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Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .49 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Criminal Division, U.S. Department of Justice, Washington, D.C. 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, D.C. 20503.

*Furnish this exhibit for EACH foreign principal listed in an initial statement
and for EACH additional foreign principal acquired subsequently.*

1. Name and address of registrant Burson-Marsteller	2. Registration No. 2469
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3. Name of foreign principal Federal Republic of Germany, Ministry of Economics	4. Principal address of foreign principal Der Bundesminister fur Wirtschaft Villemombler Strasse 76 Postfach 14-02-60-5300, Bonn 1
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5. Indicate whether your foreign principal is one of the following type:

Foreign government

Foreign political party

Foreign or domestic organization: If either, check one of the following:

<input type="checkbox"/> Partnership	<input type="checkbox"/> Committee
<input type="checkbox"/> Corporation	<input type="checkbox"/> Voluntary group
<input type="checkbox"/> Association	<input type="checkbox"/> Other (specify) _____

Individual—State his nationality _____

6. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant. Ministry of Economics

b) Name and title of official with whom registrant deals. Dr. Bernard Veltrup, Head of Division in Task Force "Germany's New Federal States"

7. If the foreign principal is a foreign political party, state:

a) Principal address N/A

b) Name and title of official with whom registrant deals.

c) Principal aim

8. If the foreign principal is not a foreign government or a foreign political party,

a) State the nature of the business or activity of this foreign principal

N/A

b) Is this foreign principal

Owned by a foreign government, foreign political party, or other foreign principal Yes No

Directed by a foreign government, foreign political party, or other foreign principal..... Yes No

Controlled by a foreign government, foreign political party, or other foreign principal Yes No

Financed by a foreign government, foreign political party, or other foreign principal..... Yes No

Subsidized in whole by a foreign government, foreign political party, or other foreign principal..... Yes No

Subsidized in part by a foreign government, foreign political party, or other foreign principal..... Yes No

9. Explain fully all items answered "Yes" in Item 8(b). (If additional space is needed, a full insert page may be used.)

N/A

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

N/A

Date of Exhibit A

8/4/92

Name and Title

**David Andelman
Senior Vice President**

Signature

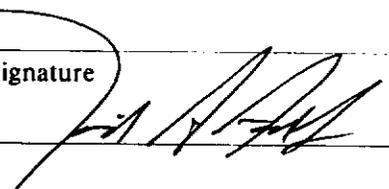


Exhibit B
To Registration Statement
Under the Foreign Agents Registration Act of 1938, as amended

OMB No. 1045-0007
Approval Expires Nov. 30, 1993

INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in triplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

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Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .33 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Criminal Division, U.S. Department of Justice, Washington, D.C. 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, D.C. 20503.

Name of Registrant Burson-Marsteller	Name of Foreign Principal Federal Republic of Germany, Ministry of Economics
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Check Appropriate Boxes:

1. The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach three copies of the contract to this exhibit.
2. There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach three copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
3. The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.

4. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Burson-Marsteller will provide the Principal with strategic counselling for the purpose of encouraging private sector investments by North Americans, in states of Federal Republic of Germany.

5. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

Burson-Marsteller, in conjunction with the Brock Group (Reg. #4310) will implement a program to identify proper target audiences and program of public relations to encourage investments

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act?¹
Yes No

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

None anticipated

Date of Exhibit B	Name and Title	Signature
8/4/92	David Andelman Senior Vice President	

¹Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, indoctrinate, convert, induce, persuade, or in any other way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

Informal translation; official version in German Language

The following contract is concluded

between the

Federal Republic of Germany

Represented by the

Federal Minister of Economics

- Contracting Authority -

(hereinafter CA)

and

The Brock Group

1155 Connecticut Avenue, N.W., Washington D.C. 20036

- Contractor -

(hereinafter C)

for external consulting services
provided to the Federal Ministry of Economics
for the purpose of soliciting investors in North America,
in particular in the United States
for the Federal Republic of Germany's new states.

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FEDERAL BUREAU OF INVESTIGATION
FEDERAL SECURITY AGENCY

1. Objective of the Contract

On the basis of this contract, agreement is made on measures for winning investors in North America. The activities shall be focused on the USA. Canada shall be included where possible. Activities in Mexico are not intended. The aim is to exercise a positive influence on the investment climate in the Federal Republic of Germany, taking particular account of the interests of the new states, by means of special activities, in particular the identification of topics and target groups of relevance for business and finance, by taking measures with regard to the media, and by conducting promotional affairs in the United States with appropriate German representatives.

