

14 October 2008

To: Kent Robertson

From: Sam Singer

Re: Ecuador Communications Strategy

Overview

I have reviewed all the recommendations from each of the team members and analyzed the various approaches and have selected what I believe are the best and essential strategies from each of the parties. In this document I synthesize the recommendations and present them in the categories below as well as recommended actions for each. This document should serve as a punch-list for you.

Lastly, we make a suggestion on how to distribute the workload so that each of us is helping Chevron to the maximum ability possible while reducing redundancies and overlaps.

Communications Objectives

The communication objectives of each of the teams all is to get improved and balanced media coverage of the Ecuador issue; to preserve the reputation of Chevron; to have the media, public and government officials to challenge the accusations made by the plaintiffs, and most importantly, to achieve an improved outcome for the Company in any litigation.

Messages

Chevron's messaging must be simplified. Our website and media materials are too dense. A simple storyline that is concise, engaging and compact is essential to our success. If we don't have messages that are compelling—and right now we don't—it makes it very hard for us to sell our story to the media and public.

The recommendation is to re-draft the media materials on the website and create new ones that take a complex legal, environmental, health, and business and make it more easily understandable.

Target Audiences

News Media: Latin American media; American news media with an emphasis on foreign correspondents, political environmental, health, and legal reporters and some editorial boards; internet and bloggers.

Elected/Regulatory leaders: as appropriate, seek out elected leaders and regulatory agencies at the national level to educate about our story.

Business organizations/Think Tanks: Seek support and news stories in the publications and webpages and blogs.

Latin America: New opportunities are presenting themselves as Ecuador becomes increasingly authoritarian, anti-business/socialist and aligns itself with China, Russia and Iran.

Message Themes

1. Regional stories that focus on Ecuador's government and economic threats

--Government by Extortion in Ecuador (broaden the scope and generate stories on Cemex, Odebrecht, Agip, Brazilian businesses, banking issues, and debt repayment.

--Freedom of speech is threatened in Ecuador by government takeover of TV, press censorship

--Is the strongman of Ecuador, Correa, leading the country down a socialist path?

--Ecuador: the next major threat to America? Alliances by the Ecuadorian government with China for arms and military issues, Iran for energy, and possible alliances with Russia leads one to wonder if Ecuador is the next Cuban missile crisis in the making.

2. Counter attacks against the plaintiffs focusing on their motives, funding and campaign of misinformation

-- Dr. Jeckyll & Mr. Cabrera: Who is Richard Cabrera and what is his background and association with the plaintiffs?

--The Secret Laboratories of Ecuador and why even judges can't know their secrets

--Steven Donziger: the most powerful man in Ecuador? How one American attorney is pulling the strings of an emerging banana republic in Ecuador?

Kohn Swift & Graf (or Con, Swindle and Graft?): the money behind the Ecuadorian lawsuit against Chevron. How much money does the law firm have riding on Steven Donziger and Pablo Fajardo and what's their take?

--The real story of Texaco (and Chevron) in Ecuador: how the case was thrown out in America for fakery and deceit.

--Is the case against Chevron really a novel written by John Grisham? What appears to be real is in fact a front for something else.

3. Ecuadorian Justice: No Justica for all?

--Collusion between the government and the plaintiffs, as well as judges who are dependent upon Correa for their livelihoods and lives, makes justice thin as the air in Andes.

-- The history of the indictments that finally came to be on Chevron attorneys: how the case was initially 'dismissed' and came back to life like Frankenstein when the plaintiff's and the Ecuadorian government needed cover for their case against Chevron.

4. PetroEcuador: the real culprit

--The history of PetroEcuador and how it caused Ecuador's environmental problems—and how the country and its state-owned oil monopoly could be saved from cleaning up their own mess by Donziger, Kohn Swift and Graf, and other plaintiff attorneys.

--Seizing the opportunity to criticize PetroEcuador on current problems the state-owned company faces in its own country.

--The real health threat: dirty water not formation waters.

Materials

Media Kit: we need to produce a straightforward media kit with essential information about the issue. This information kit can be used with all target audiences.

Webpage: Chevron needs to revamp and re-organize its webpage with more use of photos and video and make the site more compelling.

Videos: This is a complex story, but it can be made more understandable visually. More videos of various lengths are needed for the Chevron website, but also for posting to other websites, Youtube, etc.

Pictures: We need to organized and get a library available of pictures that tell our side of the story along with the captions that explain them.

Activities

News releases: Produce more written materials that can be issued via Chevron or its website(s). Our opponents are controlling valuable internet 'real estate' because they *and* their various support groups issue news releases constantly—and this leads not only to news coverage, but to a higher SEO for them on the web. These releases must be placed on BusinessWire/PRwire.

Roadshow/deskside visits: Devote time to meet and develop relationships with news reporters/editors, supportive business groups, trade associations, think tanks, elected and regulatory officials and present our side of the Ecuador story.

Blogs: Relentlessly use the blogosphere: an unofficial blog site has been created for Chevron that can be put to significant use. Additionally, Chevron needs to add a blog to its webpage so that it can increase its SEO.

Op/eds: Develop opinion pieces aimed at larger issues than solely Ecuador, but rather focus on the socialist government of Correa, its nationalization of some industries, its abuse of the media, human rights abuses, Farc, and bigger picture issues that disparage the Corra government and cast doubt on

Wikipedia/Googl's Knol: Aggressively write Chevron's side of the story—as well as starting entries for Amazon Watch, Donziger and others on these online encyclopedias. Why should we let them write history when we can write it ourselves?

Support Group: Provide funding to the US Chamber of Commerce or another think tank/organization to create an organization solely devoted to addressing the issues of Ecuador and actively attacking its position on business, the media, international loans, and Socialist policies, and alignments with China, Iran and Russia. Assist them in starting their own website to promote this new organization and news stories that are important to it as well as a lobbying effort.

Advertisements: Place online ads that direct people to stories or websites that we like with teaser ads that induce viewers to click on them.

Conclusion

There are a variety of excellent recommendations by each of the teams which I hope I have captured here in a punch-list format.

To get the maximum from each of the teams, it is advisable to assign specific assignments. For example, H&K naturally is knowledgeable at national and international media located in NYC; CRC excels at Washington D.C. media and political connections, James Craig is your man in Quito, and we are solid online internet and California/west consultants. The teams work very well together and are thoroughly professional in carrying out Chevron's best interests. Occasionally, there are some minor overlaps, but perhaps physically assigning certain tasks to each team may lead to even increased productivity on your behalf. Then, to get the best brain power from all of us, ask the rest to comment or make suggestions to the group you have charged with a specific task in their arena.

Collectively we must move with alacrity in attempting to get ahead of the curve and produce materials and strategies in advance of upcoming, known news events that impact us so that we can get Chevron approval on materials and issue them in a timely manner.

Please let me know how else we can be of assistance to you and Chevron. Thanks.