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**Andrews/Birt Response to RFP P998
Marketing Services for the NFRMPO**

September 8, 2005

2005SEP 9 AM 8:50

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Preface

Andrews/Birt Advertising | PR | New Media is pleased to submit this response to bid solicitation P998, Marketing Services for the North Front Range Metropolitan Planning Office (NFRMPO).

Andrews/Birt (AB) understands that the NFRMPO is a designated association of regional governments (Berthoud, Evans, Fort Collins, Garden City, Greeley, Timnath, LaSalle, Loveland, Milliken, Windsor, Larimer County, and Weld County; with representation from the Colorado Department of Transportation, the Colorado Department of Health and Environment and the state Transportation Commission), working together to improve regional transportation and air quality.

This response is geared toward achieving the two, specific goals of your RFP:

- 1) to increase the awareness and use of regional rideshare services for all trip purposes;
- 2) to coordinate the activities and efforts of NFRMPO member agencies regionally.

AB assures the selection committee that we are fully compliant with NFRMPO requirements. Our City of Fort Collins, State of Colorado, and FEIN registration numbers are listed below.

City of Fort Collins vendor registration: Andrews Birt Advertising (#0000003845)

State of Colorado vendor registration: Andrews Birt (#411496741)

Federal Employer Identification: #90-002-4040

AB attests that all appropriate insurances are in place. We comply with all applicable federal, state and local laws and regulations and there are no conflicts or prohibited interests to prevent us from participating in this RFP and subsequent work order agreements. We appreciate this opportunity to present our response and credentials.

Introduction

With offices in Denver and Minneapolis, AB is one of the fastest-growing marketing, advertising, public relations, and new media communications firms in the country. We are also the foremost practitioner of "buzz branding" in the region. AB specializes in using both paid media and editorial coverage to generate information and motivate word-of-mouth for our clients. Buzz differs from traditional advertising, especially in branding services or products, in that it gets people talking, provides exponential return on even small budgets, and creates huge awareness, interest, and the desire to try your products or services.

For over twenty years, we have worked with clients to deliver unrivaled results. AB is able to research, plan, develop, create, produce, implement, manage, track, analyze, and measure complete marketing communications and advertising campaigns. We can choreograph multiple channels, including print and broadcast advertising, public relations and press coverage, direct marketing and mail programs, web sites and interactive email, events and promotions, and infuse them all with our breakthrough creative style and strategic "buzz" branding.

Because of our successful methods, AB is uniquely qualified to support the NFRMPO/SmartTrips team in its multilateral communications effort and to assist each of the stakeholders with their concerted marketing plans. A cohesive regional campaign will be essential in increasing awareness and use of shared ride services and in integrating all the various components.

AB clients include American Express, Colorado Department of Transportation, Excelsior (MN) Chamber of Commerce, Gelco (formerly GE Capital), Lund's (Byerly's) Food Holdings, Medtronic, Minnwest Bank, The Minneapolis Public Library, National Western Stock Show, Qwest Communications, The Sharper Image, Syntegra (British Telecom) North America, Tulsa (OK) State Fair, and Wausau Benefits.

Work Plan

This is how we work...



FOCUS

CLARITY

DIMENSION

AB uses a process called, "Focus, Clarity, and Dimension." This process brings the most important issues to the forefront and forces them to be resolved. It encourages both you and the agency to dig deeper, push harder and challenge each other to develop the best strategies and creative executions. AB's process helps us separate corporate perceptions from market reality and uncover the essential truth behind your brand. It is the best way we know to develop the breakthrough "buzz" that people talk about.

In Focus, we gain a clear, objective understanding of your situation – a road map, if you will, that directs and informs the creative development and media planning strategy. The product of Focus is a Focus Report, which is a basic marketing plan with quantified goals and targets. Although we may employ formal measurement tools (pre/post quantitative research, rideshare studies, focus groups, etc.), we frequently just "ask the audience" and interview existing users. Focus helps us clearly define your target audiences and identify the features, advantages and benefits of your products or services. Upon approval of the Focus Report, we move on to Clarity.

In Clarity, we draft the creative platform that reflects your brand positioning, paints a portrait of your target audiences, and uncovers what we call your "Essential Truth." At this stage, we produce the look, feel and messaging of the shared ride services. We provide alternate concepts, themes, layouts, and copy decks and discuss with you the various available options. Ultimately, we measure these ideas against the Focus Report and make sure that the concepts are on target, that the advertising and PR tactics link creatively, and that everything can be produced at reasonable cost. This becomes our comprehensive, short- and long-term master plan with quantified and qualified goals, milestones and performance objectives.

