The Aleut Corporation

PROPOSAL FOR

MARKETING STRATEGY AND SUPPORT —

CREATIVE SERVICES

09 FEBRUARY 2022



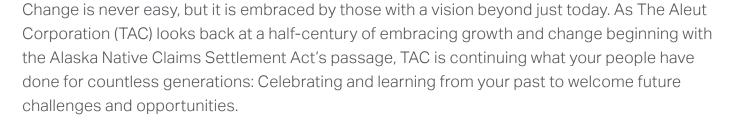




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Strategies 360 would be honored to partner with you as you work with your shareholders, descendants and business partners to communicate the past fifty years of your corporation. We are storytellers who understand the power of language, image, and narrative. Our project team, made up of expert communicators and creatives across Alaska and the Pacific Northwest, has worked on dozens of projects for Alaska Native corporations and we would be humbled to put that experience to work for your corporation.

Together, we will create a campaign to honor TAC's Elders and collect meaningful stories from your communities. We will ensure a comfortable, safe space that allows the people we talk with to know they are fundamental partners in this project. We understand how critical it is that the project resonates with Elders, shareholders, and your partners now and into the future. While every script, story, and success are different, our experience and collaborative approach mean we know how to be a strategic and valuable partner for TAC.

By centering TAC and your people throughout our strategic, creative process, you will get a 50th anniversary concept differentiated from other organizations. The following proposal lays out the process to create a unique concept that is more than the traditional interview format, and is a timeless product honoring your first 50 years while looking toward what's to come.

We look forward to discussing this project with you in more detail.

Sincerely,

Charles Fedullo

Senior Vice President, Alaska

SECTION

WHYWEFIT

Our calling is to drive lasting change.

We are an award-winning creative, media, video and web engineering team within a leading public affairs, communications, research, and marketing firm. We all work together to ensure you receive unparalleled, individualized service. Headquartered in Washington state, we have nearly 30 offices in 13 states as well as Washington, D.C., Vancouver, B.C., Toronto, Ontario and Jakarta, Indonesia.



What is the agency's experience with other Alaska Native corporations or Alaska Native entities?

Strategies 360 has extensive experience with Alaska Native corporations and adjacent entities. We are communications and creative consultants to Bristol Bay Native Corporation, Koniag, Sealaska, and the ANCSA Regional Association. We also work in smaller capacities with The Eyak Corporation, Alaska Native Village Corporation Association, Ahtna, Koniag Education Foundation, and Doyon, Limited. We have past relationships with NANA, Yukon-Kuskokwim Health Corporation, BBNC Education Foundation, Calista Corporation, Kawerak, the Eskimo Walrus Commission, Coastal Villages Region Fund, Bristol Bay Industrial, Chignik Lagoon Native Corporation, and The Kijik Corporation.

Our firm's ANC-related work truly extends to every corner of our services, from polling and web design and development to media training and social media management to video, creative design and brand. Our depth of experience combined with the extensive list of clients we've worked with means we understand not only the business and internal operations of ANCs, but also the values and purpose that make your corporation unlike any other.

Our included case studies cover four of our prominent current clients, Bristol Bay Native Corporation (BBNC), Sealaska, Koniag, and the ANCSA Regional Association. Our work with these clients shows the unique approach that our firm takes and our unparalleled ability to offer myriad services under one roof.



How will the agency handle culturally sensitive topics and create a warm and engaging interview environment for TAC's shareholders?

Our Alaska and creative teams have developed strong relationships with our Alaska Native Corporation clients that inform our approach to sensitive cultural issues. We view our role in interviews for newsletters, annual reports, and videos as facilitators and collaborators, not as experts. Working closely with our client teams at every stage of the process is key. Together, we identify interview subjects and an appropriate person to reach out to them initially. Many times, especially for on-camera video projects, the best person to connect with the interviewee is a family member or friend who can introduce the project and our team. During the scripting process, we pre-approve questions with our client team to ensure they are respectful and culturally

appropriate. We aim to build trust and convey respect at every stage of communication.

Before visits to in-region villages, our team asks questions ahead of time to ensure we understand the specific culture and traits of the destination and bring adequate gear and supplies (including food). We also like to have one person from the client team accompany our team during travel. Prior to the trip, we communicate with the interviewees to gauge where they are most comfortable being interviewed, whether in their home or another location. We also identify on-the-ground contacts who can help us with transportation, b-roll locations, and other logistics.

We understand some individuals, especially Elders, need time to consider the interview questions ahead of time. We build this into our project approach and timeline because we value the comfort of our interviewees as they share their stories. Our team also understands not to rush our interviewees, especially when

they are discussing personal and potentially sensitive topics. When scheduling, we err on the side of spending more time with interviewees and avoid scheduling multiple interviews or location changes into a single day. The last thing we want is for our interviewees to feel like we are parachuting in, barraging them with questions, and leaving in a hurry. After the interview concludes, we like to express our respect and gratitude for their time with an appropriate gift.

Our entire approach to in-depth interviews is predicated upon getting deep inside an organization and immersing the interviewer in the culture of the business and its audiences. Over the years, Kevin Patnik (who would be conducting the interviews) has conducted upwards of 600 interviews with stakeholders—internal and external—to get to know as much as he can about each organization, its audiences, and its values, culture and aspirations. His approach is warm, welcoming, and conversational. He aims to put every interviewee at ease by connecting on a personal level.





Strategies 360 has a deep respect for and understanding of our ANC partners.

