

IEEE SA

FINN PARTNERS

Standards Association RFI

October 15, 2025

Meaningful Transformation

Executive summary

Transformation is an often overused, misapplied concept. That's because surface-level change can be appealing, but limited in impact and duration. The IEEE Standards Association (IEEE SA) seeks transformation that is measurable, strategic, profound and enduring – that strengthens its global influence, relevance, and credibility in shaping the future of technology governance.

To achieve this goal over time, IEEE SA is embarking on a journey of meaningful innovation. Facing a panoply of threats to reputation and revenue generation, from geopolitics, IBR, copyright and fair use issues to litigation and more, IEEE SA seeks to pivot its model, and dramatically change perceptions. IEEE SA stands at a crossroads: ready to evolve from being perceived primarily as a publisher of standards to being recognized as a visible, neutral, global convener of trust and collaboration.

IEEE SA's vision is to be recognized worldwide as the leading force driving responsible innovation across policy, certification, education and sustainable technology – positioning standards not as technical documents, but as frameworks for the betterment of humanity.

Critical to this endeavor is a sustained, highly targeted effort to build credibility and influence among policymakers, C-level industry leaders, influencers, industry analysts and media. Reaching the broader public is also important to further strengthen awareness among the very people whose lives IEEE SA standards already touch daily, from parents safeguarding children's data to coaches using AI-assisted training tools.

Regional Imperatives

Europe represents the most strategic market for IEEE SA's global influence. Europe and the U.K. set the pace for AI and digital regulation, and policymakers naturally look to familiar names such as BSI, ISO and ETSI. Paris is driving the agenda on sovereign technology and cybersecurity, while Athens is vying to be an AI ethics and digital infrastructure hub across the Mediterranean.

Given this, IEEE SA risks being left out of the conversations that matter, so must build stronger local credibility. Influence here isn't just about technical know-how but about proximity to and visibility with decision-makers, and demonstrating societal impact. A consistent presence and clear advocacy in Brussels where world-changing decisions are made is essential to convert technical authority into real influence.

Such relationships are also important in Asia, where IEEE SA's secondary market priority countries include China, Japan, Korea, India, Malaysia, Indonesia and Australia. In India, for example, AI governance is distributed across several key government bodies with different mandates. Understanding and navigating these complex ecosystems of influence will be vital for IEEE SA to become an active participant shaping global standards.

Executive summary

Path to Transformation

To meaningfully penetrate these networks and start to build greater visibility and awareness, a multi-channel, integrated global approach that is regionally adaptable is needed. This approach must combine crisp storytelling and thought leadership infused with compelling, human-centered messaging and real, tangible proof points that demonstrate IEEE SA's contribution to ethical technology and global progress.

IEEE SA must have an ongoing cadence of opportunities to deliver such stories and messages – through media interviews, op-eds, and bylines in major global media outlets such as *The Wall Street Journal, Bloomberg, The Financial Times, Reuters, AP, The New York Times, Fortune, BBC*, as well as regional business press. Speaking opportunities, roundtable discussions, and analyst and influencer briefings and social media are part of the mix.

Impactful global forums where IEEE SA visibility is critical include *Davos, WEF, Aspen Ideas Festival and Security Forum, Boao Forum for Asia, Milken Institute Global Conference, Fortune Global Forum, Concordia Annual Summit, UN General Assembly, COP, VivaTech* and the *Bloomberg New Economy Forum*.

Addressing these opportunities and building out the foundation to further and grow IEEE SA's recognition, participation and leadership will require a dynamic team with specific roles, experience and expertise. Such talent and structure may not be in place at IEEE SA today, but can be a directional framework supplemented by FINN Partners' (FINN) global teams, resources and services as an extension of the IEEE SA team, helping drive and shape the initiative over the next few years.

A Partnership for Meaningful Change

FINN operates with the speed, agility and foresight that keeps pace with change. With real-time visibility into emerging developments, we are on the pulse of media, policy, and technology, continually expanding our relationships and applying insights that drive measurable results.

Our partnership would not only facilitate structural change, but help foster an IEEE SA cultural shift by embedding modernization as a shared habit and mindset.

As an 18-year global partner to IEEE, we have a deep understanding of the organization's complexities, how IEEE SA and corporate marketing align, and the monumental change underway across IEEE overall.

Our approach will set clear milestones to establish a unified narrative and measurable visibility lift in the first year, strengthening IEEE SA's position as a trusted, neutral, consensus-building governance platform. We are poised to be the valued partner that proudly helps meaningfully transform IEEE SA, aligning seamlessly with your mission.

Critical Analysis of the Challenge

A New Era for Standardization

The challenge for the IEEE Standards Association (IEEE SA) is not just about visibility. It is about preserving the organization's position as a trusted global convener in a world where standards have become geopolitical instruments and technology evolves faster than consensus. Modernization is not a brand refresh but a strategic transformation that redefines how IEEE SA operates, communicates, and leads in an environment where neutrality is tested daily.

Historically, IEEE SA has served as the technical backbone of the IEEE ecosystem. Today, it must evolve into a facilitator of trust, a bridge between technology and policy, and a catalyst for adoption across industries and regions. The modernization mandate seeks to move IEEE SA from quiet technical excellence to visible, values-driven leadership that shapes the global technology and governance conversation.

Multiple Facets of the Challenge

GEOPOLITICAL TRANSFORMATION

The world of standards is increasingly divergent. The United States, China and the European Union now use standards to extend influence and shape the rules of technology. China's "Standards 2035" strategy and the EU's "Digital Sovereignty" agenda show how technical frameworks have become tools of policy and power. IEEE SA, long valued for its neutrality, must now lead within this politicized environment while maintaining the integrity and inclusiveness that define its mission.

INSIGHT

Modernization means shifting from passive authority to active architect of global trust. FINN's work with the Internet Society and Merck China shows how to stay neutral while building visibility and credibility in politically complex markets.

THE SPEED OF INNOVATION

Artificial Intelligence, 6G and immersive digital systems are evolving faster than traditional standardization timelines. By the time a standard is published, markets may have already shifted ahead, creating a mismatch between the pace of technology and the process of consensus.

INSIGHT

IEEE SA needs an agile communications rhythm that shares insight as standards evolve. FINN's work with BSI and the Partnership on AI demonstrates how continuous storytelling and insight-led engagement keep organizations ahead of the innovation curve.

Multiple Facets of the Challenge

THE PERCEPTION GAP

IEEE SA is widely recognized within technical circles but remains under recognized as a global voice in ethics, sustainability, and innovation. To many, it appears as a publisher of documents rather than a governance body shaping the digital future.

INSIGHT

Modernization begins by reframing standards from technical compliance to human progress. FINN's work with Honeywell and the United Nations Foundation shows that connecting technical rigor to human outcomes builds trust, advocacy, and enduring relevance.

STRUCTURAL IMBALANCE

While IEEE SA's reach is global, its communications and marketing structures remain largely U.S.-centric. The absence of unified storytelling across key regions limits visibility and influence in markets where standards are increasingly driven by regional policy agendas.

INSIGHT

A hub-and-pod model that centralizes global strategy while empowering regional adaptation creates both message consistency and cultural relevance. FINN has used this approach with IEEE and a fintech company to align local nuance under one unified vision.

CULTURAL EXPANSION

Technology has blurred the boundaries between industry and culture. Sports, gaming, music and entertainment now depend on standards for fairness, accessibility, and data security; yet IEEE SA's presence in these arenas is limited.

INSIGHT

IEEE SA can expand its influence by entering cultural frontiers where technology defines creativity and connection. FINN's work across entertainment, gaming, and global events shows how trusted standards can become cultural catalysts driving inclusion, innovation, and credibility in emerging sectors.

A Deeper Challenge: Modernizing Trust

The core challenge for IEEE SA is not only keeping pace with innovation but modernizing how it builds and sustains trust. The credibility of standards now depends on transparency, speed, and the ability to engage diverse audiences.

