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DEPARTMENT OF THE TREASURY  
BUREAU OF ENGRAVING AND PRINTING  
WESTERN CURRENCY FACILITY  
FORT WORTH, TEXAS 76131

October 18, 2017

**Re: FOIA Request No. 2017-09-197**

On September 19, 2017, the Bureau of Engraving and Printing (BEP), FOIA and Transparency Services received your request under the Freedom of Information Act (FOIA), 5 U.S.C. §552 and the Privacy Act of 1974 (PA), 5 U.S.C. §552a, for a copy of the overview description for the “New Currency Program”.

Attached to this email is the information that you requested. No fees will be charged for processing your request. Based on the exemptions found at 5 U.S.C. §552 (b)(5) of the FOIA, we withheld the pre-decisional recommendations as part of the agency’s deliberative process, work product, and attorney-client privilege.

If you are dissatisfied with this decision, you can file an appeal within ninety days from the date of this letter to:

Director  
Bureau of Engraving and Printing  
14<sup>th</sup> and C Streets, S.W.,  
Washington, D.C. 20228

If you decide to appeal, please include the assigned request number, a copy of your request, the BEP response letter, and any other correspondence associated with your request. Both the letter and envelope should be clearly marked “FOIA Appeal”.

For further assistance concerning preparing a FOIA appeal, please go to our website at [money-factory.gov](http://money-factory.gov), and click on “FOIA” at the bottom of the page.

In addition, the Office of Government Information Services (OGIS), the Federal FOIA Ombudsman, offers mediation services to resolve disputes between FOIA requesters and

Federal agencies as a non-exclusive alternative to litigation. Using OGIS services does not affect your right to pursue litigation. Contact information for OGIS is set forth below:

*Office of Government Information Services National Archives  
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College Park, MD 20740-6001  
ogis@nara.gov  
ogis.archives.gov  
202-741-5770  
1-877-684-6448*

Sincerely,

*Linda Bailey*

Linda Bailey  
Disclosure Officer

**CERTIFICATE OF SERVICE**

**FOIA REQUEST NO.: 2017-09-197**

I hereby certify that the attached letter and responsive document was sent on this day to the following by email to the following:

*Linda Bailey*

Linda Bailey  
Disclosure Officer  
Bureau of Engraving and Printing  
Office of the Chief Counsel  
FOIA and Transparency Services  
9000 Blue Mound Road  
Fort Worth, Texas 76131

October 18, 2017



# **\$100 Program Wrap Report**

Know Its Features. Know It's Real.  
The Redesigned \$100 Note



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## **Introduction**

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In order to prepare global stakeholders and U.S. currency users for a redesigned \$100 note, the Bureau of Engraving and Printing (BEP), Federal Reserve Board (FRB) and United States Secret Service (USSS) engaged Burson-Marsteller to develop and execute an integrated public education program.

## **Summary of Activities**

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Similar to public education programs for the redesigned \$5, \$10, \$20 and \$50 notes, Burson-Marsteller developed a strategic plan that integrated media relations, stakeholder and direct outreach, research, material development, digital communications, special events and fulfillment of educational and training materials. However, because the \$100 note is circulated, used—and counterfeited—more frequently abroad than at home, \$100 note public education outreach was focused more heavily on targeted international markets than on the U.S.

The plan was organized around three phases in the introduction of a new note. The unveiling of the new design served as the kick-off or launch of the public education program, followed by the period leading up to issuance during which communications activities would continue to build awareness and support stakeholders in taking action to prepare for the new notes, concluding with the issuance of the new note into circulation and cementing of awareness.

### ***Unveiling***

Unveiling began April 21, 2010, at 10:30 a.m. ET in Washington, D.C. and was rolled out subsequently in 13 locations around the world over a 12-day period. Localization of the unveiling with in-market events made the story relevant at the local level and customized it to local time zones, thereby maximizing media coverage.

The anchor event was held at the Cash Room of the Treasury Building in Washington, D.C. Officials from the U.S. Treasury, FRB and USSS revealed the new \$100 note design with a video featuring the note's new security and design features through animation. The event was followed by a live reporter question-and-answer session. In the ensuing two weeks, U.S. embassies in Angola, Azerbaijan, Ecuador, El Salvador, Kazakhstan, Kenya, Nigeria, Panama, Peru, Philippines, Russia, Ukraine, and Uruguay hosted unveiling events that included the participation of central banks, local government officials and other key stakeholders. More than 350 media attended unveiling events around the world.

### ***Momentum***

The \$100 program plan called for keeping messages prominent in stakeholders' minds through a range of training initiatives, speaking engagements and earned media outreach.

### ***Day of Issue***

While plans had been developed for the \$100 note's Day of Issue in February 2011, these were halted in the fall of 2010 when the government determined the Day of Issue would be indefinitely postponed.

### ***Summary of Unveiling Activities***

- **Unveiling Video** – An animated video gave unveiling event participants and website visitors a close-up look at the new security and design features, including the 3-D Security Ribbon and Bell in the Inkwell. In addition to running on the program website, the video was also launched on YouTube and Facebook and became the 4th most viewed video on YouTube within the first 24 hours following the event.
- **Live Q&A for Reporters** – Journalists were invited to participate in a live Q&A session that took place immediately following the unveiling of the new \$100 note at the anchor event in Washington, D.C. Featured in the Q&A were Treasurer of the United States Rosie Rios; Larry Felix, Director of the Bureau of Engraving and Printing; Michael Lambert, Assistant Director of the Federal Reserve Board; and Keith Prewitt, Deputy Director of the United States Secret Service.
- **Social Media Outreach** – The U.S. government broke new ground with the use of social media to educate the public about the introduction of a new currency design. Branded Facebook, Twitter and YouTube pages went live 25 days before the unveiling and were leveraged to build buzz and extend reach. Live Tweets and Facebook updates provided followers with real-time reports from the unveiling event.
- **Redesigned Website** – The new \$100 site, [www.newmoney.gov](http://www.newmoney.gov) was pushed live for the April 21, 2010, unveiling of the new \$100 note. Featuring the new \$100 note and its security features prominently, the website was published in 25 languages and offers visitors a customized experience based on their self-selected interests.
- **Multimedia and Digital Resources** – Interactive notes using Flash animation and an interactive video quiz were available on the site in English, Spanish, Russian, Ukrainian and Kazakh. Media were offered access to b-roll footage from the \$5, \$10, \$20, \$50 and \$100 programs via a link to The NewsMarket.
- **Materials Development** – More than 100 pieces of print, video and digital educational materials were created in 25 languages for the \$100 program and were on the website, in downloadable format, concurrent with the Unveiling. An online order form was also on the site for Unveiling, inviting visitors to order materials in bulk through the fulfillment program.
- **Media Relations** – Media interest was generated beginning 45 days prior to unveiling through advance interviews with the *Associated Press* and *Wall Street Journal*. More than 61 front-page mentions of the new \$100 note appeared in domestic media publications, including above-the-fold photos and stories in the *Financial Times*, *New York Times* and *Washington Post*. A satellite media tour (SMT) was conducted the morning after the event, generating coverage on 24

stations in 15 media markets. In addition to the SMT, a radio tour took place on unveiling day and the day after and yielded 32 interviews, including top-tier placements such as National Public Radio (NPR) and CBS Radio Network.

- **Stakeholder and Direct Outreach** – Media-rich emails that included the unveiling video, links to [www.newmoney.gov](http://www.newmoney.gov) and training materials were sent to more than 65,000 stakeholder contacts and program email subscribers.
- **Overall Impact** – There were more than 3.9 billion media impressions from the \$100 unveiling, reaching audiences in every U.S. media market and every targeted market around the world. The New Money website received more than 655,000 visits and approximately 3.4 million page views within the first week after the launch of the new \$100 note. Visitors from 140 countries downloaded more than 90,000 files from the site during that first week. During the three months after unveiling, an average 7,250 visitors visited the site each day.

#### *Momentum Period Activities*

- **Materials** – Between April 2010 and February 2011, there were 16,012 orders placed in 120 countries for 6,698,513 pieces of collateral material.
- **Podcasts** – Of the 6 podcasts that had been planned, three were completed and posted to the program website. Content is gathered for the others, ready for post-production. Topics included:
  - Podcast 1 – Introduction of the New \$100 Note
  - Podcast 2 – How to Detect a Counterfeit
  - Podcast 3 – The Art of Banknote Design
  - Podcast 4 – The Printing Process: A History of Tradition and Innovation
  - Podcast 5 – Role of the U.S. Federal Reserve Board
  - Podcast 6 – Preparing for the Note's Introduction
- **Media Relations** – The \$100 program generated 4,429,725,108 media impressions from 3,952 U.S. stories and 1,484 stories in international markets. Media outreach was halted in the fall of 2010 upon the government's decision to indefinitely postpone issuance.
- **Speaking Opportunities** – The stakeholder team coordinated a BEP/FRB/USSS speaking opportunity and associated abstract for the annual Global Gaming Expo (G2E) conference in November 2010. However, the government canceled the appearance due to the postponement of the \$100 note's issuance. Burson-Marsteller produced a video message from Michael Lambert for the 4th International Conference in Moscow, titled "Cash Circulation: Models, Standards, Tendencies."
- **E-newsletters** – Two editions of *The \$100 BankNote* newsletter were created and deployed to stakeholder and international contacts in July and September 2010.
- **Stakeholder Outreach** – The Stakeholder Team reached out via telephone and email to 99 percent of the 838 targeted companies and organizations. Contact was established with 41 percent and of those reached, 62 percent agreed to participate in the program.



- **Direct Outreach** – Direct Outreach was put on hold until the government resolves the Day of Issue.
- **Train the Trainers** – Burson-Marsteller developed a “train the trainer” program for priority global financial institutions to assist them in easily and effectively educating their diverse employee base about the changes to the new \$100 note. The Train the Trainers program included customized communications for FRB deployment to key financial institutions, a plan for a train the trainers road show, and a train the trainers toolkit.

***Day of Issue Activities***

Day of Issue activities were halted when the government indefinitely postponed issuance of the new \$100 note.

## **Task Order 49: Program Administration**

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### **Overview**

The \$100 note program involved management and integration of as many as 75 account team members in 30 countries, stewardship of expenditures with a budget ceiling of more than \$36 million, compliance with contract and reporting requirements, and interaction with three U.S. government agencies the Bureau of Engraving and Printing (BEP), Board of Governors of the Federal Reserve (FRB) and United States Secret Service (USSS).

### **Organization**

Serving as the main program contacts for the BEP, FRB, and USSS, the program administration team oversaw all aspects of the program. The program administration team was led by senior specialists with extensive experience in global communications programs, including the public education programs for previously introduced redesigned U.S. denominations.

The \$100 program account team structure mirrored the contract's Task Order structure, matching expertise and specialization of team members to Task Order needs.

- **Branding** – Developed the consistent look and feel for the \$100 note outreach program, including a Style Guide.
- **Research** – Conducted global research to prioritize markets for outreach, guide message development and identify globally effective names for new security features.
- **Materials Development**– Using research results, developed program messages and created a suite of materials to educate stakeholders on the \$100 note.
- **Fulfillment** – Managed the storage and distribution of \$100 program materials.
- **Media Relations** – Created media kit materials, conducted outreach to news media, planned and executed media events, responded to media inquiries and monitored and analyzed media coverage.
- **Digital/Interactive** – Developed website and other interactive elements.
- **Stakeholder and Direct Outreach** – Engaged targeted industries in educating employees and customers.
- **International** – Supported U.S. embassies in outreach and engaged media and stakeholders in education efforts; conducted secondary and primary qualitative research to support FRB in identifying circulation trends and U.S. currency use in targeted markets.
- **Paid Media** – Developed advertising plans for targeted international markets.

The program administration team was led by senior leadership in Washington, D.C. working in combination with colleagues from other Burson-Marsteller offices. As needed, Burson-Marsteller relied upon its global network of offices and affiliates to

assist with implementing and carrying out program tactics, under the direction and supervision of the centralized program administration team. These offices acted not only as the “arms and legs” of the program, but, as you will see in subsequent sections, also provided strategic advice on cultural and region-specific issues.

Program Administration made sure that all task orders achieved objectives laid out in the original communications plan as well as managed the program as a whole.

This team ensured continual monitoring of expenditures, compliance with reporting and contractual requirements and quality assurance.

- **Reporting** – Program Administration provided weekly updates via the weekly activity report as well as monthly updates for the program in general and all specific task orders.
- **Invoicing** – Monthly invoices were provided to the client detailing work performed during the invoicing period.
- **Client Weekly Program Administration Meeting** – Weekly meetings were held in-person or via teleconference with the BEP, FRB and USSS to review the activity report by each task order.
- **Client Weekly Task Order Meetings/Conference Calls** – Weekly meetings and conference calls were held with the BEP/FRB/USSS and respective task order teams to provide updates on program activities and receive client approvals/feedback.
- **Document Management** – Burson-Marsteller created and used a secure extranet site as a database of all program materials, team correspondence and a place for clients to view work products and provide edits.

### **Best Practices**

- Tiering of the program administration team with overall management supported by deputy managers, each focused on specific task orders, ensured all aspects of the large scale program received in-depth attention and monitoring.
- Consistently occurring meetings and reports ensured flow of work and constant communications with BEP, FRB and USSS.
- The Document Management System (DMS) kept confidential information and images secure by avoiding document-sharing via email and enhanced management of document versions through the revision process.

### **Lessons Learned**

- The involvement of three government agencies – and multiple representatives from each agency – created a challenging client review and feedback process that was never smooth. With each agency typically requiring at least a week for deliverable review and feedback, it was necessary to have all agencies conducting their reviews simultaneously. Often, this resulted in conflicting feedback from the agencies to the account team, thereby prolonging the

finalization of deliverables and adding time and cost to the process. A best practice for eliminating this inefficiency would involve convening all agencies together at one time for a review and feedback session, so the agencies could reach consensus on their feedback. This would require commitment on the part of the agencies to accommodate scheduling at mutually convenient times and, just as importantly, empowerment of the agency representatives participating to serve as the agencies' ultimate decision-makers in this process.

- Specifying feedback due dates on deliverable drafts helped keep work flow on track but deadlines were not always adhered to, creating a cascading impact on completion of deliverables that followed. With each deadline that is missed, the achievement of program objectives by agreed-upon dates is threatened.
- Quality assurance is a disciplined, methodic process that requires a specific amount of time, depending on the deliverable involved. Quality cannot be assured if the timeframe is compressed. When the timeframe planned for quality assurance is compressed, the risk of errors significantly increases. In such situations, the client must make an informed decision about whether that risk is acceptable.
- Changes made to deliverables after they have been client-approved not only results in higher costs and delays but with an integrated program like this, often creates a snowball effect that requires adjustments to multiple other deliverables. With a program of this scale, just one post-approval change can trigger the necessity to identify and change more than a hundred elements. This triggers additional expenditures not only for the time required to make those changes but also hard costs such as retranslation, studio/edit suite costs for video reediting, voice-over talent costs for re-recording video narration, and website reprogramming.
- Translation is often subjective, even when business language standards are in place. Protocol should be established to determine whether ultimate translation decision-making rests with a professional translation company or with in-country teams who work in-language.
- Focus group research focused on security and design features is severely handicapped without the availability of the actual note for participants to see and handle. In the case of the focus groups conducted to guide the naming and educational descriptions of security features for the new \$100 note, the findings from focus groups in which a Swedish kronor was used proved to not be spot-on. This necessitated changes to language developed for educational materials later on in the program.
- Similarly, translation of security feature names and educational descriptions of how security features look and are used cannot effectively be carried out with linguist accessibility to the actual note or a video that shows the note and how its security features work. This has been precluded to protect the security of the new note's image and, as a result, last minute changes have had to be made to materials and website copy, adding cost and decreasing efficiency. There are no U.S.-based translation companies that have a cadre of all the linguists, based in the U.S., required for the \$100 note program. All must turn to linguists around the world to accomplish the language translations required. In light of this and



government security requirements that prohibit sharing the image of the \$100 note outside the U.S. prior to the unveiling suggests reconsideration of providing translated materials and website pages concurrent with the unveiling. The current arrangement cannot ensure accurate, effective communications and requires revising already published content after the unveiling.

