

Email to: Ghislaine Max (Email : [REDACTED])

As promised attached is a proposal on announcing "F".

I have used our discussion as a basis for how we should approach this, in that I believe you are correct in your primary objective of the first stage of the announcement is to confirm two facts:

1. You are leading a vehicle, which will change the talent model industry.
2. The first stage on that is the acquisition on "F".

The result is if we get a large enough play on this story, we will position you as a reference on how the talent industry will continue to change to make partners aware of possible opportunities for other JV's and we begin the task of recruiting top talent.

We have three barriers:

1. As a business story this acquisition is not a particularly substantial relative to other deal stories. We need to overcome that by upgrading the glamour dimension in the story and making it more of a photo based story than a text base one.
2. The second barrier is that this first acquisition within the talent industry will not set the world on fire since it has become a slightly faded name. I believe that we can deal with this by outlining your intentions for change in the talent industry and this just being the first of many announcements.
3. The third issue and probably the most substantial one is you and your involvement. Naturally, questions particularly from the UK based media will be where did the money come from and the reference to your very famous family. The other issue is your own profile, which has attracted a number of comments over the last couple of years, many of which are untrue and possibly hurtful relative to the model recruitment and the "*clean-up the industry*" message.

It strikes me the key issue is that you cannot escape a profile here. Your presence will result in a certain amount of speculation and dragging up of the past history that will not be entirely kind, but will be inevitable. Since we can not hide and we want maximum coverage of the announcement, we need to be very open but we need a format that allows you maximum control. My suggestion is to turn the main launch announcement into a photo opportunity, which features you and the best talent that "F" offers. This way it is primarily a picture story with a fact based press release that doesn't invite substantial interrogation, (we can deal with the obvious questions over the phone).

With the elements contained in the attached proposal, I think that you will need media training. You will need us to develop a Fact Pack on both "F" and you, which is open on all the past issues, but written in a way that is acceptable to us.

You will need a launch event in New York and you will need us to deal directly with the senior business media around the world. As this event is being primarily based out of New York we will deal with London and other markets at another time. I have also included a temporary media handler.

I hope that this is a useful first outline. I look forward to discussing with you when you are back in New York.