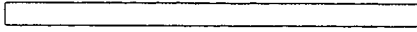


doc  
CA1  
EA  
89B73  
ENG



DEPARTMENT OF EXTERNAL AFFAIRS

BURSON-MARSTELLER INTERNATIONAL CAPABILITIES

Burson-Marsteller

DEPARTMENT OF EXTERNAL AFFAIRS

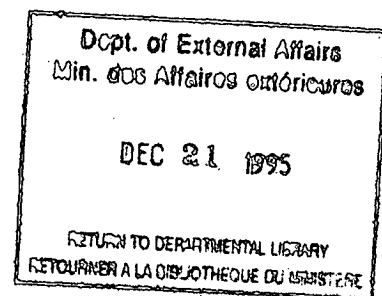
BURSON-MARSTELLER INTERNATIONAL CAPABILITIES

Burson-Marsteller  
Heritage Place  
155 Queen Street  
Suite 1100  
Ottawa, Ontario  
K1P 6L1

Telephone: (613) 237-7455

Fax: (613) 237-5210

May 4, 1989



43274666

## INDEX

|  | <u>Page</u> |
|--|-------------|
| Introduction   | 1           |
| B-M Canada   | 2           |
| B-M Worldwide  | 3           |
| Clients - Canada and Worldwide                                 | 4 - 7       |
| Making the Network Work  | 8 - 9       |
| Languages  | 10          |
| Business Media   | 11 - 12     |
| Potential Elements of a Public/Media Relations Support Program | 13 - 14     |
| What We Have Learned   | 15          |
| Programming & Budgeting  | 16 - 17     |
| The First Steps  | 18          |
| B-M - A Global Partner   | 19 - 20     |
| B-M People   | 21 - 47     |

INTRODUCTION

The Department of External Affairs has invited Burson-Marsteller to outline its international capabilities in the areas of public and media relations.

The aim of this document, therefore, is to focus attention on these capabilities as well as on the potential range of public relations and communications techniques that would be available to you through our worldwide network. We are excited about the prospect of working for the Department of External Affairs and have considerable experience within our Canadian organization, as well as in our other offices, in developing, executing and managing communications programs on an international scale.

≠ ≠ ≠

BURSON-MARSTELLER CANADA

- o Established 1960
- o Now employs 120 people in Toronto, Montreal, Vancouver and Ottawa
- o Bilingual English/French
- o Partnership with Executive Consultants Limited (ECL) Ottawa, Canada's longest established government relations firm.

SERVICES

- o Media Relations
- o Corporate Relations & Counselling
- o Investor/Financial Relations
- o Public Affairs
- o Government Relations
- o Marketing Communications
- o Crisis Communications
- o Employee/Management Communications

B-M WORLDWIDE

o 2250 People in 45 offices in 23 countries

o U.S.A. New York, Washington, Chicago,  
Pittsburgh, Los Angeles,  
San Francisco, Miami, Atlanta

1200 employees

o Latin America

Puerto Rico, Brazil, Mexico

53 employees

o Europe

U.K., Belgium, France,  
The Netherlands, Spain, Italy,  
Switzerland, Germany, Norway, Denmark,  
Sweden, U.S.S.R. (Y&R/Sovero)

570 employees

o Asia

Hong Kong, Thailand, Malaysia, Singapore,  
Korea, Japan, China

*DBM*

*Xinhua news agency*

220 employees

o Pacific

Australia: Adelaide, Brisbane, Canberra,  
Melbourne, Perth, Sydney

New Zealand: Auckland

80 employees

B-M CANADA CLIENTS

|   |                                  |
|---|----------------------------------|
| Abbott  | Matra                            |
| Air Canada  | MacMillan Bloedel                |
| Amoco   | Monsanto                         |
| Apple Computers                                     | Moore                            |
| Arthur Andersen                                     | Samsonite                        |
| Ashland Oil   | National Defence                 |
| Atomic Energy of Canada                             | Noranda                          |
| B.M.W.  | Nestle                           |
| B.C. Government (Health Dept)                       | North American Life              |
| British Columbia Milk Board                         | Northern Telecom                 |
| Burroughs Welcome                                   | Provigo                          |
| Canadian Advisory Council<br>on the Status of Women | Royal Canadian Mint              |
| Canadian Freightways                                | Royal Trust                      |
| Canada Malting                                      | Scott Paper                      |
| Canadian Tire                                       | Scotts Restaurants               |
| Cheeseborough-Ponds                                 | Skeena Cellulose                 |
| Coca-Cola   | Shell Canada                     |
| Dominion Textile                                    | Squibb                           |
| Dunhill   | T.J Lipton                       |
| Eveready  | Toronto Transit Commission (TTC) |
| Federation of Automobile<br>Dealer's Association    | Toshiba                          |
| Fiberglas Canada                                    | Trilea Centres Inc.              |
| Fletcher Challenge                                  | Thomson Consumer Electronics     |
| G.D. Searle   | Upjohn                           |
| Gilbey  | Warner Lambert                   |
| Glaxo   | Westar                           |
| Harbourfront/Toronto                                |                                  |
| Hong Kong Bank of Canada                            |                                  |
| Hong Kong Tourist Association                       |                                  |
| Honda   |                                  |
| Italian Wines                                       |                                  |
| Kentucky Fried Chicken                              |                                  |
| Kodak   |                                  |
| Lever   |                                  |
| Lily Cups   |                                  |
| (Fort Howard)                                       |                                  |
| Lockheed  |                                  |



