiences. As illustrated below, Interbrand will deliver the results in a Brand House framework. The Brand House is comprised of a brand's foundational equities, brand pillars, positioning statement, personality and brand idea. Our model is rooted in the vision of the brand and driven by the principles of differentiation and sustainable customer appeal. Once established, the Brand House informs all other practice areas by linking the brand to the drivers of business and consumer choice. The overarching goal of the Brand House is to create value by shaping the behaviors and experiences that will drive success; in this case, to inspire the "Industries of the Mind" to relocate to Downtown New Orleans.

During this phase of work we will:

- **Determine Brand House directions** leveraging our understanding of the current equities of Downtown New Orleans, the key target audiences, and their behavioral drivers. We will work with the DDD team to develop:
 - Brand equities: Identify the key differentiating assets that Downtown New Orleans currently owns
 - Pillars: Identify the most relevant and distinctive choice driver for each key target audience segment
 - Positioning: Explore positioning concepts based on brand equities and pillars
 - Personality: Specify how the brand will speak and act
 - Idea: Develop a succinct and creative articulation of the brand positioning
- **Conduct a half-day work session** with the core team to present our fact-base and Brand House directions. Collaboratively, we will vet and refine the Brand House directions and identify current and future proof points to support it.

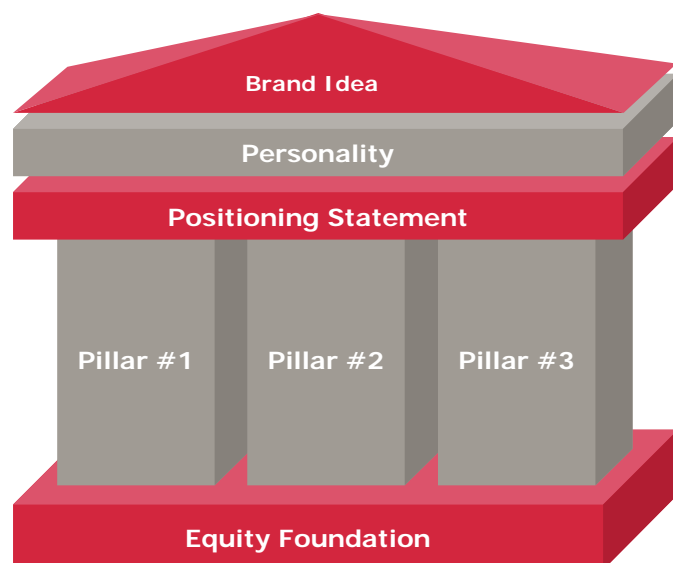
Engaging expression of positioning
"What we stand for"

Brand personality to guide delivery

Who, what and why

Drivers of demand matched with
Downtown New Orleans' unique
offering to carve out the foundation
for distinctiveness and the
commitments made by Downtown
New Orleans to deliver value

Key differentiating assets that Downtown
New Orleans currently owns



2. Define the brand

- **Refine Brand House direction(s)** based on the DDD team's feedback. We will provide up to two rounds of additional refinements and presentations to the key elements of the Brand House.
- **Deliver final Brand House and implications** for creative expression and go-to-market communications.
- **Create a tagline for Downtown New Orleans** using the Brand House, and more specifically, the brand idea as a guide. We will present prescreened tagline candidates to the DDD team via conference call and discuss how each candidate aligns with the overall brand strategy and goals for Downtown New Orleans.

Deliverables

- Directions for building Brand House
- Brand House
 - Equities: A statement or 4-6 descriptors that identify which key differentiating assets the company currently owns.
 - Pillars: An articulation of what motivates key audiences, what is unique to the brand, and what drives value.
 - Positioning: An articulation of the uniqueness of a brand's strategy that includes the target (who), the offering (what) and the difference (why). It is the brand's promise made to the market and is executed via the pillars.
 - Personality: 3-4 single word descriptors that will guide a brand's communication, behavior, tone and manner.
 - Idea: A short, succinct phrase that expresses what the brand's point of view is for delivering the brand positioning. It tends to be more aspirational and indicative of greater purpose for the organization.
- Implications for creative expression and go-to-market communications
- A prescreened* tagline for Downtown New Orleans, derived from and rooted in the Brand Strategy

** Note: Results of an initial pre-screen are not a guarantee that the tagline is available to be used or registered as a trademark, and are not a substitute for due diligence. These taglines are not intended to be used in any manner prior to the completion of a comprehensive trademark search and clearance opinion by a competent trademark attorney. Interbrand, as well as its attorneys and agents, will not be responsible for any liability resulting from your use of any tagline prior to your receiving a comprehensive search and clearance opinion.*

3. Bring the brand to life

Interbrand will bring the new brand positioning to life – verbally and visually – and develop flexible guidelines to help key target audiences engage with the new Downtown New Orleans and DDD brands through various marketing and communications touchpoints in a consistent tone and manner.

During this phase of work we will:

- **Host a work session** with the DDD team to:
 - Understand specific communications needs
 - Review current brand voice, messaging, and visual strategies (as appropriate)
 - Analyze how competitors position themselves by how they speak and look, and what opportunities exist for Downtown New Orleans and DDD to differentiate themselves from a brand voice, messaging, and visual standpoint
 - Confirm/prioritize audiences and identify preliminary key messages
- **Develop a creative brief** to orient visual and verbal explorations. The purpose of this document is to articulate our understanding of the key communication strategies and touchpoints as well as the opportunities for differentiation. The brief will be used to guide our creative team as we explore the brand messaging and visual identities of the Downtown New Orleans and DDD brands.
- **Develop a messaging platform** that addresses the unique messaging needs of each priority audience segment—tourism, residential, and business (“laptop economy”). Messages for each segment will address audience profiles and unique differentiators and communication needs, all linked directly to Downtown New Orleans. The messaging platform will highlight key messages prioritized for each segment and supported by proof points.

3. Bring the brand to life

- **Translate the brand idea and personality attributes into a visual identity.**
 - Explore visual identity directions that may include the following elements that will create a complete look and feel, visual style, and personality for the new Downtown New Orleans brand:
 - Logo
 - Color palette
 - Typography
 - Imagery style (development of image library will be optional and additional)
 - Present visual identity concepts across 5-7 high priority touchpoints as agreed-upon in the creative brief (e.g., collateral, website, banners) to demonstrate usage of the system
 - Refine the visual identity concepts, further developing each element based on the DDD team's feedback
 - Present the revised concepts to DDD team with the goal of gaining feedback and selecting one concept to further develop and refine
 - Make refinements to the concept (up to 2 rounds) and present the final visual identity elements to DDD team
- **Refresh the DDD visual identity** to closely align with the new Downtown New Orleans brand. We will review the creative brief provided by the DDD team and enhance the existing visual identity, utilizing a process similar to that of the Downtown New Orleans visual identity development. We will present 3-5 identity options over two presentations, and provide one round of refinements to the selected design. The goal will be to provide our recommendations on the logo, color palette, fonts and imagery style for DDD.
- **Submit logo candidates to a trademark prescreen** in all key geographical markets before being considered available for use. Prior to presenting our final design concepts to the team, we will conduct visual identity trademark pre-screens through the Advantage™ U.S. Federal trademark database from Corsearch®. This preliminary screening analyzes active Federal trademark design applications and registrations filed with the United States Patent and Trademark Office. We search for identical and closely similar trademark designs from specific goods and services trademark classes, to help assess potential conflicts and identify those design marks most suitable for further exploration.
- **Conduct media test on Downtown New Orleans and DDD visual identities** to ensure that the new visual elements do not present any reproduction issues when applied to a full spectrum of media.