The following contract (contract term: July 1 to December 31, 1992) shall govern the activities of the contracting parties in connection with implementation of the measures listed above.

2. Activities by the Contractor

Within the framework of the objective cited above and the associated activities, C - as part of the cooperation with Burson-Marsteller - shall carry out the following activities:

- general consulting vis-à-vis CA, in particular by the analysis of positive/negative influences on the conduct of investors
- identification of topics of relevance for business and finance
- identification of relevant target groups, inter alia, by analysis of US trade flows to Europe and, in particular, to Germany

- dissemination of the message from the specific promotional themes to the target groups by appropriate measures such as press and public relations activities
- organization of a trip to the Federal Republic's new states by a select team of US business representatives and a select team of representatives of national and regional media each, including selection/assessment and suggestions from the participants to CA
- organization and implementation of promotional affairs with CA in select cities/regions of the United States. This shall also include a potential trip to North America by the Federal Minister of Economics in the second half of 1992 with no additional retainer being payable therefor.
- CA shall name C as point of contact both in North America and in the Federal Republic
- settling accounts and auditing of financial transactions with third parties
- settling accounts with CA
- submission of a final report.

The contracting parties shall proceed on the basis that the activities named above will be undertaken in close cooperation with CA (Sections L-D 1, ASB/ZfA), and the Federal Republic's missions in North America (embassies in Washington and Ottawa and the consulates in the two countries).

Coordination shall also be undertaken with the German chambers of commerce in North America, the German Information Center in New York, and the THA (Treuhandanstalt) representation in New York.

The media policy aspects shall, moreover, be coordinated with TransAtlantic Futures, Inc. Washington.

The basis for the range of activities by C are C's proposal dated May 13, 1992, and C's facsimile transmission of May 19, 1992, as developed in the programme of work of July 7, 1992, all of which shall be integral parts of the contract.

3. Activities by CA

CA shall remunerate C for the activities the latter shall carry out under the following terms:

- a) Monthly retainer of \$(US) 25,000.-- for the Brock Group for implementing the measures listed under Nr. 2

The retainer shall be paid
 by way of an instalment of \$(US) 50,000.--
 on August 1, 1992, i.e. one month
 from the date on which the con-
 tract was concluded.

On October 10, 1992, another
 instalment of \$(US) 50,000.--
 shall be paid. A further payment in
 the amount of \$(US) 37,500.--
 shall follow on December 1, 1992.

The final payment of \$(US) 12,500.--
 shall be made after receipt of a
 final report, which shall be sub-
 mitted to CA by December 10, 1992.

In addition to the aforementioned retainer, the Brock Group shall be authorized to charge such expenses (mainly air travel expenses) as are unavoidable for fulfilling their

functions upon submission of detailed
evidence up to a total of \$(US) 15,000.--

b) Remuneration for Burson-Marsteller

- designing and preparing suitable
promotional material (lump sum) \$(US) 40,000.--

Half of the fee shall be paid upon
conclusion of the contract. The rem-
ainder shall follow on October 1, 1992.

- implementing media-specific
measures (lump sum) - National
Communications Program - \$(US) 100,000.--

On August 1, 1992, an instalment
of \$(US) 50,000.-- shall be paid.
A further instalment in the amount
of \$(US) 37,500 shall follow on
November 1, 1992, with the final
payment of \$(US) 12,500.00 to be
made upon submission of a final
report by December 10, 1992.

- implementing supplementary pro-
motional measures (lump sum) \$(US) 165,000.--
- Regional Communications Program.

Remuneration shall be paid on
September 1, 1992 (one-half) and
on November 1, 1992 (one-half).

- organizing trips (journalists/
business representatives) to the
Federal Republic's new states
(lump sum). \$(US) 55,000.--

Half of the payment shall be
made upon submission of the

respective programs and the lists of participants selected. The remainder shall be payable after each of the trips has been completed.

Transportation costs and per diems shall be reimbursed upon submission of detailed evidence.