- Government requirements for the security measures that must be in place for high resolution note images should be developed and detailed in the initial contract and, in fact, in solicitations for any work involving handling high-resolution images. In this case, those requirements were developed on an ad hoc basis, creating greater opportunity for potential risk and involving significant investment on the part of the contractor that could not have been foreseen or planned for because the requirements had not previously existed. When initial security measures were instituted as the government prepared to provide Burson-Marsteller with test notes, the Program Administration team briefed the client team for concurrence. When, later in the program, the secured fireproof box containing test notes and high-resolution files was discovered open in New York, the government dispatched a team to the site and directed Burson-Marsteller in installing a far more elaborate and costly security system. Had these ultimate requirements been in place at the beginning of the contract, the incident in New York would not have happened and Burson-Marsteller would have been able to more effectively plan for the investment required to install such a system.
- The security measures required of Burson-Marsteller to protect high-resolution note images were significantly more stringent than those required of the printer contracted by GPO, creating a significant gap in the level of protection in place when the images were transferred from Burson-Marsteller to the GPO and its printer. The disparity in security requirements and level of protection is pointed out here for the government's future consideration.

## **Task Order 41: Fulfillment**

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### **Overview**

Domestic and international audiences become prepared for the introduction of the new \$100 note through the use of free educational materials distributed via a fulfillment program. Burson-Marsteller updated internal ordering systems, updated the online order form, and conducted research on customs rules and regulations in international markets in preparation for shipping the free educational materials.

### **Planning**

#### ***Coordination with Other Teams***

A key part of planning was coordinating with other internal teams since the fulfillment program is linked to many different aspects of the overall program.

**Materials Team:** The Fulfillment Team created item numbers and worked with the Materials Team to determine the recommended print universe for each item. The production schedule was developed to reflect when collateral materials would be sent to GPO for printing and when the materials could be expected to arrive at the fulfillment warehouse.

**Interactive Team:** The Fulfillment team provided content for the online order form and assisted the Interactive Team in testing the form to ensure it was functioning properly prior to the unveiling.

**International Team:** A number of countries that were not involved in previous currency redesign programs were added to the \$100 note program. The Fulfillment Team worked with the International Team and in-country teams to confirm there were no customs issues in new markets by sending test shipments.

#### ***Updating Internal Ordering Systems***

The Fulfillment Team undertook the following activities to update the internal ordering system:

- Adding new collateral materials.
- Adjusting criteria for orders that needed to be approved.
- Adding new functionality that automated the paperwork for countries where an in-market partner is required, allowing for greater flexibility in adding or removing countries from the system.
- Improving the review process for website orders.
- Adding a second order confirmation email process.
- Modifying the industry report to group countries by international program tiers for easier review.

### ***Coordinating with the Fulfillment House***

The Fulfillment Team directed the warehouse and fulfillment service provider that stores and ships program materials, in preparation for the arrival of new \$100 note collateral materials. Preparation included testing the daily order files sent to the warehouse and reviewing the tracking files received from the service provider. This allowed us to ensure that all files were compatible and that all of the information needed was being conveyed. To ensure orders could be packed in a timely manner, The service provider moved the collateral materials to another warehouse with more floor space. When materials arrive at the warehouse, all items are received and entered into inventory. The service provider then provides receiving reports and copies of each truck's manifest to the Fulfillment Team to confirm the quantities received.

### ***Customs Research***

In preparation for shipping the \$100 note materials internationally, the Fulfillment Team identified new countries where in-country teams were located and conducted research to determine if there would be any issues with delivering materials free of charge to stakeholders in those markets. Test shipments were deployed to confirm that there would not be any issues in shipping items.

The Fulfillment Team conducted research to see if there had been any changes in customs policies in countries that had received material orders during previous currency programs. In addition to Ukraine, Kazakhstan, Moldavia, Belarus, Uzbekistan, and Azerbaijan, two countries were identified—Argentina and Russia—where changing regulations were jeopardizing the ability to deliver requested materials to the stakeholders in that market free of charge.

The Fulfillment Team determined several contingency options to mitigate these issues. Burson-Marsteller prepared four options for each country that were presented to the clients in July 2010, which included having stakeholders be responsible for paying duties and taxes, establishing a fulfillment house in country that would send out orders, and engaging the in country team to forward the shipments to the end stakeholder. The clients decided to wait to decide on how to hand shipments to these countries. To ensure that the Fulfillment Team was aware of any emerging changes to customs rules, research was conducted on an ongoing basis.

### ***Packaging/Shipment Details***

The packaging slip, which was included with each sent order, was updated to reflect the new tag line and the name of the \$100 program. This packaging slip includes contact information, an overview of materials requested and a list of how many pieces of each item are in the shipment.

Due to multiple shifts in the production timeline, collateral materials were not available for fulfillment at the time of the unveiling. As a result, a number of different scenarios were discussed to determine the best balance between

stakeholders' need for materials and a cost-efficient program. The decision was made to wait to ship orders until all of the collateral materials are available in the warehouse.

Due to the delay in the availability of collateral materials, the Fulfillment Team recommended sending a second order confirmation email that would notify stakeholders when materials would begin to ship. After the recommendation was approved, the Team drafted the content of the email.

Additionally, a conversation guide was developed in order to respond to stakeholder inquiries about orders and the availability of materials.

### **Activities**

Stakeholders were able to begin ordering \$100 note training materials on the day of unveiling. There were a number of methods stakeholders could use to order materials including: an online order form, telephone, email, fax or traditional mail. The majority of orders were received through the online order form. Every order placed through the website received an email confirmation restating their request.

There were a number of steps put in place to ensure that only valid and approved orders were processed and shipped, which included:

- **Confirming contact information.** Reviewing the orders to ensure that all of the contact information was provided and, if not, reaching out to contacts to obtain it. Information that was checked included:
  - Contact name
  - Business name
  - Complete address include country and zip code
  - Phone number
  - Email address
- **Eliminating duplicate orders.** New orders were compared to existing orders to determine if the stakeholder placed a duplicate order or if the stakeholder was requesting additional information. If it was unclear whether or not the order was a duplicate, the stakeholder was contacted.
- **Large orders.** Orders over a specific size required client approval to send, there were two sets of criteria during the course of the program. The criteria to obtain client approval on large orders was:
  - 5,000 brosters or booklets
  - 500 posters
  - 50 CD-ROMs, DVDs or education resource kits
  - 25 take-one cards or holders

Due to the fact that the majority of collateral materials were not available at the warehouse to ship immediately after day of unveiling, in April, it was decided that



the most cost-effective way to deliver the materials to stakeholders was to wait until the majority of collateral materials were available.

By September 2010, the only items that had not been reproduced were the training CD-ROM and the Education Resource Kit due to a CDS issue with the downloadable items on the CDs. The clients determined that orders that did not contain the training CD-ROMs or the Education Resource Kit would be shipped in September 2010. While the CDS issue was not resolved before the end of the program, the client decided to send stakeholders who requested the training CD-ROMs or the Education Resource Kit all other materials they requested in May 2011.

In addition to orders that contained requests for the training CD-ROMs or the Education Resource Kit, stakeholders in six countries were not able to receive their orders due to customs rules. These countries did not allow duties and taxes to be billed back to a third party and required stakeholders to pay them. Since the clients decided that it was important for stakeholders not be responsible for paying any taxes on the free educational materials, Burson-Marsteller proposed four different options for stakeholders to receive their materials free of charge but the clients decided not to implement anything during the program. Below is a summary of the number of orders to these countries:

Countries	Number of Orders
Argentina	826
Azerbaijan	1
Kazakhstan	33
Russian Federation	756
Ukraine	193
Uzbekistan	16

As orders were received, inventory levels for each item were reviewed to determine if there was enough product in the warehouse to send to the stakeholders who requested them. Once inventory levels reached 25 percent, Burson-Marsteller would submit recommendations to the clients to increase the inventory level. However, during the course of the \$100 program, there was no need for a reprint as a result of inventory levels.

Once orders were allowed to be shipped, Burson-Marsteller would forward the requests to the warehouse, where each order was picked, packed and shipped to stakeholders. The carrier that was used during the course of the program was UPS. The Postal Service was used as the carrier for stakeholders who only had an APO or PO box due to the fact that UPS does not deliver to those addresses.

As orders were shipped, Burson-Marsteller forwarded stakeholders their tracking information and monitored all shipments to ensure that they reach the intended stakeholder. Areas where shipments had issues:

- **Vietnam** – A third party provided the shipment from UPS to stakeholders and occasionally would ask for payment from the stakeholder.
- **China** – Anyone who received a shipment from outside of China was asked to provide a CR number (10-digit Customs Registration Number). It was determined that there was no fee associated with this number.
- **Georgia, Kyrgyzstan, Ghana, Zimbabwe, Uganda, Sierra Leone, Nigeria, Malawi, Lebanon, Cambodia** – During the course of the program, these countries would not let a third party send any shipments. As a result, the warehouse's UPS account was used.

As a result of customs rules in Argentina, Azerbaijan, Kazakhstan, Russia and Ukraine, alternative ways to send shipments to stakeholders free of charge were explored. They included:

- Sending the materials through the State Department to limit the cost of the transporting the materials in country and eliminating customs and taxes on the shipment.
  - Once the materials were in country, one option was for the Embassy to be responsible for distributing the materials to the stakeholders.
  - Another was for the materials to be delivered to a local fulfillment house that would be responsible for distributing materials to stakeholders.
- Sending orders to an in country partner via UPS with the partner being responsible for pay customs and taxes on the shipment and who would then distribute the materials to stakeholders.

## **Results**

Between April 2010 and February 2011, there were 26,414,468 pieces of collateral material delivered to the warehouse and 6,698,513 pieces of collateral material requested by stakeholders.

Between April 2010 and July 2011:

- 16,012 orders have been placed in 120 countries
  - 13,346 from stakeholders within the United States
  - 2,666 from stakeholders outside of the United States
- 14,226 orders have been processed and provided to the warehouse
  - 14,208 orders have been shipped to stakeholders
  - 14,021 orders have been delivered to stakeholders
- 6,698,513 pieces of collateral material have been requested by stakeholders
  - 4,028,590 pieces of collateral material have been requested by stakeholder within the United States
  - 2,669,923 pieces of collateral material have been requested by stakeholders outside of the United States



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- 2,666 from stakeholders outside of the United States
- 14,226 orders have been processed and provided to the warehouse
  - 14,208 orders have been shipped to stakeholders
  - 14,021 orders have been delivered to stakeholders
- 6,698,513 pieces of collateral material have been requested by stakeholders
  - 4,028,590 pieces of collateral material have been requested by stakeholder within the United States
  - 2,669,923 pieces of collateral material have been requested by stakeholders outside of the United States

### **Best Practices**

- In order to ensure that stakeholders receive the free educational material without having to pay duties and taxes, customs rules and regulations of the countries where most shipments are received should be continually researched.
- A good relationship with the company responsible for delivering the shipments is important so that if any issues arrive in market, you can resolve them.

### **Lessons Learned**

- To develop a smoother transition between notes, stakeholders should only be able to order printed collateral material within a month of the materials being able to be shipped. This will limit the amount of questions asked, especially if there is limited information to provide and allow stakeholders to download collateral materials which is a less expensive option.
- For countries where stakeholders would not be able to receive the collateral materials free of charge, a contingency plan should be in place to address requests for collateral materials in a timely manner.
- In countries where it will be difficult to provide free of charge delivery of materials the stakeholder due to customs rules and regulations, consider not printing collateral materials in the primary language of those countries.
- Include a verification system in the online order system to limit the number of fake orders that are received.
- For countries where there are local on the ground teams, have an open line of communication in case assistance is needed with a shipment.
- Coordinate edits and feedback from multiple sources into a single document to limit errors. When submitting documents/recommendations/memos/content to be approved to the clients, request that on the client side that all feedback is incorporated into a single document before it is submitted back for revisions.
- Determine what size orders need to be approved at the beginning of a program to ensure consistence with stakeholders throughout the duration of the program.
- At the beginning of the program, determine length of time a stakeholder will have when attempting to communicate with them on questions for orders before their order will be cancelled.



- At the beginning of the program, determine how to address large orders from central banks that do not have required documentation to have a shipment cleared through customs.

**Attachments to Follow:**

- Collateral Materials Quantities Requested

## TO 42: Research

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### **Overview**

A number of research initiatives were undertaken very early, many during work on the \$5 note, to lay the groundwork for the \$100 program. Because of the extensive use of the \$100 note worldwide and the emphasis on international communications for that note, research was conducted in markets around the world to help prioritize markets for communications efforts and inform subsequent phases of research.

Messaging, tagline and feature naming research was conducted in multiple countries to inform the overall communications efforts for the \$100 note program. Baseline research was also conducted prior to the \$100 note unveiling in domestic and international markets to determine awareness of U.S. currency changes, awareness of specific features, levels of concern about counterfeiting and authentication behavior and other key measures. A tracking study was conducted following the \$100 note unveiling to understand the impact the unveiling had on key attitudes and behaviors. Ultimately, the results of the baseline provided important insight about the impact the program has in key markets around the world.

Research conducted since the beginning of the program included:

- **Market prioritization** – Collected data from FRB and USSS; local B-M offices provided information; consumer survey in 10 international markets; and one-on-one interviews in primarily business-to-business markets.
- **Messaging focus groups and messaging survey** – Explored the most effective messaging to inform communications for the program
- **Tagline testing** – Tested a series of taglines to understand which will effectively drive note authentication behavior, complement messaging, and can be repeated across a broad spectrum of media in the \$100 communications program
- **Feature naming mini-groups** – Explored reactions to feature names for the new \$100 bill.
- **Benchmark survey** – Developed a baseline for the \$100 note program against which to track metrics after the unveiling and Day of Issue.
- **Post-Unveiling tracker** – Tracking to understand how key metrics moved following unveiling.

### **Planning**

Much of the research plan was based upon experience with previous currency programs. Because the emphasis of the program for \$5 and \$100 notes was on the \$100 note, research conducted prior to the unveiling of the \$5 was designed to maximize information that would be useful for the later \$100 note, tempered with the knowledge that the design of the \$100 note was still evolving.

A key element for the \$100 note program was international market prioritization due to the \$100 note's wide use among diverse international audiences. The first priority was to help identify markets where communication about changes was essential. This effort involved a combination of approaches:

- Collecting data from the Federal Reserve Board (FRB) and the U.S. Secret Service (USSS).
- International Team contacts providing information to local Burson-Marsteller offices.
- A survey of consumers in each of the ten markets provided by the U.S. government – Russia, Ukraine, Kazakhstan, Peru, Uruguay, China, the Philippines, Turkey, Angola and the United Arab Emirates.
- Individual interviews in two markets where it was believed that use of the dollar is primarily business-to-business – Hong Kong and South Korea.

In order to inform the messaging for the \$100 note program, the first step was to conduct exploratory focus groups with consumers, cash handlers and bank tellers in the U.S. Internationally, focus groups were conducted with general consumers in Uruguay, Peru and Ukraine. The findings from the focus groups were then used to inform a large scale messaging project conducted in 9 markets – the U.S., Angola, Ecuador, Kazakhstan, Nigeria, Peru, Russia, Ukraine and Uruguay. A quantitative tagline survey was conducted in the U.S., Russia and Peru. A series of mini focus groups were conducted in the U.S., Peru, Panama, Russia, Ukraine and South Africa in order to determine names for several key features on the \$100 note, the 3-D Security Ribbon and the Bell in the Inkwell. A \$100 note-specific benchmark survey was conducted in the U.S., Peru, Russia, Ukraine, Kazakhstan and Angola to refresh the data and measure the progress of the program. Following the \$100 note unveiling, a tracking survey was conducted in order to measure the progress of the unveiling in moving attitudes and behaviors.

## **Results**

### ***Market Prioritization***

In the initial research effort, the Research Team combined data from various sources to successfully prioritize markets for further research as well as for program implementation. This prioritization took into account a large number of factors, including:

- Data on volume of dollars entering and leaving countries
- Evidence of large amounts of counterfeit notes
- The likelihood of being able to conduct an effective education effort
- Receptiveness to a program led by the U.S.
- Consumers' use of U.S. notes
- Concerns about counterfeit U.S. notes
- Concerns about changes being made to U.S. currency designs
- Consumer interest in learning about the changes

The results showed a wide range in interest and concern about U.S. currency from locations that had very high concern and interest, such as Angola and Peru, to markets where changes were expected to be of less interest and readily accepted, such as Turkey, or consumer use of dollars is very low, such as South Korea. The results of this effort were subsequently built into program planning for each market.

