



Norfolk Southern

Agency Presentation Challenge

▶▶ JULY 22, 2022

mower

“In a report released in April, the Intergovernmental Panel on Climate Change found that keeping global warming below 1.5 degree Celsius of pre-industrial levels would require global emissions to peak before 2025. By 2030 they would need to drop by 43% from their levels in 2019 for 1.5 degree C. That would require an extraordinary mobilization.”

Ask: capitalize on a big growth opportunity via emissions

Ask

“Show how you would develop a comms effort that positions NS as a sustainability leader who can reduce customers’ carbon emissions and **help them achieve their reduction targets.**”

Business Objective

“Gain a greater share of customers’ freight (from trucking).”

“Sustainability has become a mandatory messaging platform across all companies, but at NS sustainability is different.”



“We are setting our sights higher than railroad.”



“We want our comms to look like a
Fortune 50 brand.”



▣▣ We're in a golden window of opportunity

Why Now?

- Competitive advantage on emissions right now
- Investing in technology to create future sustainability advantages
- Prioritizing the customer experience
- Rail is experiencing a “Renaissance” right now

You asked us to: **Think Big!**

- Seek emotion (go beyond rational)
- Explore the spirit and symbolism of rail
- Elevate the customer (customer as hero)



You asked us to:

Strike a Balance

- Balance future and present business needs
- Keep the emissions advantage central
- Balance aspirations and pragmatism



Ask: capitalize on our leadership credentials to inspire new possibilities for emissions and sustainability overall

Ask

“Show how you would develop a comms effort that **positions NS as a sustainability leader** who can reduce customers’ carbon emissions and help them achieve their reduction targets.”

“Sustainability has become a mandatory messaging platform across all companies, but at NS sustainability is different.”

- Company DNA
- Technology Innovations
- Financial Investments
- Creative Initiatives
- Track Record of Progress

▣▣ Dialing-up your leadership will spark the excitement and relevance needed to mobilize your audiences

- NS isn't content with present-day advantages
- NS walks the sustainability walk
- NS is creating the future of rail

“

Some people predict the future;
a leader creates it.

”

▣▣ Lead the market and our customers to rethink

Emissions | Sustainability | Rail

Challenge: sustainability is hard for customers to navigate

Increasingly complex sustainability footprint.

- Scope 3 emissions makes the role of suppliers more important
- Suppliers are either a liability or advantage to sustainability goals

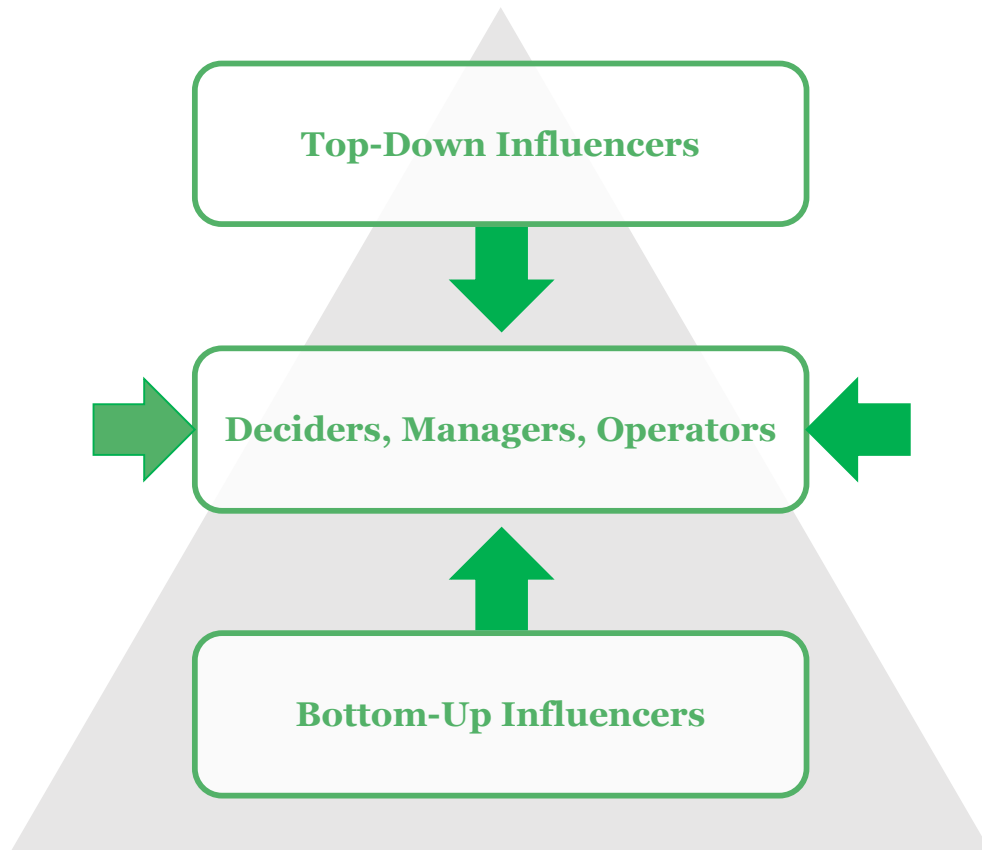
Sustainability is not a core competency.

- Facing pressure to move from broad commitments to action plans (“Knowing vs doing gap”)
- Employees lack expertise and confidence to implement change

The decision-making dynamic is complex.

- Top-down influencers create and rally employees and investors around a vision
- “Sticky Middle” decision-makers and operators must deliver business performance
- Bottom-up influencers such as employees and communities hold businesses accountable

Challenge: decision makers cannot compromise business performance



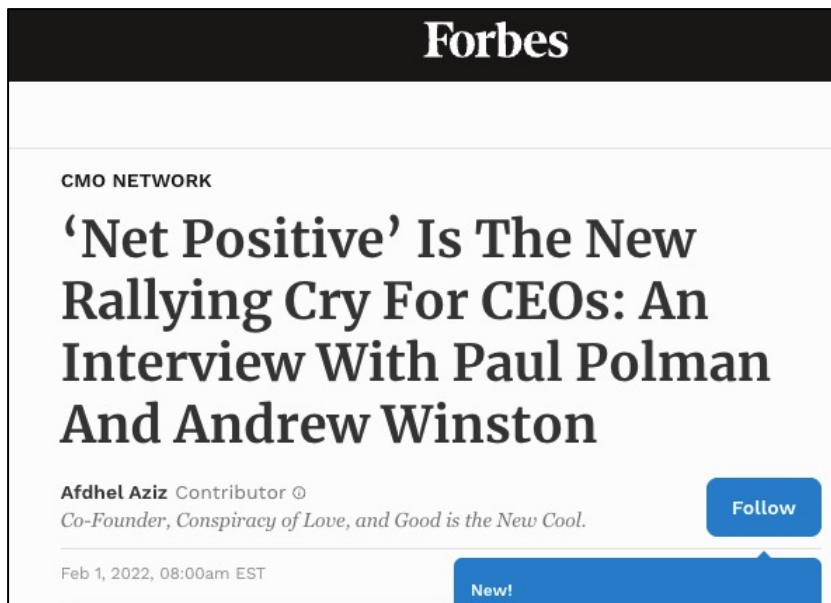
“Between the corporate leaders at the top who may well support a sustainability transformation and the often young, progressive advocates for it at the bottom, there are frequently **managers and employees who are vested in the status quo.**”

This group has been called “**the sticky middle.**”

Challenge: top-down influencers are aiming higher

“There is no company whose business model won’t be profoundly affected by the transition to a net zero economy...companies not quickly preparing themselves will see their businesses and valuations suffer.”

Larry Fink, CEO of BlackRock



Challenge: impatience with incremental improvement

People are demanding that individuals and organizations go further to address the most important issues of the times.

- Anti-racism
- DEI
- Climate Change



▣▣ Insight: these forces are redefining sustainability leadership



Campaign Strategy

Leading reduction and beyond

Position Norfolk Southern as the go-to transport leader for companies serious about achieving their sustainability goals today and in the future; partner with them to accelerate the betterment of their business and the planet.

Norfolk Southern is leading reduction and beyond.
And helping customers realize the benefits along the way.

Lead on emissions and beyond

NS Goes Further to Reduce Emissions

- Meaningful Claims
- Meaningful Action
- Meaningful Results

NS Goes Further Beyond Emissions

- Results Across ESG
- Innovations, Investments, Initiatives
- Aiming Higher (example: Pursuit of Net Positive)

Lead the “sticky middle” to our business relevance

- Respect key decision maker’s business performance priorities
- Make the business case
- Educate and assist
- Be a partner and collaborator



Lead by deepening the personal connection to sustainability through emotion

“

Research studies increasingly indicate that in order to motivate such engagement, people need to become personally involved with sustainability **at a psychological and emotional level.** (Barrett)

”

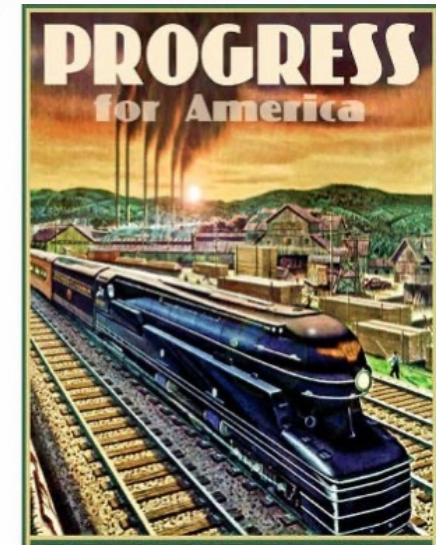
Thinking big, striking a balance



Create an emotive halo around the emissions story to make it more personally relevant to all audiences