3. Bring the brand to life

- **Create master artwork for final logos.** This production phase will allow Interbrand to create the master artwork for the identity chosen by the team. Interbrand will digitize all components of the final mark into a scalable format that is most commonly used by the majority of media. Interbrand will provide the following versions of the new logos:
 - 4/Color Logo (in positive and reverse):
 - 1 x CMYK logo
 - 1 x RGB logo
 - 1 x web logo
 - 1 x spot color
 - 1/Color Logo:
 - 1 x 1/color logo –in positive and reverse

If additional final artwork files are needed, we will submit a separate scope of work for approval.

- **Create templates for DDD's stationery suite**, to illustrate how the new identity will translate across various items. With the visual identity system in place, Interbrand will create options for seven (7) stationery items, which may include:
 - Letterhead
 - Envelope
 - Notepad
 - Memo
 - Continuation sheet
 - Internal form
 - Fax cover sheet
 - Business card
 - Compliments slip
 - Email template

The final deliverable will include mechanical specification files (US sizes) and final user templates that can be versioned to accommodate name, address and title variations before they are sent to the printer or prepared for use on the computer desktop.

- **Develop templates for DDD's collateral system**, defining the usage of the approved visual elements in items such as a newsletter, e-newsletter brochures, postcards, white papers, PowerPoint and website. A grid system will be established and a wide range of graphic layouts will be developed.
- **Provide design intent for the Downtown New Orleans website**, to align with the new visual identity elements and brand strategy. We will provide design intent for the home, secondary and tertiary pages that engage appropriate audiences and serve as an important communications tool for DDD.
- **Develop visual guidelines** to help bring the Downtown New Orleans and DDD brands to life consistently and effectively across all communication and touchpoints. The guidelines will include design specification and principles, and will include: logo, color palette, typography, imagery style, look and feel of identity elements on 5-7 sample applications/touchpoints, the 7-piece DDD stationery suite and the aforementioned DDD collateral pieces. The fastest way of achieving compliance is to distribute electronic guidelines as and when they become ready, rather than waiting for a comprehensive manual covering all areas. Final deliverable is a designed 30-page brand guidelines document in a PDF format for quick distribution (English only).

3. Bring the brand to life

- **Develop a marketing strategy** for introducing the Downtown New Orleans brand externally. We will begin by drafting a prioritized list of activities, using high impact versus ease of implementation criteria: determining which are the “low hanging fruit” vs. the opportunities that may require more investment. We will then host a brainstorming session with the DDD team to explore marketing tactics that can engage the various target audiences with the Downtown New Orleans brand as a destination for the “Industries of the Mind.” Leveraging what we have learned from the research review and analysis in the previous phases, we will work to develop a concrete plan to guide the DDD team’s marketing and communications efforts. This plan will include enough detail to guide which activities should be pursued and how they should be addressed overall in order to reach the short and long term brand goals. This plan will include recommendations on:
 - Communication vehicles/media channels and strategies
 - Initial ideas on how to creatively attract and retain key audiences
 - Potential investment spend criteria that may need to be modified
 - Sequencing and timing designed to introduce the new Downtown New Orleans brands to high priority external audience
- **Deliver a diagnostic measurement plan** that will quantify the impact generated by the Downtown New Orleans branding initiative. Working with the DDD team and leveraging existing research tools, Interbrand will design an approach to track the branding and marketing efforts for Downtown New Orleans, provide visibility to its effects on attracting and retaining key target audiences. It will be designed to offer insights into the role of brand in the decision and the strength of the Downtown New Orleans brand as well as provide an instrument to monitor changes in the marketplace.

Deliverables

- Creative brief
- Messaging platform for up to 3 audiences
- Exploration of logo and identity elements that will visually bring to life Downtown New Orleans’ new brand positioning (2 rounds of exploration and presentation)
- Refreshed logo and identity elements for DDD, to closely align with the new Downtown visual identity
- Visual guidelines that articulates design principles and usage specifications of the Downtown New Orleans and DDD visual identities
- Templates for the DDD stationery suite (up to 7 pieces) reflecting the new identity
- Templates for the DDD collateral system (6 pieces) reflecting the new identity
- A marketing strategy for communicating the new Downtown New Orleans brand to key target audiences
- A diagnostic measurement plan to quantify the success of the Downtown New Orleans branding initiative

Fees & Timing

Based on the process and deliverables we have described in this proposal, please find below the associated professional fees and timing required. Fees do not include out-of-pocket expenses (for travel, etc.). We would be happy to refine scope and working arrangements for this engagement based on further discussions.

	Fees	Timing
1. Build a fact-base	\$20,000	2-3 weeks
2. Define the brand		4-5 weeks
<ul style="list-style-type: none"> Downtown brand strategy and tagline Trademark prescreening for tagline 	\$85,000 - \$95,000 \$8,000-\$12,000 (US only)	
3. Bring the brand to life		10-12 weeks
<ul style="list-style-type: none"> Visual identity for Downtown New Orleans <ul style="list-style-type: none"> Media testing Downtown messaging platform DDD visual identity enhancement <ul style="list-style-type: none"> Media testing Downtown website design intent DDD marketing templates Marketing strategy Diagnostic measurement plan 	\$135,000-\$175,000 TBD \$45,000-\$60,000 \$50,000-\$125,000 TBD \$30,000-\$65,000 \$80,000 \$40,000-\$55,000 \$50,000	
Total	\$543,000 - \$737,000	

Budget Notes

- Our fees are based upon estimates of staff time charges likely to be incurred, at hourly rates established for our partnership. As is customary, travel & project related expenses, media testing, professional printing, stock photography, etc., would be billed separately, in addition to our fees. We anticipate these expenses to be approximately 10%-15% of the total fees.
- Our invoicing process is to send invoices at the end of every month and enclose an updated budget spreadsheet with the invoices in order for you to monitor your budget. We typically invoice 50% of the fees at the start of each phase and 50% at the end of each phase, and expenses are billed as incurred.
- As additional items are requested that are not included in this proposal, we will send you a scoping document for your signed approval before we begin each project.
- Interbrand design presentations described throughout this proposal may show photography or illustration for which licensing costs and retouching fees have not been estimated.

Detailed timeline

Timing: Week of June 1 - October 2009



■ Key presentation/work session with
■ DDD to take action
■ Interbrand to take action

	June					July				August					September				October			
	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26
1: Build the Fact-base																						
Kick-off meeting (in New Orleans or NYC)																						
Review available data and materials																						
Analyze key competitive and/or aspirational brands																						
Conduct internal interviews (5-7)																						
Summarize insights and findings																						
2: Define the Brand																						
Determine Brand House directions																						
Conduct half-day work session																						
Refine Brand House direction(s) based on feedback																						
Present refinements and tagline candidates (via web conference)																						
DDD to provide feedback																						
Deliver final Brand House and implications																						
Deliver prescreened tagline for Downtown New Orleans																						
3: Bringing the Brand to Life																						
Host creative work session																						
Develop creative brief																						
Develop messaging platform																						
Messaging platform presentation (NYC or New Orleans)																						
Deliver final messaging platform																						
Refinements based on feedback from presentation																						
Downtown New Orleans visual identity exploratory																						
DDD visual identity exploratory (to align with Downtown identity)																						
Trademark prescreening of logo candidates																						
Design presentation 1 (3-5 candidates; NYC or New Orleans)																						
DDD to provide feedback at design presentation																						
Further develop DDD and Downtown visual identities																						
Design presentation 2 (1-2 candidates; NYC or New Orleans)																						
DDD to select final visual identity for finalization																						
Conduct media testing on the new visual identities																						
Create master artwork for final logos																						
Design templates for DDD's stationery suite																						
Develop templates for DDD's collateral system																						
Provide design intent for the Downtown New Orleans website																						
Develop visual guidelines for DDD and Downtown New Orleans																						
Develop marketing strategy																						
Deliver diagnostic measurement plan																						
Deliver final templates and files to DDD																						

Team biographies

Team DDD

We have hand-picked a senior level team that will be dedicated to the DDD branding engagement.