- Other unavoidable costs arising in the course of contract implementation (pocket expenses), especially for preparing and mailing the developed promotional material, ancillary costs associated with national/regional communications programmes as well as trips by employees of Burson-Marsteller shall be payable upon submission of detailed evidence up to a total of

\$ (US) 100,000.--

By conclusion of appropriate contracts, C shall undertake vis-à-vis CA to ensure that Burson-Marsteller provide the services named above under the terms and conditions cited. In doing so, C shall act on its own behalf and on its own account. The contracts shall not entail a liability for CA.

No independent rights shall arise for Burson-Marsteller as a result of the contract at hand, in particular the above agreement.

The other costs and expenses incurred in implementing the contract shall be deemed to have been covered by the retainer and the reimbursable expenses according to 3 a/b above.

Payment shall be made in US dollars.

4. General Contract Terms

- a) C shall act independently and on its own responsibility.
- b) The contract shall in no way be deemed to entail commitments for CA vis-à-vis third parties either at the present moment or in the future.
- c) Warranty claims and claims for indemnification shall be governed by the pertinent legal provisions.
- d) In the event of any failure of C to meet its contractual obligations, CA shall be authorized to terminate the contract without notice at any time. Otherwise, the notice period shall be 60 days. If the contract is terminated for a reason for which C is responsible, C shall have a claim to remuneration only for the activities performed up to the point in time on which the contract is terminated. Otherwise, C shall be authorized to claim the full contractual remuneration subject to such amounts having been deducted, however, as fall on expenses not incurred.
- e) If individual provisions of the contract prove to be invalid, this shall have no effect on the rest of the contract.
- f) This contract shall be subject to and governed by German law.
- g) The general terms governing the implementation of activities - VOL/B - (Appendix) shall be a constituent part of this contract insofar as provisions in the contract do not deviate from the provisions of the VOL/B.

5. Copies

This contract shall be made out in four copies. Each of the contracting parties shall receive two copies.

6. Place of Jurisdiction

The place of jurisdiction shall exclusively be Bonn.

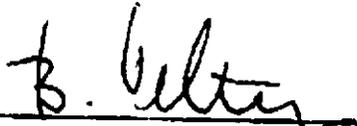
7. Legally Binding Text of Contract

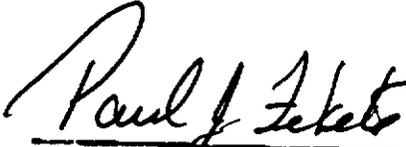
The German text of the contract shall be legally binding.

Bonn, July 10, 1992

The Federal Minister of Economics
(For the Minister)

The Brock Group, Ltd.


Dr. Bernard Veltrup


Paul J. Fekete

Zwischen der
Bundesrepublik Deutschland
vertreten durch den
Bundesminister für Wirtschaft

- Auftraggeberin -

(im folgenden: AG)

und

The Brock Group

1155 Connecticut Avenue, N.W., Washington D.C. 20036

- Auftragnehmerin -

(im folgenden: AN)

wird für die externe Beratung
des Bundesministeriums für Wirtschaft
zur Gewinnung von Investoren in Nordamerika,
insbesondere in den USA
für die neuen Bundesländer

der nachstehende Vertrag geschlossen:

1. Ziel des Auftrages

Durch diesen Vertrag werden Maßnahmen zur Gewinnung von Investoren in Nordamerika vereinbart. Schwerpunkt der Aktivitäten sind die USA. Kanada soll, wo möglich, einbezogen werden. Aktivitäten in Mexiko sind nicht beabsichtigt. Dabei ist beabsichtigt, durch spezielle Aktivitäten, insbesondere der Identifikation wirtschaftlich relevanter Themen und Zielgruppen, Einsatz medienpolitischer Maßnahmen sowie der Durchführung von Promotionsveranstaltungen in den USA mit geeigneten deutsche Repräsentanten, das Investitionsklima für den Standort Bundesrepublik Deutschland unter besonderer Berücksichtigung der Belange der neuen Bundesländer positiv zu beeinflussen.

Der nachstehende Vertrag (Laufzeit 01.07. bis 31.12.1992) regelt die Leistungen der Vertragspartner zur Durchführung der o.a. Maßnahme.