This requires reconciling three tensions that define the modern standards ecosystem:

TENSION	CURRENT STATE	MODERNIZATION IMPERATIVE
Consensus vs. Speed	Deliberative processes ensure quality but slow response.	Establish faster communication cycles and interim frameworks to maintain relevance.
Neutrality vs. Visibility	Reluctance to lead public debate limits influence.	Position IEEE SA as a visible, values-driven authority that shapes dialogue.
Authority vs. Accessibility	Technical language limits public understanding.	Translate complexity into clear, human-centered storytelling.

Modernization is not a collection of fixes; it is the alignment of structure, storytelling, and systems into one adaptive framework. Every pressure, geopolitical, technological, perceptual, and cultural, ultimately converges on a single imperative: turning technical trust into societal relevance.

Our Perspective and Expertise

FINN has guided global organizations through comparable transformations, from international alliances and engineering consortia to policy bodies seeking to become faster, more visible, and more connected to the world around them.

Our work has helped institutions:

- Translate complex technical missions into clear, relatable global narratives.
- Build communications systems that balance global consistency with regional autonomy.
- Shift from promoting products to convening communities around purpose.

Modernization succeeds when credibility meets culture and when an organization's internal structure aligns with its external story. Our experience shows that transformation requires the fusion of strategic clarity, creative storytelling, and operational agility—each reinforcing the other.

The Strategic Imperative for IEEE SA

IEEE SA has the opportunity to redefine global leadership in standardization by becoming the trusted bridge between technology, policy and society. Success will depend on:

- Crafting a unified global narrative that positions standards as the foundation of ethical innovation.
- Expanding visibility into cultural and emerging technology spaces.
- Building a dynamic marketing and engagement system supported by real-time analytics, storytelling, and measurable outcomes.
- Embedding change management and capability-building so modernization becomes an enduring practice, not a temporary campaign.

FINN Partners stands ready to help IEEE SA achieve this transformation; building an organization that not only sets standards but defines what trust, transparency, and leadership mean in the digital age.

Components to the Project

Reorganizing the System to Desired Outcomes

Modernization is achieved by designing systems that are organized around outcomes, not activities. With clear priorities and strategic imperatives, IEEE SA can evolve its marketing function into a globally integrated, insight-driven ecosystem.

This system will be built with six foundational ingredients. each one designed to transform strategic intent into measurable, operational success.

DESIRED OUTCOMES			
INGREDIENT	**DESIRED OUTCOME**	**PURPOSE**	**WHERE WE BEGIN**
People	*A unified, globally distributed marketing capability with clear roles, accountability, and shared goals.*	*Create a coordinated team that works seamlessly across regions and disciplines.*	Evaluate existing talent, locations, and capabilities to identify strengths and gaps, then define an optimized structure.
Purpose	*Messaging that reflects IEEE SA's neutrality, inclusivity, and leadership in governance.*	*Ensure every message reinforces IEEE SA's trusted role in the global standards landscape.*	Develop a clear, consistent narrative and empower regional leaders to deliver it across channels.
Process	*Agile, repeatable workflows that accelerate delivery and decision-making.*	*Create operational speed without losing rigor or alignment.*	Identify bottlenecks and inefficiencies, then prioritize process redesign through Stop, Start, Continue analysis.
Platforms	*An integrated technology and analytics infrastructure that supports collaboration and insight.*	*Use data to guide strategy, measure impact, and improve efficiency.*	Map current tools against desired functionality to guide technology alignment and system integration.
Partnerships	*Stronger collaboration between IEEE SA, IEEE Corporate Marketing, and global marketers.*	*Enhance visibility and cohesion through shared campaigns and co-created content.*	Audit existing partnerships to find opportunities for synergy and eliminate duplication.
Proof	*A transparent measurement framework linking marketing outcomes to visibility, adoption, and trust.*	*Translate marketing activity into performance intelligence and accountability.*	Define metrics, dashboards, and key questions that track both influence and impact.

How We Approach Modernization

IEEE SA will modernize not by doing more, but by doing differently: by listening deeply, building strategically, creating meaningfully, amplifying intentionally, adopting widely and measuring continuously.

This transformation happens through deliberate evolution rather than rapid expansion, guided by clear direction, honest assessment, and shared commitment from every stakeholder.

01 **We modernize by RESEARCHING.**

We begin with understanding through a blend of data, dialogue and discovery. Market intelligence, stakeholder mapping, and sentiment analysis form the foundation for strategy. This phase reveals where IEEE SA leads, where it is misunderstood, and where it can strengthen visibility and relevance.

02 **We modernize by STRATEGIZING.**

Strategy transforms insight into clear direction. We define what IEEE SA stands for, how it shows up, and where it competes. This includes building a unifying narrative, audience segmentation, content architecture, and positioning that link back to organizational goals and the broader modernization mandate.

03 **We modernize by CREATING.**

Creativity turns ideas into influence. We translate technical complexity into accessible and emotionally resonant storytelling that connects with people, industries, and policymakers alike across technology, policy, sports, and culture.

04 **We modernize by AMPLIFYING.**

Once the story is clear, it must be heard. We build integrated campaigns and partnerships that extend IEEE SA's voice globally while enabling regional adaptation for local relevance and impact.

05 **We modernize by ADOPTING.**

True modernization takes root only when new systems, processes and mindsets are adopted within the organization and embraced across its broader ecosystem. We enable this through change management, internal capability-building, and cross-functional collaboration. Adoption ensures modernization becomes a shared culture, not a moment.

06 **We modernize by MEASURING.**

We measure continuously. Every action feeds insight back into the system, creating a learning loop. Metrics track awareness, trust, adoption, and efficiency, transforming performance data into foresight for future action.

07 **We modernize by REEVALUATING.**

Brands are living systems. As the world and IEEE SA's markets evolve, modernization requires periodic reflection and recalibration. We use continuous feedback to refine identity, messaging, delivery, and process so that the organization stays relevant, resilient and ahead of change.

Staying Visible and Vocal as we Modernize

While we lead IEEE SA through modernization, we will also strengthen and elevate its existing market presence. During initial discovery sessions, we will quickly assess:

- The state of owned channels (digital, social media, etc.)
- Existing marketing and communications plans
- Current strategic partnerships and relationships
- The perception of IEEE SA's brand and influence across key markets

From this foundation, we can craft practical, synergistic plans that operate in parallel with long-term transformation efforts during Year One. These early actions will sustain visibility, reinforce credibility, and build momentum while deeper systems evolve.

- **Messaging:** Identify where the IEEE SA brand already aligns with the modernization vision, determine which legacy messages should be retired, and pinpoint quick opportunities to reframe narratives that limit growth.
- **Key Initiatives:** Prioritize programs that deliver near-term value and lay the groundwork for sustained transformation.
- **Operations:** Evaluate what to start, stop, and continue to improve efficiency and coordination in the short term.
- **Research:** Expand and synthesize existing insights to inform immediate and future decision-making.
- **Metrics:** Audit current data to identify meaningful benchmarks that will guide future performance tracking and accountability.

Recommended Project Team Structure

An Integrated Center of Excellence

GUIDING PRINCIPLES

The goal is to create a structure that allows IEEE SA to operate as a single global marketing ecosystem with the agility to execute regionally and the discipline to measure centrally. The structure should encourage collaboration across in-house teams, regional pods and external partners while ensuring accountability, speed, and consistency.

The recommended model is a Hub and Pod system: a central strategy and operations hub supported by regional pods and specialized partners. This design balances central governance with local relevance, ensuring unified direction and regional adaptability.

Global Core Team (In-House)

The global core functions as the strategic and operational center for modernization. It owns the brand narrative, governance, metrics and integration with IEEE's broader ecosystem.

