

U.S. Department of Justice

Washington, DC 20530

Exhibit A to Registration Statement**Pursuant to the Foreign Agents Registration Act of 1938, as amended**

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <http://www.fara.gov>.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. Statements are also available online at the Registration Unit's webpage: <http://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <http://www.fara.gov>.

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, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name and Address of Registrant DCI 215 Park Ave. South New York, NY 10003	2. Registration No. 4777
3. Name of Foreign Principal Scottish Development International	4. Principal Address of Foreign Principal 150 Broomielaw 5 Atlantic Quay Glasgow, Scotland G2 8LU
5. Indicate whether your foreign principal is one of the following: <input type="checkbox"/> Foreign government <input type="checkbox"/> Foreign political party <input checked="" type="checkbox"/> Foreign or domestic organization: If either, check one of the following: <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Association <input type="checkbox"/> Individual-State nationality <input type="checkbox"/> Committee <input type="checkbox"/> Voluntary group <input checked="" type="checkbox"/> Other (<i>specify</i>) <u>Joint Venture</u>	
6. If the foreign principal is a foreign government, state: a) Branch or agency represented by the registrant b) Name and title of official with whom registrant deals	
7. If the foreign principal is a foreign political party, state: a) Principal address b) Name and title of official with whom registrant deals c) Principal aim	

Formerly CRM-157

FORM NSD-3
Revised 03/11

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.

Scottish Development International (SDI) is a joint venture between the Scottish Government and its economic development agencies, Scottish Enterprise (SE) and Highlands and Islands Enterprise (HIE).

SDI is the International Trade and Investment arm of these organizations covering the whole of Scotland as the key point of contact for all international business development needs for Scottish companies, and Scotland's inward investment agency working to attract new investment across all of the Scottish Government's priority industry sectors

b) Is this foreign principal:

- | | |
|---|---|
| Supervised by a foreign government, foreign political party, or other foreign principal | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| Owned by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Directed by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Controlled by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Financed by a foreign government, foreign political party, or other foreign principal | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| Subsidized in part by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> No <input type="checkbox"/> |

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

Scottish Enterprise is largely funded by the Scottish Government, although it also raises part of its budget from other sources such as property rental and disposal of assets.

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.

EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit A to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit A	Name and Title	Signature
May 01, 2012	Carrie Nepo, CFO	/s/ Carrie Nepo

eSigned

U.S. Department of Justice

Washington, DC 20530

Exhibit B to Registration Statement**Pursuant to the Foreign Agents Registration Act of 1938, as amended**

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. Compliance is accomplished by filing an electronic Exhibit B form at <http://www.fara.gov>.

Privacy Act Statement. The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. Statements are also available online at the Registration Unit's webpage: <http://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <http://www.fara.gov>.

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, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant

DCI

2. Registration No.

4777

3. Name of Foreign Principal

Scottish Development International

Check Appropriate Box:

4. The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
5. There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
6. 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 expenses, if any, to be received.
7. Describe fully the nature and method of performance of the above indicated agreement or understanding.

DCI will work closely with Scottish Development International on proactive media relations with the overall objective of increasing positive perceptions about Scotland as a location for foreign direct investment.

DCI will serve as Scotland's North American news bureau. As directed by SDI, we will:

- Leverage Scottish news/key sector announcements in the U.S. and Canadian press
- Draft and distribute SDI releases and occasionally distribute relevant Scottish Government news releases
- Maintain and build relationships with tier one business and industry media
- Build and maintain relationships with key sector media (print and digital)
- Maintain and forward feature calendars in key sector media and exploit opportunities accordingly

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

Full work plan is attached to the signed contract.

9. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act and in the footnote below? 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.

EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit B to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit B	Name and Title	Signature
May 01, 2012	Carrie Nepo, CFO	/s/ Carrie Nepo eSigned

Footnote: Political activity as defined in Section 1(o) of the Act means any activity which the person engaging in believes will, or that the person intends to, in any 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.

