
FIVE-YEAR PLAN

First Year — Introduction — 1990

General Messages

- “We are committed to do better.”
- CMA member companies are united in setting higher standards.
- We are “on the record” with specific, measurable goals (guiding principles).

Implementation

- Select outside agency to head effort.
- Integrate existing program (CAER, CHEMTREC, NCRIC) as soon as possible.
- Responsible care committee intensifies internal program.
- Publish new codes as they are adopted.

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First Year — Introduction — 1990 (cont.)

Media

- **Internal** — Plant site communications packages for CMA member companies (site meetings, background for plant newsletters, press material for community newspapers, etc.).
- **Industry External** — Society presentations, trade magazine ads and editorials (CMA and member companies), company use of logo and tagline.
- **Government Reg.** — Accelerated background briefings, CMA mailers, membership visits (Washington and plant sites).
- **External/Consumer** — Broad print program — USA Today, WSJ, NYT, business and consumer magazines, major market radio, plant community tailored spots, newspaper.

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Second Year — Recognition — 1991

- Build on CMA recognition as industry “spokesman.”
- Increase role of local plants in generating community/consumer interest/receptivity.
- Re-introduce CMA programs under the Responsible Care banner as they become codes:
 - Title III
 - CAER
- Publicize new codes as ratified along with news stories and case histories on CMA programs.
- Feasibility studies of industry projects (recycling, consumer education, etc.) with focus group testing.
- Media:
 - Direct Mail — member communications and updates
 - Print — national and local — all audiences
 - Radio — key markets, selective timing — all audiences
 - Magazine — continue building receptivity with decision-level influences
 - Television — general message — consumer benefit by individual companies

IMPLEMENTATION

Third Year — Accomplishments — 1992

- Document positive actions/performances to add credibility to program commitments.
- Expand media reach and message impact with TV exposure.
- Implement opportunities for programs with higher levels of consumer awareness (e.g., Reclamation Centers).
- Further enlist industry external support to extend associate members' participation and compliance.
- Survey against benchmark study.
- Media:
 - Television — reach broad and deep, humanize message, high impact.
 - Print — continuity to key audiences, reinforce TV.
 - Radio — selective/geographic reach to key markets.

IMPLEMENTATION

Fourth Year — Reinforcement — 1993

- Continue building recognition of CMA and member accomplishments/ case histories of success.
- Update messages to further expose CMA pro-actions and member participation.
- Maintain media presence and target impacts to prime audiences, markets, timing and issues.

Fifth Year — Transition — 1994

- Evaluate levels of progress in each area and focus messages and media to priorities.
- Develop new benchmarks and message platforms for continuation of consumer education/acceptance.
- Create seamless transition from one five-year plan to the next.

PROGRAM IMPLEMENTATION SCHEDULE

	1989	1990 INTRODUCTION	1991 RECOGNITION	1992 ACCOMPLISHMENTS	1993 REINFORCEMENT	1994 TRANSITION
Program	PROPOSAL	INFORMATIONAL MAILINGS TO CMA MEMBERS AND EMPLOYEES, CONGRESS, EPA				
	APPROVAL			TEST MARKET - REC CTRS	TBD	TBD
	FUNDING	ASSIGN BUDGETS AND ASSESS FUNDING METHODS				
Preparation	ADS	→				
	RADIO SPOTS	→				
	BROCHURE			CONSUMER LITERATURE	→	
	MEMBER MAILERS				→	
	TV SPOTS				→	
Rollout	SCHEDULING	NATIONAL NEWSPAPERS: Internal, Industry External, Government/Regulatory				
	BUDGETING	MAGAZINE: Internal, Industry External				
		RADIO SPOTS: Industry and Consumer External, Government/Regulatory				
		LOCAL NEWSPAPERS: All Targeted Audiences				
		CMA MEMBER MAILINGS: Industry External, Government/Regulatory				
		TV SPOTS: All Targeted Audiences				
		800#: Available To All Targeted Audiences				
		FULFILLMENT: Industry and Consumer External, Government/Regulatory				

CMA 066357

CMA—Introductory Phase — First Year

Media	Market	Targeted Audience	Frequency	Reach	Cost
NATIONAL NEWSPAPERS					
—USA Today	National	1,700,000	15 insertions	25,500,000	\$1,734,075
—WSJ		1,869,950	8 insertions	14,959,600	1,908,191
—NYT		1,117,395	8 insertions	8,939,160	784,184
		<u>4,687,345</u>		<u>49,398,760</u>	<u>4,426,450</u>
—Two-Page Introductory Ad Listing Members					
—Earth Day Ad					
MAGAZINES					
—Fortune	National	650,000	6 insertions	3,900,000	480,108
—Business Week		870,000	10 insertions	8,700,000	790,940
—Forbes		741,730	6 insertions	4,450,380	404,874
—Industry Week		300,500	6 insertions	1,803,000	159,600
		<u>2,562,230</u>		<u>18,853,380</u>	<u>1,835,522</u>
—Two-Page Introductory Ad Listing Members					
—Earth Day Ad					
RADIO					
—Introductory Spot	Network				
—Earth Day Spot	25 Markets	130,750	8 weeks (360 spots)	1,046,000	1,552,120
MEMBER MAILINGS					
—Announcement to CMA	National	170 Members	2 mailings	3,500±	85,000
—Mailings		& Gov't/EPA	2 mailings		
TOTALS		7,380,325		69,301,640	<u>\$7,899,092</u>