HIGHLIGHTS OF B-M CANADA GOVERNMENT WORK

INDUSTRY, TRADE & COMMERCE

- o Promotion for Canadian Pavilions at CNE and PNE
- o Fashion magazine for international markets

ATOMIC ENERGY OF CANADA

- o Risk Management; Marketing Communications

EXTERNAL AFFAIRS

- o Trade Commissioners' Conference in Toronto

NATIONAL DEFENCE

- o Communications training

HEALTH & WELFARE CANADA

- o Research - Family Violence

B-M CANADA GOVERNMENT WORK/cont'd

CANADIAN ADVISORY COUNCIL ON THE STATUS OF WOMEN

- o Public and media relations

CANADIAN EMBASSY

- o The Hague

CANADIAN PAVILION AT EXPO '88

- o Brisbane, Australia

CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)

- o Video project in People's Republic of China plus media relations

ONTARIO DELEGATION IN PARIS

- o Media relations for Premier's official visit in April 1989

B-M CANADA GOVERNMENT WORK/cont'd

ROYAL CANADIAN MINT

- o Worldwide promotion of coins
  - o Japan
  - o U.K.
  - o Norway
  - o The Netherlands
  - o Switzerland
  - o Sweden
  - o Australia

MAKING THE NETWORK WORK

MULTI-COUNTRY CLIENTS

BUSINESS

- o Philips - 12 countries
- o DuPont - 11 countries
- o G.D. Searle - 7 countries
- o Arthur Andersen - 9 countries
- o Turner Broadcasting  
(Goodwill Games) - 8 countries
- o Coca-Cola - 8 countries
- o Unilever - 7 countries
- o Colgate-Palmolive - 7 countries
- o Northern Ireland  
Development Board - 7 countries
- o Glaxo - 6 countries
- o Peninsula Hotels - 6 countries
- o Miles Laboratories - 5 countries

MAKING THE NETWORK WORK/cont'd

MULTI-COUNTRY CLIENTS

GOVERNMENT

- o Fort Worth, Texas
- o State of Mississippi
- o City of New York
- o Puerto Rico \* *Walter D. Smith*
- o Northern Ireland Industrial Development Board
- o The Netherlands - U.S. Bicentennial
- o City of Berlin
- o Spain
- o Expo '92, Seville \* *[Signature]*
- o SABIC (Saudi-Arabia)
- o Sri Lanka
- o Singapore
- o Seoul '88 Olympics \*
- o Expo '88 Australia \*
- o State of Victoria (Australia)

LANGUAGE CAPABILITIES

CANADA - Two official languages, plus German, Italian,  
Spanish, Swedish, Cantonese, Bahasa

WORLDWIDE -All B-M offices have strong local client base and  
work in native language, plus English

SELECTION OF BUSINESS MEDIA WORLDWIDE

UNITED STATES

The Wall Street Journal  
The New York Times  
Investor's Daily  
Barron's  
Business Week  
Forbes  
Fortune  
Time  
Newsweek  
U.S. News & World Report

GERMANY

Frankfurter Allgemeine Zeitung  
(Blick durch die Wirtschaft)  
Handelsblatt  
Wirtschaftswoche  
Capital  
Industrie Magazin  
Vereinigte Wirtschaftsdienste  
(vwd)  
Die Welt  
Frankfurter Rundschau

U.K.

Financial Times  
Daily Telegraph  
The Times  
The Independent  
The Guardian  
The Observer  
Sunday Times  
Sunday Telegraph  
The Economist  
Investors Chronicle  
Financial Weekly

FRANCE

Le Figaro  
Le Monde  
Les Echos  
L'Expansion  
L'Express  
La Cote Desfosses  
L'AGEFI  
La Vie Française  
Valeurs Actuelles  
Le Point  
Le Nouvel Observateur  
Investir  
Le Matin  
International Herald  
Tribune

SELECTION OF BUSINESS MEDIA WORLDWIDE/cont'd

JAPAN

Nihon Keizai Shimbun  
Nikkei Sangyo  
Yomiuri Shimbun  
Asahi Shimbun  
Mainichi Shimbun  
Sankei Shimbun  
Diamond  
President  
Economist

BELGIUM

Echo de la Bourse  
Financieel Ekonomische Tijd  
De Standaard  
Gazet van Antwerpen  
Trends

HONG KONG

The South China Morning Post  
The Hong Kong Standard  
Asian Wall Street Journal  
Far Eastern Economic Review  
Asian Finance  
Hong Kong Economic Journal (Chinese)  
Oriental Daily News           "  
Sing Pao Daily News           "  
Ming Pao Daily News           "  
Sing Tao Wan Pao               "  
Hong Kong Economic Times    "