CONTRACT AWARD LETTER – PR SERVICES, NORTH AMERICA
REF: VS/EH/11-009 (Lot 2 – Business)



Scottish Enterprise

Andy Levine
President
Development Counsellors International
215 Park Avenue South
10th Floor
New York
NY 10003

December 18th 2011

Dear **Andy**

CONTRACT FOR PR SERVICES, NORTH AMERICA REF: VS/EH/11-009 (Lot 2 – Business)

This letter confirms the Order for the above Contract, and is issued in accordance with the terms of the PR Agency Services - North America Framework Contract (Ref: VS/EH/11-009), our Invitation to Tender, dated July 12th 2011, your tendered submission, dated July 26th 2011 and relevant subsequent correspondence.

The Order commencement date is August 1st 2011.

The necessary information to complete the Order is contained in the Collaborative Partner's ITT and in the Scottish Enterprise (SDI) Tender.

Scottish Enterprise may disclose information in compliance with the Freedom of Information (Scotland) Act 2002, (the decisions of the Scottish Enterprise in the interpretation thereof shall be final and conclusive in any dispute, difference or question arising in respect of disclosure under its terms), any other law, or, as a consequence of judicial order, or order by any court or tribunal with the authority to order disclosure. Further the Scottish Enterprise may also disclose all information submitted to them to the Scottish Executive or any other public sector agency. When disclosing such information it is recognised and agreed by both parties that Scottish Enterprise shall if they see fit disclose such information but are unable to impose any restriction upon the information that they provide to other public sector agencies; such disclosure shall not be treated as a breach of this agreement.

Purchase Order Numbers must be quoted on all invoices relating to this commission as follows:

SPO132454.

The invoices should be addressed to Finance Shared Service Centre, Scottish Enterprise, Atrium Court, 50 Waterloo Street, Glasgow, G2 8WQ.

If the Framework Agreement expires while you are performing the services commissioned under this letter, all provisions of the Framework Agreement that apply to this commission shall remain in force.

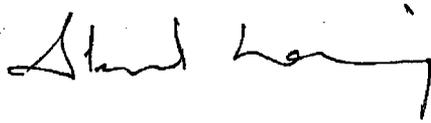


Until the enclosed copy of this letter has been signed on behalf of your organisation and received in hard copy, it will not be binding on Us. Accordingly, please return the enclosed copy of this letter signed by your organisation, as soon as possible, but no later than 7 working days from the date of this letter. If you do not return a signed copy of this letter to us within 7 days from the date of this letter we may withdraw the offer.

For the purposes of this order the Representative is Michelle Sim.

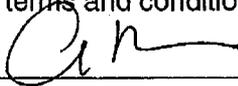
Please confirm your organisation's acceptance of this offer by signing the enclosed copy of this letter and returning it to me.

Yours sincerely



Stewart Laing
Marketing and Services Director, SDI

On behalf of **Development Counsellors International** I hereby accept and agree to the terms and conditions in the above offer.



_____(signed)

Andrew T. Lavine

_____(print full name)

Authorised signatory on behalf of **Development Counsellors International**

Date: 1/13/12

This is the proposal referred to in the letter between **Scottish Development International** and **Development Counsellors International**

The Brief Dated July 12th 2011

The response Dated July 26th 2011

Additional Clarification Dated **NA**

Contract Summary

The contract sum shall be £212,000 exclusive of VAT.

The contract will commence on August 1st 2011 and has a completion date of July 31st 2012, with an option to extend by 6 months to January 31st 2013.



