ISSUE 7

five

The bulletin for marketing communications

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Introduction by **Ed Davis** General Manager and PR Leader, Fifth Ring Houston

Great brands aren't built on energy alone

In our seventh issue of **Five**, we explore topics ranging from managing a crisis to the growing talent wars brewing in the energy industry.

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We often are brought in to help clients think through intended and unintended brand experiences

As you read through the articles, there is a common theme of connectivity and how what you may do in one part of an organisation, or the world, has broader implications.

Organisations today need to produce profits and benefits for their varied stakeholders, but also to manage their affairs in such a way that, at the very least, they are not detrimental to society or the organisation.

This manifests itself in many ways but I am reminded of a particular instance of unintended consequence at the Offshore Technology Conference this year in Houston (no names will be mentioned to protect the innocent). A company that we have not had the benefit of working with yet knew they had to generate quality business leads on the back of the show. After much brainstorming, they decided to do a hefty sponsorship and giveaway. While the initial goal was to develop a list of maybe a hundred or so prospects that their three sales guys could then develop relationships with and move through the sales cycle, the challenge came when the campaign generated so much interest that they are now inundated with requests for information and demos that their sales team cannot keep up with.

The contest was so broad, they must now spend time qualifying folks and determining if they are the right kind of leads. While potentially creating a fair amount of visibility and recognition – which could have had tremendous positive impact on their business – they now have to tell these leads it is going to take a while to follow up due to the overwhelming response at OTC. One could argue their well-intentioned efforts are now leading to a poor brand experience and the sales opportunities may not exist once the sales team is able to catch up.

We love great ideas at Fifth Ring and have been known to have a few ourselves. We are often brought in to help clients think through intended and unintended brand experiences. So as you read through this issue of FIVE and go about your daily work, make sure you are looking at all facets of your efforts and try to understand both the positive and negative impact your efforts and ideas may have on your brand.

When it's time to deal, don't take your eyes off the brand

Strategic Repositioning after M&A

Peter Lyall Global Director Business Positioning, Fifth Ring Aberdeen

In 2012, private equity interest, foreign buyers, shale plays and proposed tax changes drove M&A activity in the US oil & gas industry to a 10-year high (PwC US, 2013). It's not surprising then that energy, mining and utilities continue to dominate global M&A activity.

Worldwide deals in the sector totalled US $258billion in the first half of 2012, more than double the aggregate deal value in any other sector.

Oil & gas mergers and acquisitions have been fewer in number but larger in size in 2012 compared to the prior year. Worldwide, according to Standard & Poors Capital IQ, there were 626 oil & gas industry deals with values of at least $1million in the four quarters ending 30 September 2012, down from 799 in the previous 12-month period. But the deals had a total value of $249billion, compared to $235billion for the previous year.

Interesting as it may be for bankers and financiers to guess at deal totals, perhaps wondering ruefully about their relative share, the thrust of this article is to look at this issue from a different perspective – that of stakeholder impact.

Just how does the business of deal-making impact on staff and customers? With its international network and deep immersion in the industry, Fifth Ring is very well placed to comment on M&A activity in the oil & gas sector, given our extensive experience of advising clients on brand management before, during and after these transactions. Traditionally agencies might have been asked to morph two logos into one when a merger or acquisition was announced, but today, Fifth Ring is sought for its opinion much earlier by business leaders, when faced with the question: "what should we do with our new, expanded brand portfolio?" Fortunately, with our mix of industry immersion, professional expertise and proven methodology we are well placed to advise.

A fictional case study, based on some of our experiences, may serve to illustrate the dos and don'ts from employee and customer perspectives.

> **The first sign that the staff of CleverTechCo (CTC) had that something was afoot was the flurry of executive team off-site meetings and the constant parade of suits in reception**

The story of CleverTechCo

The first sign that the staff of CleverTechCo (CTC) had that something was afoot was the flurry of Executive Team off-site meetings and the constant parade of suits in reception. Advice was being sought and deep discussions were being had, but about what, and why? On the back of two years of success, following numerous years of near achievement, things were at last going right.

The order book was looking healthy; innovation awards had been picked up on both sides of the Atlantic; and following some serious investment the brand profile had never been higher. Rumour had it that there were suitors sniffing around, and the evidence would seem to support this.

A normally open, engaging and transparent leadership team had become somewhat coy, distant and introspective. Regular meetings seemed to drop off the calendar and two regular CEO ‘staff stand-ups’ had been postponed at short notice. As nature abhors a vacuum, so does the water cooler, and gossip and intrigue had reached epic proportions. Good news was being followed by no news.

