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DEPARTMENT OF THE TREASURY
BUREAU OF ENGRAVING AND PRINTING
WASHINGTON, D.C. 20228

APR 2 2 2015

John Greenwald, Jr.
The Black Vault
[redacted]

FOIA Request: 2014-08-078

Dear Mr. Greenwald:

This letter is in response to your Freedom of Information Act (FOIA) request under 5 U.S.C. § 552 on behalf of The Black Vault for the reports, communications plans, and presentations provided to the Bureau of Engraving and Printing (BEP) by Burson Marsteller aka Young & Rubicam from 2007 to the present concerning the introduction of the re-designed currency/bills such as $100, $50, and/or $20 notes. As a member of the news media, we granted your fee waiver request in accordance with 5 U.S.C. § 552 (a)(4)(A)(iii) and the Department of the Treasury's regulations found at 31 C.F.R. § 1.7 (d)(1). No fees will be charged for processing your request.

The BEP has made every effort to respond to your FOIA request as soon as possible. The BEP searched and reviewed a voluminous amount of separate and distinct records to prepare your final response. Thank you for your patience and consideration while we processed your request.

After a search of our records, we identified various documents that are responsive to your request. Enclosed are portions of the records that appear to be most responsive to your request. If you wish to examine the remaining records, please let us know within 30 calendar days and we will provide an inventory list for your review once completed. The inventory list is expected to be completed in late 2015.

Pursuant to the exemptions found at 5 U.S.C. § 552 (b)(4), (b)(5), and (b)(6) of the FOIA, we are withholding portions of the requested records. We are withholding the unit and line item pricing data and specific contractor requirements and deliverables under 5 U.S.C. § 552 (b)(4). In addition, we are withholding the pre-decisional recommendations as part of the agency's deliberative process, work product, and attorney-client privilege under 5 U.S.C. §552 (b)(5). Lastly, we are withholding the names and telephone numbers of the contractor's key personnel and private individuals named throughout all the responsive documents under 5 U.S.C. § 552 (b)(6). The release of this information would clearly constitute an unwarranted invasion of their personal privacy.

If after review of the documents you consider this response to be a denial of your request, you can file an appeal within 35 days of the date of this letter to the Director, Bureau of Engraving and Printing, 14th & C Streets, SW, Washington, D.C. 20228. If you decide to file an appeal, please include the assigned FOIA

number, a copy of your request, the BEP response letter, and any other correspondence associated with your request. Both the letter and the envelope should be clearly marked "Freedom of Information Act Appeal."

For further assistance concerning preparing a FOIA appeal, please visit our website at moneyfactory.gov, and click on "FOIA" at the bottom of the page.

Sincerely,

Leslie J. Rivera-Pagán
Disclosure Officer

Enclosure(s): CD containing 765 pages.

1) Communications Plan for the $5 & $100 Notes Final Submission, May 2007;
2) Initial Research Results for the $5 and $100 Notes Program, June 2007; and
3) $100 Program Wrap Report, September 2011.

CERTIFICATE OF SERVICE

FOIA Request # 2014-08-078

I hereby certify that on this day, the enclosed letter and/or document(s) was sent via U.S. mail to the following:

John Greenwald, Jr.
The Black Vault
[redacted]

Myra Jackson, Executive Assistant /s/ 4/22/15
Office of Chief Counsel Date
Bureau of Engraving and Printing
14th & C Streets, SW, Room 419A
Washington, DC 20228
202-874-2500 (ph)



Communications Plan for the $5 & $100 Notes

Final Submission

May 2007

Burson-Marsteller
1110 Vermont Avenue, N.W., Suite 1200
Washington, DC 20005

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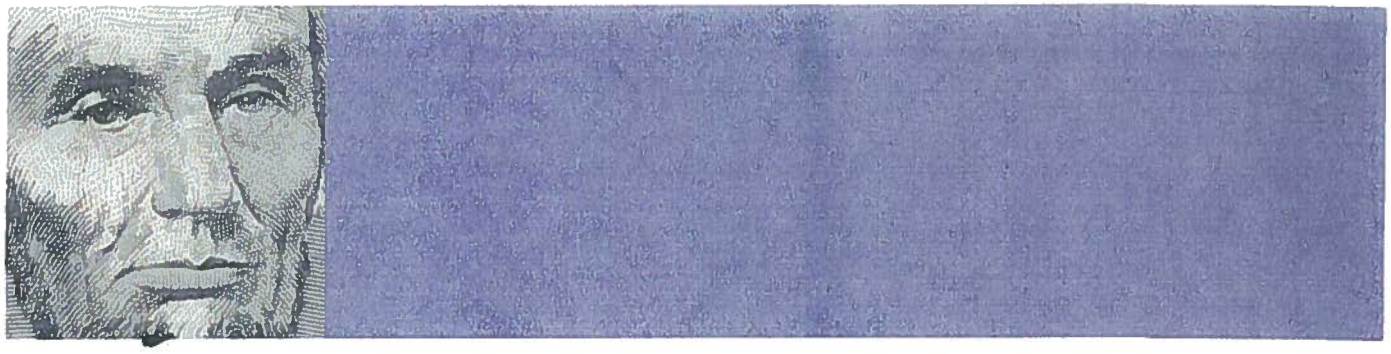




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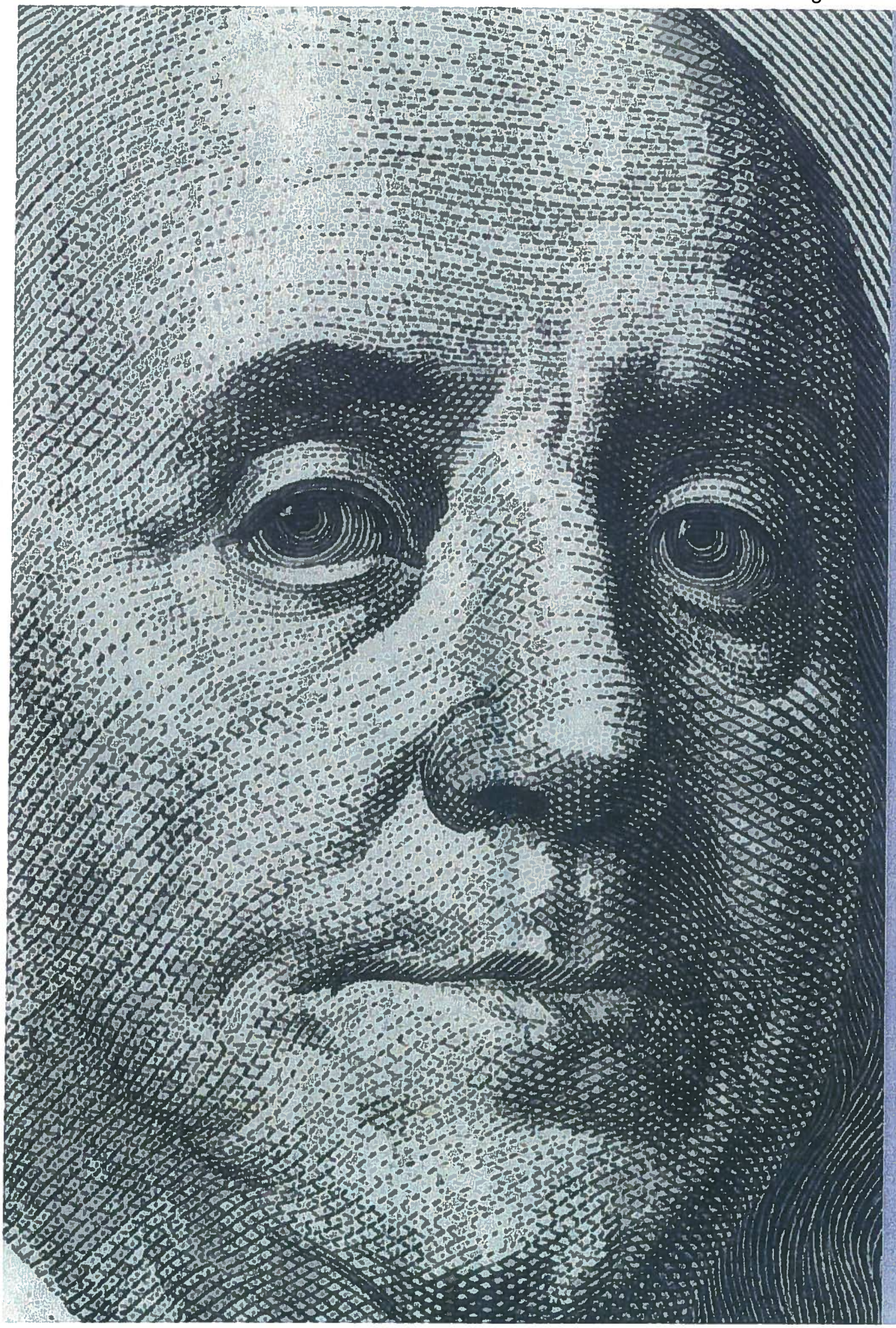
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PROGRAM BUDGET

PROGRAM TIMELINE

Executive Summary





EXECUTIVE SUMMARY

Five years after the United States government launched a global public education program introducing redesigned U.S currency with enhanced security features, the Bureau of Engraving and Printing (BEP), Board of Governors of the Federal Reserve (FR) and U.S. Secret Service (USSS) are embarking on two additional currency re-designs: the $5 note and the $100 note. The global environment and influences on and concerns about currency design have changed dramatically since 2002. Counterfeiting trends have evolved and international attitudes toward and usage of U.S. currency have changed. While the new $5 note and $100 note designs will share design and security elements with the $20, $50 and $10 notes that preceded them, they also mark a significant departure from the 2004 Series. Therefore, the public education program must take full advantage of the groundwork that has been laid in public awareness over the past five years and, at the same time, be mindful of and responsive to the changing landscape.

Goals and Approach

As outlined in the Statement of Work, Task Order 2, for the Communications Plan, the primary goal of the public education program is to foster an orderly transition to the new notes while mitigating any anxiety or counterproductive behavior that may develop. The secondary goal of the program is to engage the public in taking measures to check U.S. currency for authentication.

Through initial discussions with the BEP, FR and USSS, an underlying approach to the public education program has evolved:

- Concentrate resources and attention on the new $100 note
- Create one integrated program that spans both the $5 note and $100 note introductions, leveraging communications about the $5 note to advance preparedness for the $100 note
- Focus on the features of the new notes rather than the addition of color
- Leverage digital communications tools, as appropriate and effective, to reduce costs and enhance outreach
- Print fewer collateral materials, in particular for the $5 note as the level of outreach for the $5 note will be less and because new, innovative approaches, such as digital and co-branded partnerships, can supplement some of the traditional materials

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- Tier international markets to prioritize allocation of resources; use research to



guide the assignment of countries to tiers

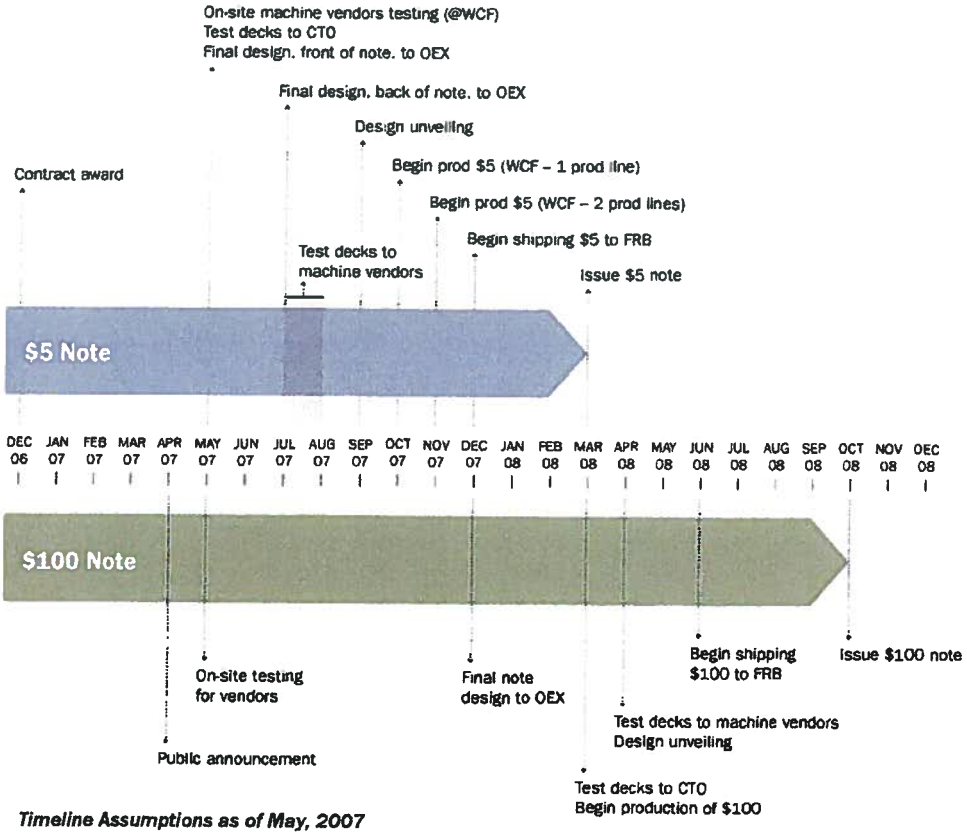
- In recognition of the limited numbers and availability of government spokespeople and the many demands upon their schedules, look for opportunities to cascade major announcements and visits to international markets over time rather than concentrate on one day

Just as the redesigned $5 note and $100 note combine the best, still relevant and effective features of the past with state-of-the-art advances in currency security, the public education program proposed herein will:

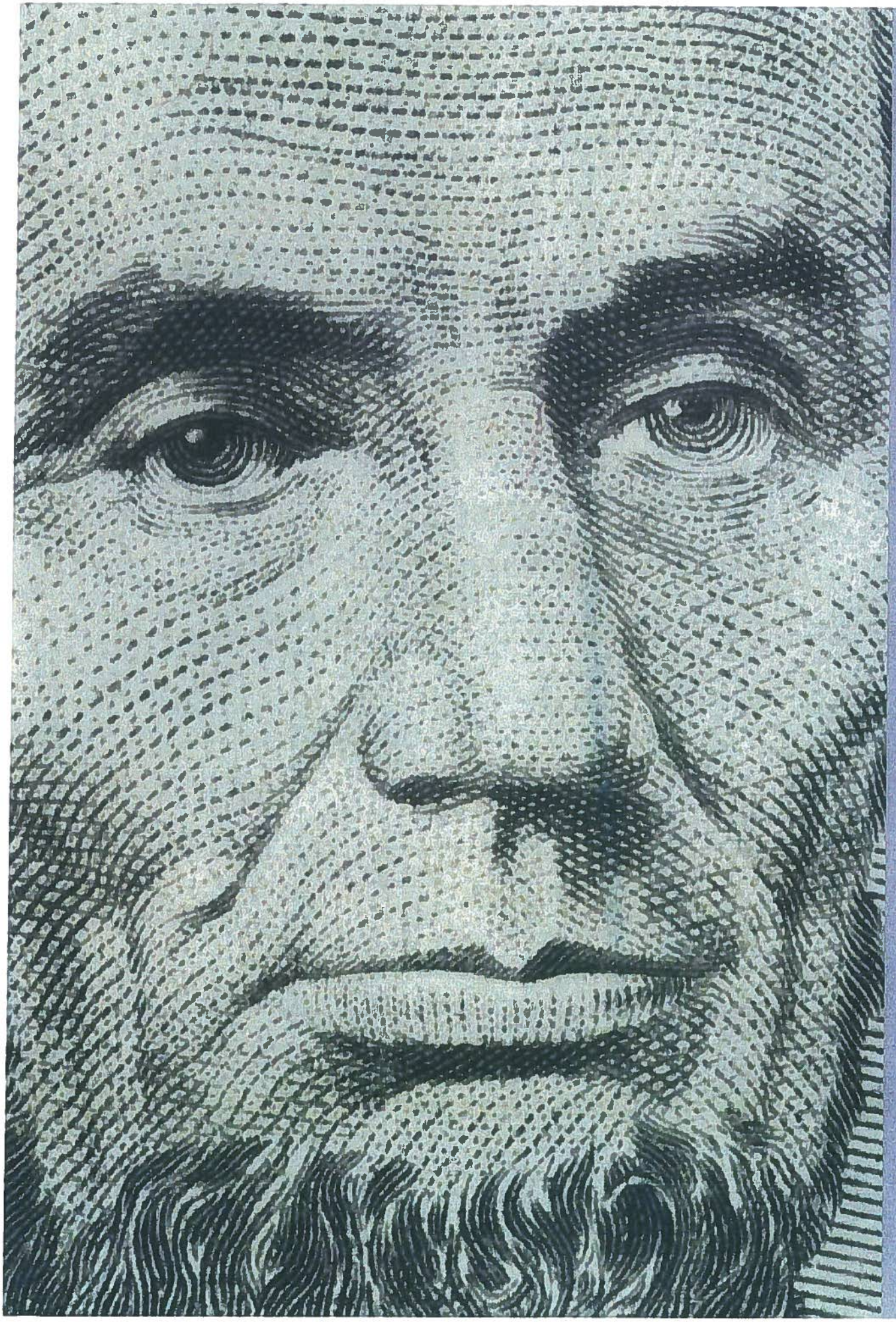
- Build upon best practices garnered from past success and lessons learned
- Inject new creative ideas responsive to the unique approach required in today's changing environment
- Incorporate new technology and processes – where it makes sense – to both enhance communications and realize cost efficiencies

Program components will revolve around the following timeline:

BEP Timeline Assumptions



Timeline Assumptions as of May, 2007



Infrastructure



INFRASTRUCTURE

Program Management: An Integrated Approach

The Burson-Marsteller program management (formerly called "campaign management") approach focuses upon achieving the greatest impact possible with precious resources at work. The senior management team is experienced in large-scale, global communications programs, including previous currency introductions. FOIA (b) (6) (Project Leader) and FOIA (b) (6) (Project Manager) will direct strategy development and coordinate all activities related to the program. FOIA (b) (Executive Counsel) will provide senior strategic counsel, overall program management oversight, and will also lead the international task order team. All three leaders are based in the Washington, D.C., office.

All management and oversight time related to specific task orders has been assigned to the appropriate task order budgets. The smaller, separate program management budget only captures time that cannot be assigned to a specific task order because it applies to managing the program as a whole and coordination across multiple tasks. Specific examples of this type of overarching management work include: weekly status meetings, account team meetings and integration of activities that span multiple task orders.

Task Order Identification and Coordination
In addition to the program management task order, this plan outlines the following task orders: research, updating program identity, interactive, materials development, fulfillment, media relations, interactive, international FOIA (b) (5) and a newly-combined "stakeholder education and direct outreach" task order which, in previous programs, was divided into two separate task orders.

Reporting
FOIA (b) (6) and FOIA (b) (6) will provide the COTR and other members of the BEP, FR, and USSS team with weekly progress updates. Daily updates will be provided when necessary.

Managers will participate in weekly internal team conference calls to stay up-to-speed with the evolution of the program and ensure full integration across task orders. A weekly report of activities will be transmitted via e-mail to the COTR, as well as a monthly summary of activities, including the monthly invoice from Burson-Marsteller.



In addition, managers will participate, where applicable to their task, in weekly meetings with the BEP, FR and USSS. Burson-Marsteller, in consultation with the BEP, FR and USSS offers the following weekly meetings schedule:

Regular Meeting Schedule

Day	Time	Task Order/Type of Meeting
Monday	10:30 a.m.	**Program Administration** (Task Order 10)
Monday	2:00 p.m.	**Interactive** (Task Order 8)
Tuesday	10:00 a.m.	**Materials Development/GPO** (Task Order 6)
3rd Wednesday of each month	10:00 a.m.	**Finance** Call
Wednesday	2:00 p.m.	**Media Relations and Events** (Task Order 7)
Thursday	11:00 a.m.	**Stakeholder and Direct Outreach** (Task Order 5)
Thursday	2:00 p.m.	**International Outreach** (Task Order 9)
*Meetings as needed for **Research** (Task Order 3), **Program Branding** (Task Order 4) and **Fulfillment** (Task Order 1)*		

Extranet

Burson-Marsteller proposes to expand use of the extranet as a vital repository for all program materials, team correspondence and collaborative work between Burson-Marsteller teams and between the Burson-Marsteller and client teams. The extranet will continue to feature project status, team calendar, team contacts, file sharing, and deadlines. Revisions will be made to allow for document review, version control and approval tools. A meeting will be set up for all team members after final Communications Plan approval to review navigation, file population and version control, and all other uses for the extranet site so that new members of the BEP, FR and USSS team can be trained on its functionality.

Budget and Contract Compliance

FOIA (b) (6) Business Manager, will manage all contract and budget requirements set forth in the contract award to Burson-Marsteller. All reports required in the contract, including Financial and Project Status Reports, as well as Summary Task Order Reports, will be submitted to the BEP in accordance with the terms of the contract.



Research and Measurement

Objectives

Research will be a critical element of the public education program for both the $5 note and the $100 note, serving several purposes. Although all aspects of the research outlined here are designed to maximize the impact of the communications program, each type of research serves a particular function in that process. While the $5 note is not a point of emphasis for this educational effort, it does afford an opportunity to prepare consumers for the $100 note. Therefore, Burson-Marsteller has built in a number of research steps early in the overall program – not strictly to inform the $5 note effort but, rather, to begin early work on the $100 note public education program and leverage the $5 program to raise awareness in preparation for the $100 program. For example, early research on features and taglines will apply to both notes and will help the team develop messaging that carries over from the $5 to the $100 note.

The proposed research is designed to:

- Help prioritize international markets
- Illuminate how widely U.S. currency – especially the $100 note – is used in various countries, gauge public perceptions of the security of U.S. currency, and assess existing knowledge of security features on U.S. notes
- Understand cash handlers' and consumers' reactions to new features
- Identify the most compelling messages that will increase awareness of key security features
- Identify a fresh umbrella tagline that will work for the program as a whole, as well as denomination-specific taglines or memorable phrases that will focus attention on the security features
- Determine the extent to which stakeholders and consumers in targeted international markets are receptive to an education and awareness program sponsored by the U.S. government
- Track the progress of the program to guide program adjustments, as necessary
- Measure results



The $5 as a Bridge to the $100
The relatively close timing of the unveilings and introductions of the new $5 note and $100 note provides opportunities for synergy in research, as well as other program areas. Research will be largely focused on the $100 note – particularly internationally – and will address both denominations whenever possible both to avoid duplication of effort and maximize cost-effectiveness.

New Approach

- The key focus of research around the combined program is the $100 note
- Research to include focus groups, in-depth telephone interviews with cash handlers and bank employees
- Any research concerning the $5 will be combined with research for the $100

Research Components
Research components include a multi-country exploratory study, focus groups, in-depth interviews, quantitative messaging polls, benchmarking surveys, tagline testing, visual communications polling and tracking. The sample sizes recommended for all research are robust to allow for statistically sound results.

Multi-country exploratory study – The Burson-Marsteller team recommends a preliminary multi-country survey, with relatively small samples (150) of consumers in each country in each of 10 selected countries to enhance the knowledge base that will be used to assign international markets to tiers. This survey will measure the extent to which U.S. currency is used, how it is used, perceptions of and confidence in U.S. currency, awareness of security features, concerns about counterfeiting, interest in learning about upcoming changes and receptiveness to hearing about these changes from U.S. sources. The purpose of this survey is to provide additional information to help the BEP, FR and USSS understand potentially important markets and prioritize the location of subsequent communication efforts.

Although it would be useful to conduct a study that explores all 27 countries tentatively identified as potentially important markets, this would be prohibitively expensive. Consequently, the Burson-Marsteller team recommends using other available and less expensive means to help assess country priority before conducting formal research.

Gaining Efficiencies

- Early research initiatives will provide opportunities to begin preparation for the $100 note taking advantage of the timing of the $5 to raise awareness in preparation for the $100

Suggested criteria for prioritizing countries for inclusion in the formal research include: volume of U.S. currency in circulation in the country, whether its use is transactional or flow-through, the extent to which counterfeiting is a problem, cost and feasibility of formal research and, finally, the extent to which findings from one country can reasonably be applied to other



countries. (In other words, if history has shown that Country X and Country Y consistently share the same perceptions and concerns about financial matters, then formal research in Country X can also be applied – cost-effectively – to Country Y.)