In Dimension, we achieve consensus among all stakeholders. Once everyone agrees on the creative direction and tactical requirements, AB will produce the tactics – print and broadcast materials, advertising elements, posters and placards, brochures, signage, direct marketing pieces, presentations, electronic files, outreach items, special events collateral, and public relations tools – in all dimensions. After the creative direction is set, you may even prefer to produce some of these materials internally. At any rate, we will work within your budget to produce your materials as efficiently as possible, while maintaining the highest production values. This becomes our cohesive, regional advertising and PR campaign with a wide variety of tactical elements to meet your pre-established performance expectations.

Although the NFRMPO member agencies will have complete access to all AB team members, including home phone numbers and addresses, your AB Account Managers will serve as single points of contact for our entire team. From us, the NFRMPO/SmartTrips team will receive accurate and timely notes, recaps and reports from all conversations, discussions and meetings. You will get advance estimates for approval, updates of schedules and workflow, and notices of any critical decisions pending for your members.

Statement of Qualifications

AB has the necessary people and skills to manage your account.

Chris Birt, (Executive Creative Director) and Frank Macri (President of AB's Western office), are two of our firm's three partners. These key, senior managers will directly oversee your account planning, communications strategy, creative development, and project management. They will supervise the AB staff and the relationship with NFRMPO. Chris and Frank have over 60 years combined experience in all aspects of marketing, advertising, public relations, and new media.

AB's top-line account executives in both Advertising and Public Relations will manage the daily contact. Senior Account Executive Nicole Asselin will handle your marketing communications, advertising elements, and collateral development. Public and Press Relations Executive Heather Lusky will join her. Together, they will coordinate everything in lock-step tandem. They will be supported by a full-time Assistant Account Manager.

Senior Art Directors Doug Novak and David Krewinghaus will share design, art and copy responsibilities along with their Production Art teammates. All assignments will be under the watchful eyes and Quality Assurance practices of our Production Manager Beth Johnson.

Media Director Jim Sandstrom will manage the media. Jim has over 30 years experience in planning, placement and in running media departments. He has supervised campaigns for clients like Dairy Queen, Coca-Cola and Continental Bank Illinois, General Mills, 3M, Porsche of America, US West and many others.

AB will also bring years of professional transit experience to the table. Our team's familiarity with the intricacies and nuances of shared ride, car and van pool programs is enhanced by having James Graebner as our advisor, consultant and office-mate. Jim's 44 years in the transit industry include serving as CEO of major transit agencies in Rhode Island and the San Francisco Bay area. His programs featured active car and van pool services with a variety of customer-centric features to serve their respective target markets. Jim is a national and international transit expert recognized for his ability to work with various governments, technical engineers, community groups and political processes.

Case Study Example

How did a \$6,900 investment by one small city's chamber of commerce turn into over \$1,500,000 worth of media exposure in less than six months? Here is a single case study to examine:

Problem- The City of Excelsior, Minnesota is a quaint, unique suburban area on the southwest side of Lake Minnetonka. It has the only commons area and public swimming beach on the Lake. Unfortunately, Excelsior is surrounded by communities that have "sold their souls" to developers, Starbucks, and the Wal-Marts of the world. Every community around looked and felt the same.

The Chamber of Commerce asked AB to develop a campaign to differentiate it from other suburbs. Their overall objective was to get people to visit Excelsior and shop in their stores, eat in their restaurants, visit their museums, parks, and attend their festivals.

Solution- Through AB's Focus, Clarity and Dimension process, we discovered that residents and visitors liked the fact that Excelsior didn't look, act or feel like the typical suburbs. We generated a campaign that went directly against those other "average" suburbs and their glut of franchisers. The Essential Truth was that Excelsior is the antithesis of the "cookie-cutter" community. We created print and outdoor ads that positioned Excelsior as smart, confident, and more than a little defiant as in "not succumbing." The ads were effective because they captured the right attitude about staying true to roots and traditions.

Results- In less than six months, AB generated well over \$1,500,000 in media equivalencies for the City of Excelsior with our "Buzz Branding" principles. It remains the single most successful marketing initiative in the long history of Excelsior and has since become a textbook Case Study example now being taught in college marketing curriculum.

Scope of Work

This is an itemization of deliverables for the NFRMPO/SmartTrips team. AB will deliver:

- a thorough marketing and implementation master plan with quantified goals and performance targets to include both a long-(five year) and short-(one year) term perspective;
- a comprehensive, multilateral communications plan that leverages paid media as well as editorial coverage to address the needs, perceptions, beliefs and behaviors of target audiences with particular attention to the needs of the underserved;
- a cohesive, regional advertising plan including input from all member agencies with the strategy and rationale for various, sequenced tactics to achieve or exceed pre-established performance objectives;
- the design and production of integrated campaign materials in print, broadcast, and electronic media including posters, brochures, advertising, signage, direct marketing and other related materials, estimated in advance and executed within budget;
- ongoing, ad hoc graphic design support to aid in the development of advertising materials, outreach elements, special events tactics, and related activities for any of the NFRMPO member agencies;
- a targeted Public and Press Relations communications plan conducted to support the NFRMPO Public Information Officer to maximize media relations, interview opportunities, press coverage, and publicity;
- a competitive media analysis, including Spanish language media outlets, with recommendations, negotiated prices, time and space purchases, materials trafficking and distribution, affidavits of performance, and post-buy analysis;
- additional resources as needed to create or expand relationships with civic, community, religious, cultural, educational, and environmental groups, or to enhance the collateral value of any NFRMPO member in an effort to advance our goals or coordinate efforts on an ongoing basis for the duration of our engagement.