ROLE	PRIMARY RESPONSIBILITIES	OUTCOME
Chief Marketing and Engagement Officer (CMEO) The Visionary	Serves as the executive sponsor of the modernization initiative. Oversees strategic direction, organizational alignment, and accountability.	A unified vision and decision framework across all modernization efforts.
Director, Global Brand and Narrative The Champion	Leads global messaging, positioning and content strategy. Ensures the IEEE SA voice is consistent and purpose-driven across all platforms.	Cohesive storytelling and brand governance across all platforms.
Director, Research and Insights The Seeker	Leads audience research, market intelligence and data analysis. Establishes metrics and continuous learning loops for decision-making.	Evidence-based decisions and adaptive learning culture.
Director, Campaigns and Programs The Conductor	Oversees annual campaign calendar, issue-based storytelling and thematic initiatives (AI governance, sustainability, digital ethics, etc.).	Strategic integration of thought leadership themes into market-facing content.
Director, Digital Experience and Martech The Connector	Manages digital platforms, CRM, marketing automation, analytics and dashboard integration for real-time performance tracking.	Data-driven engagement and measurable visibility across channels.
Shared Services Team The Activators	Provides creative production, design, copy and analytics support across functions. Ensures operational efficiency and consistency.	Scalable, high-quality content and campaign delivery.

Regional Pods (In-House + Partner Hybrid)

Regional pods extend the global strategy into priority markets. They focus on localized execution, partnerships and media engagement that reflect regional dynamics.

REGION	FOCUS	EXAMPLE ACTIVITIES
Europe (Brussels or Geneva-based)	Policy engagement and media relations.	Coordinate campaigns aligned with EU Digital Sovereignty, AI Act, and sustainability standards.
Asia-Pacific (Tokyo and Bengaluru hybrid)	Industry engagement and localization.	Collaborate with regional standards bodies, universities and tech alliances.
North America (Existing IEEE network)	Strategic integration and outreach.	Strengthen cross-collaboration with IEEE Corporate Marketing and innovation hubs.

Regional pods operate semi-autonomously but remain connected through centralized governance. Each pod includes a small team of regional strategists, content leads, and digital coordinators supported by external specialists for PR, translation and cultural adaptation

External Partners

How FINN Extends Your Team

As IEEE SA's global strategic partner, FINN will lead integrated campaign planning, creative development, digital execution and performance reporting to ensure all efforts align with IEEE SA's vision and values.

To scale specialized needs and regional execution, we will assemble and manage a trusted network of:

- Specialized Vendors for areas such as data visualization, advanced analytics, UX testing and content production.
- Regional Partners with deep local expertise in media, influencer engagement and policy communications.
- Academic and Industry Collaborators to amplify credibility, support thought leadership and co-create high-value content.

We embed these collaborators into unified workflows through shared dashboards, standardized toolkits and structured quarterly reviews. This ensures a single source of truth, transparency and speed.

As your lead strategic partner, FINN will mobilize an integrated team across strategy, creative, digital, analytics and regional communications to deliver modernization across all priority markets. Each engagement stream will be supported by global subject-matter experts and local practitioners, ensuring that IEEE SA benefits from both scale and precision.

FUNCTION	PRIMARY RESPONSIBILITIES	JURISDICTION
Strategic Counsel	Provide executive-level counsel on business strategy and key modernization imperatives	Global
Account Leadership	Direct and integrate all account activities and interdisciplinary workstreams	Global
Practice Area SMEs	Offer deep industry expertise where IEEE SA seeks to strengthen and build relationships, including tech, healthcare, sports, and more	Global
Public Affairs	Expanding proximity to and visibility among policymakers, decision-makers and ecosystems of influence.	Regional
Strategy	Define audience-level challenges and develop actionable brand and communication strategies	Global
Research & Measurement	Lead all research, insight generation and performance tracking to guide data-driven decisions	Global
Account Management	Maintain alignment between day-to-day efforts and evolving priorities	Regional
Project Management	Maintain a strong pulse on moving parts across all workstreams	Regional
Creative (Ideation, Art/Design/Copywriting, Video Production)	Ideate and execute inspiring creative concepts, compelling messages and modern design	Global, Regional Support
Earned Media	Generate meaningful connections with media outlets in core markets	Regional
Digital Marketing (Social, Paid)	Identify the most valuable touchpoints to reach IEEE SA's audiences by aligning messaging, place and time	Global, Regional Support
Martech	Ensure digital systems enable fluid data sharing and workflow efficiencies	Global

Governance and Communication Flow

To maintain transparency and accountability, the following governance framework is recommended:

Global Marketing Council (Monthly): Chaired by the CMEO, includes directors from the global core, regional pod leads and agency partners. Reviews progress, metrics, and priorities.

- Quarterly Business Reviews: Evaluate progress toward modernization milestones. Track visibility, engagement, and adoption metrics.
- Shared Digital Workspace: A unified workspace serves as the single source of truth for campaign calendars, KPI dashboards, and creative assets, ensuring access and transparency across teams.
- Cross-Functional Integration: Maintain ongoing coordination with IEEE Corporate Marketing, Standards Development and Membership Services to align modernization with the broader IEEE ecosystem.

This governance system ensures information flows across all levels, decisions are informed by data and accountability is both distributed and coordinated.

Resource Philosophy

The structure balances centralized strategy with localized execution.

- The in-house core safeguards brand integrity, strategic alignment, and institutional continuity.
- The regional pods provide localization, agility, and proximity to stakeholders, ensuring that the global vision translates into local relevance.
- The external partners contribute creativity, speed, and technical capability that scale with evolving needs.

Together, this blended model forms a modern, adaptive marketing function capable of guiding IEEE SA's transformation into a globally recognized and trusted governance brand—one that unites consistency, innovation and measurable impact.

Allocation of Resources

The modernization of IEEE SA's global marketing function is a multi-year investment in organizational capability, brand equity, and long-term influence. It is not a campaign or communications refresh. It is a structured transformation that builds a system of visibility, credibility and measurable impact across every region.

Resources are distributed across three horizons:

1. **Foundation Year (Year 1) –** Strategy, infrastructure, training and quick-win campaigns.
2. **Expansion Period (Years 2–3) –** Integrated campaign activation, regional pod buildout and technology adoption.
3. **Leadership Phase (Years 4–5) –** Institutionalized processes, advanced analytics and sustained thought leadership programs.

The first year establishes the foundation for global consistency, data integration and team enablement while producing visible early outcomes that demonstrate momentum and return on investment.

WORKSTREAM	DESCRIPTION	KEY RESOURCES	ESTD. COST (USD)
Strategic Foundation	Develop the brand narrative, messaging framework and governance model. Conduct baseline audience and perception research.	Strategy Director, Research Lead, Analyst, Project Manager	$450K–$600K
Digital and Analytics Infrastructure	Audit and integrate martech platforms, dashboards and analytics systems to enable real-time performance tracking.	Martech Specialist, CRM Analyst, Data Engineer	$300K–$400K
Campaign Development and Launch	Produce and launch one to two high-visibility global campaigns aligned with IEEE SA's modernization narrative and thought leadership goals.	Creative Director, Designers, Content Strategists, Paid Media Partner	$500K–$700K
Training and Enablement	Conduct workshops, change management sessions, and capability training for internal teams and regional pods.	Training Facilitator, Internal Communications Manager	$150K–$200K
Governance and Operations	Establish the Global Marketing Council, reporting cadence, and shared digital workflow systems for coordination and transparency.	CMEO Office, Operations Coordinator	$100K–$150K

Resource Mix (Year 1)

- In-House Leadership: 40% of total cost
- Agency and External Partners: 35% (strategy, creative, media, analytics)
- Technology and Platforms: 15% (CRM, dashboards, subscriptions)
- Training and Change Management: 10%

This balanced mix ensures that IEEE SA retains ownership of core strategy and governance while leveraging external partners for speed, creative execution and technical depth.

Training and Capability Building

Training and adoption are critical to long-term success. The modernization plan includes:

- **Brand Narrative Workshops:** Build shared understanding of messaging and tone across all IEEE SA functions.
- **Agile Marketing Training:** Introduce sprint-based planning and agile measurement techniques.
- **Analytics and Dashboard Training:** Ensure staff can interpret and act on campaign data.
- **Change Management and Culture Building:** Support leaders and teams in adopting new systems and processes.

Each training initiative is designed to transfer skills to internal teams, reducing long-term dependence on external vendors.