Losing faith

Key client Globalator also sensed that something was up. Intimately involved in the successful growth and expansion of CTC, Joe Riskaverse had not only championed the technology and people internally, he had also gone out on a limb and made one of the early orders for Cunningwidget Mk1.

One of the great things about this experience was that Joe had enjoyed working closely and regularly with the senior team at CTC, but for the last four months they had been eerily quiet. Just where were they? Feeling somewhat ignored, irritated, and with his patience tested, Joe made a couple of calls to late entrants to the sector, discovering that some of Cunningwidget’s Mk1 initial weaknesses had been addressed.

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Advice was being sought and deep discussions were being had, but about what, and why?

Clearly, the competition had caught up, and now was the time for a performance comparison, especially as the leading competitor (MegaBuyAll, aka MBA) was known the world over for its scale, scope, innovation and customer service.

The perfect storm

With customers and staff questioning the leadership’s intent, for seemingly different, but actually quite similar reasons, things became more complicated and challenging for CTC as the deal progressed.

Despite damning evidence that reveals that most mergers and acquisitions destroy value, and despite the warning that bankers just don’t understand the value of intangibles, money talked and the owners had listened. The trade press had also picked up on the story, but from a different angle. A couple of test runs of Cunningwidget Mk2 hadn’t delivered, with results below expectation, angry engineers were complaining that “it wasn’t really ready anyway!” News was out, CTC was up for a quick sale, as the ideas well was running dry. With the corresponding impact on orders, came the shattering news that Johan Lightbulb, head of Technology & Innovation, had resigned, heading for a competitor’s board room, with unprotected IP in his bag.

All the elements of the perfect storm were now in place: the leaders were nowhere to be seen and losing credibility; the brand’s reputation was threatened; key staff were leaving; customers were seeking competitive tenders; costs were rising (advice doesn’t come cheap); and orders were falling.

However, in the midst of the heightened speculation the deal was done, and to some, it was hardly a surprise that MBA were now the proud owners of CTC. Unsurprising, but hugely disappointing.

What chance was there for the original CTC pioneering and entrepreneurial spirit, soon to be subsumed into a world of corporate compliance and rectitude?

Reflecting on this whole episode, from his new corner office in Houston, MBA’s new VP Technology, North America, and erstwhile CEO of CTC, Jim Sanguine was honest enough to say, “We did the hard graft at CTC and many people have been rewarded. It was probably the most stimulating time of my professional life, and I wonder if we can reach such entrepreneurial heights within MBA?” Four weeks later MBA announced that the CTC brand would not now be re-launched internationally, with the products being absorbed into its Production Optimisation division.

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The brand’s reputation was threatened; key staff were leaving; customers were seeking competitive tenders; costs were rising and orders were falling

So what can we learn from this fictional case?

With experts in a number of critical areas, the Fifth Ring team offers the following insights.

If gaining key customers, particularly when you're trying to introduce new technology in the upstream oil & gas sector is hard enough, keeping them is even harder. You have to know so much more about the customer's business issues than they know themselves. As the team at CTC were well aware, but probably forgot, constant contact, insight, intelligence and the willingness to challenge orthodoxy is what matters. They took their eyes off the ball and suffered. As we say "every day is a school day", and you must work at relationships all the time. Do this profitably (for both parties), and you will keep the customer for life, wherever he or she, or you, end up working. It's a struggle to manage a business and a key account simultaneously, so my advice would be, don't. Ensure your innovators are not your relationship managers.

Ian Ord

Group Business Development Director
Customer Acquisition & Retention

So farewell the famed, but short-lived CTC and Cunningwidget brands. You had your time in the limelight, and allowed your creators to cash in, but was this really inevitable? As we know, having worked with clients in this area, the coming and going of brands, particularly in the technology sector, is part of normal business practice. But with the brands went goodwill, emotional connection and indeed, longer-term value. The lesson here is things can be done differently with careful planning. Rather than suffer as the causalities of whim and circumstance, by following our Brand Asset Management process – specifically with regard to brand portfolio strategy management – brand equity can be increased over time, just so long as the principals remember that brands are assets, as much as people or infrastructure.

Peter Lyall

Group Business Positioning Director
Brand Portfolio Strategy

How did it happen that the darling of the technology press let the halo slip? Cunningwidget fell from hero to zero in a few short months, just because rumours multiplied about Mk2's trial failings. Our press and media relations team knows full well why. Dialogue stopped, suspicion grew and gossip overtook fact. Actually, trade press journalists are rather forgiving, just so long as they know the true story. A planned contact campaign, supported by the principles of managing risk and negativity is the bedrock of good media relations. And we would have to say this applies as much internally as externally. Tell your staff the facts, as you have them; don't exaggerate, don't over promise and don't let rumour go unchallenged. Your people will respect your judgement.

