



Driving a New Solutions Orientation

**Kathy Button Bell
Emerson**

Vice President and Chief Marketing Officer

February 4, 2010

Defining

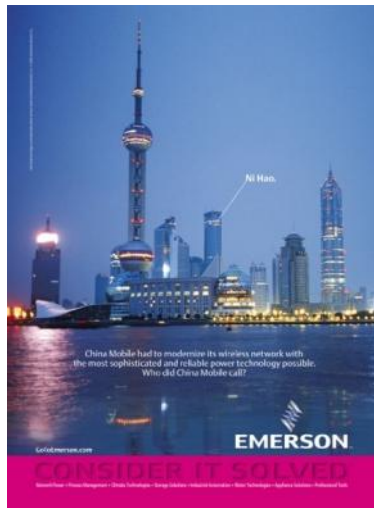
Promoting

Arriving

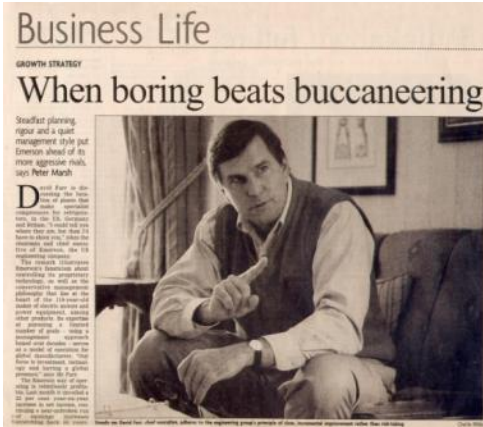
Differentiating



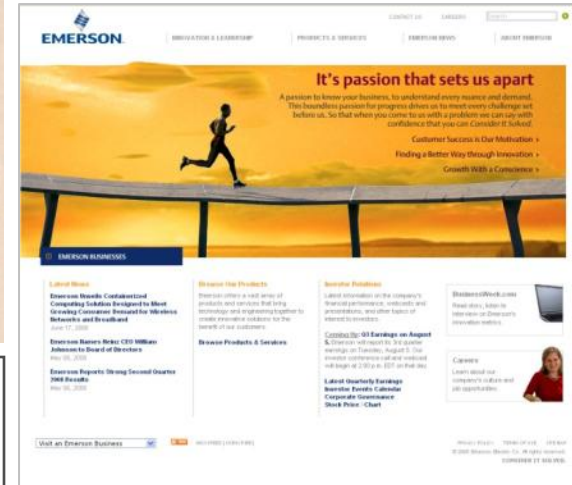
Discovering and developing our brand identity.



Bringing our message to the marketplace and creating momentum.



Establishing our presence as a global player and thought leader.



Separating ourselves from the pack and affirming our leadership.

1999

Emerson Divisions

\$14.3 Billion in revenues with over 60 divisions



An Emerson/General Signal Joint Venture



THERMODISC



FUSITE

ROSEMOUNT

Copeland®



ASCO Power Technologies



BUEHLER

OZ/GEORNEY



Micro Motion

BRANSON



CLOSETMAID



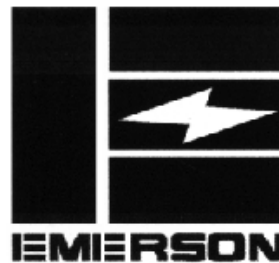
LOUISVILLE LADDER GROUP LLC

RIDGID




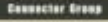
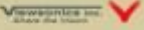




The Original Logo

The lightening flash is reminiscent of old technology. These logo's from the 1920's – 1930's use this shape as a visual shorthand for state-of-the-art innovation.