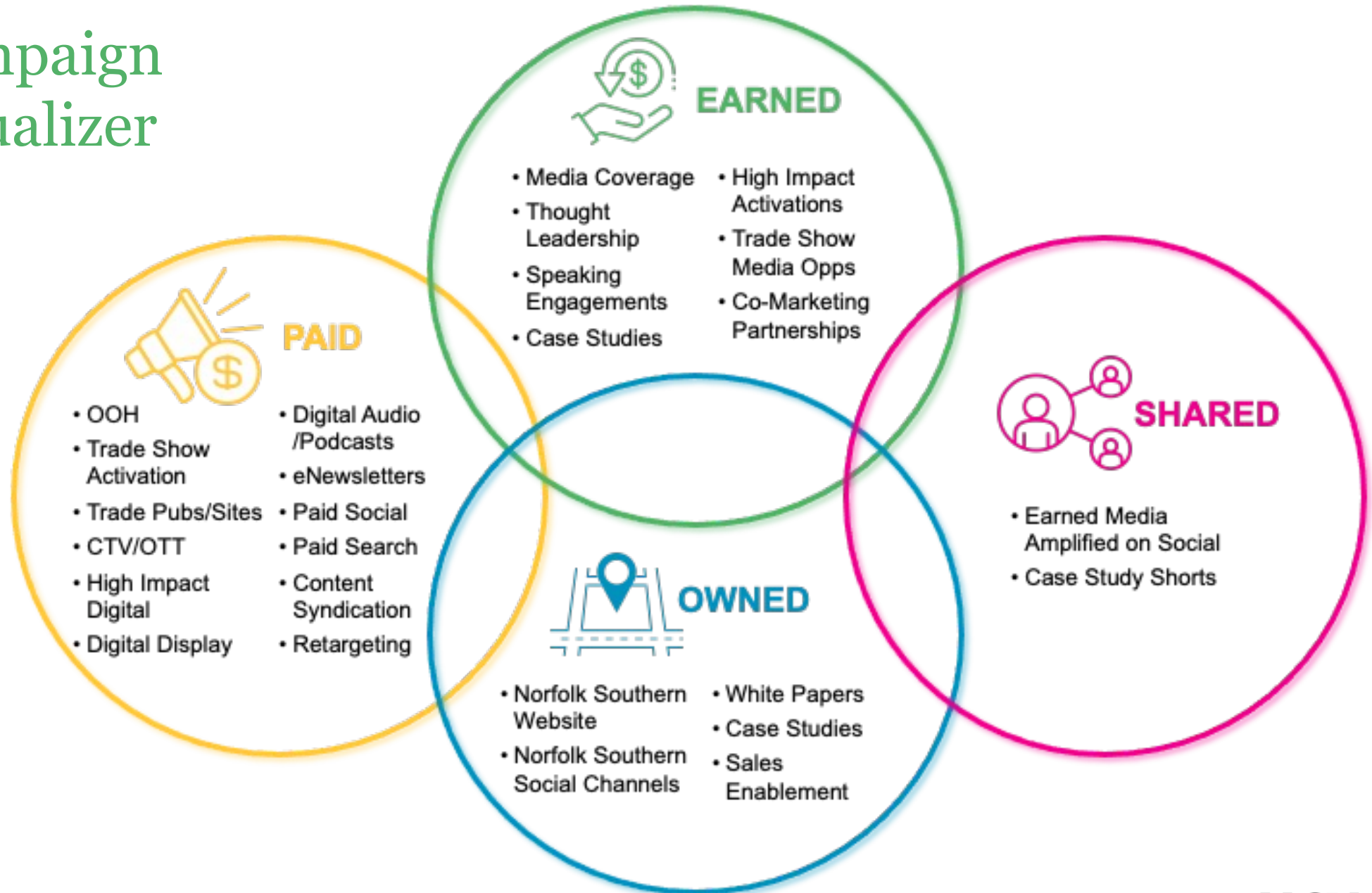


Help future-proof our emissions advantage against eventual trucking innovation



Reinforce modern rail's ability to serve business needs

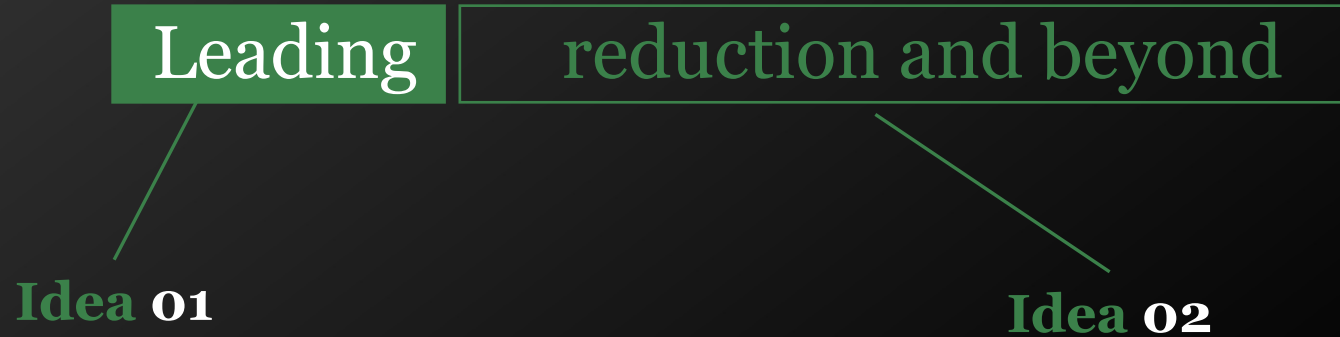
Campaign Visualizer





THE IDEAS

▀▀ One strategy. Two ideas.



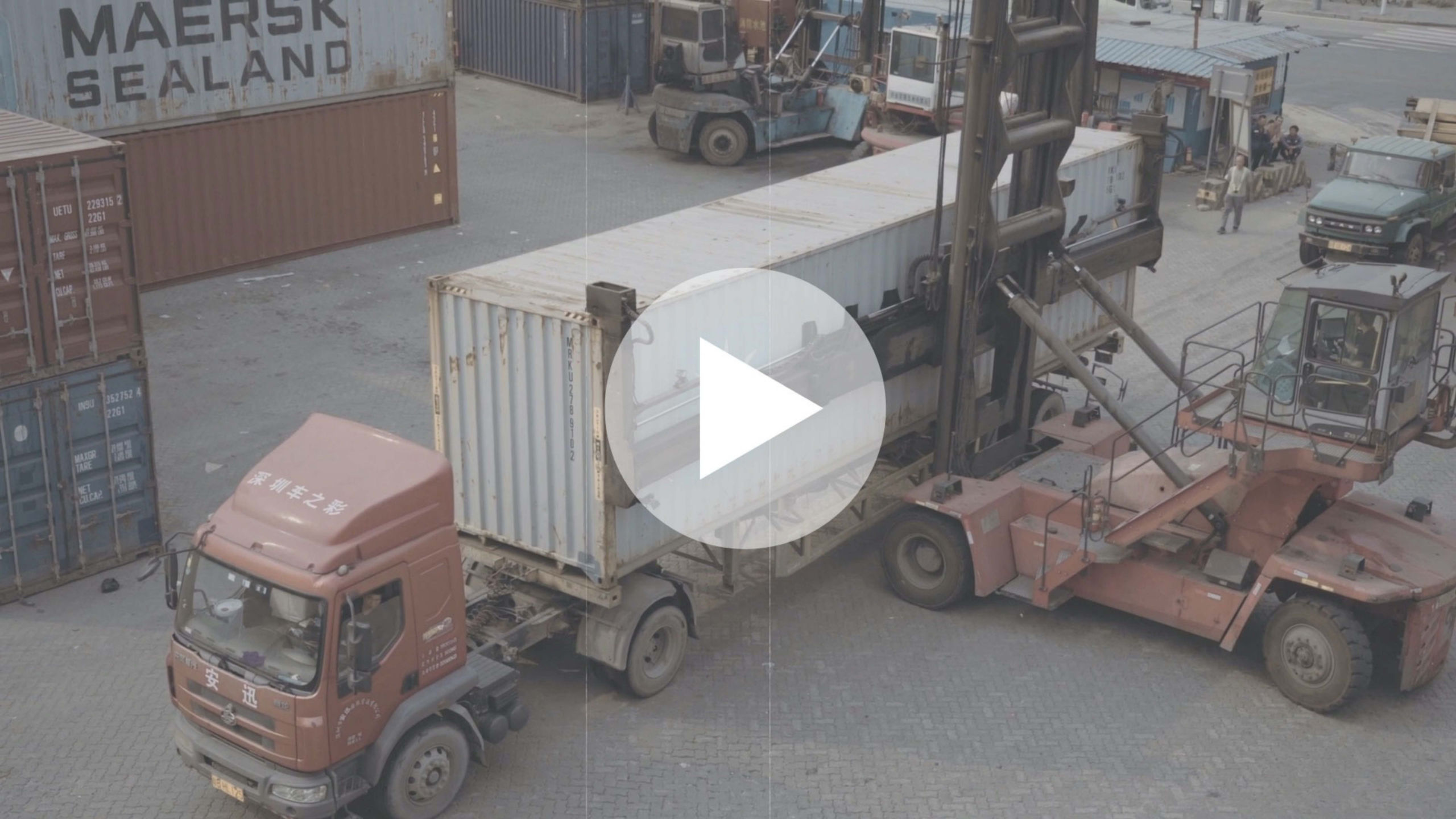
Is leading customers away from trucks to rail, but also putting them on the path of progress.

Helping customers understand the transformative benefits that lie beyond reduction.

Idea 01

Let's plant the seed of doubt. For most businesses, their preferred means of transport is not the right one. There's better path when it comes to sustainable success.