Rhea Hussey

International Client Services Director
Aberdeen
Media Relations

Postscript

The challenge then for businesses that find themselves in situations comparable to our somewhat downbeat fictional case is not to get it wrong and become just another failed merger or acquisition. There are ways of getting it right, as our specialists have noted, and whilst Fifth Ring can advise with confidence on addressing branding and communications challenges, our industry immersion and insight means that we also know a series of other experts in a variety of complementary fields, such as finance, law, performance coaching and HR. And for those that do seek support and get it right, the rewards can be substantial.

Mozambique

African energy giant

Jonathan Dyke Head of Design & Production, Fifth Ring Dubai

In this article, Fifth Ring looks at the extent of the significant major natural gas finds in Mozambique and what they mean for the country and also for the players operating in the oil & gas space who are interested in growing their business in developing markets.

In recent months, the Republic of Mozambique has come onto the energy sector's radar as a result of significant natural gas discoveries off the coast of the country. Situated in East Africa and bordered by the Indian Ocean to the east, Tanzania to the north, Malawi and Zambia to the northwest, Zimbabwe to the west and Swaziland and South Africa to the southwest, the capital of the country is Maputo, and the population is estimated at around 23.5 million.

Mozambique looks set to position itself as an important natural gas producer, particularly due to the size of its reserves and also the country's relative proximity to Asian markets, as Africa increasingly becomes a crucial supply point for China and other countries with expanding economies in Asia.

Recent developments in Mozambique are very exciting. Between October 2011 and March 2012, offshore exploration by ENI resulted in huge discoveries that are assessed as having a potential of around 50 trillion cubic feet of gas.

Meanwhile, in May 2012, Anadarko Petroleum Corporation of Texas also discovered a large offshore field in the Indian Ocean containing an estimated 20 trillion cubic feet of recoverable gas. Anadarko has also recently made a discovery from the company's Atum exploration well in the Rovuma Basin, and will now begin four wells immediately to appraise the find, estimating that the total gas in Area 1 alone (the offshore exploration area is split into six) could now be as much as 65 trillion cubic feet of gas.

To put these numbers in perspective, Qatar, a major energy power house we are more familiar with and a country we work regularly in, holds the world's third largest natural gas reserves and is positioned as the single largest supplier of liquid natural gas (LNG) today, producing around 4.5 trillion cubic feet of LNG per year.

Mozambique has only explored a fraction of its potential, yet enough gas has already been discovered to supply half of Western Europe for nearly a decade and a half. The government estimates there may be another 150 trillion cubic feet left to discover.

The Challenge

But while the discoveries represent hope and value for the people of Mozambique and should lead to a host of potential opportunities arising in the country, there is much to be done if gas exports are to be achieved by 2018.

The country will need to embark on a massive infrastructure development programme to enable it to reach the stage of producing and selling LNG. This again draws parallels with Qatar, which embarked on a similar journey in 1995 with a US $2billion project to build trains and which today has around 14 LNG trains in production. A host of in-country challenges also had to be addressed, as with the development of infrastructure including roads, ports, labour camp facilities, workshops, power stations and many others.

In addition, the whole supply chain of LNG requires dedicated equipment, from the trains used for production to the tanks required for storage, plus export terminal to load vessels, and carriers for transportation.

Challenges aside, a host of opportunities are expected to emerge over the coming years in Mozambique for contractors with expertise in such areas. This is in addition to the obvious engineering, procurement and construction opportunities that will emerge from the actual development of the LNG trains, of which Anadarko estimates that there is sufficient gas in place in Area 1 alone for up to 12 LNG trains for a total of 50 million tons a year of LNG capacity.

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Mozambique has only explored a fraction of its potential, yet enough gas has already been discovered to supply half of Western Europe for nearly a decade and a half

Investing in the region’s future

Many steps will need to be taken to ensure that the people of Mozambique benefit from the development. Already key stakeholders involved in the development of these opportunities appear to be putting CSR projects in place to ensure that the investment in the region is meaningful and that the government generates revenue which can be used to offer opportunities to the people of Mozambique. There are some cases in Africa where significant discoveries of natural resources have led to economic ruin, but already steps are being taken here to ensure that the growth will stimulate opportunity for education, employment and general improvements in the quality of life for the people of Mozambique. Examples of this include the review of taxation and regulatory policies that is being conducted by the Mozambican government in order to ensure there is sufficient participation by the people of the country, initiatives around improving the quality of education for the children of Mozambique, and many others.

Fifth Ring is monitoring developments in the country and the wider region with interest. Undoubtedly this will present great opportunities for our existing and future clients.