2. Leistungen der Auftragnehmerin

Die AN erbringt im Rahmen der o.a. Zielsetzung und der damit verbundenen Aufgabenstellung - in der Zusammenarbeit mit Burson-Marsteller - die folgenden Leistungen:

- allgemeine Beratung der AG, insbesondere durch Analyse positiver/negativer Einflüsse auf das Investitionsverhalten
- Identifikation wirtschaftlich relevanter Themen

- Identifizierung von relevanten Zielgruppen, u.a. durch Analyse der US-amerikanischen Handelsströme nach Europa und speziell Deutschland
- Übermittlung der spezifischen Promotionsthemen an die Zielgruppen durch geeignete Maßnahmen, u.a. durch Presse- und Öffentlichkeitsarbeit
- Organisation einer Delegationsreise ausgewählter US-Unternehmer sowie einer Delegationsreise von Vertretern nationaler

- wie auch regionaler Medien in die neuen Bundesländer. Dabei Auswahl/Bewertung und Vorschlag der Teilnehmer an die AG sowie Organisation der Reisen in den neuen Bundesländern.
- Durchführung und Organisation von Promotionsveranstaltungen mit der AG in ausgewählten Städten/Regionen der USA. Dies schließt auch eine evtl. Reise des BM für Wirtschaft nach Nordamerika in der zweiten Jahreshälfte 1992 ein. Zusätzliche Honorarforderungen entstehen hierdurch nicht.
 - Die AG benennt der AN Ansprechpartner sowohl in Nordamerika als auch in der Bundesrepublik
 - Zahlungsabwicklung und Rechnungsprüfung gegenüber Dritten
 - Abrechnung gegenüber der AG
 - Vorlage eines Abschlußberichts

Dabei gehen die Vertragspartner davon aus, daß die o.a. Leistungen in enger Zusammenarbeit mit der AG (Referate L-D 1, ASB/ZfA) und den deutschen Auslandsvertretungen in Nordamerika (Botschaften in Washington und Ottawa und den konsularischen Vertretungen) erfolgt.

Eine Abstimmung hat auch zu erfolgen mit den Auslandshandelskammern in Nordamerika, dem German Information Center in New York und der THA-Repräsentanz in New York.

Die medienpolitischen Aspekte sind außerdem mit **TransAtlantic Futures, Inc. Washington** abzustimmen.

Basis für den Umfang der Leistungen der AN sind das Angebot der AN vom 13.05.1992 und das Fax der AN vom 19.05.1992, konkretisiert im Arbeitsplan vom 07. Juli 1992. Die o.g. Faxe und der Arbeitsplan vom 07. Juli 1992 sind Bestandteile des vorliegenden Vertrages.

3. Leistungen der AG

Die AG vergütet die von der AN zu erbringenden Leistungen unter

nachstehender Maßgabe:

- a) Monatliches Honorar für die Durchführung der unter Ziff. 2 aufgeführten Maßnahmen für The Brock Group in Höhe von US \$ 25.000

Das Honorar wird in Höhe von US \$ 50.000 nach Abschluß am 01.08.1992 als Abschlag gezahlt.

Am 01.10.92 wird ein Abschlag in Höhe von US \$ 50.000 gewährt. Eine weitere Zahlung in Höhe von US \$ 37.500 erfolgt zum 01.12.1992

Die Schlußzahlung in Höhe von US \$ 12.500 erfolgt nach Vorlage eines Schlußberichts, der bis zum 10.12.1992 der AG vorzulegen ist.

Neben dem o. a. Honorar kann die Brock Group gegen Vorlage von Einzelbelegen im Rahmen der Auftragserfüllung anfallende notwendige Spesen (primär Flugkosten) bis zu einer Gesamthöhe von max. US \$ 15.000 geltend machen.

- b) Vergütung Burson-Marsteller

- Entwurf und Erarbeitung von geeignetem Promotions-Material (pauschal) US \$ 40.000

Die Vergütung wird zur Hälfte bei Abschluß des Vertrages gezahlt. Die Restzahlung erfolgt zum 01.10.1992.

- Durchführung medienpezifischer Maßnahmen (pauschal) - National Communications Program - US \$ 100.000

Am 01.08.1992 wird ein Abschlag in Höhe von US \$ 50.000 gezahlt. Ein weiterer Abschlag in Höhe von US \$ 37.500 erfolgt zum 01.11.1992, die Schlußzahlung in Höhe von US \$ 12.500 erfolgt nach Vorlage eines Schlußberichtes zum 10.12.1992.

- Durchführung ergänzender Promotionsmaßnahmen (pauschal) - Regional Communications Program - US \$ 165.000

Die Vergütung wird jeweils zur Hälfte am 01.09.1992 und 01.11.1992 gezahlt.