Biographies for each team member illustrates a mix of both in-category experience and out-of-category expertise so that we can deliver solutions that are well-informed by category dynamics, but still fresh and differentiating.

We would love to introduce you to all of them in person!



Tom Zara

Strategy



Tom Zara
Executive Director, Corporate Branding
212.798.7566
tom.zara@interbrand.com

Tom is an Executive Director in the New York office managing the brand strategy practice across offices and clients in North America.

Tom has the benefit of over 25 years of brand consulting experience with a deep and diverse insight about how brands influence cultures, customers and shape markets on a national and international scale. He has strong CEO relationships and understands how organizations behave and communicate effectively as an extension of the CEO Vision through the definition of a brand.

Tom has a wealth of experience working on both large and small assignments where the brand serves to motivate and inspire organizational change. Working for Tyco International at a time of great infamy for the organization, developing a global brand strategy for the expansion of an American icon like John Deere, defining the leader in information services with the merger of Thomson and Reuters, and creating the first national energy brand, Energy Star, are but a small sample of the portfolio of work that defines his experience.

Tom, over the past 15 years, has built an expansive client roster: Manitoba Province, BlueCross BlueShield Association, California Public Utilities Commission, Frito-Lay, New York Life, NYCE, General Motors, Motorola, Duke Energy, Ingersoll-Rand, Delta Dental, Delphi Automotive Systems, Standard & Poor's, EPA, Microsoft, Tyco International, Thomson Reuters, MWV, Celestica, John Deere, American Museum of Natural History and several not-for-profit clients as a part of the Interbrand Foundation.



Marissa Fong

Strategy



Marissa Fong
Senior Consultant, Strategy
212.798.7698
marissa.fong@interbrand.com

Marissa Fong is a Senior Consultant in the Strategy Group at Interbrand. As part of the Strategy team, Marissa works on projects across diverse industries with an expertise in business case analysis.

Prior to joining Interbrand, Marissa worked at Booz Allen Hamilton as an Associate with the Economics and Business Analysis Group. During her tenure at Booz Allen, Marissa worked for a variety of state and federal clients on projects that ranged from business case analysis to organizational design and business process reengineering. She was a key team member in the NYC Department of Environmental Protection Best Practice Customer Services Model project, which received extensive press coverage and achieved a change in legislation in favor of the client.

Earlier in her career, Marissa worked at Economics Research Associates (ERA), an urban planning consulting firm. While at ERA, Marissa worked on destination branding projects for real estate developments across the U.S. including projects in San Diego, Sacramento, Gualala and Juno. She also conducted strategy and branding work for residential and resort developments throughout the Bahamas and China. Marissa also worked briefly at a management consulting firm specializing on the pharmaceutical and biotech industries. Her clients included Top 15 pharmaceutical companies.

Marissa graduated from U.C. Berkeley with a B.A. in Development Studies.

Marissa's client experience includes: Apollo Management, Microsoft, Museum of Modern Art, Thomson Reuters, and the Environmental Protection Agency.



Chris Campbell

Design



Chris Campbell
Executive Creative Director
212.798.7525
chris.campbell@interbrand.com

As Executive Creative Director, Chris is charged with leading our creative resources in New York and partnering with executive leadership to continue to build a network of creative excellence across North America. He also plays a key role in the firm's overall strategic planning and development.

Chris' expertise includes the development of strategic branding solutions, including corporate identity, annual reports, corporate literature, marketing communications, and advertising. With more than 20 years of design experience, he has created award-winning work recognized by organizations including the Mead Annual Report Show, the New York Art Directors Club, the Advertising and Design Club of Canada, The Society of Graphic Designers of Canada, The American Institute of Graphic Arts, Communication Arts, and The Black Book AR100 Awards Show.

Chris' work is part of the permanent design collection of the Smithsonian Institution's National Museum of Design in New York. He has also served on the Board of Directors of The Society of Graphic Designers of Canada.

Chris is an honors graduate of the Communication and Design program at the Ontario College of Art and Design, Toronto.

Chris has developed creative solutions for clients such as: Manitoba Province, AT&T, TD Ameritrade, Baird, Capital One, Microsoft, McDonald's, Xerox, eBay, Thomson Reuters, and Victoria's Secret, among others.



Paola Norambuena

Verbal Identity



Paola Norambuena
Senior Director, Head of Verbal Identity
212.798.7590
paola.norambuena@interbrand.com

Paola is the Senior Director of Interbrand's New York Verbal Identity team. Combining her experience in communications, brand strategy, and ideation, Paola helps her clients harness the power of language in compelling new ways.

Paola specializes in naming and verbal identity systems that project the brand's tone of voice through all communication channels. Paola brings our clients over a decade of experience developing successful integrated marketing, creative and branding strategies.

Paola's career began in Sydney, Australia, where she specialized in Marketing and PR in the fashion industry. She then relocated to New York in 1996 to establish the US presence for VB Concepts. During her tenure as Director of Marketing and Strategic Brand Development, she directed brand and business strategies, and consumer products design projects for companies such as Warner Bros., Twentieth Century Fox, Avon, Marvel Entertainment, Universal, and Mattel.

Most recently, as Director of Marketing and Creative Services for Eventive Marketing, Inc. Paola created the company's first corporate brand and marketing strategy, and oversaw the creative development of all event, sponsorship and entertainment programs for leading companies including the Kids' WB! Network, Microsoft Xbox, Beiersdorf, Nestle, Johnson & Johnson, and the Kellogg Company.

Paola holds a BA in Marketing and has extensive studies in graphic design. She is Chilean by birth, resided in Australia for 20 years where she was educated, and is now based in New York City.

Paola's client experience includes: AIG, Bank of America, Covidien, Dow, EMC, ING, Johnson & Johnson, Lowe's, McDonald's, Microsoft, NYSE Euronext, TD Ameritrade, Thomson Reuters, and Tiffany & Co, among others.



TIFFANY & CO.

Penelope Davis

Verbal Identity



Penelope Davis
Director, Verbal Identity
212.798.7589
penelope.davis@interbrand.com

Penelope is a Director for Verbal Identity at Interbrand. In her role, Penelope utilizes her creative and strategic skills to do everything from naming companies, products, and services, to carrying out messaging, tone of voice, and copy for consumer products.

Prior to joining Interbrand, Penelope oversaw the design of experiential marketing initiatives. Her responsibility was to maintain brand alignment, develop and manage client relationships as well as lead projects from conception to completion. Some of her clients include The National Association for Music Education, Kids WB!, Pfizer, Kellogg Company, Dannon Company, Coors, McNeil Pharmaceuticals, and M&M Mars Company.

Penelope's client experience includes: Bank of America, ING, AT&T, Lowe's, Tiffany, Covidien and Microsoft, among others.

TIFFANY & CO.