This is an edited article, originally written by Ann-Marie Carbery-Antoun, Director of Business Advisory, Contax Partners

Joining the HSE debate

the first step in leading the conversation

Ed Davis General Manager & PR Leader, Fifth Ring Houston
Rhea Hussey International Client Services Director, Fifth Ring Aberdeen

Over a breakfast meeting in Houston back in 2012, we invited a group of clients to discuss their views on the number of Health, Safety and Environmental (HSE) standards they meet each day as they drive their businesses within the international energy sector.

As an outcome from this session, there was a clear message that the industry has to work together in terms of bringing its expertise into any conversation around regulatory change. As well as this, our work with a number of organisations across the spectrum of the global oil & gas industry continues to highlight the growing emphasis on the delivery of HSE services and training, and the requirement for operators and service companies to meet various country and client standards.

In fact our global network tells us that there are potentially more than 100 differing standards worldwide, which companies must adhere to in order to do business – coming at a cost to the industry of tens of millions of dollars (if not more) each year to manage and meet.

In the past, reforms and improvements have been driven by major, and often tragic, events. For example the Piper Alpha disaster in the North Sea was the main driver of massive legislation change in the region and 25 years on, its safety standards are some of the best in the world. That said, a number of high-profile incidents involving helicopters serving North Sea platforms has focused the industry to look more closely at personnel transfer methods. This has seen a cross section of the industry work together to discuss alternatives.

Similarly, and more recently, Macondo in the Gulf of Mexico continues to drive the news agenda, both in terms of the need for legislation or regulation change, with the media agenda also driven by the ongoing legal case.

Inevitably, following such events we often see government regulators impose new rules and tighten the permitting processes. The focus is then on the supply chain to go through extensive risk-management assessment to evaluate partners and third-party vendors in search of ways to avoid another disaster. In turn, this causes the industry—particularly oilfield service providers—to adapt their HSE standards to account for the changes enacted by governments and/or major operators, often at a local or regional level. Recently, this has been seen at an even higher governance level – in June 2013 the EU adopted a new regulatory framework aimed at reducing the occurrence of major accidents and to limit their consequence.

This has in the past provoked a reaction within the service sector to hold our breath and wait and see, but more recently, some organisations have taken a different view and proactively engaged in the conversation in order to drive the debate on standards before an incident even occurs.

In a recent case in the UK, as a result of the wider industry debate around helicopter transfer, union representatives were critical of the alternative transfer methods provided by one of our clients. Our belief was that this criticism was actually a call for more information and so we advised our client to join the debate. By doing this, positive media coverage was achieved and more importantly the union view on this particular form of transfer was completely turned around.

Besides building visibility, why is this important to marketing communications professionals? More often than not, we are tasked to lead the way in positioning companies and the traditional view is that the public affairs should be left to the paid lobbyists. That said, stakeholder prioritisation will tell us that there are a number of influencers that any sound communications strategy must inform. Ensuring that the messaging and delivery channels are both targeted and relevant to the specific audience can go a long way in placing a company at the forefront of the debate.

If and when this can be achieved we are in the position of true thought leadership resulting in an increase in share of voice and enhanced credibility and favourability in the marketplace, all of which, in turn, will influence the sales cycle.

We want to hear from you…

At Fifth Ring, we believe the oil & gas industry is lacking a coordinated effort on the subject of global safety standards.

After exploring this topic with a handful of clients and a small sample of industry media, we think there is a considerable appetite for an industry group to be formed whereby the industry drives the conversation on global standards instead of various governments. Letting government regulators dictate the debate on global standards could lead to:

- **Increased confusion on acceptable standards**
- **Increased negative attitudes towards the industry**
- **Problems in the transition of labour**
- **Consequences for training and development**
- **Potential effects on industry safety**

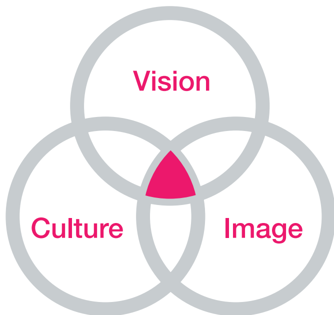
But we want to know what you think.
Visit fifthring.com/hse and take our 30-second survey on whether the industry should drive the global safety standards discussion. By taking the short survey you will be entered into a draw to win a £25 (or equivalent value) gift card from Amazon.com or Starbucks.

Create a hire purpose

Building an employer brand

Rachel Camm Client Services Director, Fifth Ring Aberdeen
Lisa George Business Development & Marketing Manager, Fifth Ring Aberdeen

The energy industry is reaching crisis point as the skills shortage continues to drive salaries ever higher. The result is spiralling operating costs and enforced delays to projects.