- Organisation Delegationsreisen (Journalisten/Unternehmer) in die neuen Bundesländer (pauschal) US \$ 55.000

Die Zahlung erfolgt zur Hälfte bei Vorlage der jeweiligen Programme und der ausgewählten Teilnehmer.

Die Restzahlung wird jeweils nach Durchführung der Delegationsreisen geleistet.

Transport und Aufenthaltskosten werden gesondert gegen Nachweis erstattet.

- Sonstige notwendige Kosten, die im Rahmen der Erfüllung des Auftrages anfallen (Pocket Expenses), insbesondere für die Herstellung und Versand des erarbeiteten Promotionsmaterials, Nebenkosten bei National/Regional Communications Programm sowie Reisen Burson Marsteller, werden gegen Einzelnachweis bis zu einer Gesamthöhe von max. US \$ 100.000 gezahlt.

Die AN verpflichtet sich gegenüber der AG durch Abschluß entsprechender Verträge sicherzustellen, daß Burson Marsteller die

o. a. Leistungen zu den angegebenen Konditionen erbringt. Die AN handelt hierbei in eigenem Namen und auf eigene Rechnung. Eine Haftung der AG aus diesen Verträgen besteht nicht.

Durch den vorliegenden Vertrag, insbesondere die oben stehende Vereinbarung, werden keine eigenständigen Rechte für Burson Marsteller begründet.

Die bei der Durchführung des Auftrages entstehenden sonstigen Kosten und Auslagen sind mit dem Honorar und den gem. Nr. 3 a/b erstattungsfähigen Spesen abgegolten.

Die Zahlung erfolgt in US-Dollar.

4. Allgemeine Vertragsbedingungen

- a) Die AN handelt selbständig und eigenverantwortlich.
- b) Dritten gegenüber wird die AG durch diesen Vertrag nicht verpflichtet noch darf sie aufgrund dieses Vertrages verpflichtet werden.
- c) Gewährleistungs- und Schadensersatzansprüche richten sich nach den gesetzlichen Vorschriften.
- d) Erfüllt die AN nicht ihre vertraglichen Verpflichtungen, so hat die AG das Recht zur fristlosen Kündigung dieses Vertrages. Ansonsten beträgt die Kündigungsfrist 60 Tage. Wird aus einem Grund gekündigt, den die AN zu vertreten hat, so steht ihr nur Vergütung für die bis zur Kündigung erbrachten Leistungen zu. Ansonsten behält die AN den Anspruch auf die vertragliche Vergütung, jedoch unter Abzug ersparter Aufwendungen.
- e) Sind einzelne Bestimmungen dieses Vertrages unwirksam, soll die Wirksamkeit im Übrigen hierdurch nicht berührt werden.
- f) Für diesen Vertrag wird die Geltung deutschen Rechts vereinbart.

g) Die allgemeinen Bedingungen für die Ausführung von Leistungen - VOL/B - (Anlage) sind Bestandteil dieses Vertrages, sofern in diesem Vertrag nichts abweichendes bestimmt ist.

5. Ausfertigung

Dieser Vertrag wird 4fach ausgefertigt. Je zwei Ausfertigung erhalten die AN und die AG.

6. Gerichtsstandvereinbarung

Ausschließlicher Gerichtsstand ist Bonn.

7. Authentischer Vertragstext

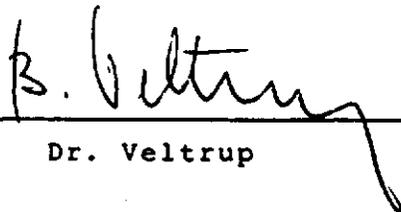
Der Vertragstext in deutscher Sprache ist maßgeblich.

Bonn, den 10. Juli 1992

DER BUNDESMINISTER FÜR WIRTSCHAFT

Im Auftrag

THE BROCK GROUP, LTD.



Dr. Veltrup



Paul J. Fekete

THE BROCK GROUP

PROGRAM OF WORK

FOR THE

GERMAN MINISTRY OF ECONOMICS

July 7, 1992

Overview

The Brock Group will work with the Ministry of Economics to attract investors in North America, particularly the United States, to the Federal Republic of Germany's new states. In conjunction with Burson-Marsteller, The Brock Group will develop a strategic program, identify the key themes, and target the audiences which will constitute the most likely prospects for investing in the New Federal States.