Microsoft®



Russell DeHaven

Implementation



Russell DeHaven
Senior Director, Implementation
212.798.7668
russell.dehaven@interbrand.com

Russell is a Senior Director in the Interbrand New York implementation department, specializing in the mechanical creation and implementation aspects of design. Russell is an experienced production artist and has helped numerous clients develop the applications and tools necessary to bring designs to life.

Russell has led the implementation of global corporate identities for the past 15 years and is viewed as a leading expert in his field. Russell takes a “devil’s in the details” approach to understanding the hundreds and often thousands of specific brand application variables inherent with each program he manages. His goal is to ensure the brand integrity is sustained across the organization, while fully considering the real world business, regional and technical limitations that exist.

Russell’s client experience includes: Agilent, AT&T, BP, Air Canada, Charles Schwab, FedEx, Frito Lay, Genworth Financial, HP (HP/Compaq Merger), H&R Block, ITT Industries, John Deere, P&G, Ryder, Seagate, Thomson Reuters, USOC Team 2004, VISA, Xerox, and YWCA.



Andrea Sullivan

Client Services



Andrea Sullivan
Executive Director, Client Services
212.798.7510
andrea.sullivan@interbrand.com

Andrea is the Executive Director of Client Services at Interbrand. Since joining Interbrand in 2002, Andrea has played a major role in the development of new client relationships in addition to running the marketing and PR departments. Andrea acts as the “client satisfaction officer” and ensures that optimal resources will be dedicated to every engagement.

Andrea is quoted on branding topics on television and in the press and serves as a lead spokesperson for Interbrand at events and conferences.

Andrea is a founding member of G23, a landmark consultancy comprised of executive female communications leaders across Omnicom's companies. Clients turn to G23 to help identify business and communication opportunities that will help them benefit from the global female economy.

Prior to her appointment at Interbrand, Andrea spent four years as Senior Vice President at Siegel & Gale. She built long-term relationships with clients across many industries, including Marriott, Lockheed Martin, Oxford Health Plans, Bayer, Tom's of Maine and Boise Cascade.

A native of Wisconsin, Andrea graduated with honors from the University of Wisconsin at Madison with a Bachelor of Business Administration degree in Marketing and Spanish.

Andrea's client experience includes: ADP, AIG, Bank of America, eBay, Feeding America, GE, McDonald's, Microsoft, Museum of Modern Art, Novartis, NYSE Euronext, Office Depot, Philips, Standard & Poor's, State Farm Insurance, TD Ameritrade, Thomson Reuters, Tyco International, and Vitamin Water, among others.



3

Company & Capabilities

Who we are

Interbrand believes that branding is a blend of art and science. Our terrific mix of talent is both “creatively strategic” and “strategically creative,” leading us to deliver best-in-class work for our clients that has a measurable impact on their business.

Interbrand has worked with some of the best global brands to create and manage brand value through an integrated set of offerings. Our heritage is in understanding how to unleash the financial value of a brand and elevating the role brands play in driving measurable performance. Having pioneered the practice of Brand Valuation in 1986, Interbrand is now recognized internationally for its Best Global Brands study appearing annually in BusinessWeek. CEO’s voted this report as the third most influential study (after the Fortune 500 and 100 Best Companies to Work For).

Founded in 1974, Interbrand has offices in 36 cities in 23 countries around the globe and clients from among the most respected businesses. We offer a vast array of services to help clients create, manage, and evaluate brands. In our commitment to brand value management, Interbrand has established itself as a prolific publisher on the subject, with works including *Uncommon Practice*, *Brands and Branding*, *The Future of Brands*, *The New Wealth Creators* and *Brand Medicine*.



Where you can find us



Established
1974

Employees
1400

Offices
36

Countries
23

What we do

The Interbrand Brand Value Management Model

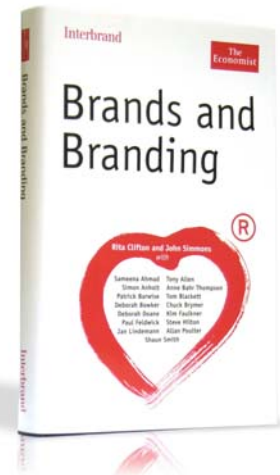
Brands do not become and remain successful on their own. Nor are they ensured ongoing leadership without proactive, diligent, and detailed management. Interbrand works collaboratively with clients to consistently and continually evaluate, create, and manage their brand assets. We do this by employing the following model.

The Brand Value Management model is a closed loop with neither a specific beginning nor definite end. The model begins at a different point for every brand based on business need. However, one aspect does remain constant: Once in progress, the model actually accelerates - by generating synergies and capturing new opportunities through carefully crafted and integrated activities. It becomes an inexhaustible source of energy and competitive advantage for every brand.

Brand Value Management comprises of three distinct, yet inter-related, phases: Evaluate, Create, and Manage. Three phases where the brand and market opportunities are painstakingly examined, creatively brought to life, and thoroughly and holistically coordinated.



How we lead the debate in the industry













The New York Times

THE WALL STREET JOURNAL.

DOW JONES



How we measure brand value

2008 Best Global Brands		
Rank	Brand	2008 Brand value (\$B)
1		66.67
2		59.03
3		59.01
4		53.09
5		35.94
6		34.05
7		31.26
8		31.05
9		29.25
10		25.59

Data: Interbrand Corp., JP Morgan Chase & Co.



"Most Sought After Rankings by CEOs"

—PR Week

1. Fortune 500
2. Best Companies to Work for
3. **Interbrand's Best Global Brands**

Relevant client experience



The Interbrand Difference

1. You've got the "A" team.

We have identified a dedicated, world-class team who can create great ideas and bring them to life for clients. Interbrand offers an unparalleled combination of services (from consumer segmentation, to business and brand strategy, to naming, to design, to implementation, to digital), and can help tap into a global network of experts.

2. We are strategically creative and creatively strategic.

The most differentiating aspect of our firm is that we deliver creatively strategic and strategically creative solutions. Solutions that make a material difference in our clients' ability to build better relationships with those audiences who are most critical to their success, both inside and outside of the organization.

3. We're all about the customer.

Your customer, that is. Our process will uncover the key customer brand drivers that will lead to the desired behaviors you're after. By helping to ensure your brand strategy supports your business strategy, all of our work will focus on delivering bottom line results.

4. We deliver measurable impact.

Interbrand measures its own success by calculating the degree to which our work delivers a bottom-line impact to your business—plain and simple. Brands require nurturing and we are the first to admit that we need a mix of both art and science to unleash a brand's value.

5. We're up for big challenges. (And so are you!)

At the end of the day, our team wants to be associated with building leading brands. We measure the most valuable global brands and we aspire (and have had the pleasure) of working with these same leading global brands. We work with clients who use their brands to make a big difference—who want to shake up category norms. We've got a great track record for delivering results.

4

Case studies

Situation

In 2004, Interbrand was engaged by the Province of Manitoba to redefine its brand image. The goal of the initiative was to develop a fresh, new way of communicating what makes Manitoba unique to help raise the profile of the Province and attract immigrants, tourists and business investors while enhancing the resident pride.

Solution

Interbrand worked with the Premier's Economic Advisory Council (PEAC), a volunteer group that advises the government on their image strategy and is comprised of leaders from business, labor and the community. The process involved quantitative and qualitative research, positioning development, visual identity and tagline development, and specific messaging to the target audiences.

To initiate the project and engage local citizens, Interbrand created a website that helped explain the process and offered all constituents an opportunity to contribute.