#### ***Focus Groups***

Focus groups were conducted in the U.S., Peru, Uruguay and Ukraine to help understand the environment in these countries more clearly, and to learn concerns, as well as reactions to potential new features, directly from consumers

The focus groups found that U.S. consumers were interested to hear about new changes, were not concerned about the introduction of a new note and were likely to accept even more dramatic changes in design. U.S. consumers tend to be less concerned about the possibility of receiving a counterfeit note, and are unlikely to authenticate notes they receive. Cash handlers and bank tellers are more likely to check notes as part of their job, and many relied on texture as an initial screening device or on pens designed to detect counterfeits.

In Peru and Ukraine, consumers felt that counterfeiting of U.S. notes was a significant problem that could easily affect them personally, and they are likely to authenticate notes often. U.S. dollars are used in Ukraine for a variety of purposes, while in Peru they are mostly used for large purchases.

In Uruguay, focus groups suggested that while consumers use U.S. notes extensively, especially for large purchases, they tend to be less concerned about counterfeiting than indicated by other preliminary research. They also were generally familiar with security features of U.S. notes, which are similar to those used in their own currency.

Focus groups in the U.S. and the other countries showed significant interest in new features being considered for the \$100 note. The groups outside the U.S. found that some language used to describe these features in memorable ways were less effective when translated into other languages, but straightforward descriptions were effective, though perhaps less memorable. For example, messages about losing one's hard-earned money due to counterfeiting were effective at providing motivation in the U.S., but elsewhere it was deemed somewhat harsh and negative. In general, though, the groups found that messages should convey the need to protect oneself from loss, and then emphasize authentication techniques.

#### ***Feature Name Mini-Groups***

Given the importance of the new security features in the \$100 note, a series of mini-groups were conducted in markets around the world, including St. Louis, New York City, Los Angeles, Moscow, Kiev, Lima, Panama City and Capetown, to gauge reactions to potential names for the features. Because these features were new, unique and unusual, it was important to understand how consumers in key markets

described these features to ensure the use of appropriate and meaningful language in our communications.

In the U.S., actual prototypes were shown to respondents. Internationally, due to security concerns with the prototype, respondents were shown a 1,000 Swedish Kronor in place of the new U.S. \$100 note and also a current U.S. \$20 note. The groups explored potential names for three features – the motion strip, the optically variable ink (aka OVI) and the split denomination in which half of a complete image appears on each side of the note.

The motion strip was the most attention grabbing for respondents and was seen as quite difficult to counterfeit. Words like 'hologram', 3-D and tape or ribbon were used to describe it by respondents. When presented with a series of potential names for this feature, the 3-D Ribbon and Security Ribbon resonated well across most markets. The recommendation, as a result of the research, was to combine the two names into 3-D Security Ribbon which the BEP, FRB and USSS approved as the new name for the motion feature. This name successfully combines the idea of security, which reassures consumers about the authenticity of the currency, with the excitement of the new 3-D aspect of the feature.

While names for both the OVI and split denomination were also tested, the decision was made to de-emphasize the split denomination as being less significant, and the OVI was split into two features – the Bell in the Inkwell and the Color-Shifting 100. Ultimately, the split denomination feature was removed from the final design of the new \$100 note.

#### ***\$100 Note Benchmark***

In late 2008 and early 2009, a \$100 note-specific benchmark study was conducted in the U.S., Peru, Russia, Ukraine, Kazakhstan and Angola to help establish quantitative baseline measures of awareness of U.S. currency changes, awareness of specific features, levels of concern about counterfeiting, authentication behavior and other key measures.

The results found that the perception of counterfeit U.S. notes as a major problem was quite high in Peru (81 percent) and Angola (69 percent) while it was less significant in all the other markets. The perception of a large counterfeiting problem also seemed to prompt action - a large majority in Peru and Angola check their U.S. notes, much more so than in other markets such as the U.S. and Russia where only about one in three people say they check their notes, and more than seven in 10 people in Peru thought they were likely to receive a counterfeit note.

More than one in three Americans are aware of previous currency design changes, higher than most countries except for Angola where recent news about acceptance of currency designs had pushed awareness to more than seven in 10. However, familiarity and usage of specific authentication features tend to be considerably higher outside the U.S. About eight in 10 in Angola and half of those in Russia,

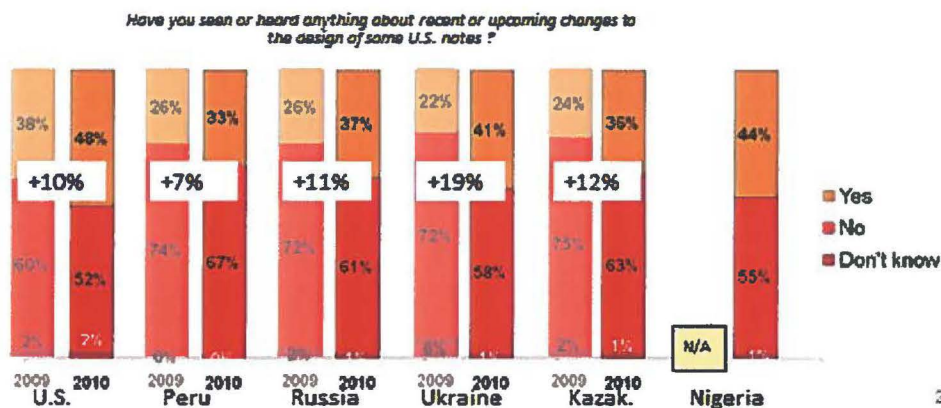
Kazakhstan, Ukraine and Peru have used the security strip and watermark, versus one-third in the U.S.

More than four out of five Peruvians and nine in 10 Angolans are interested in hearing more about the new designs, compared to 68 percent in the U.S., two-thirds in Ukraine and Kazakhstan and half in Russia. Consumers in Peru and Angola are much more concerned than those in the other countries about the design changes to the \$100 note, and many in Peru and Angola expect that they will have to exchange their older design notes for new \$100 notes when they are issued. The survey also provided valuable information to help with decisions about communication channels and spokesperson outreach.

#### *Post-\$100 Note Unveiling Tracker*

Following the unveiling, in mid-May through early June 2010, a tracker was conducted to follow key metrics in the U.S., Peru, Russia, Ukraine, Kazakhstan, and Nigeria. The study was designed to track key metrics such as: awareness of changes to U.S. currency, including specific denominations; knowledge of security features; concerns about counterfeiting; and self-reported authentication behavior. Tracking also sheds light on changes since benchmark (conducted December 2008-March 2009) and the impact of public education activities surrounding the new \$100 note unveiling, and illuminates areas meriting focus as the program goes forward.

The tracker found that the unveiling successfully drove awareness of changes to U.S. currency – awareness was up from 2009 across all markets surveyed:



While a majority of respondents outside the U.S. were able to recall specifically that the \$100 note will change, recall of specific changes were low. Most of those who were aware of changes had only general recollection of hearing about changes – few recalled hearing about changes to specific security features. Few respondents could accurately say when the new \$100 note would be in circulation – indicating a need to emphasize the date in communications during the momentum period.

There was also confusion about the new \$100 note's issue date which has still not been determined.

The tracker also showed that confidence in U.S. currency rose since 2009 in the CIS markets\*, particularly Ukraine and Kazakhstan, and held steady in the U.S. Confidence increased in U.S. currency mainly due to anti-counterfeiting measures and the economy/exchange rate. Peruvians expressed less confidence in U.S. currency in 2010 but, ironically, their concern about counterfeiting was slightly lower than it had been in 2009.

\*CIS Markets refer to the Common Wealth of Independent States whose participating countries are former Soviet Republics, formed during the breakup of the Soviet Union.

Authentication behavior remained steady since the benchmark, with some small increases, especially in the Ukraine. Authentication behavior continues to be highest in markets with the higher levels of concern about counterfeits, such as Peru and Nigeria.

There is a continued need to educate people that old notes need not be exchanged for new ones, particularly in Peru and Nigeria. Consumers in these markets indicated an intention to exchange old notes for new.

#### **Best Practices**

- Incorporate learnings from linguistic screening and translations into research whenever possible.
- Conduct periodic reviews and research of timing as key milestones, including unveiling and Day of Issue, may shift.

#### **Lessons Learned**

- When conducting research outside of the U.S. that involves getting an accurate read on the language that international audiences may use when referring to new security features or authentication behaviors, Burson-Marsteller advocates having a prototype of the new note available for participants to examine. For example, during the \$100 note feature naming mini-groups conducted in the U.S., Peru, Panama, Russia, Ukraine and South Africa were not able to use a prototype of the \$100 note due to security concerns with it leaving the United States. In the future, it is recommended to find a way to increase the physical security of the note so that it may travel. Otherwise, there is a risk of not giving focus groups the information they need to adequately inform the program.

#### **Attachments:**

- Post \$100 Unveiling Tracking Results

## Task Order 43: Materials

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### Overview

The primary objective of materials development for the \$100 note is to provide the right balance of materials – both online and in print – to educate cash handlers, consumers and international audiences on security features and design enhancements to the \$100 note. As a result of the widespread circulation of the \$100 note internationally, the materials needed to convey the importance of the security features to key audience groups in international markets as well as domestic audiences.

Based on feedback from the International Team and past stakeholder orders, Burson-Marsteller created a suite of materials customized to the domestic audiences and to each targeted international market. This included creating Spanish-language for the team in Peru where stickers are a common means of communicating information, as well as multinode booklets and posters based on feedback from domestic stakeholders.

Materials for the \$100 program included:

- **Brochure/poster combination (broster)** - This multi-purpose piece is primarily designed for employee education. Its unique design unfolds from a brochure into a poster that can be displayed for both employees and/or consumers.
- **Take-one cards and holders** - This easy reference guide features the redesigned \$100 note and serves as a convenient point of sale display for customers.
- **Multinode poster** - This poster features the redesigned \$100 note, and information on other redesigned U.S. currency. This piece is primarily designed for training and can be displayed for both employees and consumers.
- **Multinode booklet** - This 12-page booklet contains detailed information about the redesign of the \$100 note, as well as the other redesigned denominations (\$5, \$10, \$20, and \$50 notes). This piece is designed to show and describe in detail the design and security features of redesigned denominations of U.S. currency.
- **Interactive CD-Rom** - Designed for cash handler, law enforcement and financial institution training, the \$100 CD-ROM includes a guided interactive tutorial of the \$100 note and additional information on other redesigned denominations.
- **Training video** - Designed for cash handler, law enforcement and financial institution training, the \$100 Training DVD is a video series on the security and design features of the \$100 note.
- **Education Resource Kit** - This kit includes materials that are ready for duplication or publication in organization newsletters or on websites, to educate employees, customers or members of the organization. It includes a newsletter article, a quick reference guide, fact sheets and more.

Materials were translated into 25 languages—18 languages had hard copy materials created and seven had web-only materials. In addition to collateral materials that were created, Burson-Marsteller as it has done in the past created the following:



- **Entry kiosks** – smaller banners that were provided to each Federal Reserve Bank to be displayed in their entrance.
- **Banners** – a large banner of the note that was hung in front of BEP.
- **Enlargements of the \$100 note image** – a blow up of the note to be used in during press conferences or presentations.
- **Press kit folders** – a folder with the image of the note that was used to hold press materials for the unveiling event
- **Glossy Inserts of the front and back of the new note** – a glossy image of the front and back of the note each on its own sheet to distribute to the media.
- **Program stationery** – letterhead and envelopes that have part of the image of note on it to be used for press releases, and other official correspondence.

### **Planning**

Using protocol established in previous currency programs, Burson-Marsteller used core design elements in accordance with the graphic guidelines created by subcontractor Landor. These guidelines provided a base for the overall design concepts, while broadening the color palette and graphic treatment of \$100 note elements such as a reflective treatment on stylized images.

Burson-Marsteller worked closely with the BEP/FRB/USSS and GPO to ensure that materials were produced efficiently, delivered in a timely manner and followed appropriate security protocols using the following process:

- Initial design concepts were submitted to BEP/FRB/USSS for approval.
- Once the clients approved the design concept for each piece of collateral material, Burson-Marsteller created a template that could be used once the copy had been translated into 24 languages.
- Burson-Marsteller work with Globalization Partners Incorporated (GPI) and the in country teams to translate the approved copy into 24 languages.
- Incorporated (GPI) inserted approved translated content into template artwork files. As the translations were returned, Burson-Martsteller inserted translations into the collateral material templates. Burson-Marsteller then submitted encrypted and password-protected artwork files and initial paper work, including GPO Spec Memos and GPO 952 Forms (hard copy and electronic) to Barbara McBride at Treasury/GPO.
- All art files and paperwork were submitted to the Treasury Liaison for GPO, Barbara McBride, who did the final coordination with the appropriate vendor, i.e., Gateway Press, Douglass Printing and A&E Products.
- On-site press checks were conducted by Landor at Gateway Press on several occasions to troubleshoot color quality issues.
- Gateway Press, Douglass Printing and A&E Products (the GPO-selected printer vendors) produced two sets of proofs for review – one for GPO archives, one for Burson-Marsteller and BEP to edit and return.
- After conducting an initial review of each proof, Burson-Marsteller provided each proof to BEP for final approval.

- Once approved, proofs were sent back to GPO to proceed with production. Gateway Press then began the printing and production process, and a final product was delivered to the fulfillment house at BrightKey according to a pre-approved delivery schedule.

### **Activities**

Due to a delay in the approval process, the printed collateral materials did not arrive at the warehouse until after the day of unveiling. During the six months after unveiling, collateral materials were provided to GPO to be printed and forwarded to the warehouse upon completion. The majority of the materials were delivered by September 2010. Two items were not reproduced due to the CDS issue that effected downloadable materials – the training CD-ROM in seven languages and the Education Resource Kit.

An audit of all translated documents (collateral, web and digital) was done during November 2010 – January 2011 to verify that the translations were correct and that all modifications to the secure features as a result of the linguist and teams seeing the note after unveiling were implemented. During the audit, six pieces of collateral materials were discovered to have minor issues with the translation and a few places on the website needed updating.

### **Results**

- 26,414,468 pieces of collateral material were developed
- Multinote posters were created in nine languages
- Combination brochure/posters were created in 12 languages
- Multinote booklets and Take-one cards were created in 10 languages
- Training DVDs and CD-ROMs were created in seven languages

### **Best Practices**

- Coordination with the printer as to when and how much collateral materials are going to be delivered are essential. Gateway Press provided notification of when to expect deliveries as well as what collateral material would be delivered.

### **Lessons Learned**

- Copy for all documents that needs to be translated should be finalized well in advance of the date the copy is to be pushed live. This is to ensure enough time for insertion into the appropriate template and time to review for accuracy.
- All individuals who are assisting with translation of security features should be involved from the beginning and have access to the note. This will eliminate the need to update copy after it has been pushed live.

- Deadlines should be met at all costs when dealing with translation, as delays create an opportunity for copy to be inserted into templates incorrectly.
- As processes are established, they should be reviewed periodically to ensure they are still appropriate.
- To assist with ensuring translated copy and design work is consistent, at least one member of each aspect of the Materials Team should be consistent through the course of the program. This will allow information on the process to be held in a single place.
- Be consistent with whom the linguist is for each language to ensure that translations do not change as a result of one person saying phrases one way while another preferring a different way.
- Due to the need for art files to be password protected, a decision should be made on what password formula will be used for all items that need to be password protected.
- Assess how many languages collateral materials and web content need to be translated into. If a country has two spoken languages with one spoken in another country receiving translation, consider translating in one language.
- Have a centralized design team.
- Do not insert images of the note into collateral materials or website until the note is final.
- Disparities between security systems in place in the Burson-Marsteller offices and those at printer locations.

**Attachments to Follow:**

- \$100 Broster
- \$100 Glossy Front
- \$100 Glossy Back
- \$100 Multinote Booklet
- \$100 Multinote Poster
- \$100 Security Feature Insert
- Education Resource Kit
  - Instructions
  - Article
  - \$100 Front
  - \$100 Back
  - Fact Sheet
  - Handout
  - Letter
  - Multinote Fact Sheet
  - Order Form
  - Quick Reference
  - Security Feature GIF

## **Task Order 44: Media**

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### **Overview**

The goals of the media outreach program for the \$100 note were to:

- Conduct a broad scale media relations program to inform reporters of the significance of the unveiling of the new \$100 note.
- Provide them with information on how to attend the domestic unveiling even.
- Share details about the advanced security features and design elements in the new \$100 note.