The Brock Group will oversee and coordinate the efforts of Burson-Marsteller, and will serve as liaison to other governmental and non-governmental entities working on behalf of the Ministry's objectives such as the German Embassy, TransAtlantic Futures, consulates, the German Chambers of Commerce, the German Information Center in New York, and the Treuhandanstalt.

Objectives

In order to create the environment in which the Ministry's appeal for foreign investment will be received positively, The Brock Group will help develop key themes about Germany and the new Länder which should be stressed during this campaign in North America. These themes will resonate in the materials prepared for the media, government officials, and the private sector. By laying this groundwork, the key objectives of increasing awareness of eastern Germany as a business location and identifying potential investors will be advanced.

TARGET AUDIENCES

The Brock Group will work to identify the target audiences for communications programs that will be implemented with Burson-Marsteller. There are three primary

targets audiences for the Ministry's message. They are 1) the business and financial community, 2) public opinion leaders, and 3) political leaders at the federal and state levels of government.

A) The Business and Financial Community

The Brock Group will undertake an extensive analysis of the current economic sectors which have already been active in exporting to Europe, and in particular, to Germany. Because these businesses will already have developed a level of comfort in doing business in Europe, they will most likely be the first to consider direct investment in the region. Some will already have invested in the Western Europe, and will be particularly interested in the opportunities for investing in Eastern Germany. Certain business sectors will play the role of intermediaries between the U.S. and German business communities. The investment banking community and management consulting firms will therefore be first among those identified to receive the Ministry's message.

Identification of Target audience through an analysis of trade flows.

The Brock Group, in conjunction with William Swelbar, will carry out an extensive analysis of current air and sea transportation patterns between the United States and Europe. With raw data not generally available to the public, we will be able to identify economic sectors which have already been active in Europe and Germany in particular. While these will not constitute the entire universe of potential investors, such an analysis will yield significant, highly targeted valuable information. For example, it will identify the locations in the United States which have been particularly active in trade with Germany. Furthermore, it will help us assess those industrial sectors (and ultimately the specific companies) which already have trading flows to Germany or the rest of Europe.

We will conduct this analysis with the assistance of AIRTRANS because of its special capabilities in transportation consulting services. AIRTRANS' specialized knowledge of the interrelationship between transportation and regional economic development will help increase the efficiency of delivering the Ministry's message to the appropriate target groups.

The Brock Group will pursue the identification of target audiences through other means as well, working in conjunction with Burson-Marsteller and the communications program that will be going on simultaneously.

B) Opinion Leaders

The second target group for the Ministry will be the broader group of public opinion leaders whose views influence U.S.-German economic relations. They will help disseminate the Ministry's message to a broader audience and are therefore essential to the success of the communications program

Thus, The Brock Group will help identify the universe of public opinion leaders including:

- **Federal government (Administration and Congress)**
- **State government (State economic and trade promotion offices)**
- **Newspapers (The New York Times, Wall Street Journal, Toronto Globe & Mail, etc.)**
- **Broadcast media which focus on economic issues (It's Your Business, Money Radio, Monitor Radio, Marketplace, etc.)**
- **Think tanks (Institute for International Economic, CSIS, etc.)**
- **German Stiftungs in Washington which disseminate information about Germany to American audiences (Naumann, Ebert, Adenauer, Seidel)**
- **Academic institutions which focus on international economic issues (Nitze School, Fletcher, Georgetown, Stanford, Carleton University's Patterson School, etc.)**
- **Business organizations (Chamber of Commerce, Business Roundtable, Canadian Business Council on National Issues)**
- **Trade Associations (Pharmaceutical Manufacturers Association, Institute for International Finance, Chemical Manufacturers Association, etc.)**
- **Multilateral financial institutions such as the World Bank, the IMF, and the European Bank for Reconstruction and Development (EBRD).**

C) Political Leaders

The third target audience is the political leadership. While not directly relevant to the objective of attracting economic activity to Germany, it is nonetheless of key importance for a number of reasons. First, these individuals set the tone for the bilateral U.S.-German relationship, which, as mentioned earlier, is the context within which business decisions will be made. Furthermore, the political opinion-makers are also key to the creation of the policy environment within which the business community must operate. For these and other reasons, the Ministry will want to maintain close and friendly relationships with these individuals.