Through the website, we were able to survey current perceptions of Manitoba from people living both within and outside the Province. The site attracted over 9,000 hits with approximately 1,100 responses to various survey questions. 91% of survey respondents said that Manitoba needed to change its brand. Additionally, Interbrand conducted over 75 one-on-one interviews and multiple focus groups with key audiences.

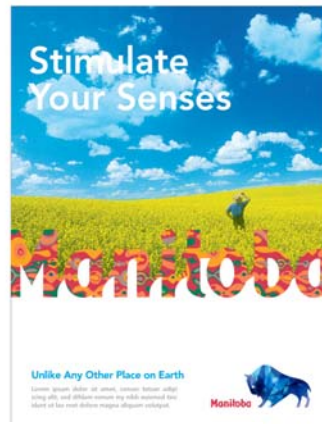
Following research and working sessions with the project team, several brand platform options were developed and validated with stakeholders. The final positioning, based on the core idea of "Spirited Energy", was the inspiration for key messages and the foundation for an exciting, vibrant, new visual expression for the Province.

Success

The brand was simultaneously launched across three cities in Manitoba in June 2006 following a two week teaser campaign. The new Manitoba brand provides a strong platform to support the growth and development of the Province. Initial response has been positive; a poll by the Winnipeg Free Press had 70% supporting the new brand. We look forward to monitoring the impact of Manitoba's investment in its place brand asset.

Manitoba (cont'd)

Manitoba
spirited energy



Manitoba
spirited energy

Manitoba
spirited energy

Manitoba
spirited energy







Estonia



Situation

In the ten years since Estonia regained independence from the Soviet Union, the Country has made amazing progress. At the time of the project, the country was nearer to accession to the EU than any other post-Soviet or Eastern Block state, and its economic recovery was well under way. However, Estonia faced a lack of tourism and general understanding from the world around it, thereby setting it back from its new-found standing.

Solution

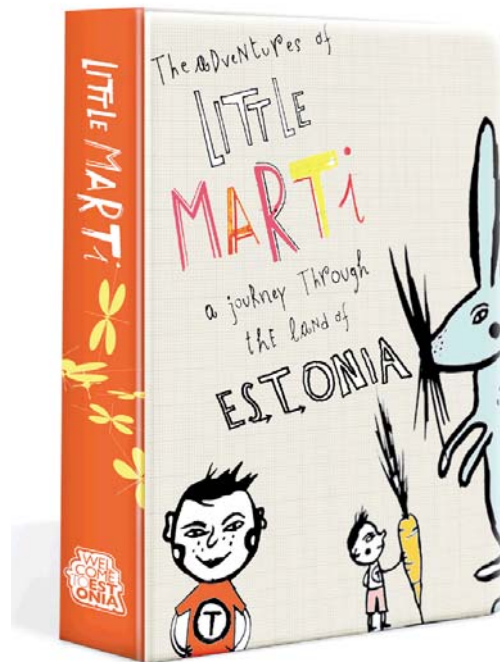
It was time to put Estonia 'back on the map.' Enterprise Estonia commissioned Interbrand to promote the Republic of Estonia brand. The main objectives were to enable Estonia a greater success in expanding their tourist base, attract foreign-direct investment, and broaden its horizons in European markets for export purposes.

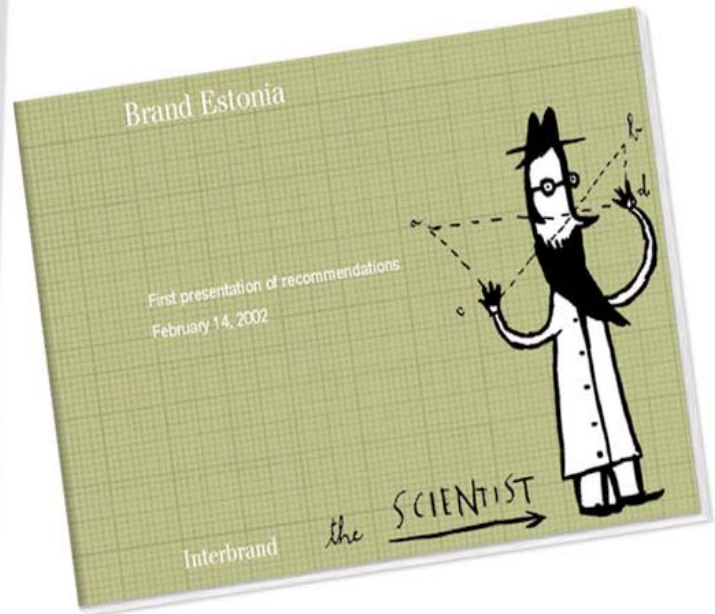
Following a comprehensive research phase, Interbrand's strategic recommendations for the brand included a new positioning, supporting 'stories' and a set of national design elements. The elements consisted of a mark, a photographic style, a color palette and graphic devices. In effect, the development of strategic messages communicated through strong verbal and visual communication components would help brand the country and create the welcome mat at Estonia's door.

Success

In May 2002, the Estonia branding effort launched with media coverage around the world. From the BBC to NPR, Estonia has received more worldwide attention than ever. The press has been tremendous in announcing Estonia's new place in the world and encouraging tourists to visit with the new slogan, "Welcome to Estonia." The project has encouraged the growth of the country; in effect, bringing Estonia back to life, and life back to Estonia.









Situation

Interbrand was selected to re-define the City of Johannesburg as a brand in late 2001. This was the result of a recognition by the Mayoral committee that the City has strong emotional relationships with people all around the world, not least of all in South Africa, and that protecting and enhancing its brand status will play a major role in its future as a world class city – on the commercial and consumer fronts.

Solution

An extensive Brand Audit was conducted to determine how the City presented itself, and to gain insight into the understandings and perceptions associated with it. This information was used as key input into the development of a comprehensive strategy for the brand. Best Practices were also drawn from Interbrand's offices around the world, to ensure the consideration of the brand in a truly global context.

The strategic work paved the way for a naming and creative brief. Arriving at the name was not as simple as it may seem. Although the City has been affectionately known as Joburg almost from its beginnings, it was not the most obvious consideration. All avenues and possibilities were explored, including abstract and African names, and consideration was given to leaving it completely unchanged. Ultimately, it was decided that the re-branding presented an excellent opportunity to create a revitalized and refreshed image, and that the name would play a vital part in this. It was, in fact, the people of Joburg – and even the world at large – that actually chose the name, because more than 90% of those researched and interviewed already simply referred to the City in this way. It is how the City has always been known – it is its affectionate call sign, and it was felt that the City should answer this call.

The new identity is almost musical in its feel. There is a 'jazzy' flow to the typestyle, and this is an important reflection of the City's cultural heritage.

While the creativity and zest of the city are seen in the word mark, the determination and dynamism come through in the exclamation mark that is also the 'B' and the tower, representing the famous landmark, the Hillbrow Tower. The City's heritage in gold is seen in the golden dot below the exclamation mark.

Joburg (cont'd)

Success

While the official name of the City remains "The City of Johannesburg Metropolitan Municipality", the new Joburg identity will become its consistent public face.

Jeremy Sampson, Managing Director, South Africa, says that the trend of treating countries and cities as brands is becoming ever-more commonplace. "In this day and age anything is potentially a brand – even people – and harnessing the power of human relationships with the collection of ideas and emotions that make up a brand is the only way to advance competitively," he says.

