



**HODGES & ASSOCIATES
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I. ABOUT HODGES & ASSOCIATES

Birmingham-based Hodges & Associates specializes in strategic marketing communications, public relations, advertising, special events, corporate identity and brand development. Since its formation in 1985, the company has served numerous clients in the following fields:

- Architecture
- Aviation
- Banking and finance
- Community development
- Computer software development
- Dental and orthodontic services
- Direct mail/direct marketing
- Education
- Ethics
- Film and video production
- Healthcare
- Hotel marketing
- Insurance and financial planning
- Interactive software
- Investment banking
- Law firm communications
- Manufacturing
- Mortgage banking
- Municipal government
- Market research
- Public health
- Publishing
- Real estate development
- Retailing
- Securities
- Telecommunications
- Utilities

II. BRIEF HISTORY OF THE FIRM

Hodges & Associates was founded by Gregory R. Hodges to offer Birmingham and surrounding areas a distinct alternative to the more traditional advertising and public relations agencies. Hodges believes companies and organizations concerned with expanding their influence or client base should be **marketing driven** -- not advertising driven -- and that all the disciplines should be orchestrated under “**the marketing umbrella**” – strategic public relations, advertising, sales promotion, market research, special events, graphic design, corporate identity and brand development.

Since its founding, the firm has served clients in the public and private sectors. On the public side, Hodges & Associates has joined forces with such organizations as the following to achieve marketing goals:

- City of Birmingham
- Birmingham Airport Authority
- Metropolitan Development Board
- Operation New Birmingham
- ONB Community Affairs Committee
- Personnel Board of Jefferson County
- Birmingham Historical Society
- Birmingham Area Chamber of Commerce
- Jefferson County Committee for Economic Opportunity
- Jefferson County Department of Health
- The Vulcan Park Foundation

On the private side, Hodges & Associates has worked with such clients as the following to attain defined marketing goals:

- Collateral Mortgage, Ltd.
- Revco DS, Inc.
- Jefferson County Department of Health
- Southland National Insurance Corporation
- Momentum Health Services, Inc.
- Clarus Healthcare of Georgia, Inc.
- Network Atlanta
- BellSouth Services
- First Alabama Bancshares (Regions Financial Corporation)
- Parisian, Inc.
- Cumberland School of Law
- Samford Business School
- Samford Office of the President
- UAB Comprehensive Cancer Center
- UAB Office of the President
- Triton Health Systems
- Viva Health, Inc.
- Brown Shoe Group
- Bradley, Arant, Rose & White
- Lange Simpson Robinson & Somerville
- Browning-Ferris Industries
- Magic City Brewery
- Sloss Development Group
- Southern Research Institute
- Haines Financial Advisors, Inc.
- Shoptaw & Garrard, LLC
- The Helen Keller Eye Research Foundation

III. AGENCY CAPABILITIES, STRENGTHS AND PHILOSOPHY

Hodges & Associates specializes in strategic marketing communications, public relations, advertising, special events, corporate identity and brand development. We offer much more than traditional advertising agencies because our thrust is much broader.

We begin each assignment by carefully developing a thorough understanding of the client's situation and the opportunities at hand. We then develop a strategic marketing plan that addresses those opportunities in the most effective manner. In essence, we orchestrate all of the instruments in the marketing arsenal to achieve the best results.

The hallmarks of our work are creativity and consistency. **Creative thinking** is the first essential ingredient. We believe what we produce should be exciting to both our clients and their customers. We encourage our clients to challenge our creativity, as we challenge them to consider new paths to success.

Consistency is the other essential element. We know that the best way for a client's messages to be understood is through consistent communication over time.

The process that we follow to develop effective marketing communications is a logical, step-by-step method.

Our bottom line is **achieving results**, and we know how to build a strong image for you.

IV. OUR PROVEN APPROACH TO MARKETING COMMUNICATIONS, CORPORATE IDENTITY AND BRAND DEVELOPMENT

For nearly 15 years, Hodges & Associates has helped organizations grow by getting to the essence of what makes them successful and then communicating their core messages and core values more effectively. We begin each assignment by thoroughly probing the organization -- talking to its leaders, staff members and most importantly, its customers or audiences. We examine every facet of its communication programs -- both internal and external -- with the goal of achieving new synergies by refocusing all of your efforts on the same objectives. Our experience is broad-ranging, which means we bring clients in one industry or discipline good ideas from many other industries and disciplines. The result of our work is added value.

Hodges & Associates has worked on numerous legal cases involving unfriendly or hostile legal opposition. When Browning-Ferris Industries (BFI) contracted to build a solid-waste transfer station near a west-side neighborhood in Birmingham, a protest by area residents opposing the station created serious legal and PR problems for BFI. The company looked to Hodges & Associates for help. Our agency developed and launched a "Good Corporate Citizen" communications campaign that made people think differently about BFI and solid waste disposal. The campaign included a series of press conferences, writing and distribution of news releases, development and placement of ads and the development of educational materials and programs.

Hodges & Associates provided a strategic public relations plan for UAB after four of its researchers had been ordered to pay the federal government and another scientist \$1.9 million for allegedly using the scientist's work and claiming it as their own, a case that UAB had appealed. Our agency developed a media strategy that included management of news coverage, preparing communications materials and working with the defendants and their attorneys to prepare them to make public statements.