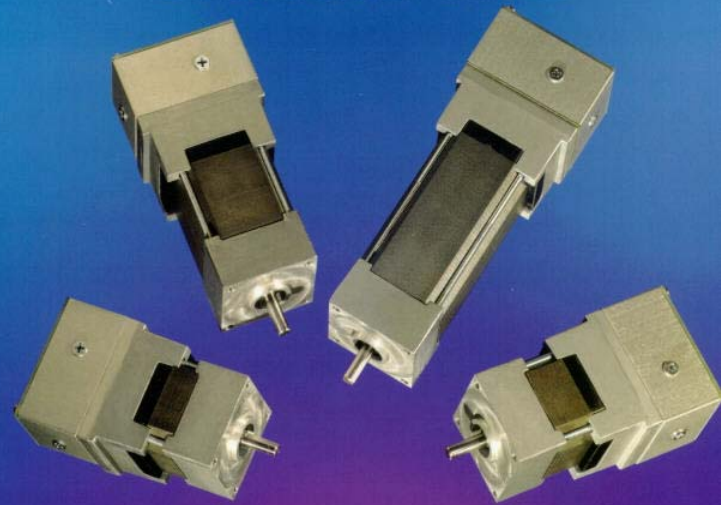


“Hardware Store” Communications Approach Hurting Technology Reputation

<p>TSI</p> <p>A manufacturer of broadband cable systems, terminal blocks, interconnect cabinets, and alarm systems for television optical offices.</p> <p><i>Picture:</i> Broadband cable assembly & control office terminal blocks.</p>  <p>www.tsiindustrialsystems.com</p>	<p>Bond Technologies</p> <p>Specialists in the design, manufacture, and integration of advanced electro-mechanical assemblies, including precision sheet metal fabrication, custom cables/harnesses and complete product integration.</p> <p><i>Picture:</i> Custom cable assembly and precision sheet metal fabrication.</p>  <p>www.bond-tech.com</p>
<p>LoDan</p> <p>A market leader in optical interconnect for mainframe datacenter and storage area environments. A manufacturer of optical fiber and copper connectivity for high-speed data communications, power and control cable applications.</p> <p><i>Picture:</i> Fiber optic cable assemblies.</p>  <p>www.loदान.com</p>	<p>Connector Group</p> <p>A producer of connectors and cables for high-speed data transmission and radio frequency applications, comprised of Johnson Components, Cartridge Products, Kim Electronics and Viatec Electronics.</p> <p><i>Picture:</i> Air fiber optic cable assemblies.</p>  <p>www.connectorgroup.com</p>
<p>Viewsonics</p> <p>A manufacturer of subscriber components for the broadband and telecommunications industries. Products include drop amplifiers, multiple dwelling unit (MDU) amplifiers, digital ready passives, blocking and non-blocking terminators, the Lockinator security system and other components for communication networks.</p> <p><i>Picture:</i> Drop amplifier, MDU amplifier & isolator.</p>  <p>www.viewsonics.com</p>	<p>Northern Technologies</p> <p>A manufacturer of power protection systems for wireless transmission sites. Products include surge protectors, surge suppressors and AC bypass line protectors.</p>  <p>www.northern-tech.com</p>




FAST TRACK Selection Guide



DON'T WASTE TIME!

Get on the Fast Track
with the Hurst FAST TRACK Selection Guide
for **NTD** Dynamic Brushless DC Motors
and Integrated Controls.



Hurst Mfg.
Division of Emerson Electric

The brand promise that Emerson must fulfill....

Emerson is where
technology and engineering
come together to
create solutions for the benefit
of our customers,
driven without compromise
for a world in action.



The Emerson Logo Represents

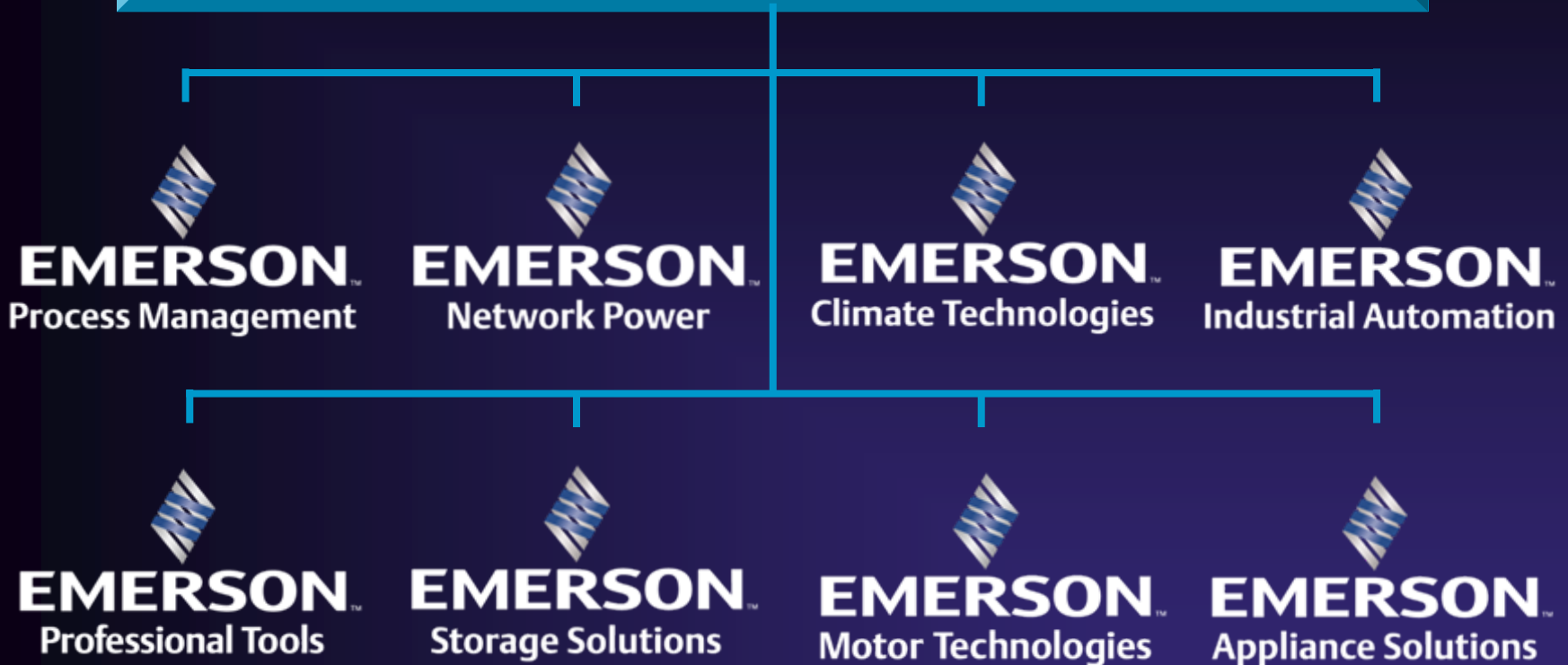
Technology
and engineering
coming together

Emerson divisions
working together
to create better
solutions for
their customers

Emerson technology
supporting
“a world in action”