We value these relationships, and are proud of the work we've done over the years to work with diverse shareholders on everything from legislative efforts to brand development and advertising.

Lastly, we fit because we are collaborators at heart. We have the ability to draw on a network of experts throughout our 29 offices. This breadth of access gives us a sounding board to ensure our efforts are not only effective locally, but considered in the bigger picture that ANCs must position themselves within. By working together, our teams consistently refine and challenge each other to elevate our strategy and creativity to best serve our clients.

Our in-house services include:

Communications

Crisis Communications

Public Relations

Media Relations

Message Development

Reputation Management

Strategy

Creative Services

Advertising

Brand Strategy

Design and Content Development

Digital Strategy and Analytics

Media Strategy, Planning and Buying

Production

Web Design and Engineering

Public Affairs and Government Relations

Advocacy - local, state and federal

Campaigns - including collateral, fundraising,

and voter engagement

Coalition Building

Policy development

Research

Executive and Opinion Leader Research

Message Development

Public Opinion Polling

Targeting and Segmentation



OS OUR PROCESS

We rely on a unique and iterative approach to developing any marketing creative that integrates advertising teams with brand strategists, design experts, regional teams, subject matter experts, and a full in-house production suite. Strategies 360 also has research scientists, communication experts, government relations professionals, and media strategists on staff and available to support our projects if needed. Our team collaborates from discovery through delivery to ensure the most distinct and effective creative strategy and solution for TAC.

Our approach to delivering high-performing creative is meticulous by design and is focused on front-end strategic collaboration because this is what sets the stage for arresting and differentiated creative. We rely on collaboration with you because that is how we produce images, sounds, and content that - first and foremost - reflect your voice and who you are to the world.

Our iterative process ensures we are all working from a shared vision and strategy from start to finish. Each step allows us to move forward efficiently together, especially when we are given the opportunity to collaborate closely with your team. The results are solid deliverables with a foundation that extends beyond the original purpose and guides future efforts.

We are creative conduits of your identity and message.

Our process has four distinct steps:

- 1. DISCOVER We start by gathering key insights and guidelines.
- **2. DEFINE** We outline strategy and achieve critical alignment on media strategy. A creative brief is developed and approved.
- **3. DEVELOP** This is where all the details are worked out from selecting a concept to completing full production. This is where everything takes shape.
- 4. **DELIVER** This is when it all comes together–films are launched, sites deployed, and campaign assets are trafficked to media outlets. We also begin campaign reporting and optimization.

The following section details how this process would be used to deliver a campaign to TAC that honors the past while looking ahead to the next 50 years to come.

PROPOSED PROGRAM

Working with hundreds of clients each year, we have learned the most successful, efficient and cost effective approach to this type of creative work is to start with strategy first, rather than moving into vision and concepts straightaway. It is important that our S360 team work collaboratively with your TAC team to build this strategy together so we clearly understand your goals and the specific needs of your stakeholders and shareholders for this campaign. Once there is collective understanding and agreement on the strategy, we will then move into setting the creative vision and concept.

To demonstrate the success of the "strategy before concept" approach, we are including case study examples from other clients later in this response (see Case Studies starting on page 17). To create a powerful and differentiated vision and approach for TAC's 50th anniversary, we believe this proven, sequenced approach will best serve your corporation and achieve the desired impact and engagement among your audiences.

We outline below how we develop a thoughtful, sharp strategy, one that leads to an overarching concept that serves ALL creative (films, taglines, logo, magazine, etc.), and results in a comprehensive, ownable and unique campaign. In other words, efficiency and consistency. We

don't return to the beginning to re-concept each project/deliverable every time. Instead, we develop an overall campaign concept and then we turn our efforts to producing the best tactical executions of that concept.

Of course, throughout the process and in the final campaign concept, we aim to celebrate and honor your shareholders and your history. We believe our creativity should always reflect first the spirit of the Unangax people. For a campaign as important as the 50th anniversary, we would develop a concept that is as emotional as it is informative and as visionary as it is venerating the past.

Our **DISCOVER** stage would start with gathering insights into audience motivations, key objectives for the campaign, identifying the driving purpose behind the specific deliverables, and any guardrails—such as subjects that are forbidden, sensitive or we should avoid. Given our considerable collaboration with TAC already, and our understanding of the Aleut brand, this stage would be condensed.

Finding critical alignment on the creative brief during the **DEFINE** phase is imperative as it serves as the foundational strategy going forward and reflects what we learned in the discover phase. The brief collates the audience motivations and key objectives as well as environmental factors and limitations that the campaign needs to consider. Before proceeding, we will review and approve the creative brief. Again, our historical knowledge of TAC, ANCs and shareholder communication puts us in a position to develop this stage quickly. We suggest considering a media partner at this stage, if appropriate. If needed, we would deliver a media strategy that best serves the objectives of the campaign and results in a detailed media plan in the next stage.

The **DEVELOP** stage is where all the details are worked out from initial concepts to final



production. We present two to three "big ideas" or campaign concepts, prompted from the creative brief. These campaign concepts would be demonstrated through mockedup executions defined in this RFP - tagline, film, editorial outline and magazine. Once an approved campaign concept is selected, we pivot to producing the needed assets. S360 has a full suite of services available to produce all manner of campaign materials. With a branding, design and production studio, copy team, video team, and digital designers (animation, banner development, interactive experiences, etc.) in both Seattle and Jakarta, we are able to produce and deliver what is needed.