ITALY

Corriere della Sera  
La Stampa  
Panorama  
L'Espresso  
Successo  
La Repubblica  
Europeo  
Il Mondo

SWITZERLAND

Neue Zurcher Zeitung  
Finanz Und Wirtschaft  
Schweizer Handelszeitung  
AGEFI  
Journal de Genève  
La Suisse  
Tribune de Geneve  
Blick

AUSTRALIA

The Australian  
The Financial Review  
Sydney Morning Herald  
The Age  
Australian Business  
Business Review Weekly



POTENTIAL ELEMENTS OF A PUBLIC/MEDIA RELATIONS SUPPORT  
PROGRAM FOR THE DEPARTMENT OF EXTERNAL AFFAIRS,  
STRATEGIC COUNSELLING AND IMPLEMENTATION

- o Awards/Prizes
- o Canadian Business/Government/Personality endorsement
- o Constituency & Coalition Building
- o Crisis/Emergency Communications
- o Exhibitions
- o Issue Identification and Tracking
- o Literature Production
- o Measurement/Evaluation
- o Media Monitoring and Reports
- o Media Relations (News Bureau)
- o Media Visits
- o Positioning/Identity
- o Research (for information gathering and as news "peg")
- o School/Education Communications
- o Seminars/Conferences
- o Special Events/Sponsorships

POTENTIAL ELEMENTS/cont'd

- o Speaker Platforms
- o Spokesperson Identification and Training
- o Strategic Alliances with selected associations/groups
- o Translation and language adaptation
- o Video Production

WHAT WE HAVE LEARNED ABOUT MULTI-OFFICE/MULTI-COUNTRY  
COMMUNICATIONS PROGRAMS

- o That the successful completion of international programs require a truly international organization whose members are accustomed to working together
- o Establish information/reporting flow/chain of command at beginning of relationship.
- o Commit to provide a "seamless" service
- o Implementation and logistics must match creation
- o Define objectives, priorities and budgets by country
- o Diplomacy and foresight needed with strong, local client operation
- o Avoid surprises and "who pays for what" discussions (written budgets, billing numbers for all activity including phone calls, postage stamps, fax, telex, translations, couriers, and mail)
- o Success depends on B-M team work.
- o Balance needs according to whether it is a comprehensive, on-going multi-national programme or series of ad hoc assignments.

PROGRAMMING AND BUDGETING

- o Program content dictates balance of senior executive involvement (strategic counselling vs. "arms and legs" implementation; ranges from 10% - 15% to 60%)
- o Degree of client involvement in overall coordination is key
- o B-M Ottawa is lead office and hub of international program, calls on advice and counsel from B-M Toronto and elsewhere in system
- o B-M can offer cost effective working communications strategies/implementation at controlled cost.
- o B-M Canada top management commits to close, personal involvement
  
- o Hourly rates for program implementation
  - Senior Counsel/Management C\$ 125
  - Project Supervision C\$ 95
  - Account Executive C\$ 75
  - Admin/Secretarial C\$ 25
- o Hourly rates for strategic advice and counsel, \$150-\$200
- o Hourly rates outside Canada vary from country to country, \$90-\$300

PROGRAMMING AND BUDGETING/cont'd

- o If required, B-M Ottawa can operate a one source budgeting/  
reporting system, working directly with Department of  
External Affairs
  - ie: single invoice source
  - single currency
  - single contact
  - improved control & reporting
  - flexibility/fine-tuning
  - less Department manpower necessary
  
- o Hourly system standard within network. Ideal balance  
probably base retainer fee for B-M Ottawa role, with hourly  
inputs for projects

THE FIRST STEPS

- o Agree priorities/programs/budgets/target audiences
- o Establish clear control mechanisms
- o Establish account team (office/country)
- o Agree reporting/administrative/budgeting procedures
- o Develop written program with objectives, strategies, methods, work flow chart, evaluation criteria, budgets & timing
- o Regular schedule of meetings
- o Monthly status reports
- o Contact/conference reports
- o Six-monthly stewardship reports
- o Ascertain degree of centralised vs. decentralised control
- o Agency senior vs. mid/junior management input
- o Measurement & evaluation criteria

B-M - "A GLOBAL PARTNER"

Why the Department of External Affairs would benefit from establishing a partnership with B-M

- o Broadest range of established communications skills that can be brought to bear fast on situations almost anywhere in world
- o React to your needs and opportunities by changing direction or geographic focus as program evolves
- o Close coordination of activities from reporting to billing, from message development to news distribution on a global basis
- o Shorter learning curve as programme develops
- o Reduce response time in implementing through wholly-owned, common culture, as opposed to independent units managed by holding company or loose association
- o B-M's global network aims to maintain consistent performance from location to location. Our people are trained to a single standard, and we are used to interaction and working together on joint projects
- o With B-M the Department of External Affairs would have the leverage of worldwide accountability. You would be an important and prestigious client. B-M Canada would literally "live" your business and energetically represent your interests throughout our network

B-M - "A GLOBAL PARTNER"/cont'd

- o B-M's lead office would be Ottawa, backed up closely by Toronto, Vancouver, Montreal. A single phone call or fax to B-M Ottawa would activate the global network.
- o The B-M executives who would comprise your team in Canada combine direct and extensive experience in managing and implementing multi-national campaigns, working in an international context with specific knowledge of Free Trade issues, investment and the practicalities of representing Canada's interests overseas. They also know how to access expertise in other B-M offices through experience and personal contacts.