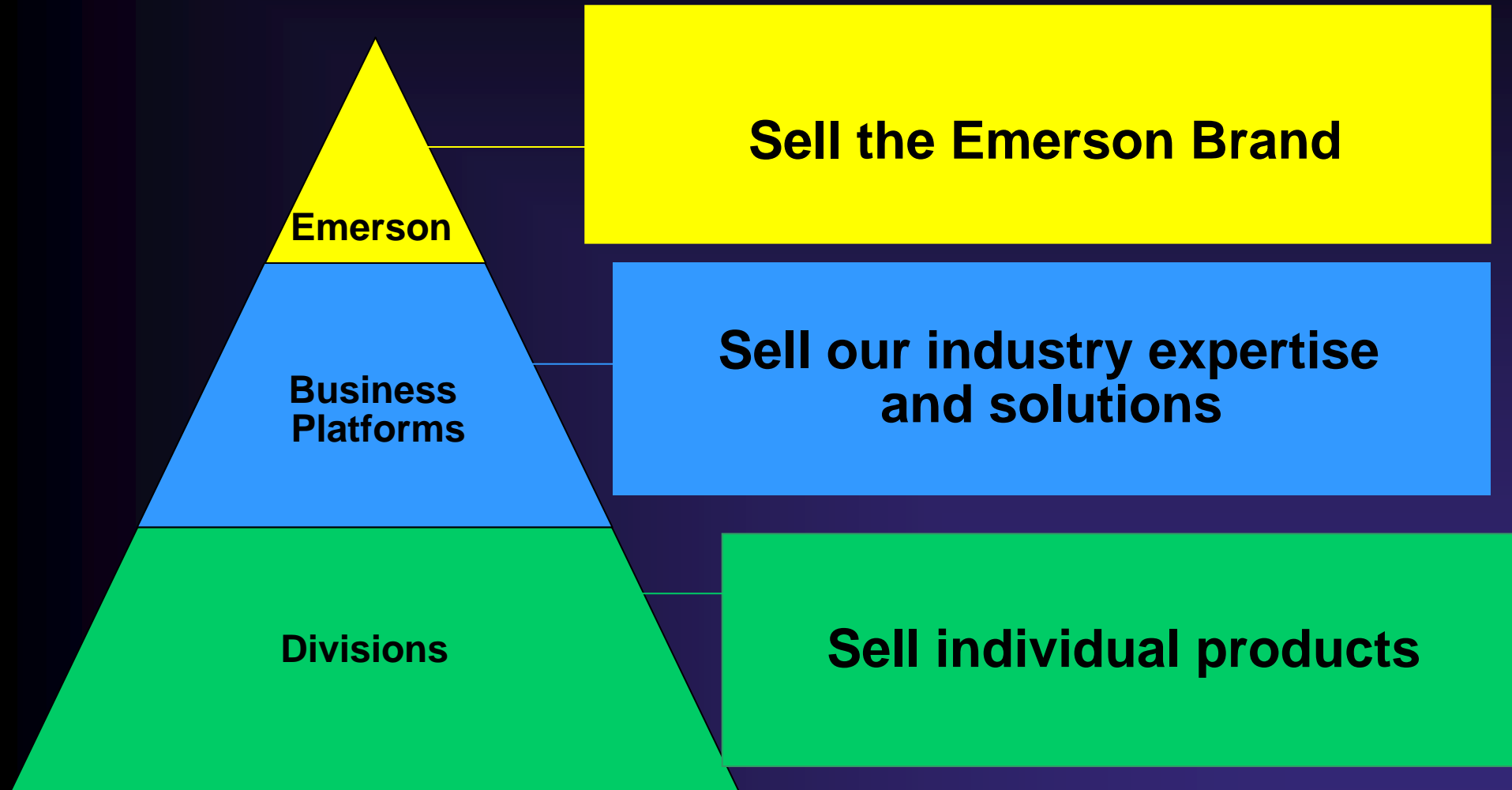


Emerson Business Platforms



**Brand Drives Division Collaboration for
Cross-Sell, Solutions & Efficiency**

Defining the Branding Roles



All three elements must work together in order to achieve marketing objectives

Emerson Is a Powerful Force for Innovation



“Emerson’s extraordinary technology, industry expertise, focus on customer needs and deep passion for progress enable us to deliver innovative solutions that make our customers more successful.”