The March 2013 joint report from OilCareers.com and partner Air Energi highlights this ongoing skills shortage as the biggest threat to the oil & gas sector. The Global Oil & Gas Workforce Survey: Expectations for hires and pay rates in the oil & gas industry (H1) 2013, highlights that ensuring the right personnel are on the ground in the right place will present a continuing challenge for the worldwide oil & gas industry.

Mark Guest, Managing Director of OilCareers.com, comments, "There is a talent war, both at home and throughout the world, with employers competing with each other for a pool of experienced people that simply isn't large enough. We have been saying for a long time that we are not bringing enough people into the sector, but our survey also highlights that not enough training resource is out there to develop the people we do have."

HR and recruitment teams are under continued pressure to provide the right candidates, but is it really an issue for this department alone? Organisations that have addressed their employer brand are faring considerably better in the battle for talent than those who haven't involved their marketing and communications teams.

Your Employer Brand

Your employer brand should be considered in a similar fashion to the corporate brand. It should be planned with the wider business strategy in mind, there should be SMART objectives in place and channel planning within both internal and external communication plans.

At Fifth Ring we use the Vision, Culture, Image (VCI) model to consider a brand's characteristics in terms of the coherence of the management team's vision, what the employees believe and how they behave, and the expectations of external stakeholders. The greater the cohesion the stronger the brand.

In simple terms you can consider VCI for your employer brand. Image helps to attract the right candidates, your culture and values are what engages employees in the business and your vision is what inspires employees, offers them a promising future with the organisation, and ultimately creating brand ambassadors.

What does a successful external marketing communications campaign for the employer brand look like?

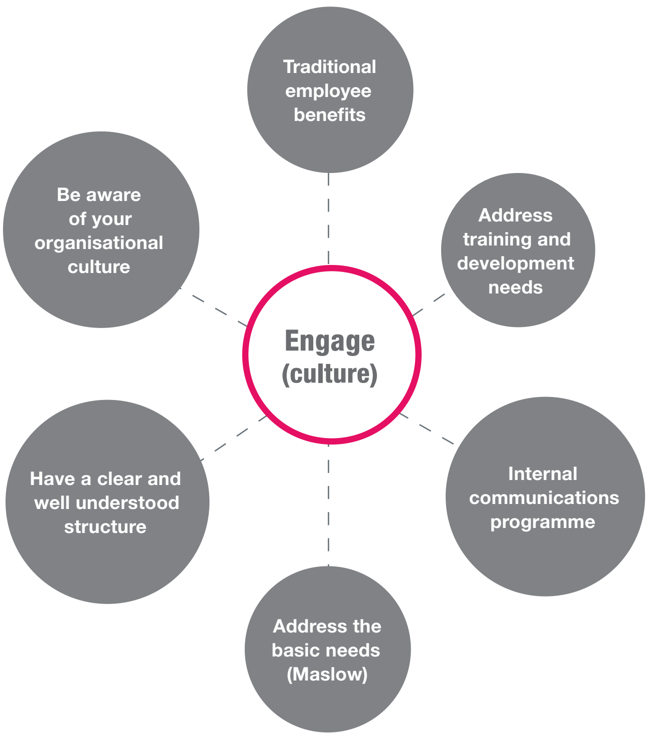
Key employer brand messaging needs to be developed with the target audiences in mind. For example, are you trying to target those who are in other industries to migrate to energy? Or are you hoping to engage the next round of engineering graduates?

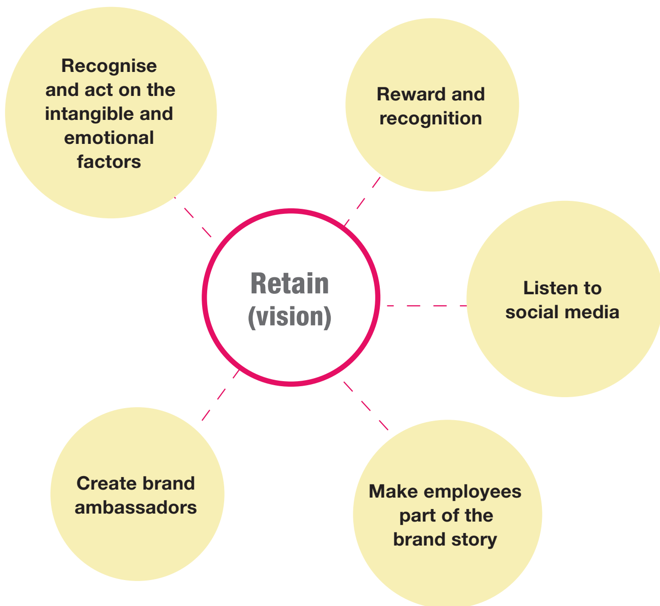
Once the messaging and target audiences have been identified, consider the channels that are best to communicate. For example, public relations and media relations provides industry visibility, CSR shows a caring employer, and social media provides a platform for open two-way communication. The right balance of these will depend on the audience, their perceptions and your overall communications strategy.