Media Relations outreach for the \$100 program went beyond mainstream global media to trade media serving financial, gaming and retail industries, banknote equipment manufacturers, and law enforcement professionals.

The earned media strategy was designed to generate coverage around three news milestones: the unveiling of the \$100 note, various announcements during a "Momentum Period," which was to include a momentum event at Harrah's Hotel and Casino in Las Vegas, Nevada, and the Day of Issue—when the \$100 note begins circulating.

To ensure maximum coverage of the news milestones around the redesigned \$100 note, the Media, Stakeholder, International and Interactive teams collaborated more closely than on any other newly designed denomination. Because the \$100 is the most internationally used and counterfeited U.S. currency note, it was particularly important that collaboration and seamless integration of efforts be conducted.

Media coverage was generated prior to the unveiling beginning 45 days out through advanced interview opportunities with the *Associated Press* and *Wall Street Journal*. B-roll footage and still images were made available immediately after the unveiling and were accessible to the media instantly around the world via The NewsMarket. The unveiling event and aggressive targeted media outreach leading up to it generated coverage in nearly every domestic market and all high-priority international markets. More than 61 front-page mentions of the new \$100 note appeared in domestic media publications, including above-the-fold photos and stories in the *Financial Times*, *New York Times* and *Washington Post*.

During the Momentum Period, Burson-Marsteller planned and distributed three media podcasts on important topics to further describe the new note's design and security features. These milestones, while created with the objective of achieving significant coverage in both traditional and new media outlets, were part of the program's natural evolution and merged traditional media relations efforts with tactics geared to "new media" to expand the depth and volume of the overall coverage.

Media activities conducted post-unveiling were curtailed due to the lack of a known Day of Issue.

### **Planning**

Since the start of the redesigned currency public education program in 2003, one of the primary communication vehicles cash handlers, businesses and consumers around the world have relied on to learn about the design and security changes is the news media.

Communications through print, broadcast and electronic news mediums were facilitated through tactics that amplified and multiplied the program's core messages. B-M supplemented traditional media outreach with innovative social media tactics to increase awareness of the visual nature of the new security features and to engage an emerging online community. To that end, media relations efforts were coordinated with the International, Stakeholder and Interactive teams to reach influential media based in the U.S. and overseas.

Media outreach for the program included several key earned media elements in addition to the anchor unveiling event at the U.S. Treasury Cash Room. A media advisory was deployed to mainstream, international and trade media outlets at the 45-day and two-week marks to alert them of the unveiling and to provide logistical information regarding the event. An audio news release was distributed nationally the week prior to the event to generate buzz and advance interview opportunities were conducted with the Associated Press and Wall Street Journal for the same purpose.

On April 21, 2010, Secretary of the Treasury Timothy Geithner, Chairman of the Board of Governors of the Federal Reserve System Ben Bernanke, Treasurer of the United States Rosie Rios, and Deputy Director of the United States Secret Service Keith L. Prewitt revealed the new \$100 note design to more than 140 journalists and guests using an animated video of the note on a 26' LED wall, giving viewers a close-up virtual tour of the new security and design features.

The months between the anchor unveiling event and the day of issue – The Momentum Period – was impacted negatively, as noted above, due to a lack of day of issue. Nevertheless, media program activities proceeded on many levels. The following activities were part of the several months of in-depth planning that were necessary to ensure successful media execution of the \$100 campaign during the momentum period:

- Collaborate and devise topics and shoot schedule for a series of podcasts:
  - Podcast 1 – Introduction of the New \$100 Note
  - Podcast 2 – How to Detect a Counterfeit
  - Podcast 3 – The Art of Banknote Design
  - Podcast 4 – The Printing Process: A History of Tradition and Innovation
  - Podcast 5 – Role of the U.S. Federal Reserve Board

- Podcast 6 – Preparing for the Note’s Introduction
- Develop, write, shoot and produce 6 podcasts (three were ultimately distributed). Note that per instructions from BEP on May 11, 2011, Burson-Marsteller did not pursue further work on podcasts 4, 5, and 6. The files, in their current state, were submitted to BEP for transition.
- Identify web page locations and write web content to introduce these videos.
- Produce b-roll.
- Identify and secure video and news distribution services from NewsMarket, PRNewswire, and MultiVu.
- Research and recommend top-line documentary and hard news story ideas:
  - Phil Fairclough/History Channel “Making Money”
- Research and write in-flight segment script.
- Research and prepare event considerations for Day of Issue.

### **Activities**

Again, due to uncertainty surrounding the Day of Issue, media activities focused solely on the distribution of information through podcasts, reactive media relations, b-roll and video distribution via [www.newmoney.gov](http://www.newmoney.gov) as well as planning for the eventually canceled Las Vegas momentum event and Day of Issue. Burson-Marsteller’s overriding goal during this time was to most effectively distribute \$100 note redesign and security messaging via well-produced podcasts. Activities included:

- Managed responses to media inquiries.
- Researched and secured newly branded U.S. Currency Digital Center for b-roll distribution
- Podcast distribution:
  - Podcast 1 “Introduction of the New \$100 Note” – Launched July 21, 2010 via press release, GovDelivery and Stakeholder \$100 BankNote e-newsletter
  - Podcast 2 “How to Detect a Counterfeit” – Launched August 18, 2010 via press release and GovDelivery
  - Podcast 3 “The Art of Banknote Design” – Launched September 22, 2010 via press release, GovDelivery and Stakeholder \$100 BankNote e-newsletter
  - Note that Podcast 4 “The Printing Process: A History of Tradition and Innovation” was fully produced and delivered to the client on October, 29, 2010 but never released.
- Distributed press statement regarding postponement of Day of Issue on October 1, 2010.
- Provided daily monitoring reports of media coverage

## Results

Media relations generated 4,429,725,108 impressions with 3,952 domestic placements and 1,484 international placements.

Overall Program Media						
Coverage Totals*	Domestic Hits	International Hits	Total Hits	Domestic Impressions	International Impressions	Total Worldwide Impressions
Print (readers according to circulation)	462	343	805	54,146,314	73,714,028	127,860,342
Television (viewers according to audience figures)	919	201	1120	281,619,054	1,132,644,188	1,414,263,242
Internet	2,473	886	3359	2,213,977,765	642,558,442	2,856,536,207
Radio (listeners according to audience figures)	98	54	152	1,752,367	29,312,950	31,065,317
<b>TOTALS</b>	<b>3,952</b>	<b>1,484</b>	<b>5,436</b>	<b>2,551,495,500</b>	<b>1,878,229,608</b>	<b>4,429,725,108</b>

\*These audience impression metrics (noted on the left) are based on raw data provided to Burson-Marsteller by the media vendors we have worked with throughout the new currency program. Because each vendor uses its own calculation process to measure audience data by medium (radio, print, television, Internet), Burson-Marsteller provides only an estimated, aggregated total, rather than an exact total.

## Unveiling

- Media outreach surrounding the unveiling generated almost 4 billion worldwide impressions.

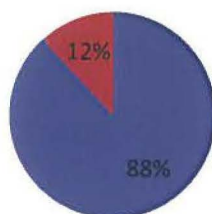
Unveiling Media						
Coverage Totals*	Domestic Hits	International Hits	Total Hits	Domestic Impressions	International Impressions	Total Worldwide Impressions
Print (readers according to circulation)	313	339	652	31,839,408	73,514,028	105,353,436
Television (viewers according to audience figures)	637	201	838	260,750,858	1,132,644,188	1,393,395,046
Internet	1,107	876	1983	1,730,294,575	642,204,645	2,372,499,220
Radio (listeners according to audience figures)	63	54	117	1,212,942	29,312,950	30,525,892
<b>TOTALS</b>	<b>2,120</b>	<b>1,470</b>	<b>3,590</b>	<b>2,024,097,783</b>	<b>1,877,675,811</b>	<b>3,901,773,594</b>

\*These audience impression metrics (noted on the left) are based on raw data provided to Burson-Marsteller by the media vendors we have worked with throughout the new currency program. Because each vendor uses its own calculation process to measure audience data by medium (radio,

print, television, Internet), Burson-Marsteller provides only an estimated, aggregated total, rather than an exact total.

### **\$100 New Money Program Media Coverage**

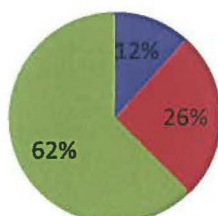
■ Unveiling ■ Momentum



- Overall, the breakdown of domestic media coverage by type of outlet is as follows:
  - Print clips: 462
  - Broadcast clips (Television and Radio combined): 1,017
  - Internet clips: 2,473

### **Media Coverage by Outlet**

■ Print ■ Broadcast ■ Internet



#### ***Momentum Period***

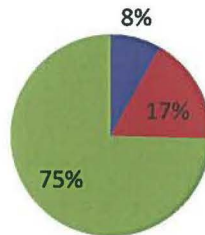
- The breakdown of domestic media coverage, during the momentum period, by type of outlet is as follows:
  - Print clips: 149



- Broadcast clips (Television and Radio combined): 317
- Internet clips: 1,366

### Momentum Media Coverage by Outlet

■ Print ■ Broadcast ■ Internet



Momentum Media						
Coverage Totals*	Domestic Hits	International Hits	Total Hits	Domestic Impressions	International Impressions	Total Worldwide Impressions
Print (readers according to circulation)	149	4	153	22,306,906	200,000	22,506,906
Television (viewers according to audience figures)	282	0	282	20,868,196	0	20,868,196
Internet	1,366	10	1,376	483,683,190	353,797	484,036,987
Radio (listeners according to audience figures)	35	0	35	539,425	0	539,425
<b>TOTALS</b>	<b>1,832</b>	<b>14</b>	<b>1,846</b>	<b>527,692,998</b>	<b>553,797</b>	<b>527,951,514</b>

\*These audience impression metrics (noted on the left) are based on raw data provided to Burson-Marsteller by the media vendors we have worked with throughout the new currency program. Because each vendor uses its own calculation process to measure audience data by medium (radio, print, television, Internet), Burson-Marsteller provides only an estimated, aggregated total, rather than an exact total.

#### Digital Center Statistics

Since June 2010, 537 assets, which includes production footage, animation, security features, and still shots, featuring the new \$100 note were ordered from the U.S. Currency Digital Center. Over the course of the 14 months, approximately more than 90 news organizations purchased these assets. (\* this is an estimation as some outlets may have purchased assets across multiple months).

### **Best Practices**

- Advanced interviews with the Associated Press and *Wall Street Journal* spurred media interest well in advance of the unveiling, enhancing the attractiveness of the unveiling as a newsworthy story.
- An Associated Press interview the day before unveiling with BEP, FRB and USSS spokespeople ensured that the first story on the wires incorporated core program messages.
- An asset for securing media coverage was the availability of b-roll footage and still images which were made available immediately to media around the world after the unveiling. Media were provided access to b-roll footage from the \$5, \$10, \$20, \$50 and \$100 programs via a link to The NewsMarket.
- Orchestrating a reporter question-and-answer session immediately after the unveiling event offered reporters direct access to program spokespeople thereby encouraging a greater number of original stories rather than having media all carry the same wire story. Because media outlets have a greater investment in original stories, those stories typically receive more prominent placement, as well. Journalists from the Financial Times, Washington Post, New York Times and CNN were able to interview officials about the new \$100 note, plans for the Day of Issue and the rationale behind the new design.
- Immediately after the unveiling event, a war room was established to centralize incoming media requests which enabled rapid responses and access to program spokespeople.

### **Lessons Learned**

- Changes to message documents and last minute updates hinder version control processes.
- Multiple rounds of edits delay the completion of program elements which can, in turn, detract from the impact they can achieve.

### **Attachments**

- Unveiling Press Release 4.21.2010
- Unveiling Media Advisory 3.5.2010
- Unveiling Media Advisory (Radio) 3.5.2010
- Momentum Presentation 5.19.2010
- Momentum Press Release 7.21.2010
- Podcast 2 Media Advisory 8.18.2010
- Podcast 3 Media Advisory 9.15.2010
- Podcast 1 – ON DISC
- Podcast 2 – ON DISC
- Podcast 3 – ON DISC

## Task Order 45: Stakeholder and Direct Outreach

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### Overview

In order to prepare businesses and organizations for the introduction of the new \$100 note, Burson-Marsteller worked to implement a robust stakeholder outreach program to engage targeted industries in educating employees and consumers about the redesigned note. The program also focused on encouraging businesses that use cash-handling equipment, such as self-service checkout machines, to take action to get their equipment adjusted to recognize the new note when it begins circulating. The program strategy was to empower targeted stakeholders with information so that they expect and recognize the new design when it goes into circulation and know how to authenticate it.

Messaging related to the stakeholder program was divided into two categories:

1. **Education Message** – devoted to encouraging businesses to prepare their cash handlers and customers to accept, recognize and authenticate the new bills.
2. **Readiness Message** – devoted to encouraging businesses, particularly transit, vending and self-service machine operators, to update their machines before the Day of Issues to ensure a smooth transition to the new bills.

The program strategy included identifying new stakeholder contacts while leveraging existing contacts highlighted through previous currency programs. For the Stakeholder and Direct Outreach Teams, focus was placed on targeting specific groups that frequently interact with the \$100 note including financial institutions and currency exchanges, gaming and retail industries, law enforcement, banknote equipment manufacturers and additional cash-handling businesses.

To effectively engage the varying stakeholder audiences, two distinct types of outreach were conducted:

1. **Stakeholder Outreach** – Stakeholder outreach was targeted towards more than 800 national organizations and companies with the primary goal to cultivate and leverage relationships with these contacts to help educate their members, employees and/or customers in the U.S. and around the world.
2. **Direct Outreach** - Direct outreach was aimed at driving program messages to the approximately 50,000 local and regional companies that have a vested interest in understanding and preparing for the new \$100 note, namely mid-sized and small businesses.





## **Planning**

### **Stakeholder Outreach**

Preparation for stakeholder outreach began prior to unveiling and included activities such as reviewing contact lists, developing content for education and training materials and outreach to targeted contacts to inquire about use of training materials, upcoming events and additional education opportunities. Once the new \$100 note was unveiled on April 21, 2010, the Stakeholder Team immediately underwent preparations to begin outreach calls. These calls began on May 10, 2010 and were conducted by Burson-Marsteller staff on behalf of the BEP, FRB and USSS.

The Team's strategy focused on targeting outreach throughout specific points during the time between unveiling and the Day of Issue (planned for in February 2011). This steady drum beat of activity was geared towards maintaining stakeholders' interest while encouraging participation in the program. This approach employed multiple tactics including phone calls, emails, e-newsletters and blast email communications. Training materials created for the \$100 note included stakeholder-specific sections on the program website, collateral materials and key training items such as the \$100 Note Training PowerPoint and the Education Resource Kit.

**\$100 Note – Initial Stakeholder Outreach Timeline\***

	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB
Financial Institutions and Currency Exchanges	✓	✓			✓	✓	✓	✓	✓	✓
Gaming Industry		✓			✓	✓	✓	✓	✓	✓
Media	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Banknote Equipment Manufacturers		✓			✓	✓	✓	✓	✓	✓
Police	✓	✓			✓	✓	✓	✓	✓	✓
Retail Industry		✓			✓		✓	✓	✓	✓

**\*The outreach timeline was ultimately altered due to program changes.**

### **Direct Outreach**

In preparation for opt-in calls to begin, the Direct Outreach Team did the following:

- Reviewed the list of stakeholders that was purchased in 2008
  - Ensured that the information was formatted consistently
  - Compared to stakeholder list to ensure there were no duplicates
  - Added any stakeholders who had placed orders who were not already included in on the list
- Drafted a discussion guide to be used as a starting point for calls with stakeholders

- Created an application that allowed contact information to be viewed and updated in a clear and concise manner
- Added an email verification program into the application
- Hired and trained staff to place calls to stakeholders

### **Activities**

While minimal outreach was conducted prior to unveiling, the Stakeholder Team was fully deployed in May 2010. Outreach efforts focused on providing information regarding the changes to the \$100 note while encouraging the order and use of training and education materials. Stakeholder outreach continued until September 2010 when, due to program changes, all stakeholder activities were put on hold. In early October 2010, the Team deployed emails reinforcing the Day of Issue announcement to top stakeholders in select industries to ensure they were informed of the change.