PHASE	TIMELINE	PRIMARY FOCUS	ESTD. ANNUAL INVESTMENT	CUMULATIVE ESTIMATE
Phase 1: Foundation (Illuminate)	Year 1	Strategy, research, governance, initial campaigns.	$1.5–2.0M	$1.5–2.0M
Phase 2: Integration (Integrate)	Years 2–3	Campaign expansion, regional pod setup, technology integration.	$2.0–2.5M per year	$4.0–5.0M cumulative
Phase 3: Leadership (Influence)	Years 4–5	Sustained campaigns, advanced analytics, thought leadership.	$1.8–2.2M per year	$3.6–4.4M cumulative

Five-Year Total Estimated Investment: $9–11 million USD

This projection reflects a full modernization cycle rather than a single communications effort. It includes strategic build-out, technology integration and ongoing operations that sustain impact. Comparable global standards and governance organizations such as ISO, ITU, and WIPO have invested between $7–10 million over five years to achieve similar modernization goals, placing this estimate firmly within industry benchmarks.

Approximately 40 percent of this total will be absorbed by internal resources through existing staff, infrastructure and shared systems, reducing external spend and ensuring long-term sustainability. The investment is also designed to scale up or down by roughly 15 percent depending on the pace of technology adoption and regional activation.

In sum, this investment represents a disciplined and evidence-based modernization plan that strengthens IEEE SA's capability, visibility and leadership for the next decade.

Assumed Expenses and Variables

The projected investment reflects benchmark ratios from comparable global standards organizations, where roughly 35–45 percent of total modernization spend is allocated to staffing, 25–30 percent to technology and media, research and the remainder to training and partnerships. These assumptions ensure that IEEE SA's modernization plan balances internal capacity with scalable external expertise.

- A core team of 10–12 full-time equivalents (FTEs) within IEEE SA Marketing and Engagement.
- Two active regional pods (EU and APAC) combining in-house leadership and partner resources.
- A lead strategic agency partner responsible for creative, digital, and performance integration.
- Annual paid media allocation of $250K–400K to support high-impact visibility campaigns.
- Annual training and internal communications investment of $150K–200K to embed modernization practices.

Expenses are expected to flex moderately based on campaign cadence, regional expansion, and technology adoption speed.

Return on Investment

The investment is designed to produce measurable results across three modernization dimensions that align directly with IEEE SA's strategic goals:

Visibility – Strengthening Global Awareness and Trust

Growth in brand awareness, share of voice and sentiment through consistent visibility and message alignment.

- Brand recall (aided and unaided)
- Website traffic to standards-related content
- Share of voice across digital and earned media
- Positive media sentiment ratio

Adoption – Driving Participation and Engagement

Increase in standards engagement, certification participation and platform activity across audiences.

- Standards downloads and views
- Engagement rate with standards content
- Certifications issued
- Institutional and partner adoption metrics
- Participation in standards development and events

Efficiency – Improving Speed, Coordination and Accountability

Reduction in campaign cycle time and improved cross-functional collaboration.

- Campaign time-to-launch
- Content production cycle duration
  Internal satisfaction and coordination scores
  Cost per campaign
- Tool adoption and utilization rates

By the end of Year One, IEEE SA will have a unified measurement baseline and at least one high-impact global campaign demonstrating clear visibility and engagement lift.

By Year Five, IEEE SA will operate a fully modernized, data-informed marketing and engagement ecosystem recognized for its global trust, transparency and participation impact.

Service Level Agreements (SLAs)

FINN is committed to a transparent and high-performing partnership with the IEEE Standards Association (IEEE SA). Our Service Level Agreement ensures clarity, accountability, and mutual success through defined performance standards and collaboration practices.

FINN Partners Commitments

Strategic Planning: Deliver a detailed annual plan within 30 days of kickoff and quarterly updates that reflect emerging needs.

- Creative and Campaign Delivery: Provide high-quality, on-brand campaigns that meet agreed objectives. Each deliverable will have a schedule that works toward a mutually agreed upon deadline.
- Project Management: Maintain weekly status reports, monthly budget check ins and a single shared workspace for tracking progress and risks.
- Analytics and Reporting: Produce monthly performance dashboards and quarterly reviews within 10 business days of quarter-end.
- Training and Enablement: Conduct at least two structured sessions per year to support change management and skills transfer.
- Responsiveness: Acknowledge client requests within one business day and provide a plan of action within three.
- Compliance: Adhere fully to IEEE SA brand, data, and governance standards with zero tolerance for breaches.

Expectations from IEEE SA

- Provide consolidated feedback within the agreed upon project schedule.
- Offer timely access to relevant research, analytics and approval channels.
- Assign a primary point of contact for coordination and workflow efficiency.
- Participate in weekly check-ins and quarterly business reviews.
- Communicate budget ceilings and procurement timelines at project start.

Performance Management

- Weekly: Progress check-ins focused on deliverables and priorities.
- Monthly: Shared dashboards tracking metrics and campaign results.
- Quarterly: Business reviews assessing performance, insights and optimization opportunities.
- Annual: Joint review summarizing outcomes and planning next-year objectives.

Continuous Improvement

FINN Partners and IEEE SA will collaborate on post-project reviews, training refreshes and innovation sessions each year to strengthen agility, learning, and long-term impact.

Experience & Credentials

Medtronic: Digital Modernization at Scale

Medtronic

The following case illustrates FINN Partners' experience leading large-scale modernization and governance transformation for a complex, global organization—closely aligned with IEEE SA's goals of unifying structure, strengthening brand, and building sustainable internal capability.

THE CHALLENGE

Medtronic, a global healthcare leader, sought to modernize its digital infrastructure and unify its brand across diverse business units. The project aimed to improve content governance, modernize UX, streamline backend systems, and ensure teams could scale and maintain digital performance long-term.

OUR APPROACH

FINN served as a strategic partner, co-leading a digital transformation initiative that encompassed brand alignment, UX strategy, content modeling, and performance measurement. A key component of our approach was building operational readiness within Medtronic's internal teams.

We delivered modular design systems and scalable content frameworks while helping define new digital roles, team structures, and training programs for content owners, marketers and IT staff. FINN also supported vendor selection and onboarding in coordination with Medtronic's IT group, ensuring seamless system integration and sustainable performance.

RESULTS and RELEVANCE

- Delivered an enterprise-ready content and design system scalable across global units
- Strengthened backend infrastructure with cross-team collaboration on CMS and CRM tools
- Created operational documentation and training to enable internal adoption
- Defined new roles and job descriptions to support future-state digital operations
- Established ongoing enablement tools, reporting dashboards, and QA processes

KEY METRICS

- **Successful rollout of new digital governance model across 10+ business units**
- **Increased time-on-site and engagement for HCP-facing content**
- **Faster launch cycles via modular tools and trained internal teams**
- **Reduced reliance on external vendors for routine updates**

References and information

Client References

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Current clients in fields of interest to IEEE

1-Boston Dynamics
2-Marriott
3-2k Sports
4-Roborock
5-Waygate Technologies

Company Information

Founded in 2011 on the core principles of innovation and collaborative partnership, FINN Partners has grown from about $24 million in fees to almost $200 million in fees over the past decade, becoming one of the fastest-growing independent public relations agencies in the world.

We provide our multifold services across diverse industries. Those services include:
Advertising | Brand Strategy and Development | Content Marketing | Corporate Communications | AI integration
Crisis Communications | Digital Marketing | Employee Engagement Influencer Marketing | Investor Relations
Paid Media | Public Affairs | Public Relations Publishing and Authors | Research and Insights | SEO | GEO

Incorporation | Location

FiNN Partners is incorporated in New York. Our corporate headquarters are located at 1675 Broadway, New York, NY 10019

Principal RFP contact

Adrienne McGarr, Managing Partner
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Number of employees

1,300 globally

Number of current clients

1,210

Evidence of Insurance

Certificate of Insurance on file with IEEE through current contract

Recent or Anticipated | Corporate Strategy

In the past two years FINN has not participated in any acquisitions nor does it have any planned change in business direction, mergers or acquisitions.