Lone Star Steakhouse & Saloon Restaurant in Oxford, Alabama called on Hodges & Associates for assistance following a complaint by Rev. John Nettles, the SCLC leader in Anniston, that the restaurant had discriminated against minority employees in hiring, promotion and termination matters. The complaint could have easily led to picketing at the restaurant which would have caused untold damage to Lone Star's reputation and business. The complaint could have also led to legal problems. Our agency provided Lone Star with an extensive list of 24 public relations recommendations and drafted media statements and press releases detailing the results of an internal investigation which had revealed no evidence of discrimination.

The challenges facing your organization must be addressed carefully. And solutions, to a large degree, must come from within your own organization. No one can give you the answers, but Hodges & Associates can help you discover them through a process that we

call “**Marketing Communications: Step by Step**”. Following is an outline of our proven method -- our principles of discovery:

- 1. Define marketing objectives:** By conducting a series of interviews with key members of your organization as well as with others, we develop a thorough understanding of your organization’s objectives and your current activities. Your marketing objectives should flow directly from your overall corporate or organizational objectives. (If you have not established such clear goals, we can help you set them.)
- 2. Establish marketing communication objectives:** From your marketing objectives, we help you establish clear marketing communication objectives, to support all of your marketing efforts.
- 3. Identify key audiences and structure the core messages:** To address the different segments of your targeted customers and their different understandings of your products and services, we help you identify the core messages that you need to communicate and tailor them to the needs and attitudes of each specific audience. In our experience, most organizations are able to distill their core messages into approximately 10 to 20 key points. Once these core messages are approved by you, they should be communicated to everyone within the organization, and they should become the yardstick by which all of your marketing communication, corporate identity and brand development efforts are measured. We help you do that effectively.
- 4. Select the most effective communication techniques:** To bridge the gap between your key audiences and your core messages, we will create a communications strategy. The techniques we recommend will depend on your specific audiences and the most cost-effective ways to reach them. Our recommendations may include, but are not limited to, focus groups, quantitative research, internal communications, business-to-business communications, publications, video productions, press kits and news releases, media relations, meetings, special events and institutional advertising, as well as other effective techniques.
- 5. Develop the creative concepts** that will drive your core messages home. These may include a positioning statement on which a total communications strategy can be built.

Or the creative concepts may be targeted to specific audiences, markets, niches, campaigns or other needs.
- 6. Execute the communications strategy** in a highly professional and consistent manner, with implementation appropriate to your timetable and your budget.
- 7. Monitor results and revise plans** to keep the marketing communications strategy, corporate identity and/or brand development program consistently on target.

V. TEAM BIOGRAPHIES

Gregory R. Hodges, President

A native of Birmingham, Greg Hodges was educated at Indian Springs School and the University of Virginia, where he earned a B.A. in religious studies. He began his career as a general assignment reporter and later became religion editor for *The Birmingham News*. He also served as an information officer for the Alabama Air National Guard's 117th Tactical Reconnaissance Group. From 1972 to 1981, he directed public relations and financial communications for Liberty National Life Insurance Company and Torchmark Corporation, including the holding company's listing on the New York Stock Exchange. Hodges also became a "Fellow of the Life Management Institute", with a specialty in investments. In 1981, he became vice president of marketing for Parisian, Inc., where he created a series of marketing campaigns that were recognized by the National Retail Merchants Association, the Retail Advertising Conference, the Television Bureau of Advertising, and *Direct Marketing Magazine*. NBC's *Nightly News* coverage of Parisian's 1982 "Christmas Out of This World" promotion, featuring an innovative "Electronic Catalog", focused national attention of the company and propelled its decision to go public the following year. Hodges coordinated financial communications for the new public company, including annual and quarterly reports to shareholders and presentations to financial analysts across the country, and was promoted to Senior Vice President. In 1985, he formed Hodges & Associates, which specializes in strategic marketing, public relations, advertising, corporate identity and brand development. Since its founding, the firm has served such clients as Revco D.S., Inc., BellSouth Services, Browning-Ferris Industries, Brown Shoe Group, Collateral Mortgage, Ltd., Cumberland School of Law, First Alabama Bancshares (now Regions Financial Corporation), Momentum Health Services, Parisian, Inc., Sloss Development Group, Samford Business School, Southern Research Institute, Triton Health Systems (VivaHealth, Inc.), the UAB Comprehensive Cancer Center, the UAB Office of the President and the Global Utilities Institute.

Larron C. Harper, Director of Management Consulting

With more than 25 years of experience in the electric power industry, Larry Harper has served as chief financial officer and management board member for Eskom (of South Africa), one of the five largest electric utilities in the world. After moving to the United States in 1988, he served as a senior manager and consultant for Ernst & Whinney's Washington (D.C.) Utility Group, with special emphasis on financing and planning, and later as a consultant and teacher for a broad variety of utility companies. Since 1991, he has been managing director of the Global Utilities Institute based at Samford University, where he also teaches international business and managerial economics in the School of Business.

Through the Global Utilities Institute, which provides management development programs primarily to the utility industry, Harper has served such clients as The Southern Company, Eskom, B.C. Hydro in Canada, Tenaga Nasional Berhad of Malaysia, Electricity Corporation of New Zealand, South Mississippi Electric Power Association, the Nebraska Public Power District, Illinois Power and Light, Pennsylvania Power and Light, RWE Energie of Germany, Slovakia Power Enterprise and many utilities in India.