"Joburg has some pretty serious commercial objectives to achieve, and overt examples such as the stock exchange and the tourism industry demonstrate to us daily the power of human perception. If we succeed in delivering the right emotive messages about Joburg, locally and internationally, we will create a more desirable tourist and financial destination."



Joburg (cont'd)

city of johannesburg: host city 2010 fifa world cup™

April 27, 2009



countdown
to 2010

409 2 12 28
days hrs mins sec



a world class African city



Host city website

FOR RESIDENTS

FOR TOURISTS

FOR INVESTORS

Quick help

Women's Open begins on Freedom Day

IT is now the women's turn at the Soweto Open, with 32 professional players showing what they're made of.

Yeoville's new library is complete

IT has been 10 months in the making, with unexpected discoveries under the building, but the old tram shed is now the new Yeoville Library.

Hey J-sec, get into hip-hop groove

CELEBRATE your freedom by hitting the Back to the City festival in Newtown for hip-hop, rapping, dancing and graffiti art.



Celebrate the long walk to freedom

A VISIT to some of the places that played a part in the struggle for liberation is a fine way of spending Freedom Day and celebrating how far the country has come.

WHAT'S HOT IN JOZI

Foundation Course in Photography
April 28, 2009

Royal Doulton - Beauty, Craftsmanship and Innovation
April 28, 2009

Peter Kuhfeld - New works
April 28, 2009

Tyengar Yoga Workshop
April 28, 2009

My Career Choice Exhibition 2009 Gauteng
April 28, 2009

Foundation Course in Photography
April 28, 2009

[View Full Calendar](#)

Valuation roll



The supplementary valuation roll for part of the financial year 2008 to 2009 (1 July 2008



Feeding America

Situation

One in every eight Americans struggles with hunger. People of all ages, and from all walks of life.

America's Second Harvest, The Nation's Food Bank Network, is the largest domestic hunger relief organization. They strive to build awareness about the issue of hunger in America, and collect donations of food, money and volunteer support to distribute among their more than 200 local members to fight hunger on the front lines.

But it's hard to win support for your cause when people don't understand who you are and what you do. Despite a 30+ year legacy of fighting hunger, America's Second Harvest discovered in early 2007 that they had only 22% awareness with the public – the key audience they needed to engage to make a real difference for food deprived Americans.

As the national hub of a larger organization, they also faced skepticism within their own network. The local members didn't feel that the national brand represented all of them – there was no sense of shared ownership of the identity.

They needed a partner that not only had strong strategic and creative abilities, but also had fact-based, transparent processes: flexible enough to accommodate the unique challenges of a bottom-up, democratic non-profit, yet structured enough to create a linear and logical path to the right outcome.

Solution

It was clear that to engage the public with an organization-wide message, the national office needed to focus on a meaningful positioning, find a way to clearly and simply articulate their mission through their name and identity, and win the support of the key people who drive the organization's success from the bottom up – the local members. Through national research with three diverse audiences, we learned that the most compelling positioning for the organization was "Feeding Hope" – harnessing the power of food to help people not just survive, but to look forward to a brighter future.

To encourage participation of the entire network in bringing this positioning to life, we conducted interviews, surveys and working sessions with the local members. We learned that "Feeding Hope" still required too much explanation and felt too lofty for their practical nature to be the right fit as a name for the organization. We also learned that the strength of the organization is really in the division of labor among all who participate in the network – local members, corporate and government partners, and individual donors all work together on a national scale to get the right resources to the right places. The name and identity needed to unify all of these key players in a clear but emotionally compelling way.

To make their story simple and accessible to the public, we developed the name Feeding America, to stand for all the people who are critical to the success of the organization. In a way that is inclusive and action oriented, it quickly conveys the mission and communicates the power of food to be a positive catalyst – both in providing food and in enriching people's lives.

The visual identity represents a national community connected through a simple and ongoing purpose, a symbolic wheat stalk growing skyward to represent the optimism and hope that they bring to people living with hunger. The two parts of the name that are arranged in stacked formation, illustrate how the organization's goals are achieved by the collective community efforts and support from all its local members. It supports the simple nature of the name through clean, bold lines. The color orange builds ownership of the color most associated with the hunger movement, and green symbolizes the rebirth, regeneration, and growth that the organization fosters in communities. It represents the belief in a better tomorrow that filters up through every level of the organization, the belief everyone can see in what is done and what is said – the belief that makes Feeding America a leader in the fight against hunger.

Feeding America

Solution (cont'd)

Analytics and brand valuation were critical to arriving at the final identity. Applying thorough metrics and showing the outcome from the perspectives of several different key audiences allowed the client to analyze and compare the results. Seeing the difference in potential value between their current brand and the new options – at least a 25-point increase in brand strength – made them feel 100% comfortable with their final decision.

To substantiate the rollout of the new identity to their partners and to the public, we developed a basic corporate partner logo and a messaging platform. The corporate logo gives their national partners an opportunity to communicate their dedication to Feeding America's mission; the platform further explains the role that local and national members play in supporting that mission through messages of "efficiency of reach and understanding," "sharing awareness," "making a real difference," and "achieving more through partnership."

We are also supporting their longer-term "rollout" – the eventual migration of those in their 200+ member network who wish to move away from their individual brands to share in the Feeding America identity. Through carefully outlined phases including timing, materials to migrate, and communication materials needed, we hope to support the transition to a network of both national and local individuals spreading hope through the Feeding America brand.

Success

In the words of our client, "You have made a tremendous impact on our organization and we thank you so sincerely for bringing such passion and expertise and partnership. I am convinced that your work will be a catalyst for profound change in the anti-hunger movement."

Before:



After:



Emergency food assistance plays a vital role in the lives of low-income families. In 2002, over half of the nonelderly families that accessed a food pantry at least once during the year had children under the age of 18.

17.4%
OF CHILDREN IN THE U.S. LIVE IN POVERTY

A commy niti accumsan vel endipit ad ex et ing erositu faccum d ea feugiamet lore faccum nulla conised duplis faccum nos aliquam dolore dolor auctet, volor sequeat. Giam valent non heriet nisi. Alii i ullone modigniamcon etiae eugiat.

feedingamerica.org

FEEDING AMERICA


Emergency food assistance plays a vital role in the lives of low-income families. In 2002, over half of the nonelderly families that accessed a food pantry at least once during the year had children under the age of 18.

17.4%
OF CHILDREN IN THE U.S. LIVE IN POVERTY

A commy niti accumsan vel endipit ad ex et ing erositu faccum d ea feugiamet lore faccum nulla conised duplis faccum nos aliquam dolore dolor auctet, volor sequeat. Giam valent non heriet nisi. Alii i ullone modigniamcon etiae eugiat.

feedingamerica.org

FEEDING AMERICA



Formerly Named
America's Second Harvest

[Donate Now](#) | [Food Bank Locator](#) | [Contact Us](#) | Search: [GO](#)

[HOME](#) | [ABOUT US](#) | [WHO WE HELP](#) | [HOW WE WORK](#) | [HOW TO HELP](#) | [WHO HELPS US](#) | [LEARN ABOUT HUNGER](#) | [NEWS ROOM](#) | [GET HELP](#)



You can help get supplies to people in desperate need. Every \$1 provides \$30 worth of food and groceries for disaster victims

[See how we're helping](#)

GIVE

New Name, Same Goals

America's Second Harvest is now known as Feeding America

[Learn More](#)

Advocate

Join the Hunger Action Center to get involved in advocacy in your community, in your state, and across America.