DEVELOPMENT COUNSELLORS INTERNATIONAL

215 Park Avenue South
10th Floor
New York, NY 10003

T 212 725 0707 F 212 725 2254
www.aboutdci.com

October 21, 2011

TO: Michelle Sim and Kathleen Tepfer
Scottish Development International

FROM: Andy Levine, Dariel Curren and Jordan Robinson
Development Counsellors International (DCI)

RE: 2011-2012 North American Marketing Program Proposal

OVERVIEW

Stewart Laing made it crystal clear in our very first meeting at SDI: DCI's job is to "generate business opportunities, not to get media coverage." This dovetails with Danny Cusick's directive to go "broader and deeper." Simply put, our mission is to influence the individuals and communities that have influence over C-suite executives.

KEY MESSAGES

- Scotland is a country rich in opportunity and is bursting with innovation, talent, education and academic excellence that make it an attractive place to do business.
- Scotland is Europe's green energy powerhouse, with the Scottish Government raising renewable energy targets to 100% by 2012.
- Scotland is home to rapidly growing life science communities.
- Scotland is internationally recognized as the most important UK financial and business services center outside of London.
- Scotland's creative industries, including software development and gaming, are thriving.
- Food, drink and tourism are significant contributors to the Scottish economy.

TARGETS

DCI believes in knowing exactly who we are targeting. Here's our best thinking for a "rife-shot" approach:

- **Media:** Appendix A represents our preliminary "Most Wanted Media" list, which includes top-tier outlets such as *The Wall Street Journal*, *The New York Times* and *Bloomberg BusinessWeek*; regional daily newspapers; and targeted

trade publications. (We will update the list to include influential bloggers after receiving the research Dog Digital is conducting.)

- **Location Advisors/Site Selection Consultants:** According to DCI's 2011 Winning Strategies survey of 322 U.S. corporate executives with site selection responsibilities, 47% of the respondents revealed that they would outsource at least a portion of the site search in their next location decision. Clearly, this audience is a critical one.
- **Corporate Executives:** Penetrating the C-suite is vital to the success of generating business opportunities for SDI. Potential new investors and current investors are both among this group.
- **International Rankings:** Although it is impossible to influence many international rankings such as those released by the World Bank or World Economic Forum because they are driven by data, there are others where DCI can provide input to make sure Scotland is in the running.
- **Other Influencers:** Venture capitalists, fund managers, think tanks, thought leaders with sector-specific trade organizations, chambers of commerce, business organizations, business schools such as John Hopkins University are all important influencers to touch during the course of this program.

INSIGHTS

No good marketing program is developed in a vacuum. We built our program based on these four primary pieces of knowledge/insights, along with DCI's 50-plus years of experience in economic development marketing:

- **SDI's Strategic Priorities:** As a foundation for our proposed program, we started with SDI's strategic priorities for 2012.
- **DCI's Winning Strategies 2011:** Two key findings of DCI's recent survey of U.S. business executives also shape our thinking:
 - The leading sources of information influencing executive perceptions of a community's business climate were *dialogue with industry peers, articles in newspapers and magazines and rankings/surveys.*
 - *Planned visits to corporate executives*, followed by *Internet/website* rate highest among all economic development marketing tools. *Hosting special events, trade shows and media relations/publicity* were also identified as effective techniques for communicating with decision makers.
- **Carat's Media Consumption Patterns:** It's clear that executives are no longer just consuming media through traditional print and broadcast outlets, digital and social media use is skyrocketing. SDI must be engaged on all platforms.
- **General Business Media Landscape:** In the U.S. right now, the business media is all about the recession and "jobs, jobs, jobs." The economy is already playing a pivotal role in the 2012 Presidential race. Our challenge will be to penetrate this "wall of negative news" with positive, relevant Scotland stories that will resonate with a U.S. audience.

PROPOSED PROGRAM AND TIMELINE OF ACTIVITY

I. Ongoing Public Relations (Covered by Retainer)

A. News Management

DCI will serve as Scotland's North American news bureau. As directed by SDI, we will:

- Leverage Scottish news/key sector announcements in the U.S. and Canadian press
- Draft and distribute SDI releases and occasionally distribute relevant Scottish Government news releases
- Maintain and build relationships with tier one business and industry media
- Build and maintain relationships with key sector media (print and digital)
- Maintain and forward feature calendars in key sector media and exploit opportunities accordingly

Deliverables: Distribute/leverage 10-12 news releases/key sector announcements over the course of the year; draft and distribute 3-4 original news releases; develop and distribute 2-3 proactive pitches each month.