A native of South Africa, Harper earned an undergraduate degree in accounting from the University of Witwatersand (in Johannesburg) and a graduate degree in finance from the University of South Africa (in Pretoria). After moving to the United States, he also earned an M.B.A. from the University of Alabama at Birmingham, where he received Dean's Honors as the top student in the Class of 1980.

Now dividing his time between Hodges & Associates and continuing consulting work with selected utilities around the world, Harper offers a global perspective and broad experience in the development of strategic programs to reposition organizations in a constantly changing marketplace. As a management board member at Eskom, Harper was a key member of the senior management team that repositioned Eskom as a customer-focused utility. This was achieved through a new strategy that encompassed product branding, internal and external corporate communications, and stakeholder management. He has successful, hands-on experience in each of these areas.

William F. Elam, Media Director and Marketing Strategist

Bill Elam, who serves as our media director and marketing strategist, has over twenty years of experience in media planning and placement. A former principal of Barry, Huey, Bullock & Elam Advertising, he has directed strategic media buying for such accounts as Ringling Brothers and Barnum & Bailey Circus, Walt Disney's World on Ice, Shakespeare Tackle Company, Hibbett Sporting Goods, Complete Health, St. Vincent's Hospital, Collateral Mortgage, Ltd. and the Jefferson County Department of Health (for the Ozone Awareness Campaign). After forming his own company, Elam & Associates, he created new, more efficient ways of placing media for a broad array of clients including SouthTrust Bank, for whom he directed media buying in more than 150 Southeastern markets. He has created a computerized co-op tracking system for retail accounts, as well as a geo-demographic media buying system that provides clients cost-efficient, well-targeted media placement.

In 1978, Elam created and developed Political Media Services, a media buying service that planned and placed PR and advertising time and space for political candidates around the nation. Within two years, the media service had been involved in gubernatorial, senatorial, and issue campaigns in New Jersey, Kentucky, Georgia, North Carolina, South Carolina, Florida, Louisiana, Alabama, and West Virginia. The company was also involved in a number of issue campaigns such as tort reform in Florida. Bill worked as a secondary consultant to primary consultants such as Mat Reece and Associates and Ralph Murpheene of Washington, D.C. Under Bill's direction, Political Media Services and the Claritas Corporation developed the cluster system of geo-demographic broadcast targeting which was eventually used successfully by primary consulting firms such as Pat Cadell and Bob Squire. Bill also worked closely with the RNC during the initial gubernatorial campaign of Guy Hunt in Alabama. The rapid and successful growth of Political Media Services was due largely to Elam's contributions of a straightforward marketing plan and his creation of a highly efficient computer-assisted media buying process linked directly to target cluster research methods.

Elam has also been involved in the development of multimedia presentations and Internet websites for a number of years. And he has worked closely with a host of emerging businesses, such as Techsonic Industries (developers of the Huminbird fish finders), to successfully bring new products and concepts to market.

Michael Alfano, Associate Creative Director

A native of Birmingham, Michael Alfano brings more than 17 years of solid graphic design and illustration experience to the clients of Hodges & Associates. As the agency's associate creative director, he plays a key role in the development of total communications campaigns, including strategy, planning, design and execution of the final work. Design projects include corporate identity, print advertising campaigns, retail merchandising and point-of-sale displays, annual reports, trade show displays, radio and television production, outdoor advertising and packaging.

Alfano's design and illustration talents have garnered numerous awards at the local, regional and national levels – including Addy awards from the American Advertising Federation (at all three levels) and international recognition in *Print Magazine's* design annual. His design for First Alabama Bank's 1991 annual report won multiple Addy awards and was selected as a Gold Prize winner in the international Mercom Awards, which featured competitors from 33 countries.

A multi-talented designer and conceptual thinker, Alfano also has experience in multimedia development and has participated in the creation of distinctive websites.

John Harrod, Director of Corporate Communications

John Harrod brings to Hodges & Associates more than 19 years of experience leading and managing television news organizations around the country. A native of Louisville, Kentucky, Harrod attended Indiana University before beginning his journalism career in 1980 as a political and investigative television reporter in San Bernardino, California. He served as News Director for ABC, NBC, and CBS news affiliates in California and Texas before moving to Birmingham in 1990 to become News Director for the local CBS station. There he served for eight years—writing, reporting and producing newscasts and news documentaries while also creating new strategies for a bold and innovative news organization.

This combination of management and field reporting experience gives Harrod an “insider’s” understanding of news organizations, and a solid day-to-day working knowledge and understanding of what goes on in local, state and federal government. Such “know-how” proves invaluable to Hodges & Associates’ clients, who often look to us to “tell their story” through the media in a more persuasive way.

Throughout his career, Harrod’s work has been recognized with numerous journalism awards, including being named “Best Investigative Reporter” by the Alabama Associated Press in 1993. Three years later, he received the “CBS News Excellence Award” for his work on a 20-part series on civil rights. Since joining our agency in 1998, Harrod has excelled in a wide variety of public relations and media relations assignments, heading the internal news bureau that we maintain for our clients’ benefit.