Norfolk Southern. The real road forward.



MAERSK
SEALAND

UETU 229315 2
2261
GROSS 45000
TARE 3000
NET 42000
CLEAR 42000

INSU 352752 4
2261

MAX GROSS 45000
TARE 3000
NET 42000
CLEAR 42000

深圳车之彩

安迅



Shipping with Norfolk Southern reduces more than carbon.

Norfolk Southern customers annually avoid nearly 10 billion truck miles. Which means they also avoid tons of emissions, literally, and a lot of extra costs. Looks like the road to a better future isn't really a road at all.



The real road forward.



***Turns out, the road
to profitability is not a road at all.***

Did you know that on Norfolk Southern train can carry as much freight as 300 trucks? So if you want to ship your goods in the most profitable, money-saving manner, take your eyes off the road.


NORFOLK SOUTHERN®

The real road forward.



**While we move forward,
we leave things better in our wake.**

Every Norfolk Southern train you see pass by is not simply transporting product. It's building forests, restoring streams and enabling seaside habitats. While also growing your profit, streamlining your logistics and reducing your costs. Turns out, the road to sustainability is not a road at all.



The real road forward.



LIVE

Jan. 6 Panel's Hearing Focuses on Trump's Actions During Riot

The committee's prime-time session, its last of the summer, zeroes in on events inside the White House following the former president's speech to his supporters on the day of the attack.

Just In

- Panel Zeroes In on Crucial 187-Minute Period Inside White House
- Watchdog Tells Secret Service to Suspend Internal Probe Into Texts
- The Hearings: What We've Seen So Far



Supreme Court Rules Against Biden Administration's Immigration Enforcement Guidelines

3 min read



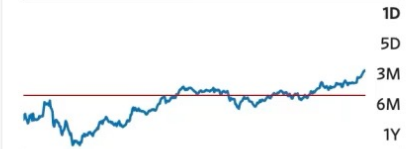
Heat Wave Sends U.S. Natural-Gas Prices Soaring

4 min read



Mortgage Rates Rise for Second Straight Week

US EUROPE ASIA FX RATES FUTURES



DJIA	32036.90	162.06	0.51%
S&P 500	3998.95	39.05	0.99%
Nasdaq	12059.61	161.96	1.36%
Russell 2000	1836.69	8.74	0.48%
DJ Total Mkt	40259.28	375.97	0.94%

[View Watchlist](#) [View All Market Data](#)

OPINION

Preventing the Next Jan. 6 Riot

By The Editorial Board | Review & Outlook



The 'Great Resignation' Started Long Ago

By Peggy Noonan | Declarations

Biden and Trump Are Both Bums

By Joseph Epstein | Commentary

George Soros's Conservative Renaissance

By Karl Rove | Commentary

Biden Tests Positive for Covid Amid Latest Wave

The White House said the president, 79, has very mild symptoms and has begun taking Paxlovid. He will isolate at the White House and continue to carry out all of his duties fully during that time. 651 5 min read

- What to Know About Biden's Covid Diagnosis

Amazon to Buy One Medical for \$3.9 Billion in Healthcare Expansion

The deal for the operator of primary-care clinics will help the tech giant offer medical services to a large pool of employers and individuals and underscores its sweeping ambitions in healthcare. 44 6 min read

- Heard on the Street: Amazon Gives Healthcare Ambitions a Booster Shot

ECB Raises Rates by Half a Point in Bid to Protect Currency Union

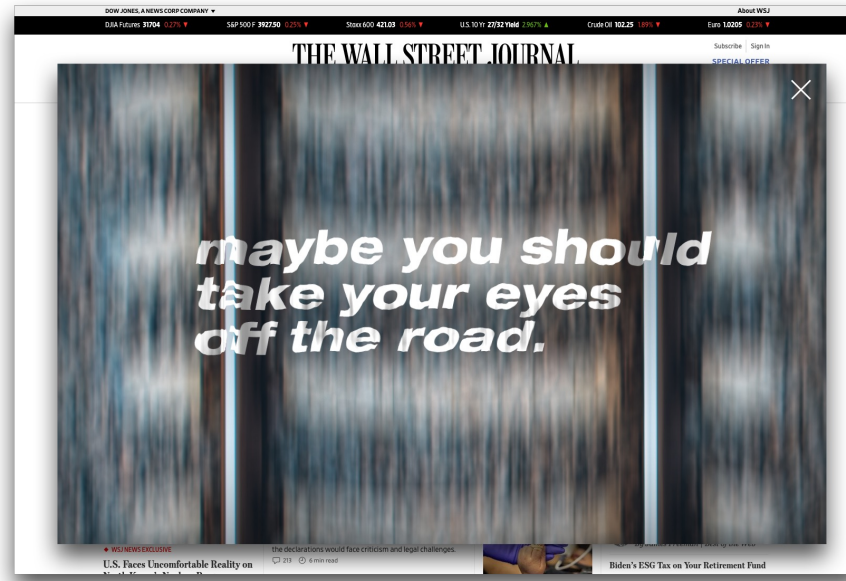
The European Central Bank announced its first hike since...

Turkey, U.N. Officials Say Deal





1: Open on shot of rapidly moving road



2: Transition to shot of rapidly moving tracks



3: Whip-pan to front view of train



4: Camera moves to side view of engine



NORFOLK SOUTHERN

The real road forward.

303

218700
24300

LD LMT
LT WT

**78% of all freight emissions
come from trucks.
7% come from rail.**

Turns out the road to sustainability isn't a road at all.

TO THE OTHER
PLATFORM

THE YELLOW LINE

MOWER



This isn't a relic of the past. It's a conduit for the future.

Turns out, the road to profitability, business growth and sustainability isn't actually a road at all. Learn how Norfolk Southern can help lead your business down a more successful track at NSCorp.com.



The real road forward.

3601
NS
NORFOLK SOUTHERN

From chilling data to wind turbines

From Halloween candy to Christmas trees

From new cars to old steel

Rail is the real road forward

NORFOLK SOUTHERN

INDUSTRIAL DEVELOPMENT REAL ESTATE SUPPLIERS MEDIA CONTACT US NESTORE Search LOGIN SHIPPING HELP

NORFOLK SOUTHERN SHIP WITH NS GET TO KNOW NS WORK AT NS INVEST IN NS

XYZ Company	\$2,000.00	\$2,000.00
<hr/>		
Subtotal	2,000.00	
Tax	0.00	
Total	2,000.00	
Amount Paid	0.00	
Amount Due (USD)	\$2,000.00	

Billed To
XYZ Company
4356 Peach Street
Atlanta, GA
12345

Invoice Number
0004358

Date of Issue
7/22/22

Due Date
8/22/22

This month you saved...

- 1400 metric tons of carbon emissions.
- \$34,000 in cost savings over trucks.
- 5 acres of wetlands

Invoice recap

Shipment Information Trip Information Savings & Savings Equivalents

STEP 1

Shipment Information
Fields are required, unless otherwise noted.

Tell us more about your commodity.

Commodity group Commodity type

Tell us more about your truck shipping volume.

Number of trucks per shipment: Weight of commodity per truckload: Tons

Price of carbon: USD

\$ 25

What is your shipment frequency?

One Time Per Day Per Week Per Month Per Year

NEXT

Calculate your savings on the real road forward.

▣▣ Whistle Stop Tour

A series of events held in 15-20 key markets to amplify Norfolk Southern's position as The Real Road Forward.

- Press event with members of the local Chamber, elected officials
- Customer/prospect reception
- Add-ons: Employee recognition; safety program for local schools.



Campaign Visualizer

EARNED

Whistle Stop Tour

A series of events held in 15-20 key markets served. Deliver a set of core messages to key stakeholder audiences during a concentrated 60-day period to help amplify Norfolk Southern's position as The Real Road Forward. Ideally, use a train car as a billboard to strengthen the tour as it rolls.

Run of Program:

- Morning event with members of the local chamber of commerce and elected officials
- Press briefing for local media on the impact of rail service to the region's economy and the role of railroads in sustainability efforts
- Afternoon customer/prospect reception with sustainability as the primary focus
- Potential Enhancements: Employee recognition celebration; focus on infrastructure of bridges and crossings; railroad safety program for local schools.

- Coverage in Business and Trade Verticals
- Whistlestop Tour
- Trade Show Activations
- Speaking Engagement Opportunities
- Thought Leadership



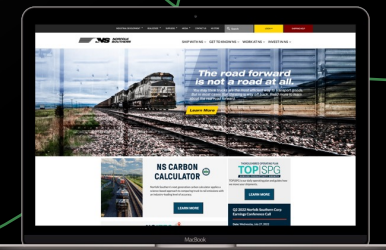
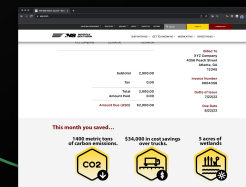
PAID



- Trade Show
- Strategically placed OOH
- Trade Pub Media
- High Impact Display
- CTTT
- Paid Social
- Paid Search
- Promoted Thought Leadership
- Content Syndication/Lead Gen

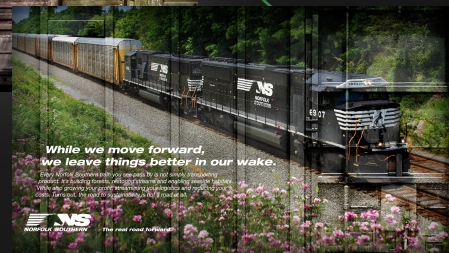
OWNED

- Links to Earned Media
- White Papers
- Case Studies



SHARED

- Earned Media Amplified on Social



Idea 02

Let's create a movement that brings to light the immediate and profound impact businesses can realize when they are at the forefront of sustainability.

