


**From:** Mark Turnbull mark.turnbull@sclgroup.cc   
**Subject:** Fwd: Associate Offices - confusion alert  
**Date:** May 24, 2017 at 12:56  
**To:** Brittany Kaiser brittany.kaiser@cambridgeanalytica.org

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----- Forwarded message -----

**From:** Mark Turnbull <mark.turnbull@sclgroup.cc>  
**Date:** 10 February 2017 at 18:23  
**Subject:** Associate Offices - confusion alert  
**To:** Alexander Nix <alexander.nix@sclgroup.cc>, Julian Wheatland <julian.wheatland@sclgroup.cc>  
**Cc:** Iona O'Donnell <iona.odonnell@sclgroup.cc>, Tee Edwards <tee.edwards@sclgroup.cc>

Alexander, Julian

Before I head off to Malaysia, I wanted to share the attached tour d'horizon of our associate offices, on a number of spreadsheets which Iona has spent the past couple of weeks collating.

Simply stated, the problem is this: we have a patchwork quilt of 'associate' relationships across the world, with individuals and companies, with and without NDAs, with and without contracts/MOUs (of varying scope/quality), exclusive and non-exclusive, active and dormant, on different levels of commission.

As I said in my year-end report, as we mature from the early days of 'lighting up the map' to demonstrate global presence, we need SCL/CA outposts to deliver. Some of them are brilliant, others frankly useless (and the same goes for sales referral agents). The best are some combination of marcoms practitioners (like Nikola Spasov) who understand and align with what we do and the truly well connected and motivated (e.g. Peter Imre and Azrin Zizal). We have strong prospective candidates for Switzerland, Jordan, Turkey and Nigeria, and in many places more than one. Others have fallen (or are about to fall) into disuse, such as India, Lithuania, etc.

We now urgently need to review and consolidate these relationships so that we can focus our limited resource on the most productive and cut away the least. We know from experience that it doesn't work to let offices and contacts simply 'get on with it.' Often as not they don't really know what they're selling, with the result that a) we spend a lot of time chasing unproductive leads; and b) not enough time landing on the big opportunities. They get frustrated and lose heart. We're reluctant to tell them that we simply don't have the head office time/attention/resource required to mount an effective new business drive. We end up fire-fighting and managing diminishing expectations. And meanwhile, every 'associate' and 'referral agent' claiming to represent SCL/CA is a reputational, commercial and/or legal risk waiting to happen -- particularly when the company is under intense media scrutiny pretty much everywhere.

So we need a process to undertake the following:

1. Establish qualifying criteria for an associate partnership -- set clear expectations
2. Background check on suitability of all candidates -- new and existing
3. Assessment of business opportunity / mapping of data landscape and regulatory environment -- identify the most promising
4. Move all relationships to a standard 5% commission contract, with an agreed entity, in proper legal language, including targets/milestones -- possible exclusivity on a case by case basis
5. Cut away non-productive offices/relationships -- and remove from website/e-mail access
6. Identify and negotiate new potential partnerships -- ideally, meetings in London to assess and induct
7. Assign SCL/CA responsibility/resource to identify, pre-qualify and pursue opportunities -- working closely with associates
8. Schedule and prepare for SCL/CA visit for joint pitch to new business targets -- political and commercial
9. Put in place process of regular communication, reporting lines -- review and assess

All easier said than done, but the process starts with clarity about where we are now. I will continue to work with Iona and Tee to clean up the attached spreadsheets but it would be very useful to share our thinking with the two of you when we're next all in the same place, and agree on a plan for the way ahead.

Best regards  
Mark

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