News accounts and other publicly available documents relating to relevant recent events, such as the recent widespread concerns about counterfeit $100 notes in Peru, will also be reviewed to supplement earlier research.

Burson-Marsteller professionals in tentative target countries will be engaged to provide their own perspectives and to informally gather insights from their networks of in-country influentials, such as business and community leaders. It is expected that this informal, "grassroots" intelligence-gathering will shed valuable light on usage and users of U.S. currency, security concerns and issues, in-country attitudes about U.S. currency and receptiveness to a public education program about U.S. currency. Burson-Marsteller will work with the BEP to establish a process for outreach to relevant State Department and Treasury Department country specialists/desk officers in order to gain additional perspectives on U.S. currency usage in targeted markets.

The Burson-Marsteller team offers recommendations in two memos included in the Research section of this document. Recommendations are based upon analysis and meetings with the BEP, FR and USSS in March and April, 2007. Resulting recommendations include methodology for the country tier approach, country selections and rationale for the multi-country exploratory survey, as well as In-Depth-Interviews (IDI) to complement the multi-country exploratory research. The multi-country exploratory survey will use an identical set of questions in each country so that answers can be compared across countries to help us determine the situation in each relative to the others. A sample size of 150 per country will give us a valid sample from which we can generalize accurately about the total country population as well as compare across countries. Two additional In-Depth Interview studies have been developed for business-to-business areas of interest in Hong Kong and South Korea.

Focus Groups – A series of focus groups with consumers is recommended to gauge reactions to feature changes to the new $5 note and $100 note. The focus groups, conducted early in the program, will explore possible themes and messages through the words of BEP's ultimate target audience – consumers. Focus groups will clarify, in consumers' own words, how they perceive issues related to currency security and note validation, with depth and nuance. Focus group findings will then guide what questions to ask and what messages and outreach strategies to test in quantitative polling.



Domestically, the focus group research will cover a broad range of Americans, ensuring the inclusion of the views of minority populations including Hispanics, African-Americans and Asian-Americans. Focus groups will be comprised of consumers, cash handlers and bank tellers.

The Burson-Marsteller team recommends three focus groups each in Chicago, Los Angeles, Phoenix and New York City, and two groups in St Louis. Since St. Louis does not have a high concentration of minorities, Burson-Marsteller felt it would be unnecessary to have a minority-only focus group in that location but will do so for the other cities. All five cities will have a "general population" consumer focus group and a "cash handler-bank teller" focus group. This combination of locations will give us a broad cross-section of Americans and a diversity of views and experiences, as well as ensure we adequately reach minority populations.

Group discussions will be geared primarily toward the $100 note but will address the $5 note as well. The focus groups commenced in early May in order to provide as much intelligence as can be gathered in time to include in messages and early materials.

Internationally, two focus groups each are recommended for three countries, exclusively geared toward the $100 note. Like the domestic focus groups, these will be conducted before the Unveiling of the $5 note, and shortly after the U.S. groups are conducted. International groups will be among general consumers in each country.

In-Depth Interviews – Following focus groups, one-on-one phone interviews with key stakeholders will be conducted with cash handlers and bank tellers, who will be most impacted by the change and will be in the front lines of communication. This will help us engage them as potential partners and ascertain the most effective communications strategy to motivate this group and help them become ambassadors who can share accurate information with consumers. These interviews are recommended to expand on the knowledge gained in focus groups, exploring perceptions, themes, messages and tools through the words of these influencers.

A discussion guide for interviews with these stakeholders will be developed based on key learnings from the focus groups. The team recommends a sample of 150 in-depth interviews with these stakeholders across the U.S. to get a diversity of views that might vary by geographic region. These interviews, which would be U.S. only, would focus primarily on the $100 note.

Quantitative Messaging Polls* – Polling will build on the findings of the focus groups and produce quantitative data that can be reliably applied to the program's mass audiences. A series of potential messages to be tested will be developed based on the qualitative



research. The surveys will employ a distinct message testing technique (incorporating learnings from the qualitative research) to evaluate the messages and support points that will most effectively educate and drive positive perceptions and behavior.

Domestically, the Burson-Marsteller team recommends 900 phone interviews with members of the U.S. general population, specifically ensuring a minimum of 100 upper-income, highly educated people who tend to set the tone for public opinion.

Internationally, 600 phone or face-to-face general population interviews are recommended in each of eight countries for the $100 note only. As a core component of the program to help us identify the most effective messaging in different markets, it is important that these message testing surveys be conducted early enough to allow us to incorporate the results into messaging strategies and materials that will be prepared for the Unveiling of the $100 note.

Benchmark Surveys* – Benchmark surveys will be conducted to establish initial baseline measures on key metrics such as awareness of currency changes in general, changes to specific denominations, knowledge of features, confidence in the currency, concerns about counterfeiting and note authentication behavior. These questions will be repeated in subsequent surveys to accurately measure changes in perceptions and behavior as a result of the communication efforts. These benchmark surveys will be conducted before any communications regarding either denomination in order to obtain a "pre-program measurement." Questions used in these surveys will be repeated at later times to allow us to compare results and measure change over time. These surveys in the U.S. and selected countries in which it is important to measure effectiveness will cover both denominations simultaneously.

Domestically, the Burson-Marsteller team recommends 900 interviews among members of the U.S. general population for the $5 note and $100 note combined, i.e., the benchmark will include questions about both denominations within the same survey.

Internationally, 600 phone or face-to-face interviews are recommended to survey the general populations in each of three selected countries for the $100 note only. Like the domestic benchmark survey, this would be conducted before the Unveiling of the $5 note to help gauge the impact of messages relevant to the $100 note that are part of the bridge program.



Tagline Testing* – As four years have passed since the U.S. was introduced to its first currency in modern history to feature colors other than black and green, the color of money is no longer new, and the existing public education program identity requires updating. Even more importantly, to fully support emphasis on the new notes' features rather than color, a new program tagline will be developed. Tagline testing will help hone in on a succinct, memorable and meaningful slogan for the $100 note program – a tagline that effectively drives note validation behavior, complements our messaging and can be repeated across a broad spectrum of media. Respondents will rate each tagline on a number of different dimensions including meaningfulness, appropriateness and its impact on their intent to validate currency. Focus group and quantitative messaging surveys will be used to inform the development of potential taglines for testing.

To ensure a tagline is adopted that is effective across the cultures and languages important to the public education program, tagline testing will need to be conducted both domestically and internationally. The Burson-Marsteller team recommends 900 interviews with members of the U.S. general population, and 600 phone or face-to-face interviews with the general populations in each of two countries, likely Russia and Peru.

Burson-Marsteller believes the government will be best served by adopting a tagline that can retain relevance not only through the $100 note introduction, but beyond. This will permit true "brand" building throughout all phases of public education, providing an increasingly solid base of recognition for the overarching message. Although ideally this research would be conducted before messages and materials for the $5 note are finalized, it is unlikely this can be completed in time to be incorporated in the $5 note materials. However, testing of umbrella themes that can work across denominations will take the $5 note into account, as well as look forward to the introduction of additional denominations that could be covered as well, supplemented by denomination-specific, tailored taglines. Burson-Marsteller therefore envisions a departure from *The New Color of Money* tagline in both the $5 note and $100 note phases, with a new tagline applied to the $100 note. For more on this topic, see the "Updating Program Identity" section of this plan.

FOIA (b) (5)



FOIA (b) (5)

Tracking – Tracking polls are recommended to monitor awareness of features, confidence in currency and note validation behavior. These surveys will illuminate the need for course corrections as the program unfolds. These polls will be conducted on a scheduled, ongoing basis, but timing also could be adjusted if events warrant. The first of these tracking polls will occur after the Day of Issue for the $5 note but before the Unveiling of the $100, in order to determine where communications effort stands at that point in the program. Additional tracking surveys will be conducted after the Day of Issue for the $100 note once the major communication effort is completed, as well as six months later to determine what changes have occurred subsequently and to gain the resulting measurement read. As with previous programs, the latter tracking survey will be helpful in providing guidance for future denomination programs. These surveys would essentially parallel the benchmark surveys conducted before communications begin so we can measure the effectiveness of the communication effort on key metrics, such as knowledge of security features, authentication practices and confidence in U.S. currency.

** There are multiple large-universe quantitative studies for three primary reasons. Benchmarking cannot be effectively be combined with other measures without biasing results; other types of questioning, such as message-related lines of inquiry, would introduce an "outside" influence on respondents and ultimately cloud interpretation of findings. Further, a typical messaging poll is 20 minutes long, which is the point after which most respondents' attention begins to wane. Adding additional benchmarking questions would draw the interviews out too long. Finally, the learnings needed to guide the communications program effectively must be gathered at different points in time as the program rolls out. For example, a pure read is required before any new notes are introduced (benchmark) in order to later measure the effectiveness of communications efforts on key measures.*

Burson-Marsteller

MEMORANDUM

DATE: April 17th, 2007

TO: Ellen Gano and Jeff Smith

FROM: FOIA (b) (6)

RE: International Exploratory Research Targets and Rationale

CC: Dawn Haley, Julie Borchard, Lisa Lynam, Rose Pianalto, Genie Foster, Jeff Smith, Sonja Danburg, FOIA (b) (6) FOIA (b) (6) FOIA (b) (6) FOIA (b) (6) FOIA (b) (6) FOIA (b) (6) FOIA (b) (6)

Following the meeting on April 12, 2007 with the BEP, FR and USSS, Burson-Marsteller reviewed updated data in consultation with the FR on April 13, and reached out to research partners in countries discussed in the April 12 meeting to identify priority countries and budget implications of expanding the list for the Multi-Country Exploratory Study. In developing the revised list, we have considered the following ten factors:

1. priorities provided by FR, BEP and USSS
2. data concerning recent currency flows
3. available sources on volume of USD held
4. data regarding counterfeiting
5. anecdotal information about use of U.S. currency and $100 notes
6. concerns about counterfeit U.S. currency
7. the need to validate and update information in some countries
8. the amount of information already available about US currency use
9. potential impact of findings on the communication program
10. receptivity to communications from U.S. authorities

In considering other research options and approaches that could allow us to collect relevant information from additional countries, we have made some adjustments in methodology and expanded the list of target countries. As shown in table 1 on the next page, we recommend conducting 150 interviews in each of ten countries, versus 200 interviews in each of eight countries, as originally proposed. The reduction in number of interviews per country will reduce our ability to accurately analyze subgroups by demographic characteristics such as age, education and income but will allow expansion of the number of markets covered without a major impact on resources and only a small impact on the overall margin of error for each country. This increases our universe and ability to gather information from countries discussed. Table 1 on the following page shows the countries in which 150 interviews each will be conducted.

Table 1: Countries for Inclusion in the Multi-Country Exploratory Study Revised April 16, 2007		
Country	**Type of research**	**Rationale**
Russia	Consumer (150) survey	Largest holdings of USD; high consumer use for large purchases and savings; history of devaluation/confiscation; counterfeiting threat high; 2008 elections; current data is needed to validate assumptions
Ukraine	Consumer (150) survey	Largest holdings of USD; high consumer use of $100 for large purchases and savings; potential stability issues
Kazakhstan	Consumer (150) survey	Believed high volume of USD for savings/private transactions; counterfeiting issues; results from Kazakhstan are likely to be similar to those from Kyrgystan, Turkmenistan and Tajikistan
Peru	Consumer (150) survey	High every day consumer use of USD; recent history of USD integrity issue; current data is needed to validate assumptions
Uruguay	Consumer (150) survey	High counterfeiting threat
China	Consumer (150) survey	High volume of USD, widespread use for saving; upcoming Olympics likely to increase flow of dollars
Philippines	Consumer (150) survey	High consumer use of USD for saving and travel; high concern about counterfeits
Turkey	Consumer (150) survey	High consumer usage of USD for savings and large purchases
Angola	Consumer (150) survey	High volume of USD flow, but details about USD use unknown, further research needed to evaluate
UAE	Consumer (150) survey	High volume/flow of USD; but details about USD use unknown, further research needed to clarify

In addition to the countries shown in the table, there are other countries of interest as verified in the April 12 meeting in which available information suggests that the large volume of USD flowing through these countries is not used by general consumers. To help us gain additional information about how this currency is being used in these markets, we recommend conducting a relatively small number of in-depth interviews with business and financial executives and perhaps others in Hong Kong and South Korea, two of the more important markets of this type. The results from these interviews will be included in the findings report delivered in late May and will assist the BEP in

understanding which countries to further research and which messages should be tested in each country. Table 2 below shows the additional two countries for study.

Table 2: Non-Consumer Countries for In-Depth Interviews to be included in the Multi-Country Exploratory Study Report Revised April 16, 2007		
South Korea	In-depth interviews among key stakeholders in financial institutions (20)	High volume of USD, but low consumer use and holdings; high flow through
Hong Kong	In-depth interviews among key stakeholders in financial institutions (20)	High business usage of USD and flow through dollars

Countries No Longer in Consideration for Multi-Country Exploratory Study

Due to lower interest in these countries, potential difficulties with conducting a large education effort, and in some cases the difficulty of conducting research, the following countries were dropped for consideration for this study:

- Argentina
- Mexico
- Lebanon
- Libya

For the following countries, information will be gathered through discussions with BEP contacts such as Treasury Department country desk officers by the BEP, State Department contacts, embassies, consulates, World Bank personnel, etc. by Burson-Marsteller with permission by BEP, and the network of USSS, FR and Burson-Marsteller connections:

- Taiwan
- Botswana, Kenya and / or Mozambique
- Nigeria
- Israel
- Egypt and / or Jordan
- Saudi Arabia

FOIA (b) (4)

Timing

Below is an estimated schedule for both the Multi-country Exploratory research and In-depth Interviews. Any delays to the schedule on the front end will equal the same number of business days added on to the back end.

Research Milestone	Timing
Approval of questionnaire from BEP	April 18
Approval of IDI guide from BEP	April 20
Questionnaire and IDI guide translation and set-up	April 19 – April 23
Fieldwork	April 24 – May 17
Report due to BEP	May 25

End

Burson-Marsteller

MEMORANDUM

DATE: April 10th, 2007

TO: Ellen Gano and Jeff Smith

FROM: FOIA (b) (6)

RE: Planning Memo - Research and International Outreach for the $5 and $100 Notes

CC: Dawn Haley, Julie Borchard, Lisa Lynam, Rose Pianalto, Genie Foster, Sonja Danburg, FOIA (b) (6) FOIA (b) (6) FOIA (b) FOIA (b) (6) FOIA (b) (6)

Purpose

The purpose of this memo is to provide rationale to the Bureau of Engraving and Printing (BEP), the Federal Reserve (FR) and the United States Secret Service (USSS) regarding the identification and prioritization of countries to include in public awareness and education outreach for the $5 note and $100 note program. The memo provides input based upon information that was available at the time of the submission of the initial, or draft, Communications Plan submitted on February 26, 2007. Budgetary rationale is also included by region. While domestic research and outreach tactics will be a vital component of the program, this memo addresses international priorities and rationale only as requested by the COTR and key stakeholders within the BEP/FR/USSS.

Since the initial submission of the draft Communications Plan in February, additional information has become available concerning the countries and prioritization. Part Two of this memo provides the new information and resulting refinement to initial recommendations.

Part One: Country Priorities and Budgets in the Initial Communications Plan Submission

The draft Communications Plan was submitted on February 26, 2007 and provides recommendations for research and outreach tactics as well as budget priorities for regions. These recommendations were based on three key items:

1. Past experience in supporting previous new notes programs
2. Publicly-available information
3. Input from the FR and BEP

In creating recommendations, including specific tactics and budget for international outreach for the $5 note and $100 note program, Burson-Marsteller benchmarked budget for the new program to the budget in the previous $20 note, $50 note and $10 note program. Table 1 provides budget per region per program for the previous program.

Table 1: Budget by Region by Previous Note Program

International Budgets by Country: Contract TEP-02-15

Country	$20 Program	$50 Program	$10 Program
B-M Program Mgt	$ FOIA (b) (4)		
Latin America	$		
London	$		
Hong Kong	$		
China			
Japan			
Greece			
Philippines	$		
South Korea			
Canada	$		
Turkey	$		
Sub-Total:	$ FOIA (b) (4)		

Russia Budget: Contract TEP-02-15

Budget Allocation	$20 Program	$50 Program	$10 Program
B-M Program Mgt	$ FOIA (b) (4)		
PBN	$		
Sub-Total:	$ FOIA (b) (4)		

As shown in the table above, a significant amount of budget in driving public awareness and education in Russia took place. The Russia investment for the previous program was driven by a variety of factors, including U.S. currency circulation in-country, counterfeit issues, research and one-on-one meetings with key stakeholders that indicated an overwhelming desire to be educated on the new notes. Research and stakeholder input was further supported by data indicating that Russia held greater than $80 billion in U.S. currency. In fact, part of the messaging in the previous program in Russia and other countries was to build momentum toward the $100 note program. Stakeholders in Russia in particular indicated that they were eagerly anticipating the redesign of the $100 note.

In the RFP for the $5 note and $100 notes program, the BEP requested a detailed response inclusive of outreach to Russia identified as a priority market by the BEP in the RFP itself. Prior experience in the market, including on-the-ground feedback to Burson-Marsteller and its partner PBN, provided initial validation that Russia is a logical target for international outreach tactics in the new $5 note and $100 note program. Publicly-available information such as the previous ICAP report used in the preparation of the Burson-Marsteller proposal for the $5 note and $100

note program validated the need for Russia as a priority market. That same research indicated that CIS countries too have a significant need for education and outreach with regard to the new program, again based in large part on the large amount of U.S. currency in circulation in those countries. The Burson-Marsteller team agreed that many of these countries, namely Russia and CIS countries (at the least the Ukraine, Azerbaijan and Kazakhstan) would play an important role in the new program as Tier 1, Tier 2 or Tier 3 country, meriting some level of outreach. For this

FOIA (b) (4)

In addition to Russia and CIS countries, other countries and/or regions received budget allocations in the same way - past experience, publicly available information and guidance provided by the FR and BEP prior to the initial submission of the Communications Plan. Budgeting was done with the knowledge that USSS information yet to be collected (which later came in March), and primary research to be conducted early in the program would likely refine the prioritization of countries and, as such, level of investment for each. However with the initial submission it was important to "draw a line in the sand" based upon information at the time of the submission.

Guidance from the FR and BEP provided the most significant basis for Burson-Marsteller priorities and assignments of countries to Tiers. Gaps in assigning some countries remained as the FR classified those particular countries as Tier 1 for quantitative reasons (circulation numbers) and Tier 3 for qualitative reasons (lack of consumer demand, flow-through, and/or security issues). Table 2 below lists those countries accordingly.

Table 2: FR and BEP Guidance and Tier Priorities for Initial Submission

Tier 1	Russia	South Korea (Quantitative)*	Israel (Quantitative)
	Peru	Indonesia (Quantitative)	Jordan (Quantitative)
	China	Japan (Quantitative)	Lebanon (Quantitative)
	Singapore	Philippines (Quantitative)	Libya (Quantitative)
	Kazakhstan	Thailand (Quantitative)	Saudi Arabia (Quantitative)
	Azerbaijan	Vietnam (Quantitative)	Turkey (Quantitative)
		Egypt (Quantitative)	UAE (Quantitative)
Tier 2	Mexico		
	Canada		
	Hong Kong		
	Africa – Angola, Botswana, Kenya, Mozambique, Nigeria		
	Taiwan (Quantitative)		
Tier 3	Dominican Republic	South Korea (Qualitative)*	Israel (Qualitative)
	Peru	Indonesia (Qualitative)	Jordan (Qualitative)
	China	Japan (Qualitative)	Lebanon (Qualitative)
	Singapore	Philippines (Qualitative)	Libya (Qualitative)
	Kazakhstan	Thailand (Qualitative)	Saudi Arabia (Qualitative)
	Azerbaijan	Vietnam (Qualitative)	Turkey (Qualitative)
		Egypt (Qualitative)	UAE (Qualitative)

*Quantitative: FR data reflects high levels us U.S. currency in country; Qualitative: Countries determined by FR to be less practical for executing a public awareness and education program due to political reasons and/or other restrictions

Therefore this concludes Part One, best described as "How Burson-Marsteller arrived at the country prioritization and budget in the Initial Submission of the Communications Plan."

Part Two: Moving Forward – Additional Information and Refinement

Additional information collected since the February 26, 2007 submission of the initial Communications Plan has served to validate and/or refine priorities and includes:

1. USSS guidance provided to Burson-Marsteller in March
2. Detailed analysis of the ICAP report cross-referenced with the new USSS information provided in March and existing priorities driven by the FR guidance in February
3. Wrap-up of the former BEP education and outreach program for the $20 note, $50 note and $10 note, with analysis of shipping information by country (see Appendix 2)
4. Master cross-reference with original FR information to derive a refined list
5. Questionnaire results from Burson-Marsteller offices in 18 countries identified in the initial submission to further refine information

With the addition of the USSS information and cross-referenced ICAP report, the following factors were analyzed in the prioritization of countries by the need for a public awareness and education program:

- Volume of US currency in the country
- Usage of specific denominations
- Transactions and popular use of U.S. currency and savings vs. flow-through
- Extent of counterfeiting
- Fear about counterfeiting/threat to integrity of USD
- Potential economic or political instability/inflation

In terms of applying the criteria to prioritize countries, the international plan and budget is weighted so that a more concerted public awareness and education effort is in countries where:

- the volume of US currency is large, namely Russia, Ukraine, Peru, Colombia, the Philippines, and Turkey, and
- a relatively large proportion of the population uses or holds US currency, especially $100 notes, namely Russia, Ukraine, Peru, Colombia and/or
- counterfeiting of US notes is either known to be or perceived to be a significant problem that might affect large numbers of people, namely Russia, Colombia, Chile, Turkey, Peru, and/or
- political or economic instability is likely to make people more inclined to invest in dollars rather than local or other currencies, such as Russia, Peru, Argentina

In March, Burson-Marsteller received a list of priorities from the USSS based on its mission. Cross-referencing USSS priorities with countries listed in the ICAP report and initial guidance from the FR and BEP, Table 3 on the following page shows tiered priorities for each. Bolded are those countries in common. While USSS was more specific than FR about its priority countries, it made no distinctions between whether the target audience was the general population or a more specific stakeholder audience such as financial institutions. Burson-Marsteller suspects that in countries with high flow-through but where public use of USD is minimal, such as the U.K, communication efforts would probably not be directed at a broad consumer audience, while a more targeted stakeholder outreach program would be appropriate. If so, these countries would not be Tier 1 countries in terms of public education, but could fall in Tier 2 or 3.

Table 3: Common Countries across Multiple Sources

	FR and BEP Guidance	USSS Guidance	ICAP Report Sept 2006 (Limited to countries studied)
Tier 1	**Russia** **Peru** **China** **Singapore** Kazakhstan Ukraine Ajerbaijan Uzbekistan South Korea (Quantitative*) Indonesia (Quantitative*) Japan (Quantitative) Philippines (Quantitative) Thailand (Quantitative) Vietnam (Quantitative) Egypt (Quantitative) Israel (Quantitative) Jordan (Quantitative) Lebanon (Quantitative) Libya (Quantitative) Saudi Arabia (Quantitative) Turkey (Quantitative) UAE (Quantitative)	**Russia** **Peru** **China (Hong Kong)** **Singapore** Mexico Colombia Portugal Taiwan Uruguay UK (London) Germany (Frankfurt) Switzerland (Zurich)	**Russia** **Peru** Turkey Colombia Chile U.K. Italy Dominican Republic Germany **Hong Kong**
Tier 2	Mexico Canada Hong Kong Africa – Angola, Botswana, Kenya, Mozambique, Nigeria Taiwan (Quantitative)	Turkey Ecuador Panama Thailand Costa Rica Italy Spain	
Tier 3	Dominican Republic Ecuador Panama Paraguay South Korea (Qualitative*) Indonesia (Qualitative) Japan (Qualitative) Philippines (Qualitative) Thailand (Qualitative) Vietnam (Qualitative) Egypt (Qualitative) Israel (Qualitative) Jordan (Qualitative) Lebanon (Qualitative) Libya (Qualitative) Saudi Arabia (Qualitative) Turkey (Qualitative) UAE (Qualitiative)	Dominican Republic Malaysia Chile	

*Quantitative: FR data reflects high levels us U.S. currency in country
*Qualitative: Countries determined by FR to be less practical for executing a public awareness and education program due to political reasons and/or other restrictions

Part Two Conclusion: Revised Tiered Countries, Initial Research and Program Budget

Based on new information derived from the FR/BEP/USSS, as well as publicly available information (the ICAP report, Burson-Marsteller data from past programs, new information and analysis), Burson-Marsteller recommends the following Tiered blue-print for the markets and their program levels.