Measurements of Success

Success should always be determined using the most meaningful metrics and measurements. To see how far and how fast the needle moves, we should gauge two variables at the onset of our mission:

- 1) the **QUALITY** of current awareness regarding regional rideshare services;
- 2) the **QUANTITY** of commuters, car and van pool users, employer rideshare groups, etc.

With these data as baselines, we can set realistic goals and accurately track performance milestones during the short- and long-term course of our campaign. This information may already be available from NFRMPO. If not, AB can structure the methodologies, craft the queries and analyze the gathered data. In either case, the following items could be useful:

- a pre-campaign survey measuring and qualifying awareness among employers, commuters, civic, community, religious, cultural, educational, and environmental organizations regarding regionally-available shared ride services in order to quantify changes and to provide contrast for post-campaign levels;
- a pre-campaign study of single occupant vehicle (SOV) usage in the work-travel behavior of the population served by regional commuter carpools, vanpools and shared ride alternatives in order to quantify and compare post-campaign modal shifts;
- an informal discovery of pre-campaign metrics (quantity and quality) of employer-related transportation demand management and shared transportation services programs in order to track increases;
- a mid-campaign "shared ride satisfaction survey" with anecdotal reasons for accepting or resisting shared ride services, i.e. cost of fuel, convenience, social interaction versus lack of dependability, inconvenience, social biases, restrictive schedules, etc.

Implementation Schedule

Agency selection completed September 30, 2005
Account planning commences October 1, 2005

Focus

-Initial intake begins October 3, 2005
-Focus Report completed October 17, 2005
-Approvals October 21, 2005

Clarity

-Clarity Blueprint begins October 21, 2005
-Media Analysis begins October 21, 2005
-Public/Press Relations planning starts October 21, 2005

-Clarity Process completed October 31, 2005
-Media Plan completed October 31, 2005
-Public/Press Relations Plan ready October 31, 2005
-Approvals October 31, 2005

-Concepts presentation November 4, 2005
-Approvals November 7, 2005

-Communications Master Plan ready November 11, 2005

Dimension

-Media space procurement begins November 11, 2005
-Ad Materials developed and ready November 11, 2005
-Print Collateral pre-press ready November 11, 2005
-Refinements completed November 14, 2005
-Approvals November 15, 2005
-To print November 15, 2005

-PR Initiative commences November 15, 2005
-Media advertising deploys November 15, 2005

-Additional creative support Ongoing
-Refinements Ongoing
-Approvals Ongoing
-Additional materials production Ongoing
-Ad hoc graphic design Ongoing

-Work with member agencies Ongoing

-Follow-on strategies, materials, etc. Ongoing

Compensation and Pricing

We intend to keep our financial relationship as simple as possible.

Each month, we will charge for our professional time expended, including contact, copy, layout, art direction, media planning and placement, public relations, and other such services based on our prevailing hourly rates. We will apply these costs to specific jobs, estimated and approved in advance by the NFRMPO. If you prefer, we can arrange a flat monthly retainer for these services, which we will check against actual hours and adjust on a quarterly basis.

AB does not finance the advertising, printing, or related expenses of our clients. All outside services such as messengers, postage, freight, and other out-of-pocket expenditures on your behalf will be billed to you at actual cost. For media time and space, we will prepare a Schedule and Estimate (S & E) in advance for your approval. We will bill costs thirty days prior to publication/airing in order to maintain our good credit record with the media.

FUNCTION	RESPONSIBILITY	HOURLY RATE
Senior Account Supervisor	F. Macri	\$180
Senior Creative Direction	C. Birt	\$180
Senior Account Manager	N. Asselin	\$160
Senior PR Manager	H. Lusky	\$140
Senior Media Planner	J. Sandstrom	\$140
Media Placement	various	\$120
Account Executive	TBD	\$140
Ass't Account Executive	TBD	\$120
Art Direction	D. Novak/D. Krewinghaus	\$140
Copy Direction	D. Krewinghaus/D. Novak	\$140
Production Art	various	\$120
Production Management	B. Johnson	\$105
Computer Assembly	various	\$105
Research (in-house)	various	\$100
Transit Consultant	J. Graebner	\$180
Administrative	J. Paulson/Staff	\$ 85

Summary

Clearly, your advantage is to work with an agency that understands your issues, objectives and desired results. With AB, the subject matter is implicit...tight deadlines are no surprise...and we thrive in a results-driven environment. But, there are more reasons to select us:

We have the right people and the right expertise.