Business Continuity

FINN Partners uses enterprise-level public cloud services such as Box Enterprise Plus, Microsoft 365 E3, Slack Enterprise Grid, Proofpoint Enterprise, and Google Workspace Enterprise Standard offering numerous disaster recovery and business continuity benefits. These services provide data redundancy, continuous replication, and high availability, ensuring minimal data loss and downtime. They also offer scalable resources, facilitating rapid adjustments during disruptions, while built-in disaster recovery features enable quick data restoration.

APPENDICES

Client Snapshot

FINN Partners' extensive experience and expertise spans the global sectors, brands and audiences important to IEEE SA.

Technology (B2B, B2C)

SIEMENS
yahoo!
Google
AIRBUS
DHL
aws
bmc
fiserv.
Boston Dynamics
brother
vmware
stratasys
NETSCOUT
BRIDGESTONE
MARVELL
COMCAST NBCUNIVERSAL
IEEE
neustar
LOCUS ROBOTICS
convergint
Logitech
CYBERARK
Google Fiber
BOSCH
GP Georgia-Pacific
Omnitracs
celonis
THALES
suzano
SK
verizon
twilio
(ISC)²
UiPath

NGOs, Standards Organizations, Associations

bsi.
UNITED NATIONS FOUNDATION
PARTNERSHIP ON AI
yalta european strategy
dcsa
GSCC Global Steel Climate Council
Internet Society
IAAPA EXPO ASIA
AHRI we make life better®
PARTNERSHIP FUND FOR A RESILIENT UKRAINE
IEEE
CONSUMER PRODUCT SAFETY COMMISSION UNITED STATES
U.S. Chamber of Commerce Global Innovation Policy Center
NRDC NATURAL RESOURCES DEFENSE COUNCIL
PRB
Operation Smile
American Kidney Fund

Consumer, Sports, Lifestyle

2K
EPIC GAMES
US SKI & SNOWBOARD
avp
lululemon athletica
Rakuten
THE NORTH FACE
NWSL
POLARIS
QUIKSILVER
BURTON SNOWBOARDS
NFL
International Champions Cup
ACTIVE network
cannondale
MERCK
Virgin active
ECHO
phade

We know how to shape narratives and engagement for issues impacted by standards.

This is the team that...



Developed and executed a campaign and virtual reality experience to celebrate the 40th anniversary of the 802 standards, Our global efforts effectively drove significant and widespread media coverage in 14 countries

Developed and launched an award-winning campaign that established Honeywell as a reputable and credible source on healthy building technologies and drove demand for their healthy building solutions.

Supported the launch and execution of the ONE BSI campaign, highlighting the more than 60,000 standards the organization has published.

For the past 13 years, CPSC has chosen FINN Partners to be its agency-of-record partner, helping to raise awareness of numerous vital consumer safety issues.

Led media engagement on a range of issues supporting the United Nations' Sustainable Development Goals, earning placement in top-tier media for more than a dozen opinion pieces in the past year.

Developed and led a branding, advertising and thought leadership effort targeted at Members of Congress and Inside the Beltway stakeholders.

Awards and industry recognition

Fast Company	
Most Innovative Company	2024

Edison Awards	
Agency of the Year	2024

PR Week	
Best in Technology (Honeywell)	2022-2023
Best in Data Insight (phade)	2022-2023
Best in Nonprofit (St. Jude)	2022-2023
Honorable Mention: Best Global Effort (St. Jude Children's Hospital)	2022-2023
Honorable Mention: Best in a Crisis (St. Jude Children's Hospital)	2022-2023
Best in Nonprofit (Meharry Medical College, ODAG and DCI Donor Services)	2023-2024
CEO Peter FINN Power List (#32)	2023

PRovoke	
Best Large Agency to Work For	2023
Best Agency to Work For (Overall)	2023
Best Midsize Agency to Work For in Asia Pacific Region	2023

Praxis (Asia)	
Large Consultancy of the Year (SPAG)	2023

SABRE	
Industry Sector - Non Corporate: Educational & Cultural Institutions (Meharry)	2022-2023
Practice Area- Marketing Communications: B2B (Honeywell)	2022-2023
Practice Area- Marketing Communications: Inclusive Marketing (Title Nine)	2022-2023
Honeywell: Global SABRE Top 40 (#23)	2022-2023
Best in Digital/Print Media – Business/Trade Media (Earned) (Netscout)	2021-2022
Best SEO/Content Distribution Program (Paid + Organic) (Nextbase UK)	2021-2022

NEW YORK OBSERVER	
America's Best PR Firms #11 out of 25	2024
America's Best PR Firms #6 out of 25	2023

CIPRA (Asia)	
GOLDEN AWARD: Environment and Green Communication	2023



OUR GLOBAL **WORK**

MODERNIZATION IN ACTION

Transformations That Mirror IEEE SA's Vision

To demonstrate our readiness to guide IEEE SA through this modernization journey, we have selected case studies that showcase FINN Partners' breadth of experience transforming complex, mission-driven organizations. Each example reflects a key facet of modernization—repositioning legacy institutions, strengthening policy influence, and engaging audiences from policymakers to the public. Together, they illustrate our ability to align structure, purpose, and communication to deliver measurable global impact.

CASE STUDY	WHY IT'S RELEVANT TO IEEE SA
British Standards Institute (BSI)	Demonstrates FINN's expertise repositioning a legacy standards organization as a modern, human-centered brand that connects technical excellence with business and societal value.
Global Innovation Policy Center (India)	Highlights FINN's strength in shaping influence among government and regulatory leaders in emerging markets.
Merck (China)	Relevant to IEEE SA's need to strengthen relationships with government and institutional partners in Asia.
PRB (Population Reference Bureau)	Relevant to IEEE SA's need to modernize internal structure, unify global teams, and align brand and organizational strategy.
IEEE Public Visibility Campaign	Directly parallels IEEE SA's mission—demonstrates success elevating IEEE from technical society to global authority in innovation and engineering.
Honeywell	Aligns with IEEE SA's challenge of reframing from global technical institution to tech-forward, sustainable leader.
Consumer Product Safety Commission (CPSC)	Mirrors IEEE SA's need to communicate technical safety and trust to general audiences.
United Nations Foundation	Aligns with IEEE SA's aspiration to lead on ethical, sustainable technology and social progress narratives.
Air-Conditioning, Heating, and Refrigeration Institute (AHRI)	Relevant to IEEE SA's challenge of raising visibility of standards' real-world impact with policymakers and industry.
Google (Data Centers)	Supports IEEE SA's internal modernization and culture alignment goals.
Partnership on AI (PAI)	Mirrors IEEE SA's leadership in ethical AI and responsible innovation.
Yalta European Strategy (YES) Conference	Supports IEEE SA's ambition to convene global dialogue across policy and innovation communities.
China Multi-Client Think Tank	Relevant to IEEE SA's need to strengthen global cohesion and understanding in Asia.

British Standards Institute (BSI)

HUMANIZING STANDARDS

Reimagining a Legacy Standards Body for the Modern Era

CHALLENGE

With industry partners, BSI has published more than 60,000 standards for almost every conceivable business practice. But, BSI is so much more than just a standards body. FINN Partners has been tasked with promoting the depth of the organization in the US, and establishing the importance of standards to operational resilience.

SOLUTION

ONE BSI includes everything from consulting, to training, to standards certification, product certification, and much more. FINN Partners introduced a human face to all the communications, particularly online advertising, landing pages, brochures and events. In addition, we developed a marketing strategy designed to begin a conversation with new audiences about how a portfolio of solutions could help companies perform better today and continue well into the future.







U.S. Chamber of Commerce
Global Innovation
Policy Center

U.S. Chamber of Commerce Global Innovation Policy Center (GIPC)

FOSTERING PARTNERSHIP ACROSS GEOGRAPHIES

Utilizing IP as a Facilitator for Global Innovation



CHALLENGE

The GIPC approached FINN Partners to help create awareness around the key role of Intellectual Property as a facilitator and not a barrier to access breakthrough innovations while highlighting its efforts to study and combat COVID-19. Establish GIPC as a custodian of IP-led innovation. Create a better trade environment that benefits both the sides - investing companies & the receiving economies.

