

EXHIBIT C

**CHEMICAL MANUFACTURERS ASSOCIATION
COMMUNICATIONS PROGRAM**

**Glen H. Hiner
GE Plastics
January 1990**

CMA 066329

BACKGROUND

- **Public Perceptions At A Critical Point:**
 - **3 Out Of 4 Americans Consider Themselves Environmentalists**
 - **Environment Is 3rd Most Important Concern/Issue Behind Crime And Drugs**
 - **Industry Ranks Second-To-Last Or Last In Opinion Leader And Public Polls**
 - **Industry Produces Useful Products But Cost Of Progress Is Too High**
 - **Industry Credibility Seriously Low**
 - **Inability To Self-Regulate Perceived As An Issue**

Sources: Gallup, ORC, Cambridge Reports



BACKGROUND

- Continuing Series Of Incidents
Raise Public Concern
- Earth Day And Valdez Principles
- Without Industry Spokesman We Can
Only Expect Continuing Decline

BACKGROUND

- November CMA Communications Plan Proposal:
 - Five-Year Program
 - Four Principal Audiences
 - \$50 Million Budget
 - Ad Hoc Committee Formed

- Acceleration Of Communications Identified As A Priority



PUBLIC PERCEPTION COMMITTEE RECOMMENDATION

- Adopt The Proposed 5-Year External Communication Plan
- Commit Funding For 1990 At \$7.9 Million
- Approve Member Participation And Payment:
 - 50% CMA Reserves
 - 50% Determined By Finance Committee
- Continue Public Perception Research To Select Final Ad/Message
- Kick-Off Program As Proposed Preceding Earth Day
- Commit Funding For 1991 At \$9 Million Pending Report Of 1990 Results At November Meeting

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PROGRAM OBJECTIVES

■ Goals

- Improve Public Perception Of The Chemical Industry
- Introduce Responsible Care
- Raise Awareness Of Industry Commitment And Progress
- Define Measurements For Future Industry Performance

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PROGRAM OBJECTIVES

■ Targeted Audiences

- General Public — Broad Reach
- Opinion Leaders
- Business And Finance
- Government (Local, State, Federal)
- Allied Chemical Industries

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KEY QUESTIONS

- **Can We Have An Impact?**
- **Why Sooner vs. Later?**
- **What Are The Consequences Of Inaction?**



FIRST YEAR COMMUNICATIONS STRATEGY

- Advertising
- Syndicated Video Release
- Localized Radio Tie-In

Serves As Pilot Program For Longer Range Campaign

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MESSAGE PLATFORM

- Responsible Care Introduction
- Acknowledge Public Perceptions
- Balance Contributions And Progress vs. Problems
- Initiate Awareness Process
 - Industry Has A Plan
 - Working Toward Measurable Improvement

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MESSAGE TESTING

- Determine Public Perception Of Ads
- Identify Most Favorable Approach
- Fine-Tune Message
- Public Advisory Panel
- Focus Groups
 - 3 Groups
 - Qualitative / Emotional
- Intercepts
 - 10 To 12 Cities/300 Interviews
 - Quantitative/Projectable

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INITIAL FOCUS GROUP

- **Prototype ad testing/methodology**
- **9 consumer participants**
 - 5 male/4 female
 - 24-60 age range
 - Labor - teacher - management - home - retired occupational profile
- **Communication to public gets credit**
 - Important to remind of industry contributions
 - Acknowledging problems gains credibility
 - Skepticism . . . Actions speak louder than words
 - Concerned about what the follow-up will be