Alice Pederson, Senior Graphic Designer

Alice Pederson is another of the agency's principal designers, but she doesn't say much. She prefers to work quietly in the background producing graphic designs and illustrations that work for our clients. Her work has garnered numerous design and advertising awards, but much better yet, it has produced better results for our clients. Her broad ranging experience includes work for such accounts as Absolut Vodka, *Cooking Light Magazine*, Regions Financial Corporation, Collateral Mortgage, Ltd., *Business Alabama Monthly Magazine*, *Southern Accents Magazine*, Browning-Ferris Industries, Cumberland School of Law of Samford University, Brookwood Hospital, The Women's Center at Bessemer Carraway Hospital, Gus Mayer, Sloss Development Group, Inc., Leo Ticheli Productions, William M. Mercer, Union Camp, and the American Cancer Society.

Rodney Davidson, Senior Graphic Designer

Rodney Davidson studied to be an opera singer. To support himself after graduation from Samford University with a degree in vocal performance, he took an art production job pasting up plastic telephone book covers. And for nearly a dozen years, he pursued two careers – opera and graphic design. Then, he illustrated “a wonderful brochure” for Spudnuts, a national doughnut franchise. That distinctively-shaped brochure containing Davidson’s illustrations of a chef with a rolling pin, potato peels, a coffee cup and an Art Deco radio “single-handedly jump-started” his whole illustration career, as it led to a succession of other commissions across the nation.

“I really like logo design for three reasons,” said Davidson, whose logo design work has been recognized with awards both nationally and internationally. “First, I like to come up with a logo that has some conceptual value to it. If it’s really successful, you don’t see all the value the first time you look at it. Second is doing the illustration itself, which I find to be very enjoyable. I like to fine tune the illustration, sort of whittling away at it until I’ve refined it to only the most essential details. And third, it’s always a challenge to create successful typography to make the logo feel thoroughly integrated.”

“I try to think about each project individually and to let the project speak to me. I like to respond by developing a unique approach. If the project warrants it, I’ll often create a new style of illustration. I think it just keeps you fresh to explore new territory. Besides, I’m more interested in branding my client that I am in branding myself.”

Recently, Davidson designed a logo and stationery package for an artist’s representative who was so pleased with the result that she claimed to have “sucked all the air out of the room with a gasp” when she saw it. “I think she even said that she loved me,” Davidson added. “And that’s what it’s really all about. We try to help people who are trying to solve a problem, and there’s nothing that makes you feel better than creating a design that makes a client happy – unless it’s making yourself and your client happy. It just couldn’t be any better than that.”

VI. A HODGES SAMPLER

Founded in 1985, Hodges & Associates has served a broad array of clients in Alabama and beyond. Following is a sampler from some of the firm's memorable campaigns.

1999

Beeson Divinity School

"We Go."

The Charley Boswell Eye Injury Research Foundation

"Share the Vision."

Clarus Healthcare of Georgia, Inc.

"See the Light."

Collateral Mortgage, Ltd.

"At the Top is Opportunity."

Operation New Birmingham

The 15th Annual Unity Breakfast

"Voices For Unity"

Prepaid Technologies, Inc.

"Make It Simple."

Shoptaw & Garrard, LLC

"Instant Credibility (developed over 25 years)"

"An Eye for the Deal (developed over 25 years)"

"A Tradition of Making Money (developed over 25 years)"

"A Sense of Duty (developed over 25 years)"

"Solid Relationships (developed over 25 years)"

"A Respect for the Rules (developed over 25 years)"

"A Sense of Passion (developed over 25 years)"

"Great Results. Great Reporting. (developed over 25 years)"

1998

Collateral Mortgage, Ltd.

"Think Done Deals."

"Think Collateral."

Momentum Health Systems, Inc.

"For Leading Providers Who Want to Keep Leading."

"Keep Leading."

Clarus Healthcare, Inc.

"Healthcare in a Whole New Light."

NetworkAtlanta Healthcare, Inc.

"The Dawn of a New Day in Health Care"

Southland National Insurance Corporation

"Support Your Local Funeral Director"

1997

InterActive Communication & Training, Inc.

"Seeing Is Believing"

Jefferson County Department of Health

"Ground Level Ozone. The Solution Is You."

Saint Luke's Episcopal Church

"A Celebration of Flowers"

1996

Bessemer Carraway Medical Center

"Care Close To Home."

Bessemer Carraway Women's Center

"Breathe. Breathe. Relax."

The First Commercial Bank Building

"Nothing Comes Closer."

Jefferson County Committee for Economic Opportunity

"The Community Action Agency."

Pain Management & Rehabilitation of Gadsden

"Our Approach Is Working."

Revco D.S., Inc.

"A Hostile Takeover Turns Friendly"

Regions Bank

"In Tune With The Season, In Tune With The Region"

1995

Lange, Simpson, Robinson & Somerville
(76th Anniversary Celebration)
"A White-Gloved Affair"

Cumberland School of Law of Samford University
"The Making of a Lawyer"

Triton Health Systems
"Powerful Medicine"

VivaHealth, Inc.
"Good Health and Long Life"
"VivaUAB!"
"VivaChristmas!"