SOLUTION

Created a GIPC IP Index to share an in-depth understanding of the IP landscape in India. A comprehensive press release was shared with the pharmaceutical, health, trade and business media announcing the launch of the index. Interviews of internal leadership with select media were facilitated to ensure amplification of the messages steered on the importance of IP rights and the index launched


NEWS • LIVE TV INDIA TODAY APP

HOME PERSONALISE CORONA VIDEOS BEST COLLEGES GAMING INDIA MOVIES SPORTS DU

Exclusive | "Idea that tariff barriers can protect industry is nuts", says US Chambers of Commerce official

In the larger context of trade between India and the US and the trade deal that still has not been finalised, the officer was critical of the "protectionist" and inward-looking policies of the government. One of the mini-wars that India and US are fighting after the big trade war between US and China is on the issue of tariffs.

ADVERTISEMENT

AMITY UNIVERSITY | STUDENTS SELECTED FOR HIGHER STUDIES IN HARVARD, STANFORD, MIT, OXFORD, CAMBRIDGE...

The US Chambers of Commerce is quite hopeful that India and US will chart new territory in the Intellectual Property Rights (IPR) sphere with an agreement being signed between both nations after prolonged negotiations.

Coming after India slipped to the 40th position on the US Chamber's International IP Index, officials explained that the drop had more to do with the inclusion of other countries in the index than India's performance per se.

SUCCESS

Generated 100+ media placements across India's leading outlets including The Times of India, Business Standard, New Indian Express, and ET Brand Equity. Positioned intellectual property (IP) as a strategic driver behind flagship national initiatives such as Make in India, Digital India, Start Up India, and Skill India. Supported the creation of the IP Dialogue: Opportunities for U.S.-India Collaboration, convening top policymakers and patent authorities from India and the U.S. The GIPC IP Index emerged as a trusted benchmark for assessing national IP environments and identifying improvement opportunities for India.

MERCK

INSTITUTIONAL TRUST

Navigating Policy and Partnership in Asia

CHALLENGE:

With Marc Horn appointed as Merck's new China President, strengthening communication between Merck's China executives and government stakeholders has became an immediate priority. Horn's participation in the China Development Forum and Boao Forum for Asia—national-level forums – were the opportunity to make this happen.

SOLUTION

FINN developed an integrated communications strategy to elevate Merck's presence at major government forums and strengthen relationships with state and policy media. We aligned executive messaging with national priorities through tailored policy analysis, CEO briefings, and media engagement. Our team also provided on-site support to ensure flawless delivery and maximize visibility at high-level events

SUCCESS

FINN secured 478 media reports, which cover state-owned TV media such as CGTN and CCTV-2, as well as top-tier media outlets like China Daily, Huanqiu.com, TMT Post, and online portals such as Sina, Sohu, and Tencent with a reach of 9,684,976,397.











PRB

FROM EVIDENCE TO IMPACT

Restructuring People, Teams, And Purpose

CHALLENGE

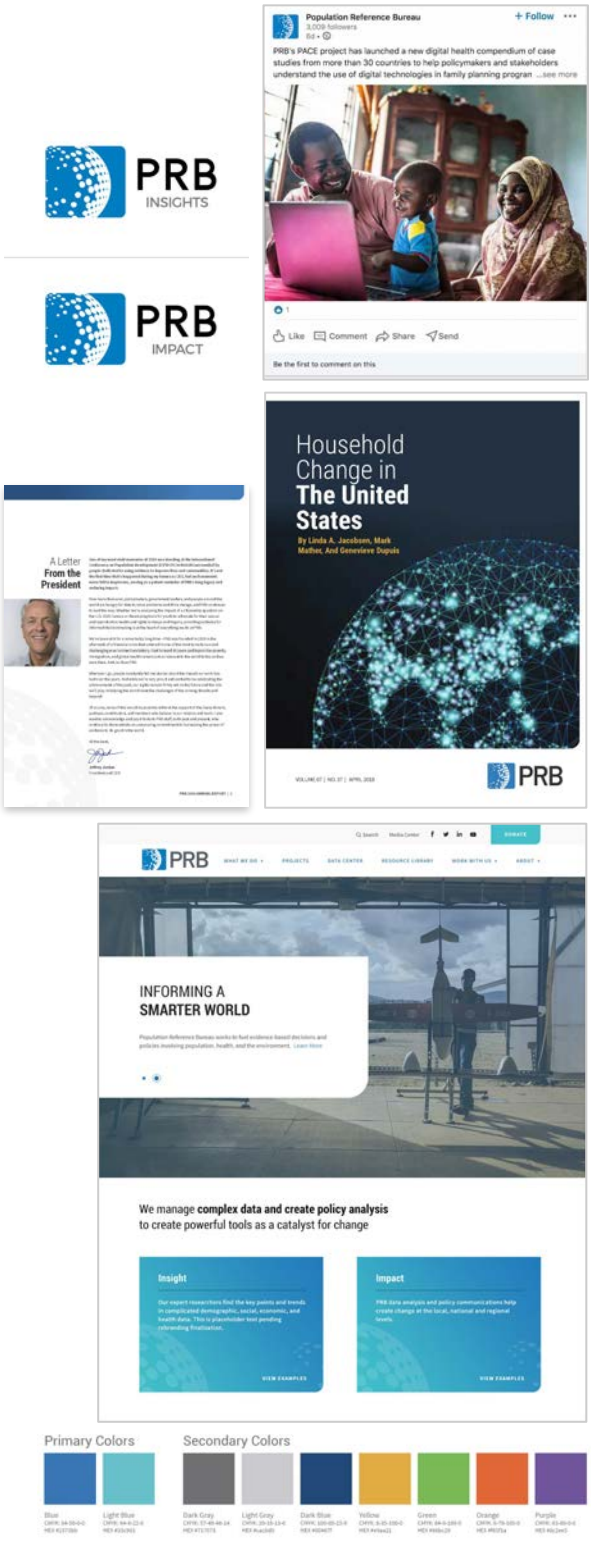
PRB, a global research organization focused on population, health, and the environment, had a fragmented identity across U.S. and international programs. Donors and policymakers struggled to understand its full impact. PRB needed a unified brand and structure that aligned teams, clarified its mission, and strengthened visibility while preserving its credibility as a trusted source of data and insight.

APPROACH

FINN Partners led a comprehensive transformation initiative built on research, stakeholder interviews, and organizational mapping. We restructured PRB's brand around two clear pillars—INSIGHTS (U.S. research and data) and IMPACT (global capacity-building)—to communicate its dual purpose with clarity. In tandem, we advised leadership on team roles, hiring needs, and capability-building to modernize communications and strengthen cross-program collaboration.

SUCCESS

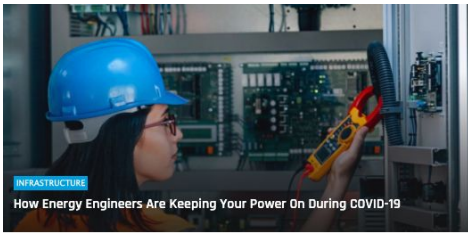
FINN launched the unified brand and tagline "Informing a Smarter World," aligning identity, structure, and strategy. The new framework increased clarity, strengthened global visibility, and enabled smoother coordination between regional teams. PRB now operates as one cohesive, data-driven organization with defined roles, modernized workflows, and a brand architecture built for sustained influence and growth.