CMA 066358

CMA—Recognition Phase — Second Year

Media	Market	Targeted Audience	Frequency	Reach	Cost
NATIONAL NEWSPAPERS					
—USA Today	National	1,700,000	20 insertions	34,000,000	\$1,216,900
—WSJ		1,869,950	10 insertions	18,699,500	993,850
—NYT		1,117,395	10 insertions	11,173,950	508,870
		<u>4,687,345</u>		<u>63,873,450</u>	<u>2,719,620</u>
—Single-Page Ads					
—CAER					
—Title III					
—Special Topics					
MAGAZINES					
—Fortune	National	650,000	6 insertions	3,900,000	324,850
—Business Week		870,000	10 insertions	8,700,000	376,200
—Forbes		741,730	6 insertions	4,450,380	245,424
—Industry Week		300,500	6 insertions	1,803,000	87,540
		<u>2,562,230</u>		<u>18,853,380</u>	<u>1,034,014</u>
—Single-Page Ads					
—CAER					
—Title III					
—Special Topics					
LOCAL NEWSPAPERS					
—CAER	Top 50	16,573,225	4 insertions	66,292,900	3,174,881
—Title III	1 Per Market				
—Special Topics					
RADIO					
—CAER	Network	130,750	10 weeks	1,307,500	1,943,900
—Title III			(450 spots)		
—Special Topics					
MEMBER MAILINGS					
—CAER (Updates)	National	170 Members	2 mailings	3,500±	65,000
—Title III (Updates)		& Gov't/EPA	2 mailings		
—Special Topics					
TOTALS		23,953,550		150,330,730	\$8,937,415

CMA 066359

CMA—Accomplishments Phase — Third Year

Media	Market	Targeted Audience	Frequency	Reach	Cost
NATIONAL NEWSPAPERS					
—USA Today	Regional	1,700,000	15 insertions	25,500,000	\$887,475
—WSJ		1,869,950	10 insertions	18,699,500	993,850
—NYT		<u>1,117,395</u>	10 insertions	<u>11,173,950</u>	<u>508,870</u>
		4,687,345		55,373,450	2,390,195
—Single-Page Ads					
LOCAL NEWSPAPERS					0
Responsibility to be assumed by CMA Members					
RADIO—:60 sec spots (2)	Network	130,750	5 weeks (225 spots)	653,750	994,450
TV—:60 sec spots (2)	Network	670,953,200	10 weeks	6,940,778,000	9,795,000
	Top 25	<u>17,138,000</u>	865 spots in	<u>643,747</u>	<u>2,095,150</u>
	Local Markets	<u>688,091,200</u>	25 markets	<u>6,941,421,747</u>	<u>11,890,150</u>
MEMBER MAILINGS					
—Copies of TV Ads	Regional/ Local	Gov't/EPA & Community Leaders		5,000±	125,000
TOTALS		692,909,295		6,997,453,947	<u>\$15,399,795</u>

CMA—Reinforcement Phase — Fourth Year

Media	Market	Targeted Audience	Frequency	Reach	Cost
NATIONAL NEWSPAPERS					
—USA Today	Regional	1,700,000	15 insertions	25,500,000	\$887,475
—WSJ		1,869,950	10 insertions	18,699,500	993,850
—NYT		<u>1,117,895</u>	10 insertions	<u>11,173,950</u>	<u>508,870</u>
		4,687,845		55,373,450	2,390,195
—Single-Page Ads					
LOCAL NEWSPAPERS					0
Responsibility to be assumed by CMA Members					
RADIO —:60 sec spots (2)	Network	130,750	5 weeks (225 spots)	653,750	994,450
TV —:60 sec spots (2)	Network	670,953,200	10 weeks	6,940,778,000	9,795,000
	Top 25	<u>17,138,000</u>	5 weeks	<u>643,747</u>	<u>2,095,150</u>
	Local Markets	688,091,200		6,941,421,747	11,890,150
MEMBER MAILINGS					
—Copies of TV Ads	Regional/ Local	Gov't/EPA & Community Leaders		5,000±	125,000
TOTALS		692,909,295		6,997,453,947	<u>\$15,399,795</u>

CMA—Transition — Fifth Year

Media	Market	Targeted Audience	Frequency	Reach	Cost
NATIONAL NEWSPAPERS					
—USA Today	Regional	1,700,000	15 insertions	25,500,000	\$887,475
—WSJ		1,869,950	10 insertions	18,699,500	993,850
—NYT		1,117,395	10 insertions	11,173,950	508,870
		<u>4,687,345</u>		<u>55,373,450</u>	<u>2,390,195</u>
—Single-Page Ads					
MAGAZINES					
—Fortune	National	650,000	6 insertions	3,900,000	480,108
—Business Week		870,000	10 insertions	8,700,000	790,940
—Forbes		741,730	6 insertions	4,450,380	404,874
—Industry Week		300,500	6 insertions	1,803,000	159,600
		<u>2,562,230</u>		<u>18,853,380</u>	<u>1,835,522</u>
RADIO—:60 sec spots (2)	Network	130,750	5 weeks (225 spots)	653,750	994,450
TV—:60 sec spots (2)	Network	335,476,600	5 weeks	3,470,389,000	4,534,000
	Top 25	<u>17,138,000</u>	5 weeks	<u>85,690,000</u>	<u>2,095,150</u>
	Local Markets	352,614,600		3,556,079,000	6,629,150
MEMBER MAILINGS					
	Regional/ Local	Gov't/EPA & Community Leaders		5,000±	100,000
TOTALS		359,994,925		3,630,964,580	<u>\$11,949,317</u>