Table 4: Burson-Marsteller Recommended Tier Assignments, April 2007

Region	Tier 1	Tier 2	Tier 3
Former Soviet Union	Russia Ukraine Azerbaijan Kazakhstan	--	Uzbekistan
The Americas/ Caribbean	Peru Colombia Uruguay	Argentina Canada Mexico Ecuador Panama Costa Rica El Salvador	Bolivia Paraguay Dominican Republic Chile
Asia	Philippines	China Hong Kong Indonesia Japan South Korea Singapore Taiwan Thailand Vietnam	Malaysia
Middle East	Turkey	UAE (Dubai & Abu Dhabi)	Israel Egypt Jordan Lebanon Libya Saudi Arabia
Africa	--	Angola Botswana Kenya Mozambique	Nigeria
Europe	--	--	Portugal UK Germany Switzerland Italy Spain Greece

Note: A detailed rationale by region can be found in Appendix 1 of this document.

Refinement to Initial Research and Program Budget

As a result of the new information collected since the time of the submission of the Initial draft Communications Plan, Burson-Marsteller has refined the list of countries to be researched in initial research: Multi-Country Exploratory Study. The budget allows for eight countries. The revised list is found in Table 4 below.

Table 5: Initial Multi-Country Exploratory Study List Refined

Initial list Multi-country Exploratory Targets Submitted February 26, 2007	Revised list Multi-Country Exploratory Targets April 10, 2007
1. Russia 2. Peru 3. Mexico 4. Hong Kong 5. UAE 6. Nigeria 7. South Korea 8. Canada	**1. Russia** **2. Peru** **3. Mexico** **4. China** **5. Turkey** **6. Philippines** **7. Argentina** **8. Ukraine**

Table 6: Budget Recommendations – Tiered Country Allocation – Refined Numbers

Because of new information collected since the initial submission of the Communications Plan, regional allocation of budgets has shifted as outlined below. It should be noted that research to be conducted internationally will play a significant role in validating the budget below or causing recommendations to be further refined.

Initial Submission*		FOIA (b) (4)	**Revised Budget***		FOIA (b) (4)
Russia and CIS Countries	$		Russia and CIS Countries	$	
The Americas/Caribbean	$		The Americas/Caribbean	$	
Africa	$		Africa	$	
Asia	$		Asia	$	
Middle East	$		Middle East	$	
UK/Europe	$		UK/Europe	$	

*in-country expenditures only, does not include Program management labor, copies, postage, air freight, local transportation, b-roll and video production, telephone, photography, printing, travel

Appendix 1: Rationale by Region for Refinement of Prioritized Countries since Initial Submission

Appendix 1 spans 4 pages total

Region	Country	Tier	Rationale
Former USSR	Russia	1	**Russia** is by far the largest holder of US currency internationally including $100 notes, worth over $80 billion; Large source of counterfeiting with high suspicion of counterfeits and USD perceived as tied to crime; Very high inflation; FR allocates Tier 1 to Russia on both qualitative and quantitative parameters; USSS prioritizes Russia as a Tier 1 market (ICAP report validates); Feedback from stakeholders (CB and key influencers) indicates that Russians have been eagerly anticipating and awaiting the redesign of the $100 note. Burson-Marsteller in-country team assessment reinforces high business and consumer use, as well as a perceived counterfeiting threat; Increased stability in Ruble and proximity to Euro-countries merits research
	Ukraine Azerbaijan Kazakhstan	1	Volume of USD unspecified but likely to be quite large; consumer use of USD high, 70% have $100 notes; perceived ties of USD to crime; unstable environment; Close to Europe- may lean toward Euro; FR allocates Tier 1 to all CIS countries; 2006 ICAP report particularly noted the Eurasian markets such as Ukraine and Kazakhstan as having high volumes of US currency for savings as well as private transactions; Ukraine has also been noted as having counterfeiting issues;. ICAP report also notes "South Caucuses," which includes Azerbaijan as having counterfeiting issues; According to the State Dept Web site, the US has good relationships with all of these markets
	Uzbekistan	3	While FR allocates Tier 1 to Uzbekistan on both qualitative and quantitative parameters, neither USSS, nor the ICAP report have alluded to the country; Given the strained and uncertain bilateral relationships between the U.S. and Uzbekistan (as noted by the State department Web site), it would not be appropriate to have a large program in the market.
Americas / Caribbean	Peru / Colombia / Uruguay	1	**Peru:** Large volume US notes; very high savings in USD; identified as Tier 1 by all; high threat of counterfeits; recent US currency problems; high inflation; repeated source of counterfeits per ICAP report **Colombia:** Moderately high volume of USD; repeated source of counterfeit USD; high perceived threat of counterfeits; relatively low confidence in USD; fairly high inflation; Relatively low consumer use of USD and $100 notes; Burson-Marsteller in-country team in Colombia assessment confirmed the perceived counterfeiting threat as well as confidence issues; **Uruguay** was prioritized by USSS as a Tier-1 market. Since the U.S. enjoys good bilateral relationships with the country (per the State department Web site), Uruguay has been retained as a Tier-1 market
	Canada Costa Rica	2	**Canada:** High volume and consumer use of USD and fairly high use of $100 notes; dollars perceived tied to criminal activity; No stability issues; threat of counterfeiting moderate; Canada was prioritized by FR as a Tier-2 market. Burson-Marsteller in-country team confirms moderately-high levels of $100 usage **Costa Rica** was prioritized by USSS as a Tier-2 market, and has been a market where USSS has conducted training seminars
	Mexico	2	Fairly large volume of US notes; repeated source of counterfeiting; significant transfer of USD from ex-pats; inflation is moderately high; USD perceived tied to crime; Relatively low use of USD; small % hold $100 notes; Mexico has been noted as Tier-2 by FR; but as Tier-1 by USSS; Burson-Marsteller in-country team in Mexico highlighted limited consumer use of $100 notes (though business use is high), thereby indicating a more B2B program i.e. Tier 2

	Ecuador Panama	2	Ecuador and Panama: Moderately high volume of USD; very high use of USD, very high use of $100 notes (70%); USD perceived tied to crime; high inflation; both dollarized markets – were prioritized by FR as Tier-3 markets; but by USSS as Tier-2 markets. Burson-Marsteller in-country team assessment highlighted moderately-high levels of $100 note usage in the markets (mostly by businesses; but also by consumers especially in Ecuador.) Counterfeit threat perception also remains moderate in the two markets. Given past experience and relationships that FR shares with the respective central banks, there will be an expectation of a certain level of program activities in the country. Therefore, Burson-Marsteller recommends including the two markets in Tier 2
	Argentina	2	Very high volume of USD and $100 notes in particular for saving and large purchases; high transfer of USD from ex-pats; May be unreceptive to US education effort; Neither FR nor USSS alluded to Argentina in their rankings. However, ICAP report notes Argentina as one of the largest markets after Russia that has U.S. currency – with over $50 billion. At the same time, Burson-Marsteller continues to recommend a moderate Tier-2 level program given consistent feedback from its in-country teams that the local authorities would not be comfortable in a high-level program that "promotes" U.S. currency as opposed to the local Peso; needs additional Research as this was hard to classify between Tiers 1 and 2.
	El Salvador	2	Neither FR nor USSS alluded to El Salvador in their rankings. The country, despite being dollarized, has limited $100 note circulation. However, given past experience with the markets, the visit by Treasurer Cabral, and relationships that FR shares with the central bank – there will be an expectation of a certain level of program activities in the country. Therefore, Burson-Marsteller recommends including El Salvador as a Tier-2 market.
	Bolivia	3	Neither FR nor USSS alluded to Bolivia in their rankings. However, feedback from in-country teams during the $10 note program had indicated loss of confidence in U.S. currency as a ripple-effect from the Peruvian counterfeiting issues. Therefore, Burson-Marsteller recommends a Tier 3 level outreach.
	Paraguay Dominican Republic Chile	3	Paraguay was ranked by FR as a Tier-3 market; Chile was ranked by USSS as a Tier-3 market; Dominican Republic was ranked by both FR and USSS as a Tier-3 market
Asia	Philippines	1	Fairly high volume of USD and high consumer use; one in five have $100 notes; repeated source of counterfeit USD; USD perceived tied to crime; FR allocates Tier 1 to the Philippines quantitative parameters, but Tier 3 on qualitative parameters (bundled under Asia). While USSS did not allude to the Philippines, ICAP report highlighted the country as a market where U.S. banknotes are used heavily – as well as a country that was consistently ranked in the top-ten list of "counterfeits passed." Burson-Marsteller in-country team assessment highlighted high perception of counterfeit activity as well as confidence issues with the U.S. currency. Given good U.S. Philippines bilateral relations, as well as the history of *New Color of Money* programs conducted in the market, Burson-Marsteller would recommend Philippines to be a Tier-1 market. Research will be conducted to validate this recommendation.

	China Hong Kong Indonesia Japan South Korea Singapore Taiwan Thailand Vietnam	2	Very large volume of USD; repeated source of counterfeit USD; identified as Tier 1 by all; USD perceived tied to crime; Likely unreceptive to U.S. education effort; FR allocates Tier 1 on quantitative parameters, but Tier 3 on qualitative parameters (bundled under Asia); USSS highlighted Taiwan, Hong Kong and Singapore as a Tier-1 market. **China:** A huge currency volume market, with over $50 billion. Also, given the upcoming Olympics, China will definitely see tourism and therefore flow of U.S. currency, especially $100 notes. However, Burson-Marsteller experience has shown that the program is limited to stakeholder outreach, which too is coordinated only through the central bank and that the Embassy and/or Burson-Marsteller are not to have direct contacts with stakeholders. In light of that, Burson-Marsteller recommends a Tier 2 assignment. **Hong Kong /Japan /Singapore /South Korea:** Fairly large volume of USD and $100 notes; repeated source of counterfeit USD.; Dollar holdings likely to be in savings accounts – electronic, not actual notes; low perceived counterfeit threat Burson-Marsteller in-country team assessments highlights relatively low levels of consumer usage of U.S. currency. FR too, in the Feb. 8, 2006 meeting stated that volumes in these markets were limited to large flow-through at the stakeholder and institutional level as opposed to consumers. Therefore Burson-Marsteller recommends assigning these countries as Tier-2 markets **Taiwan** – has been ranked as Tier-2 market by FR, but a Tier-1 market by USSS. ICAP report also highlighted that in the last two years, the country was ranked in the top-ten list of "counterfeits passed." However, the good U.S. Taiwan bilateral (commercial) relationships are in the backdrop of U.S. one-China policy, which does not support Taiwan independence. In light of that, Burson-Marsteller believes it would be inappropriate for U.S. government to hold a high-level program in the market **Thailand** – FR allocates Tier 1 to Thailand on quantitative parameters, but Tier 3 on qualitative parameters (bundled under Asia). USSS ranked Thailand as a Tier 2 market. ICAP report notes that in Thailand, U.S. currency is used heavily by visitors but less so by residents. Given that the usage is primarily business, Burson-Marsteller recommends a Tier 2 level for Thailand **Vietnam** – FR allocates Tier 1 to Vietnam on quantitative parameters, but Tier 3 on qualitative parameters (bundled under Asia). USSS did not allude to Vietnam. ICAP report notes that in Vietnam, U.S. currency is widely used for saving and large transactions. However the ICAP report also notes that this usage is against local regulations that commercial transactions be priced and conducted in the local currency. Therefore, Burson-Marsteller believes that given local regulations, it would not be appropriate to have a high-level program, and recommend Tier 2 for Vietnam. **Indonesia** – FR allocates Tier 1 to Indonesia on quantitative parameters, but Tier 3 on qualitative parameters (bundled under Asia). USSS did not allude to Indonesia. While U.S. and Indonesia share good bilateral relationships vis-à-vis regional security, there have been recent friction points in the bilateral political relationships (per the State Department Web site) and therefore, Burson-Marsteller would not recommend a high-level program, and allocate Tier 2 for Indonesia.
	Malaysia	3	FR does not refer to **Malaysia** in its rankings. USSS allocates Tier 3 to the market. Given that ICAP report refers to Malaysia as having counterfeiting issues, Burson-Marsteller concurs with the USSS Tier 3 ranking.

Middle East	Turkey	1	High volume and high consumer use of USD; one in five have $100 notes; very high inflation; repeated source of counterfeit USD; moderate perceived threat of counterfeiting; dollars perceived tied to criminal activity; FR allocates Tier 1 to Turkey on quantitative parameters, but Tier 3 on qualitative parameters (bundled under Middle East). USSS ranked Turkey as a Tier 2 market. ICAP report also referred to Turkey as a country where U.S. currency is used for both trade and travel and for domestic transactions and saving because of persistent high inflation, and Burson-Marsteller in-country assessment ratifies this. In light of good U.S. Turkey bilateral relationships and the history of the *New Color of Money* program, Burson-Marsteller recommends allocating Tier 1 to the market with research for validation.
	Israel UAE Egypt Jordan Lebanon Libya Saudi Arabia	3	FR allocates these countries as Tier 1 on quantitative parameters, but Tier 3 on qualitative parameters (bundled under Middle East). USSS did not allude to any of these markets. While the U.S. has good relationships with some of the markets such as Israel and UAE, given heightened tensions in the Middle East, these countries, with the exception of the burgeoning and stable UAE, would be recommended for a Tier 3 program. UAE is recommended as a Tier 2 program because of its growth in economy and status of political stability.
Africa	Angola Botswana Kenya Mozambique	2	FR allocates Tier 2 to the above markets on both quantitative and qualitative parameters. USSS did not allude to any of the above markets. Given relatively stable bilateral relationships with each of these markets, Burson-Marsteller concurs with the Tier 2 recommendation by FR for these countries.
	Nigeria	3	High volume of USD suspected but large public education program is unlikely FR allocates Tier 2 to the Nigeria on both quantitative and qualitative parameters (bundled under Africa). USSS did not allude to it. While bilateral relationships have generally improved between the U.S. and Nigeria (per the State department Web site), given the tensions created by local rebel groups, Burson-Marsteller believes it may be appropriate to assign a Tier 3 status to the country.
Europe	Portugal England Germany Switzerland Italy Spain	3	FR does not allude to any European markets in its priorities. USSS ranks Portugal, England, Germany and Switzerland as Tier 1 and Italy and Spain as Tier 2. However, given very limited business or consumer usage of U.S. currency in these markets, Burson-Marsteller understands that USSS ranking is likely based more on counterfeiting deterrence and enforcement, as opposed to public education. Therefore, Burson-Marsteller recommends a Tier 3 program in these countries.
	Greece	3	While neither FR nor USSS alluded to Greece in their rankings, given past experience and the ongoing requests by the central bank to pursue a basic level of education program, Burson-Marsteller recommends including Greece as a Tier 3 market.

Appendix 2: Demand for Materials in Previous Program at Contract Close March 30, 2007

Top 20 Countries by # of Pieces Shipments Requested

	COUNTRY	PIECES
1	PUERTO RICO	995,851
2	ECUADOR	426,726
3	**RUSSIAN FEDERATION**	361,181
4	**ARGENTINA**	355,203
5	**PERU**	262,408
6	CANADA	174,942
7	DOMINICAN REPUBLIC	165,890
8	EL SALVADOR	123,004
9	**CHINA**	113,765
10	LITHUANIA	99,731
11	INDIA	97,459
12	COLOMBIA	96,872
13	BOLIVIA	83,043
14	COSTA RICA	74,907
15	**MEXICO**	73,510
16	ROMANIA	53,225
17	KAZAKHSTAN	50,666
18	**TURKEY**	45,824
19	JAPAN	43,695
20	**UKRAINE**	37,425
	TOTAL	**4,157,506**

Top 20 Countries by Number of Orders Placed

	COUNTRY	ORDERS
1	**RUSSIAN FEDERATION**	330
2	CANADA	171
3	**ARGENTINA**	138
4	**UKRAINE**	104
5	**PERU**	89
6	**CHINA**	78
7	BELARUS	56
8	CHILE	54
9	ECUADOR	42
10	COLOMBIA	40
11	**MEXICO**	40
12	MOLDOVA, REPUBLIC OF	35
13	INDIA	34
14	LITHUANIA	33
15	PUERTO RICO	30
16	**TURKEY**	30
17	COSTA RICA	24
18	GERMANY	22
19	NETHERLANDS	22
20	UNITED KINGDOM	21
	TOTAL	**1,849**

Appendix 3: Assessment from B-M In-Country Staff, April 2007

To help supplement our knowledge of the situation regarding U.S. currency and how it is used in other countries, Burson-Marsteller asked our staff in offices in countries identified in the initial submission as relevant to answer a series of questions regarding USD use. Questions included how often (and how) USD are used by consumers and by business, an estimate of the percentage of people who have or use $100 notes, the extent to which USD flows through the country to other places, the likelihood of receiving a counterfeit US note, whether USD is perceived to be connected to criminal activity, and whether economic or political conditions are causing increased use of USD. Respondents are not experts or key stakeholders – they are simply informed local consumers. The table below summarizes the responses from 18 countries.

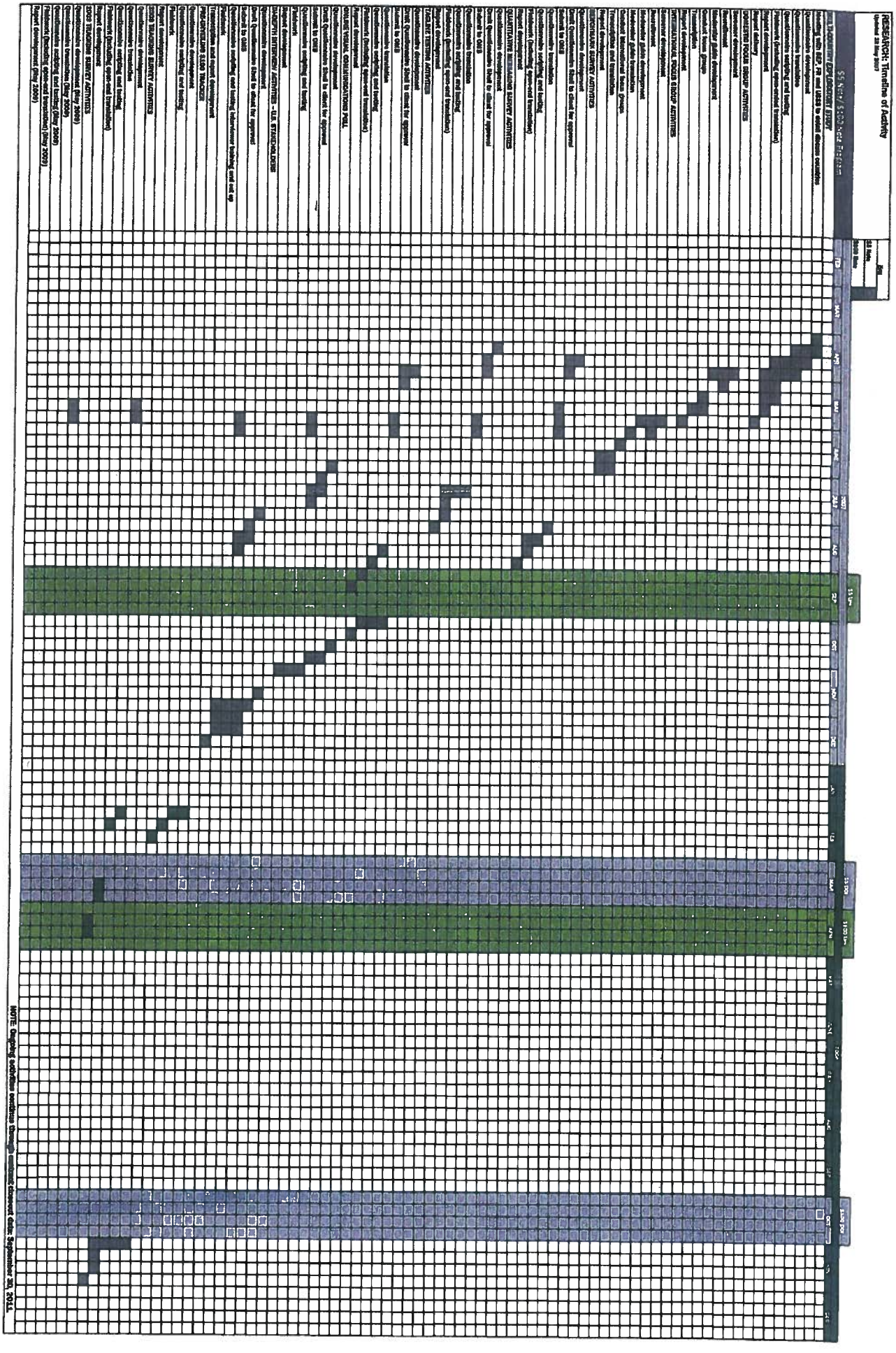
Country	Consumer use of USD	Type of consumer use	% holding or using $100 notes	Business Use of USD	Flow thru	Perceived counterfeit threat	Criminal ties to USD	Stability issues
Argentina	High	Large purchases, saving	90% of upper and middle class	High	High	Moderate	No	D/K
Canada	High	Every day transactions and saving	35%	High	D/K	Moderate	Yes	No
China	Moderate	Saving	Most	High	Low	Low	Yes	No
Colombia	Moderate	Large purchases and saving	D/K	High	High	High	Yes	Yes
Dominican Republic	High	Large purchases and saving	20%	High	D/K	Low	Yes	Yes
Ecuador	High	Every day transactions, large purchases, saving	70%	High	High	Moderate	Yes	No
Greece	Low	Travel	D/K	Low	D/K	Moderate	D/K	
Hong Kong	High	Saving (not in cash)	80%	High	High	Low	No	No
Japan	Low	Saving	<1%	Low	Low	Low	No	No
Mexico	Low	Savings	2%	High	Low	Moderate	Yes	Yes
Panama	High	Every day transactions, large purchases, saving	30%	High	High	Moderate	Yes	No
Peru	High	Every day transactions, large purchases, saving	10%	High	D/K	Moderate	Yes	Yes
Philippines	High	Saving/travel	20%	High	High	High	Yes	Yes
Russia	High	Large purchases and saving	70%	High	High	High	Yes	No
South Korea	Low	Travel (minimal)	3%	Moderate	D/K	Low	No	No
Turkey	High	Saving and large purchases	20%	High	High	Moderate	Yes	Yes
UK	Low	Travel	<1%	High	D/K	Low	No	No
Ukraine	High	Large purchases and saving	70%	High	High	Moderate	Yes	Yes

Appendix 4: Tiered Country Approach to International Outreach on the $100 Note Program

	DEMAND METHODOLOGY What constitutes a country tier?*	LEVEL OF ACTIVITY Educational outreach
TIER 1 COUNTRIES Highest Priority Tier	Countries in which educational outreach for the $100 is considered essential**	• In-country large events • In-language hard copy materials • Key officials visit country • Earned media and paid media
TIER 2 COUNTRIES Priority Target Tier	Countries in which educational outreach for the $100 is considered very important but not critical**	• Spokespersons may travel to country if an opportunity presents itself • In-language hard copy materials • Earned media
TIER 3 COUNTRIES Target Tier	Countries in which educational outreach for the $100 is considered helpful but not critical**	• No in-country events • No in-person media outreach • Stakeholders driven to Web site for in-language materials available for downloading

* Final country assignments to tiers will be determined by guidance from the BEP, FR, USSS, State, as well as primary research conducted globally as outlined in the research section of the Communications Plan

** Tiered countries are determined to be either "essential" or "very important but not critical" or "helpful but not critical" to preparing key stakeholders and the public for a smooth transition to the new notes, to building trust and confidence in the new notes, and to mitigating potential negative stakeholders including counterfeiters


RESEARCH: Timeline of Activity
Updated 22 May 2007
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan 2008
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan 2009
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan 2010
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan



Updating Program Identity

Objectives
In keeping with the new emphasis on features rather than color, a new or refreshed program identity will be developed for the public education program. Important also will be elements of continuity with the Series 2004 family of notes.

However, because of the limited time available before the $5 note is unveiled, Burson-Marsteller recommends a phased approach to refreshing program identity, adopting a transitional refreshed identity for the $5 note, and then launching a permanent identity for the introduction of the $100 note. There will be two graphic standards books produced; one for each note including updated color palettes for each denomination. The permanent identity will be relevant and useful in presenting the family of redesigned notes together moving forward.