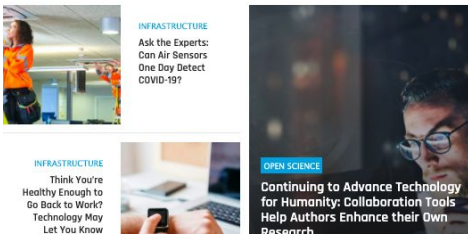


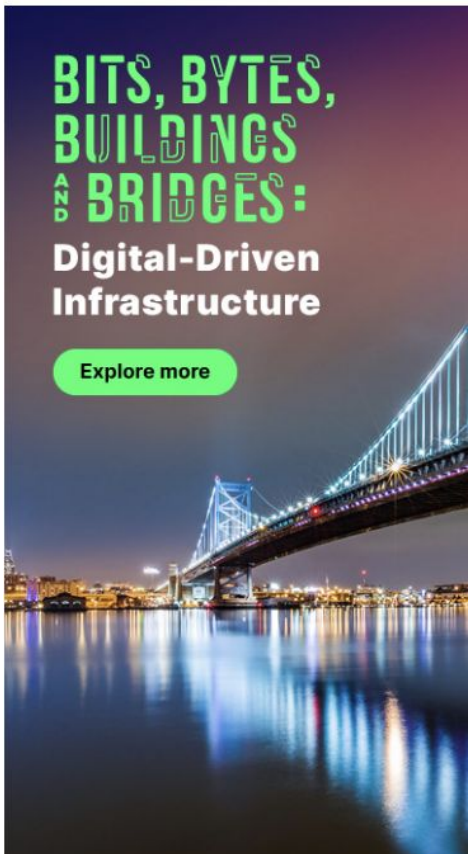
IEEE

GLOBAL VISIBILITY

Elevating a Technical Giant to Global Voice







CHALLENGE

The Institute of Electrical and Electronics Engineers (IEEE) sought to change the perception of engineering and engineers around the world. FINN's program shares the story that everything taking place in the world today is influenced by technology and engineering. IEEE was challenged with breaking through a highly competitive global tech and news landscape to set itself apart as a leading authority on technology and world events. IEEE needed to reach the world's global technology thought leaders and early adopters, as well as the general public – on their own terms.

SOLUTION

FINN Partners launched a flexible, multinational program in multiple markets that frequently shifts and evolves to meet IEEE global priorities. Markets include the U.S., U.K., Brazil, India, China and Japan. The program operates with a tightly integrated strategy of traditional PR efforts and digital channels. The team uses IEEE subject matter experts to insert the organization's voice into relevant conversations happening in the media, at key events and on social channels. Story mining and content creation align with IEEE content marketing initiatives to produce assets such as videos, infographics, research, microsites, apps, contests and more. FINN has helped IEEE evolve its brand into a globally recognized thought leader and a go-to resource for top-tier media.



SUCCESS

FINN's' ongoing program for IEEE spans several different global markets; in one year 1,300+ pieces of media coverage, 5+ billion media impressions, 1.6+ million social engagements, 400,000+ new social followers and 440,000+ page views of the microsite were created. Our focus on industry events has resulted in IEEE being regularly featured at conferences such as CES, Mobile World Congress, Futurecom and the Web Summit.

Honeywell

SUSTAINABLE INNOVATION

From Industrial Tech to Sustainable Innovation Leader



CHALLENGE

Transform perception of this multinational industrial conglomerate into technology backbone for a more digitized, sustainable future.

SOLUTION

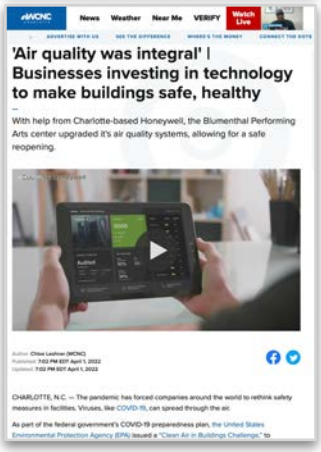
As AOR in the US and Europe (with projects in other regions) FINN Partners worked with Honeywell across corporate and its various business units: Building Technologies, Performance Materials and Technologies, Safety and Productivity Solutions and Honeywell Forge. Our remit also included an executive visibility program to increase the profile of the global CEO and senior leaders.

The team's work ran the gamut of topics - tackling critical issues such as emissions reduction and cybersecurity, while also diving into the niche technologies that are changing specific industries. The team employed news and content, executive thought leaders, high-profile speaking engagements, top tier and trade-focused media program, and more.

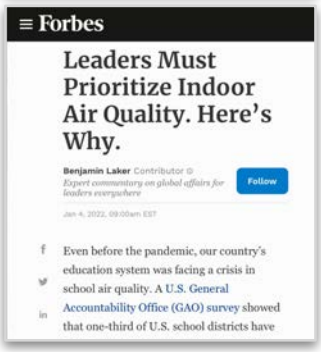












SUCCESS

- **#2 global share of voice** in 2021 driven by 44K+ stories (12K+ top tier)
- **16+ top tier speaking opportunities** secured in H1 2022
- Sustainability-focused message **increased 37 percent** in Q2 2022

PUBLIC TRUST

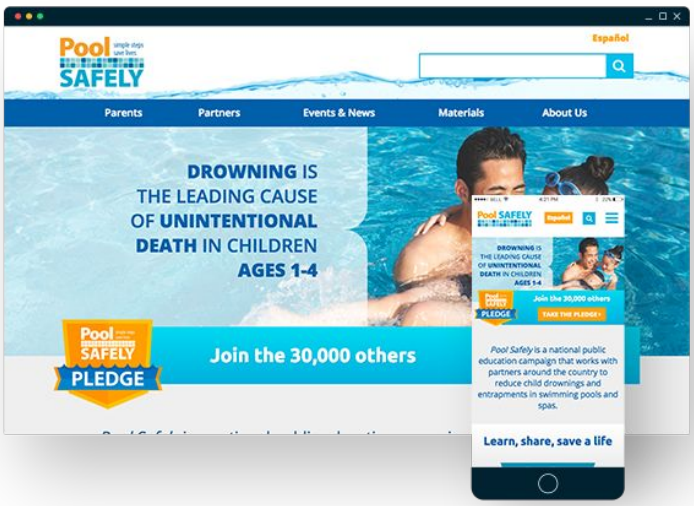
Making Safety Standards Understandable and Human











CHALLENGE

For the past 13 years CPSC has chosen FINN Partners to be its agency-of-record partner, poised to consistently raise Americans' awareness of numerous vital consumer safety issues. FINN Partners helped CPSC create and implement several DEI best practices across key agency areas.

SOLUTION

For each safety program, FINN uses strategic insights from its own research efforts coupled with CPSC data to create and launch comprehensive multimedia efforts – in English and Spanish – to educate consumer audiences about threats these safety issues pose.

SUCCESS

Results include more than 5 billion media impressions in top tier and local outlets, placements of campaign PSAs in all 50 states, partnerships with 1,200+ organizations including Walmart, YMCA of the USA, American Red Cross and Boys and Girls Clubs of America, and thousands of engagements via robust paid social media advertising efforts.

UNITED NATIONS FOUNDATION

ETHICAL LEADERSHIP

Advancing Ethical Innovation and Global Progress

CHALLENGE

As the leading philanthropy responsible for championing the work of the United Nations, the United Nations Foundation turned to FINN Partners for an important assignment: develop and place a steady cadence of opinion pieces in global top-tier media.

SOLUTION

FINN Partners created a media bureau focused on writing pieces that promoted the UN Sustainable Development Goals during key milestones and among media outlets that were best positioned to deliver content to the audiences that mattered most

SUCCESS

In an ongoing engagement, FINN Partners has written and placed nearly a dozen pieces during an eight-month period, helping to bring important recognition to the UN Foundation's leaders and mission.


THE HILL

To strengthen health security, finish the job on polio eradication

BY JENNIFER JONES AND ELIZABETH M. COUSENS, OPINION CONTRIBUTORS - 12/16/22 7:00 PM ET

Most Popular

1 Supreme Court grants temporary pause on abortion pill ruling

Ethics watchdog files ... st Thomas ... ving reports on...

We face a defining moment in global health. In the face of COVID-19 fatigue


Hindustan Times

Eliminating gender-based violence helps build economies

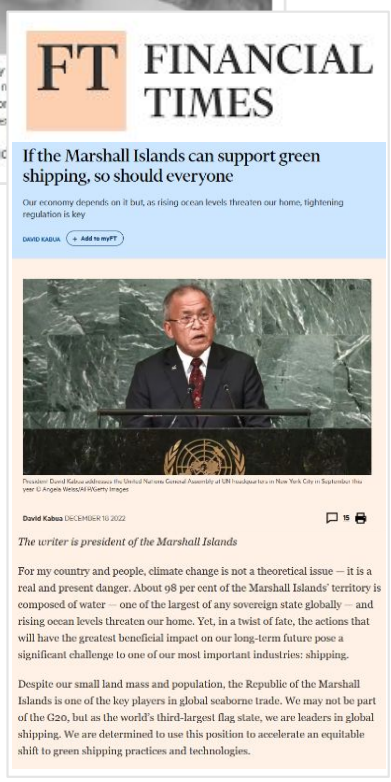
By Hindustan Times

Mar 23, 2023 04:49 PM IST

The article has been authored by Michelle Milford Morse, Vice President for Girls and Women Strategy at the UN Foundation and Nahla Valji, Spotlight Initiative Global Coordinator, United Nations.