The Personnel Board of Jefferson County
"The Merit System"
"Raising the Standard"

Sloss Development Group
"Shades Creek Park"

1994

Browning Ferris Industries
(Earth Day Campaign Support for Auntie Litter & U.S.)
"Earth Day Every Day"

Moody Sprague Interior Architecture
"The Shape of Things to Come"

Renew Corporation
"Breathing New Life Into Retail Property"

Samford University (Office of the President)
"Blest Be The Tie"

1993

Browning Ferris Industries
"Solid Solutions to Solid Waste"

Samford University Global Utilities Institute
"Empower The World"

Sloss Development Group
*"People Who Live In Glass Houses
Should Throw A Great Party"*
"The Tree That Moved A Building"

Operation New Birmingham
(Unity Breakfast, 1992-2000)
"The Table of Brotherhood"

Southern Research Institute
(Marketing-Oriented Annual Report)
"An Educational Year"

The University of Alabama at Birmingham
(Comprehensive Cancer Center)
"Cancer Answers"

1992

First Alabama Bancshares
(Annual and Quarterly Reports and
Annual Shareholders' Meeting)

"A Dream Year"

"Bring Us Your Dreams, We'll Lend Your Our Strength"

Pipehorn/Utility Tool Company

"We've Sunk to a New Low"

Samford University School of Business

"Think Again"

"Get The Power"

1991

Birmingham Area Chamber of Commerce
(Birmingham Business Fair)

"Top Priority"

"Breakfast With Champions"

Brown Shoe Group (DiMassi Shoewear Unlimited)

"Best Foot Forward"

Lakeview Festival Association

"Birmingham Jam"

The Redmont Hotel

"A Great Little Hotel Downtown"

"Everything Old Is New Again"

"Redbone at the Redmont"

1990

Birmingham Historical Society
"Reach for the Sky"

City Stages
"Music in the Heart"

Do Dah Day (Birmingham Humane Society)
"Do Dah Right Thing"

Highlands Day School
"Right from the Start"

Metropolitan Development Board
"The Oxmoor Project"

1989

Birmingham Airport Authority
"Magic in the Air"

St. Luke's Episcopal Church
(Stewardship Campaign, 1988-1990)
"My Cup Runneth Over"

Sterne, Agee & Leach, Inc.
"A Legacy for You"

Trammell Crow Company
"Something to Crow About"

1988

BellSouth Services
(Recruiting Program, 1988-1990)
"The Best and the Brightest"

Birmingham Historical Society
"A Day in Old Birmingham"

CompuSystems, Inc.
"The Tracker"
"The Adjuster"

Pash & Company (1988-1991)
"Don't Raise Taxes. Raise Revenues."

The Committee for September 15th
(Sixteenth Street Baptist Church)
"A Memorial Service"

1987

BellSouth Services
(President's Commitment Conference)
"A New Constellation"

Bridesmaids, Inc.
"For Your Best Friends"

Operation New Birmingham
"Birmingham's Jumpin'"

1986

Kidd/Plosser/Sprague/Architects/Inc.
"InSites" (1986-1992)

The Tutwiler Hotel
"History Repeats Itself"

1985

EWTN Catholic Cable Network
"A Beam of Faith"

WDC Systems, Inc.
"We Deliver Confidence"

VII. REPRESENTATIVE AGENCY EXPERIENCE

“A HOSTILE TAKEOVER TURNS FRIENDLY” REVCO D.S., INC.

Twinsburg, Ohio-based Revco D.S., Inc., the nation’s second-largest drug store chain, called on Hodges & Associates for media and public relations assistance for a successful merger with Big B, Inc. The acquisition began with the impression in the media of a hostile takeover. But following some focused public relations efforts by the agency, the utilization of the media-accessible management of Revco and the constant reiteration of key messages developed by the agency, the merger was described by *The Birmingham News* as Alabama’s top business story of 1996 and as “A Hostile Takeover Turns Friendly.”

For Revco, the agency produced a day-of-announcement reception at the Tutwiler hotel to which were invited key Birmingham-area stock brokers and investment analysts. Revco CEO Dwayne Hoven and his top public relations staff flew into town after hours of teleconferences with reporters to greet the brokers and let them get to know a little more about his company. The entire event had to be planned in less than 48 hours, because of confidentiality and security concerns. The next day, Hodges & Associates helped escort Hove and other members of his staff on meetings with selected business and political leaders, to assure them that Revco would pick up where Big B left off -- a major local concern considering the many civic contributions for which the Bruno family was known. When the merger was approved, Revco executives made a return trip to visit with more officials and to visit the corporate offices of Big B.

For weeks after the initial announcement, Revco was in the news, either with human interest stories about its CEO who was an Alabama native and Auburn University graduate, or about the innovations national power Revco would bring to Big B. And the initial stories headlined “hostile takeover” did indeed evolve into stories of a “friendly merger” under the guidance of Hodges & Associates.

**“THINK AGAIN”
SAMFORD BUSINESS SCHOOL**

Hodges & Associates developed a new image campaign for Samford Business School of Samford University that included a new logo and positioning of the school as well as the launching of the new Executive MBA and the Global Utilities Institute programs. The **“THINK AGAIN,” “GET THE POWER,”** and **“EMPOWER THE WORLD”** campaigns positioned Samford Business School as an essential member of Birmingham’s business community. The campaign was launched at a Chamber of Commerce Board of Directors and Trustees meeting. Intriguing four-color illustrations were used in the brochures, advertising, and audiovisual presentations.

**“AN EDUCATIONAL YEAR”
SOUTHERN RESEARCH INSTITUTE**

Hodges & Associates received a second gold award in the prestigious international ARC Awards, described by CNN as the “Academy Awards of Annual Reports,” for its efforts in the creation of the 1992 Southern Research Institute annual report. A child’s actual handwriting scrawled in a field of microcapsules on the cover set the theme for the report which focused on SRI’s **“abiding interest in human interest.”** Inside, third grade students from Powell School in Birmingham, Ala., were featured with SRI Associate Biochemist Deborah Carter who was one of numerous scientists and chemists from SRI who made presentations to school children during the year.