In order to have materials ready for fulfillment when the $5 note is unveiled, materials development must begin in May, which does not allow adequate time for the creative development, trademark search, testing and validation necessary for full program identity development. Therefore, Burson-Marsteller proposes to develop a transitional identity for the $5 note's introduction based on findings of initial research. Graphic guidelines will spring from the standards for the new $10, $20, and $50 notes, and the color palette will be updated. A transitional tagline – which emphasizes features and drops reference to color – will be developed based upon initial research.

For the $100 note, the full process of identity developed will be executed, as outlined below.

A Co-Branded Program across the BEP, FR and USSS
In an effort to achieve the primary and secondary goals of the program, Burson-Marsteller recommends that the program be branded as a combined effort of the BEP, FR and USSS. Therefore, when the use of seals is appropriate, all three seals should be present. Materials for previous programs have been utilized across all three entities but have not consistently been branded as such. Rationale for this recommendation is to reinforce the united front in achieving public education and note security.



The Plan

Updating the program identity involves four key deliverables:

1. Program research
2. Tagline development and testing
3. Graphic look and feel
4. Program branding guide

Program and Research Briefing

Upon completion of initial focus group research early in the program, the verbal branding and graphic guidelines teams will join other Burson-Marsteller team leaders and client representatives to drill down deeply into the program's objectives, scope and audiences. Through this session, the team will ensure that all relevant background information about the program, as well as practical experience from the $20, $50 and $10 note programs, are brought to bear in updating the program's identity.

Tagline Development

Creative Brief

Information gathered in the briefing sessions will drive development of a creative brief that summarizes tagline objectives, criteria, desired attributes and creative routes/themes that should be explored in developing taglines for the program.

The creative brief will be provided to the core Burson-Marsteller and client teams for review and input via e-mail, with a teleconference to collectively refine it. Based on feedback from this session, tagline development will be immediately launched.

Creative Exploration

Guided by the strategy and criteria, the verbal branding team will begin intensive tagline creation work. Through creative exploration, tagline suggestions will be generated, which the team will review and assess in a series of internal critique sessions. The most promising taglines will be identified for preliminary legal screening.

Preliminary Legal Screening

The selected taglines will be screened for identical and near-identical lines in the relevant trademark classes and geographies. This search is not a guarantee of final availability, but highlights identical and near-identical conflicts to ensure that taglines with obvious obstacles are eliminated from the process. Please note that after the BEP has selected a tagline, it is up to BEP legal counsel to provide final advice on trademark availability. The same expectation applies to other trademark able elements, such as logos and marks.



Tagline Work Session (Short List Selection)
From the taglines that will have cleared preliminary legal screening, the verbal branding team will recommend four to eight taglines. All taglines that clear preliminary screening (typically from ten to 20 total) will be presented, along with the team's rationale for its short list recommendations. Recommended taglines will be presented in context, as they might be displayed on a prototypical brochure or other collateral material. The desired outcome of this work session is consensus on a short list of taglines. Burson-Marsteller strongly recommends that the BEP's legal counsel then submit the short list to a full trademark search.

Linguistic/Cultural Screening
It will still be important to conduct checks for linguistic and cultural acceptability in key languages to ensure that there are no improper associations.

A formal linguistic evaluation regarding the short list of selected taglines is strongly recommended, using linguistic specialists across all key languages. Taglines will be reviewed for:

- Ease of pronunciation
- Literal meanings
- Associations (positive and negative)
- Similarity to existing words or brands

Tagline Testing
As detailed in the "Research and Measurement" section of this plan, short list taglines will be tested in the U.S., Russia and Peru.

Final Tagline Selection
The verbal branding team will present a point-of-view and final recommendation for the most effective tagline, based upon the legal searches, linguistic screening and testing.

Graphic Look and Feel Assessment
Based on the briefings, research and tagline creative exploration, the graphic guidelines team will revisit the existing branding look and feel elements to determine the degree of change required to highlight the most effective security features.

The team will provide a written point-of-view assessing existing graphic look and feel elements, comparing the new "security feature" message platform against the previous *The New Color of Money* platform.



Upon review and approval of the assessment, this document will serve as the creative brief for the creative exploration to modify the existing visual branding elements.

Graphic Look and Feel Creative Exploration
Based on the approved brief from the program branding assessment, the team will develop three alternate approaches consisting of signature, color palettes, standardized typography, secondary elements and imagery styles that best communicate the security features. The way in which these elements can be orchestrated or best staged will be demonstrated through three prototypical applications to be agreed upon prior to the start of work.

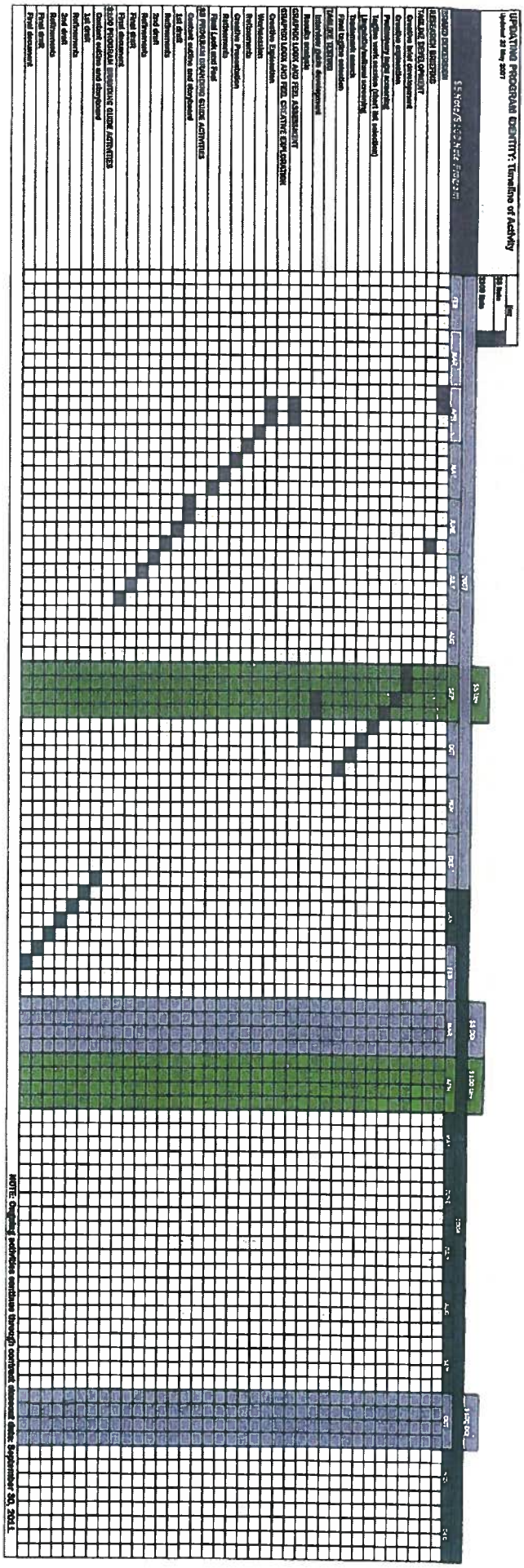
Proposed concepts and their respective applications, and preliminary recommendations will be presented to the BEP. The goal of this session will be to identify the most promising concept for refinement.

One round of refinements based upon insights and feedback gained from the work session will be conducted. Following final approval, the team will move forward with a finalized look and feel for both the $5 note and $100 note.

Program Branding Guides for the $5 note and for the $100 note
To ensure that all new materials designed in support of the new notes are consistent, a separate Graphic Standards Guidelines document (.pdf format) will be created for each of the latest note designs, as well as instruction on how to visually connect the addition of new security features. Also, new colors will be added to the color palette, imagery usages for the new note will be displayed, and layout guidelines for presenting the latest redesigned $100 note – alone and with the previously redesigned $20, $50, $10 and $5 notes – will be developed.

Milestones
Please see the attached timeline.

Measurement
Please find details regarding measuring in the "Research and Measurement" section of this Plan.


UPDATING PROGRAM IDENTITY: Timeline of Activity
NOTE: Ongoing activities continue through contract closeout date, September 30, 2001.



Interactive Program

Objectives
With a streamlined introduction planned for the $5 note and a large, more traditional Unveiling and introduction of the $100 note, an enhanced interactive program across international and domestic geographies will help lower costs, boost operational efficiency and lessen risk associated with the traditional printed materials. This can be accomplished while ensuring that security feature education remains the key driver of all program elements.

In previous public education programs for the BEP, Burson-Marsteller leveraged the Internet to support public education efforts and create an interactive learning experience for varied target audience groups. Burson-Marsteller recommends optimizing the elements that have worked most effectively in the previous programs with current technologies and adding new tools and resources for this program, such as RSS, sponsored search and interactive FAQ as described in this document.

Each year since Burson-Marsteller began working with the BEP, FR and USSS on public education for the redesigned $20, $50 and $10 notes, the interactive elements of the program have been updated and refined to leverage the best of this rapidly developing area of communications. The program has evolved as the Internet – and its users – has evolved.

For the $5 note and $100 note program, Burson-Marsteller recommends not only updating interactive elements, but expanding their role in the overall program. According to ComScore, an Internet measurement and information provider, 694 million adults over the age of 15 are utilizing the Internet globally. According to the Pew Internet Life Group, the number of adults who have gone online in the past three years has grown by 10 percent. The Internet is readily accessible by an already large and growing global audience and is a cost-efficient channel for reaching both the general public and targeted stakeholders.

The online communications program will:

- leverage the latest trends and technologies, as supported by research and best practices, to build awareness of the redesigned currency and encourage authentication as cost-effectively as possible.
- build upon previous enhancements to the program Web site so that it serves as the gateway to all program elements in a way that is intuitive and relevant to each user group, and that maximizes BEP's investment in public education.



- demonstrate the security features of the redesigned notes so that target audience groups can effectively authenticate currency.
- maximize Internet technologies to minimize printing and fulfillment costs.
- provide tools that allow stakeholder groups and the general public to use their personal communications networks to educate others on the features of the redesigned currency.
- build upon previous use of the Internet to help manage collaborative workflow, protect from vulnerabilities, and operate efficiently as a cohesive global team.

Unique Approach for the $5 Note and $100 Note
The time before the $5 note Unveiling will be used to maximize existing program resources and incorporate new elements to fully leverage the latest best practices, such as utilizing user-generated media to spread our messaging or facilitating online customer service through an automated response tool. This approach will provide efficiencies that allow the creation of a robust platform at the same time as targeted audiences are being educated about the redesigned $5 note, readying the infrastructure and preparing the audience for a scaled-up program for the redesigned $100 note.

New Approach

- Create foreign language microsites
- Incorporate RSS feeds to program Web site
- Edit snippets from training video for podcast

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- Create a profile around the $100 note on top social networking sites

Whereas many public education programs seek only to educate, Burson-Marsteller seeks to support the BEP, FR and USSS in a program that both educates audiences and creates a dialogue by providing enhanced opportunities for target audience engagement.

Gaining Efficiencies

- Coordinate with BEP IT and the BEP Web hosting vendor to create a technical project plan to better integrate all IT factors
- Shift materials distribution emphasis from traditional fulfillment by post to online access

The program will reach target audience groups where they live and work, and will at times interrupt them with key messages that make them take notice and consider the importance of understanding redesigned currency. Individuals and organizations who engage with the program will have an opportunity to learn about the new security features, experience the redesigned notes first-hand, and educate others within their circles of influence via robust online tools.



Strategies and Tactics
The interactive communications program will:

- provide an interactive program Web site and create an online learning experience.
- spur dialogue and manage perceptions with stakeholder groups and online media.
- extend the reach of program messages through search engine optimization.
- leverage paid media, where appropriate in the world, to build awareness, provide key messages and drive traffic.
- facilitate a collaborative workflow and prepare for managing special situations.

Providing an Online Learning Experience
The Web site for the redesigned currency public education program will seek to create relationships with visitors that result in true awareness, interest and participation. By incorporating games, viral marketing strategies and user-friendly navigational and search tools, the Web site will satisfy the user's "what's in it for me?" factor. Visitors will find what they are looking for and, in the process, be introduced to new, exciting features that will spur them to return to the site to ensure they are not missing out on other learning opportunities. They will also be motivated to spread the word to others, helping to maximize BEP's investment and extend the program's reach.

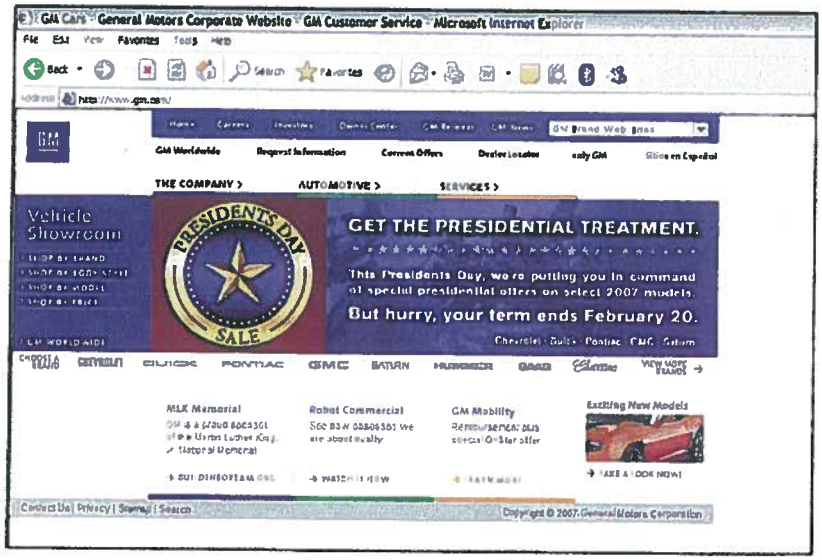
- **Program Web site**
  The moneyfactory.gov/newmoney program Web site has expanded over the last several years to accommodate multiple types of resources and audience groups. Burson-Marsteller has drawn upon this base of experience to make strategic recommendations that leverage the work done to date while incorporating new elements that will deliver more value. An updated visual design and multi-layered navigation that builds upon previous improvements is recommended. Core site content and functionality will remain, but a revised site will leverage state-of-the-art advancements to allow visitors to customize their experience and access content in multiple ways. The redesigned site will include existing materials while making way for new information in an environment that is easy to navigate and use. The revised Web site will be launched prior to the $5 note Unveiling but will continue to be updated and enhanced on an ongoing basis. Specific enhancements recommended include:



- **Visual design** – improving the user experience by updating the visual scheme of the Web site to reflect trends in information design, best practices in Web usability and the development of meta-content that helps ensure 508 compliance. Best practices, such as using white space to improve legibility of text, and using graphics in combination with copy to deliver messaging, will be implemented to streamline the user experience and deliver more relevant, targeted content. A contemporary and effective visual design will be achieved by employing a simple layout with plenty of white space. Soft, neutral background colors within the approved visual identity system will be contrasted with rich and carefully-applied foreground colors. Best practices in Web typography will reinforce the user experience by enabling the user to scan the pages to identify content of interest.



- **Information architecture** – building upon the navigation improvements introduced over the past two years with a search and filtering tool so users may select what content they view by content type and/or by audience segment. This will be especially effective in serving the needs of audience segments that may be interested in only the $5 note – such as vending machine owners – or only the $100 note – such as high-end retailers. Burson-Marsteller also recommends creating a multi-tiered architecture that will allow visitors to access content of interest through different browsing paths. Additionally, Burson-Marsteller will create content "pods" that group content of interest by audience group. For example, a section on the Web site for machine manufacturers may include details on when test notes will be available and where to turn for help.



The General Motors Web site offers a good example of a multi-tiered navigation that includes audience-specific options such as those directed toward GM retirees or investors. The site also includes task-focused options such as a viewing a GM commercial or a section to request information.

- **Functionality** – improving upon the program Web site's already robust functionality, which is highlighted by the multi-lingual order form and fulfillment system. Further updating site functionality will provide a more streamlined experience to site visitors. This will include adding a "help toolbar" that allows visitors to bookmark a page, forward a page to a friend, access a printer-friendly page or contact the BEP. Additionally, a special section on the home page will reference the most frequently accessed content to guide new visitors toward critical program information.



Burson-Marsteller recommends that key functionalities on the program Web site include:

- **Online fulfillment** – As new materials, possibly in new languages, become available, Burson-Marsteller will review the online order form and make recommendations to streamline the downloading and ordering processes, as appropriate.

- **Foreign language microsites** – Burson-Marsteller recommends meeting the needs of global visitors by providing trans-created content. The existing program Web site features translated content, but users must access the content via an English-language home page. Burson-Marsteller will create foreign language microsites for the $5 note and $100 note program, with the amount of content for each corresponding to the tier into which each country falls, as discussed in the "International Outreach" section of this plan. This will allow visitors to access content in their native language. An intuitive button on the home page will direct users to the appropriate section. The pros and cons of unique URLs for the promotion of the microsites on public education materials will be considered.

- **Downloadable graphics** – Downloadable graphics can extend the program's reach by creating a consistent, "personal" presence for site visitors and stakeholder groups. Graphics will be downloadable and free of charge for users to use as buddy icons, desktop wallpaper, screensavers, and/or Web site links. Additionally, Burson-Marsteller will create graphics for stakeholder groups to utilize within their Web sites, intranets, training rooms, on ATMs or on other "screen" real estate, such as that increasingly found in hotel elevators. These graphics will provide a consistent reminder of the importance of authenticating currency and will provide another tool for the stakeholder team to offer during their outreach efforts.

- **Youth education** – Burson-Marsteller plans to introduce the new currency to school children and provide educational materials for teachers to use in class, including an online lesson plan (as described in the "Stakeholder Education and Direct Outreach" section of this plan) and educational interactive games. The existing trivia game will be updated to include the $5 note and $100 note, and a new game concept will be created for both the $5 note and $100 note. Burson-Marsteller will develop an online media list of Web sites that provide



free resources to teachers and will conduct outreach to promote the online games and lesson plan.

- **Rich media content** – Rich media materials including audio and video will be modified and made available on the program Web site as podcasts or videocasts, as appropriate. This will help extend the reach of rich-media elements and provide an alternate format that will appeal to some visitors.

- **RSS** – RSS (real simple syndication) allows visitors to subscribe to content of interest and receive it via a feed reader, or on a portal Web site (e.g., Google, Yahoo) of their choice. RSS feeds will be available on the program Web site to allow subscribers to continually receive updated content without having to come looking for it.

- **Interactive notes** – The interactive notes series was very well received in the previous program and will be continued for the $5 note and $100 note. Burson-Marsteller will develop a visual Flash representation that explains and demonstrates the features of each redesigned note. Individual modules for the redesigned $100 and $5 notes will be developed to highlight the unique security features and other attributes of each design. Each note will be linked to other notes so visitors can seamlessly experience all interactive notes in one browsing session. A comparison screen will be created to demonstrate differences in security features between the redesigned notes, helping avoid confusion about which features are relevant to which denominations. The interactive notes will be downloadable to extend their reach to broadcast and online media, as well as stakeholder organizations.

- **Training podcasts and videocasts** – Snippets of training materials will be made available as podcasts or online videocasts that cash-handling organizations can make available to cash handlers. Given the demographic makeup of the cash-handling population, and the fact that almost one-third of iPod/MP3 player owners have downloaded podcasts (Pew/Internet & American Life Project), these tools will provide an alternate learning format that will engage much of the entry-level cash-handling workforce domestically.



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- **Public Education Resource Kit (PERK)** – The PERK, detailed in the "International Outreach" section of this plan, will be published on the program Web site and made available to State Department officials and other appropriate international audiences via password protection. Burson-Marsteller will provide a monthly report, with weekly updates during key program periods, that details PERK registrations. There are currently 200+ PERK subscribers who have participated in *The New Color of Money* program. Burson-Marsteller recommends conducting an e-mail survey of PERK subscribers to assess usage habits, suggestions for improvement, and to get a sense of the most valuable components of the online PERK.

- **Online dissemination** – Burson-Marsteller will make excerpts of the interactive notes and training video available on YouTube.com, a video-sharing Web site. Burson-Marsteller will consider these opportunities on a case-by-case basis and make recommendations appropriately.

One-to-one Relationship Management

In addition to pushing content to the public via search engines, blogs, and the program Web site, Burson-Marsteller recommends leveraging one-to-one relationships via e-mail subscriptions. Burson-Marsteller will conduct strategy, design, and content development associated with e-mail outreach initiatives and will leverage the GovDelivery platform for deploying subscriber e-mails. Specific deliverables include:

- **Rich-media E-mail (VIPRE)** – Burson-Marsteller will develop self-contained, rich-media VIPRE e-mails that are optimized for online circulation and are deployed to promote specific program highlights such as unveilings or days of issue. The e-mails have a graphically pleasing, but simple HTML shell, and link through to the program Web site. Content will include press materials, video and links to appropriate Web materials, including online order/download areas. Rich-media e-mails will be distributed to relevant domestic, international and online media, as well as the subscriber database, when each new denomination design is unveiled or introduced.

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- **"Contact us" submission management** – Burson-Marsteller will develop a library of frequently asked questions to respond to "contact us" submissions received via the program Web site. As new answers are developed, they will be added to the library for future use. Burson-Marsteller will provide a monthly report detailing submissions received. Burson-Marsteller will ensure that FAQ language is consistent with content provided on the BEP, FR, and USSS Web sites. If any discrepancies arise, Burson-Marsteller will highlight them for the BEP with recommendations for resolution.

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While a "BEP-generated blog" is not recommended at this time due to resource limitations and other considerations, a blog engagement strategy is recommended. This multi-tiered blog engagement strategy is as follows:

- **Monitor**: Burson-Marsteller will monitor blogs and discussion forums on a daily basis for search phrases relevant to the public education program to gain insight into stakeholder perceptions, evaluate opportunities for dialogue, identify inaccuracies that merit response, and advise on situations that may jeopardize BEP's credibility or education program.

- **Engage**: Burson-Marsteller will first evaluate posts that potentially warrant a response, or provide an opportunity to deliver program information, to ensure that responding does not put BEP at risk. Burson-Marsteller will work with BEP, FR and USSS to develop a panel of responders, and will train the responders on how and why to communicate via blogs. Burson-Marsteller will also translate the program message track into a blog-friendly message matrix that responders can refer to as they respond to blog postings. Responders may include Burson-Marsteller staff for media bloggers, BEP/FR/USSS public information staff, BEP historians, and other appropriate team members.

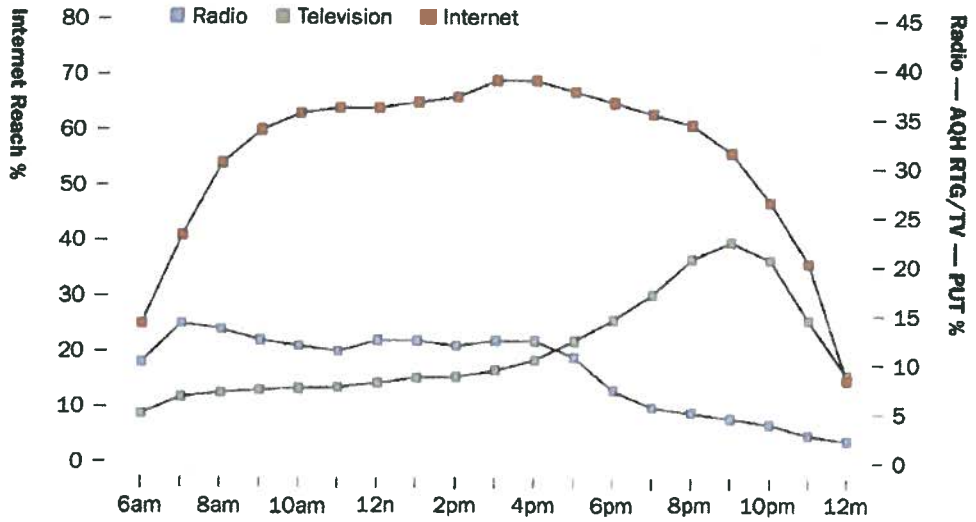
- **Participate**: There are many online forums that discuss topics of interest to varied segments of the program's target audience. Burson-Marsteller will identify online properties that warrant proactive blog communication and will develop appropriate messages for responders to use. All proactive communications will drive readers to the program Web site for additional information.