DEPARTMENT OF EXTERNAL AFFAIRS

THE CORE GROUP - B-M CANADA

- o Peter Walford - Overall International Policy Director
- o Mary Murphy {
- o Starr Solomon { Project Managers; Ottawa
- o Ross DeGeer {
- o Steve Markey { Strategic Counselling on issues relating
- o Patrick Robert { to investment, Free Trade

## BURSON-MARSTELLER

Peter Walford  
President and Chief Executive Officer  
Burson-Marsteller Canada

Peter Walford offers a unique combination and depth of experience in cross-cultural communications and international public relations in the corporate, industrial and consumer marketing sectors. He has lived more than 25 years outside of his native Great Britain in Europe, Asia, Africa, Australasia and North America.

Mr. Walford joined Burson-Marsteller in Geneva, Switzerland in 1966, directing programs throughout Continental and Eastern Europe before transferring to Tokyo as general manager, Japan.

During his five years in Japan he developed and executed communications programs for European and American companies marketing products and services in Japan as well as counseling Japanese multi-nationals on international export marketing.

Mr. Walford moved to Australia as general manager, Sydney, in 1980 and was subsequently promoted to regional director for the company's Pacific operations, covering Australia and New Zealand. He took up his present position in Canada in January 1987.

His specific accomplishments run the gamut from promoting U.S. tourism and Swiss watches in Japan and Belgian-cut diamonds in Asia; marketing computers and electronic equipment in a dozen countries, directing worldwide marketing programs for aerospace and defence suppliers; managing the first two-way live satellite link between Canada and Australia, promoting Australia's Expo '88 . . . . to conducting crisis communications for an airline crash.

He is a Fellow of the Institute of Linguists and works in French, Italian, German and Spanish.

## BURSON-MARSTELLER

W. Ross DeGeer  
Vice President  
Business Unit Manager - Toronto  
Burson-Marsteller Canada

Ross DeGeer is a Business Unit Manager responsible for managing and developing business in the areas of advanced technology, pharmaceutical, health care and financial services.

Prior to joining Burson-Marsteller he was Vice President of Corporate Marketing for an Ontario based computer manufacturer. In addition, he supervised the company's worldwide human resource, training, and marketing activities.

From 1978 to 1985 he was Agent General for the Government of Ontario in the United Kingdom and Ireland. In this capacity, he worked with various international organizations, including the Commonwealth and several of its various sections, the trade and investment directorates of the European Community, 3i, The Commonwealth Investment Bank, The Canada United Kingdom Chamber of Commerce, The British Travel Association, and a number of British development areas.

Mr. DeGeer served as Principal Secretary to the Premier of Ontario and is the former Executive Director of the Ontario Progressive Conservative Party.

He is also a former Vice President of St. Lawrence Securities, a member of the Toronto Stock Exchange.

## BURSON-MARSTELLER

Mary J. Murphy  
Client Services Manager - Ottawa  
Burson-Marsteller Canada

Mary Murphy joined Burson-Marsteller Ottawa in 1986 as Account Executive, bringing with her extensive marketing and advertising experience in the consumer products area.

Today as Client Services Manager, Ms. Murphy manages a broad range of communications activities for the Ottawa office, including the Canadian Advisory Council on the Status of Women. She works with both private and public sector clients providing communications counsel to national associations, major packaged goods manufacturers, retailers and the health care industry.

Ms. Murphy holds a Masters in Environmental Studies from York University, Toronto, and a Bachelor of Arts in Social Sciences and Business from the University of Alberta. She is a member of the Ottawa-Carleton Board of Trade, the American Marketing Association and the Issues Management Association of Canada.

BURSON-MARSTELLER

Starr Solomon  
Client Services Manager - Ottawa  
Burson-Marsteller Canada

Starr Solomon joined Burson-Marsteller Ottawa in 1989 as Client Services Manager after working with Executive Consultants Limited Ottawa, our associate company, for a number of years. She has an extensive background in communications, including co-ownership of two public relations agencies, and in the field of print and electronic journalism in Canada and the United States. She also served as Washington advisor to the International Development Research Centre, and counselled Canadian companies on their relationship and activities with international financial institutions.

Ms. Solomon has particular experience in corporate positioning, marketing communications, media relations and public affairs. Her diverse accounts include high-technology, banking and investments, commercial real estate, energy and the environment.

She is National Fundraising Chair and an executive director of the Women's Legal Education and Action Fund, as well as a director of the National Press Club. She is an advisor to the Public Relations program of Algonquin College, and has served on numerous community and national boards.