B. 'Clean, Green Scotland' London Media Tour

With Scotland emerging as a world leader in green energy, we would like to jump on that story line soon. Since many influential U.S. publications have bureaus in London that would likely report on green energy stories coming out of Scotland, DCI would like to arrange a two-day media tour for Anne MacColl or First Minister Salmond in London for interviews with 5-6 of the top outlets. Ideally, he or she would be partnered with a private-sector CEO with a strong green energy story that supports the key messages.

Media targets will include *The Wall Street Journal*, *The New York Times*, *Forbes*, Bloomberg News, *Associated Press*, *fDi magazine* and CNBC. DCI will shape the story, conduct all media outreach, prepare briefing books and escort the media interviews to allow for thorough follow-up.

Deliverable: Conduct a two-day media tour with 4-5 interviews for Anne MacColl or the First Minister and a private-sector CEO in London, ideally in early December 2011 or as travel schedules allow.

C. Press Trips

DCI believes that there is no substitute for seeing the "product" first-hand. During the course of the first year, we would like to organize two press familiarization trips:

- **Software and Data Centers (January 2012):** We know that Jamie Crawford is keen to do a press tour sooner rather than later and CI&ET sector has a strong story to tell. We would work with SDI to recruit journalists for a 4-day press trip to showcase Amazon, Oracle, Avalog, JP Morgan, Fujitsu, Pragma, Outplay Entertainment and the gaming cluster blossoming in

Dundee. Media targets will include *TechCrunch*, *Game Developer*, *PC World*, *IEEE Spectrum* and others.

- **Renewable Energy (July 2012):** With Scotland leading the world in the development and commercialization of wave and tidal energy, as well as deep-water offshore wind farm deployment and construction, we believe the U.S. renewable energy and site selection media would be keenly interested in a participating in a press trip. The tour would encompass interviews with executives about recent investments by Gamesa, Mitsubishi, Doosan Power Systems and others; visits to top universities to show cutting-edge wave and tidal energy research and renewable energy company visits and tours.

Target media will include *E-The Environmental Magazine*, *EnerG Magazine*, *energyBIZ*, *Renewable Energy World*, *Recharge*, *Energy Daily*, *Greenwire*, *Smart Planet* and others.

Deliverables: Execute 2 press trips of 4-6 journalists each.

D. Scotland Week (April 6-12, 2012)

Simply put, DCI stands ready to "pull out all the stops" to help SDI in any and all ways necessary to make Scotland Week a smashing success. We are not indicating deliverables for this activity as we suspect we have not been brought up to speed on the breadth and depth of what we will be asked to do!

II. Perception Study of Corporate Executives/Location Advisors/Media

As a baseline for the new marketing program, DCI recommends conducting a study about current perceptions (and misperceptions) about Scotland. We think it would be valuable to survey three audiences: 1) corporate executives with site selection responsibilities drawn from specific industry sectors; 2) location advisors; and 3) media – both top-tier and trade.

DCI will design the survey; develop the target lists; send an invitation to participate in the survey via e-mail with a link to the online survey; follow up with each audience to insure an optimum quality and quantity of responses; and provide SDI with a detailed analysis of the findings in the form of a PowerPoint presentation. The findings of this original research may be used for additional promotions throughout the year.

Deliverable: Execute perception study; provide PowerPoint presentation detailing the perceptions of 175-200 corporate executives, location advisors and media.