Online Media Relations

As detailed in the "U.S. Media Relations" section of this plan, Burson-Marsteller recommends utilizing an integrated media relations approach that employs traditional earned efforts with new digital media strategies, such as the newsmarket.com service and RSS feeds explained in this plan. The mix of the two allows for both a cost-efficient solution to communicating and a more effective outreach effort that is responsive to changes in the way people get their news. Using new media strategies will significantly extend the traditional earned media approach. During daytime hours, the Internet has the highest usage against other forms of media and therefore provides the best opportunity to reach target audience groups during business hours.



Day part Media Usage



Source: Nielsen Media Research 2006

Additionally, online earned media is highly searchable and helps elevate natural search engine results.

Burson-Marsteller will identify appropriate online media outlets and submit a media list to BEP for review and approval. The online media list will be included as a subsection of the overall media list and will include online publications, bloggers, trade Web sites, collector organizations, and the online counterparts to offline media outlets. Burson-Marsteller will update and maintain the online media list throughout the program and will "scrub" it against the traditional media list to avoid duplication.

To maximize the likelihood of our online press releases getting picked up, Burson-Marsteller will develop a social media press release. Social media press releases reformat the content of a traditional press release in a way that is more appropriate for online media. They include the unique elements (search terms, graphic links, etc.) that online media outlets need to publish a story. All press releases, online or traditional, will be optimized for ease of search engine indexing and will include real simple syndication (RSS), an XML feed that allows content to be delivered to subscribers via RSS feeds.

To extend the online media efforts, Burson-Marsteller will research appropriate Web properties to request a link to the program Web site for public education purposes.



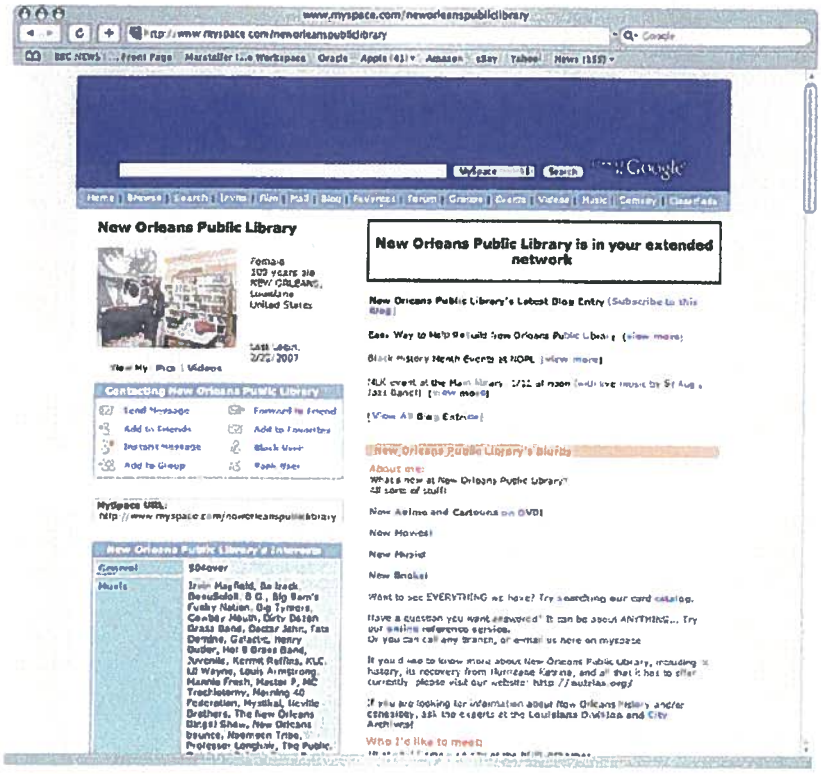
Social Networking
Social networking Web sites connect users within interest groups to make friends and develop online relationships. While initially considered forums strictly for personal socializing, these sites are gradually becoming home to more substantive information. Government entities such as the Central Intelligence Agency, NASA, Centers for Disease Control, and Department of State are now taking advantage of social networking for recruitment and message dissemination.

According to 2006 Nielsen/NetRatings, social networking sites grew 47 percent year over year, reaching 45 percent of all active Internet users. Perceptions and purposes of social networking sites have dramatically shifted over the past couple of years. What once were considered the purview of high school and college students seeking to enhance their social lives have now become much broader platforms with room – and demand – for serious subject matter.

Burson-Marsteller recommends creating a profile around the $100 note Unveiling on select social networking sites (MySpace, Friendster, FaceBook), featuring Benjamin Franklin. Within "Ben's" profile, the page will feature information about the redesigned currency, focusing on the security features. Downloadable images can be made available to allow visitors to the profile to adopt the look of "Ben's" profile image. The pages will link back to the core program Web site. As users select the "Ben Franklin" page as a friend, other friends of that user will visit the page and add "Ben" as a friend, too.

It appears that the new currency education program would be the first federal government presence on these sites, and Burson-Marsteller has considered the risks and benefits of such a move. The team believes that seriousness and appropriateness of content would mitigate the potential of any negative perceptions. It is likely that humorists, ala Jon Stewart or David Letterman, will pick up on and poke fun at this unusual step by the BEP, yet their comedic treatments of past redesigns played a valuable role in raising public awareness.
To be clear, the image of "Ben" would be taken directly from his portrait on the $100 note – not animated or "cartoon-like." The BEP would control all content and visitors would not be able to edit it. The screen capture below shows an example of how the New Orleans Public Library uses MySpace for public outreach.





Public entities such as the New Orleans Public Library offer a page to draw viewers to each of its branches and to inform about events at the library: www.myspace.com/ neworleanspubliclibrary Several other cities have also developed MySpace pages to educate the general public about their locale.

Search Engine Marketing

Successful search engine marketing is critical to reaching target audience groups online. Consider the facts as provided by search engine firm Converseon:

- 92 percent of journalists use search engines to research stories
- 88 percent of Internet users identify Web sites of interest via a search engine
- 75 percent of search engine users never go beyond the first page of results
- Only 10 percent of search engine users go beyond the second page of results

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Natural, or Organic Search: Natural search engine results are those that search engines provide based on indexing a Web site's content. Burson-Marsteller will develop the program Web site technology, design, architecture and content for maximum search engine indexing. Burson-Marsteller will identify the queries that are most likely to be searched by various stakeholder groups (i.e., U.S. currency, new money, security features, BEP announcement, etc.), and will optimize program



content accordingly. This tactic worked well in the previous program, and will be continued and expanded upon as opportunities exist.

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Facilitating Collaborative Workflow and Managing Special Situations
Just as the Internet has changed the way organizations communicate and interact with stakeholder groups, the Internet has also changed how organizations conduct business. Burson-Marsteller's public education program will utilize digital technologies to facilitate collaborative workflow and prepare for potential special situations as follows:

- **BEP extranet** – The extranet that was developed during *The New Color of Money* program should continue to be used as a virtual repository for all program materials and team correspondence. Burson-Marsteller recommends making minor revisions to enhance the visual face of this site and will survey



both the Burson-Marsteller and client teams to determine needs and drive functionality enhancements. Functionality enhancements may include a media monitoring database that will serve as a virtual clips library and an extranet-wide search tool. Additionally, Burson-Marsteller will implement a document management system that will provide version control through the document editing process.

- **Special situations workplace** – As outlined in the "Crisis Preparedness" section of this plan, Burson-Marsteller will update the Special Situations section of the program extranet to prepare for and manage potential vulnerabilities.

- **Crisis response dark site** – As outlined in the "Crisis Preparedness" section of this plan, Burson-Marsteller will design and develop a dark site that is kept hidden from public view, but available for immediate launch should a BEP response to a crisis situation be required.

Managing the Interactive Program

Burson-Marsteller will implement several processes and procedures to ensure that the interactive communications program is integrated fully with all other program elements and executed smoothly, adhering to all requirements such as section 508 and privacy law.

- **Content updates** – Burson-Marsteller will update the program Web site for the Unveiling and Day of Issue for each note. Content will be updated between milestone events to help maintain interest in the program and encourage repeat visitors. Burson-Marsteller will also update the content within other Internet properties, i.e., the "Ben Franklin" persona page on Myspace, in order to encourage repeat visits.

- **Technical project management** – Due to the number of parties that have a role in ensuring a successful Web site launch, Burson-Marsteller will coordinate a technical project plan with BEP and BEP's Web hosting vendor. The plan will be reviewed with BEP IT and will incorporate content from all parties that have a role in managing the Web site. This will help manage expectations, and allow all team members to prepare appropriately around key milestones.

- **Quality assurance** – Burson-Marsteller's quality assurance engineer will review and test all Web content (pages, graphics, functionality) prior to BEP review. This review will include 508 compliance testing, proofreading, and general functionality testing. Burson-Marsteller will provide weekly updates via our



activity report, and a library of test cases will be on file for BEP review upon request.

- **Section 508 compliance** – Burson-Marsteller will work with the BEP and its vendor for 508 compliance to ensure that all Web materials are 508 compliant, except foreign-language content that does not have live text available for screen reading. The following processes will be implemented to ensure compliance:
    - All technical and design staff will receive 508 compliance training on an annual basis. This learning will be incorporated into Burson-Marsteller's workflow to ensure that 508 compliance strategies and tactics are taken into account during the creative ideation phase and implemented throughout the lifespan of the program.
    - All Web site materials will go through a stringent quality assurance test, including 508 compliance, prior to publishing.
    - Prior to every major Web site release (Unveiling or Day of Issue), Burson-Marsteller will work with the BEP and its 508 compliance vendor to submit to independent compliance review to ensure that no 508 compliance requirements have been overlooked. Any feedback will immediately be incorporated.
    - Burson-Marsteller's quality assurance team will work with the BEP and its vendor with 508 compliance reviews. Any 508 compliance issues would be remedied immediately.

- **Visitor statistics** – Burson-Marsteller will collaborate with BEP's Web hosting partner to provide and assess weekly visitor statistics in our weekly activity report.

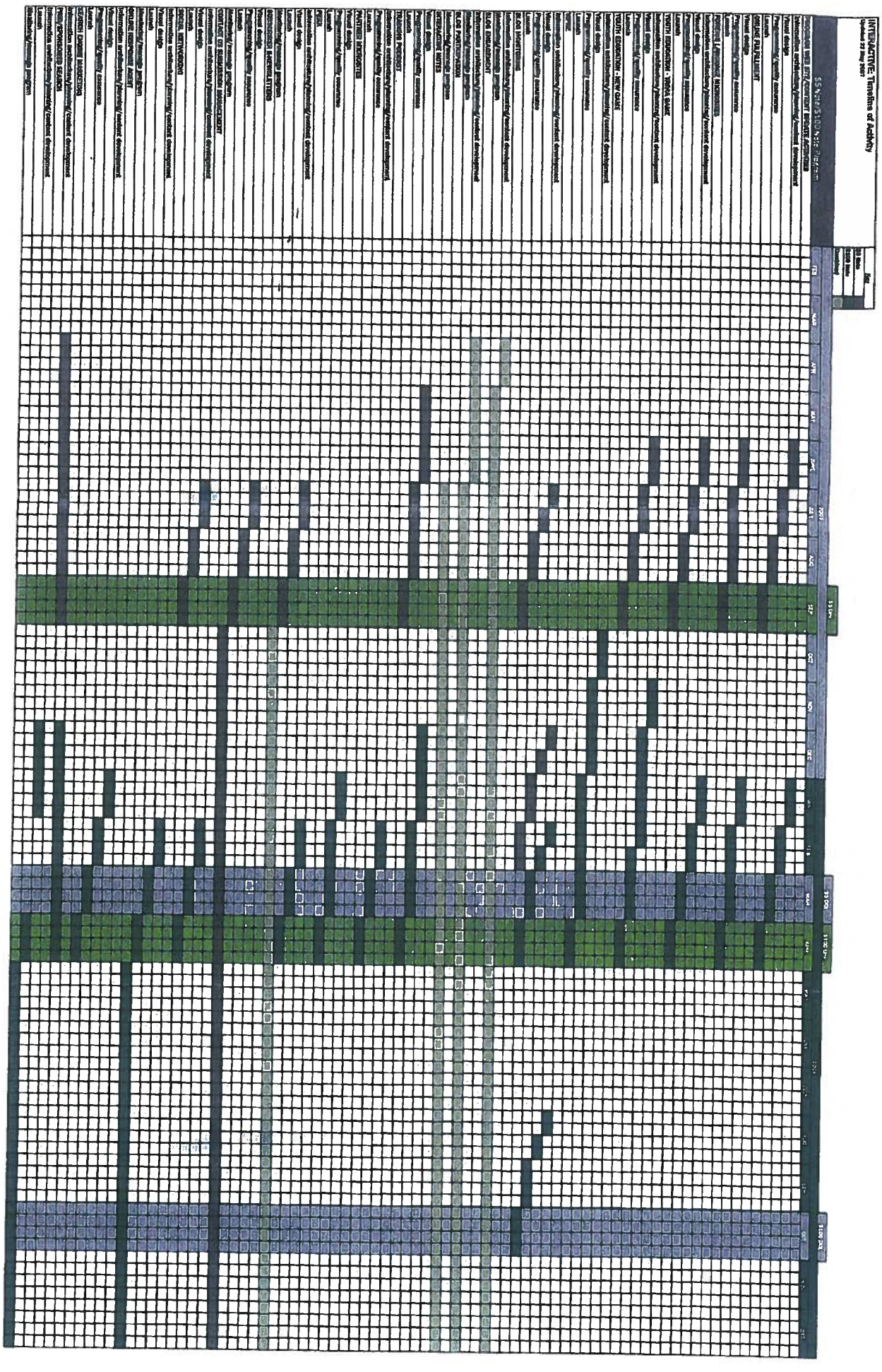


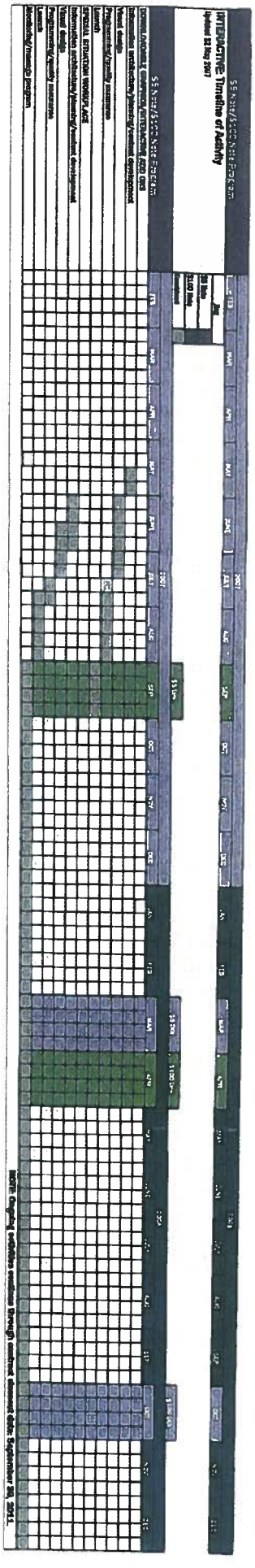
Milestones
Please see the attached timeline for milestone details. Key milestones that must be met in order to achieve stated strategies and tactics on time are as follows:

- **Note images** – Burson-Marsteller must receive the final note artwork for the $5 note no later than April 15, 2007, and no later than October 15, 2007 for the $100 note.
- **Message tracks** – Message tracks must be final and approved for the $5 note no later than June 15, 2007, and no later than November 1, 2007 for the $100 note.
- **Technical kick-off meeting** – Burson-Marsteller and BEP team leaders met in New York City on April 26th and April 27th, 2007, to formally kick off the technology aspects of the $5 note and $100 note program. This technical planning will facilitate smoother collaboration amongst technical team members.

Measurement
Burson-Marsteller will measure the success of the interactive communications program from several perspectives. Prior to executing any and awareness programs, Burson-Marsteller and the client team will define what constitutes a successful interaction (varies by audience and program), such as user registration, IM icon download, video watched or other action.

- **Web site reporting** – Traffic to the program Web site will be measured and reported on a weekly basis. Traffic will be sustained at a level that remains consistent or surpasses general traffic from past denomination programs. Traffic around milestone events will dramatically increase.
  - Additional visitor measures that can be tracked include growth in the subscriber e-mail list and participation with online properties, i.e., "Ben Franklin" persona's online social network.
  - The number of visitors who sign up for e-mail subscriptions and download program materials will also provide some insight into the volume of stakeholders the program is reaching.
- **Search statistics** – Search engine reports will be provided monthly. Burson-Marsteller will initiate a program to ensure that BEP appears on the first page of results for relevant keyword searches within 30 days of the enhanced Web site launch. This achievement will remain consistent throughout the public education program.
- **E-mail metrics** – E-mail marketing will be measured based on open rates of messages, click-through rates, and conversions/actions taken by the user.
- **Visitor feedback** – Anecdotal feedback to the Web site via the Contact BEP mechanism will indicate a high level of visitor satisfaction.


INTERACTIVE: Timeline of Activity
Bar
Bar
Bar
Bar
FEB
MAR
APR
MAY
JUN
2007
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN
2008
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN
2009
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN





Materials Development

Objectives

As outlined earlier in this plan, materials development in support of the $5 note and $100 note program will primarily focus on the new and enhanced features of each note, which will be different than features and color previously highlighted for the $10, $20 and $50 programs. Consistent with the overall program strategy, from a materials perspective, a scaled-down $5 note program will serve as a bridge from the old to the new focus.

Ultimately, the objective of the materials development program will be to provide the right balance of materials to educate cash handlers, consumers, and international audiences about the new features of the $5 note and $100 note while simultaneously supporting the overall goal of educating audiences in an increasingly digital environment. To that end, materials will be designed to support the various educational/outreach opportunities executed for both general and targeted audiences in both digital and real-time environments.

Unique Approach for the $5 Note and $100 Note

Unique to this program will be a significant scale-down in print materials for the $5 note, driving stakeholders and the public instead to electronic materials available for download. The $100 note will also leverage interactive outreach where possible, but given its circulation internationally, will include a more traditional cadre of hard copy materials as well.

New Approach

- Unique to this program will be a massive scale-down in print materials for the $5 note, driving stakeholders and the public to the Web site instead
- Add business-sized quick reference card to suite, for cash-handlers

From a design perspective, Burson-Marsteller will create materials that will communicate across geographies and audiences, complementing the enhanced digital strategy while incorporating best practices from the $10, $20, and $50 programs to realize time and cost efficiencies. For example, Burson-Marsteller recommends discontinuing production of some materials, such as the camera-ready art disk, to offer them exclusively on the Web. While initially designed for stakeholders to easily incorporate graphics and copy into their own newsletters, magazines and flyers, since the $20 note public education program was launched four years ago, stakeholders have become increasingly computer-savvy and now can easily download materials formerly available on the camera-ready art disc from the Web site. In addition, because the introduction of the new $5 note and $100 note will create a complete "set" of redesigned notes, albeit a set that includes different Series numbers, Burson-Marsteller will also develop materials for the



introduction of the $100 note to highlight that completeness. This will be important because while other newly designed notes have been in circulation for a number of years, demand still exists for materials that are all-inclusive. At the same time, however, Burson-Marsteller will call out the distinct features of each note, while providing overall training tools for those interested in the complete set of information.

To streamline the materials program, Burson-Marsteller will utilize digital tools to improve project management. For example, Burson-Marsteller recommends creating an enhanced File Transfer Protocol (ftp) site specifically for materials development. With access only granted to authorized parties and vendors, the ftp site will provide an ideal platform to download and upload documents and other content files. Due to the large file size of most materials files, an ftp site is necessary to facilitate efficient file sharing for content that is too large for the program extranet. By providing materials through a secure ftp site, Burson-Marsteller will also maintain its strict security protocol by protecting other sensitive files that are not appropriate for vendor viewing. It is important to also point out that the FTP site will in no way replace hard copy, so called "blue-line" copy proofs. Therefore the final artwork going to GPO will be reviewed in hard copy proofs.

To further improve project management and quality assurance, Burson-Marsteller recommends that BEP advocate for an improved proofing process with GPO for non-printed items such as the training video and CD-ROMs. As became evident with the reproduction of encrypted, and thus unusable, training CD-ROMs for the $10 note, the current print item proofing process does not work for non-print items.

Gaining Efficiencies
- Limit materials for $5 note to two
- Create multi-note materials

Also unique to this program will be the integration of all aspects of materials development – verbal and graphic, print and digital, static and interactive – under one team. This streamlining will help enhance consistency, ensure all materials are research-based and adhere to approved messaging and graphic guidelines. It also will eliminate the potential for duplication of effort that arises when a variety of teams, from the Stakeholder Education and Direct Outreach team to the Interactive team, are each developing their own materials.

Tactics - Training and Fulfillment Materials

Based upon feedback received in 2004, stakeholder contacts endorsed the idea of an all-inclusive multi-note piece but did not want to eliminate individual-note posters. Consistent with this feedback, Burson-Marsteller recommends creating both types of materials for the $100 note. In accordance with the priorities for this



program, materials produced and offered to the public for the $5 note will only include two pieces: the combination brochure/poster (broster) in English, and the combination brochure/poster (broster) in Spanish. The interactive note and camera-ready art will be available for both the $5 note and the $100 note.

For the $100 note materials suite, Burson-Marsteller recommends designing both a multi-note poster and a multi-note booklet. Given that there are still requests for the 1996 series *"Know Your Money"* booklets, and based upon the past four years of interaction with stakeholders, Burson-Marsteller believes that the booklet format will both complement the poster and efficiently address the need for materials with greater depth of information than a poster. The booklet will provide more detail about security features, and will perhaps provide a history of currency redesign and guidance on what the public can do if they spot a counterfeit note.

The multi-note poster will highlight each note's security features and educate the public on what to do with a suspected counterfeit note. Since printed materials will no longer be available for the $10, $20, and the $50 notes individually once remaining inventory is depleted, this multi-note poster will ensure that education continues surrounding these denominations. Burson-Marsteller recommends that the multi-note poster include the $5, $10, $20, $50 and $100 notes and, if approved, the current $1 and $2 notes as well in order to feature the entire suite of redesigned currency.

Burson-Marsteller also recommends again producing Take-one cards with holders. The Take-one card is a flexible tool that is easily and cost-effectively displayed at the point-of-sale and distributed at events. The posters, Take-one cards and multi-note booklet will be produced in up to 25 languages. Consideration will be given to providing Take-one cards only to specific stakeholder groups, such as financial institutions and currency exchange facilities. Quantities will be determined accordingly.

A comprehensive and interactive training CD-ROM will be developed for the public education program in time for the $100 note Unveiling. The CD-ROM will educate stakeholder groups about the security features of the redesigned currency and how to authenticate notes. Consideration should be given to producing the CD-ROM with not only information about the $100 note but also the $5, $10, $20, $50 notes to provide each user with a unique and tailored experience based on his/her needs. The creative will be consistent with the overall program, and will focus on providing a rich learning experience with interactive elements to help extend learning and message retention.



Burson-Marsteller also recommends developing a training video that explains the features of the redesigned currency in a straightforward and factual, yet visually stimulating manner. A training video will be developed for the $100 note Unveiling, and consideration should also be given to including information about the $5, $10, $20 and $50 notes. The training video will be produced in hard copy and also will be available for download. The content of the video however, will be somewhat different from the CD-ROM in that the video will not provide a unique user experience. Instead, it will provide a flat training module that can be used in a variety of formats, including in-country training seminars where spokespeople are not available. The video will rely heavily on graphics thereby avoiding the complications of translating "talking head" interviews into multiple languages. This approach will allow the voice-over to be translated seamlessly – and cost-effectively – into multiple languages. Burson-Marsteller will research stakeholder preferences for DVD or VHS format and make a recommendation of one or the other format, or a combination of both, based on feedback. Through this research, the team also will gain insights into the appropriate universe for reproduction of this training tool.

Burson-Marsteller also recommends enhancing what was formerly called the "Small Business Kit" into a pre-bundled "Training Resource Kit" which will include elements from the $5 note and $100 note materials suite. The renaming to the "Training Resource Kit" is believed to be more universally-appealing to all stakeholders. Requests for kits continue to come in. In order to make this new kit more of a training tool, Burson-Marsteller recommends including the following:

- $5 note combination brochure/poster (broster)
- $100 note multi-note posters to include the $5, $10, $20, $50 and $100 notes and, if approved, current designs for the $1 and $2 notes, to feature the full suite of redesigned notes
- A multi-note booklet to include $5, $10, $20, $50 and $100 notes and, if approved, current designs for the $1 and $2 notes, to feature the full suite of redesigned notes and features
- Training CD-ROM and video for the $100 note, featuring information about previously-introduced notes, including the $5 note

To facilitate ordering, Burson-Marsteller recommends creating a paper order form for the $100 note materials development cycle, specifically for distribution at stakeholder events and for inclusion in the direct outreach mailings. The team does not believe a printed order form is merited during the $5 note materials development cycle.