We are experienced marketing people with regional expertise. We are stewards of many important, nationally recognized brands and will apply those same standards of excellence to your account.

We are web savvy and understand the new economy.

Most agencies don't understand the speed and competitiveness of the marketplace today. We "get" new media, naturally, because it is so important to the new economy. We have provided new media expertise for *Fortune*-class companies like Qwest, Cargill, Medtronic, Jostens, 3-M and Toro. In fact, we introduced the most successful dot-com launch ever in Minnesota for Syntegra (British Telecom). We will do the same for NFRMPO.

We produce breakthrough creative that gets your advertising and PR noticed.

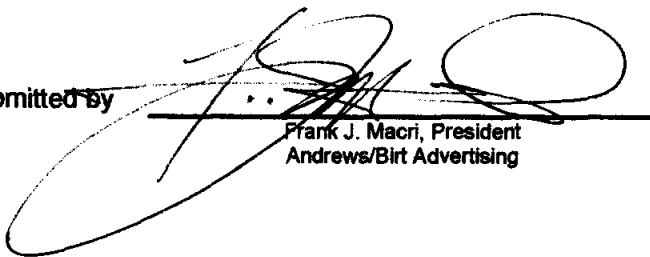
We consistently produce work that breaks through the communications clutter. Our uncanny ability to make interesting *news* as well as *advertising* about your products and services gives us the advantage. We look for the strategies, stories and ideas that are highly impactful, effective and can be integrated across many dimensions.

Our Focus, Clarity and Dimension process is the best in the business.

Our internal process makes for solid client-agency relationships built on the exchange of excellent information and real facts. That is the strategic value-add for you in today's hyperactive, over-communicated, competitive environment.

We care.

Don't laugh. It's an important characteristic. We take pride in what we do. We have a culture of honesty and openness with clients because our clients become our friends and we won't let them down.

Submitted by  Date 09/08/2005
September 8, 2005
Frank J. Macri, President
Andrews/Birt Advertising

Contact Information

Andrews/Birt Advertising | PR | New Media
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Denver, Colorado 80202
Attention: Frank J. Macri
Direct: 303.596.5100
fmacri@abagency.com

Andrews/Birt Advertising | PR | New Media
333 North Washington, 404 Union Plaza
Minneapolis, Minnesota 55401
Attention: William Andrews
Direct: 612.220.3900
wandrews@abagency.com

Staff Biographies

Chris Birt – Partner/Executive Creative Director

Chris Birt is the senior creative partner of Andrews/Birt. Raised in Europe, Asia, and North America, Chris began his career as a reporter with a syndicated news program on the AP/NBC wire service and served with the Japan National Broadcasting Corporation (NHK) in Tokyo.

In 1985, Chris helped found the pioneering media agency Tobin/Erdmann/Jacobsen, which he later left to become a senior partner in AB.

In the past twenty years he has created campaigns for American Express, British Telecom, City of Excelsior, Jostens, Perkin Elmer, National Western Stock Show, The St. Paul Companies, Qwest Communications, The Sharper Image, Teknion, and Wausau Insurance among others, which have gained national and international recognition.

Frank Macri – Partner/President, AB (Denver)

Frank Macri heads up the western division of Andrews/Birt Advertising | New Media | PR in Denver, Colorado. He is a 30-year marketing communications professional, having served as the Senior Strategist of Marketing for IBM in North America and as the Corporate Advertising Director of the Adolph Coors Brewing Company.

Frank is a popular speaker on the topic of "Buzz Branding" and is recognized for helping create award-winning regional and national marketing campaigns.

His expertise in advertising, direct marketing, promotions, strategic planning, and corporate communications has been put to good use for Chase Manhattan Financial Services, the Colorado Board of Tourism, Colorado Rockies Baseball Club, Coors Brewing Company, Denver Convention and Visitors Bureau, Embassy Suites Hotels, IBM North America, Johns-Manville, National Western Stock Show, Qwest Communications, Sheraton Hotels, TCI Cablevision, Tulsa State Fair and many other clients.

James Sandstrom – Media Director

Jim serves as the media director for Andrews/Birt Advertising. He has extensive experience in media planning and placement and in running media departments. He began his career in 1969 with Campbell Mithun. Later, Jim served as media director for BBDO Minneapolis and Fallon Worldwide where he coordinated over \$60 million in annual billing. He also was the media director for NordicTrack.

Jim has supervised the planning and placement of national campaigns for clients like American Dairy Queen, Coca-Cola and Continental Bank Illinois, General Mills, 3M, Porsche of America and US West.