David N. Farr
Chairman, CEO and President
Emerson

CONSIDER IT SOLVED
Emerson’s promise to our customers



Emerson At-a-Glance 2009

\$20.9 Billion in sales



Headquarters in
St. Louis, Missouri USA
NYSE: EMR



Diversified global
manufacturer
and technology provider



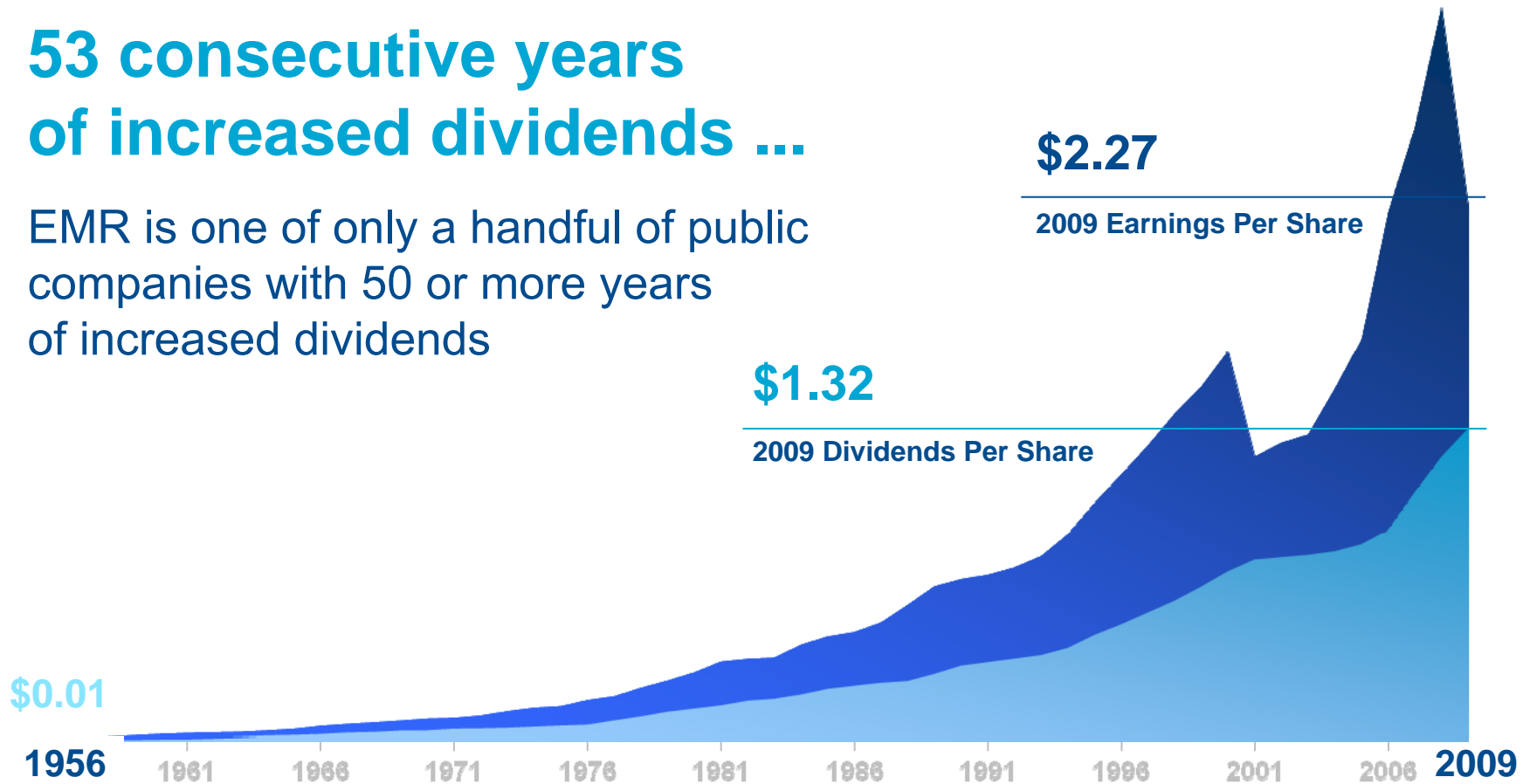
Approximately 129,000
employees worldwide

- Manufacturing and/or sales presence in more than 150 countries
- 250 manufacturing locations
- No. 94 on 2009 FORTUNE 500 list of America's largest corporations
- Founded in 1890

Emerson's Legacy of Performance

53 consecutive years of increased dividends ...

EMR is one of only a handful of public companies with 50 or more years of increased dividends



Emerson Is a Leader in Its Core Global Businesses & Markets



- #1 AC & DC Power Systems
- #1 OEM Embedded Power
- #1 Precision Cooling Systems



- #1 Control Valves
- #1 Measurement Devices



- #1 Compressors
- #1 Controls



- #1 Alternators
- #1 Fluid Control
- #1 Ultrasonic Welding



- #1 Garbage Disposers
- #1 Appliance Components



- #1 Fractional Motors



- #1 Storage Solutions



- #1 Plumbing Tools
- #1 Wet/Dry Vacuums
- #1 Pressing Tools/Jaws
- #1 CCTV Inspection Systems

Media Coverage Highlights Emerson's Global Presence, Technology & Consistent Results

FORTUNE
THE WORLD'S MOST ADMIRABLE COMPANIES

500

WHO'S THE NEW NO. 1? JAMIE DIMON
On the Return of Banking
IBM Making Money Making the Planet Smarter

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Cramer's 'Mad Money' Recap: Emerson's New Tech Look

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Institutional Investor

David Farr

Emerson sets \$1bn revenue goal in India

Emerson's green mission gains momentum

Emerson's green mission gains momentum

Emerson is making significant progress in its green mission, with a focus on energy efficiency and renewable energy. The company's efforts are being recognized by the industry and the public alike.

Emerson opens Dubai facility, strengthens presence in ME

Emerson has opened a new facility in Dubai, United Arab Emirates, to strengthen its presence in the Middle East region. The facility will focus on providing industrial automation and control solutions to the region's growing industrial sector.