Our brand and design team will, of course, develop a final logo and brand system for the approved concept. With extensive experience developing brands and sub-brands for ANC's we understand the critical role pattern and palette play in representing many cultures and

shared histories. Last year we produced four Alaska Native Corporation annual reports, as well as a calendar for BBNC for the sixth year in a row. We believe print is an incredible medium to create a special, memorable piece. The role of high quality, professional photography and exceptional design guided by our creative leadership differentiates our final product. The role of photography is paramount in capturing the nuance of Alaska Native cultures and we are proud to have worked with exceptional photographers and filmers.

Video Considerations to Meet TAC's Specific Needs

While our video team offers a full suite of film and audio production (shoot, edit, color, sound), we often partner with outside production teams in service of the smartest creative product for our clients. This is especially true if our concept requires a certain style or sensitivity, or if a local team is more familiar with the terrain or travel challenges —as would be the

case with TAC. Once a concept is selected, we would present the best production team to serve that creative concept. This could be a production partner (we have great relationships with Alaska's production community) or this could be an individual filmer selected for their unique shooting style who can also capture still photography to our standards. Regardless, the full production would be directed by an S360 creative director, ensuring continuity and concept delivery.

The **DELIVER** phase is where creative assets are prepared for their intended channels.

Because this RFP doesn't request a media strategy, we would coordinate delivering content on TAC's defined schedule. If TAC would like S360 to manage the media for a campaign, this stage is where the approved media plan is trafficked, monitored and optimized moving forward.



What are sample questions the agency would ask shareholders?

We have extensive experience interviewing shareholders of multiple ANCs. We consider every opportunity to tell a shareholder's story a privilege. Every interview guide is tailored to the specific goals and needs of each specific project and considers the relationship of the interviewee to the organization. Yet each interview begins with getting to know the interviewee on a personal level, breaking the ice, and establishing a level of comfort and trust. Specific questions or interview scripts will be driven by the campaign concept. For example, if the concept focuses on highlighting the history of TAC, then questions will be shaped around this idea. Whereas, if the concept is built on letters to the future, then interview questions and scripts will be written within this framework. Our approach assumes that everyone's story and perspective matters to the end result, so each interviewee is treated equitably as an important source of insight and understanding.

The RFP requests "requirements needed from TAC" to begin work.

To kick off this project, and move to concepting quickly, what we will need the most is your time. As mentioned, we value and depend on collaboration, especially as we develop our campaign strategy. We would ask TAC to bring any research you have regarding shareholder sentiment, past work relevant to this project, access to existing content, and a list of engaged and participatory stakeholders throughout the strategy development process. It is also important to determine at the start of the project which individuals are required for approval so they can be involved in appropriate ways during the duration of the project.

We will also need access to TAC heritage resources, including archives and an Unangam Tunuu language specialist.

Among other things we bring to the table, we would bring a comparative audit of other ANCs and their 50th work to inspire creative collaboration and to determine TAC's strategic goals for storytelling. If we meet in person, there will also be homemade snacks from Charles!



Below we include a process example, using BBNC's selected concept as a reference. The unselected concepts are not included and are considered proprietary to our clients. Often executions from unselected concepts are incorporated into the final campaign.

DISCOVER & DEFINE Information is gathered and a short, sharp strategy is developed and approved by all team members. Example strategy brief components:

DEVELOP 2-3 concepts are developed, shared and selected. Example presentation boards for the selected concept:







DELIVER The selected concept is produced (design, film, edit and finish). Example production storyboards and scripts for video content:







Below we have included an example process using our work with a non-ANC client (Idaho Workforce Development) as a reference, with their permission to share strategy and concepts.

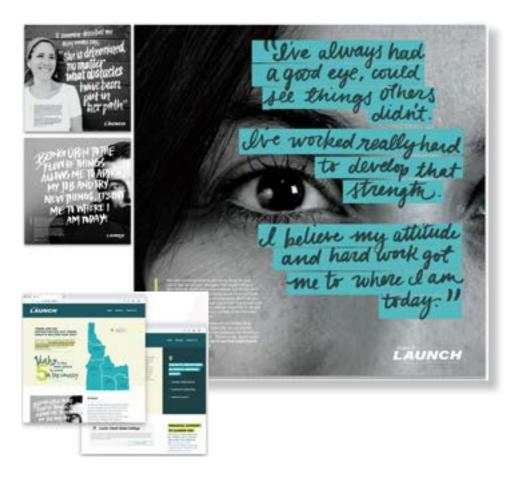
DISCOVER & DEFINE Information is gathered and a short, sharp strategy is developed and approved by all team members. Example strategy brief:

DEVELOP 2-3 concepts are developed, shared and selected. Example concept boards:

EDGO

The state of the state of

DELIVER The selected concept is produced (design, film, edit and finish). Example of print and website:







SECTION YOUR TEAM



Charles Fedullo

SENIOR VICE PRESIDENT, ALASKA

Charles likes being in the middle of the fray, telling a story. He brings

more than two decades of media and public policy communications experience to S360.

Charles has worked in academia as a journalism professor, media as a television reporter and politics as an aide to two Alaska governors. This experience gives him a unique understanding of what messaging and marketing works and what doesn't from D.C. to Dillingham, Alaska.

Charles enjoys reading as well as cooking, fishing and hiking with his family. He lives in Anchorage with his wife Shannon and their three children. He has a bachelor's degree from Temple University in Philadelphia and a master's degree from the University of Alaska Fairbanks.