## EXECUTIVE CONSULTANTS LIMITED

Stephen P. Markey  
Partner  
Executive Consultant Limited Canada

Stephen P. Markey joined Executive Consultants Limited in 1970 and became a partner in 1974.

Prior to joining ECL, Mr. Markey held several part-time positions in Government, including the Canadian International Development Agency (CIDA). He has undertaken numerous government relations projects in various fields including energy, housing, finance and tax policy, regional development, defence and government procurement and research and analysis on Canadian political parties.

Mr. Markey received an undergraduate degree in Political Science from the University of Ottawa and then his Diploma in Public Administration from Carleton University. In 1972 he received his Master of Arts from Carleton University in Public Administration with emphasis on Economics, Political Science and Policy Analysis.

His is a member of the North American Society for Corporate Planning, and the Institute of Public Administration of Canada. In addition, he belongs to the Rideau Club and the Canadian Club and is active in the alumni clubs of Ottawa and Carleton Universities.

## EXECUTIVE CONSULTANTS LIMITED

J. Richard Bertrand  
Partner  
Executive Consultant Limited Canada

Richard Bertrand has been a partner of Executive Consultants Limited since June of 1980. Prior to his joining ECL, Rick Bertrand was Vice President at Ottawa Cablevision where, in addition to his Head Office responsibilities in government relations, marketing, and community programming, he managed the company's subsidiary cable systems in Pembroke, Renfrew and Arnprior.

In the late 1960's Rick Bertrand undertook a number of projects, including running his own Public Relations company, as well as working in the Government. He was an Information Officer and a Special Assistant with the Department of National Defence, frequently travelling with the Minister on international trips.

Mr. Bertrand graduated from McGill University with a Bachelor of Science degree and continued under the Regular Officer Training Plan as an Officer with the 8th Canadian Hussars, Princess Louise's.

Mr. Bertrand's academic interests have continued at the University of Ottawa where he graduated in 1985 with a Masters in Business Administration and a concentration in Public Policy and Management. He is also Vice Chairman of the Board of Governors of the University of Ottawa as well as Chairman of the Executive Committee of that Board.

## BURSON-MARSTELLER

Patrick C. Robert  
Senior Consultant  
Burson-Marsteller Montreal

After receiving a Doctorate in economics from the University of Paris, Mr. Robert taught economics and was named PR advisor to Canada's Industry, Trade and Commerce Department for francophone Europe.

In 1975, he was appointed as a special advisor to the President of The Economic Council of Canada and subsequently became a member of the Council.

During his time with The Economic Council of Canada, Mr. Robert fulfilled several positions within the federal government's framework, including Executive Director of the Centre of the Study of Inflation and Productivity and Deputy Director of the National Commission on Inflation. He is the author of numerous articles dealing directly with economic policy. Mr. Robert was also previously Vice-President, Public Affairs, Provigo Inc.

He is a member of The Economic Policy Committee and of the Ottawa Liaison Committee of the Canadian Chamber of Commerce, and of the C.D. Howe Institute. He is also active with the Quebec Chamber of Commerce.



B-M PEOPLE

Biographical details of a selection of key managers in our international network follow. We would be glad to provide you with details of executives in other countries, according to your needs and priorities.

## BURSON-MARSTELLER

Laura Schoen  
Vice President  
Manager/International Liaison  
Burson-Marsteller New York

Laura Schoen has managed the International Liaison Department, a division of Burson-Marsteller International in New York, since 1986. Her responsibilities include supervision and coordination of multinational assignments and all activities related to the international media. She has been involved with a variety of accounts requiring the creation and adaptation of public relations campaigns worldwide.

Prior to joining B-M in 1984, Laura served as an Officer in the United Nations Department of Public Information. Before that, she worked as public relations manager at Servenco (Latin American conglomerate).

From 1974 to 1982, Laura was involved in organizing national and international conventions and festivals, for worldwide organizations. During this time, she coordinated the International Congress of the Atomic Energy Agency (IAEA) in Rio de Janeiro.

Earned an M.A. in International Relations from University of Pennsylvania with a concentration in International Relations and Communications. She earned a B.A. in Electronic Journalism from Faculdade da Cidade in Rio de Janeiro.

Speaks speaks Portuguese and Spanish fluently and has a working knowledge of French and Italian.

## BURSON-MARSTELLER

William F. Noonan  
President/International  
Burson-Marsteller New York

Mr. Noonan's position as President/International puts him in daily contact with the firm's managers around the world. This, plus frequent visits to all offices on five continents, gives him a special sensitivity to and a strong working knowledge of many global issues challenging Burson-Marsteller clients today.

Currently, Mr. Noonan's regions of concentration are Asia, Australia/New Zealand, Canada and Latin America. Previously, he has managed both U.S. and European operations.

Headquartered in New York, Mr. Noonan is also responsible for leading the development of Burson-Marsteller's multi-office global business and for overseeing liaison operations between U.S. and international offices.