強Emerson 08逆市增長12%

50年僅出3個CEO 利推長遠計劃

Edward (雷) 表示：「Emerson的行動產品，確實有可持續發展的人才。自1976年開始，Emerson推出工業管理碩士學位課程，旨在培養和培養工業管理人才。目前已有超過100名學生畢業，其中70%在Emerson工作，近40%被委任到重要部門工作。」

高能效產品迎海嘯

Emerson的中央空調系統，熱氣和製冷系統，又推出更節能及更耐用方案，除可節省建築數目在各種商業環境。而Emerson的商業管理方案，以應用市場需求。CUPS是針對服務業的特別管理方法，企業家提供高能效的平穩性能。

企業不凋之謎

1. 選擇具有強大能力的市場，歡迎吸納。 2. 建立人才和和穩定的領導層。 3. 不斷投入和進行研發技術，維持行業的領導地位。

知識庫

1. 提供專業諮詢，提供專業管理培訓所需的專業技術，以確保企業電氣的穩定性，有助於提升生產效率。 2. 提供管理服務，包括諮詢、工程及優化服務，提高客戶工廠的效率和利潤。

FORTUNE World's Most Admired Companies

2009 Industry Rankings

Electronics Industry

1	General Electric	7.44
2	Emerson	7.12
3	Panasonic	6.78
4	Siemens	6.40
5	Sony	6.30
6	Whirlpool	6.01
7	Royal Philips Electronics	5.98
8	Toshiba	5.94
9	Samsung Electronics	5.88
10	Hitachi	5.86

Ranked #11-15 were: LG, Mitsubishi Electric, Schneider Electric, Sharp, and Sumitomo Electric Industries

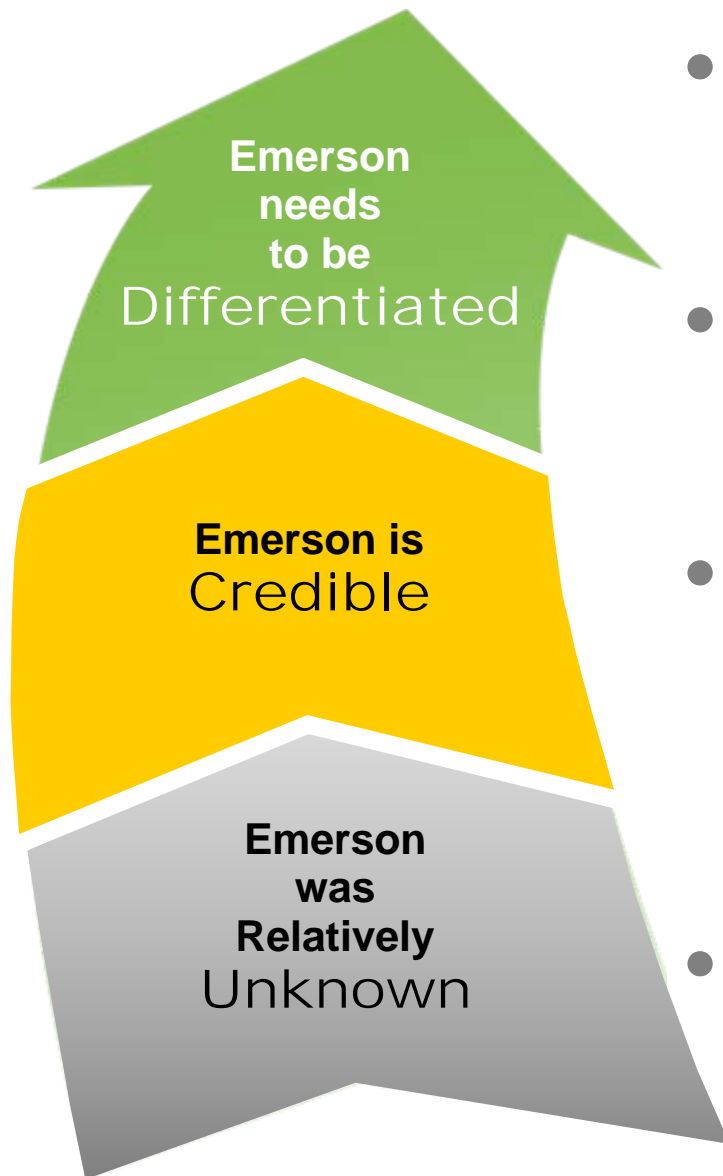
Emerson is #2 in electronics industry...

ahead of larger, well-known consumer brands

Note: FORTUNE this year has discontinued the separate America's Most Admired list



Differentiation Will be Determined by Our Ability to Drive Customer Loyalty Through Innovative Solutions