What does a successful internal marketing communications campaign look like?

Online and offline message delivery – perhaps even disruptive media – will gain attention across a range of platforms allowing you to speak with all employees in the medium of their choice. But this is only part of the story. The key to campaign success is using channels through which you can effectively engage with employees in both informal and formal settings that provide open two-way communications.

For example, workshops and questionnaires are a great way to encourage participation, feedback and important dialogue. Engaging employees through allowing them to be part of the creation of your brand story and corporate vision creates true brand ambassadors who have a connection and a passion for the brand.





Emergency Response

the art of staying calm in a crisis

Phil Allan PR Account Manager, Fifth Ring Aberdeen

When organisations hire public relations firms their first thought is often how the consultants can help them gain visibility in the first instance and, if everything goes according to plan, how to gain favourability in the long term.

The flip side of the coin is that if things go wrong and organisations are faced with a crisis you need PR specialists who can help.

Defining a crisis

For the purposes of corporate communications a crisis can be defined as an event or situation that causes the company to be the subject of negative attention from stakeholders and the media. Stakeholders can be defined as shareholders, employees (and their families), politicians, statutory bodies, environmental groups and – of course – the media.

The main point of crisis management is to make sure a bad situation doesn't get worse. By the time you realise you have a crisis, it is too late for avoidance behaviour – it's time to face up and deal with it.

Things that constitute a crisis are likely to include: loss of life, product defects, computer failure, environmental pollution; financial difficulties/ mismanagement; labour disputes/industrial tribunals; terrorism; criminality and 'acts of God'.

Crisis? What crisis?

The simple rule of thumb is to accept Murphy's Law – "What can go wrong, will go wrong", so ensure there is a planned response and process in place, rather than taking a leaf out of Mr Micawber's book and assume that something will turn up.

It's essential to ensure that your company spokespeople have candour, honesty and integrity so their delivery of correct messaging is deemed trustworthy.

Former BP chief executive Tony Hayward was a high profile victim of foot-in-mouth disease during Macondo. What he likely meant was that he wanted everything to go back to normal, but inappropriate phrasing meant that what was heard, was that he "wanted to get his life back". A comment easily misconstrued as a self-serving comment and one that contributed to the public reaction towards BP as a result of Macondo.

Of course, not all crises are so severe – a private (and very intimate) email sent from a company employee to her boyfriend was sent in error to everyone in the organisation – no sooner had that happened than it went viral – and the organisation had to deal with a slew of press inquiries. You can be pretty sure the company senior management hadn't planned to spend time dealing with that kind of issue. 24-hour news, Facebook and Twitter all allow stakeholders, commentators and experts the opportunity to wildly speculate as a news story unfolds, with potentially unfounded damages to those parties involved.

When dealing with a crisis there are some basic principles that hold true for almost every scenario. There are some simple rules to adhere to: provide consistent, accurate and regular updates and ensure an information vacuum does not occur.

Messages must always take into account the following topics: People; Environment; Asset; Reputation – or PEAR, for short. This handy acronym is based on the priorities of the public (and therefore news organisations). The welfare of personnel and others is always the first thing to consider. Secondly, we all want to know what impact your crisis will have on the wider environment – be that the North Sea or even the Stock Exchange. You must then consider how company assets – be it an oil rig or a factory – will be affected. Only when these first three elements are addressed should the reputation management be prioritised i.e. it may be shutdown for a significant period of time. By looking after these aspects, a well managed crisis communications programme can go a long way to ensuring that reputation management begins on the right footing.

Our crisis management checklist is overleaf …

Dealing with the crisis

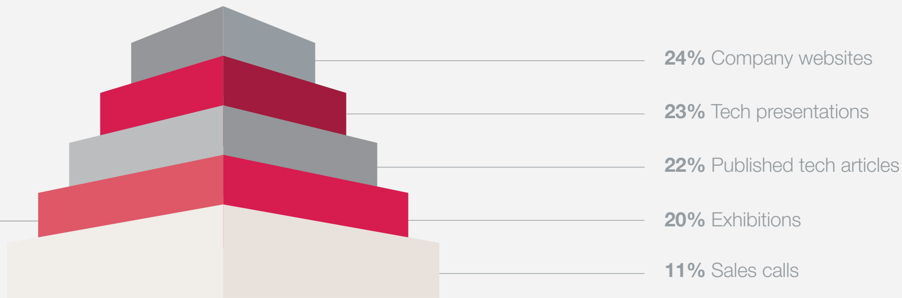
So what can be done? Detailed below is the framework we would urge organisations to follow when planning crisis management:

- ✔ Tell, don't spin. Spokespeople must be factually accurate and refrain from commentary. Stay focused on the details of the response effort
- ✔ Obtain help from statutory bodies. Police, ambulance, government or whichever department is dealing with the crisis could and should be consulted and urged to take a greater role in a joint information process. The public needs to understand there is a highly-trained, experienced team working to put things right
- ✔ Once the story is up and running at the top of the news agenda and if it's a big enough issue – organise daily news briefings with up-to-date progress reports. Ideally you want someone that people will trust to provide technical information
- ✔ Accept there is likely be a 'rush to judgement' in the media and prepare a swift and robust response to inaccurate reporting
- ✔ 'Never say nothing' – nature and the media hates a vacuum. Speculation, comment and vested interests will gleefully fill the void created by your company's silence. Be proactive and anticipate the worst-case scenario
- ✔ Identify stakeholders and work out what to say to each audience by anticipating what their particular concerns are going to be. How your company reacts in a crisis will speak far louder than expensive corporate adverts
- ✔ Accept your punishment: if there have been failings it is better to face these, deal with them, ensure lessons are learned and move forward. Be open, work with the authorities and the media and move forward
- ✔ Monitor the media both online and offline to gauge mood and sentiment
- ✔ Train your response: we exercise with our major clients on a monthly basis – and we work together to introduce realistic scenarios. In a major incident it's going to be executives making the decisions and taking the lead – they have to have the correct training. A media consultant has to be part of any incident team. Independent specialists can offer objective advice, broach the difficult questions and help formulate answers
- ✔ Get the web working for you: direct the media and public to a dedicated site that is activated when an incident occurs – press statements, fast facts, photographs and video should be made available. Online and social media offer direct and immediate communication with the public so make sure you respond to them quickly and update the site regularly. Journalists can have accurate, informative copy and will appreciate the company is making efforts to engage

MARKETING IN THE OILFIELD
COMMUNICATING TO THE INDUSTRY

1

What are the best places to gain information on new oil & gas technologies emerging in the industry?



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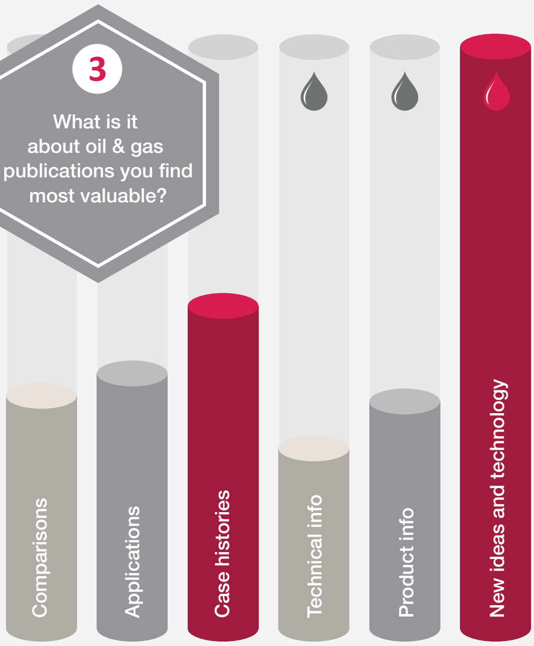
What is it about oil & gas publications you find most valuable?



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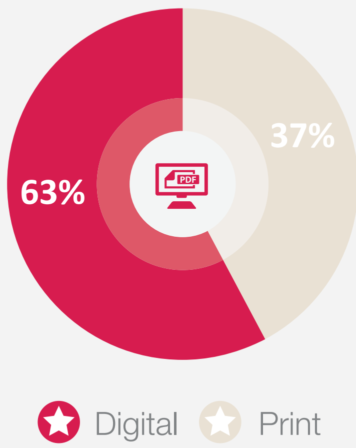
When reading industry journals and magazines, what is your preferred format?



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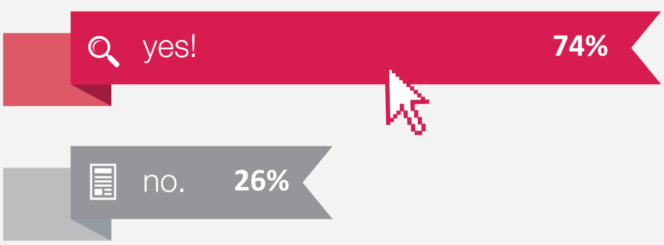
Have you clicked through on any online oil & gas related advertisements in the past 30 days?