Media and Other Materials
In addition to collateral materials designed to help train and educate consumer and business audiences, materials development will also include the creation of media and outreach materials, as necessary to support special events and outreach.

To achieve efficiency, paper materials for press kits will be designed as templates that can be printed as needed. Postcards for outreach will follow the same design scheme but might include alternating colors and crops to differentiate between each postcard. An assortment of templates that the BEP, FR and USSS can use will be developed as well. This can include items such as stationery, reports, letters, fax cover sheets and power point templates.

Accessibility of Materials
As noted in the "Interactive" section of this plan, the materials development team will work closely with its interactive colleagues to ensure that all training materials are Section 508 compliant. Due to the enhanced digital program, Burson-Marsteller will also ensure all designs are created to be as "printer-friendly" to facilitate downloading and printing. In both instances, these issues will be incorporated into the initial design process to provide cost-efficiency for the government.

Proposed Materials Suite

$5 Note

FULFILLMENT MATERIALS
- Combination brochure/poster "broster"
  - English/Spanish (printed and electronic)
  - All other languages: electronic only
- Camera ready art (electronic only)

$100 Note

FULFILLMENT MATERIALS
- $100 standalone poster
- Multi-note poster: $5, $10, $20, $50, $100
- Multi-note booklet: $5, $10, $20, $50, $100
- Take-one cards with holders (languages TBD)
- Camera ready art (electronic only)
- Training CD-Rom (printed and electronic)
- Training Video/DVD (printed and electronic)
- Cash handlers' quick reference cards
- Resource kit

$5 and $100

MEDIA MATERIALS
- Press kit folders
- Press kit insert sheets
- Display materials for events
- Generic event signage
- Security feature insert
- 8" x 10" glossy

OUTREACH MATERIALS
- $5 note reminder postcard
- $100 note heads-up postcard
- $100 note reminder postcard
- Stationery and envelopes

In terms of accessibility to international audiences, Burson-Marsteller will work with a certified translation vendor to provide reliable and consistent language translation. As international markets for the $5 note and $100 note program are prioritized, specific languages selected for translation may differ from those prioritized in previous programs. Burson-Marsteller believes that the numbers of languages needed for translation



will likely still total 25 including English. Likewise, as the International team develops tailored programs for each tier of outreach, the suite of translated materials will be used, as needed and as appropriate, for each outreach target.

In order to provide materials for fulfillment purposes in the most accessible and efficient manner, Burson-Marsteller will work closely with the BEP and GPO to develop a protocol that includes a number of best practices learned through previous programs to execute in this program, including:

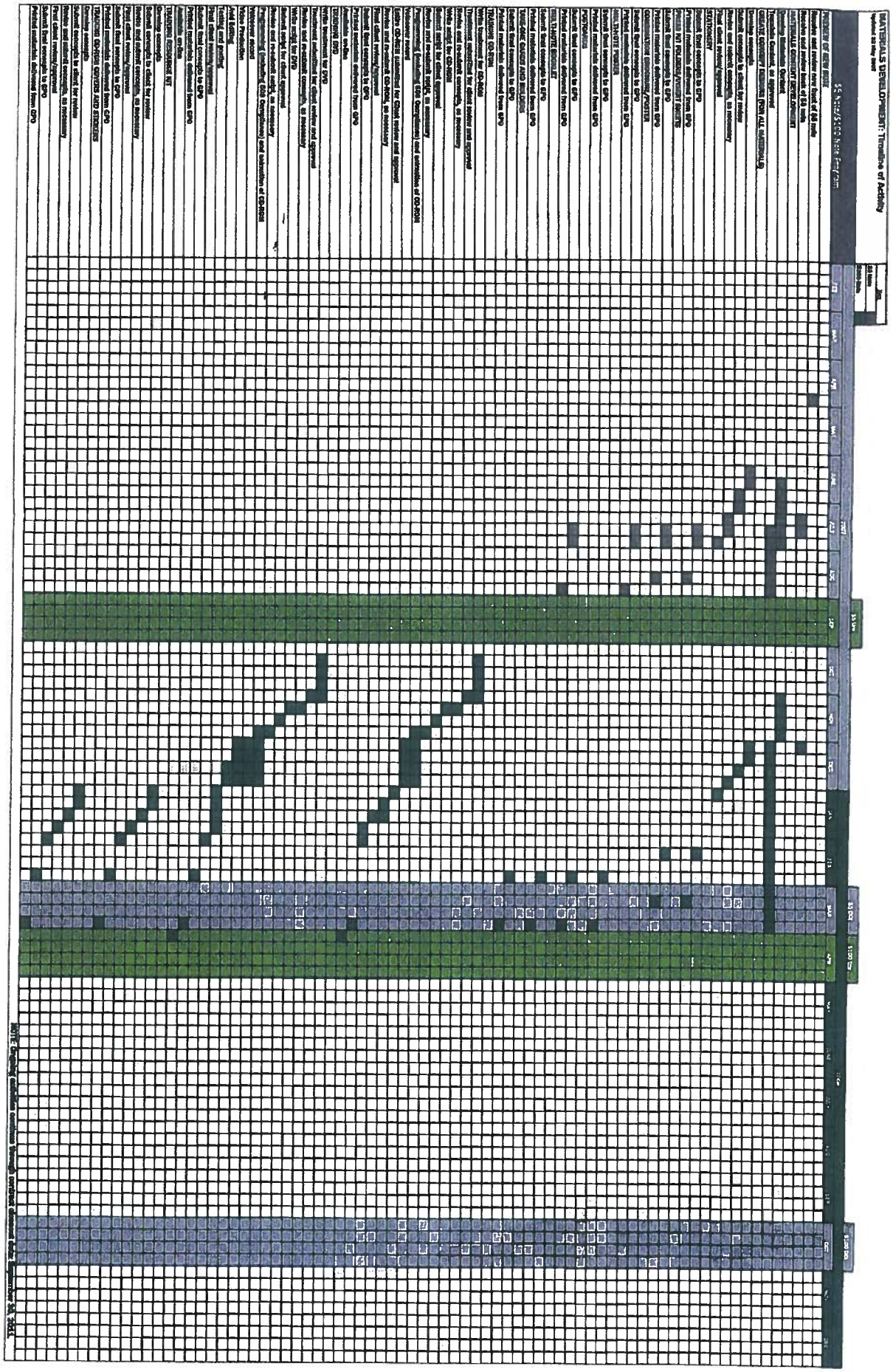
- Weekly calls during peak periods
- Enhanced tracking of deliveries
- Specific timelines that include expected delivery dates
- Printing production spreadsheets that include all materials specs and special instructions
- Review of all GPO contracts to ensure accountability by selected vendor

To ensure materials are ready for fulfillment by September 2007 and April 2008, Burson-Marsteller will need a final $5 test note as soon as possible, and a $100 test note no later than December 2007.

Milestones
Please see the attached timeline.

Measurement
Performance will be gauged by:

- Timeliness of having materials stocked at the warehouse by each unveiling, allowing for the fulfillment process to get off to a good start;
- Compliance with Section 508 for Web-accessible materials; and
- Accuracy of print universe projections as compared to demand.


MATERIALS DEVELOPMENT: Timeline of Activity



Fulfillment

Objectives

Global dissemination of program materials is essential to achieving the goals of increased awareness and preparedness for the new currency designs. Since 2003, the Burson-Marsteller team has shipped more than 75 million pieces of educational materials to stakeholders in more than 110 countries around the world, in a timely fashion, paving the way for smooth introductions of the redesigned $20, $50 and $10 notes.

The objectives for $5 note and $100 note program fulfillment will be to maintain the high quality of service and timeliness established over the past four years, continue to improve upon fulfillment efficiencies by leveraging digital tools, and support the stakeholder, materials and interactive teams in shifting to greater reliance on electronic dissemination of materials.

Plan

Burson-Marsteller will use an enhanced version of the existing fulfillment system for the $5 note and $100 note materials. Because new countries will be added to outreach for this program, Burson-Marsteller will research relevant national regulations and develop processes to ensure that shipments reach the customer in the most efficient manner. For example, in Peru, companies must register with the government before any shipments of more than a single box weighing more than 44 pounds can be received. The team will therefore build compliance with those regulations into the fulfillment of materials to recipients in Peru — either by ensuring that single-box shipments fall below the weight limit that triggers mandatory registration or by working with recipients at the front end of the process to ensure they are registered and ready to receive materials.

New Approach

- The goal for the $5 note is to dramatically reduce physical materials production and fulfillment and replace with digitally-available content.

To ensure the fulfillment process is informed by the varying regulations in targeted countries and carried out as efficiently as possible, the Burson-Marsteller team will incorporate the following steps into its fulfillment process:

- **Educating international customers** – Prior to placing orders, international customers will be required to ensure that they can accept shipments from abroad. Burson-Marsteller will add language pertaining to this issue to the online order form and e-mail order confirmation. (For example: "Some governments have regulations that apply to the receipt of shipments from



other countries. Please check with your government to ensure that you can receive shipments from the United States.")

- **Additional tracking for international shipment** – Burson-Marsteller will review international orders and add special instructions to the warehouse when appropriate. The review will flag orders from countries where there have been difficulties in the past, including Peru, Argentina and Ukraine. Once the order has been shipped, tracking logs will be monitored and, if customs delays arise, immediate intervention will be triggered to solve any issues.

- **Improving the commercial invoice** – Burson-Marsteller will work with the fulfillment warehouse to improve the commercial invoice included with international shipments. For example, Burson-Marsteller will ensure that the contact listed as the "shipper" matches all other shipping documents to avoid extra steps that have arisen in the past. In addition, Burson-Marsteller will ensure, as required, that an appropriate staff member's signature is included with all forms and that each box is appropriately priced to ensure a smooth customs process. As required by particular customs offices, commercial invoices will be translated into the orderer's language by Burson-Marsteller's translation vendor.

- **Solving international shipping and customs issues** – Experience has shown that all the preparation in the world will not always guarantee smooth sailing with customs officials in some countries. Particularly because materials will be shipped to countries that have not been involved in previous programs, it is prudent to be prepared for potential customs problems. When the international tiering process is complete, the fulfillment and international teams will collaborate to determine whether such problems can best be addressed by Burson-Marsteller's in-country teams or by customs brokers, and the necessary resources will be put in place to facilitate problem-solving if and when issues arise.

Tactics

Fulfillment Coordination

A streamlined and responsive materials fulfillment program can only be achieved through an integrated effort involving all members of the team. In addition to ensuring strict quality control and close oversight of the fulfillment process, the fulfillment team will collaborate on an ongoing basis with other teams (particularly materials, stakeholder and international) to anticipate spikes in activity and pick up on any problems that may be reported anecdotally through stakeholder contacts. Ongoing coordination with GPO and its printing vendor will also help ensure delivery



of materials is anticipated and the warehouse is poised to stock items promptly as they arrive.

Ordering System
The fulfillment team recommends continuing to offer the following ordering methods:

- **Toll-free telephone line**
- **Toll-free fax line**
- **Local (D.C.-area) fax number:** As with past programs, Burson-Marsteller will continue to maintain a local fax number for international customers. Because the fax line is the only secondary form of communication for international customers beyond e-mail, Burson-Marsteller will continue to maintain the fax number, but will monitor usage to determine if its use is necessary over the course of the program.
- **Mail:** Order forms that are downloaded from the Web site and printed, as well as printed order forms distributed at stakeholder events, can be sent by mail.
- **Web site orders from U.S. Embassies**
- **Web site** – As noted in the "Interactive" section of this plan, the team will update the online order form to include new materials, coincident with the unveilings of the $5 note and $100 note.

Fulfillment Implementation
Applying lessons learned, the fulfillment team will:

- **Coordinate and facilitate requests** – The fulfillment team will work with the warehouse and GPO to receive, store, distribute and inventory the following educational materials. (Note that the $50 note and $10 note materials will be fulfilled as long as existing inventory remains.)
  - $50 note brochures – in English and Spanish
  - $50 note posters – in English and Spanish
  - $10 note combination brochure/poster – in English and Spanish
  - $50 note and $10 note materials specifically being stored for BEP
  - $5 note double-sided poster – in English and Spanish
  - $100 note posters – in multiple languages



- $100 note Take-one cards and holders
- All-note booklet – in multiple languages
- Multiple-note posters – in multiple languages
- All-note training CD-ROM – languages to be determined
- All-note training video/DVD – languages to be determined
- All-note Training Resource Kit
- All-note quick reference cards for cashiers

- **Assign unique item number to each product** – Burson-Marsteller will assign a unique number to each new item to ensure order accuracy. The unique item numbers for the $5 note materials will begin at 401. For the $100 note, they will begin at 501.

- **"Clean" and process orders** – Burson-Marsteller will eliminate duplicate orders and flag incomplete addresses or illegible information as orders are received.

- **Divert questionable orders** – Questionable orders will be separated immediately from the main fulfillment file and entered into a different order-processing program. Burson-Marsteller will then match the questionable order file against the initial outreach universe to identify and suppress duplicate orders before they are mistakenly fulfilled. This process increases the cost-efficiency of the fulfillment effort. It also maximizes credibility with the outreach audience, because each orderer receives precisely the materials requested, in a timely fashion.

- **Add to database** – Once the orders have been processed, they will be entered into a standard database in table format. This flexible format allows data to be imported and integrated seamlessly into a range of mail formats and shipping software.

- **Order confirmation** – Burson-Marsteller has developed a system that send a confirmation notice to all customers. Confirmation will be sent via e-mail or fax when possible; if e-mail address or fax number is not available, a confirmation phone call will be made.

- **Special approval for large orders** – Burson-Marsteller will contact the COTR for approval of large orders, the scale of which will be determined in consultation with BEP prior to the unveiling of each note.



- **Create shipping forms** – To maintain efficiency, Burson-Marsteller will continue to use its simplified shipping form that includes all necessary information on a single sheet, following a user-friendly, easy-to-read format. Shipping forms will be modified to accommodate the available materials for the $5 note and $100 note.

- **Process orders** – Domestic orders will be shipped within seven business days if the requested materials are in stock and, for large orders, appropriate approval has been received from the COTR. If a delay to an order is anticipated, a notification will be sent to the customer providing an expected delivery date and phone number in case the customer has questions. International customers will be informed that their shipment should arrive in three to six weeks from the date of order, though in the past, orders were often delivered sooner. In terms of shipping carriers, Burson-Marsteller continues to recommend shipping orders through DHL, which continues to have the largest international reach, can act as a customs broker in most countries and continues to provide a discount based on the volume of shipments that are sent out.

- **Track orders** – The existing tracking system will be used and customers will be provided with the tracking information.

- **Process returned shipments** – Returned shipments will be sent back into inventory and labels will be forwarded to an address determined by COTR for review and archiving.

The following steps for international shipments will ensure that customers receive their requested materials in a timely manner:

- **Special requests** – The majority of requests are expected to come via the Web site. However, unusual requests (e.g., size or type) are sometimes e-mailed to Burson-Marsteller or Direct Impact. If the number of such special orders were to spike beyond the minimal levels of the past four years, Burson-Marsteller will discuss alternative options for handling them with the BEP.

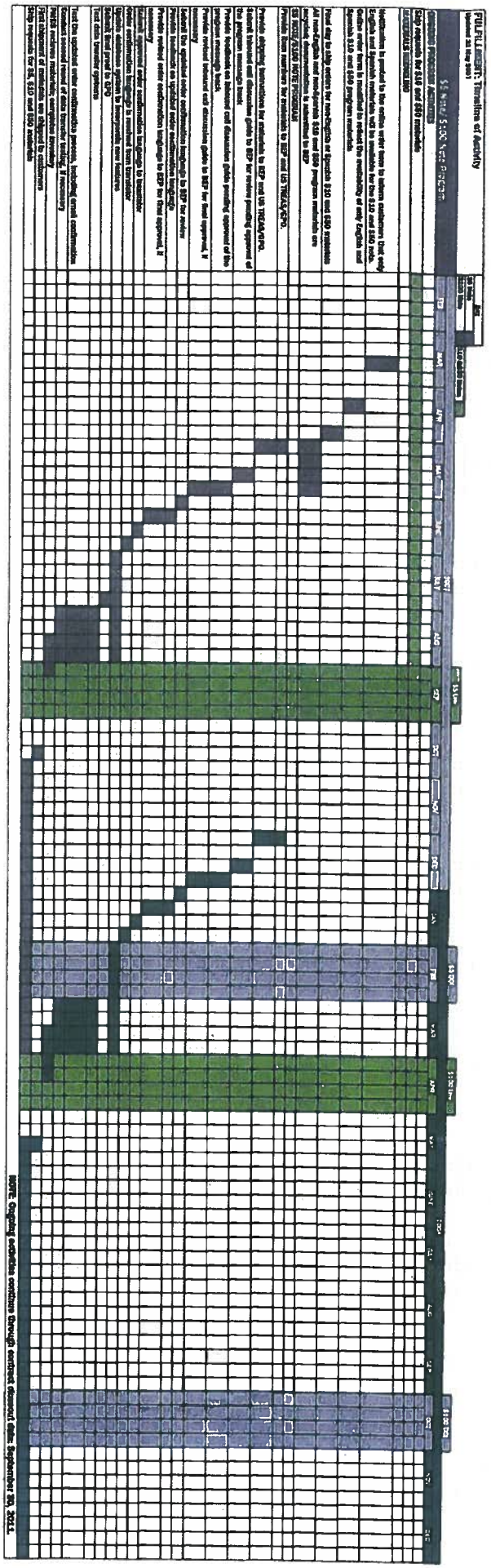
- **Customs** – Burson-Marsteller continues to research and track customs requirements in the countries where shipments are likely and will continue to update its database of customs information as needed in order to facilitate and smooth the customs clearance process.



Reporting
In addition to the overall weekly activity report submitted each Friday, the fulfillment team will submit an inventory each Monday, with a summary report for each month submitted by the 7th of the following month.

Milestones
Please see attached timeline.

Measurement
Performance will be gauged by the timeliness of order fulfillment and shipment.


FULFILLMENT: Timeline of Activity
NOTE: Ongoing activities continue through contract closeout date: September 30, 2011.



Crisis Preparedness

Burson-Marsteller believes that the best way to address any crisis situation is by being well-prepared. Burson-Marsteller will lay the foundation necessary to enable BEP to communicate authoritatively around the world at a moment's notice and also incorporate digital means of communication that can be used during a crisis to reach key audiences quickly and efficiently.

For that reason, Burson-Marsteller will conduct a crisis-simulation in advance of each milestone, using scenarios that take into account the domestic and international currency in play at the moment.

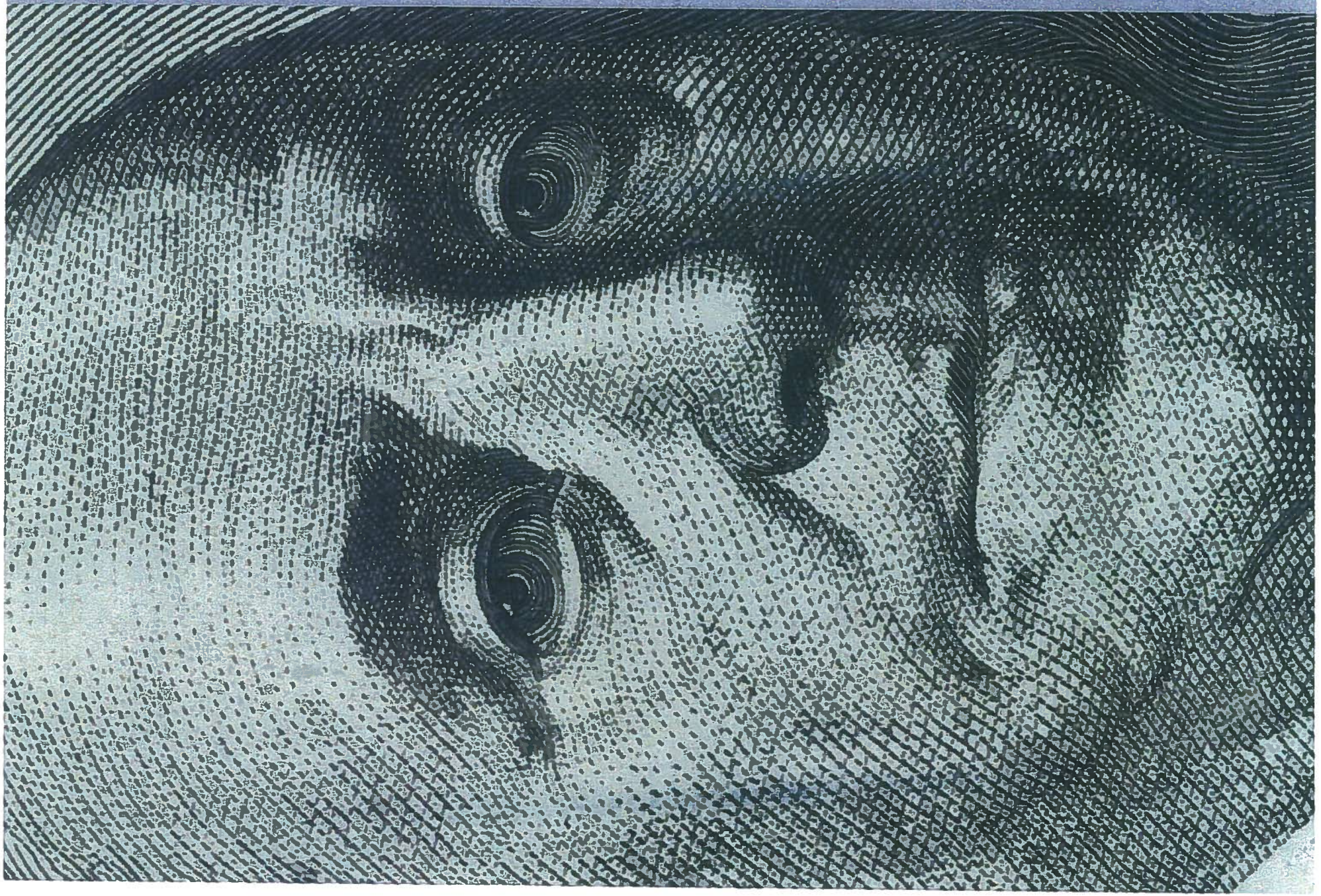
- Burson-Marsteller will work with the BEP, FR and USSS to brainstorm domestic and international potential vulnerabilities related to the $5 note and $100 note.
- The team will draft a series of scenarios unique to the $5 note and $100 notes that could occur around an Unveiling or Day of Issue against which the team should prepare.
- The BEP, FR, USSS and Burson-Marsteller will engage in an extended simulation session to go through each scenario, develop response protocols/sequences and determine the lead agency and content for each response. Burson-Marsteller examined the possibility of an online simulation and determined that the cost was prohibitive given the entire core team is located in Washington.
- Following the simulation, Burson-Marsteller will draft holding statements/protocols based on each scenario.
- Prior to each milestone event, Burson-Marsteller will stage a "surprise" crisis for the team to put the simulation exercise into practice.

All holding statements and protocols developed in the simulation exercise will be posted on the extranet's crisis section. Team members' contact information will be updated and revised contact cards will be distributed. Additionally, a dark site will be developed to replace the Web site homepage in the event of a crisis requires that homepage content be reorganized and revised quickly to disseminate response messaging.

Milestones
Please refer to the timeline "Media Relations" section of this plan.

Measurement
Performance will be gauged by timely achievement of the above activities.

Domestic Outreach





DOMESTIC OUTREACH

U.S. Media Relations

For the introductions of the new $5 note and $100 note, Burson-Marsteller's recommendations for media relations efforts are designed to leverage the public's natural interest in new currency designs and amplify the message through a mix of new and traditional media tactics.

Because the $5 note is not a high circulating note and has a low counterfeit rate, the approach/scope for that note's Unveiling and Day of Issue will be scaled down in comparison to the $100 note.

In contrast, the trend toward the $100 note surpassing the $20 note as the most-counterfeited denomination domestically, as well as its wide circulation globally, calls for a robust, far-reaching media relations program. Additionally, the new security features in the $100 note will naturally attract news media interest.