Chanda File

COMMUNICATIONS DIRECTOR, ALASKA

Chanda specializes in collaborating across S360's teams to deliver

aligned, strategic communications for our clients. Whether it's delivering social media strategy and content, writing and editing annual reports and newsletters, or preparing for media availability, Chanda works closely with all our teams to ensure we deliver seamless projects.

She collaborates with our clients at Bristol Bay Native Corporation, Koniag, and The Eyak Corporation on a daily basis to manage social media, copywriting, and media relations.

A lifelong Alaskan, Chanda has also worked as a legislative aide, in public affairs at the University of Alaska, and on political campaigns. She has a bachelor's degree from the University of Alaska Fairbanks.



Sunshine Stevens

VICE PRESIDENT,
GROUP CREATIVE
DIRECTOR

Sunshine brings

nearly two decades of experience creating national and regional advertising campaigns for brands such as BBNC, Idaho State Board of Education, Seattle Kraken, Make-a-Wish, Vanity Fair Lingerie, Nike, Dairy Queen, and Big Lots, amongst others. She specializes in collaboration across teams to deliver the most strategic, creative solution to her client's needs.

As Group Creative Director, Sunshine leads the advertising team for S360's diverse client roster. Her experience allows her the flexibility to adjust a campaign to fit the strategic needs of each client, and with 20 years of production experience she works closely with the video team to deliver thorough, considered and emotional films for each client. With Sunshine's leadership the campaign efforts for Bristol Bay Native Corporation, including their most recent "More than a Corporation" integrated campaign, weaves all S360 disciplines toward a singular purpose.





Kevin Patnik

VICE PRESIDENT, BRAND STRATEGY

Kevin is a strategist, creative director, and writer who specializes in verbal identity—the way brands express themselves and connect with audiences

through stories, language, and voice. He currently leads all brand work at Strategies 360, including working with our creative teams to ensure the brand voice is preserved and expressed through every iteration.

Kevin has branded over 60 organizations across the public, private, and nonprofit sectors in education; health care; finance; retail and lifestyle; arts, media, and entertainment; industry and engineering and beyond. His branding portfolio also includes four Alaska Native Corporations—Bristol Bay Native Corporation (and several of its subsidiaries), Koniag, Inc. (and several subsidiaries), Sealaska, and Doyon, Limited. In addition to leading brand strategy for these ANCs, Kevin has written close to a dozen annual reports for several of them and has produced feature articles for BBNC's quarterly shareholder newsletters.

Arnold Phommavong

VICE PRESIDENT, CREATIVE DIRECTOR

Arnold relies on research and empathy to understand what creative design is meant to achieve and create a seamless

experience in both print and digital environments. As a Creative Director, Arnold ensures design solutions map back to brand strategy while maintaining creative excellence of Strategies 360 design. He specializes in understanding and appreciating the cultural nuances of a brand, and incorporating them into the brand or brand expression (such as an annual report or online presence).

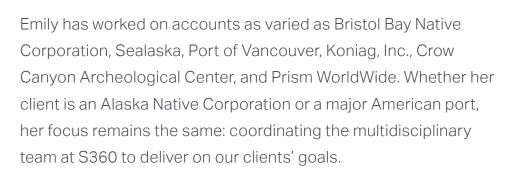
Arnold has worked for S360 for a decade creating compelling design solutions for Bristol Bay Native Corporation, Sealaska, Koniag, Inc., KUOW 94.9 Public Radio, KEXP, Adrift Hotels, and United Way of the Columbia-Willamette, University of Alaska Fairbanks, and the Port of Vancouver, among others.



ACCOUNT MANAGER

As an Account Manager on the creative services team, Emily's top priority is to develop and strengthen client relationships. She enjoys working

through complex projects and collaborating with internal teams to help clients reach their goals.



Emily was born and raised in Anchorage, AK and moved to Seattle in 2010. She is known for her keen attention to detail and her experience working on large-scale cross-disciplinary projects.

And, of course because of her Alaska ties Alaska clients hold a special place in her heart.





COST PROPOSAL

We have provided a cost estimate based on the comprehensive needs articulated in the RFP and our prior experience completing similar scopes of work.

There are a number of variable costs included in the estimate (noted with an asterisk*) that would be finalized in collaboration with TAC depending on our selected strategy and tactics.

Alternatively, we are happy to work on a segment of the scope of work, which would be reflected in an amended budget. We are highly motivated to partner with TAC on this scope of work and beyond. We believe in a transparent and collaborative approach to project budgets. If there are specific budget constraints for this scope of work, we would like to take those into consideration. We are committed to finding a solution that works for both parties.

STAGE & DESCRIPTION OF SERVICES	COST
DISCOVER & DEFINE	
Strategic Brief Development	\$15,000
DEVELOP	
Concepts (Including creative direction for all assets, magazine, tagline, and TAC@50 logo)	\$40,000
Video Production & Shareholder Portraits (Final cost determined by the selected concept & appropriate film & photography team)	\$110,000 - \$140,000
Magazine Design & Writing	\$25,000
DELIVER	
Editing & Finishing	\$30,000
Printing & Wrap (Magazine) - Final pricing based on quantity, paper, finish and other printing specifications	\$20,000 - \$30,000
Mailing (Magazine) - Final pricing based on quantity, finished weight of materials. This cost reflects an estimate of \$2.50 - \$3.50 postage per piece	\$8,750 - \$12,250
TOTAL	\$240,000 - \$280,000