[Learn More](#)

Hunger Action Month

September is Hunger Action Month. See how you can get involved.

[Learn More](#)

DONATE NOW!

FOOD BANK LOCATOR

Locate the Feeding America food bank or food-rescue organization that serves your local community.

Search by Zip Code

or by State [GO](#)

Email Sign-Up: [Sign-Up Now](#)

OUR MISSION PARTNERS: **The Lincy Foundation**



Women Moving Millions

Situation

In 2006, sisters Swanee Hunt and Helen LaKelly Hunt donated \$10 million to the Women's Funding Network (WFN) to catalyze a partnership between the donor community and WFN, a group of 126 women's foundations on six continents. The result was Women Moving Millions – a global movement encouraging women to make the leap from giving charitably to investing strategically in women. To appeal to high net worth donors, (\$1 million +) Women Moving Millions needed to reposition its brand to reach donors on both the emotional and rational level. G23, a team of consultants from various Omnicom companies, was engaged to conduct interviews with key stakeholders and develop the brand strategy.

Solution

Based on the strategy work by G23, Interbrand developed a visual identity and messaging for the Women Moving Millions brand that reinforces the positioning and differentiates the brand from other charitable organizations. Interbrand provided design, copywriting and production services for an inspiring Donor Kit portfolio, as well as design, copywriting and programming for the Women Moving Millions launch website. The team selected vibrant, color-rich photographic images of women and created donor stories around the attributes of Spark, Bold, Courage and Reach. The result is a powerful and moving message delivered seamlessly through visual design and verbal expression.

Success

In the first three weeks following the launch of the website and donor campaign, Women Moving Millions received \$6 million from new donors. Helen LaKelly Hunt told the team: "The beauty you have created for us is truly profound. It will reverberate for years to come. We thank you for verbalizing our dreams with such simplicity and power...the impact of your work on our initiative will be huge."

Before:



After:



Women Moving Millions (cont'd)

WOMEN MOVING MILLIONS

Kit folder



Kit inserts

Contact us

Interbrand

130 Fifth Avenue
New York, NY 10011
www.interbrand.com

Andrea Sullivan

Executive Director, Client Services

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Fax: 212.741.4486

Email: andrea.sullivan@interbrand.com

Puja A. Patel

Analyst, Client Services

Tel: 212.798.7695

Fax: 212.741.4486

Email: puja.patel@interbrand.com

DBE Form 1

Schedule of DBE Participation

DBE FORM 1
SCHEDULE OF DBE PARTICIPATION
DOWNTOWN DEVELOPMENT DISTRICT MAINTENANCE SERVICES

Name of Bidder: Interbrand Corporation

Total Bid Amount: \$ TBD *(See Note Below)

NAME OF SUBCONTRACTOR /CONSULTANT/ VENDOR	ADDRESS	WORK TO BE SUBCONTRACTED/GOODS SERVICES TO BE PURCHASED	VALUE OF WORK/ PURCHASES
			\$
			\$
			\$
			\$

TOTAL VALUE OF DBE PARTICIPATION \$ _____

DBE PARTICIPATION AS A PERCENTAGE OF TOTAL BID _____%

* Interbrand partners with outside vendors for a number of materials and services. Products and services provided by certified outside vendors include: media testing, stationery systems (printers, online ordering, paper), photography (stock photo houses), fleet, print-on-demand, uniforms, promotional merchandise, print collateral (printers, paper), tradeshow booth manufacturing (global), video shoot / production (large scale).

Once we confirm objectives, timelines, and deliverables for the DDD branding engagement, we will be able to determine if an outside vendor is needed for this project.

Interbrand manages a database of qualified vendors and over 100 businesses maintain the following classifications (including 20 DBE vendors):

- Not-for-profit Entity
- Disabled
- Disabled Veteran
- Disadvantaged Business Enterprise (DBE)
- Government Entity
- MWBE Certified Or Classified
- NMSDC Certified
- SBA 8(a)
- SBA Hubzone
- SBA Small Disadvantaged
- SBE
- Veteran
- Woman-Owned Business Enterprise (WBE)

Interbrand Proof of Insurance 2009

MARSH**CERTIFICATE OF INSURANCE**CERTIFICATE NUMBER
NYC-003106327-21**PRODUCER**Marsh USA, Inc.
1166 Avenue of the Americas
New York, NY 10036
Attn: EMAIL:OMNICOM.REQUEST@MARSH.COM

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER OTHER THAN THOSE PROVIDED IN THE POLICY. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES DESCRIBED HEREIN.

COMPANIES AFFORDING COVERAGE

COMPANY

A Liberty Mutual Fire Ins Co

COMPANY

B XL Insurance America, Inc.

COMPANY

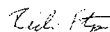
C

COMPANY

D**INSURED**OMNICOM GROUP INC.
(INTERBRAND)
437 MADISON AVENUE
NEW YORK, NY 10022**COVERAGES**

THIS IS TO CERTIFY THAT POLICIES OF INSURANCE DESCRIBED HEREIN HAVE BEEN ISSUED TO THE INSURED NAMED HEREIN FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THE CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, CONDITIONS AND EXCLUSIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
A	GENERAL LIABILITY	TB2-631-506905-018	05/31/08	05/31/09	GENERAL AGGREGATE	\$ 5,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY				PRODUCTS - COMP/OP AGG	\$ 5,000,000
	<input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR				PERSONAL & ADV INJURY	\$ 2,000,000
	<input type="checkbox"/> OWNER'S & CONTRACTOR'S PROT				EACH OCCURRENCE	\$ 2,000,000
	<input checked="" type="checkbox"/> CONTRACTUAL LIABILITY				FIRE DAMAGE (Any one fire)	\$ 2,000,000
					MED EXP (Any one person)	\$ 10,000
A	AUTOMOBILE LIABILITY	AS2-631-506905-028	05/31/08	05/31/09	COMBINED SINGLE LIMIT	\$ 2,000,000
	<input checked="" type="checkbox"/> ANY AUTO				BODILY INJURY (Per person)	\$
	<input checked="" type="checkbox"/> ALL OWNED AUTOS				BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> SCHEDULED AUTOS				PROPERTY DAMAGE	\$
	<input checked="" type="checkbox"/> HIRED AUTOS					
	<input checked="" type="checkbox"/> NON-OWNED AUTOS					
	<input checked="" type="checkbox"/> CONTRACTUAL LIABILITY					
	<input checked="" type="checkbox"/> Comp/Coll Ded:2,500/2,500				AUTO ONLY - EA ACCIDENT	\$
	GARAGE LIABILITY				OTHER THAN AUTO ONLY:	
	<input type="checkbox"/> ANY AUTO				EACH ACCIDENT	\$
					AGGREGATE	\$
B	EXCESS LIABILITY	US00006780LI08A	05/31/08	05/31/09	EACH OCCURRENCE	\$ 10,000,000
	<input checked="" type="checkbox"/> UMBRELLA FORM				AGGREGATE	\$ 10,000,000
	<input type="checkbox"/> OTHER THAN UMBRELLA FORM					\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY				WC STATUTORY LIMITS	OTHER
	THE PROPRIETOR/PARTNERS/EXECUTIVE OFFICERS ARE:				EL EACH ACCIDENT	\$
	<input type="checkbox"/> INCL <input type="checkbox"/> EXCL				EL DISEASE-POLICY LIMIT	\$
	OTHER				EL DISEASE-EACH EMPLOYEE	\$

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS
EVIDENCE OF COVERAGE ONLY.**CERTIFICATE HOLDER**INTERBRAND
130 Fifth Avenue
New York, NY 10011**CANCELLATION**SHOULD ANY OF THE POLICIES DESCRIBED HEREIN BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE INSURER AFFORDING COVERAGE WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED HEREIN, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER AFFORDING COVERAGE, ITS AGENTS OR REPRESENTATIVES, OR THE ISSUER OF THIS CERTIFICATE.AUTHORIZED REPRESENTATIVE
of Marsh USA Inc.
BY: Ricki Fitzsimmons

MM1(3/02)

VALID AS OF:04/28/09

MARSH**CERTIFICATE OF INSURANCE**CERTIFICATE NUMBER
NYC-002523693-08**PRODUCER**Marsh, Inc.
1166 Avenue of the Americas
New York, NY 10036

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER OTHER THAN THOSE PROVIDED IN THE POLICY. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES DESCRIBED HEREIN.