III. Five Highly Integrated Campaigns: Going Broader and Deeper

We have selected four conferences/trade shows/special events where SDI already plans to have a significant presence and bolted on a range of activities aimed at reaching your key targeted audiences. In addition, we've added a New York/New Jersey initiative since it's our "sweet spot" for in-depth relationships with top-tier

media and location advisors. We have outlined broad ideas and can come back with more detailed execution plans if we decide to move forward.

A. California Here We Come (January – March 2012)

Leveraging both SDI's office in San Jose and the Games Developer Conference (GDC) in San Francisco, we recommend the following tactics for reaching influencers:

- **Prospect and Company Meetings at GDC (March 2-5, 2012)**
From the attendee and media lists provided to SDI as an exhibitor, DCI will work with SDI to identify key prospects and media; set up one-on-one appointments during the show; prepare in-depth briefing documents and participate in the meetings, if desired.

Deliverable: 8-10 company meetings and 4-5 media appointments

- **SDI-Hosted Tweet Chat Series**
DCI will organize three #GDC Twitter discussions, hosted by SDI, during the course of the Game Developers Conference to showcase Scotland's strengths in the creative industries and enabling technologies sector. We will secure three leading industry influencers – either from Scotland or the private sector – to lead discussions designed to provide a forum on Twitter for spirited exchange about developments in the gaming industry worldwide.

Deliverable: 3 Twitter discussions moderated by sector influencers

- **Beyond GDC: Meetings with CI&ET Companies in Silicon Valley**
DCI will work with SDI to identify key CI&ET prospective companies in San Francisco and Silicon Valley and work to arrange one-on-one meetings to discuss business opportunities in Scotland. DCI will seek to set up meetings for Danny Cusick and the head of the San Jose office, Calum Lancaster, with these high-level decision makers.

Deliverable: 4-6 meetings with C-suite executives

- **Face-to-Face Meetings with Location Advisors**
San Francisco is also home to a small, but influential group of location advisors, as well as large real estate brokerages that work internationally. DCI will seek to set up meetings for Danny Cusick and the head of the San Francisco office with these site consultants.

Deliverable: At least 3 meetings with location advisors/brokers

- **Speaking Engagement at the Commonwealth Club**
The Commonwealth Club of California is the nation's oldest and largest public affairs forum, bringing more than 400 annual events on topics ranging across politics, culture, society and the economy to its 15,000 members. Although it is a difficult venue to penetrate, we will seek to have Danny Cusick talk about Scotland's low-carbon drive and breakthroughs in renewable energy. If the Commonwealth Club doesn't work, we would also explore speaking opportunities at Stanford University, UC Berkley or other venues.

Deliverable: 1 speaking engagement

- **Whisky Tasting at the Stanford Club of San Francisco**
DCI will arrange a whisky tasting for a high-level group of influencers; including current investors, business executives who are members of the Stanford Club, venture capital firms and fund managers.

Deliverable: 20-25 influencers to attend whisky tasting

B. Texas Hold 'em and Hug 'em (March – May 2012)

Our Texas strategy builds on SDI's participation in the Offshore Technology Conference (OTC) in Houston, as well as energy being one of Scotland's key sectors/targets. Key tactics for this campaign include the following:

- **Digital Campaign to Warm Up Houston/OTC Targets**
DCI will conceptualize and write a series of e-postcards designed to "warm up" the Houston market, as well as attendees to OTC. We will develop the target lists and work with Dog Digital to design and execute the digital campaign.

Deliverable: 3-4 e-postcards in advance of OTC

- **Company and Media Meetings at OTC (May 2-5, 2012)**
From the attendee and media lists provided to SDI as an exhibitor, DCI will work with SDI to identify key prospects and media; set up one-on-one appointments during the show; prepare in-depth briefing documents and participate in the meetings, if desired. We may also look at setting up appointments with other energy companies in Houston that may not be attending the conference.

Deliverable: 8-10 company meetings and 4-5 trade media appointments

- **Houston Media Tour**
Prior to OTC, DCI will arrange desk-side visits with Houston-based editors of *Financial Times*, *Forbes*, *Houston Chronicle*, *New York Times* and *Wall Street Journal* for the CEO of a Scottish company attending OTC and Danny Cusick to tell Scotland's energy story.