To effectively communicate with the various stakeholders throughout the momentum period, the Team planned for an array of program elements:

#### ***Stakeholder Outreach Activity***

While the Team engaged in traditional methods of outreach including phone and email communications, stakeholder inquiries were also addressed via the program website's *Tips of the Trade* section. The Team also responded to email questions from the website's *Submit your Question or Tip* and phone inquiries.

Given that the \$100 note is not widely used in the transit and vending industries, the Team deployed email communications to these contacts to provide information on new \$100 note and to encourage participation in the program. Additionally, the Team coordinated with the BEP, FRB and USSS on government agency outreach and money services businesses/financial services stakeholders to ensure appropriate outreach was conducted.

#### ***Direct Outreach***

Over the course of five months, the Direct Outreach Team conducted opt-in calls to over 47,000 companies. At the beginning of each call, stakeholders were asked to opt-in to receive digital communications from the program. Also during the call, the program was discussed including the \$100 note security features and the various types of training materials that were available.

#### ***Integrated Program Opportunities***

The Team contacted top stakeholders to discuss potential creative ways to amplify \$100 note program messages. Companies identified and approached by the Team for potential programs included 7-Eleven, Google, Mars Incorporated, Nestle, Ocean Spray, Wal-Mart, Western Union and Whirlpool.



### ***Momentum Training Event***

To maintain interest during the momentum period and to assist in educating an industry that heavily uses the \$100 note, a gaming training event was planned. Harrah's was identified as the primary gaming partner and the Team coordinated plans for an October 2010 training event in Las Vegas, NV, until program changes resulted in cancellation of the event.



### ***Entertainment Content Integration***

To assist in educating a broad consumer audience, the Team worked with Vanguard Entertainment to pitch script writers and producers to include the security and design features of the new \$100 note in upcoming appropriate programs. Opportunities the Team explored on behalf of the BEP, FRB and USSS included "The Apprentice", "Jeopardy", "Chuck", "CSI: Miami", "Southland" and "Undercovers". The effort was halted when the issuance date became uncertain.

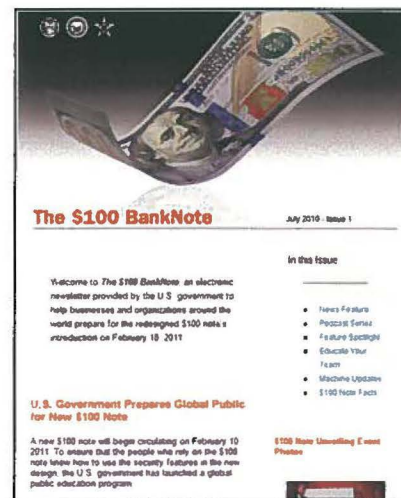
### ***Conference Participation Outreach***

Outreach to conference host organizations was conducted before unveiling to determine appropriate speaking and integration opportunities. Until the government determined the issuance date would be indefinitely postponed, the Team continued these outreach efforts and assisted in activities including:

- Coordinated a BEP/FRB/USSS speaking opportunity and associated abstract for the annual Global Gaming Expo (G2E) conference in November 2010. This was ultimately canceled due to postponement of issuance.
- Facilitated program materials for USSS distribution at the National Organization of Black Law Enforcement Executives (NOBLE) conference in July 2010.
- Worked with the National Sheriffs Association to include \$100 note security and design information in their quarterly and bi-monthly publications.
- Provided \$100 note program materials and video elements for USSS use at the International Chiefs of Police Annual Conference in October 2010.
- Coordinated with the National Bankers Association to provide \$100 note education materials to conference organizers for distribution at their 2010 annual conference.

### ***The \$100 BankNote***

Working with the International and Interactive Teams, the stakeholder outreach Team created and deployed two e-newsletters, called *The \$100 BankNote*, to all stakeholder contacts. These e-newsletters provided updates on the education program and highlighted the security and design features of the new \$100 note. The first edition was deployed in late July 2010 and the second edition was deployed in late September 2010.



### ***FRB Communication Vehicles***

The Team worked with the BEP, FRB and USSS to create specific communication tools for the FRB. These pieces included the FedFlash, FedFocus and Ride-Alongs which outlined the security features of the redesigned \$100 note and provided program updates. In addition, the Team also provided digital items for FRB's use on its website and in its ongoing communications.

### **Results**

#### ***Stakeholder Outreach***

From May 2010 through September 2010, the Stakeholder Team conducted outreach to 99 percent of the targeted companies and organizations. Of the companies attempted, 41 percent were reached and of those reached, 62 percent agreed to participate in the program.

Stakeholder Outreach Results	Stakeholder Outreach Contacts	Percent of Total Records
Total number of companies	838	—
Total companies attempted	830	99%
Total companies reached	342	41%
Companies who agreed to participate	211	25%
Companies who will not participate	24	3%
Companies who were not reached	380	45%
Companies who were undecided	76	9%
Companies with a language barrier	2	0.2%
Companies with a wrong number	108	13%
Try new contact	29	3%
Courtesy Email	57	7%



## Stakeholder Outreach Results by Industry

	Total* Records	Participate	Percent Participate	Will Not Participate	Not Reached	Wrong Number	Language Barrier	Undecided	Courtesy Email
Associations	303	64	21%	9	144	35	0	38	16
Financial Services	8	4	50%	0	3	0	0	1	0
Gaming	63	31	49%	2	27	2	0	1	0
Law Enforcement	6	26	46%	1	22	11	0	0	0
Machine Readiness/Self Service	56	0	0%	1	3	0	0	0	0
Retail	230	65	28%	8	123	26	0	18	4
Vending	2	1	50%	0	1	0	0	0	0
Ethnic	135	19	14%	3	56	34	2	18	7

\*Total records do not include transit companies as they received outreach via email.

### Stakeholder Outreach Participation Status

The following chart outlines specific actions that stakeholder contacts agreed to take; however a number of contacts that committed to participate in the program were not recorded as taking action prior to the ceasing of outreach calls in September 2010.

Stakeholder Outreach – Specific Actions	Total
Placed an Order for Materials	64
Placed Information in Mailing or Email	0
Article in Newsletter or Other Publication	32
Held a Training or Group Meeting	0
Displaying Posters or Brochures	9
Using Take-One Cards	0
Asked to be Added to Subscription Database	0
Asked for a Web Link	65
Interested in Partnership or Promotional Involvement	0
Interested in Conference Opportunity	0
Informed Cash Handlers or Employees	3
Updated Their Machines	12
Other	0

### Direct Outreach Results

- 47,460 companies were included in direct outreach
- 70.5 percent of the companies have been reached



- 64.2 percent of those reached agreed to receive digital communications
- 76.6 percent of those reached agreed to receive either digital communications or traditional mail

Below is a chart of the overall call results. The percentage column is based on the program total divided by the total companies.

Direct Outreach Status	Total Universe	Percentage
Total number of companies	47,460	—
Total companies called	47,460	100.00%
Companies who agreed to participate	16,863	35.53%
Companies who will participate through participating headquarters	344	0.72%
Companies who will not participate	9,601	20.23%
Companies who were not reached	6,185	13.03%
Companies who were left message	5,169	10.89%
Companies with wrong number	8,833	18.61%
Companies with language barrier	80	0.17%
Companies who were undecided	385	0.81%
Total	47,460	—

Direct Outreach Status	Program Total	Percentage
Companies who agreed to participate and provided email address	16,863	35.53%
Companies who agreed to participate and wanted traditional mail	3,339	7.04%
Total	20,202	42.57%

### Direct Outreach by Industry

Below is a chart of the call results by industry.

	Total	Will Participate	Will Participate through Headquarters	Will Not Participate	Not Reached	Left Message	Wrong Number	Language Barrier	Un-decided
Armored Carrier	26	9	0	2	6	1	7	0	1
Association	953	501	1	89	98	119	140	0	5
Financial Institution	2,939	1,374	7	241	361	481	458	0	17
Gaming	546	244	5	59	55	91	86	0	6
Government	763	366	0	82	82	97	131	1	4
International	2	0	0	0	0	0	2	0	0
Law Enforcement	581	363	0	50	42	83	41	0	2
Military Base	78	41	0	3	9	2	23	0	0
Money Service Business	248	79	3	49	28	36	45	4	4
Other	1,040	317	2	94	194	133	291	2	7
Retail	38,306	13,113	326	8,740	4,848	3,692	7,185	70	332
School	1,812	391	0	175	438	412	386	3	7
Transit	58	26	0	8	6	9	9	0	0
Vending	46	19	0	3	7	6	11	0	0

### Highlights

Key efforts to engage stakeholder targets for the \$100 note included:

- High level of participation (64%) agreed to by those contacts reached. Outreach highlights include:



- Museum Store Association included \$100 note information in its June 2010 MSA Culture & Commerce News Brief
- Food Marketing Institute deployed a blast email to over 1,200 employees regarding the redesigned note
- National Bartender's Association posted information and linked to the program's website on their website
- The National Association of Recording Merchandisers highlighted information in their June 2010 Weekly Digest Newsletter
- Discussions with Wal-Mart, Ocean Spray and others for potential programs
- Securing Harrah's as gaming partner for momentum training event
- Two training videos

### Stakeholder Outreach Highlight Museum Store Association's Newsletter Article

#### RETAIL NEWS

**States join the fight against proposed limits to credit card fees**  
The Washington Post shows [Facebook](#) [Twitter](#) [LinkedIn](#) [Google+](#)  
State governments have become an unlikely ally of the banking industry in a fight against putting limits on the fees that credit and debit card issuers can charge to retailers. Treasurers from at least eight states are considering sending a letter to lawmakers this week over concerns that proposed limits on the fees card issuers charge for processing purchases could endanger state programs that use prepaid cards to dispense crucial benefits such as unemployment insurance. [MORE](#)

**U.S. government unveils new design for the \$100 note**  
The Department of the Treasury shows [Facebook](#) [Twitter](#) [LinkedIn](#) [Google+](#)  
Officials from the U.S. Department of the Treasury, the Board of Governors of the Federal Reserve System and the United States Secret Service unveiled the new design for the \$100 note. Complete with advanced technology to combat counterfeiting, the new design for the \$100 note retains the traditional look of U.S. currency. [MORE](#)



#### INDUSTRY NEWS

### Best Practices

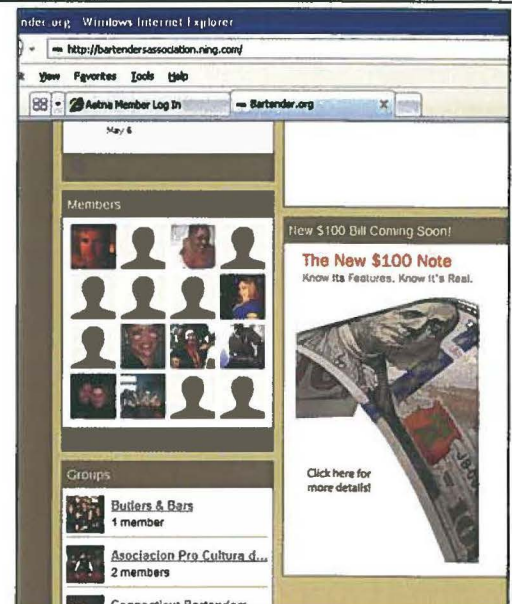
#### Stakeholder Outreach

- As in past currency programs, the Stakeholder Team divided up organizations by industry creating "industry experts" that had in-depth understandings of industry challenges and the status of similar contacts. This continued to be valuable as members were able to provide participation status on important contacts, such as gaming, machine readiness and financial institutions.
- Previous program experience confirmed the importance of having the flexibility to make adjustments to when the calls are placed during the day. This allowed us to make adjustments for different industries based on the results of the first attempts to reach companies.
- Continual weekly conversations with the client proved instrumental in identifying additional important ways to reach important stakeholders. For example, the FRB communications vehicles were excellent ways to reach critically important stakeholders in the banking industry that had not been outreach targets in previous programs.

#### Direct Outreach

- As technology has progressed, stakeholders seem more likely to communicate through email.

### Stakeholder Outreach Highlight National Bartender's Association Website



- Requesting email addresses from stakeholders via phone by offering the opportunity to opt-in to receive information is an effective way to collect email and increase the likelihood the stakeholders will actually read the emails than sending an unsolicited email.

### **Lessons Learned**

#### ***Stakeholder Outreach***

- While the newly created FRB communications vehicles were excellent ways to reach audiences, the layers of communication between the stakeholder team and the publications' decision-makers sometimes resulted in a lack of clarity or misunderstanding of deadlines for publication and when items about the new \$100 note would actually reach recipients. A more formal process should be determined in advance.

#### ***Direct Outreach***

- Time outreach to coincide with when training materials are available to ensure that the company is aware that the materials are coming and that the staff person who requested them is actually still employed there.
- The reach rate of stakeholders is higher when the number of attempts is increased.
- When doing targeted outreach, the "freshness" of the information used is not of great significance; it is not necessary to have a "new" information product/piece with each attempt at outreach.

### **Attachments to Follow:**

- Stakeholder Discussion Guide
- Stakeholder List
- Stakeholder Outreach Highlights
- \$100 BankNotes – Issue 1
- \$100 BankNotes – Issue 2
- September FedFlash Content
- October FedFocus Content
- Ride Along for FRB
- Stakeholder Outreach Highlights Email to Stakeholders Announcing Delay in Issue Date



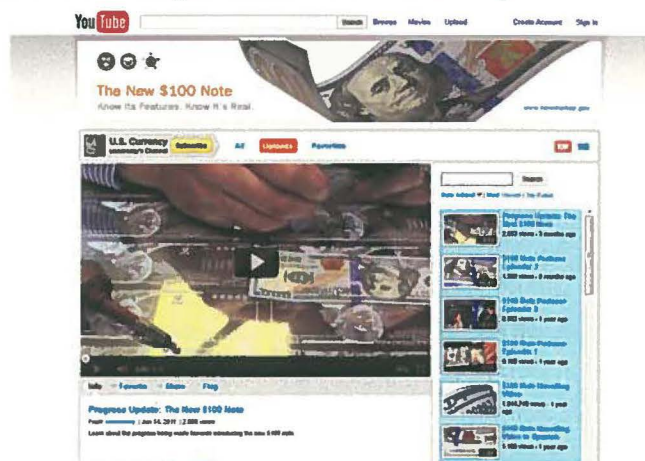
## Task Order 46: Interactive

### Overview

With each currency redesign program, the Internet continues to change dramatically. Websites now include more graphic and video elements than ever before. Social networks, such as Facebook and Twitter, have revolutionized the way users receive information online. And sites, such as YouTube and Blogger, have fostered a robust community of citizen journalists. Communication is no longer a one-way street, but rather an engaging, two-way dialogue between organizations and stakeholders.

To engage audiences in this emerging digital space, outreach for the \$100 note program needed to include tactics that would reach target audiences where they spend their time online. Additionally, new content for the program website, [www.newmoney.gov](http://www.newmoney.gov), needed to be fresh and relevant enough to create a user experience that would immerse domestic and international audiences in program messages, elevate awareness and achieve measurable result, particularly among key stakeholders.

For the \$100 note program, this meant developing a strategy that enhanced the program's use of social networks that began during the \$5 note program on YouTube and Wikipedia, and identifying creative opportunities to engage the new communities on Facebook, Twitter and Flickr. Additionally, it meant developing new content for the site that would engage users and distinguish the program as fresh, relevant and compelling.



### Planning

During the beginning of the \$100 program, Burson-Marsteller conducted a web usability study with selected stakeholders and New Money e-mail subscribers to determine the effectiveness of the existing website and determine how audiences best use different tools to learn about changes to U.S. currency. The results showed the most effective ways to reach and educate stakeholders is through the use of robust multimedia tools (e.g., online videos, interactive notes, CD-ROMs), rich media e-mails and downloadable materials.

This study found that mobile outreach would be less effective than other tools so Burson-Marsteller removed mobile outreach from the program strategy and reallocated resources to other areas of the digital program.