Nicole Asselin – Senior Account Executive

With a Master's Degree in Marketing and a Bachelor's in Psychology from the University of Colorado, Nicole understands the expectations of clients and the requirements of the marketplace. With over eight years experience in marketing and advertising, she excels in client relationship management. She has managed key accounts including Qwest, Quovadx, Rogue Wave, Western Union, American Express, and Everpure. Her marketing expertise and organizational skill set play a critical role in designing and launching successful marketing communications campaigns across a variety of industries.

Heather Lusky – Public Relations Executive

Heather Lusky is a 20-year veteran of public, press, and media relations. She is the former editor-in-chief of the Colorado Real Estate Journal and a former columnist for ColoradoBiz Magazine. Specializing in public relations, Heather has obtained local, regional and national media coverage for clients in a wide variety of industries including financial services, healthcare, manufacturing, and government. She is a member of the Denver Press Club and is currently a featured columnist for the Denver Business Journal.

James Graebner – Transit Consultant and Subject Matter Expert

Jim Graebner is an internationally recognized expert in all phases of public transportation with a demonstrated ability to work with community groups, technical expertise, and the political process. During his extensive career in the transit industry, Jim successfully implemented and operated major transportation systems, managed large public transit agencies and served in numerous leadership roles for industry associations. His in-depth experience with light rail, bus, shared ride services, electric trolley bus and vintage trolley technology has garnered consistent recognition and allowed him to serve as expert witness before legislative bodies, community organizations and the media.

In addition to his encyclopedic knowledge of the history of public transit, Jim is an innovative thinker and possesses the ability to develop workable solutions to complex problems. He is strongly committed to consensus building and timely action.

Exhibits and Attachments

References:

Geoff Kann, Marketing Manager
Qwest Communications
1801 California Street, 19th Floor
Denver, Colorado 80202
303.244.0963

Linda Murrell, Executive Director
City of Excelsior Chamber of Commerce
Post Office Box 32
Excelsior, Minnesota 55331
952.474.6461

Kati Christensen, Marketing and Public Relations Manager
National Western Stock Show, Rodeo, Horse Show
4655 Humboldt Street
Denver, Colorado 80216
303.297.1166

Matt Kramer, Commissioner
Minnesota Department of Employment and Economic Development
332 Minnesota Street, Suite E200
Saint Paul, Minnesota 55104
651.297.1291

Deborah Sakaguchi, Department of Transportation Development
Colorado Department of Transportation
4201 E. Arkansas Avenue
303.757.9088

Additional references are available on request.

Letters of Recommendation

American Express
City of Excelsior
Gelco
Innoviant
Kowalski
SoftBrands
Syntegra
ValueLink
Wausau
Western Union



American Express Financial Advisors Inc.
IDS Tower 10
Minneapolis, Minnesota 55440

**Financial
Advisors**

April 18, 2002

To Whom It May Concern:

I am a director of marketing for American Express Financial Advisors. Over the years I have worked with AndrewsBirt to strategically and creatively position a range of retail retirement products including IRAs, 401k and 529 plans on a national basis.

I began working with AndrewsBirt after conducting an agency review for our IRA product line. I was, frankly, tired of the work we were getting, and looking for something that would breakthrough in a highly competitive, overcommunicated market.

AndrewsBirt delivered an approach for IRAs that proved to be one of the most successful campaigns we have created. It broke through the clutter with exceptional clarity, while extending the considerable equity of the American Express brand.

We were so impressed with them, in fact, we used them for several campaigns since, as have other divisions within American Express, including Mutual Funds and Financial Planning. In fact, they are now one of a select few preferred agencies we work with.

I have always found AndrewsBirt to be refreshingly creative yet incisively strategic. They are great stewards of our brand, and know how to put it to use. They work well within our corporate culture and respect our rules, systems and policies.

In short, AndrewsBirt has been a great advertising and marketing partner for American Express.

Sincerely,

Eva Spenny
Director
Retail Retirement Plans



EXCELSIOR AREA CHAMBER OF COMMERCE

*Historic Excelsior 2003 –
celebrating 150 years
on the south
shores of Lake Minnetonka*

Serving the South Lake Minnetonka cities of
Deephaven, Excelsior, Greenwood,
Shorewood & Tonka Bay

July 10, 2003

Executive Director:
Linda Murrell

Board of Directors

President:
Brian H. Burdick
Hour Glass Cleaners

Presidents-elect:
Beth Maloney
Maynard's Restaurant

Secretary-Treasurer:
Maryellen Morley
Beacon Bank

Past President:
David Lawrance
Paradise Charter Cruises

Karen Drahos
Coldwell Banker
Burnet Realty

Dale Sherburne
The Color Center

Phil Hallin
Community Member

Chris T. Johnson
Shorewood True Value

Ann Nyc
Excelsior Bay Books

Michael Borthof, D.C.
Lifetime Chiropractic, P.A.