Before moving to international management in 1985, Mr. Noonan was a key manager in U.S. operations. He was general manager of New York operations for 11 years and later served as Eastern Regional Manager and President of the American Operations.

Mr. Noonan joined the company in 1963 after 5 1/2 years in public relations, promotion and advertising with Union Carbide.

Mr. Noonan holds a B.A. in journalism from Notre Dame.

## BURSON-MARSTELLER

Timothy G. Brosnahan  
Executive Vice President  
General Manager  
Burson-Marsteller Washington

Mr. Brosnahan currently heads activities for the Partnership for Improved Air Travel, a broad aviation industry coalition aimed at developing public support for expansion of the air transportation system and focusing that support on decision-makers at the federal, state and local levels.

The Partnership program is one of the most comprehensive public affairs campaigns ever mounted. It involves national and local media activities; extensive national coalition building; development of allies among local and state government officials and business, labour and public interest leaders; and recruitment, education and mobilization of thousands of individual frequent flyers into a national constituency.

Prior to joining Burson-Marsteller in 1977, Mr. Brosnahan was director of state and local affairs for the National Railroad Passenger Corporation, AMTRAK, and legislative assistant to Senator Lowell Weicker of Connecticut.

Mr. Brosnahan is a graduate of Trinity College, Hartford, Connecticut, and received a master's degree in international relations from the Fletcher School of Law and Diplomacy in Medford, Massachusetts.

## BURSON-MARSTELLER

Martin Langford  
Joint Managing Director  
Burson-Marsteller United Kingdom

Martin Langford is Burson-Marsteller's foremost authority on issues management and crisis communications in Europe, and was so recognized when he was named "1987 Public Relations Professional of the Year" by PR Week, the leading industry publication, for his outstanding work in this discipline.

Mr. Langford, who is based in London, is joint managing director of Burson-Marsteller's operations in the United Kingdom.

He is a broadly based communications professional who has worked in a number of disciplines in both Asia and Europe. He joined Burson-Marsteller in London in 1971, transferred to Hong Kong in 1973, and returned to London in 1979.

Mr. Langford is regularly sought out to counsel clients on issues relating to product liability, terrorism, product tampering and extortion. In addition, he has trained thousands of managers in Asia, Australia and Europe in media and crisis communications.

Mr. Langford is a regular speaker at the International Management Institute in Geneva, Switzerland; at the London Business School and the Institute of Marketing, London.

## BURSON-MARSTELLER

James B. Lindheim  
Director of Corporate Services - Europe  
Burson-Marsteller United Kingdom

Jim Lindheim is one of the world's most respected public affairs consultants. He has assisted major international corporations in their management of government relations problems, crises, legal and liability challenges, and in complex international issues.

Mr. Lindheim is now director of corporate communications for Burson-Marsteller in Europe. Based in London, he consults with clients on a range of political, governmental and social policy issues.

Mr. Lindheim's presentations on social and political trends have been used by senior public affairs and planning officials in many leading companies. Under his leadership from 1985 to 1988, Burson-Marsteller's Washington office substantially enlarged and deepened its government relations and constituency relations capabilities. Burson-Marsteller is today among the public affairs leaders in Washington.

Prior to joining Burson-Marsteller, he was a senior vice president and director of corporate priorities services of Yankelovich, Skelly and White, Inc., the survey research firm, with full responsibility for analysis and prediction of public policy developments.

Mr. Lindheim graduated summa cum laude from Williams College and holds a masters degree in public and international affairs from Princeton.

## BURSON-MARSTELLER

Henri Pigeat  
Chairman  
Burson-Marsteller France

Henri Pigeat joined Burson-Marsteller as Chairman and General Manager of its French operations and as a member of its European Executive Committee in November 1987.

He was previously eleven years Chairman and General Manager of Agence France Presse. From 1965 to 1976 he held a number of positions in the French civil service and government as assistant to successive Prime Ministers and General Manager of government press and public relations office. He was also Director of various French television, radio and telecommunications companies.

Henri Pigeat studied law, has a degree in political science and is a graduate of the Ecole Nationale d'Administration. Author of several books on contemporary history, on communications and the media, he is also chairman for France and a member of the worldwide Executive Committee of the International Institute of Communications (IIC) and of the International Press Institute (IPI).

He works in English and Spanish as well as French.

## BURSON-MARSTELLER

Suzanne Sauvage  
Vice President and General Manager  
Burson-Marsteller France

Suzanne Sauvage joined Burson-Marsteller's Montreal office as an Account Executive when it opened in 1982. She became Group Manager in 1983 and Vice President and General Manager in 1984.

In 1988, she was transferred to Burson-Marsteller Paris where she is General Manager since September of the same year.

Prior experience included the post of Information Officer for the "Agence de Cooperation Culturelle et Technique" in Paris after having spent one year in Niger, as a member of a task force for the Canadian International Development Agency.

She has over fifteen years of experience in corporate communications, special events and marketing.

Born in Canada, she speaks and writes French, English and Spanish.