### Activities

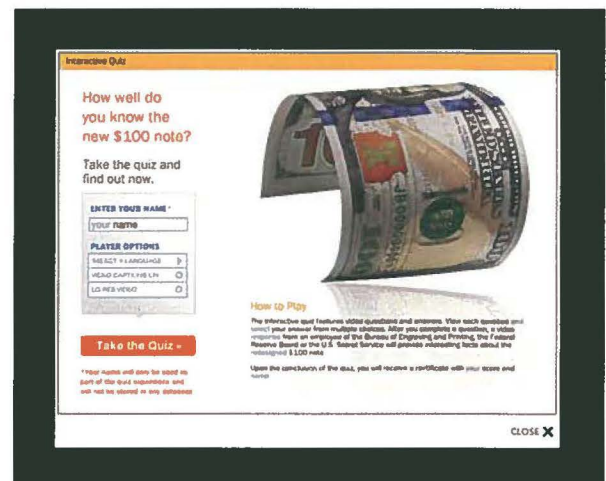
To optimize the program's online reach and to ensure key targets not only were discussing the new note during Unveiling but also for a sustained period of time afterwards, Burson-Marsteller implemented a fully-integrated digital program including:

- **Redesigned Program Website** – A new state-of-the-art website was developed for the \$100 note program to reach target audiences worldwide– consumers, journalists, stakeholders and financial institutions – with easily accessible resources to learn and share information about the new \$100 note. The site was built with support for 23 languages. In addition, we created educational materials for all languages that were available for download and online ordering. A major feature of the site was the online order form which enabled international visitors to order materials in their native language.
  - An interactive \$100 note to teach users how to identify and use the \$100 note's security and design features. Users can interact with the new \$100 note with tools that allow them to tilt, flip, move and apply a backlight and UV-light to see the features up close and at their own pace.
  - A video quiz that tests users' knowledge of the new \$100 note using a series of video vignettes to engage audiences and to reinforce key program messages.





- A global law enforcement locator with contact information for U.S. Secret Service field offices around the world better enables users to report a counterfeit note.
  - An online discussion board to facilitate dialogue with contacts at U.S. embassies to help ensure they were prepared to introduce the new note in their respective markets (ultimately this was not launched for the Unveiling per FRB's request).
  - A new online order form, translated into 23 program languages, giving users around the world the ability to order materials free of charge, at any time of the day or night.
- Social Network Outreach – New U.S. Currency pages with the same look and feel of the \$100 note program website and collateral materials were developed for the first time on Facebook, Flickr, Twitter and YouTube to actively reach and educate core audiences within the platforms where they already spend a significant amount of time.
- Tools were included on each platform to allow users to share information with a friend and retweet program messages, ultimately leading to extended audience reach.
- Resources for Media – The program website and social media pages were equipped with downloadable and embeddable multimedia resources and online syndication tools to allow journalists and online content generators (e.g., bloggers, Tweepsters) the ability to effectively report or share content about the new note while ensuring they used program messages when developing stories.
- International Interactive Details – The digital team created downloadable materials in all 23 languages and made many of those available via the online order form. Users were also able to view all content on the order form (navigation, instructions, item descriptions) in all of these 23 languages.



The 23 language 'microsites' (which were actually part of the overall newmoney.gov site) were developed in order to deliver key communications to

users in their native languages. These microsites provided translated articles, press releases and frequently asked questions. Translated versions of flash media such as the interactive quiz and interactive note were also available on these microsites.

Finally, specific pieces of functionality such as the foreign language materials download page and the law enforcement locator were made available in all 23 languages.

Specific elements for the website and social media efforts are listed below.

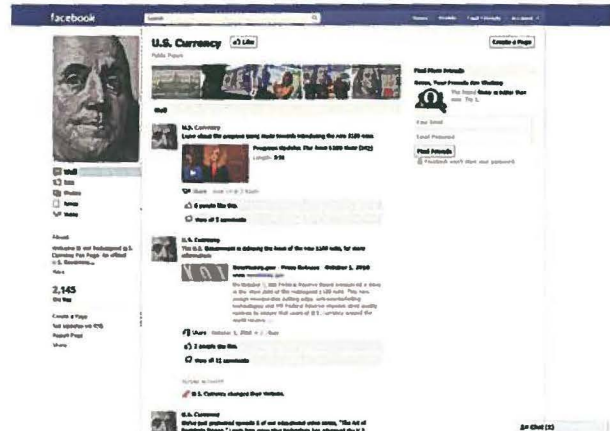
**Website**

- Launched website on April 21 and provided launch recap memo.
- Submitted technical recap memo detailed web launch events on the day of unveiling.
- Developed and updated foreign language microsites for the program.
- Drafted revised entry for \$100 note page.
- Revised desktop wallpaper for BEP.
- Developed memo comparing use of open source free web metrics program versus off the shelf options.
- Developed and produced training for CD-ROM.
- Developed \$100 BankNote e-newsletter.
- Created series of podcasts that would update users about fresh content concerning such aspects as the art of banknote design, and how to detect a counterfeit.
- Updated the flash banner for the English site and all foreign language microsites to direct visitors to the October 1 press release about the DOI delay.
- When testing the "Design Your Own Bill" game to ensure it was operating properly, B-M discovered an issue with the Email-A-Friend functionality and recommended multiple solutions to resolve this problem. However, BEP instructed the team to not move forward with repairs and confirmed that the game would remain as it appeared on the website.
- Provided a recommendation on a short video to address the inquiries the government received about the status of the DOI announcement. BEP elected to produce the DOI announcement delay video in house and provide to B-M, who added it to the website, including all foreign language microsites.
- Removed order form from program website. BEP provided language to put in the order form's place.
- Performed regular maintenance and updates on the program website as needed.
- Provided regular monthly reports about the New Money website to the client, including key metrics.
- Integrated a gateway to the U.S. Currency Digital Center which was a secure online microsite for journalists to access multimedia resources about the redesigned currency education program. Partnered with the Digital Center to ensure look and feel mirrored that of the NewMoney site.



## Social Media

- Ongoing monitoring of social media assets.
- Conducted blog monitoring around specific announcements (i.e. the delay of the DOI) and provided reports on coverage.
- Provided counsel to BEP/FRB/USSS on how to handle comments that occurred on Facebook or Twitter. B-M recommended that comments on the US Currency Facebook Page be removed for violation of the existing commenting policy. An additional recommendation was made to embed a link to the established policy on the Info tab of the Facebook page so that it's easier for visitors to find.
- Created editorial schedules in order to facilitate ongoing stream of content for social media channels.
- Suggested social media contests to engage and grow the fan base.
- Provided regular metric reports on the social media assets.
- Provided administrative access for social media channels to the FRB in order for them to take over management of these channels. B-M has also provided directions to change the privacy settings on a YouTube video.



## Results

### Website

While website traffic and page views were strong throughout the campaign, the April 2010 Unveiling prompted the highest volume of interest and subsequent traffic in the newmoney.gov website and resources therein.

- The New Money website received more than 655,000 visits and approximately 3.4 million page views within the first week after the launch of the new \$100 note. Visitors downloaded more than 90,000 files from the site during that first week. This includes traffic from 140 countries.
- In the month following the Unveiling, an average 7,250 visitors came to the site each day, demonstrating sustained interest in the new note.
- The Unveiling video was the fourth most-viewed video in the world on YouTube within 24 hours of the Unveiling. It was viewed more than 500,000 times on YouTube within the first three days and more than 474,000 times on www.newmoney.gov within the first five days. Today, more than a year later, it remains the most popular video on the U.S. Currency YouTube Channel with 1,044,757 views.

### **Social Media Pages**

The U.S. Currency social media pages also received an increase in visitor traffic the day of Unveiling and the weeks following. However, in Fall 2010 content on these pages dissipated in the absence of a new DOI, prompting the U.S. Currency presence to grow at a slower rate.

- More than 1800 friends became fans of the U.S. Currency page on Facebook following Unveiling. There are currently 2,145 fans with only four updates occurring in the last year.
- Twitter generated more than 650 followers in the two months following launch with 1,700 followers at present date.
- Unveiling event photos have been viewed more than 6,200 times on Flickr.
- Within the first 48 hours of the Unveiling, more than 1,400 orders for materials were received from more than 60 countries. Overall, the website took 14,970 verified materials orders.
- The U.S. Currency YouTube channel currently has 1,381 subscribers, 95,361 channel views and 1,127,642 total video views.

### **Highlights**

- The Unveiling period was the most dynamic time for the digital components of this project, with significant content available for stakeholders and engagement across audiences.
- Nearly 10% of the orders received on the site came in the two days following Unveiling.
- In addition, 38% of Twitter followers and 84% of Facebook fans engaged around Unveiling and in the first two months of the Momentum period.
- The website showcased a new design and architecture that were effective in driving visitors to key program resources (e.g., online order form, materials to download, and interactive note). As a result, the \$100 note program site saw a dramatic increase in the use of web resources compared to previous programs.

### **Best Practices**

- Due to the tight security around the \$100 note, the development of all collateral and digital materials took place in a designated secure location in our New York office.
- Several layers of 508 testing were conducted to ensure the website was widely accessible to those with special needs.
- Periodic reviews of the website content to ensure it is fresh, relevant and easily searchable will ensure visitors can find the information they are seeking.
- A policy was developed for social media which included commenting on public sites. This proved to be a useful tool when determining if any inappropriate comments from the Facebook fan page should be removed.

Monitoring user-generated content on Facebook, Twitter and the blogosphere against this policy not only ensured that the content was focused with the public education scope of the program, it also helped identify areas where audiences needed more information.

- The New Money multimedia resources were available for other online content publishers to use. This allowed hundreds of websites to use these materials to help cover the note, especially the Unveiling video which was embedded or linked to from hundreds of other websites.

### **Lessons Learned**

- Comments on the program's Facebook page showed that many fans did not understand the reason for delaying the new note's issue date several months following the Unveiling. Burson-Marsteller was able to post status updates providing the rationale behind the Day of Issue timing.

### **Attachments**

- Unveiling Video – ON DISC
- Website Analytics:
  - Number of Unique Visitors Per Month
  - Visits to Interactive Notes Resources
  - Visits to Press Release Pages
  - Volume of Visits to Popular Pages
  - Visits to Unveiling Videos
  - User Visits to Podcasts
  - Foreign Language Microsite Homepage Traffic
  - Foreign Language Microsite Homepage Traffic

## Task Order 47: International

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### **Overview**

The \$100 note is the most widely circulated U.S. currency denomination outside of the United States. More than two-thirds of notes in circulation – approximately 6.5 billion \$100 notes – are held overseas. The \$100 note is also the most counterfeited note internationally. Given the global importance and use of the \$100 note, the redesigned currency program called for a significant international effort to educate stakeholders worldwide about the changes to the \$100 note.

As in the overall program, international public education activities centered around three phases:

1. The unveiling of the new design which would serve as the first opportunity to convey the news regarding the new \$100 note;
2. The momentum period which would serve as the period for public education efforts; and
3. The issuance of the new \$100 note, which would help ensure universal acceptance of the new note while maintaining confidence in the integrity of the old-design \$100 note as long as it is in circulation.

### **Planning**

In conjunction with the BEP/FRB/USSS, Burson-Marsteller developed an integrated, global public education program that would best target key audiences in more than 50 program markets. To target key stakeholders strategically, program markets were divided into four tiers, based on inputs from the government about \$100 circulation, usage patterns and counterfeiting levels, as well as based on intelligence from Burson-Marsteller's in-country teams about the need for education. Level of program efforts was in line with the tier structure. Below is a breakdown of the structure, key activities and program markets.

Tier	Tier Description and Markets	Level of Activity
Tier 1	Countries in which educational outreach is considered <b>essential</b> : <ul style="list-style-type: none"><li>• <u>CIS*</u> - Russia, Ukraine, Kazakhstan</li><li>• <u>Americas</u> - Peru</li></ul>	<ul style="list-style-type: none"><li>• In-country large events</li><li>• In-language hard copy materials</li><li>• Key officials visit country</li><li>• Earned and paid media</li><li>• Stakeholder, public education</li></ul>
Tier 2	Countries in which educational outreach is considered <b>very important</b> but not critical: <ul style="list-style-type: none"><li>• <u>Africa</u> - Angola, Nigeria, Kenya</li><li>• <u>Americas</u> - Colombia, Ecuador, El Salvador, Panama, Uruguay, Argentina</li><li>• <u>Asia</u> - Philippines, Vietnam</li><li>• <u>CIS*</u> - Azerbaijan</li></ul>	<ul style="list-style-type: none"><li>• Spokespersons may travel to country if appropriate</li><li>• In-language hard copy materials</li><li>• Earned media</li><li>• Stakeholder education</li><li>• Select public education</li></ul>

<b>Tier 2B</b>	<b>Countries in which educational outreach to select stakeholder audiences is Important:</b> <ul style="list-style-type: none"> <li>• <u>Americas</u> - Canada, Mexico</li> <li>• <u>Asia</u> - Hong Kong, Japan, Singapore, South Korea</li> <li>• <u>Europe</u> - Turkey</li> </ul>	<ul style="list-style-type: none"> <li>• No in-country events</li> <li>• In-language hard copy materials</li> <li>• Outreach to targeted stakeholders</li> <li>• Earned media</li> </ul>
<b>Tier 3</b>	<b>Countries in which educational outreach is helpful but not critical:</b> <ul style="list-style-type: none"> <li>• <u>Africa</u> - Botswana, Libya, Mozambique, Tanzania, Zimbabwe</li> <li>• <u>Americas</u> - Bolivia, Costa Rica, Chile, Dominican Republic, Paraguay</li> <li>• <u>Asia</u> - China, Indonesia, Malaysia, Taiwan, Thailand, India</li> <li>• <u>CIS*</u> - Uzbekistan</li> <li>• <u>Europe</u> - Germany, Italy, Portugal, Spain, Switzerland, United Kingdom</li> <li>• <u>Middle East</u> - Afghanistan, Egypt, Iraq, Israel, Jordan, Lebanon, Saudi Arabia, UAE</li> </ul>	<ul style="list-style-type: none"> <li>• In-language electronic materials</li> <li>• No in-country events or in-person media or stakeholder outreach</li> </ul>

\*CIS Markets refer to the Common Wealth Of Independent States whose participating countries are former Soviet Republics, formed during the breakup of the Soviet Union.

The international program included all elements as noted in the Statement of Work:

- **Messaging** – Burson-Marsteller developed specific and customized messages for each international market, under the umbrella of the overall core messaging.
- **Stakeholder Outreach** – Burson-Marsteller built a business-to-business outreach program to strengthen program relationships with existing stakeholders (from previous education programs) such as Central Banks and key banking, financial, business and tourism groups — as well as build new ones in markets that were added for the \$100 program.
- **Embassy Relations** – Burson-Marsteller enhanced the government's coordination efforts with the State Department by offering support to U.S. embassies in key markets around the world.
- **Media Outreach** – Burson-Marsteller developed in-language materials to provide to international news media (both in-market and stationed in the U.S.) with the information they need to inform their audiences about the new currency. Burson-Marsteller also facilitated global media coverage of the unveiling of the new \$100 note design.