WEEK	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
DISCOVER & DEFINE		,														,	,								'				
Strategic Brief Development																													
DEVELOP																													
Initial Concepts																													
Final Creative Direction of Selected Concept																													
Video / Photography Planning and Shooting																													
Interview Guides Development																													
Magazine Pagination and Copy Outline																													
Magazine Copy and Design Layout																													
DELIVER																													
Magazine Printing and Mailing																													
Video Editing and Release (ongoing)																													



OS CASE STUDIES

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Page 28 Burnham Center for Community Advancement





ANCSA Regional Association 50th Anniversary Celebration

Full Film: https://ancsaregional.com/ancsaat50film/

The Challenge

The passage of the Alaska Native Claims Settlement Act (ANCSA) in 1971 represented a new beginning for Alaska Native people. Conveying land rights and money to create Alaska Native owned and operated for-profit corporations representing various cultures, languages and geographic landscapes was a seismic policy shift that permanently changed Alaska's economic and political landscape.

Alaska Native corporations (ANCs) are tasked with providing for their Alaska Native shareholders' economic, cultural, and social well-being. The ANCSA Regional Association (ARA) supports the growth of regional ANCs as these businesses work to benefit their shareholders and communities.

While there have been bumps in the road, over the past 50 years, Alaska Native corporations have flourished to become crucial economic and cultural leaders in the state. ANCs are not only the financial backbone of Alaska's economy, but also a powerful part of Alaska's landscape.

ARA needed to commemorate half a century of this transformation while navigating several landmines, including litigation in front of the U.S. Supreme Court. As the unified voice of regional ANCs, ARA was responsible for ensuring accurate, compelling stories were told and disseminated throughout Alaska, the lower 48, and in Washington D.C. Alignment with all of its 12 member corporations, as well as Alaska Native village corporations, was imperative to ensure the stories represented all regions and cultures accurately and the appropriate elders, experts, and youth were part of the process.

Scope and Services

- Communications
- Creative
- Digital Marketing
- · Government Relations
- · Social Media Management
- · Public Relations

Our Approach

We understood the brief and the goal: We needed to create a suite of assets to commemorate ANCSA's 50th anniversary with respect, gravity, and ingenuity. We began partnering with ARA in early 2021 to develop comprehensive communications and campaign plans to share ARA's 50th commemoration in collaboration with its member corporations.

The 50th anniversary centered around a 30-minute documentary to tell the story of ANCSA's passage and growth throughout five decades. Creating the film required coordinating and conducting dozens of stakeholder interviews alongside our external production team. The rich and meaningful stories told by these interviewees, along with historical footage and images, culminated in an evocative film entitled ANCSA: Our People. Our Land. Our Future., which premiered on statewide broadcast television in December 2021. Our team managed the sponsorship coordination, paid media placement, digital marketing strategy, and social strategy leading up to the premiere.

We worked with ARA and its member corporations to write and edit stories highlighting their successes, several of which were placed as op-eds in the Anchorage Daily News and local outlets to raise awareness of ANCs and ANCSA. Jointly with ARA, we designed and launched an 'ANCSA at 50' website to hold these stories and a calendar of events throughout the 50th celebration. We also repurposed these stories into a special December edition and subsequent special section of the January Alaska Business Magazine.

Results

ARA's ANCSA: Our People. Our Land. Our Future. documentary has been well-received by internal and external audiences alike. Several ANCs are now utilizing the film as onboarding material to familiarize new employees and acquired companies with ANCSA and Alaska Native people.

In 2022, we will continue coordinating with ARA to use smaller pieces of the film for education and outreach with lawmakers in Juneau and Washington D.C. and other audiences. ARA is coordinating with Alaska Airlines and Princess Cruises / Holland America to air the film on their properties and is looking into opportunities to incorporate the film into local educational curriculum and Alaska Studies classes.

Why it Worked

We bring what we have learned and continue to learn about ANCs to the table, listening before we speak and collaborate. In creating functional art together with our clients, we understand we are absorbing as much as we are sharing our own skills and expertise – and we thrive on this type of partnership. This posture allows us to fully partner with our clients, their shareholders, business partners, and communities to elevate their stories creatively and with resonance.







Bristol Bay Native Corporation (BBNC)

Marketing Campaign

Campaign Microsite: https://bbnconnect.com/ Campaign Assets: strategies360.com/bbnc/

The Challenge

Bristol Bay Native Corporation (BBNC) had a wellestablished brand identity, but their ad campaign had become stale and didn't represent who they were as a modern community and corporation. Alaska residents and their shareholders consistently reported (in annual research conducted by S360 Research) that they weren't fully aware of BBNC's role in their lives or the Alaska economy.

S360 was tasked with developing a fresh campaign to reinvigorate the shareholders and reposition BBNC in Alaska as not only an economic powerhouse, but an intricate part of Alaska's culture and future.

Local Know-How

S360's full-service approach, Alaska office, national footprint, and understanding of how to navigate the intersection of media and public policy has made us an ideal partner for overseeing the execution of BBNC's internal and external marketing and communications needs.

Our Approach

Our concept "More than a Corporation" explores the values that define the "C" in corporation—like Courage or Creativity. For shareholders, this is an opportunity to remind people that BBNC plays a larger role in the community—driven by mission, and shared values. And for those unfamiliar, this campaign allows us to differentiate BBNC from the corporate universe in general.