Globally, one in three women personally ... world's worst human rights abuses and ... life, including her health, income, relatio... in her community and her likelihood of e...

Gender-based violence is all around


FT FINANCIAL TIMES

If the Marshall Islands can support green shipping, so should everyone

Our economy depends on it but, as rising ocean levels threaten our home, tightening regulation is key

DAVID KABUA + Add to myFT

President David Kabua addresses the United Nations General Assembly at UN headquarters in New York City in September this year © Angela Weiss/AFP via Getty Images

David Kabua DECEMBER 10 2022

The writer is president of the Marshall Islands

For my country and people, climate change is not a theoretical issue — it is a real and present danger. About 98 per cent of the Marshall Islands' territory is composed of water — one of the largest of any sovereign state globally — and rising ocean levels threaten our home. Yet, in a twist of fate, the actions that will have the greatest beneficial impact on our long-term future pose a significant challenge to one of our most important industries: shipping.

Despite our small land mass and population, the Republic of the Marshall Islands is one of the key players in global seaborne trade. We may not be part of the G20, but as the world's third-largest flag state, we are leaders in global shipping. We are determined to use this position to accelerate an equitable shift to green shipping practices and technologies.

AHRI
we make life better®

REAL-WORLD IMPACT

Making Standards Visible in Everyday Life

CHALLENGE

The Air-Conditioning, Heating, and Refrigeration Institute (AHRI) needed to raise its profile among Washington decision-makers.

SOLUTION

FINN Partners developed a campaign to remind audiences of the many familiar comforts provided by AHRI member products. The campaign leveraged the "smart comfort" brand essence to tell a story that presented both rational (economic benefit/jobs) with emotional (comfort, well-being/health and sense of community) messages. The messages also highlighted AHRI product efficiency and reliability.

FINN Partners brought the campaign to life with a series of highly targeted ads, along with a POLITICO partnership that yielded multiple events, happy hours, topic home page takeovers, and custom marketing opportunities.







Google

CULTURE ALIGNMENT

Modernizing Culture and Communication at Scale

CHALLENGE

Google's global data centers employ thousands—but many didn't feel connected to the broader Cloud organization or see the positive impacts of their jobs. Our mission? Boost engagement and build a strong culture by showing them why their work matters to customers around the world.

SOLUTION

Employees became heroes in FINN Partners' content-and-experience campaign dubbed "You Are Everywhere," which saturated workplace channels and spaces.

- Employee stories formed the heart of the work. Through interviews with Data Center Googlers, we created videos, *DC Confidential* podcast episodes and articles.
- Content then rolled out via owned and internal communications channels over several months.
- Posters, wall graphics and giveaways energized the workplace environment.







PARTNERSHIP ON AI

RESPONSIBLE INNOVATION

Defining the Narrative for Responsible AI

CHALLENGE

Founded in 2016 by leaders from Amazon, Facebook, Google, IBM DeepMind and Microsoft, the Partnership on AI (PAI) is a nonprofit coalition of academic, civil society, industry and media voices committed to building policies and frameworks for the safe, responsible use of artificial intelligence.

PAI engaged FINN Partners to elevate its subject matter experts and increase visibility for its multi-stakeholder approach in a rapidly growing and increasingly noisy AI landscape.

SOLUTION

FINN built a strategic media relations program around the core themes of PAI's research -- including Labor, Synthetic Media and Policy -- to spotlight individual SME expertise while reinforcing the strength of the broader organization.

By tightly aligning narratives with topical AI issues and leveraging moments of public interest, we secured consistent, high-impact media coverage and positioned PAI as a go-to source on responsible AI. Key media attended PAI-hosted convenings, including TIME, Financial Times, Politico, WIRED, VentureBeat, NBC and MIT Technology

SUCCESS

- Achieved a 20% increase in share of voice across top-tier outlets in the first year.
- Increased both the volume and quality of earned coverage
- Positioned PAI as a credible, influential voice in AI governance – with measurable traction in business, tech, and policy media

PARTNERSHIP ON AI

POLITICOPRO

FT FINANCIAL TIMES

TIME

AXIOS

MIT Technology Review

WIRED

The Economist

yalta european strategy

GLOBAL DIALOGUE

Where Policy, Innovation, and Ideas Converge

CHALLENGE

For many years, FINN Partners supported YES, a leading international forum on Ukraine's European future and its place in global affairs.

SOLUTION

FINN Partners has supported YES Annual Meetings since 2013, providing PR, event and social media support. FINN invites, hosts and secures interviews for YES, as well as drafting daily press releases and live tweets.

In 2019, FINN hosted more than 15 journalists over the three-day Meeting, including journalists from The Independent, Daily Telegraph, and News Week.
In 2020, FINN supported a series of virtual VIP sessions, which included media alerts, social media posts and digital marketing campaigns.

SUCCESS

FINN convened senior networks across borders and built visibility in European and international debates. The team secured over 30 pieces of coverage, culminating in more than 880 million online views. FINN has increased the organization's X following by over 200% (tweeting only three days per year!)







REGIONAL COHESION

Building Consensus in Complex Policy Environments



CHALLENGE

In the current VUCA era marked by geopolitical volatility and supply chain uncertainties, PR practitioners of multinational corporations in China face the challenge of enhancing global headquarters' understanding of the Chinese market and bridging gaps in policy comprehension, media landscape awareness, and cultural differences.

SOLUTION

FINN Partners leveraged the opportunity when global HQ C-suite executives visit China, and organized specialized workshops:

- Integrating business mapping with communication risk-opportunity matrices, position China communications as a growth accelerator
- Decoding China's socio-economic trends and industrial policy shifts to identify sector-specific growth windows
- Mapping industrial cluster dynamics and compliance parameters across key China markets
- Spotlighting China's ESG and high-quality development mandates while calibrating narrative leverage
- Decoding stakeholder matrices
- Constructing a key resource ecosystem map across policy, industry, institutional, media, and client dimensions
- Aligning corporate operations and messaging priorities to develop stakeholders' engagement playbooks to secure authoritative endorsements

FINN integrated these discussions with China business operations and key messaging in order to help headquarters gain deeper market understanding – ultimately strengthening global support.

The Team

Below are the leads for each area of the program, supported by extended teams across regions and disciplines. Each lead draws on FINN's global network of communications, public affairs, digital strategy, and stakeholder engagement specialists. They are further supported by creative, analytics, and content teams in the US, Europe, and Asia, ensuring full regional coverage and seamless execution across all workstreams.

PROGRAM LEADS



Allyne Mills
Communications Strategy Lead



Jessica Berk-Ross
Public Affairs Strategy Lead



Neby Ejigu
Digital Experience Lead

SENIOR COUNSEL



Adrienne McGarr
Strategic Counsel

REGIONAL LEADS



Richard Scarlett
Europe - U.K., France, Greece



Jason Cao
Asia – China, Japan, Korea



Aman Gupta
Asia - India, Malaysia, Indonesia

STRATEGY



Brianna Lonergan
Strategist

CRISIS COUNSEL



Chris Messina-Boyer
Crisis Lead

RESEARCH & INSIGHTS



Megan Ingram
Insights Lead

DIGITAL MARKETING SOCIAL MEDIA



Justin Buchbinder
Digital Marketing and Social Media Lead

CONTENT MANAGEMENT



Dan Kelley
Content Development | Management

PROJECT MANAGEMENT



Jessica Nelson
PM Lead



Thank you!

Adrienne McGarr
Managing Partner
adrienne.mcgarr@finnpartners.com