Lorraine Clemens
First Minnesota Bank

Phillip Marty, D.C.
Marty Chiropractic Clinic

Ryan Mason
Bill Mason Chrysler Jeep

Deb Theisen
Carlson Wagonlit/
Theisen Travel, LLC

To whom it may concern:

AB Advertising promotes itself as an agency that creates “buzz that brands.” When we initially met, I remember thinking... “easy to say, hard to deliver!”

After several sessions and a remarkable Clarity Blueprint, our Chamber Board gave AB the green light to what clearly would be a bold, fun advertising campaign.

We're now six weeks into the “Secede from Starbucks Nation” print campaign, and our little business district is definitely what people are chatting about over their lattes and cappuccinos. One would have to be living under a rock not have seen the buzz, or heard the buzz, or felt the buzz created and managed by AB for our Chamber of Commerce.

Basically what Bill Andrews, Chris Birt and Therese Steinhoff did was accurately define our downtown district as a place with “soul,” then differentiated it in an edgy, bold and playful way. Most people get it. Some do not. It's too early to measure results but we believe younger shoppers/visitors are coming our way because they're curious to see what the buzz is about. The media jumped all over it. We've had more cameras in our faces in six weeks than in the past six years. Not bad for a century-and-a-half-old burg.

More to the point, AB is incredibly responsive and results-oriented. I recommend them wholeheartedly to any company or organization that needs or wants a leg up on the competition. You'll get more than your money's worth.

Sincerely,

Linda Murrell

Executive Director

Excelsior Area Chamber of Commerce

P.O. Box 32 • Excelsior, Minnesota 55331 • Phone: 952-474-6461

Fax: 952-474-3139 e-mail: eacc@isd.net



October, 2002

To Whom It May Concern:

I am the corporate communications marketing manager at Gelco Information Network and I am responsible for managing advertising and public relations vendors to meet our marketing communications objectives. Gelco provides expense management solutions to automate and control the costs of business travel and entertainment for *Fortune*-class clients. I hired Andrews/Birt Advertising to create an awareness campaign, sales materials, an on-line presence and conduct a public relations campaign. At the time, we were facing intense competition and needed to clarify our position in the marketplace.

Working with Andrews Birt is a delight. We found their Focus/Clarity/Dimension process especially helpful. It is a very thorough and professional approach. It provided the strategic and positioning insight that we needed and it helped us find our essential truth.

AB's strategic work was supported by outstanding creative work. The creative work is on strategy yet bold and aggressive. It provided the breakthrough awareness we were looking for and positioned Gelco as a leader in our market.

On every level, AB has been a great marketing communications partner for Gelco.

Sincerely:

A handwritten signature in cursive script that reads "Linda Orwoll".

Linda Orwoll
Gelco Information Network

11/11/03 10:11 AM

October 2, 2003

To Whom It May Concern:

I am the vice president of marketing and product development at Innoviant. Our company provides lowest net cost solutions in administration of pharmacy benefits for self-funded employer groups, third party administrators and health plans.

Formerly a private-label prescription benefit, known as Wausau Pharmacy Benefits, we began working with the AB team of creative and account management staff as soon as the idea to create our spin-off company was put into action. In less than six months, the AB professional team launched a complete naming, branding, media and advertising campaign, which has created excellent exposure for us at an opportune time in our market.

I enjoy working with everyone at AB and commend the entire team for their hard-working philosophy and the fact that you "make my life easier" by being an integral part of further defining Innoviant's target market message and focus. The ongoing commitment displayed by the AB team is key to our future success.

Innoviant is very impressed by the work that has been accomplished in less than a year!

Sincerely,

Rhonda Grabow

Rhonda Grabow
VP, Marketing & Product Development

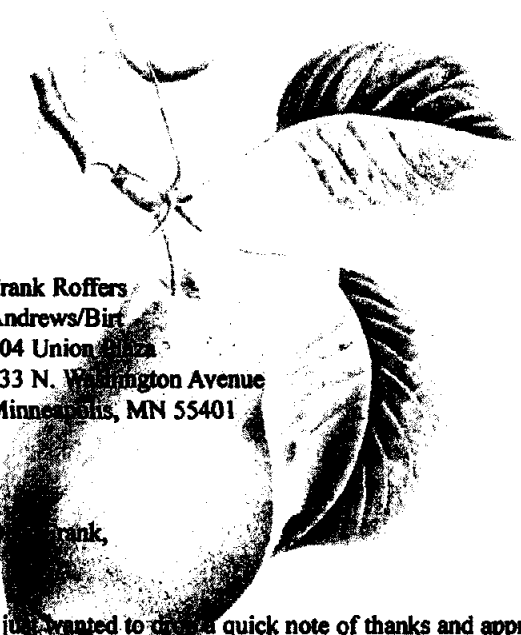


Innoviant
Prescription
Benefits
Administrator

P.O. Box 8082
Wausau, WI. 54402-
8082

t 877.559.2955
f 715.841.5050

w www.innoviant.com



Frank Roffers
Andrews/Birt
404 Union Plaza
333 N. Washington Avenue
Minneapolis, MN 55401

Dear Frank,

I just wanted to drop a quick note of thanks and appreciation to you and the Andrews/Birt staff for the great creative thinking and professional way you worked with us on our tagline for the Kowalski's Markets Minneapolis openings. You, Chris and the crew are truly a talented group with a wealth of original concepts and ideas.