This fully-integrated campaign works across a broad range of paid, owned and earned channels, allowing an "always on" strategy designed to be as flexible as possible to navigate the shifting sands of the COVID pandemic.



- Advertising
- Brand Identity
- **Brand Strategy**
- Communications
- **Government Affairs**
- Media Strategy & Management

CULTURE

COLLECTIVE VOICE

COMMUNITY

- Social Media Management
- Production (design & video)
- Web Services

What We Did

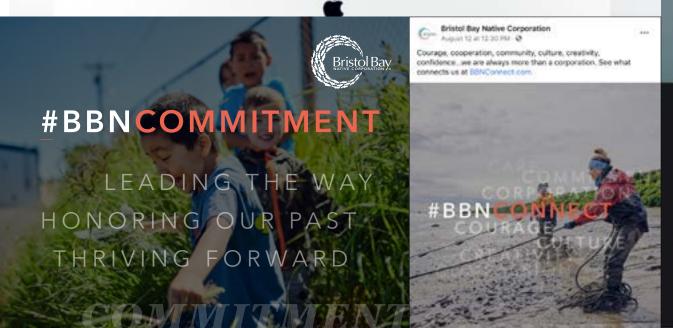
We developed the "More than a Corporation" campaign, including to date six TV spots, over 30 social videos, monthly print ads, the annual report and calendar that reflected the campaign, as well as ongoing "owned media" support such as social content, newsletters and a microsite.

Why It Worked

A strong brand foundation gave us an excellent starting point for a campaign. While developing a strategy we ensured that all stakeholders were present for critical approvals prior to moving into next phases. This gave our team clear goalposts by which to develop media strategies and advertising concepts. The final campaign was sharp, but flexible. Our site traffic, and online engagement has continued to increase month over month. More importantly, our work has been noticed by the press and state leaders setting a new bar for Alaska Native Corporations' communication moving forward.











Working together to invest in our region and its people. Working together to enrich our Native way of life. We stand together and strive for more. We are always more than a corporation.

BBNCONNECT.COM





Koniag Annual Report

www.koniag.com

The Challenge

Koniag is legally required to produce an annual report to shareholders, as is every Alaska Native corporation. This print publication is designed not only to provide an update on its business success, but to personify the brand and emphasize Koniag's connection to its people and their homelands on Kodiak Island. The complex requirements for each annual report—including legal, financial, and delivery regulations—make the report a demanding project to execute.

Our Approach

As Koniag's creative and communications agency of record, our deep knowledge of its brand identity and business model give us a solid foundation on which to build. This foundation, combined with close collaboration and joint project management from the earliest stages of project planning, drive our success. We engage client communications, designers, copywriters, and copy editors—all coordinated by a project manager—at all stages to ensure we have complete alignment. Moreover, our full-service team allows us to work together seamlessly to ensure that we are presenting Koniag's business and financial performance in a way that resonates with shareholders. In every step, we are constantly balancing visual aesthetics with complex content that must be accurately communicated.

Why It Worked

Our relationship has grown over the years because we have invested in understanding not only Koniag's businesses, but also their people's Alutiiq culture and values which motivate every decision the company makes. This understanding and alignment is evident in every project we collaborate, from annual reports to a complete website redesign (www.koniag.com).

The strength of Koniag's brand and our partnership has also allowed us to pivot and support Koniag when challenges arise, allowing the project to stay on time and on budget. While putting together the 2021 annual report, we had a dearth of photographic assets required without any way of deploying a photographer in the timeframe and within budget constraints. Due to our team's extensive experience with the Koniag brand, we were able to supplement existing photographic assets with select stock photography that helped achieve a beautiful design while staying true to the recognizable brand identity that defines Koniag.

Because of our close partnership with Koniag as well as with the ANCSA Regional Association, we were also able to facilitate and write Koniag's ANCSA at 50 articles to commemorate the 2021 50th anniversary celebration, including one that appeared in the special ANCSA at

50 edition of Alaska Business Magazine. Our partnerships across Alaska Native corporations and adjacent entities create novel opportunities for collaboration.