Norfolk Southern. Transforming Business.



A long freight train with many black and grey containers stretches across a vast, flat desert landscape. In the background, there are low mountains under a heavy, overcast sky. The overall tone is muted and atmospheric.

“All transformations are linguistic.”

-Werner Erhard

“Transformation is about a shift
in language and conversation.”

- Peter Block



Trainsforming Business

trainsformingbusiness.com

*Shipping by rail with Norfolk Southern is 6x more fuel efficient than trucks.
Removing carbon from the air and putting money in your pocket.
Simply put, trains are transforming business.*





Transforming Emissions

trainsformingbusiness.com

*Shipping by rail with Norfolk Southern produces 75% less emissions than trucks.
Which makes your supply chain more profitable and the planet more sustainable.
That's how trains are transforming emissions.*



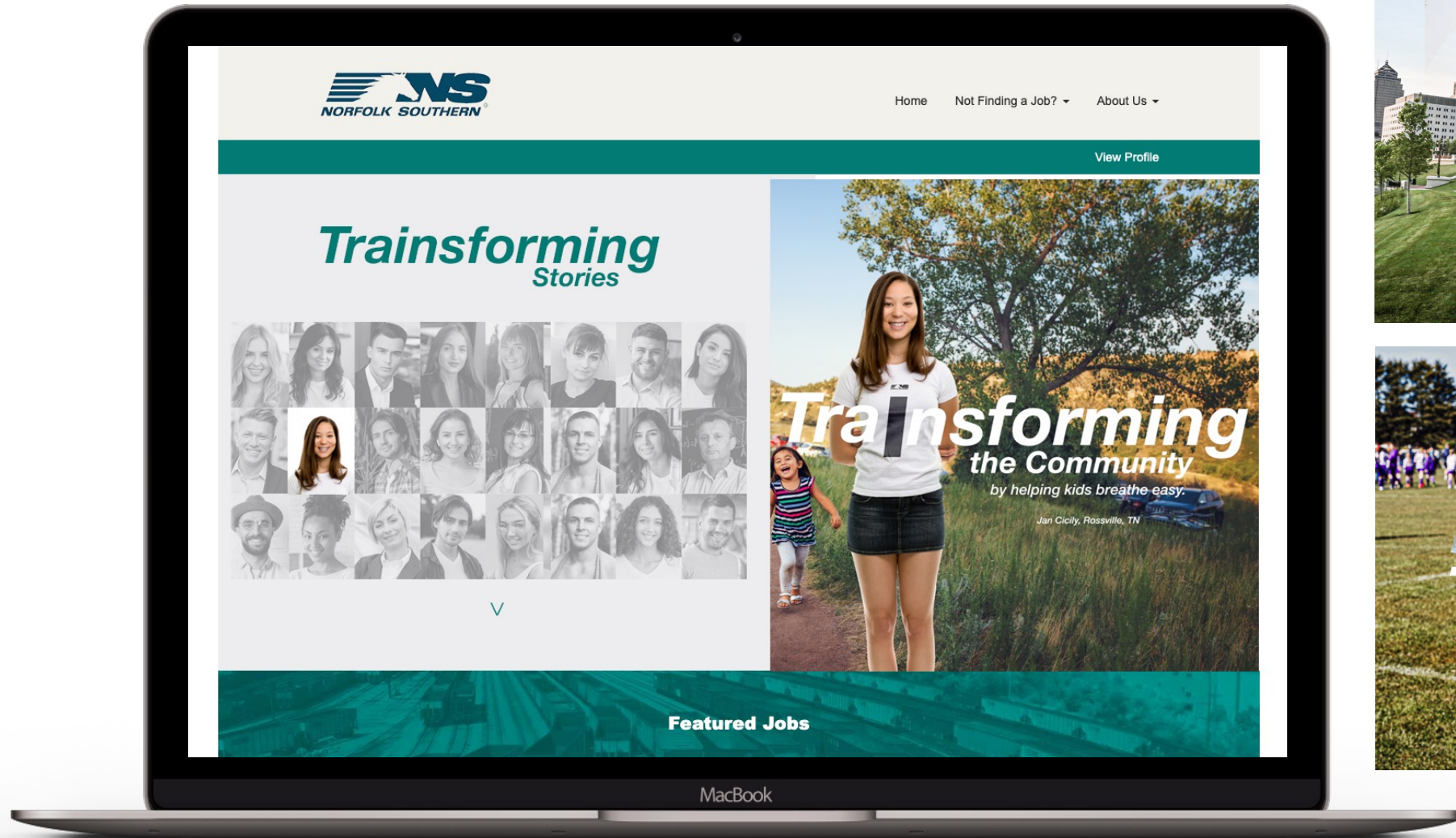
Transforming Sustainability

trainsformingbusiness.com

Shipping by rail with Norfolk Southern can reduce greenhouse gases by up to 90%.
And our intermodal solutions make getting your goods from point A to B a breeze.
That's how trains are transforming sustainability.


NORFOLK SOUTHERN

Internal Activation



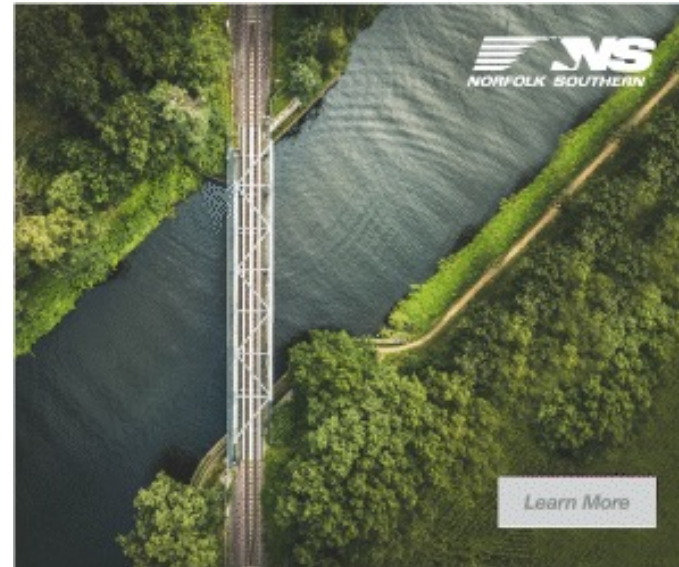
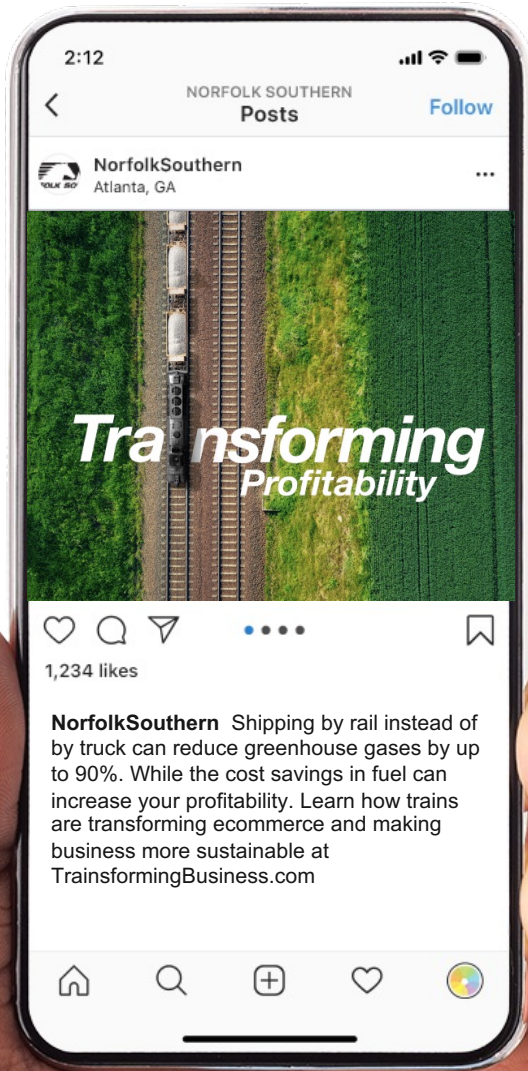
gumgum REVVIT - Skin

Norfolk Southern

If you're shipping by truck, stop, look and listen.

The billboard features a central screenshot of the Forbes website. The main headline on the Forbes page reads: "ClassDojo Won Over Classrooms. Now It's On A \$125 Million Mission To Bring Kids To The Metaverse." Below this, it states: "Valued by Tencent at \$1.25 billion, ClassDojo is rolling out its own virtual spaces for kids this August — putting it on a collision course with Meta, Roblox and others to bring education to the digital world." The Forbes page also includes a "Popular" section with 10,815 readers and various news headlines such as "Secret Service Under Criminal Investigation For Deleting Jan. 6 Texts" and "Biden Tests Positive For Covid-19".

On either side of the Forbes screenshot are railroad crossing advance warning signs, complete with red and white striped arms and flashing lights, set against a desert landscape background.



Connected TV / Digital video

Open on two coworkers. Todd the Logistics Manager and Sarah the Supply Chain Supervisor. They are standing in their warehouse.

Todd: You know if we switched our heavier freight to rail, we could reduce our supply chain emissions by almost 70%.

Sarah: Sounds like a hassle.

Todd: Actually, Norfolk Southern has intermodal solutions that make it just as easy as trucks. And we'll potentially save thousands of dollars in fuel cost. It could really transform our business.

Sarah: Did you say transform?