“NOTHING COMES CLOSER”
“SHADES CREEK PARK”
SLOSS DEVELOPMENT GROUP

Sloss Development Group of Birmingham selected Hodges & Associates as the marketing and advertising agency for the redevelopment of an existing eight-story office building at the intersection of U.S. 280 and Shades Creek Parkway. Formerly the home of Southern Company Services, a rather unattractive, utilitarian structure designed by engineers, the building was to be transformed into stunning Class A office space. The idea was to turn an “onion” (as the building has been designated by the American Institute of Architects when it was built) into an “orchid” (like the distinctive old Southern Living Building next door).

We began our work by first renaming the entire area “Shades Creek Park”, to reflect the distinctive natural environment surrounding the location. And, to turn extensive road construction work on nearby U.S. 280 into an asset instead of a liability, we created a direct mail piece for real estate brokers entitled “The Real Reason They’re Widening 280.” Inside was a reprint from **The Birmingham News** article showing the architects’ full-color rendering of what the transformed building would look like. Later, we began to weave subtle environmental messages throughout a continuing direct mail and advertising campaign. To emphasize the building’s great location -- near to several of Birmingham’s most desirable suburban neighborhoods and well connected to all major roadways -- we created the theme “Nothing Comes Closer.” During the first year of our work, Sloss Development Group was able to pre-lease 65 percent of the building’s space -- well above our client’s goal of 50 percent.

The second year of our work continued to send the key messages of “great location” and “great environment”. At the same time, the campaign is focusing on the fact that the lead tenants are primarily financial institutions, including a bank (hence the name, “The First Commercial Bank Building”) and a number of leading investment firms. To attract other professionals, we created an ad proclaiming that “The Financial Center of Birmingham Is Moving A Little To The South. Naturally.” And lease up continued well ahead of plan.

**“BREATHE. BREATHE. RELAX.”
BESSEMER CARRAWAY WOMEN’S CENTER**

Hodges & Associates has developed a new image campaign for the Women’s Center at Bessemer Carraway to convince women who live near the hospital that Bessemer Carraway is the best place for delivery. The “Breathe. Breathe. Relax.” campaign launched in April 1996 with direct mail, billboards, radio and newspaper advertising, is designed to increase the number of births at Bessemer Carraway and attract women who in the past have driven to larger hospitals in Birmingham. Since developing the campaign, Hodges & Associates has been hired by Bessemer Carraway Medical Center to develop a new logo, positioning statement and graphics system to project a stronger image and to unify the disparate elements of the Bessemer Carraway system, which is now competing for the healthcare business from the new Mercedes Benz manufacturing plant in nearby Vance, Alabama.

**“BIRMINGHAM JAM -- JAZZ & BLUES IN THE MAGIC CITY”
LAKEVIEW FESTIVAL ASSOCIATION**

Hodges & Associates was selected by the Lakeview Festival Association to coordinate all advertising, marketing and public relations for the first ever “Birmingham Jam -- Jazz & Blues in the Magic City,” a major music festival held in the Fall of 1991 at the Sloss Furnaces National Historic Landmark. Hodges & Associates developed the name, logo, media plans and all advertising, including an award-winning mix of print, radio and television advertisements. As a result of the unique mix of marketing, public relations and advertising, the festival enjoyed front-page editorial coverage, live media news broadcasts and a successful attendance of over 19,000 people to the three-day event.

**“GOOD HEALTH AND LONG LIFE”
VIVA HEALTH, INC.
TRITON HEALTH SYSTEMS, L.L.C.**

Hodges & Associates served as the marketing, advertising and public relations firm for Triton Health Systems, which established a partnership with the University of Alabama at Birmingham (UAB) Medical Center to create a physician-driven health maintenance organization. This is expected to be one of the two or three dominant integrated healthcare delivery systems in the state, with significant growth expected throughout the Southeast. Hodges & Associates was engaged before the company was launched to conduct key market research and focus groups, to name the company and establish competitive positioning statements, and to create the initial marketing materials to attract members to the new HMO, Viva. Our efforts paid off early as Viva captured significant membership from Blue Cross & Blue Shield and from its other chief competitor, Complete Health (now known as United Healthcare), in its first recruiting campaign.

**“CANCER ANSWERS”
UAB COMPREHENSIVE CANCER CENTER**

Hodges & Associates was selected by The UAB Comprehensive Cancer Center to increase self-referrals and position its world-class facility as the Southeast’s leader in cancer treatment. We created the “**Cancer Answers**” advertising campaign and telephone helpline to make people more aware of the Cancer Center and to give them quicker access. The campaign consisted of print and television advertising (the first in UAB’s history) that increased self-referrals substantially. The campaign also created very positive feedback from all audiences including patients, the medical community and Cancer Center supporters. According to the client’s pre- and post-campaign measurements, the campaign achieved a return of greater than 176 percent on the client’s total investment, based on only the first 100 patients attracted.