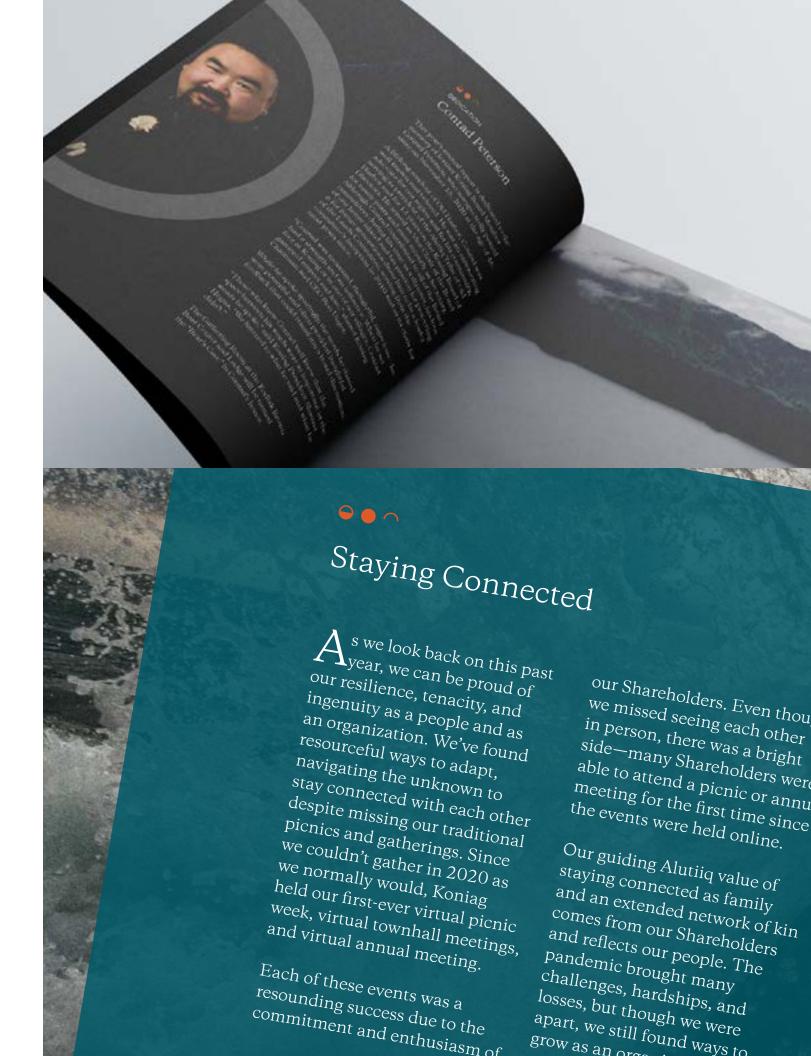
Results

Koniag has received extremely positive feedback on their 2021 annual report, which they convey to Strategies 360 regularly. We have also observed Koniag's strong brand identity and own adherence to the brand strategy and guidelines – including values and core messaging – allows the ANC to communicate its values and identity with a clear sense of purpose as it continues to expand its business.

Our relationship with Koniag has grown over time, which is one of our best indicators of success. As Koniag continues to grow, we happily support our colleagues in storytelling and connecting shareholder stories with Koniag's rich brand identity.

Scope and Services

- Communications and Facilitation
- Creative (visual and verbal identity)
- Annual Reports
- Newsletters
- Proxy Materials
- 50th Celebration Video
- Website Redesign



Sealaska Brand Repositioning

Launch Site: https://ourstory.sealaska.com/



Sealaska wanted to reposition its brand to better reflect its identity and transitioning business model from reliance on timber to prioritizing sustainability and ocean health. As a timeless company with an obligation to future generations of shareholders, its focus is a century ahead in business plans rather than just a decade – and its brand identity needed to reflect the century to come. Sealaska's communications staff was just getting started as a team, and needed a partner that understood not just branding, but the governmental structure of Alaska Native corporations and the broader ANC landscape.

Scope and Services

- · Annual Reports
- · Brand Strategy (logo redesign, visual & verbal identity)
- · Print Design for Business Collateral
- · Shareholder Marketing
- · Web Development
- · Research



Our Approach

Brand strategy is rooted in deep collaboration between our creative team and our client with the aim to distill their brand essence down to its core ingredients.

Our process seeks to establish an emotional connection between the company and its audiences. With all our clients, and especially with Alaska Native corporations like Sealaska, we understand that we are not the experts on their people, cultures, and businesses. Our alignment with Sealaska came through research and dozens of interviews – from its Board of Directors and communications staff to Sealaska shareholders. We understood that to best reflect Sealaska's identity through brand, we must learn from the people who know it best. Along with the stakeholder interviews, we researched other ANCs' brands to ensure Sealaska would stand out from its peers.

This alignment allowed us to understand clearly that the logo needed to be drawn by an Alaska Native formline artist to best reflect Sealaska's brand identity and culture. We further partnered with the artist to operationalize the logo for digital and print purposes and to develop the full suite of associated brand guidelines.

Why it Worked

Our brand strategy with Sealaska is a hallmark example of our approach – we prioritized the client's knowledge and viewed ourselves as creative conduits rather than cookie-cutter creators. This emphasis on collaboration sets us up for complete alignment with our clients, bridging our creative skills with our client's expertise. Building alignment with our Sealaska client team was a critical step in investing everyone in the process and appropriately reflecting the cultures that make Sealaska such an abundant brand.

Results

Since the rollout, Sealaska's communications staff and board members have received positive feedback from their shareholders and community members on the brand repositioning.

One of our strongest indicators of success is the continued expansion of our work with Alaska Native corporations. Growing our relationship with Sealaska and expanding the services we provide to them demonstrates the trust and credibility we have established with the Sealaska team. Sealaska staff have routinely shared with us that they appreciate Strategies 360's streamlined approach to account management, including having a centralized account team that coordinates the full suite of services.









Bristol Bay Wild Market + The Seattle Kraken

Brand Site: <u>bristolbaywildmarket.com/</u>

Television Spot: strategies360.com/portfolio-kraken/

The Partnership

Alaska has never had a national hockey team and for a state obsessed with hockey this has always been a sore spot. As Seattle established its first hockey team, the Seattle Kraken, S360 spotted an opportunity to facilitate a partnership between a longtime client, the Bristol Bay Native Corporation and partners, and the team. The partnership would be mutually beneficial, giving Bristol Bay Native Corporation and seafood subsidiaries a fantastic opportunity to promote the region and the industry through sponsorship of a professional hockey team. Also, it would give the Seattle Kraken an opportunity to build its fan base in a state where hockey is a beloved sport.

S360 helped leverage the relationship with the Kraken to bring attention to a cause important to BBNC–a fundraiser to keep the University of Alaska Anchorage hockey program from being shut down.