Centered in Washington, these individuals include members of the Administration from the White House, the Departments of State, Treasury, Commerce, and other relevant agencies. In Congress, they are members in the leadership (both Democratic

and Republican), and those assigned to committees with jurisdiction in economic matters such as the committees responsible for trade (House Ways and Means and Senate Finance), foreign affairs (Senate Foreign Relations and House Foreign Affairs), and banking and commerce (House Energy and Commerce, Senate Commerce, Science and Transportation, and Senate Banking, Housing and Urban Affairs).

There will also be state level officials who should be included in this group. State governments are becoming more active in promoting their role in international economic activity. Particularly among the large states such as California, New York, Michigan, Ohio, and others, governors and their staffs could be most helpful in advancing your objectives.

The Brock Group will work closely with German embassy officials to assure that the most appropriate government officials are identified for the ongoing contact program that will enhance the effectiveness of the Ministry's efforts.

BURSON-MARSTELLER: PROGRAM OF WORK

7 July, 1992

OVERVIEW

In conjunction with the Brock Group, Burson-Marsteller will focus a comprehensive national and regional communications program on targeted decision makers in industries and sectors identified as potential investors in eastern Germany. In addition to traditional press vehicles, Burson-Marsteller will communicate through other media where investment decision makers get their financial, political and industry information. Materials and messages for the program will provide credible and compelling information about the benefits of investing in eastern Germany.

COMMUNICATIONS PROGRAM

I. Materials Development

Several discrete and interrelated components will be produced to support both the national and regional communication programs. These materials will include:

- Information Kits containing:
 - fact sheets detailing economic incentives
 - profiles of successful American investment in eastern Germany
 - demographic and market data on eastern Germany
 - Question and Answer documents addressing potential concerns

These kits will be available to the press and business leaders at a broad range of national and local events and by direct mail.

- Direct Mail Package for investment decision makers containing:
 - elements of the information kit
 - introductory letter from Minister Mollemann
 - schedule of upcoming U.S. investment promotion events
 - "Invest in Germany" newsletter
 - response card

- "Invest in Germany" Newsletters, produced during the six-month period, will be an integral part of the coordinated program of activities; the newsletters will, for example:
 - profile speakers at upcoming corporate briefings
 - provide examples of successful U.S. investment in Germany by a company from that same city
 - focus on specific investment incentives being discussed at an event at the city's economic club

The newsletter will also provide a forum for communicating new messages or success stories as they develop throughout the project.

- Mailing/Contact List of business and media contacts collected from direct mail response cards, event registration lists, association activities, media monitoring and target identification analysis supplied by the Brock Group; serves as basis for invitation list for site visits to Germany

II. National Communications Program

The American business community as a whole can be reached effectively through the national media and national business and professional associations. Our national communications program includes:

- Primary Spokesperson Identification and Training to facilitate the most significant media relations activities; we will also locate secondary spokespersons from the American and German business communities
- Media Relations Program to encourage national publications and news outlets to publicize the advantages of investing in Germany. This comprehensive program will include:
 - editorial board visits to national financial publications (e.g., seek meetings with *Forbes*, *Fortune*, *Business Week*, *Investor's Daily*, *Barrons*,) and with selected regional papers in coordination with scheduled regional events
 - media briefing events for identified spokespersons in major cities where financial and trade reporters are based to establish contact with these key reporters and alert them to our message and program

- op-ed placements in national and international newspapers (*Wall Street Journal, Journal of Commerce, International Herald Tribune, Financial Times*); pieces will be authored by prominent American or German officials and businesspeople
- development of a "key reporters" network; such reporters will be identified through media monitoring, editorial board visits and briefing events; they will be mailed periodically special in-depth packages including:
 - monthly press releases
 - newsletters
 - schedules of events
 - success story case studies
 - information on German site visits
 - details of visits to the United States of key German officials
- media interviews in Germany for key German/U.S. officials/businesspeople by U.S. media representatives
- National News Bureau that serves as the nerve center for all press-related activities. The news bureau will:
 - operate a national speaker's bureau, arranging opportunities for American and German spokespersons (political, economic, business and academic) and take advantage of available forums (association meetings, local chambers of commerce, international affairs groups, industry-specific forums, big-city economic clubs, think tank events)
 - issue periodic press releases focusing on new "angles" to the positive story of U.S. investment opportunities in eastern Germany; highlight upcoming regional events, investment success stories, visits by German economic officials and profiles of German government officials actively involved in investment assistance; press releases will also be released to mark significant successes during the project
 - monitor, analyze and react to media activity nationwide relating to trends and developments in U.S.-German investment activities
 - monitor editorials, letters to the editor, columns and features; monitor network television newscasts and selected major market newscasts