Deliverable: 3-4 media appointments with top-tier media

- **"Lone Star" Ryder Cup**
DCI will target seven top U.S. energy executives to participate in a Ryder Cup-style golf match with seven Scots (including SDI officials, Global Scots and Scottish companies attending OTC). This will be scheduled at an exclusive Houston golf club – such as Redstone, Houstonian, Blackhorse or Kingwood – the day prior/following the OTC and will conclude with a whisky tasting. If it proves too difficult to assemble seven Scots, we might also explore a golf clinic with a pro from St. Andrews Links.

Deliverable: 7 US energy executives to participate in a golf match/clinic

- **The Houston Club Lyceum Distinguished Speakers Series**
Although the bar is very high for this ongoing speakers series, DCI will explore the possibility of Danny Cusick or other high-level Scottish official speaking at this forum. As a "Trojan Horse" alternative, we could consider taking a table of 10 (\$280) to participate one of the luncheons and mingle with the high-profile business guests. Another idea would be to look into sponsoring a Scotland night at the club.

Deliverable: 1 speaking engagement or event at The Houston Club

C. Taking TED Global to the Next Level (April – July 2012)

SDI has a golden opportunity to showcase Scotland and its prime business sectors during the TED Global in Edinburgh, June 25-30, 2012. The theme of the conference – "Radical Openness" – also resonates and works well with some of the key messages SDI is trying to promote. Here are four key tactics we recommend for leveraging the conference:

- **US Media/Thought Leaders as Speakers at TED Global**
DCI will work to identify key US media/thought leaders to suggest as speakers at TED Global. Our preliminary research suggests that these might be good targets:

Andrew Revkin – *The New York Times*, Eco-Journalist

Judy Pasternak – Bloomberg News Energy Editor

Scott Zajac – Senior Managing Director of Advantage Capital, a venture capital firm that raises funds to invest in states and communities. Mr. Zajac was just named a "Hero of the Planet" by the National Business Journal.

Alexis Ringwald – CEO, Valence Energy – Green Energy Entrepreneur

We would work with the organizers of TED Global to place at least one of these as a speaker and then arrange a 2-day tour prior to the conference to expose them to Scotland's low-carbon, energy and renewable energy stories.

Deliverable: 1-2 US top-tier media or thought leaders to attend/speak at TED Global and to tour Scotland.

- **Calling London Media: TED Tickets and Tour**

DCI would work to secure 2-4 tickets to TED Global and invite journalists from US publications with bureaus in London, such as *The Wall Street Journal*, *The New York Times*, *Bloomberg BusinessWeek*, *Fortune* and *Forbes*.

As part of the invitation to cover the event, we would also work to interest in the reporters in adding on 1-2 days to explore Scotland stories involving energy, CI&ET, life sciences and other sectors. We would tailor individual itineraries to their interests.

Deliverable: At least 2 journalists to attend TED and add on at least a day for interviews/touring (assuming we have access to tickets)

- **Location Advisor FAM Tour**

Again using a day at TED Global as a drawing card, we would organize a 4-day familiarization tour for a select group of location advisors to visit Scotland and gain exposure to its assets for key target industries. DCI would secure the location advisors, provide advice on the itinerary and escort the tour, if desired.

Deliverable: 3-4 location advisors to attend TED and tour Scotland

D. Ratcheting Up the Ryder Cup (July – September 2012)

SDI already has big plans to capitalize on its sponsorship of the 2012 Ryder Cup in advance of hosting it at Gleneagles in 2014. DCI recommends taking it up another notch with these initiatives:

- **The Ryder Cup before the Ryder Cup**

DCI will work with SDI to target 10-12 top prospects and location advisors in the Midwest to play at the Medinah Country Club a month or two prior to the actual Ryder Cup, which takes place September 25-30, 2012. There should be one SDI representative in each foursome. DCI will conduct the outreach and follow-up, help organize the "match" and provide all other logistical support.