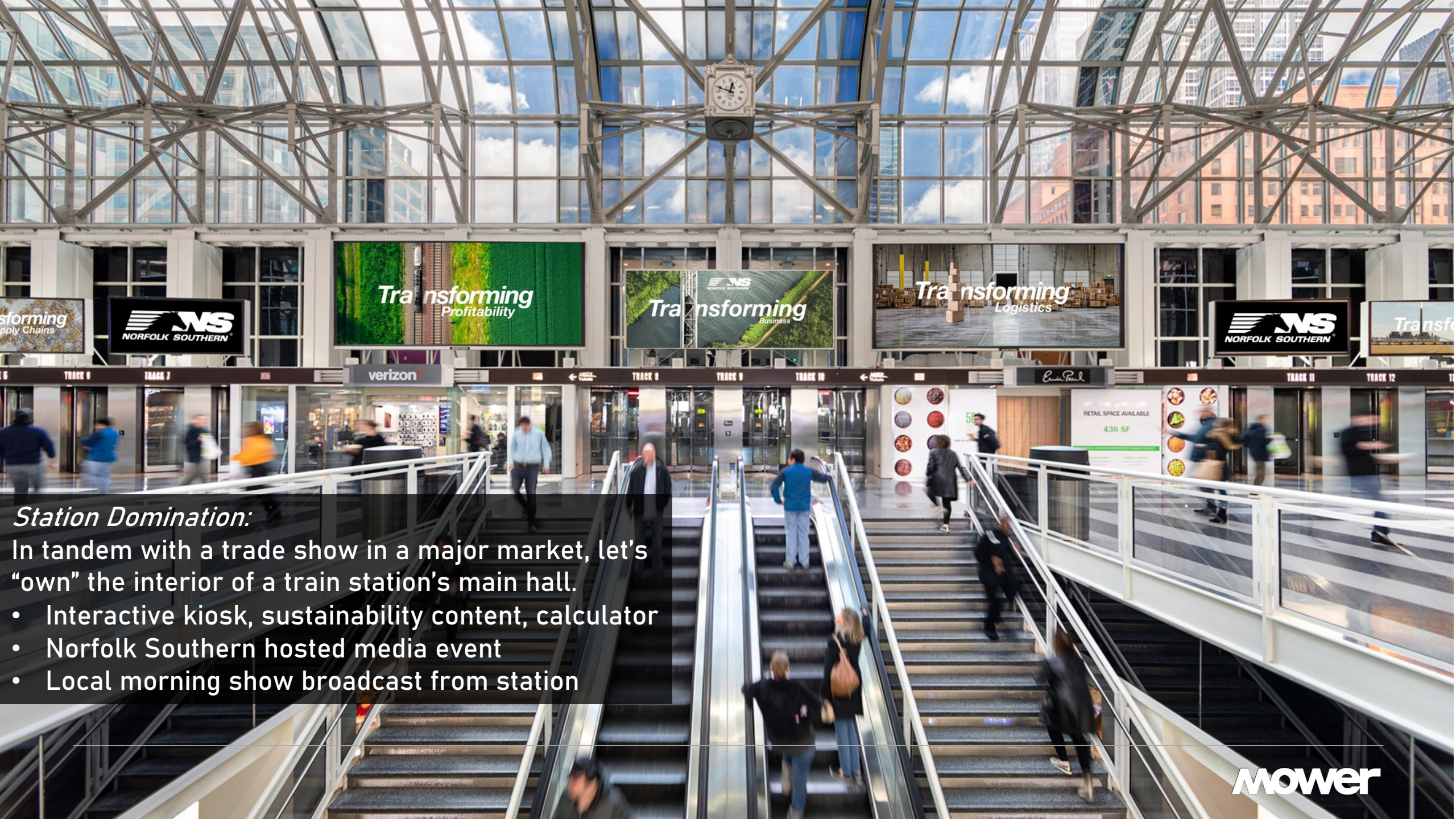
Todd: What?

Sarah: It sounded like you said transform our business.

Todd: Really? I don't hear it.

SUPER: See how trains can transform your business. Norfolk Southern. [TrainsformingBusiness.com](https://www.norfolksouthern.com/trainsformingbusiness)





Station Domination:

In tandem with a trade show in a major market, let's "own" the interior of a train station's main hall.

- Interactive kiosk, sustainability content, calculator
- Norfolk Southern hosted media event
- Local morning show broadcast from station

Thought Leadership

Do Now

Thought Leadership: “Retrain your thinking” paid and earned bylines, blogs, whitepapers, cover wraps with tips on advancing net positive

Media Relations: Angles that use NS’s sustainability commitment as a call toward net positive

High Impact Activations: Events and trade shows bring messaging to life

Consider

Becoming the first railway in the Net Positive Project

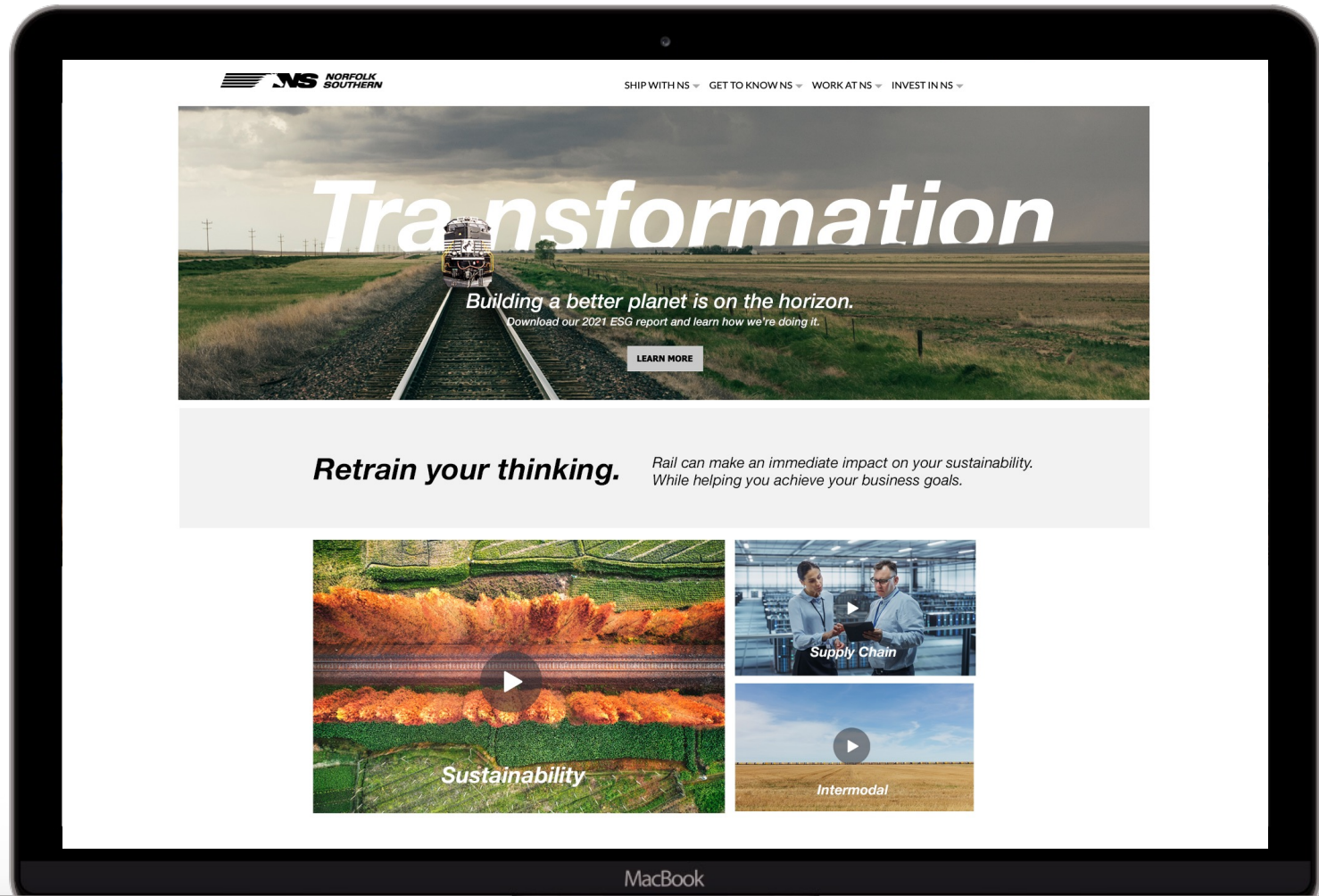
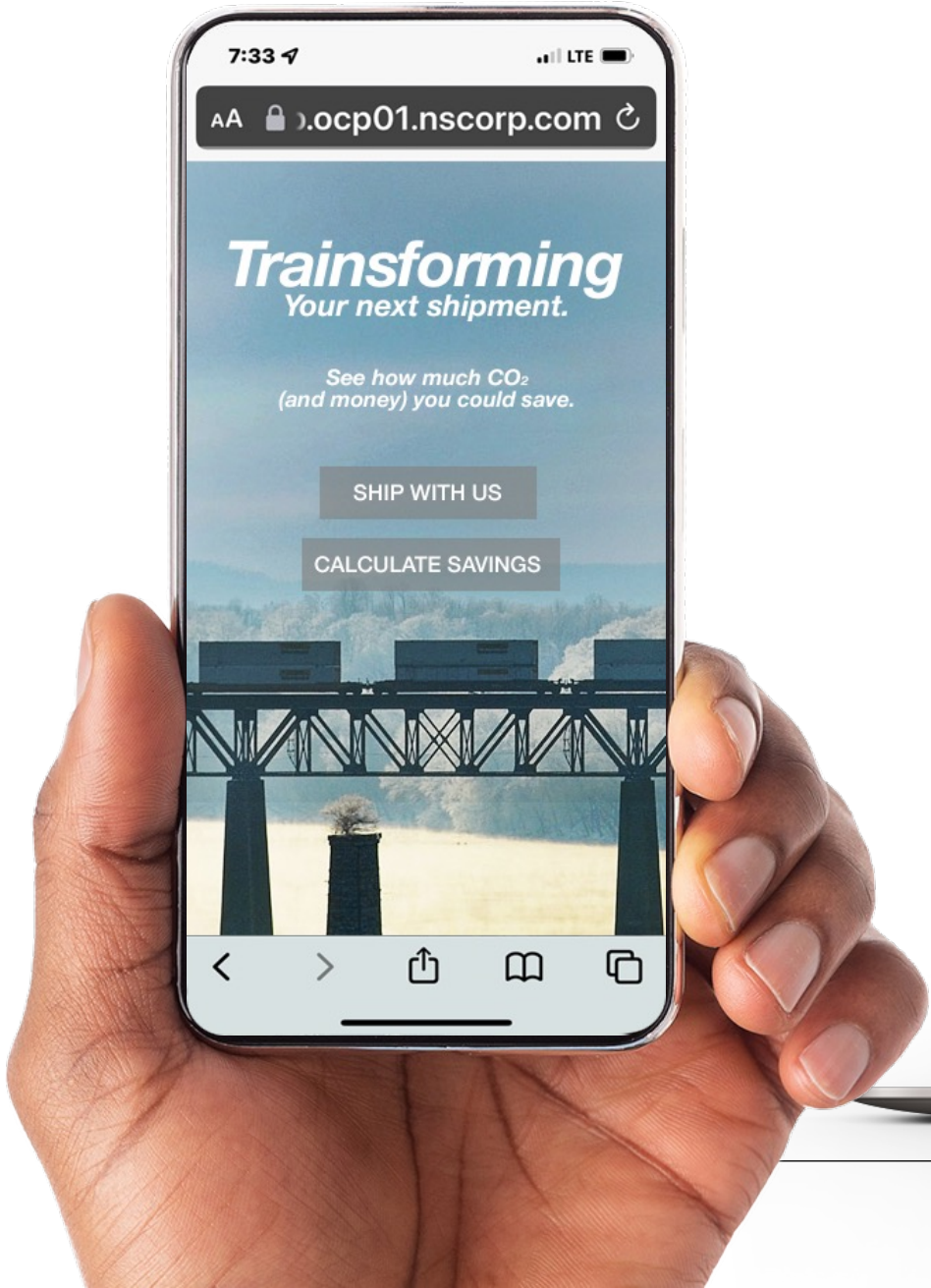
Plan

