

Repositioning the Message Set after Bankruptcy

Situation Analysis: LHA's client was a technological pioneer operating in a geographical niche that had just emerged from bankruptcy, having shed a heavy debt load yet retained its key, high-value assets. With former debt holders as new shareholders and all eyes in the sector on the client's performance as a newly public company, a complete messaging overhaul was needed to shift the focus onto the client's forward strategy while simultaneously acknowledging recent history and bridging the expectations created during bankruptcy to the current fundamentals.

LHA's Solution: The client's first-quarter results report represented its resumption of public company life. LHA seized this disclosure opportunity to articulate management's vision, calibrate expectations and create a new public persona. In preparation for the repositioning, LHA:

- Absorbed publicly available bankruptcy documents and the Plan of Reorganization
- Conducted due diligence with management to understand its strategic plan and assess its previous interactions with the financial community
- Contacted key Wall Street client contacts to gauge their expectations first-hand
- Analyzed peer companies' communications practices, messages and metrics

With this perspective and information, LHA then worked closely with the client to create a robust communications package, including the quarterly press release, conference call scripts, and webcast slide presentation. These materials encompassed a new set of key messages; a detailed set of operating metrics; and an achievable financial outlook to benchmark performance. LHA also worked intensively to prepare management through rehearsals and Q&A.

Results: The feedback received from both the Street and the client indicated that the re-launch of the company's public life and communications platform was a success, and was viewed as powerful, realistic and credible. In addition to acknowledging past communications, current sentiment and "whisper" expectations, the new platform articulated the company's go-forward strategy and set long-term expectations the client was able to live with long past the quarter.