Strategies 360 negotiated a five-year deal, making BBNC an official partner of the Seattle Kraken. The deal also included one of the 13 marketplaces within the new Climate Pledge Arena, the Bristol Bay Wild Market.

S360 led communications on the partnership, including the announcement from Anchorage, Alaska. With local youth hockey teams as the backdrop, Kraken CEO Tod Lieweke and BBNC President and CEO Jason Metrokin announced the partnership. S360 ran media relations, communications, community engagement & digital marketing for the announcement.

The Challenge

Once the partnership was sealed, our challenge was to create a brand from scratch, very quickly. With the marketplace having three partners (BBNC, Bristol Wave Seafood Company and Bristol Bay Regional Seafood Development Association), as well as Climate Pledge Arena and The Seattle Kraken all as stakeholders in the brand development, we needed to be as efficient and disciplined as possible.

What We Did

Our creative team developed a brand from scratch in a matter of days. The Bristol Bay Wild Market was named, identity developed, and a thorough toolkit created to ensure all vendors synced up on look and feel regardless of application. The environmental design of the marketplace was then created by our brand team at the same time a launch campaign was being developed by our advertising team. We created a market that not only highlights the sustainably-sourced seafood of Bristol Bay, but also the people and culture of the Bristol Bay region. The launch campaign targeted Alaska and Pacific Northwest residents through TV, radio, display and social channels while also developing a toolkit for partners to use on their owned channels. A full site was built to support all efforts as well as in-arena marketing elements to play around the ice and on 200 TV screens throughout the arena. Additionally, a seven-minute video about the Bristol Bay region was developed in time for the season opener. S360 also ran media relations, community engagement and all media for the announcement for the Bristol Bay Wild Market.

Three of the four Seattle TV stations covered it along with the Seattle Times. The event included Climate Pledge Arena executive chef Molly DeMers, BBNC President and CEO Jason Metrokin and local Seattle celebrities, the Pike Place Market fish tossers.

Why it Worked

Effective partnerships are built on trust and mutuality. We helped BBNC and the Seattle Kraken develop trust and explore shared interests. This allowed us to not only spearhead communications but also develop an entirely new brand as a result of the partnership. The Seattle Kraken and BBNC partnership is so strong that the Kraken have called on S360 to support additional sponsorship deals in the future. S360 now represents Denali Brewing & Spirits based out of Alaska, which is producing the official canned cocktail of the Seattle Kraken.

The Bristol Bay Wild Market materials became the best-case partnership example for the Seattle Kraken marketing team. They were so impressed with S360's work they ran the announcement spot we produced during ALL pre-season games. This additional broadcast placement, especially in Seattle, was immeasurable in gratis value. The market continues to evolve with a contest and partnership with Alaska Airlines in the future.



Environmental Graphics for Arena Marketplace







@BRISTOLBAYNATIVECORPORATION

Community Forward. Together.



burnham center for community advancement

Burnham Center for Community Advancement

https://burnhamcenter.org/

The Challenge

The Burnham Center for Community Advancement (BCCA) is a new-model, action-oriented nonprofit. It brings people and communities together to solve the most pressing issues facing the San Diego/Tijuana region, to envision the best future for the region, and to collaboratively build towards that vision. BCCA is focused on community building, affordable housing, an inclusive post-COVID economy, education, race relations, diversity and inclusion, transportation, veterans issues, and much more. Launched during the COVID-19 pandemic, the new organization needed a magnetic brand to introduce itself to the region and to help with the first order of business raising millions of dollars to get the Center up and running and achieve some early wins to cement its sustainability going forward.

Scope and Services

- Brand Strategy
- $\cdot\quad$ Brand Identity: Visual and Verbal
- Design Production
- · Website Design & Development
- Communications

Why S360

With a team of locals on the ground who know San Diego inside and out, S360 had a vantage point that enriched our strategy, particularly given what the Burnham Center has set out to tackle in the region. S360 also has a strong track record of translating brand strategy into a solid case for support on large, high-profile, and successful fundraising initiatives. Over the past decade, we've helped almost a dozen organizations raise upwards of \$4 million.

Our Approach

Given the Burnham Center was just getting off the ground, solid brand strategy was essential. It would become the lens through which community leaders, potential donors, and the general public would view and relate to BCCA. The brand strategy gave BCCA a story and a roadmap that helped create an emotional bond with the audiences they most want and need to engage. It gave those audiences a reason to believe in BCCA's vision. Our approach is holistic, ensuring the BCCA story is clear and consistent; that every brand touchpoint is an expression of BCCA's essence; that it aligns with its audiences' needs and ensures this nascent organization has an identity that empowers it to achieve its goals over the long haul.

What We Did

After developing a solid brand foundation—positioning, brand story, brand traits, and brand attributes—we developed a new logo, look and feel, and brand messaging for BCCA. From there, we designed the Center's inaugural website, with an emphasis on telling the brand story and building excitement about BCCA's ambitious agenda. All along the way, our team provided strategic communications planning and fundraising strategy, messaging, and materials.

Why It Worked

Since its launch, BCCA has attracted widespread attention and built significant fundraising muscle. And most recently, BCCA has led the effort, on behalf of a cross-border community of designers, activists, and local leaders in San Diego and Tijuana, to submit AND WIN the first binational bid to the World Design Organization to name San Diego/Tijuana the World Design Capital in 2024. The designation recognizes the region for its effective use of design to drive economic, social, cultural, and environmental development. A clear brand strategy and story helped the BCCA beat out global finalists.