“THE MERIT SYSTEM”
“RAISING THE STANDARD”
THE PERSONNEL BOARD OF JEFFERSON COUNTY

Created by an act of the Alabama Legislature in 1935 to thwart the old “spoils system” of awarding government jobs to friends of politicians, the Personnel Board of Jefferson County serves 17 municipalities within the county including the City of Birmingham. The Personnel Board also provides personnel services to the county itself and to the county health department, covering a total of approximately 9,000 employees and making “The Merit System” one of the largest employers in the area. Hodges & Associates was hired in 1995 to reshape the image of the system, which found itself periodically under attack (primarily by politicians who wished to have greater influence in the civil service hiring effort). Hodges & Associates began its work by an in-depth study of the system’s history and effectiveness over the past 60 years, including a close look at the way the Personnel Board has communicated with its constituents and “clients”. Our recommendation that the Board emphasize its role as “The Merit System” was accepted and we were engaged to create a new logo and graphics system as well as a new positioning statement, “Raising the Standard”, which were successfully introduced. We also improved the Board’s recruiting efforts at various “job fairs” by creating a new display and related materials that resulted in significant increases in the number of job applications taken during each fair. At our recommendation, the Board also reached out to more of the communities it serves by conducting recruiting efforts in individual cities.

“TOP PRIORITY”
THE BIRMINGHAM BUSINESS FAIR

The Birmingham Area Chamber of Commerce selected Hodges & Associates to coordinate all the marketing, public relations, advertising and promotional activities for the third biannual Birmingham Business Fair, the nation’s largest chamber-sponsored business exposition. Hodges & Associates created the “**Top Priority**” campaign that involved print and broadcast media advertising and public relations to promote the Fair. The resulting publicity helped the Chamber sell all booths at the fair in record time, and the event attracted tens of thousands of interested fair-goers.

**“MAGIC IN THE AIR”
THE BIRMINGHAM AIRPORT AUTHORITY**

Hodges & Associates was selected as the marketing, advertising and public relations firm for the Birmingham Airport Authority to develop a new name, logo, slogan, and communications plan for the proposed \$210 million-dollar renovation and improvement to The Birmingham Airport. Hodges & Associates developed the **“Magic-in-the-Air”** campaign, which received national publicity and recognition. Hodges & Associates also produced a **master marketing plan** for the airport, and staged a series of events and announcements that received positive regional media publicity.

**“A DREAM YEAR”
FIRST ALABAMA BANK**

Our ability to communicate effectively paid off for First Alabama Bank when the bank’s 1991 annual report, produced by Hodges & Associates, was selected as the best-written annual report in the annual international ARC Awards competition entered by more than 700 major corporations from more than 20 countries. The effort also won First Alabama accolades from the International Association of Business Communicators and earned advertising awards for its strong graphic design and unusual photography. Images from the report were employed in a motivating, audiovisual presentation created for First Alabama’s annual stockholder’s meeting, also produced by the agency.

**“A MEMORIAL SERVICE”
THE COMMITTEE FOR SEPTEMBER 15TH**

Hodges & Associates handled all public relations for this ad-hoc committee which was formed to commemorate the 25th anniversary of the Birmingham church bombing which claimed the lives of four young black girls on September 15, 1963. As a result of the committee’s work and Hodges & Associates’ public relations and coordination, a memorial service was held that was broadcast live, and the event received international publicity, including a feature story in **USA Today**. Hodges & Associates coordinated the efforts of the Mayor’s Office of the City of Birmingham, the local Southern Christian Leadership Conference (SCLC), the National Conference of Christians and Jews, and local religious and civic leaders for this event which promoted racial harmony throughout the city.

**“HISTORY REPEATS ITSELF”
THE TUTWILER HOTEL**

Hodges & Associates coordinated all marketing and communications for the development of Birmingham’s historic Tutwiler Hotel, creating a unique campaign to position the new business luxury-class hotel at the top of a very competitive market. Basing the campaign on the history of a predecessor Tutwiler Hotel, the firm conducted extensive research into the original hotel’s history and revealed important parallels to the new hotel. Both buildings had been sponsored by Major E.M. Tutwiler, both had been developed by the same real estate firm and constructed by the same contractor, and both had been originally labeled with the Tutwiler name. Under the theme **“History repeats itself,”** Hodges & Associates successfully portrayed the renovation of a historic apartment house and its conversion to a hotel as a return to an era of elegant personal service and attention to the finest details.

The firm also created a pre-opening, black-tie **“Gala Preview”** that raised more than \$15,000.00 to benefit the Birmingham Historical Society and spread the good news about the distinctive new hotel to key Birmingham targets. Since the hotel was opening two weeks before Christmas, the whole building was wrapped with a huge mylar ribbon and a bow that was untied (not cut) on opening day morning by Mayor Richard Arrington and Temple Tutwiler III, grandson of the founder of the original Tutwiler. Now, The Tutwiler is clearly perceived as the cream of the crop -- a jewel in the city’s crown.

“BIRMINGHAM’S JUMPING” OPERATION NEW BIRMINGHAM

Formed in 1967 to help address Birmingham’s racial problems and declining city center, Operation New Birmingham had a “tired” image by the late 1980s. For its 30th anniversary, ONB hired Hodges & Associates to enhance the organization’s image. The firm designed a new logo and stationery (after resisting an ill-advised effort to change the organization’s name) and then created and recruited sponsors for an oversized 30th anniversary annual report that featured Birmingham Mayor Richard Arrington jumping for joy in the center spread. This unusual photograph, which featured several of Birmingham’s new skyscrapers in the background, was picked up by the Associated Press and distributed nationally. (Coincidentally, ten days later, Arrington was named one of the nation’s top urban executives.) For ONB’s 30th annual meeting, Hodges & Associates also commissioned highly visual table decorations and wrote a strong speech for the mayor which received wide publicity. In a very short period, ONB’s image went from tired to energetic under the banner Hodges developed -- **“Birmingham’s Jumping.”** Hodges & Associates subsequently created the graphic design and copy strategy for ONB’s monthly newsletter, **Synergy**.