Expand Norfolk Southern’s sustainability commitment to net positive goals



Forbes





White-labeled carbon report

Train vs Truck

Annualized Savings & Savings Equivalents

Shipping 25 truckloads of Fuel and Oil per week from New Brockton, AL to Portland, IA would create an estimated carbon footprint of...

(Hwy Miles: 1,150, Dray Miles: 43.3, Rail Miles: 1,129.5)

Mode	CO ₂ e (metric tons)	Cost (\$)
by truck	4,631.5	\$115,788
by rail	556.5	\$13,912

Shipping with Norfolk Southern would reduce your carbon footprint by approximately 4,075 metric tons with savings of \$101,875, compared to shipping by truck.

4,075 TONS

Your reduction in carbon footprint is equal to...

400,295 gallons of diesel consumed per year.	1,300 trucks removed from the highway per year.	1,495,000 highway miles avoided per year.
--	---	---

Sustainable loyalty program.

11:03 LTE

Trainsformation

180k

Your train is on track for 180,000 reward miles.

Your are 20k miles from your next reward level.

Emissions audit

INDUSTRIAL DEVELOPMENT REAL ESTATE SUPPLIERS MEDIA CONTACT US LOGIN SHIPPING HELP

NORFOLK SOUTHERN

SHIP WITH NS GET TO KNOW NS WORK AT NS INVEST IN NS

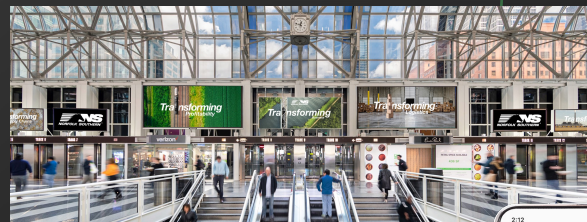
Flexible freight. Sustainable savings.
A guide to creating the right mix of transportation.

BEGIN ASSESSMENT

18m
15m
12m
11m
8m
5m

Trainforming Profitability

Campaign Visualizer



PAID

- OOH
- Trade Show Activation
- Trade Pubs/Sites
- CTV/OTT
- High Impact Digital
- Digital Display
- Digital Audio /Podcasts
- eNewsletters
- Paid Social
- Paid Search
- Content Syndication
- Retargeting



EARNED

- Media Coverage
- Thought Leadership
- Speaking Engagements
- Case Studies
- High Impact Activations
- Trade Show Media Opps
- Co-Marketing Partnerships

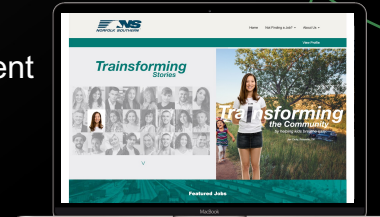


SHARED

- Earned Media Amplified on Social
- Case Study Shorts

OWNED

- Norfolk Southern Website
- Norfolk Southern Social Channels
- White Papers
- Case Studies
- Sales Enablement



Overview



Idea 1



Idea 2

Why Mower?

Our Competitive Advantage: A Unique Mix of Vertical Market Expertise



Our B2B Best Friends

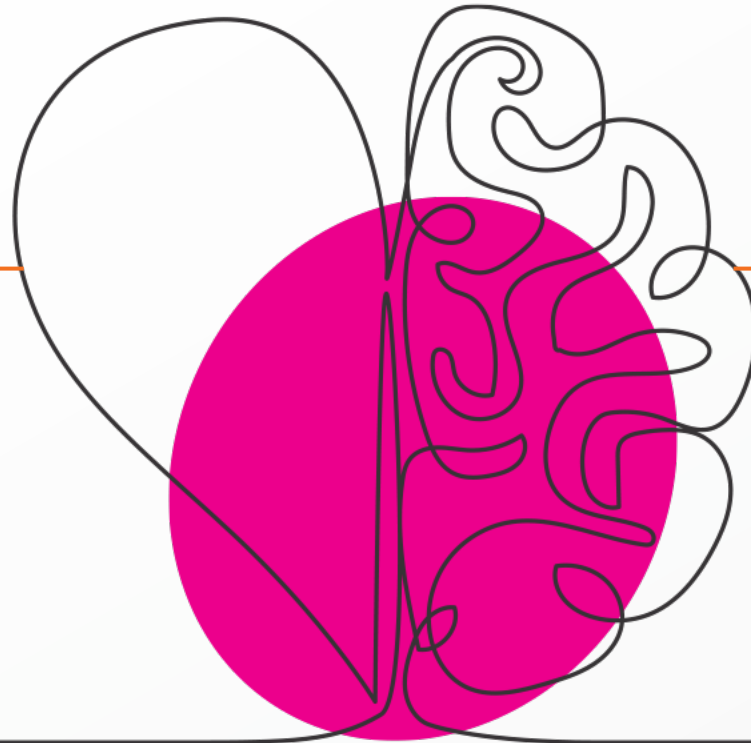


If you're not making
emotional connections
with your customers, you're missing
the most important part of the story.

▣▣ We Buy on Emotion and Justify with Logic

95%

of purchase
decisions occur
subconsciously.



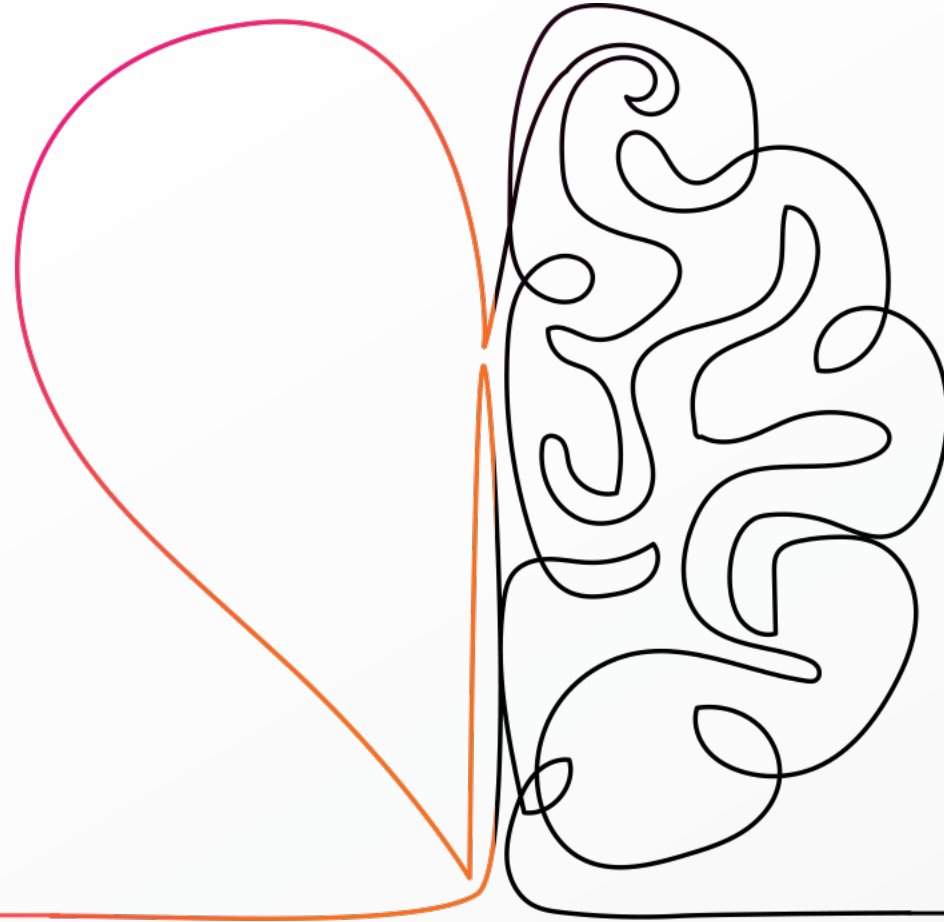
Unconscious processes

500,000X

more information per second
than the conscious mind.