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AUDIENCE SEGMENTATION/MEDIA

- National Reach
- Opinion Leaders
- Reach & Frequency
- 4-Week Impact Period

APRIL

Publication	Mon 2	Tues 3	Wed 4	Thur 5	Fri 6	Mon 9	Tues 10	Wed 11	Thur 12	Fri 13	Sun 15	Mon 16	Tues 17	Wed 18	Thur 19	Fri 20	Sun 22	Mon 23	
USA Today								\$132,946	\$148,687			\$132,946	\$132,946						E
Wall Street Journal									\$286,229										A
New York Times									\$96,576	\$66,145	\$96,576								R
Christian Science Monitor						\$10,000					Magazine \$10,000								T
Sacramento Bee									\$20,726			\$20,726							H
LA Times									\$49,718			\$49,718							D
Chicago Tribune									\$72,708			\$72,708							A
Houston Chronicle									\$32,119			\$32,119							Y
Baton Rouge Advocate									\$8,907			\$8,907							
Newark Star Ledger									\$38,019			\$38,019							
Washington Post					\$87,443							\$87,443							
Time						\$173,295					\$173,295								
US News & World Report											\$87,339								
People												\$135,570							\$135,570
Business Week									\$85,800										
Chemical Processing	\$10,945																		
Chemical & Engineering News						\$16,510													\$16,510
Chemical Engineering	\$12,070																		
Chemical Week		\$14,450																	
Smithsonian			\$75,960																
			Environment Feature																
National Geographic	\$231,420		(3/15-3/25 On Sale)																
			Earth Day/Environment Feature																
Natural History	\$24,130																		
			Earth Day Feature																
			(3/20 On Sale)																

April Total \$2,925,195
(31,293,000 H/H)

JUNE

SEPTEMBER

Publication	JUNE						SEPTEMBER							
	Mon	Tues	Wed	Thur	Fri	Sun	Mon	Tues	Wed	Thur	Fri	Sun	Mon	
	4	5	9	10	11	13	14	3	4	5	6	7	9	10
USA Today	\$132,946		\$132,946		\$148,687		\$132,946	\$132,946		\$132,946		\$148,687		
Wall Street Journal					\$286,229						\$286,229			
New York Times					\$ 96,576	\$66,145		\$ 96,576				\$ 96,576	\$66,145	\$ 96,576
Christian Science Monitor					\$ 10,000		\$ 10,000					\$ 10,000		\$ 10,000
Sacramento Bee					\$ 20,726		\$ 20,726					\$ 20,726		\$ 20,726
LA Times					\$ 49,718		\$ 49,718					\$ 49,718		\$ 49,718
Chicago Tribune					\$ 72,708		\$ 72,708					\$ 72,708		\$ 72,708
Houston Chronicle					\$ 32,119		\$ 32,119					\$ 32,119		\$ 32,119
Baton Rouge Advocate					\$ 8,907		\$ 8,907					\$ 8,907		\$ 8,907
Newark Star Ledger					\$ 38,019		\$ 38,019					\$ 38,019		\$ 38,019
Washington Post					\$ 87,443		\$ 87,443					\$ 87,443		\$ 87,443
US News & World Report							\$ 87,339							\$ 87,339
Business Week		\$ 85,800												
People	\$135,570													\$135,570
Newsweek	\$ 67,950													
Environment Supplement														
Time														\$173,295
Chemical Processing	\$ 10,945							\$ 10,945						
Chemical & Engineering News					\$ 16,510		\$ 16,510					\$ 16,510		
Chemical Engineering	\$ 12,070							\$ 12,070						
Chemical Week		\$ 14,450								\$ 14,450				
Smithsonian								\$ 75,960						
National Geographic	\$231,420							\$231,420						
Sierra	\$ 19,150							\$ 19,150						
Audubon	\$ 22,625							\$ 24,888						
June Total							\$2,356,094							
(28,396,000 H/H)														
September Total							\$2,497,558							
(30,720,000 H/H)														

MEASUREMENTS

- Readership Evaluation/Studies
- In-Bound Telemarketing
- Targeted Telephone Surveys
- Benchmark Studies Used Longer Term

TIMETABLE

	JAN					FEB				MAR				APR					MAY				
	1	8	15	22	29	5	12	19	26	5	12	19	26	2	9	16	23	30	7	14	21	28	
■ Public Perception Committee Proposal/Approval Review & Approval		●					●																
■ Executive Committee Proposal/Approval Review & Approval			●				●																
■ Board Of Directors Proposal/Approval Review & Approval			●				●																
■ Research/Testing Implementation Report				●	●		●																
■ Media Commitments			●				●																
■ Member Notification								●	●		●	●											
■ Newspaper Ads																●	●						
■ Magazine Ads															●	●	●	●					
■ Brochure Fulfillment & Post Measurement																		●	●	●	●	●	●

BUDGET SUMMARY

DESCRIPTION

Creative Concepts, Rough Ad Layouts	\$ 5,250
Preparation Of Comprehensive Layouts For Four (4) Ads, Video And Radio	13,500
Final Revisions For Publication, Video, Radio Production	26,500
Focus Groups	10,220
Intercept Interviews	16,050
Media Placement	7,778,847
Readership And Evaluation Studies	30,000
TOTAL ESTIMATED PROGRAM COST:	\$7,880,367