BURSON-MARSTELLER

Gigliola Ibba  
Managing Director  
Burson-Marsteller Italy

Gigliola Ibba is founder and managing director of Burson-Marsteller's Milan office which has grown to be Italy's largest public relations agency. Ms. Ibba has been in public relations for over 25 years and specializes in counseling clients' senior management on corporate positioning and the development of mission statements.

Aside from her work with corporate and consumer accounts, Ms. Ibba has provided counsel to a vast array of entities - from governments and ministries to multinational private companies. Ms. Ibba's broad cross-section of clients have included the governments of Spain and Ireland; health and defense ministries; Italian Chambers of Commerce; Renault; Firestone; Ciba-Geigy; Glaxo; Kraft; Quaker Oats; Unilever; Palmolive; Gillette; Wührer beer and Lanerossi textiles.

Previously, Ms. Ibba was managing director for Hill & Knowlton/Italy. She graduated from the Sorbonne in Paris and holds a masters in foreign languages from the University of Pennsylvania.

## BURSON-MARSTELLER

Teresa Dorn  
Vice President  
General Manager  
Burson-Marsteller Spain

Teresa Dorn, born in Wisconsin, is a graduate of the University of Wisconsin in journalism and public relations. She is bilingual in English and Spanish.

A resident in Spain since 1974, she has worked in several areas of communication and image consulting. In 1980, Teresa Dorn started the operations of Burson-Marsteller in Madrid as General Manager. In 1986 the agency's operations were extended with the inauguration of the Barcelona office and in 1988 a delegate office was opened in Seville.

She has provided consultation in both the corporate and marketing areas as well as crisis situation planning for clients in a diverse number of sectors such as aeronautics, consumer goods, pharmaceutical, high-technology, chemical, textile, food and financial institutions.

## BURSON-MARSTELLER

Jurgen Togotzes  
General Manager  
Senior Vice President  
Burson-Marsteller Germany

Jurgen joined the Frankfurt office as Senior Group Manager in May 1978 and in October was made General Manager. He was previously Deputy Director of Public Relations at the large pharmaceutical company, Schering AG, in Berlin, a position he held since 1975. Prior to joining Schering, Jurgen worked as a freelance journalist and PR-consultant in Berlin for 10 years.

Jurgen's responsibilities include European-wide new business development and account supervision. His account responsibilities include Dow Chemical, Searle and Ivecro, as well as overall management of a massive AIDS education campaign on behalf of the German government.

Jurgen was educated in Berlin and also speaks English and French.

## BURSON-MARSTELLER

Michael H. Morris  
President  
Burson-Marsteller Asia/Pacific, Hong Kong

Mike Morris manages Burson-Marsteller's Asia and Pacific Region, encompassing a staff of nearly 300 in 14 offices ranging from Seoul to Sydney.

Mr. Morris took up his post as president of the Asia/Pacific region in Hong Kong in 1988 following 26 years of service with Burson-Marsteller in North America.

Mr. Morris has spent most of his career in client service, rising from the rank of assistant account executive to his current position. Prior to his current assignment, Mr. Morris led Burson-Marsteller's multi-national account management team in New York overseeing the company's international service for such clients as DuPont and AT&T.

Mr. Morris joined Burson-Marsteller in New York in 1962 after graduating with a degree in economics from Hofstra University. He became assistant general manager for that office in 1977, and in 1978, assumed additional responsibility as area director for Canada and Latin America.

## BURSON-MARSTELLER

Scott D. Seligman  
Director of Client Services  
Burson-Marsteller Hong Kong

Scott Seligman has a thorough understanding of the intricate art of doing business in the People's Republic of China, Taiwan and Hong Kong. He has counseled many leading corporations on planning and implementing communications programs for these markets.

Mr. Seligman is the Hong Kong-based vice president and director of client services for Burson-Marsteller China Ltd. Based in Chicago, he acquired extensive experience in financial relations, employee communications, public affairs, issues management and marketing communications.

Before joining Burson-Marsteller, Mr. Seligman worked for six years at the National Council for U.S.-China Trade (now the U.S.-China Business Council) as director of development and government relations in Washington, and as manager of the Council's Beijing office.

A graduate of Princeton, Mr. Seligman earned his master's degree at Harvard University. He is the author of a number of articles on corporate and product promotion in China and co-author of Barron's "Chinese at a Glance," a Chinese language phrasebook for travelers. His latest book, "Dealing With the Chinese," is due to be published by Warner Books in July, 1989.

## BURSON-MARSTELLER

Paul B. Adams  
President  
Dentsu Burson-Marsteller Co., Ltd./Tokyo

Paul Adams has nearly 17 years' experience counseling clients on four continents about major corporate and marketing communications issues.

Currently president, Dentsu Burson-Marsteller Co., Ltd., Mr. Adams was most recently the Melbourne-based managing director of Burson-Marsteller Pty. Ltd. and regional director for the company's seven offices in Australia and New Zealand.

Mr. Adams began his career in Burson-Marsteller's London office in 1972 before transferring to Tokyo where he assisted in the establishment of Burson-Marsteller's Japan office in 1974.