Given the low counterfeit levels and circulation of the $5 note, Burson-Marsteller recommends a low-cost approach that still gains wide consumer reach. To that end, we recommend a digital Unveiling of the new design followed by a cash transaction photo opportunity for its Day of Issue. This is a cost-effective way to use the natural news interest inherent in the unveiling and issue of the newly designed $5 note to smooth the way for its acceptance while at the same time leveraging resulting media coverage to create "buzz" and heighten excitement about the new $100 note to come.

New Approach

Burson-Marsteller recommends a vendor review of media monitoring capabilities together with representatives from the BEP/FR/USSS to determine which vendor provides the most comprehensive news clips, uses the latest technology and captures the greatest number of online media stories.

While Bacon's has been the vendor for previous programs, Burson-Marsteller would like to compare them with other vendors such as PR Newswire and BurrellesLuce to ensure that the news monitoring component of this program is the most efficient and cost-effective available.

Vendor capabilities for assessment include:

- Comprehensive monitoring coverage: print, broadcast and Internet (including blogs)
- Rapid delivery of news items via electronic means so as to facilitate reporting to clients/team following milestone events
- Viewing a full-text version of news clip or see a scanned image of exactly how the clip appeared
- Unlimited search criteria and criteria changes
- Continuous reports and updated clips, for rapid response needs



Objectives

The primary objective of the domestic earned media program is to reach as wide a consumer audience as possible. Secondarily, the earned media program is designed to reach cash-oriented stakeholder groups. Burson-Marsteller aims to continue the successful message penetration to these core audiences through a robust earned media program, as has been the case in previous years of the new currency public education program.

Message Development

To ensure the consistency of all materials and the weaving of the key messages throughout each piece, a message track will be the first document created for each note. All other documents – internal and external – will use this approved messaging. After the focus group sessions are held and key findings are available, Burson-Marsteller recommends holding a high-level group session to develop messaging that will not only educate about the new $5 note but also bridge to key messages for the new $100 note. Particular emphasis will be placed on the notes' updated security features.

As the $5 note and $100 note messages are developed and preparations are made for spokespeople, media and stakeholders, it will be critical to work with the BEP, FR and USSS to understand the messaging nuances/sensitivities unique to these notes and their uses. Burson-Marsteller will draft a skeletal message track and moderate a session with all three participating agencies to consolidate their feedback and achieve consensus.

Also important to message development will be a full grasp of the latest trends and impact upon various stakeholder audiences. One example is recent news coverage in Reuters, the Associated

Gaining Efficiencies

B-Roll Distribution

Moving from the physical aspect of B-roll management as conducted in past programs — which included producing hard copies, storage, mailing — to a digital distribution system in this program, will result in operational and cost efficiencies.

Burson-Marsteller recommends *NewsMarket*, a digital marketplace that uses technology to facilitate the easy transfer of broadcast-quality B-roll footage.

In 2006, the U.S. State Department successfully transferred its press materials/B-roll operation to *NewsMarket*.

How it would work for this program:

- *NewsMarket* would create a microsite housing all BEP B-roll footage, as well as the entire suite of press materials for reporters to download.
- The microsite is for registered users only, allowing us to track which reporters download which materials (not just the B-roll footage).
- International markets will download the footage in their unique conversions without our having to produce multiple conversion dubs.
- Eliminated through this process is the risk of losing a dub in overseas shipping in the days prior to the note's unveiling.
- Each time fresh content is uploaded, registered journalists receive an e-mail alert about the new story, still others receive the information through an RSS feed.



Press, and *The Economist* that touches on the "cashless society" story, specifically with regard to growing credit card trends in vending machines.

Based on preliminary conversations with the client team, Burson-Marsteller envisions messaging related to the $5 note and $100 note language that:

- uses $5 note messaging to bridge to the $100 note.
- addresses the FR's circulation strategies for the $5 note and $100 note (replacement, co-circulation or phased replacement) from the beginning to set consumer expectations.
- differentiates the $5 note as a distinctive "legacy" note.
- integrates the new tagline into spokespeople' vernacular in a natural way that will get picked up in media reporting.
- reflects updated information on the amount of U.S. currency held overseas.
- emphasizes descriptor language for the new, unique, motion feature on the $100 note.

Media Relations Preparation & Related Materials

Burson-Marsteller will anticipate the needs of reporters – national, local, international and trade – and furnish them with the elements with which they can write complete, factual, interesting stories that advance the program's goal of education focused on security features. This strategy provides reporters with the background information through press materials and focuses spokespeople' time on more substantive interviews.

Positive reactions from the media have validated the effectiveness of the press materials produced for the $10, $20 and $50 note introductions and suggest, therefore, that those types of materials be replicated for the $5 note and $100 note program. Burson-Marsteller will increase its emphasis on digital distribution opportunities in order to reduce costs, using the $5 note effort to accustom the media to accessing press materials digitally.

Press materials will be available in digital form on www.moneyfactory.gov/newmoney and in an e-mail-ready format to respond to media requests. Burson-Marsteller recommends that press materials be printed only for distribution at media events, such as the $5 note's Day of Issue photo opportunity and Unveiling and Day of Issue events for the $100 note.

Following the messaging session and adjustments to the message track, Burson-Marsteller will update the press materials that have proven effective and, provided sufficient additional information exists, develop a new press document specific to each new note and what distinguishes it from previous redesigned denominations.



For example, perhaps the history specific to the $5 or $100 note is "meaty" enough to merit its own fact sheet.

Sample press materials and activities include:

- Press releases
- Fact sheet on counterfeit deterrence
- Fact sheet on the features of the new $5 note and $100 note and how they are different from previous designs
- Fact sheet on historical currency milestones, including specific milestones related to the $5 note and $100 note
- Glossy insert highlighting the updated security features in the new $5 note and $100 note
- Glossies of the front and back of the new $5 note and $100 note
- Quirky facts-at-a-glance sheet
- Bios of relevant officials (only for press kits distributed at events)
- B-roll package customized to the new $5 note and $100 note
- Audio news releases
- Podcasts of spokesperson interviews discussing the new note designs and their new features
- Radio tours
- Satellite media tours

Message Training

Burson-Marsteller proposes that the primary spokespeople for major news opportunities continue to be BEP Director Larry Felix and FR Assistant Director of Federal Reserve Bank Operations and Payment Systems Michael Lambert, but other high-ranking officials from the FR and USSS should also participate in media events and other major media outreach, as appropriate. These can include, but are not limited to, ACD Steering Committee members, the Treasurer and the Treasury Secretary. In recognition of the numerous demands on senior leadership time, and to strategically generate more news coverage by utilizing multiple spokespeople, Burson-Marsteller recommends that a broad array of spokespeople be recruited. In addition, early identification of spokespeople is key to ensuring ample coverage for all events.

Burson-Marsteller recommends that media spokespeople undergo message training on the message track developed for the $5 note and $100 note program. In addition, to ensure public information and cash products staff throughout FR's network are prepared, Burson-Marsteller recommends replicating message training remotely via telephone, which has proven to be an effective and cost-efficient tool



for previous new design introductions. Furthermore, Burson-Marsteller recommends using that model to integrate USSS field offices into the overall public education program, ensuring that agents who are frequently quoted in local media are echoing the new currency program's messages.

Digital Media Strategy

Digital media outreach has two tracks: using digital channels to reach the news media (including traditional media like *The New York Times* and NBC News) as well as including digital media outlets, or Internet-based media (such as cnn.com and Google News) in ongoing outreach.

Burson-Marsteller integrated digital media outreach into its media relations throughout the public education program for the $20, $50 and $10 notes but will "turn up the volume" on digital outreach for the $5 note and $100 note program.

Rather than view digital media relations as a replacement or substitute for traditional media outreach, Burson-Marsteller's experience and empirical research suggest it should instead be treated as a supplement to traditional methods. *The New Color of Money* currency education program enjoyed successful message penetration among consumers through traditional media tactics that have a proven track record. Going forward, Burson-Marsteller recommends continuing to implement traditional media tactics and supplementing them with "new media," or digital ones.

According to a survey by the Pew Research Center[1], the Web serves mostly as a supplement rather than a primary source of news. Those who use the Web for news still spend more time getting news from other sources. In addition, Web news consumers emphasize speed and convenience over detail. Of the 23 percent who reported they got news on the Internet "yesterday," only a minority visited newspaper Web sites. Instead, Web sites that feature quick updates of major headlines, such as MSNBC, Yahoo, and CNN, dominate the Web-based news landscape.

While consumers still rely primarily on traditional news sources, with television news the dominant source by far, the media itself uses digital channels heavily in gathering the news. As discussed in the "Interactive" section of this plan, journalists are increasingly turning to blogs and online discussions for story ideas and perspectives. Similarly, television news departments are looking more and more to online sources for footage. And just as importantly, major newspapers are riding

[1] *Pew Research Center Biennial News Consumption Survey, July 30, 2006*



the new media wave to increase readership, enhancing their online reporting with audio and video, rather than relying solely on static photographs.

Burson-Marsteller proposes to leverage these trends to increase dissemination of program messages cost-effectively. As noted previously, the team will explore the cost-effectiveness of distributing B-roll via the online video distribution portal *NewsMarket*, which is used by television news departments across the U.S. and around the world. Burson-Marsteller also will pitch video footage to online newspapers and television network online sites, and will disseminate an online package to be used via portals such as YouTube. All of these tactics should result in an increase to the attractiveness of the story and increase coverage and reach as a result.

Milestones and Key Media Events

The programs for the $10, $20 and the $50 notes have enjoyed success in capturing the public's awareness and interest by taking the opportunities of the notes' unveilings and introductions into circulation to make news. These milestones serve as bookends in Burson-Marsteller's recommended media outreach plan, framing outreach efforts with high-impact, newsworthy events that carry the program message across the country and around the world.

The first news-making opportunity came well before the $5 note's Unveiling: it came last year, with the announcement that the note would be redesigned. The $5 note's Unveiling in September 2007 is not only a chance to showcase that note's design to the world, but also to advance awareness of the $100 note redesign to come. Given the lower profile of the $5 note, Burson-Marsteller recommends a digital Unveiling, and a Day of Issue marked by a photo opportunity of a cash transaction in a major media market.

This digital Unveiling will be constructed as an interactive Web-inar that allows participants to view video and presentation slides that highlight launch activities. Burson-Marsteller will invite traditional and offline media nationwide in advance of the event, and they will have the flexibility to participate or link online to the event. Live questions and answers will be available during the event, and interactive features such as an online tour of the redesigned note will add to the participants' enjoyment and learning opportunity. The entire event will be available as an archived file within an hour of the event's conclusion. Digital content will also be made available to reporters and editors to supplement their print coverage of the note's Day of Issue.

As the $100 note is so widely circulated globally, Burson-Marsteller recommends a traditional, visual event, in a market where international media are concentrated, to



unveil the new design. It is the team's belief that New York offers optimal conditions to achieve the greatest possible global reach. This stems from experience in having strong attendance at the $10 note Unveiling in New York by foreign correspondents. New York is home to more news media – domestic and international – than any other market in the world and thus offers the most efficient platform for generating the coverage needed to reach targeted audiences around the world.

As the Unveiling event is developed, Burson-Marsteller will explore alternatives to traditional speeches as a dominant event element and focus instead on the design itself and what the government wants the public to know about it – its features. Furthermore, consideration will be given to leveraging milestones, such as the printing of the one millionth new $100 note, through digital tactics as a way to complement live events.

For the $100 note's Day of Issue, Burson-Marsteller recommends a cash transaction to generate a newsworthy photo that relays the message that the new U.S. $100 note is in circulation.

Burson-Marsteller recommends leveraging industry-specific trainings to generate trade press coverage. Conducting training with these groups will add a photo visual to the trade story – explaining why learning about currency security features is important in a particular job and industry. Consideration should be given to drafted by-line articles written from the voice/pen of a government official that can also be placed in trade publications.

Targeted Domestic Media Outreach

Over the past two years, Burson-Marsteller has established relationships with and fostered a knowledge base about the new currency designs among a cadre of key mainstream journalists, industry trade reporters and ethnic and minority media outlets that have an interest in, and propensity to report on, the new currency. The redesign of the $5 note and $100 note is likely to be of interest to an even broader media audience, and Burson-Marsteller will re-examine, update and build on the existing media database.

Careful attention will be given to ensure financial and consumer-oriented reporters – and even style and arts reporters – are included within the media database for outreach.



The database includes:

- **National top-tier media** – Television and radio network news contacts and specific public affairs and news program contacts within those networks, major daily newspapers with national reach and/or national influence, news magazines and wire services. Beat reporters who cover the Treasury Department, BEP, FR and U.S. Secret Service are included. Reporters and editors for online editions of national media will be included, as well as contacts for the tradition editions.

- **State and local media** – Television, radio, daily newspapers and state-specific magazines, including both mainstream and online contacts.

- **Business and industry trade media** – Financial, retail, and other appropriate industry-specific publications are included, integrating media and stakeholder outreach to these crucially important audiences.

- **Ethnic and minority media** – This includes media outlets, both national and local in targeted markets, geared toward specific minority and ethnic groups, such as Black Entertainment Television for African-Americans, *The World Journal* for Asian-Americans, and *La Opinión* for Hispanic audiences.

- **International correspondents** – U.S.-based correspondents for international news organizations have shown tremendous interest in the new currency program and have been instrumental in amplifying the program's messages around the globe.

Between milestones, momentum-maintaining efforts will be implemented, such as pitching unique feature stories to targeted press, offering floor tours of the D.C. and Ft. Worth production facilities, launching the new lesson plan and training sessions being conducted with cash handlers.

Daily News Monitoring with Weekly Recap Reports
Burson-Marsteller will analyze new offerings in the media monitoring space to maximize cost-effectiveness and efficiency.

A daily news coverage report will be essential for the Burson-Marsteller team to monitor tone and content, follow trends, track progress toward media relations goals, identify journalists reporting on currency for future outreach, and flag rapid response needs. The daily report will be posted on the extranet, accessible to all who have extranet access.



However, to reduce the time required of the client to review coverage and also increase the utility of media monitoring, Burson-Marsteller recommends development of a new weekly media analysis. Burson-Marsteller will collaborate with BEP, FR and USSS to determine specific components of the weekly analysis but envisions it will include some measurement of message penetration. To further streamline monitoring processes, this report, too, will be accessible on the extranet rather than formatted for and distributed via e-mail.

Daily News Monitoring with Weekly Recap Reports
Burson-Marsteller will increase the scope of current media monitoring program beginning in June with the addition of a monthly media analysis. The monthly analysis will offer a strategic media monitoring look at key patterns, trends and message effectiveness in the news media. The purpose of the analysis is to offer key decision makers within the Bureau of Engraving and Printing, Federal Reserve, and U.S. Secret Service a view over time at the type of media coverage and message penetration that are emerging over time.

Burson-Marsteller will begin a new media monitoring coding process on May 28th in order to deliver a monthly analysis at the end of June. Included in the analysis will be the following:

- Measurement of message penetration
- Favorability of messages
- Measurement of spokespeople used in the news media
- Counterfeiting trends (as covered in the media)
- Geographic disbursement of stories
- Level of special interest (low vision) stories
- Trends emerging with the previous redesigned currency
- Trends emerging with the $5 and $100 note program
- Other information that is emerging

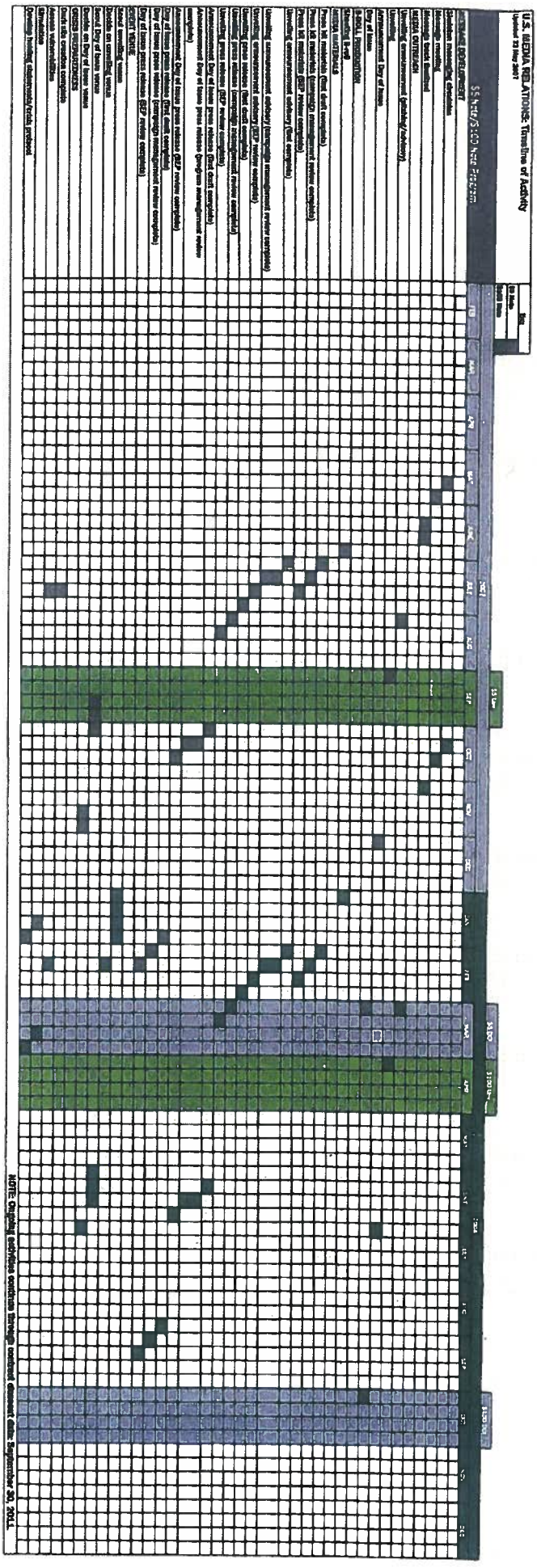
Milestones
Please see the attached timeline.

Measurement
Burson-Marsteller will use the following metrics to measure results of the media outreach program:

- **Clips** – Volume of coverage will be assessed, month by month. Additionally, we will create a database of the coverage that all team members can search through, not just the person responsible for monitoring.



- **Tone** – Through content analysis, subjective criteria are applied to the wording and context of story content to rate coverage as favorable, neutral or unfavorable.
- **Impressions** – The number of people exposed to the coverage will be tracked. Measurement of this metric has improved dramatically since we began the $20 program in 2003. Burson-Marsteller will take advantage of digital advances to ensure the best measurement tools are used. Additionally, in-market teams will provide impression numbers for coverage in international markets, based on the industry standard for advertising in each market.


U.S. MEDIA RELATIONS: Timeline of Activity
NOTE: Ongoing activities continue through contract date: September 30, 2011.



Stakeholder Education and Direct Outreach

Objectives: A New Integrated Approach to Education and Training
In order to reach out to key stakeholders at both national and grassroots levels, the Burson-Marsteller team will engage in a targeted and sequenced outreach program that not only helps drive awareness of the new $5 note and $100 note, but also prepares cash handlers and machine manufacturers for the upcoming changes.

To streamline outreach to stakeholders, Burson-Marsteller has developed an approach that combines direct and stakeholder network outreach in an overarching national outreach strategy. This approach combines organizations that historically have been part of what was called "stakeholder" and "direct" outreach in previous currency programs.

New Approach
- One integrated team conducting all outreach
- Build ethnic outreach program around specific metrics and milestones

The change, which will result in one team conducting all outreach, is markedly different in management than previous programs in that the touch points that reach the program's targeted audiences (as opposed to the general public) – outreach through stakeholder organizations and direct outreach – are now components of one unified effort rather than two coordinated and complementary, but separate efforts. Burson-Marsteller believes this approach will improve alignment in timing, tactics and budget, reaping efficiencies. Moving forward, Burson-Marsteller will refer to this combined effort as the Stakeholder Education and Direct Outreach Program.

To ensure the best customer service, the Stakeholder Education and Outreach Program will link directly to the Materials Development, Fulfillment and International Outreach teams.

Gaining Efficiencies
- Leverage outreach for the $5 note as a primer for the $100 note
- Develop an overall database at one time

Strategic Approach
As a result of feedback from the BEP and FR and an understanding of the difference in usage between the $5 note and $100 note, Burson-Marsteller recommends an outreach strategy that will mitigate potential issues related to issuing a newly designed $5 note (which will focus on machine manufacturers, vending and transit industries), while ramping up for a much more robust outreach program for the $100 note (which will extend to gaming,



retail, restaurant, financial and cash-handling equipment manufacturers and software providers).

In order to do this cost-effectively, Burson-Marsteller will use the outreach for the $5 note as a primer for the $100 note. It is worth noting, however, that messaging specific to the $5 note's features cannot get "lost" or take a back seat to messaging bridging to the $100 note. Particularly because the new $5 note will be a legacy note, in circulation for a very long time, it is important that the target audiences of the vending, transit and machine manufacturing industries are well-educated about its features and made aware of its legacy status.

Outreach to targeted organizations and groups will be divided into three primary categories:

- **National Outreach** – groups that reach national audiences and serve as umbrella organizations for smaller, local and regional outlets
- **Direct/Grassroots Outreach** – local and regional contacts, including "mom and pop" shops
- **Ethnic Outreach** – hard-to-reach communities, especially those with language barriers

To facilitate planning, the Burson-Marsteller team proposes that outreach be segmented by industry sector in addition to type of outreach, as indicated in the following chart:

Outreach by Industry Sector

INDUSTRY SECTOR	NATIONAL OUTREACH	DIRECT OUTREACH	ETHNIC OUTREACH
Transit	•	•	
Vending	•	•	
Gaming	•	•	
Restaurant	•	•	•
Retail	•	•	•
Financial/Banking/MSB	•	•	•
Membership Associations	•	•	•
Law Enforcement	•	•	•



Milestones
Strategically sequencing outreach efforts will be vital to maximize awareness. Whereas all milestones are offered in the attached timeline, key milestones in the outreach program include:

- **Database of Contacts Developed and Finalized**
  Since the new currency education program began in early 2003, the Burson-Marsteller team has developed a database of more than 62,000 records, which include domestic and international companies and organizations that are directly affected by the redesign of the notes. It is important to note that this database includes national and grassroots organizations in the industries and sectors noted above, groups that have previously ordered materials, and records identified as FR contacts.

  For $5 note and $100 note outreach, the team will review the existing database of grassroots/direct outreach companies with whom strong relationships already exist. FR contacts will not be included in this capture, but transit, gaming, vending, retail and financial contacts will be. The pulled records will be reviewed to determine what, if any, outreach is needed for each of these groups. Because some contact information for these records is likely outdated, and it would be cost prohibitive to cleanse and update such a large list, Burson-Marsteller recommends ultimately developing the direct outreach database for the $5 note and $100 note program by purchasing updated data on the companies and industry sectors selected from Dunn & Bradstreet which will ensure greater accuracy once outreach and identification calls begins.

  For national and ethnic outreach, which includes a universe of about 700 contacts, all records will be reviewed and prioritized according to the overall goals of each denomination's program. For example, contacts in the self-service, transit, machine manufacturing and vending industries will be closely reviewed for inclusion and priority in the $5 note program, whereas contacts in the gaming and retail sectors might be considered for the $100 note program. Because the level of relationship with these organizations is somewhat different than the direct outreach contacts, Burson-Marsteller does not believe a Dunn and Bradstreet purchase is necessary at this time and that contact information for existing contacts will be verified through identifications calls (which are outlined below). However, should additional contacts be included beyond those that already exist it may be necessary to purchase data for new contacts. That decision will be made in consultation with the BEP and FR as outreach lists are finalized.



Because the time between each denomination's roll-out is limited, the Burson-Marsteller team suggests developing an overall database once. Each record will then be assigned either to the $5 note program, the $100 note program or both.

The team recommends segmenting outreach lists, which will be initially based off of previous lists but updated as needed, as follows:

Recommended Segmented Outreach List by Note

$5 Program	$100 Program
PRIMARY	PRIMARY
Vending	Gaming (including commissioners)
Transit	Retail (including self-service groups)
Retail (including self-service groups)	Restaurant
Law enforcement	Banking/financial/MSBs (including armored carriers and customers)
SECONDARY	Law enforcement
Banking/financial/MSBs (including armored carriers)	SECONDARY
Industry associations	Industry associations
Government agencies	Government agencies
Restaurant	
Gaming	



- **Identification Calls**
  Identification (ID) calls have proven to be an effective and efficient way in previous denomination programs to initiate stakeholder communication. For the $5 note and $100 note programs, the Burson-Marsteller team recommends conducting identification calls for contacts prioritized for phone and e-mail communication. Through these calls, the outreach team will confirm the validity of each contact and collect e-mail addresses. Due to the expected size of the universe of direct/grassroots outreach contacts, Burson-Marsteller will outsource the calls to a specialized vendor, first conducting cost comparisons among a minimum of three vendors to get the best price. For national and ethnic outreach, Burson-Marsteller will conduct ID calls internally.