### **Activities**

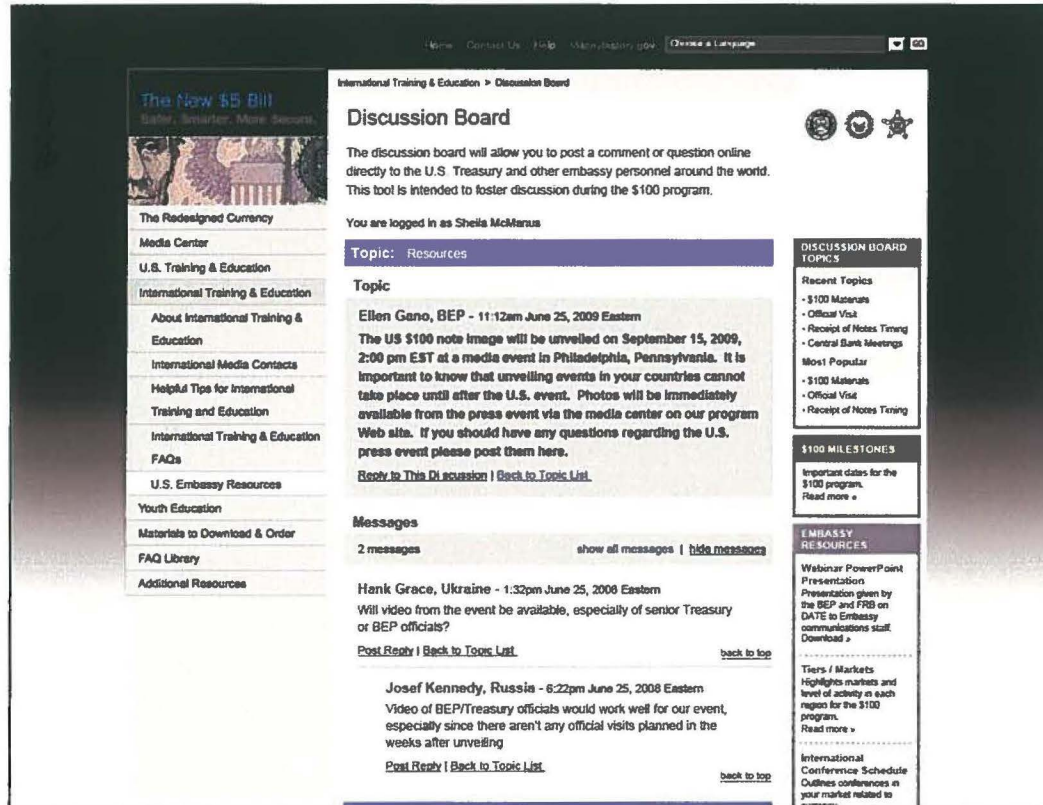
#### ***Embassy and Central Bank Outreach***

In order to prepare U.S. Embassy officials as spokespersons and to engage central bank officials in program markets, the \$100 program called for a series of



communications focused on these stakeholders. The following activities were undertaken building up to the \$100 design unveiling:

- **State Department Briefing** – Held at the FRB office in Washington between the BEP, FRB, USSS and Burson-Marsteller, this State Department Briefing introduced the department officials on the new \$100 note's public education program and requested their support in facilitating communications with U.S. embassies around the world.
- **Embassy Cable** – This was deployed by the State Department to U.S. embassies informing embassies of the upcoming \$100 note unveiling and requesting two points of contact (POCs) – public affairs and economic (ECON) officers – to work on the \$100 program.
- **Embassy Letter** – This was sent by the FRB to Embassy POCs providing them with further background on the \$100 unveiling and public education program, as well as introducing Burson-Marsteller in-country teams in Tiers 1, 2 and 2B program markets.
- **Central Bank Letter** – This was sent by the FRB to central bank officials informing them of the upcoming \$100 unveiling and day of issue, as well as introducing them to Burson-Marsteller in-country teams in 22 program markets.
- **Discussion Board** – This was planned as the platform of communication with U.S. Embassy POCs. However, due to the changing dynamics of the program, this tool was not implemented.

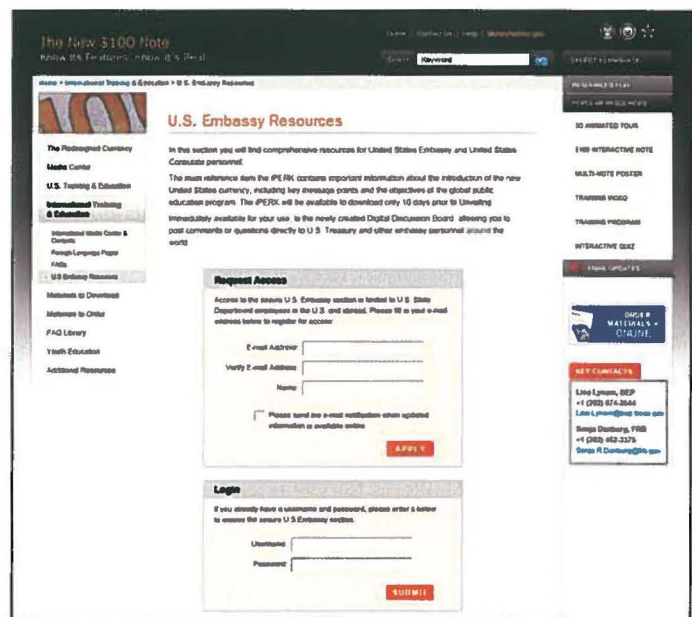


- **Embassy Webinar** – This was planned as an additional milestone of information for U.S. Embassy POCs. Also not implemented for the reason noted above.
- **On-the-Ground Meetings/Discussions** – These meetings and discussions were held between U.S. embassies, central bank officials and Burson-Marsteller in-country teams to determine the best communications plan for the \$100 unveiling.
- **Event Materials Shipped**– Weeks before the unveiling, event materials were shipped via secure USSS pouch to U.S. Embassy contacts. Materials included the \$100 note blow-up image, an unveiling video and glossies with the image of the \$100 note.
- **Public Education Resource Kit (PERK)** – This was made available to U.S. Embassy contacts four days before unveiling via a State Department secure server. This kit included materials to help prepare U.S. embassies for their role as spokespersons and included talking points, Q&A, images of the new \$100 note, a PowerPoint presentation, and a welcome video by FRB Assistant Director Michael Lambert.

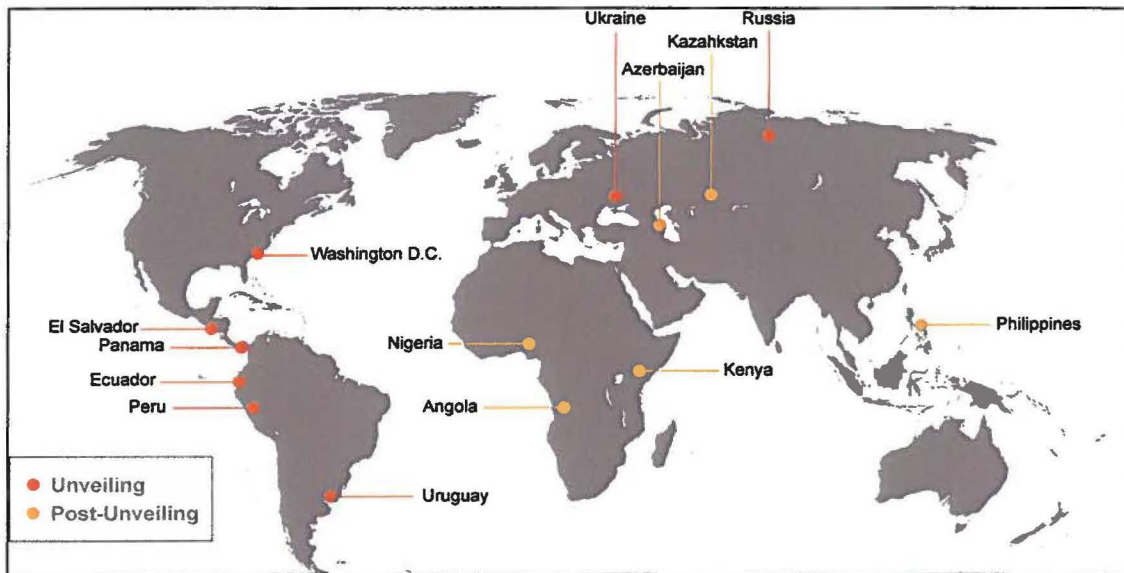
Originally, the PERK was to be uploaded on a secure page of the program website (see mock-up above), as it has been done in previous programs. Due to heightened security requirements, this plan was altered and the PERK contents were uploaded on the State Department's secure server.

### Unveiling Events

Based on feedback from the BEP, FRB, USSS and U.S. Embassy points of contact, unveiling activities were divided into two main groups: unveiling events and press release dissemination. A “rolling” unveiling event began at 10:30 a.m. ET on April 21, 2010 in Washington, D.C., and cascaded around the world to 13 locations. The event in Washington, D.C. was scheduled prior to the start of the World Bank/International Monetary Fund Spring Meetings to leverage the presence of visiting foreign media. The events in international markets were hosted by the U.S. embassies and included the participation of central banks and/or local government officials and other key stakeholders.







In the remaining program markets, U.S. embassies and Burson-Marsteller in-country teams deployed a customized and translated press release to local media. All program markets were supported by the following activities:

- **One-on-One Interviews** – U.S. government spokespersons, including Treasurer Rosie Rios and Assistant Director Michael Lambert, conducted 20 media interviews with foreign media residing in seven countries: Bolivia, Colombia, El Salvador, Kazakhstan, Mexico, Turkey and Russia.
- **D.C. Invitations** – Burson-Marsteller in-country teams invited foreign media based in 27 countries that were already traveling to Washington, D.C. for the World Bank/International Monetary Fund Spring Meetings. Additionally, Burson-Marsteller invited foreign media based in Washington, D.C.
- **News Alert** – 60 days before unveiling, in-country teams in 20 markets deployed customized and translated news alert.
- **B-Roll** – A week prior to unveiling, Burson-Marsteller granted access to in-country teams to download b-roll from The Newsmarket and burn DVDs for local media distribution. On the day of unveiling, media were also directed to the Newsmarket site to download b-roll.

In advance of unveiling activities, Burson-Marsteller leveraged Assistant Director Michael Lambert's trip to Moscow for the conference on cash circulation, titled "Cash Circulation: Models, Standards, Tendencies," held November 17-28, 2009 by facilitating a media interview with *Banknotes of the World*, which resulted in good media coverage.





### **Momentum Activities**

The Momentum period — the phase between when the U.S. government unveils the design of the note and when it is issued into circulation — presented an opportune time for conducting the bulk of the public education efforts. As such, Burson-Marsteller, based on guidance from the BEP, FRB and USSS, prepared a series of education initiatives for effective transition to the new \$100 notes. However, given the delay in the issuance of the \$100 note, most activities either stopped shortly after beginning them, or were not implemented at all.

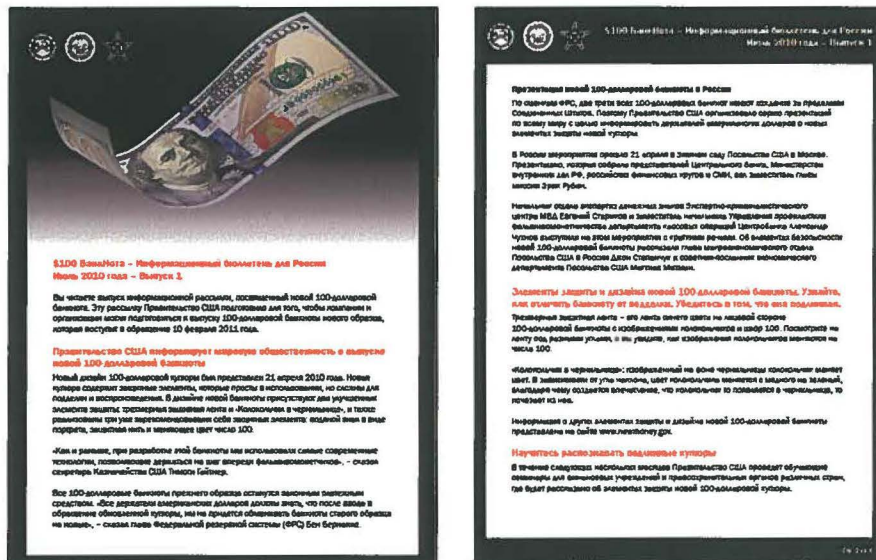
The following captures the momentum activities as planned, along with their implementation status:

- **Train the Trainers** – Based on information gathered during the FRB’s Extended Custodial Inventory (ECI) ECI bank calls, Burson-Marsteller developed this program for priority global financial institutions to assist them in easily and effectively educating their diverse employee base about the changes to the new \$100 note. The Train the Trainers program included:
  - Customized communications for FRB deployment to key financial institutions;
  - Train the Trainers road show in strategic global hubs; and,
  - Train the Trainers toolkit that helps trainers develop their own programs.



The first round of invitations were sent to the financial institutions, but given the delay in the issuance date of the note, it was decided to indefinitely postpone the Train the Trainers program. All stakeholders were informed accordingly.

- **The BankNote e-newsletter** – As previously referenced in the Stakeholder and Direct Outreach Task Order, a branded HTML newsletter, *The \$100 BankNote*, was developed for deployment via email to stakeholders in targeted international markets. The e-newsletters were planned as a regularly scheduled communications vehicle to deliver \$100 note information and would consist of customized editions for each region (CIS, Africa and LatAm). The first edition was distributed in July 2010. The second edition was developed in September of 2010, but was not distributed because, by then, the delay of the \$100 note issuance was imminent.



- **Information Booths** – Traveling information booths were planned in key Tier 1 and 2 markets — Russia, Ukraine, Kazakhstan, Peru, Panama, Uruguay and Colombia. These booths would be placed at high consumer traffic areas such as malls, airports, exchange bureaus, etc. Materials would be distributed at these locations. Due to the delay in the issuance of the \$100 note, information booths were not implemented.
- **Participation In Industry Conferences** – Burson-Marsteller prepared a calendar of relevant third-party conferences in priority markets, with recommendations for program participation: speaking at the conference about the new \$100 note; displaying materials at a booth; or distributing materials. This list of conferences was regularly updated; the final list, as of July 2010, has been submitted to BEP, FRB and USSS as part of the handover.

Over the course of the \$100 program, Burson-Marsteller proactively sent and distributed materials to select high-profile industry conferences. In 2010, Assistant Director Michael Lambert was asked to return to the Cash Circulation conference in Moscow, but could not attend due to scheduling



conflicts. Burson-Marsteller used this opportunity to develop a video message from Mr. Lambert which was played at the conference.

Several other activities were discussed during the program, but not implemented for reasons of delay, or otherwise. These included:

- Stakeholder welcome meetings/packets
- Distribution of podcasts
- Placement of bylined articles
- Opinion Editorial by Michael Lambert in Train the Trainer markets
- Materials distribution

## **Results**

### **Unveiling**

Elements of the efforts included:

- 13 press events were held in all Tier 1 and select Tier 2 & 2B markets. Each press conference averaged approximately 37 journalists in attendance.
- 39 countries distributed the unveiling press release.
- 20 foreign media interviews were conducted with U.S.-based spokespersons, including Treasurer Rosie Rios, Assistant Director Michael Lambert and Director Larry Felix.
- Overall, the international unveiling effort generated 1,558 media placements and reached more than 1 billion people outside the U.S. The following table details results for each active country program.

Market	Print	Radio	B'cast	Internet	Total
<b>AFRICA</b>					
Angola	2				2
Kenya	5	11	12		28
Nigeria	18	1	1	5	5
<b>AMERICAS</b>					
Canada	45			16	81
<b>ASIA</b>					
China	61			316	377
Japan	18		21	40	79
Hong Kong	10		17	28	55
Macau	2				2
Philippines	17		9	13	39
Singapore	5			5	10
Vietnam	6			38	44
<b>CIS</b>					

Azerbaijan	4			19	23
Kazakhstan	14		6	36	56
Russia	34	29	76	140	279
Ukraine	19	2	20	59	100
<b>LATAM</b>					
Argentina	2	2	2	23	29
Bolivia	11	6	13	16	46
Colombia	1		1	52	54
Dominican Republic	5			45	50
Ecuador	5				5
El Salvador	3		5	5	13
Peru	17	2	13	8	40
Panama	8		10	11	29
Mexico				7	7
Uruguay	7	1	5	7	20
<b>Europe</b>					
UK				7	7
Turkey	31			47	78
<b>Total</b>	<b>350</b>	<b>54</b>	<b>211</b>	<b>943</b>	<b>1558</b>

#### **Momentum Activities**

- One edition of *The \$100 BankNote* e-newsletter was distributed to stakeholders in Latin American, Africa and CIS markets.
- Materials were distributed to select industry conferences.
- A video message from Michael Lambert was played at the Cash Circulation conference in Moscow.
- Train the Trainer activities were initiated and stakeholders invited in respective markets, but activities were called off due to the delay.

#### **Results**

- The importance of the \$100 note in international markets greatly expanded the program scope into new regions, including: African markets (Angola, Kenya and Nigeria) and several markets in the Commonwealth of Independent States (Ukraine, Kazakhstan and Azerbaijan) where we have dedicated in-market \$100 note public education teams; as well as other markets where public education was led by U.S. embassies. This expanded program scope helped strengthen existing relationships as well as foster new ones between the U.S. government and central bank and other local government officials.