Mr. Adams was appointed general manager of Burson-Marsteller's Sao Paulo office in 1979. In 1985 he moved to Melbourne as general manager of Burson-Marsteller's office there and assumed regional responsibilities for Australasia in 1987. In January 1989, Mr. Adams was appointed president of Dentsu Burson-Marsteller in Tokyo, a newly formed joint venture that links Japan's largest communications firm with Burson-Marsteller.

An Australian, Mr. Adams speaks fluent Portuguese and Japanese. He graduated from the University of Queensland with a Bachelor of Arts degree and a Diploma in Journalism. He later completed two years' post-graduate study at the Tokyo University of Foreign Studies on a Japanese government scholarship.

## BURSON-MARSTELLER

Satoshi Sugita  
Executive Vice President  
Burson-Marsteller Japan

Satoshi Sugita is a life-long student of the problems of cross-cultural communications between Japan and the West, and has helped many corporations and other organizations bridge the gap.

Mr. Sugita, who is perfectly bilingual, is the author of eight books and numerous articles in both Japanese and English dealing with cross-cultural communications problems.

Mr. Sugita has been helping to bridge the cultural gap since his graduation from Tokyo's Aoyama Gakuin University with a B.A. in economics. He first worked as an English-speaking reporter for Asahi Shimbun, Japan's largest newspaper publishing group. He later moved to the U.S. and obtained a masters in journalism from Ohio State University. He then worked as a business writer for the Cincinnati Post.

Mr. Sugita joined Burson-Marsteller in the United States and, in 1974, returned to Tokyo. Mr. Sugita joined General Electric/Japan, in 1985, as vice president for employee and public relations, returning to Burson-Marsteller in his current capacity in 1987.

## BURSON-MARSTELLER

Joanne Lee  
President  
Burson-Marsteller Korea

As one of Korea's most knowledgeable public relations practitioners, Joanne Lee has counseled many multinational organizations in Korea. She was president and founder of Star Communications, Korea's leading public relations agency and Burson-Marsteller's affiliate from 1979 until 1988, when Burson-Marsteller Korea was established.

Star Communications worked on behalf of multinational clients operating in Korea in almost all areas of public relations. Ms. Lee has successfully undertaken assignments in government relations, media relations, special events and sponsorship activities, and marketing support.

She gained extensive experience in Korean media relations and special promotions as the first Director of Public Relations for American Hotels and as a Senior Consultant for the Korean Association of Conference Organizers.

Ms. Lee holds an MA in psychology from IIT in Chicago, Illinois and a BA in English from Sogang University in Seoul. She is also a charter member of the International Public Relations Association (IPRA), Asian governor of Zonta International and Korea board member of the Pacific Asia Travel Association (PATA).



BURSON-MARSTELLER

Jeff R. Hunt  
General Manager  
Burson Marsteller Korea

Jeff Hunt is an experienced counselor in international communications and business-to-business marketing, having counseled major clients on a global scale.

Mr. Hunt joined Burson-Marsteller in 1984 in New York. He transferred to his current position in Korea earlier this year.

Mr. Hunt has managed the North American program of one of our largest worldwide accounts: the Industrial Development Board of Northern Ireland.

Mr. Hunt received a Bachelor of Journalism, with honors, from The University of Texas at Austin.

## BURSON-MARSTELLER

Hew Chow Tow (CT)  
Vice President & Managing Director  
Burson-Marsteller Malaysia

During his thirteen years with Burson-Marsteller, Mr. Hew has gained extensive experience in all aspects of corporate communications and marketing communications programs.

He joined Burson-Marsteller in 1975 in Kuala Lumpur. He was later seconded to B-M's London office for one year, during which time he also attended public relations and marketing seminars in the U.S. and Europe.

He was elected vice president of Burson-Marsteller International in 1981 and appointed to the Board of the Malaysian company in the same year. He was promoted to managing director in March 1985.

CT has a B.A. (Honors) in English from University of Malaya. Prior to joining Burson-Marsteller, he was a lecturer in English at MARA Institute of Technology and a copywriter.

## BURSON-MARSTELLER

Peter Upton  
Asia-Pacific Regional Director  
Burson-Marsteller Canberra, Australia

Peter joined Burson-Marsteller in 1987, after 16 years' experience in both the public and private sectors of Canberra.

As one of the Commonwealth Public Service's Administrative Trainees, he worked in a number of Departments and Authorities, including the Industries Assistance Commission, the Public Service Board, and the Prime Minister's Department.

Since leaving the Public Service in 1979, he has provided public affairs and government relations counsel to a wide range of Australian and international firms and businesses, and participated in the planning and execution of their programs. He has also contributed to the development and implementation of programs for a range of Government Departments and Authorities, at State and Federal levels.

A graduate of the University of New England, Peter's Honors specialization was in Economic History, with majors in Economics and Statistics.

An occasional lecturer in public relations and public affairs, he also contributes to Australian Public Service Management Training courses on public policy issues.



DOCS  
CA1 EA 89873 ENG  
Burson-Marsteller  
Burson-Marsteller international  
capabilities  
43274666