Responses to the survey were collected at the 'Oilfield Get Together' event in Dubai in February 2013. It's a snapshot view that we will repeat on a larger global scale to gain a more comprehensive understanding of buyer behaviour/interactions with publications and other sources of information, both on- and offline.

Contributors to Five

Ed Davis

General Manager and PR Leader
Fifth Ring, Houston

Rachel Camm

Client Services Director
Fifth Ring, Aberdeen

Phil Allan

PR Account Manager
Fifth Ring, Aberdeen

Jonathan Dyke

Head of Design and Production
Fifth Ring, Dubai

Lisa George

Business Development &
Marketing Manager
Fifth Ring, Aberdeen

Rhea Hussey

International Client Services
Director
Fifth Ring, Aberdeen

Peter Lyall

Global Director
Business Positioning
Fifth Ring, Aberdeen

Get involved

Five aims to provide compelling, thought-provoking and meaningful insight and commentary on all things marketing and communications. Our contributors are recognised for their expertise and fresh ways of thinking – but the more, the merrier. We want to hear your thoughts on Five and we always welcome new contributors who want to share their own thoughts on industry, tools and talent.

Get in touch with the **Five** editorial team at **five@fifthring.com**

Making thinking **visible**

A global integrated corporate communications company with a strong track record, Fifth Ring provides cohesive, consistent marketing services for some of the biggest brands in the business.

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Fifth Ring’s mission is simple. It increases the value of their clients’ business by making thinking visible

We have integrated our five key disciplines of business positioning, design, digital media, public relations and advertising into one seamless offering across the energy capitals of the world.

Since 1991 we have stayed true to a strategic, joined-up way of delivering communications in the energy sector, resulting in unique and powerful brands which enhance our clients’ businesses.

Built on referrals, we have grown year-on-year and while passionate about various business arenas, the energy industry is where we live and breathe. Energy clients have been on our roster since day one and we are proud to be the leading corporate communications provider in the sector. Whether we’re helping our clients grab market share or launching new companies and technologies, our fingers are firmly on the energy pulse.

Strong partnerships achieve great things, leaving a lasting impression and in an increasingly combative communications marketplace, securing client loyalty will always be key to long-term success. Clients come in many different shapes and sizes so investing in relationships with them and understanding their specific needs and desires will ultimately pay dividends. Like any partnership, increased effort will yield better results. The key to how we build our partnerships is clear and honest communication, continuous development of relationships and always striving to add value to our clients business.

Clients have their own separate challenges and demands on their time, and we ensure we understand their business, take proactive steps to constantly improve the service delivery and relationship management and, most importantly, deliver and exceed expectations. The client also needs to have faith in the agency’s expertise.

Trust too is essential, and can only be built through regular and honest communication. This honesty also relates to budgets and flagging up issues as a matter of urgency and the importance of spending time with clients; assessing their specific needs is absolute. Each organisation and its requirements are different, so our methods to engage with our audiences are tailored accordingly.

We take nothing and no-one for granted. One of the biggest mistakes made within the sector is allowing complacency to creep in and this is why we constantly and openly evaluate our own performance, with the emphasis on creativity, proactive ideas and recommendations, always ensuring quality control remains top notch.

And we are where our clients need us to be. With offices in the major energy centres of the world; Aberdeen, Abu Dhabi, Dubai, Houston, Singapore and Kuala Lumpur, we are either implementing international strategy or handling local tactical issues and campaigns. We understand the international aspects of the energy sector and through our partnership with the Business Branding Network, even if we’re not in the same city as you, we’ll likely be working with someone who is.

Providing well thought-out ideas, creative execution and consistently delivering enduring and measurable results, no-one else has the expertise, knowledge and experience that we can provide, which makes us rather unique.

ASIA PACIFIC – Singapore & Malaysia

Fifth Ring Pte Limited
371, Beach Road
#20-08, Keypoint Building
Singapore 199597

+65 6396 3540

MIDDLE EAST – Dubai & Abu Dhabi

Fifth Ring LLC
Suite 701-703
The Fairmont Dubai
Sheikh Zayed Road
PO Box 126593
Dubai, UAE

+971 4 372 0100

UK – Aberdeen & Inverness

Fifth Ring Ltd
St Mary's Court
47-49 Huntly Street
Aberdeen, AB10 1TH
Scotland, UK

+44 1224 626288

The Synergie Building
Fairways Business Park
Inverness, IV2 6AA
Scotland, UK

+44 1463 717103

USA – Houston

Fifth Ring Inc
1100 W.23rd Street
Suite 200
Houston
Texas 77008, USA

+1 713 457 2121

Belgium
Brazil
Canada
China
Czech Republic
Denmark
Finland
France
Germany
Hong Kong
Malaysia
Middle East
Netherlands
Poland
Russia
Singapore
South Korea
Sweden
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