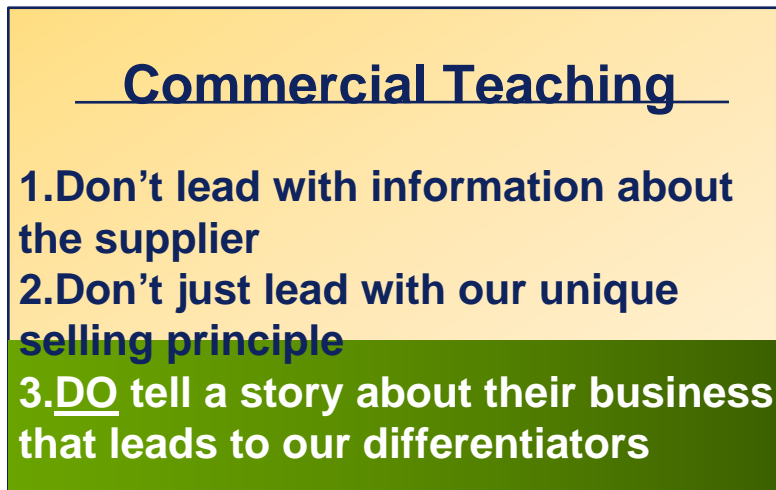
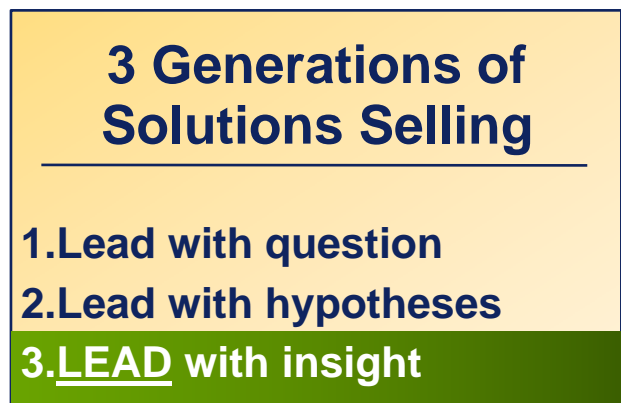
- Globalization drives **intensified competition** and product price pressure
- Solutions providers must articulate a clear **customer value** to de-commoditize their offerings
- Solution-centric means organization defines itself by the **problems you solve for customers** vs. the individual products and services you make, sell or deliver
- Emerson must **act differently** in order to successfully deliver on a **solutions promise**

Emerson's Success in Services and Solutions is Dependent on Behavioral Change

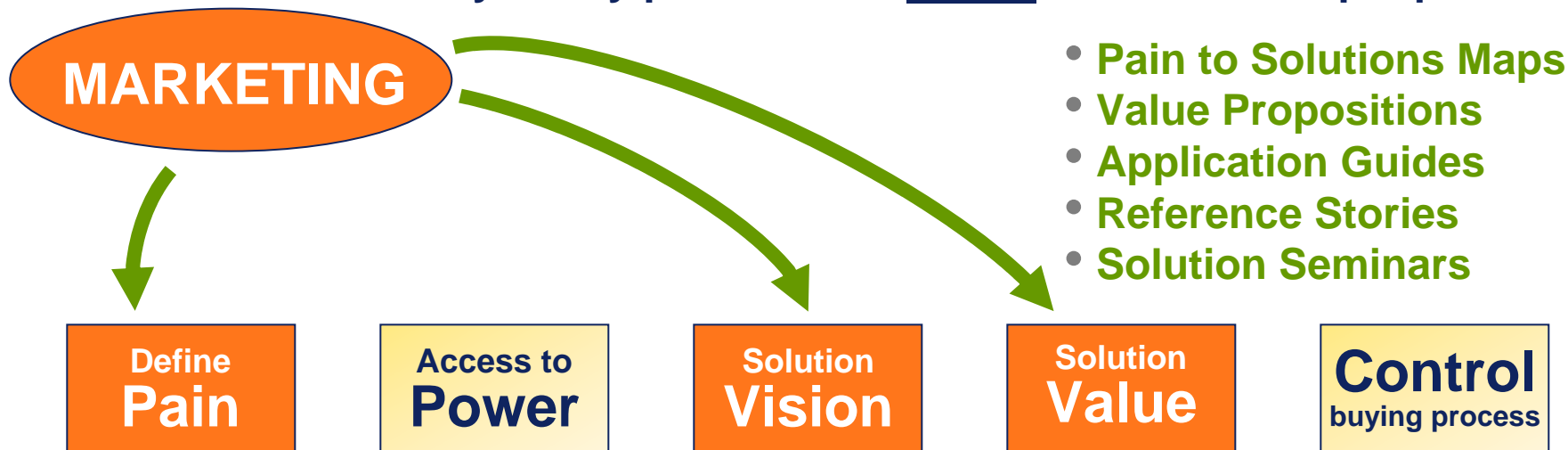
	THEN <u>Product Marketing</u>	RIGHT NOW <u>Solution Marketing</u>
✓ Message Orientation	Inside-Out	Outside-In
✓ Positioning Objective	Own Position in Category	Own Specific Customer Problem
Message Complexity	Single Threaded	Multi-Threaded
✓ Differentiation Model	Two Dimensional	Multi-Dimensional
Knowledge Flow	Primarily Top Down	More Collaboration With Sales
Sales Enablement Objective	Product Knowledge	Situational Fluency
Foundation Knowledge	Feature-Benefit Lists	Problem-Solution Map

Source: Keith Eades and Robert Kear

Marketing and Sales Must Closely Collaborate Across Divisional Boundaries to Create Value



Marketing can help salespeople become business consultants by increasing Situational Fluency. They provide the “Learn” for our sales people.