- counter negative coverage or misleading information with quick response (press release, phone call to reporter, letter to the editor, offer of expert spokesperson)
 - circulate reprints or summaries of positive news stories and include in information kits and other materials
- National Business and Professional Association Program and Speaker's Bureau that utilizes organizations to reach targeted investment decision makers:
 - establish a presence at selected association conventions and national meetings:
 - host a breakfast or reception
 - arrange for spokespersons to be included in the formal program
 - set up information booth and distribute information kits
 - send camera-ready articles and graphics to association publications on a regular basis
 - arrange special "Invest in Germany" seminars or other outreach opportunities with association members
 - provide speakers for association chapter meetings in selected cities
 - Liaison with Successful U.S. Investors provided by the Brock Group and Burson-Marsteller to establish working relationships with major U.S. companies already invested in Germany. These companies will be asked to:
 - identify specific industries or companies they would like to see invest in eastern Germany in order to service their business interests (e.g., suppliers, marketers, shippers)
 - arrange for successful investors' executives to provide speeches, interviews and op-eds in the United States

III. Regional Communications Program

Regional communications activities will be focused on six to nine geographically diverse metropolitan areas with large concentrations of targeted industries and companies. The final identification of these primary locations will depend on joint Brock Group/Burson-Marsteller analysis of trade flows between the United States and Germany. Second-tier cities will be targeted for similar but less intensive communications programs.

Regional communications programs with varying levels of activity based on the concentration of targeted industries and decision makers will include:

- Briefings with Washington Bureaus of regional newspapers or syndicates to test messages and spokespeople for eventual media activities in the selected cities
- Multi-City Marketing Programs that will coordinate informational events for targeted investment decision makers with media activities designed to reinforce the messages about investing in eastern Germany.

The regional marketing programs will be conducted with either Minister Mollemann or German/U.S. officials; the programs will be tailored to the nature of the participant(s). Each city's activities will variously include:

- corporate briefing events with 15-20 invited investment decision makers from the region:
 - speakers may include U.S. businesspeople with successful investment stories, German and/or American government officials, German politicians with a stake in encouraging U.S. investment, etc.
 - provide detailed information about investment incentives, the economic environment in eastern Germany and profiles of successful U.S. investments
 - build database of prospective investors and interested decision makers
- speech at economic club (e.g., Detroit Economic Club, the Commonwealth Club in San Francisco, Harvard Business School Club of New York) or local chamber of commerce or civic club monthly luncheon

- editorial board meetings and briefings with business reporters to encourage positive stories and editorials
- local television interviews for investment campaign spokespeople paired with local businessperson already invested in Germany
- on-site visits to American companies successfully investing in eastern Germany; bring investment decision makers and the media; provide photo opportunity for regional print and broadcast news
- coordination of national media activities with regional events
 - periodic press releases will include information relevant to upcoming regional event
 - national newsletter will include profiles of upcoming speakers at corporate briefing, highlight U.S. companies in the region successfully investing in eastern Germany and explain how to participate in regional events

IV. German Marketing Tour

A visit by U.S. business executives and national and regional media representatives to the new eastern states of Germany will provide an excellent opportunity to encourage investment and reinforce our communications efforts in the United States. The trip is targeted for late November or early December 1992.

The German Marketing Tour will involve:

- Selection of Corporate Participants from the pool of potential investors identified through direct mail response, association outreach activities, regional events and targeting analysis
- Logistical Planning for the trip

- Communications Initiative to project and amplify to other potential investors back in the United States the positive information and impressions generated on the trip
 - pair regional/local reporters with U.S. businesspeople from their regions who are participating in the Tour; the trip to Germany will provide compelling regional coverage of investment opportunities in Germany from the perspective of a local businessperson
 - invite national financial/trade reporters (e.g., *Wall Street Journal*, *Investor's Daily*, *Fortune*, *Forbes*) to cover the site visits and provide national coverage of the Tour
 - follow-up with regional press coverage and media activities for participants after returning to the U.S.
 - include reporters from international publications (e.g. *Financial Times*, *International Herald Tribune*, *Reuters*) to publicize investment opportunities in eastern Germany throughout the world

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