Logic is the language of the
conscious mind; emotion is the
language of the unconscious mind.

**Emotion
decides.**

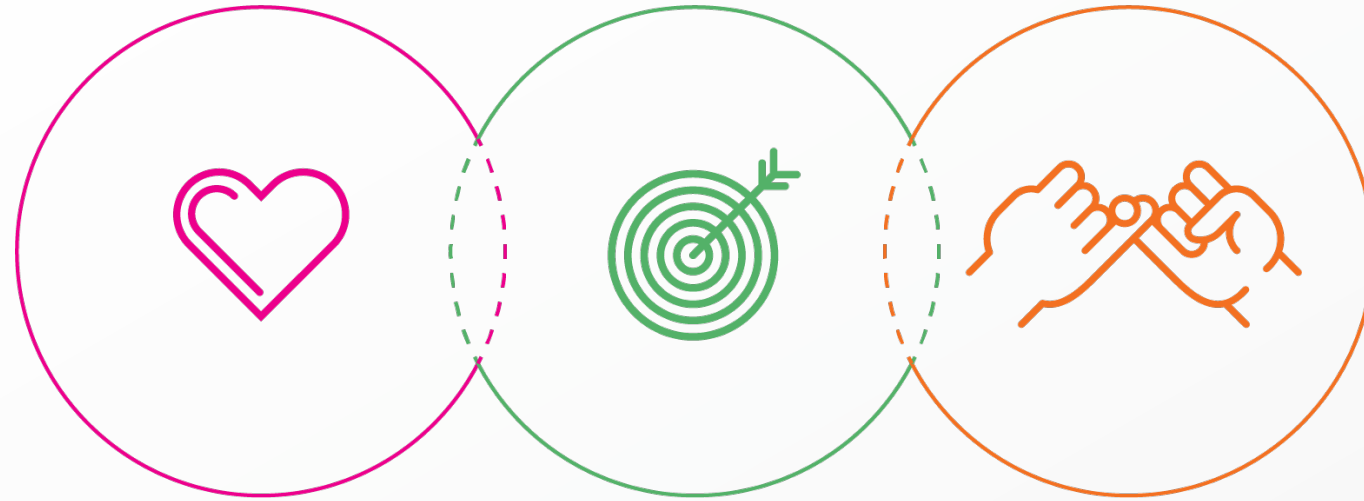


**Logic
validates.**

58% of customers are likely to
recommend a brand or purchase
a product/service repeatedly
when they consider the
brand a friend.

Brand as Friend[®]

Mower's Brand as Friend[™] method is built around the three qualities of friendship: Affection, Relevance and Trust. But this isn't just some back-of-the-napkin idea. This approach is grounded in sound behavioral science, tested in the halls of academia and proven in the marketplace.



Affection Relevance Trust



Domtar

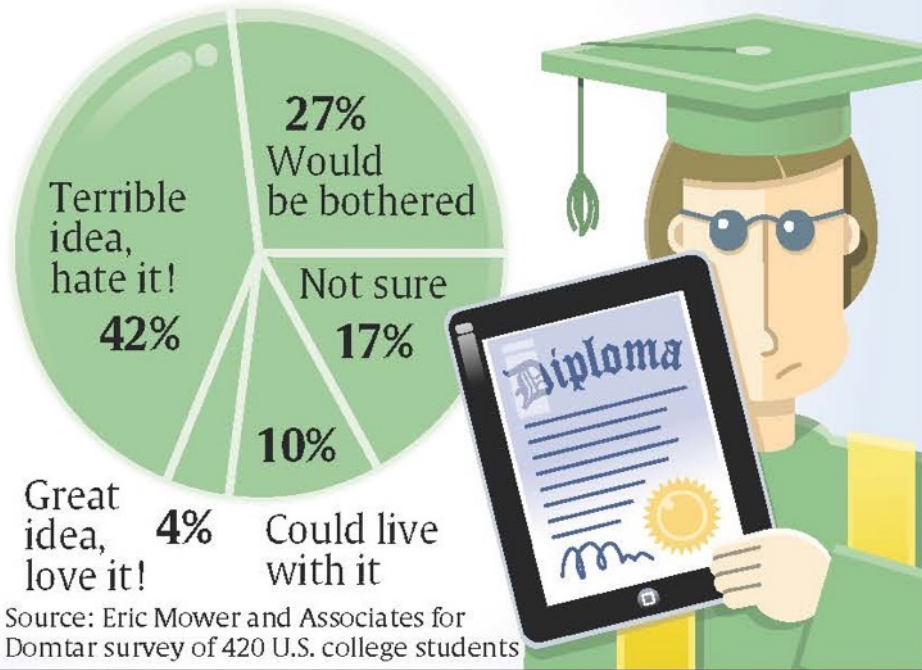


think before you print.

...subscription to our
replica e-Edition and you could win a Ford Fusion Hy-
brid. Details at readandridegiveaway.com.

USA TODAY Snapshots®

How upperclassmen feel about their college
converting to electronic diplomas from paper:



By Anne R. Carey and Paul Trap, USA TODAY



2 5	Crossword, Sudoku	15A
	Editorial/Forum	20-21A
	Marketplace Today	15A
	Market scoreboard	4B
	State-by-state	6A

■ Americans take first place in

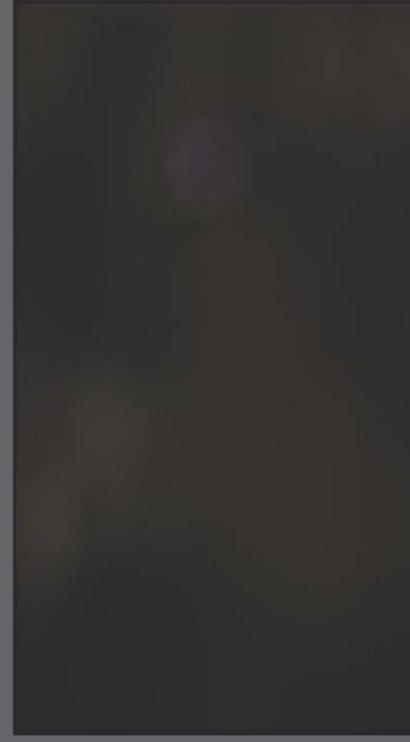
Will Kagan be as open

Court nominee gets her turn before Senate on Monday

By Joan Biskupic
USA TODAY

WASHINGTON — Solicitor General Elena Kagan, the woman President Obama has chosen to be the next Supreme Court justice, long ago laid down a marker for Senate confirmation hearings.

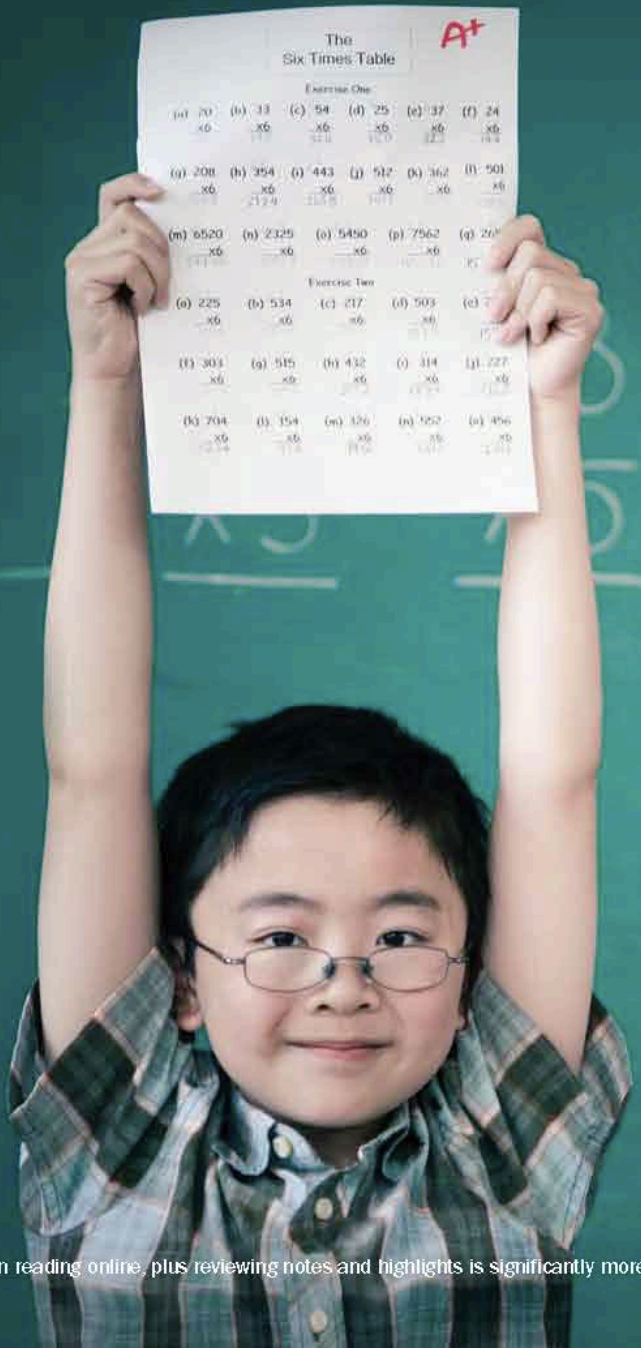
They have become a “hollow charade,” a “ritual dance,” she wrote 15 years ago, complaining that such hearings no longer offered serious discussion of the Constitution. The public should learn something significant about a Supreme Court nominee, Kagan asserted, noting that the person is headed for a lifetime “seat of power and a public trust”



Presidential pick: If
woman on the Suprem

climbed the l
ideal without

PAPER because



The Six Times Table **A+**

Exercise One

(a) 70×6 (b) 33×6 (c) 54×6 (d) 25×6 (e) 37×6 (f) 24×6

(g) 208×6 (h) 354×6 (i) 443×6 (j) 512×6 (k) 362×6 (l) 501×6

(m) 6520×6 (n) 2325×6 (o) 5450×6 (p) 7562×6 (q) 268×6

Exercise Two

(a) 225×6 (b) 534×6 (c) 217×6 (d) 503×6 (e) 7×6

(f) 303×6 (g) 515×6 (h) 432×6 (i) 314×6 (j) 227×6

(k) 704×6 (l) 154×6 (m) 326×6 (n) 952×6 (o) 456×6

PAPER because

it's easier to learn on paper.