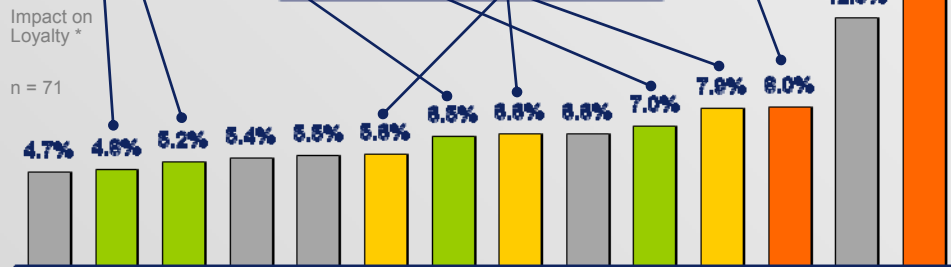
Loyalty Drives Retention, Repurchase, Share of Wallet, Portfolio and New Product Penetration

Key Marketing Capabilities That Drive Loyalty (Statistically Significant Drivers)

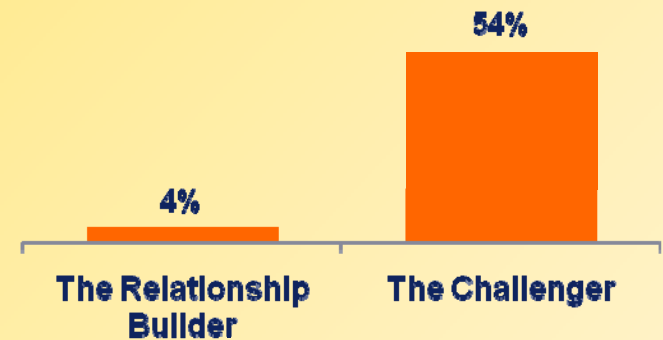
Conclusion #1: Learn
Capture segment-level learning across the company.

Conclusion #3: Amplify
Amplify the voice and influence of advocates.

Conclusion #2: Teach
Teach customers: don't just sell or serve.



Key Sales Behavior that Predicts Success in a Complex Sales Environment



- Offers unique perspective
 - Two-way communication skills
 - Knows customer value drivers
 - Can ID economic drivers
 - Is comfortable discussing money
 - Can pressure the customer
- Teaches
- Tailors
- Asserts Control

Industrial Strength Marketing and Sales Seminars
Dallas Nov 3-4, Kuala Lumpur Nov 15-16, Berlin Dec 7-8

Sources: Marketing Leadership Council, Sales Executive Council

Emerson Campaign Highlights Our New-To-The-Business and New-To-The-World Approach

SAVE BILLIONS ON COOLING EXCESS HEAT FROM DATA CENTERS BY PREVENTING THE EXCESS IN THE FIRST PLACE.



IT'S NEVER BEEN DONE BEFORE

Get the full story at Emerson.com/EnergyLogic

EMERSON
CONSIDER IT SOLVED



HELP QATARGAS BUILD THE WORLD'S LARGEST LIQUEFIED NATURAL GAS TRAINS AND SUPPLY CLEAN RELIABLE ENERGY AROUND THE GLOBE.



IT'S NEVER BEEN DONE BEFORE

Get the full story at Emerson.com/Qatargas


EMERSON
CONSIDER IT SOLVED

- New **“It’s Never Been Done Before”** campaign focuses on unique and **innovative solutions** that Emerson delivers to customers
- **Differentiate** Emerson by showcasing the results of our work across divisions, platforms and industries to create **new-to-the-business and new-to-the-world solutions**
- Emerson showing the **optimistic face of global business** – how we are **helping our customers innovate** their way out of the financial downturn
- Our new campaign dramatically reinforces that **Emerson is unique** in the way we look, sound and feel

Global Scope of Campaign Demonstrates Our Strong International Capability

ادعم قطر للغاز في بناء أكبر وحدات للغاز الطبيعي المسال في العالم
ويج تسدير الطاقة النظيفة الموثوقة إلى كافة أرجاء العالم.

لم يحدث
ذلك من قبل



اقرأ المزيد كالتالي
Emerson.com/QatarGas

EMERSON
CONSIDER IT SOLVED™

HELP CREATE A COMMERCIALY VIABLE GASOLINE SUBSTITUTE FROM
LEFTOVER WOOD WASTE, CHIPS AND BARK.

IT'S NEVER
BEEN DONE
BEFORE



Get the full story at Emerson.com/RangeFuels

EMERSON
CONSIDER IT SOLVED

TRITURE PRÁCTICAMENTE CUALQUIER TIPO DE DESECHO DE COMIDA
Y CONVIÉRTALO EN UNA FUENTE INAGOTABLE
DE ENERGÍA ELÉCTRICA PARA UNA CIUDAD.

NUNCA
SE HA HECHO
ANTES




Vea la historia completa en Emerson.com/Milwaukee

EMERSON
CONSIDER IT SOLVED

余分な熱の発生
そのものを抑えることで、
データセンター冷却のための
何十億ものコストを抑制する

これまでには
なかったことです



詳しくは
Emerson.com/EnergyLogic

EMERSON
CONSIDER IT SOLVED

AIDER LA CHINE A REDUIRE SA DEPENDANCE DES
CENTRALES DE CHAUFFAGE A CHARBON ET A
ECONOMISER 60 MILLIONS DE TONNES DE CO₂.