“THE TABLE OF BROTHERHOOD” THE UNITY BREAKFAST

Since 1992, Hodges & Associates has contributed its time and resources to support the annual **Unity Breakfast**, which brings together civic leaders and people from all over Birmingham to celebrate the birthday of Martin Luther King, Jr. Taking our cue from one of Dr. King’s speeches, we have promoted this event as “The Table of Brotherhood”. We design the invitations, tickets and programs, and work with Operation New Birmingham to coordinate the publication of winning essays produced by area school students. Each year, this event has attracted more than 2,000 participants -- making it the largest seated breakfast in the Birmingham-Jefferson Civic Center and one of the most significant King birthday celebrations in the country. For the celebration in the Year 2000, we created a special poster/invitation honoring Dr. King and a special speaker – Harry Belafonte – for the 15th annual event.

**“SOMETHING TO CROW ABOUT”
TRAMMELL CROW COMPANY**

Trammell Crow Company first hired Hodges & Associates to develop marketing materials for its suburban office development in Huntsville, Alabama, called **Progress Center**. Hodges & Associates created a distinctive portfolio and special inserts on two new buildings and a complicated new interstate exchange leading directly in to the development’s location adjacent to Huntsville’s best business address, Cummings Research Park.

Subsequently, Trammell Crow Company hired Hodges & Associates to promote its joint development with Samford University of University Park in conjunction with a visit to Birmingham by Trammell Crow himself. The project was the subject of a lawsuit by those opposed to the development of the property and was suffering from the subsequent negative publicity. Hodges & Associates proposed, developed and coordinated a “Fellowship Breakfast” with Mr. Crow speaking on “The Essence of Partnership” -- an early Monday morning event to which 400 business people bought tickets and attended. Under the theme “**Something To Crow About,**” Hodges generated very positive, front-of-the-business-section color coverage on the University Park development the day before, the same day the firm helped coordinate a small, elegant dinner for Mr. Crow and some of the city’s top business leaders at The Tutwiler.

Later still, Trammell Crow Company hired Hodges & Associates to enhance its visibility in conjunction with sponsoring the first “**Birmingham Zoobilee,**” a gala benefit for the Birmingham Zoo. Hodges & Associates created a distinctive, award-winning T-shirt (with Trammell Crow Company’s logo on the sleeve) to commemorate the event which raised more than \$100,000.00 -- the most ever for a charity in one day in the history of the city. Sales of the T-shirt on the night of the event and afterwards helped raise additional funds for the Zoo and additional visibility for Trammell Crow Company.

“BEST FOOT FORWARD” -- THE VULCAN STATUE RESTORATION FOR DIMASSI SHOEWEAR UNLIMITED

Hodges & Associates was selected by Wohl Shoe Company, a division of the Brown Group of St. Louis, Missouri, to coordinate the public relations and special events surrounding the opening of a new division, DiMassi Shoewear Unlimited. DiMassi, which had chosen Birmingham as the national launch site for this new shoe superstore concept, was opening two stores in the Birmingham area.

Acting on Hodges & Associates' recommendations, DiMassi chose to raise awareness about the need to fully restore the Statue of Vulcan -- the symbol of the City of Birmingham, which had been created for the famous 1904 World's Fair in St. Louis. To raise funds for the restoration of the statue, DiMassi Shoewear Unlimited commissioned an exact replica of Vulcan's right foot in fiberglass. By underwriting this project as a gift to the City of Birmingham and the Greater Vulcan Society, DiMassi put its **“best foot forward”** as a new corporate citizen of Birmingham. DiMassi also revitalized the natural ties between its home city of St. Louis (where Vulcan was first erected) and its chosen new home of Birmingham.

DiMassi executives announced the selection of Birmingham as the national launch market and the gift of the replica of Vulcan's foot on July 24, 1991 during a special press conference at Vulcan Park. Before an assembled crowd of 200 civic and business leaders, DiMassi introduced the fiberglass fabricator commissioned for construction of the replica while crew members climbed the statue's pedestal and began casting the mold. This work, in such a dramatic setting, provided the assembled media with exciting visual elements to enhance the impact of the overall publicity. As the work progressed, the media ran a series of “update” stories that focused public attention on the statue's needs.

In mid-August, at the grand openings of two new Birmingham stores, the replica of Vulcan's foot was unveiled and prominently displayed -- first at one store and then at the other -- along with information on the plans for the statue's restoration, the need for funds and how the public could contribute. The giant foot remained in the DiMassi stores for approximately one week, and then it began a rotation to other locations and special events throughout the greater Birmingham area (such as the Southern Women's Show) to help drum up support for the restoration fund and the expanded Vulcan Park. Future appearances of the foot are being scheduled through the Greater Vulcan Society whenever and where ever it might help raise funds.

The project not only generated area-wide name recognition for DiMassi, but also called the public's attention to a real community need. DiMassi succeeded in putting its best foot forward in Birmingham and, **within one month, achieved an awareness rating of 95 percent.**