Sincerely,

B. Kowalski

Bob Kowalski
Vice President of Marketing

KOWALSKI'S
◆ COMPANIES ◆

8505 Valley Creek Road • Woodbury, MN 55125
Ph. (651) 578-8800 • Fx. (651) 578-1402

KOWALSKI'S
◆ COMPANIES ◆

www.kowalskis.com

Executive Offices
8505 Valley Creek Road
Woodbury, MN 55125
Ph. (651) 578-8800
Fx. (651) 578-1402

Accounting Offices
33 S. Syndicate Street
St. Paul, MN 55105
Ph. (651) 698-4752
Fx. (651) 698-0285

Central Bakery &
Transportation
3590 Century Avenue
Mahomet, MN 55125
Ph. (651) 777-2494
Fx. (651) 777-2725

KOWALSKI'S
◆ COMPANIES ◆

Camden Market
414 Humboldt Avenue N.
Minneapolis, MN 55412
Ph. (612) 522-3364
Fx. (612) 522-7531

Grand Avenue Market
1261 Grand Avenue
St. Paul, MN 55105
Ph. (651) 698-3366
Fx. (651) 698-1656

Hennepin Avenue Market
2440 Hennepin Avenue
Minneapolis, MN 55405
Ph. (612) 377-3448
Fx. (612) 377-3742

Parkview Market
5615 Chicago Avenue S.
Minneapolis, MN 55417
Ph. (612) 824-2430
Fx. (612) 824-4640

Lyndale Avenue Market
5327 Lyndale Avenue S.
Minneapolis, MN 55419
Ph. (612) 822-2935
Fx. (612) 822-7306

White Bear Lake Market
4391 S. Lake Avenue
White Bear Lake, MN 55110
Ph. (651) 429-5913
Fx. (651) 429-8455

Woodbury Market
8505 Valley Creek Road
Woodbury, MN 55125
Ph. (651) 578-8800
Fx. (651) 578-0600

Cub Foods
1059 Meadowlands Drive
White Bear Township, MN
55127
Ph. (651) 426-6534
Fx. (651) 426-4430

Supervalu Foods
7850 Cahill Avenue
Inver Grove Heights, MN 55076
Ph. (651) 451-1579
Fx. (651) 451-3039

GJ's Supervalu Foods
1816 Nicollet Avenue
Minneapolis, MN 55403
Ph. (612) 870-7004
Fx. (612) 870-8903

SoftBrands™

manufacturing

November 12, 2002

Corporate Headquarters
Two Meridian Crossings
Suite 800
Minneapolis, MN 55423
Tel: (612) 851.1500
Fax: (612) 851.1580
Email: info@softbrands.com

www.softbrands.com

Bill Andrews
AB Agency

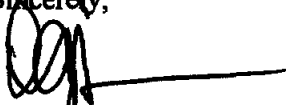
Dear Bill:

I just wanted to take a moment to thank you and your team for the continued service and support that SoftBrands Manufacturing has received from the Minneapolis AB office.

Over the past year, your team has helped SoftBrands Manufacturing re-launch Fourth Shift, and re-establish it's position in a confused marketplace. We place a strong emphasis on process in our business, and appreciate the formal approach you and your team use: Dimension, Clarity and Focus. It helped us communicate our campaigns to our internal teams in a pragmatic way, something that is important but often not found in marketing.

Please pass this along to your entire team. Our "Mr. James" campaign is making noise throughout our install base, exactly what we had hoped for. Your team deserves credit for our success in improving our customer share.

Sincerely,



Dave Gahn
Vice President, Worldwide Marketing
SoftBrands Manufacturing

SoftBrands

Syntegra
USA Headquarters
4201 Lexington Avenue North
Arden Hills, MN 55126
www.syntegra.com



Matt Kramer
Vice President of Marketing
Syntegra (USA), Inc.

I manage all marketing responsibilities for the corporation in the US. As part of the Syntegra Global Marketing team, I represent the US to our headquarters in the United Kingdom and ensure that programs leverage our capabilities in this geography to the greatest degree possible.