- The response rate, feedback and extent of conversations between the FRB/BEP/USSS and 100+ U.S. Embassy contacts (as well as Washington, D.C.-based State Department officials) in the weeks and months prior to unveiling was significant and larger than in any prior program, demonstrating closer inter-agency coordination.
- In the CIS markets, there was a great interest in the \$100 note unveiling and all four program markets (Russia, Ukraine, Kazakhstan and Azerbaijan) saw a large number of attendees at the unveiling events. In Russia, over 100 people attended, including 60 media. Additionally, Russia's event was posted on YouTube by top local TV media.
- Two days before unveiling, Russian television station Channel 1 interviewed Assistant Director Michael Lambert in Washington, D.C. This is the leading TV station in that market, with a 98 percent penetration rate in Russia, and extensive coverage in Ukraine, Kazakhstan and Belarus. This three-minute story aired on primetime and was a huge media hit for a priority region of the program.
- Ukraine's unveiling event was hosted by the U.S. Ambassador and was attended by central bank officials, as well as the Interior Ministry. Additionally, 52 journalists including 14 TV channels covered the event.
- In Peru, the unveiling event was hosted at the U.S. Embassy and was attended by central bank officials, Peru's anti-counterfeiting agency (OCN) and major banks including BCP, Interbank, BBVA, Scotiabank, Azteca, Falabella, and Citibank.
- In the Philippines, the Central Bank Deputy Governor delivered the remarks at an event attended by 41 journalists and 25 guests.
- Hosted by the U.S. Ambassador, Uruguay's unveiling event had the participation of the Minister of Economy as a special guest. Additionally, photos of the event were posted on the U.S. Embassy's Flickr page to ensure further coverage of the event.
- In African markets, Kenya and Nigeria held unveiling events on April 22 and were





attended by a large number of stakeholders and local media. In Nigeria, more than 50 journalists and guests attended, including the Nigerian Government's Economic and Financial Crime Commission. In Angola, the U.S. Embassy held a media roundtable with key journalists 12 days after the Washington, D.C. unveiling.

- In dollarized markets, the central bank played a more visible role. In Ecuador, for example, the central bank hosted the event on their premises in conjunction with the U.S. Embassy. There were 60 journalists who attended the event in person and by phone from the capital Quito and two other important cities, Cuenca and Guayaquil. In Panama, the central bank gave official remarks to more than 40 guests, including the Panamanian Chamber of Commerce.
- There were 40 markets that downloaded b-roll from The Newsmarket, including China, Colombia, Germany, Kazakhstan, Japan, Pakistan, Panama, Peru, Philippines, Russia, Singapore, Turkey, Ukraine and United Kingdom.
- More than 630 orders for educational materials were placed by international stakeholders in numerous countries, including all Tier 1, 2 and 2B markets, as well as several Tier 3 markets.
- There were 13 front-page stories that ran in five markets: Ecuador, Panama, Peru, Philippines and Vietnam. Front page stories appearing in non-dollarized markets are significant.



### **Best Practices**

- With the combined efforts of U.S. Embassies and the BEP/FRB/USSS, the 13 international unveiling events were choreographed to run smoothly in a rolling manner. Materials were sent in advance, embassies and central bank officials were pre-briefed, in-market teams were fully prepared logistically and stakeholders and attendees were pre-briefed about the event before invitations were sent; thus enabling a smooth roll-out with the flip of a switch.
- This is the first currency redesign program where U.S. Embassies have been engaged this far and wide. The role of embassies as spokespersons helped spread the coverage and drove the importance of the news around the world.
- Knowing that the unveiling would fall around the same time as the World Bank/International Monetary Fund meetings in Washington, D.C., Burson-Marsteller strategically conducted outreach to local foreign correspondents and international media traveling to the United States for this event. As a result, 40 foreign journalists — visiting as well as those foreign correspondents based in the U.S. — attended the Washington, D.C. unveiling event.
- Burson-Marsteller developed an Embassy Response Tracker that provided a quick snapshot view of in-market teams' meetings with U.S. Embassy officials, any feedback and next steps.

- In order to provide the BEP/FRB/USSS with a clear snapshot of what was being planned internationally, Burson-Marsteller developed an unveiling Snapshot Grid that outlined detailed logistics of each event such as the date, time, event show flow, media interviews, host, speakers, RSVPs, etc. The snapshot also showcased the planning meetings that were conducted between the embassies, central banks and Burson-Marsteller local teams. This daily report enabled the team to track any issues and highlight any key developments (e.g., participation by central banks). It also provided the agencies with a quick tool for internal updates.
- Based on information gathered during the ECI bank calls, Burson-Marsteller, in coordination with BEP, FRB and USSS, developed an outreach effort aimed specifically at large global financial institutions to assist them in educating their diverse employee base about the changes to the new \$100 note. While the program itself was not implemented because of the delay, it was discussed with the financial institutions who welcomed the initiative.

### **Lessons Learned**

- In past programs, the Public Education Resource Kit (PERK) has been a useful tool to prepare Embassy representatives for the unveiling activities in the form of a packet comprised of press kits materials, images and talking points. For the \$100 program, Burson-Marsteller planned to develop an interactive kit (iPERK) to be placed on a secure, password-protected site on the program website. The objective was to provide the embassies with a user-friendly web experience and to share the iPERK 7-10 days before unveiling. Embassy feedback from the previous programs informed us that they wanted the toolkit in this timeframe so as to prepare for events.

Eventually, because of government security concerns, the PERK was hosted on the State Department's secure server. This led to the embassies receiving the PERK only 4-5 days before unveiling instead of the recommended 7-10 days – and also did not provide the user experience that we originally sought.

- In past programs, Burson-Marsteller has shipped unveiling materials to international teams directly, including press kits, banners and other materials. During the \$100 program, this presented a logistical challenge in coordination with the State Department, as well as limited the types of materials we could ship to in-country events. For subsequent programs, these pre-unveiling security issues ought to be discussed in advance.
- Burson-Marsteller planned to conduct a “kick-off” webinar – and launched an interactive discussion board on the program website – for all Embassy POCs 30 days before unveiling. The webinar would serve as a milestone in informing embassies about the program, and the Discussion Board would be created to be a platform for spurring dialogue among the Embassy POCs and the BEP/FRB/USSS.

Unfortunately, these activities could not be implemented due to last-minute confirmation of the unveiling date, heightened security protocols, and the fact that by the time these activities were to begin, one-on-one communication between the FRB and Embassy POCs had already been established and solidified. To launch these activities at that stage would have obstructed the flow of communication. For future programs, Burson-Marsteller recommends launching the Discussion Board as a Momentum activity and utilizing the webinar for markets hosting events.

- There is a continued need to keep reinforcing — among all partners — the need for security and confidentiality of the note design in advance of the unveiling.

**Attachments:**

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- Unveiling Activities Snapshot



## **Task Order 48: Paid Media**

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### **Overview**

Because a majority of \$100 notes circulate outside the United States, international outreach and education was essential to meeting program goals. In tier 1 and select tier 2 countries (please refer to the International Wrap Report for details on the tiers), given the need to reach out to general public about the changes to the \$100 note, paid media activities were planned in the following countries:

**Tier 1:** Russia, Ukraine, Kazakhstan and Peru

**Tier 2:** Nigeria and Angola

The paid media program focused on three main elements:

- **Paid Media Plan** – Burson-Marsteller submitted a paid media plan that included general timeframes for the development of creative concepts, purchasing of media and production and distribution of finished materials. Paid media activities for the \$100 note program included radio, television, print and online media buys.
- **Creative Execution Presentations** – Burson-Marsteller planned to present all design recommendations to the BEP/FRB/USSS for review and approval. This deliverable was eventually not implemented because of the delay in the \$100 note issuance.
- **Product Placement Recommendations** – Per client agreement, all Burson-Marsteller product placement labor hours were conducted under the stakeholder task order, while vendor invoices from Vanguard Entertainment were handled under the Paid Media task order. For further details on program activities please see the Stakeholder Wrap Report on page 38.

### **Planning**

Given the level of education required and the complexity of the markets, Burson-Marsteller retained its parent company's (WPP) media planning firm, Mindshare, to develop the paid media plan for the CIS markets (Russia, Ukraine and Kazakhstan). In other markets, Burson-Marsteller in-country teams had in-house media planning capabilities; therefore the plans were developed internally.

### **CIS Plans**

- For Russia, Ukraine and Kazakhstan, the target audience included general consumers, but more specifically business/professionals, older segments of the population who save money, and younger consumers with relatively high disposable incomes and a propensity to travel abroad. To achieve the optimal reach and penetration with the target audience, we proposed a media mix of television, print and Internet. The goals for each medium were:
  - TV - To create a "blanket" reach effect for general population
  - Print - To target consumers, business/professionals and older segments under 55

- Internet - To target general consumers and business/professionals. Internet would be included only in the Russia media plan because usage is far more advanced in Russia than in Ukraine and Kazakhstan. Moreover, most of the Internet users in these two markets rely on key Russian websites and search engines, thereby effectively enabling us to reach our target audiences in Ukraine and Kazakhstan without spending additional resources.

Media Type	Media Name	Media Plan
<b>Russia</b>		
TV	<ul style="list-style-type: none"> <li>• Channel 1 (Pervyi Kanal)</li> <li>• Rossiya</li> <li>• STS</li> </ul>	165 spots over a period of 15 days
Print	<ul style="list-style-type: none"> <li>• <i>Komsomolskaya Pravda</i></li> <li>• <i>Argumenty i Fakty</i></li> <li>• <i>Kommersant Daily</i></li> </ul>	6 half-page ads
Internet	<ul style="list-style-type: none"> <li>• RBC.ru</li> <li>• Yandex.ru</li> <li>• Google.ru</li> <li>• Mail.ru</li> <li>• Expert.ru</li> <li>• Lenta.ru</li> <li>• Kommersant.ru</li> <li>• Vedomosti.ru</li> <li>• Rambler.ru</li> <li>• MSN.ru</li> <li>• Yahoo.ru</li> <li>• Snob.ru</li> <li>• BBC.co.uk</li> </ul>	11,480,000 impressions on search engines, business, news, and IP targeting
<b>Ukraine</b>		
TV	<ul style="list-style-type: none"> <li>• K1</li> <li>• NTN</li> <li>• Novyy</li> <li>• STB</li> <li>• ICTV</li> <li>• Inter</li> </ul>	788 spots over a period of 4 weeks
Print	<ul style="list-style-type: none"> <li>• <i>Segodnya</i></li> <li>• <i>Kommersant Daily</i></li> <li>• <i>Delovaya Stolitsa</i></li> <li>• <i>Komsomolskaya Pravda v Ukraine</i></li> <li>• <i>Argumenty i Fakty Ukraine</i></li> <li>• <i>Korrespondent</i></li> </ul>	13 ads – 1/6, 1/4, and full-page ads (if appropriate)

	<ul style="list-style-type: none"> <li>• Fokus</li> <li>• Telenedelya</li> <li>• Fakti</li> </ul>	
Internet	–	Will be covered through Russian Internet buy
<b>Kazakhstan</b>		
TV	<ul style="list-style-type: none"> <li>• KTK</li> <li>• NTK</li> <li>• STS/31</li> </ul>	538 spots over a period of 5 weeks
Print	<ul style="list-style-type: none"> <li>• Argumenty i Fakty Kazakhstan</li> <li>• Vremya</li> <li>• Business i Vlast</li> <li>• Karavan</li> <li>• Panorama</li> </ul>	15 ads – ½ page
Internet	–	Will be covered through Russian Internet buy

#### **Nigeria Plan**

The paid media plan for Nigeria aimed at reaching everyday people who would not be attending training seminars or other stakeholder events. Radio is by far the best way to reach the Hausa community (a large number of who are in the currency exchange business). Additionally, to educate the Nigerian consumer on security features, a mix of radio, print ads and print media inserts to achieve the optimal reach and penetration with the target audience was recommended. It included:

- **Radio** - To generate the greatest reach across the country
- **Print ads** - To provide a visual educational element
- **Print Inserts** - To provide a visual educational element in a popular format

Media Type	Media Name	Media Plan
Radio	<b>Lagos</b> <ul style="list-style-type: none"> <li>• Cool 96.9 FM</li> <li>• Rhythm 93.7 FM</li> <li>• Wazobia 95.1 FM</li> </ul>	80 spots spread over a period of 3 months in multiple concentrated bursts.
	<b>West/Midwest:</b> <ul style="list-style-type: none"> <li>• BCOS FM-Ibadan</li> <li>• Kwara FM-Ilorin</li> <li>• Positive FM-Akure</li> <li>• Kogi FM-Lokoja</li> <li>• Independent FM-Benin</li> <li>• Delta Radio-Asaba</li> </ul>	
	<b>Eastern/Southern:</b> <ul style="list-style-type: none"> <li>• BCA FM-Umuahia</li> </ul>	

	<ul style="list-style-type: none"> <li>• ABS FM-Awka</li> <li>• Coal City FM-Enugu</li> <li>• AKBC-UYO</li> <li>• Rhythm FM-Port</li> <li>• Harcourt</li> </ul> <p><b>Northern:</b></p> <ul style="list-style-type: none"> <li>• Cool FM-FCT, Abuja</li> <li>• Aso FM-FCT, Abuja</li> <li>• KSMC-Kaduna</li> <li>• PRTV FM-Jos</li> <li>• Freedom FM-Kano</li> </ul>	
<b>Print</b>	<ul style="list-style-type: none"> <li>• <i>Punch</i></li> <li>• <i>This Day</i></li> <li>• <i>Guardian</i></li> </ul>	One full-page or half-page ad each (TBD)
<b>Print</b>	<ul style="list-style-type: none"> <li>• <i>Daily Independent</i></li> <li>• <i>Nigerian Tribune</i></li> <li>• <i>Daily Champion</i></li> <li>• <i>Daily Trust</i></li> <li>• <i>Dynamix</i></li> </ul>	Insert of Take-one cards (number of days TBD)

#### **Angola Plan**

While Nigerian media enjoy great freedom — hence the elevated number of radio stations in the country — media in Angola is highly state controlled. As such, ranking cannot be quantified or even qualified. Given the lack of expertise and infrastructure, there are no ranking agencies in the private sector. The government also does not provide official ranking metrics. Radio Nacional De Angola is state-owned and controlled. It has a broadcasting station in each of the 18 provincial capitals, which broadcast to the Lobito and Soyo regional stations, as well as Tombua, Negage and Dondo. This is the best medium to reach a wider audience that includes expats working in mines and refineries in rural areas.

Of the five channels available on Radio Nacional De Angola, only three run advertisements. We recommended placing radio spots in all three channels to obtain the greatest coverage area.

Media Type	Media Name	Media Plan
Radio	Radio Nacional De Angola: <ul style="list-style-type: none"> <li>• Radio N'gola Yetu</li> <li>• Radio Luanda</li> <li>• Radio 5</li> </ul>	For each channel, 6 spots a day spread over 4 weeks (or 18 spots a day). Prime time (18:00–21:00)

#### **Peru Plan**

Given the counterfeiting issues that led to Peruvians rejecting \$100 notes a few years ago, there was a strongly recommended paid media component in Peru. Several options were considered, including TV, radio and print, and looked at best practices for this market. While television was considered ideal for its visual impact,

there are no suitable television channels that would have national penetration and that would effectively reach our target audience. Radio would have a greater penetration nationwide, but it would not provide the visual element key in explaining the new security features. Hence, print media is considered the best option. It would most effectively reach target audiences in Lima and nationwide, as well as provide the necessary visual element to educate consumers on key messages and security features. A similar and successful product launch is seen with Peru's own new currency redesigns. The Central Bank has placed print ads in the mainstream media with great results.

Media Type	Media Name	Media Plan
Print	• <i>El Comercio</i>	Two half-page ads
	• <i>Diario Correo</i>	Two half-page ads

*Note: For details of the plan, please refer to the memo submitted to the government entitled "New International Paid Media Plan" on September 4, 2009.*

#### **Activities**

The planning, production and select media buy activities were originally scheduled to occur in FY10. With the overall delay in the program timeline, most of these activities then were pushed into FY11 but were not implemented because of the continued delay in the \$100 note issuance.

#### **Attachments:**

- New International Paid Media Plan
- Mindshare CIS Media Plan Presentation