Deliverable: 10-12 C-level executives and location advisors to play round of golf at the Medinah Country Club in July or August

- **Windy City Media Tour**

Since the First Minister will be so close to Chicago when he flies in for the Ryder Cup, we recommend arranging a few strategic high-level media appointments in the city. Broadcast possibilities in the Chicago area include National Public Radio, Nightly Business Report (PBS), MSNBC, CNN and Fox News Channel.

Top-tier business media located in Chicago are a bit more limited. *The Chicago Tribune*, *Chicago Sun-Times* and *Crain's Chicago Business* would be possibilities as long as we can establish a

Chicago-area connection. Other top outlets with relevant bureaus in Chicago include the *Financial Times*, *Wall Street Journal* and *USA Today*. Top sports outlets include *Sports Illustrated*, *ESPN The Magazine*, *Golf Digest*, *Golf Magazine* and *Golfer's Guide*.

Deliverable: 2-3 high-profile media interviews for First Minister Salmond

- **Speaking Up to Chicago Business Executives**

Also leveraging the First Minister's visit to the Ryder Cup, we will work to set up one high-profile speaking engagement in front of a business audience. Celebrating its 100th year in 2011, the Executives' Club of Chicago is the region's top speaking venue. Other possibilities include the Metropolitan Club, Economic Club of Chicago, Commercial Club of Chicago, Mid-America Club and Chicagoland Chamber of Commerce.

Deliverable: 1 high profile speaking engagement for First Minister Salmond

- **The "Tartan Tram" and a Captive Audience**

DCI will work with SDI to "fill the tent" at the Ryder Cup with prospects, location advisors and other influencers through targeted outreach. But because dialogue with these influences becomes more difficult once they're watching the Ryder Cup, we recommend assembling small groups for breakfast (perhaps with smoked Scottish salmon) over the course of the week and then shuttling them to the golf course aboard a "Tartan Tram" – a luxury van shrink-wrapped specially in plaid. The key here would be to have Danny Cusick and other SDI officials aboard the tram, where they would have their guests as a captive audience.

Deliverable: 20-25 corporate executives and location advisors to attend the Ryder Cup over the course of the event, with at least half of those taking the Tartan Tram.

E. Scotland Takes on the Big Apple and Jersey Too (February 2012)

While Scotland will certainly make its presence known in New York City during Scotland Week, we suggest carving out a separate time to focus exclusively on business in the "media capital of the world," the world's #1 financial center and a hotbed for influential location advisors and others. Here's what we recommend that DCI arrange for SDI during a single week:

- **New York Media Tour**

We would seek to couple Danny Cusick with a private-sector CEO – of either a US-based company that has made a recent investment or an interesting Scottish company that can deliver your key messages.

We have strong contacts within all of the major business outlets including *The Wall Street Journal*, *Forbes*, *Fortune*, *Bloomberg BusinessWeek*, *The New York Times* as well as key trade outlets. Depending upon the private sector CEO,

we will explore broadcast opportunities with CNN, CNBC, Fox Business and Bloomberg Television.

Deliverables: 5-6 top-tier media interviews

- **Business Event**

To target business executives, DCI will explore SDI sponsoring a Scotland Night, Whisky Tasting or other special event at the Harvard Club, Yale Club or Penn Club and then execute all necessary details. The New York Rotary Club, which attracts 100-150 business executives to meetings every Monday, would be another likely target.

Deliverables: 1 Scottish special event at business club

- **Luncheon and Meetings with Key Location Advisors**

We have found that small, informal luncheons with targeted location advisors in New York City work extremely well to help build relationships. DCI will select the restaurant/club for the event; secure attendance by location advisors and handle all details. In addition, there are a handful of influential site selection consultants based in New Jersey, and it makes sense to spend a day traveling out to meet with them.