I first started working with AB in the Winter of 1999. From the beginning they demonstrated a willingness to push the creative envelope that was striking. While working to our themes and values, they have consistently created campaigns and specific collateral for us that has been exceptionally well received by our customers and prospects. Whether TV ads for local and cable markets, direct mail pieces and collateral nationwide, and internal corporate pieces that have been used here and at headquarters, their work crosses the threshold of "exceptional" and has resulted in nothing less than tremendous results for us.

The dynamic tension in any client/agency relationship is one that literally defines the outcome. When one side or the other dominates, the result is not a partnership, it is a vendor/customer relationship. We don't see AB as a vendor, we see them as a partner, and they truly work to our objectives, to our beliefs, but without ever compromising the spirit of innovation and creativity that they exemplify.

Finally, their business skills are quite simply the icing on the cake. We wouldn't do business with someone who couldn't service our particular business style, and AB covers every aspect of a partnership with élan and elegance.

Assuming that you are being presented with this letter as a means of demonstrating their competency, feel free to contact me directly for a personal referral. Even on those days when I was frustrated, angry, even upset, my ultimate faith in their ability did not waver.

With sincere appreciation

A handwritten signature in black ink, appearing to read "Matt Kramer", with a long, sweeping flourish extending to the right.

Matt Kramer
Syntegra (USA) Inc.
651-415-4060



December 11, 2002

To Whom It May Concern:

I am the Director of Marketing at ValueLink. ValueLink, a division of First Data Corporation is the industry leader and best-in-class provider of gift and spending card solutions.

Since introducing our first third party card based program in 1995, ValueLink has led the industry in creating gift and spending cards for the world's leading brands including Blockbuster, Starbucks, and Sears.

I selected Andrews Birt earlier this year to help us reposition our marketing efforts. As our industry has matured we have competitive challenges and have experienced a "copy cat" practice from competitors emulating our innovations and messaging.

Working together Andrews Birt has been able to give us a dramatic face lift and position us as the undisputed market leader. Our new "look", marketing materials, and collateral reestablishes our top tier brand position in the industry.

Andrews Birt has an outstanding account services group. In fact their attention to detail and client communication is exceptional and always exceeds my expectations.

I appreciate how Andrews Birt approaches our business as a true partner.

Sincerely,

A handwritten signature in cursive script that reads "Karen E. Lyon".

Karen Lyon
Director of Marketing

12500 E. BELFORD AVE.
ENGLEWOOD, CO 80112
PHONE 1-877-848-8970
WWW.VALUELINK.INFO



To Whom It May Concern:

I am the president and CEO of Wausau Benefits. We provide employee benefit plan administrative services for groups ranging in size from 200 employees to national *Fortune*-class accounts.

We like to say we're a new company with a long history. We hired Andrews/Birt Advertising just after a management-led buyout that spun off our company from our former parent, Wausau Insurance/Liberty Mutual. We needed help in creating an independent identity and we needed it fast. It was critical to us to find a marketing communications firm that understood our strategy and our challenges.

AB helped us to develop a marketing communications plan, a new corporate ID, advertising, media plans, and a public relations effort. They continue to provide these services to us today.

AB has been an exceptional marketing partner. Their approach is disciplined and professional. They have made an excellent effort to understand our industry and the culture of our company. In fact, in many ways, they have helped to reinforce our culture. Their strategic thinking is insightful and their creative work is outstanding.

The results speak volumes. The launch of Wausau Benefits has been a success. Sales are climbing. We enjoy a high level of positive awareness within our target market and we have the attention of the trade press. Most importantly, employee moral is high and our marketing communications effort has contributed greatly to it.

We are delighted with AB's work for Wausau Benefits and we look forward to working with them for years to come.

Sincerely,

A handwritten signature in black ink, appearing to read "Fredrick Moore".

Fredrick Moore – President and CEO

Wausau Benefits

1800 West Bridge Street · Wausau, Wisconsin · 54401 · 800.472.0041



A First Data Company

Corporate GiftGram
12510 Belford Avenue
Englewood, CO 80112
(888) 448-0488
Fax (888) 585-8806

October 3, 2002

Frank Roffers
AB Advertising
VIA FACSIMILE

Dear Frank:

Just a quick note to say thanks for the continued, outstanding work and service that we've received from AB's Denver and Minneapolis offices on our Corporate GiftGram launch.

Frank, throughout the last few months you and your team have consistently offered us excellent strategic thinking, hard-working creative, and stellar execution. I love your team's no-nonsense, down to earth style and think we've developed a great agency-client partnership.

Please express my sincere thanks and congratulations to your entire team. I truly believe that we've hit a home run with the Corporate GiftGram launch campaign, and AB deserves tremendous credit for our early successes. Let's keep the momentum going!

Warmest Regards,

Karen Kaukol
Marketing Director
Corporate GiftGram and Retail Money Order
Western Union North America

cc: Michele Demark
Nicole Asselin
Frank Macri