CELA N'A JAMAIS
ETE FAIT
AUPARAVANT



Pour en savoir plus :
Emerson.com/HeatPump

EMERSON
CONSIDER IT SOLVED

- **Global nature** of campaign reflects our ongoing business opportunities and current growth models as we **expand our brand's recognition around the world**
- **Global launch** in March 2009 included print, television, and digital in **nine languages**
 - Arabic, Chinese, English, French, German, Italian, Japanese, Portuguese, Spanish

2010 Advertising Continues to Promote Emerson's Commitment to Solutions Around the World



- Airport spectaculars in key international locations serve as foundation of global advertising plan
- Focus on emerging markets – continue to move media dollars to support high growth regions
- Diversifying US television strategy
- New Wall Street Journal approach
- In-flight video and sponsor of US airport Wi-Fi
- Online ads shifted from global English-language to regional in-language

New Placements and Distinctive Approach Broaden Emerson Media Reach and Effectiveness

2009 SIZZLE VIDEO

EMERSON YEAR IN REVIEW

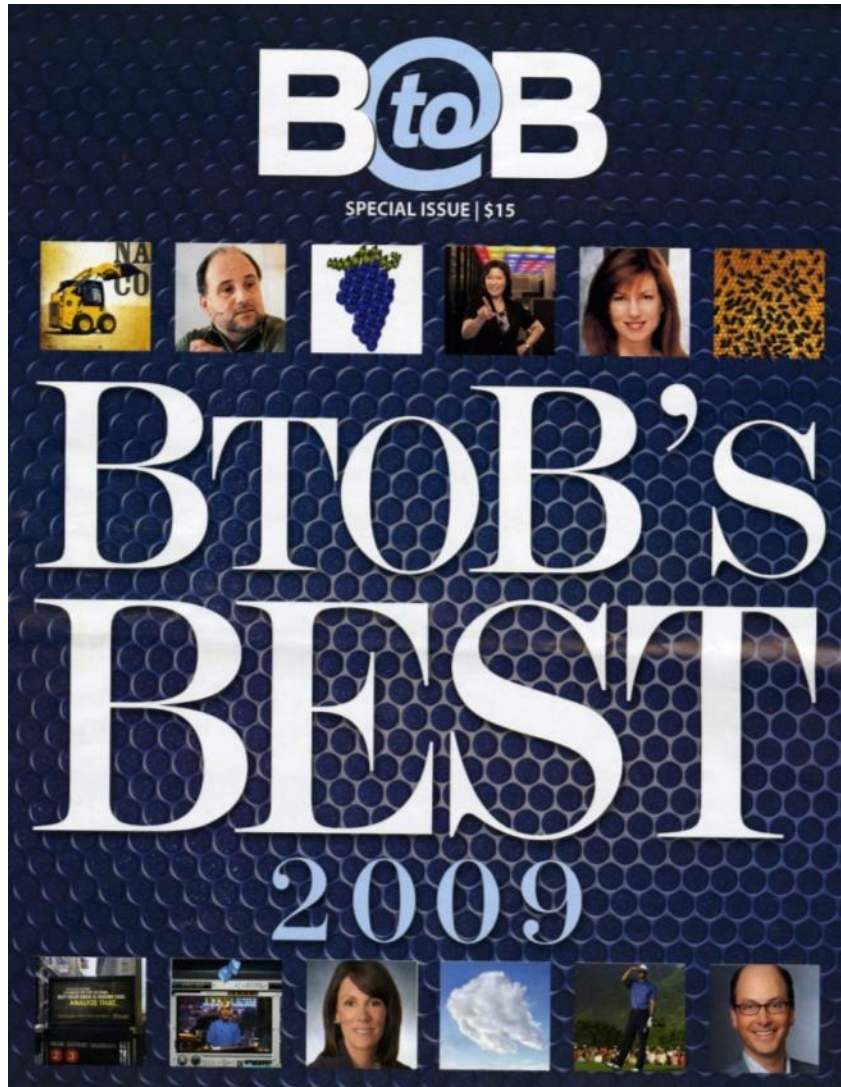
10:47
FOR INTERNAL USE ONLY
US CONFERENCE



EMERSON[™]

CONSIDER IT SOLVED

Emerson and DDB Chicago Win BtoB Advertising Award



BtoB's BEST CREATIVE

Emerson

Agency: DDB Chicago **Name of campaign:** "Consider It Solved" **Launch date:** March 2009 **Creative credits:** For print/TV: group creative director: Marcia Iacobucci; associate creative directors: Jeff Loibl, Gary Matusek; executive director of integrated production:

Runner-Up Diane Jackson; production business manager: Sara Wolfson; senior broadcast producer: Mary Pat Sampsell; associate print producers: Vaughnda Johnson, Chris Joyce; group business director: Tom Browning; account supervisor: Elizabeth Houghtlin. For digital: associate creative director: Melissa Healy; production manager: Courtney Jarvis; account director: Rachel Flood; art director: Brad Caraway; designer/Flash developer: Erik Canning; designer: Kelly Galvin; copywriter: Deb Pahl

Why we liked it: This \$10 million integrated "Consider It Solved" corporate campaign was designed to reach top executives at *Global Fortune* 1,000 companies with the idea that Emerson is an innovative company. The central theme of the campaign is summed up in a line that is heard in the company's TV spots: "When Emerson takes on the challenge, 'It's never been done before' becomes 'Consider it solved.'" In addition to television, the Emerson campaign included print and online advertising, e-mail and on-line video. Most of the executions focused on three Emerson tales of innovation: 1) the company contributing to Milwaukee's efforts to use food waste to create electricity; 2) its involvement in turning wood waste into a gasoline substitute; and 3) its efforts at reducing carbon dioxide emissions in northern China. The stories are convincing; the advertising—particularly the close up shots of the orange peel—is engaging, and the campaign is integrated flawlessly in print, online and on television.



Online



TV



Print

When they say
**IT'S NEVER
BEEN DONE
BEFORE**

We say
**CONSIDER
IT SOLVED**



EMERSON™