Deliverables: Meetings with 8-10 location advisors over lunch or at their offices

- **Face-to-Face Company Appointments**

Working with SDI to develop a "smart" list of prospects in the financial industry and CI&ET sectors that you haven't already succeeding in reaching, our PDQ division will reach out to executives with site location responsibilities and arrange face-to-face meetings over the course of two days with Danny Cusick and the head of SDI's New York office, Nathan Elia.

Deliverables: Meetings with 6-8 corporate executives in metro New York/New Jersey

Proposed Marketing Program at Glance

Month	Activity
2011	
October	Social Media Week; Immersion Tour
November	Brooks Brothers/Saks Promotions Perception Study Launch
December	London Media Tour with Anne MacColl or First Minister Salmond
2012	
January	Software/Data Centers Press Trip
February	New York Campaign
March	California Campaign/GDC
April	Scotland Week
May	Texas Campaign
June	TED Global Campaign
July	Renewable Energy Press Trip
August	
September	Ryder Cup Campaign

BUDGET

Detailed budgets for professional fees and expenses will be developed once we have feedback from SDI on the proposed program.

Appendix A

**SCOTTISH DEVELOPMENT INTERNATIONAL
"MOST WANTED" MEDIA LIST
2011-2012**

TIER I (National Business Outlets)

National Daily Newspapers

The Wall Street Journal
The New York Times
The Huffington Post
USA Today
Financial Times
Christian Science Monitor
Investor's Business Daily

Major Business Magazines

The Atlantic
Barron's
Bloomberg BusinessWeek
The Economist
Entrepreneur
Fast Company
Forbes
Fortune
Inc.
International Business Times
Newsweek
New Republic
TIME
U.S. News & World Report

Broadcast Outlets

ABC
Bloomberg Television
CBS
CNBC
CNN
Fox News
Fox Business Network
MSNBC
NBC
NPR
PBS

Wire Services

Associated Press
Bloomberg News
Dow Jones Newswire
Dow Jones Venturewire
Thompson Reuters

TIER II-A (Regional Outlets)

Regional Daily Newspapers

Atlanta Journal-Constitution
Boston Globe
Chicago Tribune
Globe and Mail
Dallas Morning News
Denver Post
Detroit Free Press
Houston Chronicle

Los Angeles Times
Miami Herald
San Jose Mercury News
San Francisco Chronicle
Toronto Star
Washington Post
Washington Times
Vancouver Sun

TIER II-B (Target Industry)

Life Science

Bio Process International
Bio-IT World
BioCentury
Biotech News
BioWorld Today
BioSpace.com
BioPortfolio
Chemical & Engineering News
GEN
GenomeWeb
FierceMarkets
IEEE Spectrum
Pharmaceutical Technology
Pharmawire

Creative Industries & Enabling Technologies

Business Insider
CNET
ComputerWorld
eWeek
InformationWeek
Innovation Daily
Popular Science
PC World
Red Herring
Scientific American
TechCrunch
Technology Review
Tech Web
VentureBeat
Wired

Alternative Energy/Energy

energyBiz
Clean Energy Authority
Energy Daily
Grist
Greentech Media

Greenwire
Inhabitat
IEEE Spectrum
Oil & Gas Journal
Offshore Magazine
National Geographic
Planet Green Network
Platt's
Power Magazine
Renewable Energy World
Recharge
TreeHugger
World Energy

Business/Financial Services

American Banker
Business Processing Outsourcing
Institutional Investor
Kiplinger
SmartMoney
Money Magazine
The Banker
World Finance Magazine

Food and Beverage

Food Arts
Fancy Food & Culinary Products
Food Business News
Food Manufacturing
Beverage and Food Processing Times
Beverage and Food World
Food Technology
Food Trade News

Textiles

Women's Wear Daily
Brandish
Style.com
Apparel Strategist
Textile Insight
Textile World