COMPANIES AFFORDING COVERAGE

COMPANY

A National Union Fire Ins Co Pittsburgh PA

COMPANY

B

COMPANY

C

COMPANY

D**INSURED**OMNICOM GROUP INC.
(INTERBRAND)
437 MADISON AVENUE
NEW YORK, NY 10022**COVERAGES**

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CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY				GENERAL AGGREGATE \$
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY				PRODUCTS - COMP/OP AGG \$
	<input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR				PERSONAL & ADV INJURY \$
	<input type="checkbox"/> OWNER'S & CONTRACTOR'S PROT				EACH OCCURRENCE \$
					FIRE DAMAGE (Any one fire) \$
					MED EXP (Any one person) \$
	AUTOMOBILE LIABILITY				COMBINED SINGLE LIMIT \$
	<input type="checkbox"/> ANY AUTO				BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS				BODILY INJURY (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS				PROPERTY DAMAGE \$
	<input type="checkbox"/> HIRED AUTOS				
	GARAGE LIABILITY				AUTO ONLY - EA ACCIDENT \$
	<input type="checkbox"/> ANY AUTO				OTHER THAN AUTO ONLY: \$
					EACH ACCIDENT \$
					AGGREGATE \$
	EXCESS LIABILITY				EACH OCCURRENCE \$
	<input type="checkbox"/> UMBRELLA FORM				AGGREGATE \$
	<input type="checkbox"/> OTHER THAN UMBRELLA FORM				\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY				WC STATUTORY LIMITS OTH-ER \$
	THE PROPRIETOR/ PARTNERS/EXECUTIVE OFFICERS ARE: <input type="checkbox"/> INCL <input type="checkbox"/> EXCL				EL EACH ACCIDENT \$
					EL DISEASE-POLICY LIMIT \$
					EL DISEASE-EACH EMPLOYEE \$
A	OTHER Advertising Agency Liability and E&O	5264819	05/31/08	05/31/09	\$10,000,000 Per Claim \$10,000,000 Aggregate

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS
EVIDENCE OF COVERAGE ONLY**CERTIFICATE HOLDER**Interbrand
130 Fifth Avenue
New York, NY 10011**CANCELLATION**SHOULD ANY OF THE POLICIES DESCRIBED HEREIN BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE INSURER AFFORDING COVERAGE WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED HEREIN, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER AFFORDING COVERAGE, ITS AGENTS OR REPRESENTATIVES, OR THE ISSUER OF THIS CERTIFICATE.AUTHORIZED REPRESENTATIVE
of Marsh USA Inc.
BY: Eric Seyfried

MM1(3/02)

VALID AS OF: 04/28/09

PRODUCER

Marsh USA, Inc.
1166 Avenue of the Americas
New York, NY 10036

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COMPANIES AFFORDING COVERAGE

COMPANY

A Travelers Property Casualty Company Of America

COMPANY

B

COMPANY

C

COMPANY

D

S45162-PROPE-08-09

INTER

INSURED

OMNICOM GROUP INC.
(INTERBRAND)
437 MADISON AVENUE
NEW YORK, NY 10022

COVERAGES

4

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	COVERED PROPERTY	LIMITS
A	<input checked="" type="checkbox"/> PROPERTY	KTJ-CMB-199T737-7-08	05/31/08	05/31/09	<input type="checkbox"/> BUILDING	\$
	CAUSES OF LOSS				<input type="checkbox"/> PERSONAL PROPERTY	\$
	<input type="checkbox"/> BASIC				<input type="checkbox"/> BUSINESS INCOME	\$
	<input type="checkbox"/> BROAD				<input type="checkbox"/> EXTRA EXPENSE	\$
	<input checked="" type="checkbox"/> SPECIAL				<input type="checkbox"/> BLANKET BUILDING	\$
	<input type="checkbox"/> EARTHQUAKE				<input type="checkbox"/> BLANKET PERS PROP	\$
	<input type="checkbox"/> FLOOD				<input checked="" type="checkbox"/> BLANKET BLDG & PP	\$ 125,000,000
	<input checked="" type="checkbox"/> ALL RISK					\$
						\$
						\$
	<input type="checkbox"/> INLAND MARINE				<input type="checkbox"/>	\$
	TYPE OF POLICY				<input type="checkbox"/>	\$
	CAUSES OF LOSS				<input type="checkbox"/>	\$
	<input type="checkbox"/> NAMED PERILS				<input type="checkbox"/>	\$
	<input type="checkbox"/> OTHER				<input type="checkbox"/>	\$
	<input type="checkbox"/> CRIME				<input type="checkbox"/>	\$
	TYPE OF POLICY				<input type="checkbox"/>	\$
					<input type="checkbox"/>	\$
	<input type="checkbox"/> BOILER & MACHINERY				<input type="checkbox"/>	\$
					<input type="checkbox"/>	\$
	<input type="checkbox"/> OTHER					

LOCATION OF PREMISES/DESCRIPTION OF PROPERTY

EVIDENCE OF ALL RISK PROPERTY COVERAGE (INCLUDES THEFT COVERAGE AT \$10,000)

SPECIAL CONDITIONS/OTHER COVERAGES

SUBJECT TO POLICY TERMS & CONDITIONS

CERTIFICATE HOLDER NYC-002523582-11

Interbrand
130 Fifth Avenue
New York, NY 10011

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE INSURANCE COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.


AUTHORIZED REPRESENTATIVE
of Marsh USA Inc.
BY Nicholas M. Trent

Nicholas M. Trent

CERTIFICATE OF INSURANCE

ISSUE DATE April 28, 2009

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CERTIFICATE HOLDER Interbrand		PRODUCER Marsh, Inc. 1166 Avenue of the Americas, 38th Floor New York, New York 10036		
INSURED Omnicom Group Inc. (Interbrand) 437 Madison Avenue New York, New York 10022				
COVERAGES THIS IS TO CERTIFY THAT THE POLICIES LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.				
TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE	POLICY EXPIRATION DATE	ALL LIMITS
Commercial Crime Coverage	01-606-23-84	03/01/09	03/01/10	\$1,000,000 each and every loss.
DESCRIPTION This certificate represents solely a current statement that a bond or policy is in effect for the Named Insured only, that such bond or policy conveys no protection or rights to anyone other than the Named Insured and that reference to the bond or policy must be made for the terms and conditions of the coverage thereunder.				
CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED AT THE TOP, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.				
COMPANIES AFFORDING COVERAGE		BROKER REPRESENTATIVE		
National Union Fire Insurance Company of Pittsburgh, PA		 _____ Maria E. Cardona Vice President		