

Live Wire empowered The Carlyle Group to revamp its reputation with a commitment to openness and transparency, strengthening its position as one of the world's largest private global investment firms.

In today's 24-hour news environment, business leaders understand that the media has greater reach and more power to affect their success than ever before. Whether a business needs to leverage the media to achieve its objectives or manage the media to protect its reputation, it takes experience and a powerhouse of talent to navigate today's challenging media environment. That's why The Carlyle Group turned to Live Wire. Immediately following 9/11, conspiracy theorists attacked The Carlyle Group's huge profits, intense secrecy and dealings with Saudi investors. The firm found itself under siege from dozens of negative articles and network news reports, three conspiracy books, and Michael Moore's film "Fahrenheit 9/11."

Working with Live Wire, The Carlyle Group embarked on a strategic effort to revamp its reputation with a commitment to openness and transparency, ultimately strengthening its position as one of the world's largest private global investment firms.

Campaign Objectives

Live Wire performed a comprehensive analysis of The Carlyle Group's media positioning and engaged in a series of in-depth discovery sessions with Carlyle executives. Working with the firm's Corporate Communications Group, this resulted in a series of campaign objectives focused on Transparency and Accessibility:

- Revamp The Carlyle Group's board of directors, divesting controversial funding sources and diversifying its holdings.
- Transform the way Carlyle executives and staff think about their business based on the long-term best interests of the firm.
- Reposition the firm as a transparent and accessible company, especially as perceived by staff, business partners, the government, the media and the public.

Campaign Strategies

Live Wire helped The Carlyle Group revamp its approach to public relations with strategies to align the communication activities of the firm and its executives with this new focus on Transparency and Accessibility:

- Work with Carlyle to develop a strategic and proactive communications approach, reverse their "no comment" strategy, methodically choose interviews to accept, and make the company and its executives more accessible.
- Create strategic message points to dispel myths and innuendo; educate the public on the firm, its holdings and commitment to integrity; and promote investments in the telecom and media sectors, as well as big brands such as Dunkin' Brands, Baskin-Robbins, Oriental Trading Company and Hertz.
- Provide media training to senior executives and staff, focusing on changing mindsets to embrace the need for communications, collaborate on message points, and realize the benefits of effective communications for the firm.
- Research, identify, and secure key targeted speaking opportunities for Carlyle leadership to reinforce the firm's focus on Transparency and Accessibility.

"Live Wire has become a trusted public relations partner for The Carlyle Group, and we recommend their services to our companies. Chryssa and her team will help you succeed."

— Chris Ullman, Director of Global Communications,
The Carlyle Group

Campaign Tactics

Live Wire continues to provide the follow tactical public relations services to The Carlyle Group and its portfolio companies:

Strategic Public Relations Counsel

Throughout Live Wire's relationship with The Carlyle Group and its portfolio companies, decades of collective public relations expertise and strategic counsel on all aspects of public relations, from message development, to brand enhancement, to strategic positioning, to tactical implementation has been provided to executives.

Media Training

Live Wire specializes in empowering clients to communicate key messages to target audiences to accomplish their objectives. Through our comprehensive and cutting-edge media training and placement program, we have trained more than 100 Carlyle executives and staff. This has facilitated the cultural shift toward transparency and accessibility both within The Carlyle Group and in its relationships with the media and the public. Moreover, it has produced a trained cadre of executives to offer to print and broadcast media as expert commentators on key global business issues and who have the skills necessary to protect and enhance the firm's reputation.

Persuasive Selling and Presentation Skills Training

Communicating effectively within the firm – both inside the boardroom and to employees – and to those with whom the firm does business is as important as effective media engagement. Live Wire's persuasive selling and presentation skills training empowered more than 75 key executives and staff to connect with audiences and compel them to take action in alignment with the firm's business objectives.

Campaign Results

Through a deliberate and iterative process over many years, Live Wire has enabled The Carlyle Group to shift mindsets and move the needle in terms of the firm's reputation and media coverage.

- After many positive experiences, Carlyle leadership realized they could effectively participate in media relations and communicate *their* story.



- **Hostile media coverage has been transformed**, including these recent headlines:

- ✓ *Fortune* "Carlyle Chief: Opportunity Is Everywhere" - April 4, 2010
- ✓ *The Wall Street Journal* "Carlyle Group Teams Up With EDF" - March 18, 2010
- ✓ *The Wall Street Journal* "Carlyle on Butterfield: 'Saddest Tale of Financial Crisis'" - March 4, 2010
- ✓ *The New York Times* "Carlyle Group Forms Partnership With Chinese Conglomerate" - February 24, 2010

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