Reading on paper is 10-30 percent faster than reading online, plus reviewing notes and highlights is significantly more effective. See, you just learned something. To learn more, please visit PAPERbecause.com.





<https://www.youtube.com/watch?v=2livz9cBj34>





Awareness of Domtar

+650%

**“Domtar is a sustainable
paper company.”**

75% agree

22% neutral

3% disagree



Intent to Purchase Domtar Paper

2X



Factors in our Success Plan Framework

1 | **Your Business Objectives**

2 | **Marketing Goals**
+ target audiences
+ goal weights

3 | **Strategies**
(toplined)

4 | **Tactics**
(toplined)

5 | **Key Performance Indicators (KPIs)**
+ segmentations

6 | **KPI Target Values**
+ rationale

7 | **Reporting Requirements**
+ reporting tool
+ reporting frequency

8 | **Tagging & Tracking Requirements**

9 | **Creative & UX Requirements**

10 | **Internal & External Constraints**
+ path to resolution

Program Evaluation



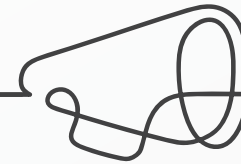
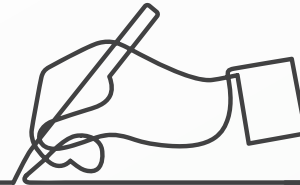
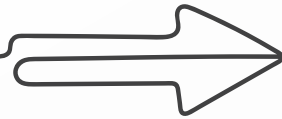
- Awareness
- Perception
- Sentiment
- Ad Recall
- Content Engagement
- Share of Voice
- Site Visits
- Coverage Quality & Impact



- Form Fills
- Click-to-Calls
- Onsite & Platform Conversions
- Content Engagement
- CTRs
- CPCs
- Downloads
- Sales

▣▣ Affinity™ Strategic Planning Framework

Affinity is our structured process to ensure that insights-driven strategy drives planning, creative and activations. There are six aspects of Affinity, each designed to organize information, help us see white space and identify a differentiating platform under which all activities will live.



01.

Discovery

Identify your audience's needs.

02.

Strategy

Find your white space.

03.

Expression

Shift your audience's perceptions.

04.

Plan

Determine the ways we'll connect and influence.

05.

Deploy

Persuade your audience and track results.

06.

Performance

Continuously optimize through data and analytics.

►► Your Mower Team

ACCOUNT LEADERSHIP



STEPHANIE CROCKETT
President & COO



LISA HUGGINS
SVP—
Managing Director



KRISTIN GRAY
VP—
Director of Project Management



ACCOUNT MANAGER
TBD

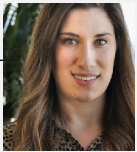


CLAIRE BUSCEMI
Project Supervisor

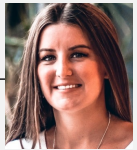
STRATEGY



MARK WITTHOEFFT
Brand Strategist



KATIE BENDER
VP—Research



RACHEL GILBERT
Senior Research Strategist



JOHN LEIBRICK
VP—Insight

CREATIVE



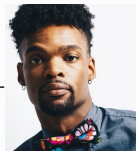
DOUG KAMP
Chief Creative Officer



TED WAHLBERG
SVP—
Creative Director



ANDY MAMOTT
SVP—
Creative Director



DJ JACKSON
Senior Content Developer



RICH RANDAZZO
Director—
Production Services



WALLY STOMEMAN
SVP—Creative Director



MIKE WHEELER
VP—Design Director



LISA ROBERTSON
Associate Creative Director

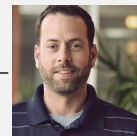


JIM BERRY
Senior Graphic Designer —
Studio Supervisor

MEDIA



PATRICK LEWIS
VP—Media Director



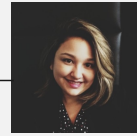
RYAN GARLAND
Digital Media Strategy Director



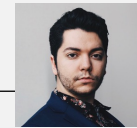
MARGARET FLORES
Social Director—
Performance Marketing



ISABELLA OSORIO
Social Strategist —
Performance Marketing



VENESSA QUINN
Strategy Director—
Performance Marketing



CHRIS TOIA
Assistant Media Planner & Buyer

DIGITAL



TERRI VILLAFANA
Director of Strategy & Web Development



KEITH SCHOFIELD-BROADBENT
Senior Marketing Technologist



ALANA GONZALES
Digital Content Specialist



CAT ROMANO
Digital Strategist—
SEO

PUBLIC RELATIONS



MARY GENDRON
SVP—
Public Relations



RICK LYKE, APR
EVP—
Managing Director



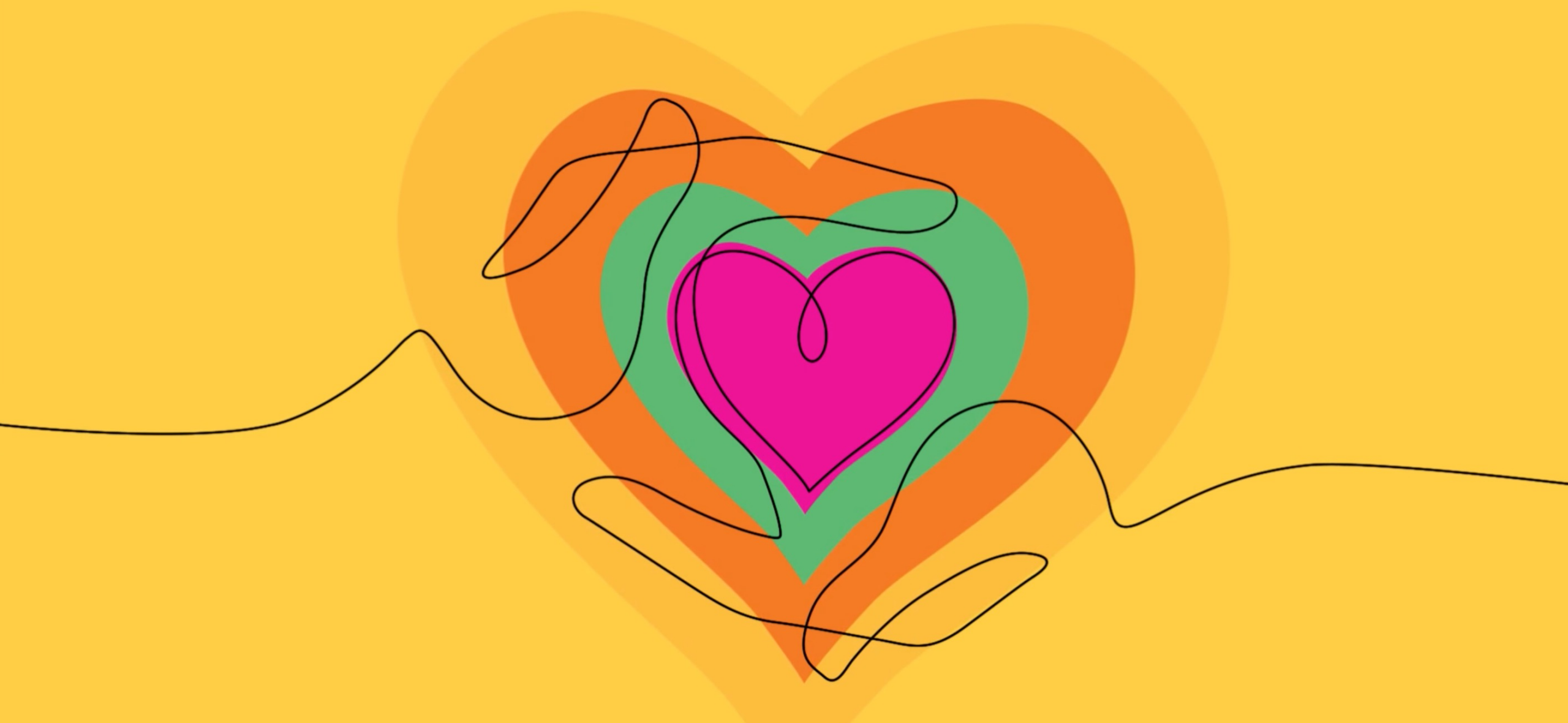
JUSTINE DAVID
Account Supervisor—
Public Relations



JILL KONOPKA
Senior Counselor—
Public Affairs

Let's Talk

1. Experts in Sustainability, Transportation & B2B
2. Making Fierce Friends
3. Proven Success Pushing for Leadership



mower



Making Fierce Friends