  Prior to any ID calls, the Burson-Marsteller team will work with the BEP and FR to closely scrutinize and hone outreach lists, weeding out contacts that do not merit an ID call and creating a universe total that is both reasonable within budget parameters and large enough to achieve the desired results.

- **Materials and Content Developed and Finalized**
  In collaboration with the Materials Development and Interactive teams, Burson-Marsteller will tailor effective materials and content to target stakeholder audiences. For example, machine readiness will be important to some targets, while cash handler education will be important to others. As detailed in the "Materials" section of this plan, the content and materials developed in support of the $5 note and $100 note program will include a blend of materials suitable for use with a variety of audiences.

  To customize information for target audiences, Burson-Marsteller suggests developing dedicated Web pages – or micro sites – to particular industries, such as vending, self-service or gaming. Further information about this recommendation is located within the "Interactive" section of this plan.

  The outreach team will focus on two important but distinct messages for two distinct types of audiences. They include:

  1) General Education Message – A majority of outreach at both the national and grassroots level will be aimed at prompting businesses to educate employees and customers about the upcoming design changes and how to authenticate the new notes.
  2) Machine-Readiness – At the same time, the "technical" side of a number of industries, including vending, gaming, transit and retail, will need specific messages regarding changes that impact the effectiveness of their validation mechanisms. The Burson-Marsteller



team will work closely with these groups to ensure that they are prepared in time for the Day of Issue for each note so that consumers can reasonably expect that their new $5 or $100 notes will be accepted wherever they go.

- **Outreach Begins**
  As soon as the new $5 note is unveiled, the team will begin communicating to all target audiences. Outreach will vary for each denomination and for each target, but will focus on encouraging contacts to order materials and help "multiply" program messages within their constituencies –which might include members or employees.

Prioritized Levels of Outreach
The level of outreach to each target group will be determined based upon that group's importance to a smooth introduction of the new designs, the group's potential reach, and the perceived demand of the group for outreach and education.

- **Level One**
  Target: National organizations and companies
  Goal: Identify, cultivate and leverage relationships with national membership organizations and companies that will help educate hundreds or thousands of their members or employees around the country.
  Examples: Wal-Mart; National Federation of Independent Businesses (NFIB); American Association of Retired People (AARP); American Public Transportation Association (APTA); American Banker's Association (ABA); National Automated Machine Association (NAMA).
  Level of Support: Because these organizations can have a significant impact on the success of the outreach program, this group will receive phone, e-mail and mail communication. Burson-Marsteller will conduct this outreach.
  $5 Note and $100 Note Differences: Outreach lists for Level One will vary widely for each new note, with primary emphasis on vending, transit and machine readiness for the $5 note and emphasis on gaming, retail, restaurant, banking and machine readiness for the $100 note.

  Note: Ethnic outreach, though focused and targeted, will also be a part of Level One.



- **Level Two**
  Target: Local and regional companies
  Goal: Help drive program messages to local and regional groups that have a vested interest in understanding and preparing for the new notes.
  Examples: Red Rose Transit Authority, Newark Police Department
  Level of Support: Like Level One, this group will have a significant impact on audiences being prepared for the new notes, but on the local, rather than national level. This group will receive phone, e-mail and mail communication. Burson-Marsteller's outreach partner Direct Impact will conduct this outreach.
  $5 Note and $100 Note Differences: Given the low priority of the $5 note on the larger stakeholder community, Level Two outreach (what was historically known as the most robust form of direct outreach) is only suggested for the $5 introduction for groups that need to receive the machine preparedness messages. For the $100 note, however, a larger universe of groups, including gaming, vending and retail, will be included.

- **Level Three**
  Target: Companies that should be aware of the changes, but are not central to outreach success
  Goal: Help drive awareness among constituent groups that should be aware of the changes
  Example: Market Basket Food Store Inc.
  Level of Support: After an identification call, this group will receive two to three communications via mail or e-mail.
  $5 Note and $100 Note Differences: Local and regional contacts in vending, transit and machine readiness will be targeted in this Level for the $5 note effort. For the $100 note, the universe of recipients will grow to include other relevant industries.

- **Level Four**
  Target: Companies that should be aware of changes, but may be less interested in one note over another
  Goal: Due diligence on communicating changes to all relevant parties
  Examples: Big Y Foods, Fulton Savings Bank
  Level of Support: After an identification call, this group will receive one communication via mail or e-mail.
  $5 Note and $100 Note Differences: Targets for this outreach will fluctuate depending on their interest in each denomination. For the $5 note, contacts are expected to include selected retail and banking contacts, whereas for the $100 note, vending contacts that received higher levels of communication



for the $5 note will drop down to this level because few machines accept $100 notes.

While segmentation will be developed in collaboration with the BEP and FR, as noted above, the following represents a "straw man" as a starting point:

Audience: Message #1 – Companies that have employees who deal with cash

$5 Note

LEVEL 1
- National/ethnic outreach

LEVEL 2
- No industries are recommended for this outreach

LEVEL 3
- Retail
- Restaurant
- Money service businesses
- Law enforcement
- Seed

LEVEL 4
- Retail (from existing database)
- Financial institutions (from existing database)
- Armored carriers

$100 Note

LEVEL 1
- National/ethnic outreach

LEVEL 2
- Retail
- Restaurant
- Money service businesses
- Gaming
- Law enforcement
- Financial institutions (FR customers)

LEVEL 3
- Financial institutions (FR customers)
- Associations
- Other government agencies
- Seed
- Armored carriers

LEVEL 4
- Retail (from existing database)
- Financial institutions (from existing database)



Audience: Message #2 – Companies that utilize machines that accept the notes

$5 Note

LEVEL 1
- National/ethnic outreach

LEVEL 2
- Vending
- Transit
- Gaming
- Gaming commissioners

LEVEL 3
- Vending
- Transit
- Seed

LEVEL 4
- No industries are recommended for this outreach

$100 Note

LEVEL 1
- National/ethnic outreach

LEVEL 2
- Gaming
- Gaming commissioners

LEVEL 3
- Seed

LEVEL 4
- No industries are recommended for this outreach

Program Tactics – Level One

National stakeholder outreach will greatly influence the reach of program messages to key audiences, and Burson-Marsteller recommends that Level One outreach include tactics that have a proven track record of success.

Outreach to each contact at this level will be consistently handled by a specific specialist on the team, to make sure there is continuity and that relevant historical knowledge and experience is leveraged. This approach will yield greater success because it leads to the development of solid working relationships.

Communications tools to be employed include:

- **Telephone contact – Perhaps the most important tool, team members will reach out to contacts on regular basis.**



- **Direct mail** – Mail pieces will remind contacts of upcoming milestones and the availability of materials. Examples of these include: $100 heads-up postcard, machine readiness mail piece, and $5 note reminder postcard.
- **E-mail communication** – Content-rich and subscriber e-mails will remind contacts of upcoming milestones, help educate audiences on new features and provide a call to action, as needed.
- **Materials** – Materials will be distributed through Level One contacts to employees, customers and others.

Outreach tactics for Level One will be drawn from:

- **Association Outreach** – Burson-Marsteller will leverage existing relationships with membership organizations to help extend education to key audiences. Groups such as APTA, NAMA, NFIB and others will be contacted to see if they are interested in providing materials, Web site links and newsletter content.

- **Industry Outreach** – Because various industries use each denomination differently, Burson-Marsteller will target some outreach according to industry. Like association outreach, Burson-Marsteller will leverage existing relationships and develop new ones to ensure that program messages are provided to larger audiences through industry groups. Industries that will have some form of outreach will include transit, retail, restaurant, gaming, vending and self-service, machine manufacturing, banks/financial/MSBs and law enforcement.

- **Conference Participation/Speaking Engagements** – Only events that involve organizations and people with major influence on the smooth introduction of the new notes will be considered. Because the $5 note is critically important to the transit industry, APTA emerges as a group likely to fall into this category of outreach. For the $100 note, the National Restaurant Association is one group that will be considered for this type of outreach. In either case, following guidance provided by the BEP, FR and USSS in recent one-on-one meetings, Burson-Marsteller does not expect to regularly support a traveling booth or traveling spokespeople. Conferences and speaking opportunities will only be pursued when a high return on investment can be quantified and can be staffed as necessary.

- **Integrated Partnerships** – With past denominations, integrated partnerships with Wal-Mart and Burger King, among others, have provided an extra level of reach. Burson-Marsteller will work closely with the BEP team to find appropriate partnership opportunities to pursue.



- **Youth Education** – Because children can develop authentication behavior early and can help educate parents, Burson-Marsteller believes a modest youth education program is needed. As discussed in the "Interactive" section of this plan, the team recommends adding a new game to the Web site and updating existing games to include the new $5 note and $100 note. An updated lesson plan that covers all denominations is recommended for development to coincide with the Unveiling of the new $100 note. Outreach to youth-oriented news media will be a priority during Unveiling and Day of Issue periods to help educate children on the new designs. Burson-Marsteller will also identify appropriate target groups, such as the Girl Scouts and Boy and Girls Clubs, to approach as potential partners in spreading the program's reach among young people. Developed material can link to other appropriate education resources within the BEP/FR/USSS network. An example of this would be linkages to the Federal Reserve System Economic Education Specialist group for youth education.

- **Employee Communications** – Offering press releases and B-roll packages to key stakeholder groups so that they may reformat those to meet the requirements of employee newsletters and internal television networks – this would be particularly relevant to retail "big box" stores as we have indications they are seeing more $100 notes in cash transactions than has previously been the norm.

FOIA (b) (5)



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Milestones

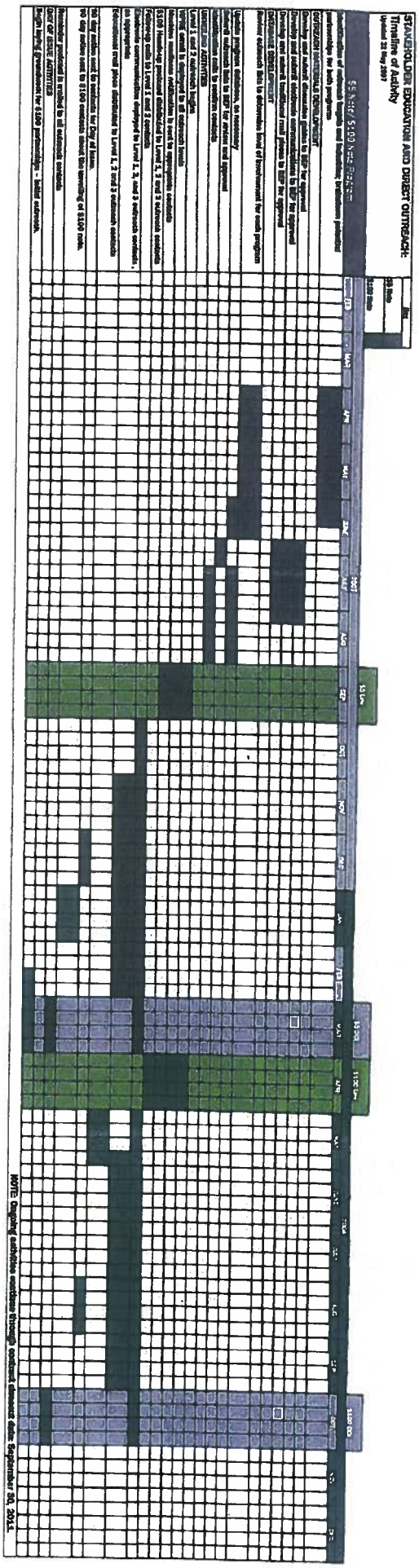
The attached timeline includes a detailed list of milestones, key among which are:

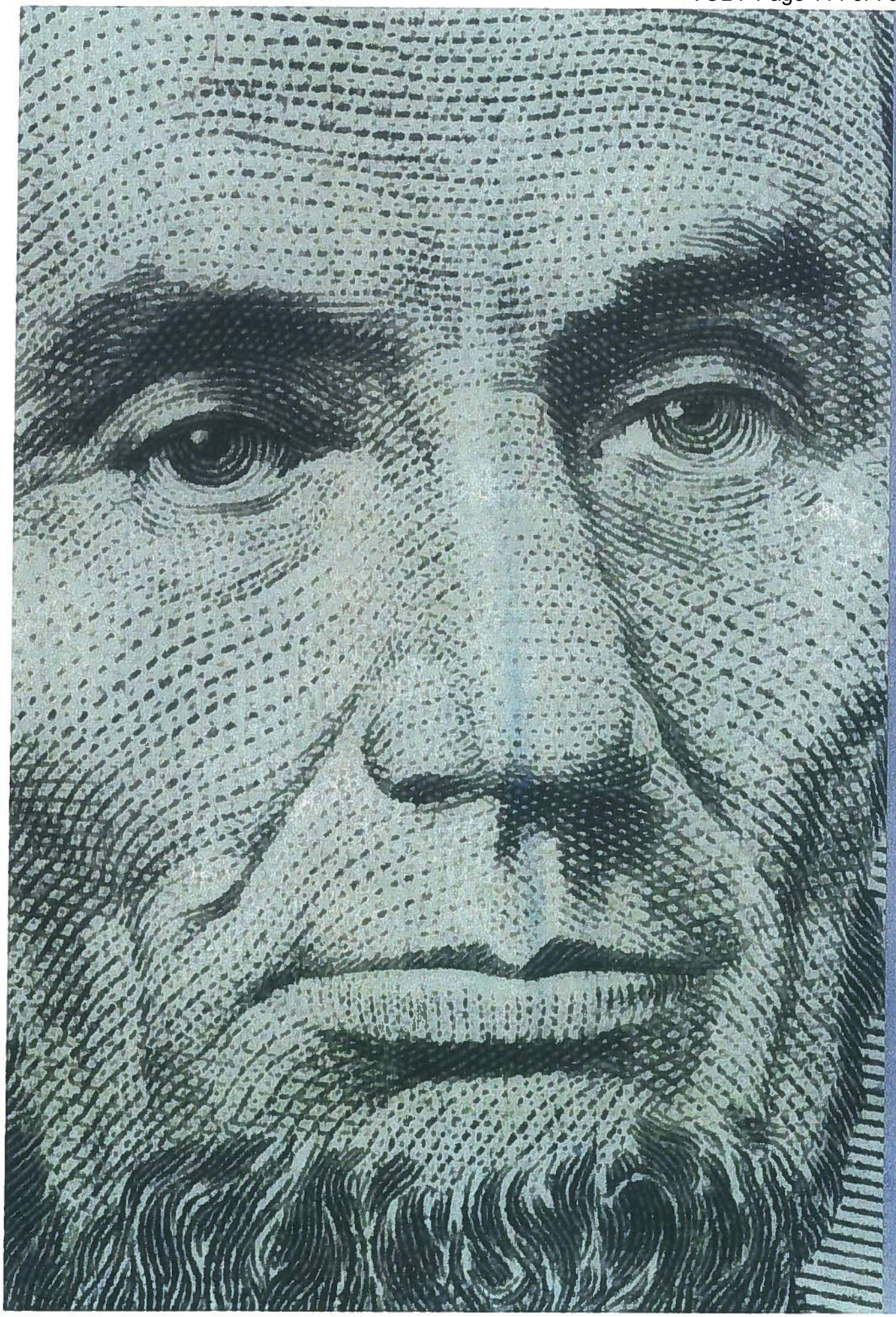
- BEP approval of outreach recommendations
- Discussion guide approval
- $5 outreach
  - Completion of ID calls
  - First communication is deployed
  - Outreach calls begin
  - Second communication is deployed
  - Third communication is deployed
- $100 outreach
  - First communication is deployed
  - Outreach calls begin
  - Second communication is deployed
  - Third communication is deployed

Measurement

Recommended performance goals include:

- Tier One: To be determined
- Tier Two: 65 percent participate rate
- Tier Three: 5 – 10 percent participation rate
- Tier Four: 3 – 5 percent participation rate


STAKEHOLDER EDUCATION AND DIRECT OUTREACH:
Timeline of Activity
Updated 22 May 2007
NOTE: Ongoing activities continue through contract renewal date: September 30, 2011.



International Outreach



International Outreach

Introduction

Because U.S. currency is held around the world, international outreach is essential to ensuring a smooth introduction and ready acceptance of the new $5 note and the new $100 note. However, international utilization and counterfeiting threats related to the $5 note and $100 note vary widely, and therefore a "one size fits all" approach is not appropriate. Therefore the international public education program must be scalable and flexible.

New Approach

- Utilize a tiered approach that delivers customized messaging at varying levels of outreach
- Create a global hub system for program management
- Gather intelligence from in-country teams to analyze usage/perception of U.S. currency in their markets
- Extend Banknote into other priority markets, in-language, for the $100 and $5 programs

The global environment in which the new designs will be introduced has changed since *The New Color of Money* program was launched in 2003. More nations have adopted the euro as their currency, diminishing the variety of currencies in use in Europe. Survey research conducted for BEP in Russia in December 2005 confirmed the growing popularity of the ruble in Russia. Even more significant are the Russian government's recent moves to push the U.S. dollar out and force the exclusive use of the ruble in transactions.

Gaining Efficiencies

- Consider macro developments in key countries
- Strategically target the most relevant markets and allocate resources accordingly
- Leverage the "date of arrival of the new currency design in the market" as the official Day of Issue for that market
- Cascade key milestones across geographies over time, to avoid concentrating demands for spokespeople on one day

Yet these shifts in the landscape have not diminished the international importance of the $100 note redesign. In absolute terms, between one-half and two-thirds of all $100 notes in circulation are held overseas, and the counterfeiting threat to the $100 note internationally has not subsided.

With the $5 note redesign preceding that of the $100 note and both new designs marking a departure from *The New Color of Money* design series, the government has a valuable opportunity to reach international audiences. The introduction of the new $5 note can be leveraged as the foundation for the eventual introduction of the redesigned $100 note, creating a baseline of awareness and building momentum toward the $100 note redesign.



While planning the international program for the new designs, Burson-Marsteller believes it prudent to consider relevant macro developments in the target markets that may directly impact the program. For example, outreach into Russia will be planned to avoid both getting drowned out by the March 2008 presidential election and having U.S. currency become an issue in the election debate. Similarly, the national celebration of Labor Day and presidential inauguration in May will be taken into account to avoid what would be insurmountable competition for the attention of the media and the public. Therefore, macro developments such as the above will be taken into consideration when planning activities in these markets and also while setting the key milestone dates of the Unveiling and Day of Issue.

Burson-Marsteller will defer to foreign central banks – whose support and cooperation will be essential to the program's success – on their respective needs for an education program on U.S. currency, and accordingly set program priorities.

The Plan: A Tiered Approach

Not all international markets are of the same strategic importance to the smooth introduction of the redesigned $5 note and $100 note. There are several factors that would determine the strategic importance of the markets, such as:

- Currency flow - markets that have a high circulation (either inflow and/or outflow) of the notes
- Markets where there is a lack of confidence in the U.S. currency, either due to a rise – or perception of a rise – in counterfeiting levels
- Analysis by Burson-Marsteller in-country teams of the usage/perception of U.S. currency in their respective markets

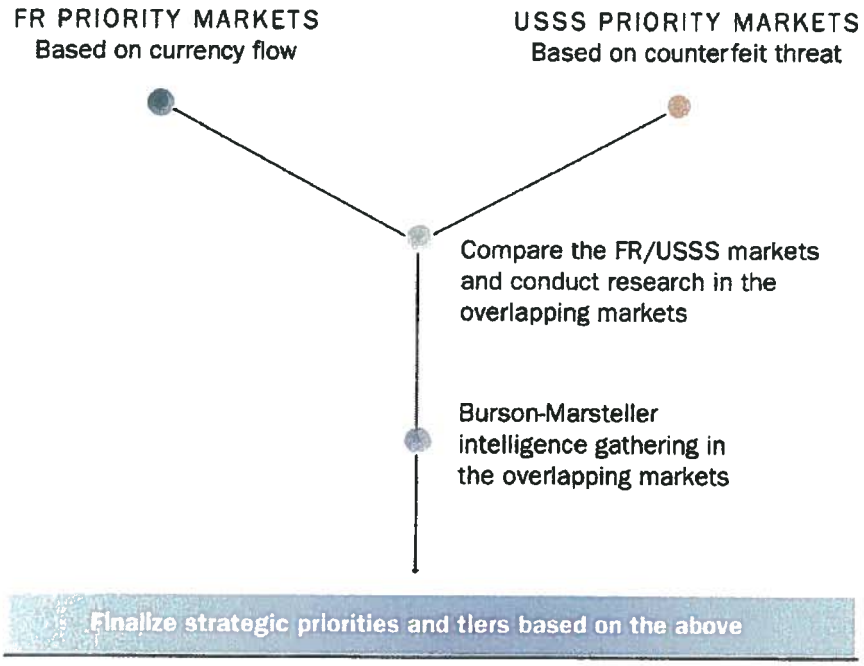
Initial country tiered work and resulting country selections for research is found in the attached memos in the "Research" section of this plan.

Burson-Marsteller will conduct research in selected international markets, as well as gather intelligence from in-country teams, who will use their own government and stakeholder networks to provide an analysis of usage/perception of U.S. currency in their market.

Burson-Marsteller will use the data derived from research and work closely with the BEP, FR and USSS to determine how the markets are divided vis-à-vis the importance of a public education program, and arrive at a tiered system. A near-final list of target markets by tiers will be prepared, which Burson-Marsteller recommends sharing with the embassies and other State Department officials for additional guidance and on-the-ground intelligence.



Process of Arriving at a Tiered System



Through the tiered approach, Burson-Marsteller will strategically target the most relevant markets and allocate resources accordingly. This system will help ensure limited U.S. government resources – including its spokespeople – are applied where they are most needed.

While the assignment of markets to tiers will be determined only after the process outlined above, for the purpose of this plan, Burson-Marsteller has assumed three levels of activities. The purpose of this preliminary breakdown is to provide the FR and BEP with an indication of the types of activities that Burson-Marsteller recommends conducting within each of the three tiers. Details of the specific activities and recommendations within each of the tiers are discussed in the research section of this document.

Specifically in the markets new to the public education program, Burson-Marsteller recommends that the BEP and FR reach out to embassies and central banks respectively and introduce Burson-Marsteller before beginning outreach. Burson-



Marsteller will provide appropriate level of attention to these new markets, irrespective of the tier into which they fall.

While the $5 note program will be limited, Burson-Marsteller sees it as an opportunity to re-engage with stakeholders and influencers who will be important to the success of the $100 note program in the key markets, to maintain ongoing contact leading up to the $100 note program. Depending on the final list of markets, BEP and FR may want to consider moving up select markets for the $5 note program from the bottom tier category, as it will help build the momentum for the $100 program.

Russia is a case in point. The excellent relationships between the Central Bank and Ministry of the Interior and FR must be maintained for a successful $100 program. Therefore, even though the $5 note is of little to no significance in Russia, $5 note program outreach will be planned to build momentum for the $100 note launch.

International-Specific Messages and Materials

Experience over the last three programs has revealed that there is real value in developing specific and customized messages/focus areas for each international market, under the umbrella of the overall core messaging. This approach ensures program messages have specific relevance to each market.

For example, messages in a country where confidence in the U.S. dollar has been eroded by counterfeiting (real or perceived) will differ in emphasis from those most relevant to another country where confidence is high but public education is needed because of high usage of U.S. currency. Another example is the Asian markets, where, according to FR, stakeholders are more sensitive to any currency changes in features/design. Therefore, for these markets, Burson-Marsteller will develop a separate fact sheet that highlights the different features of notes in each series.

Burson-Marsteller will prepare a market-specific grid of tailored messages, which will be guided by research, as well as ongoing feedback received from stakeholder groups in each market. As with the program's core messaging, adaptation for international markets will focus on the new security features.

A key learning from previous programs was that in-language communication is crucial to successful public education programs in targeted countries. As detailed in the "Materials Development" section of this plan, Burson-Marsteller will develop a plan for educational materials upon completing of research, messaging and assignment of targeted countries to tiers, which will specify the languages into which each educational piece should be translated. The Web site will continue to



serve as a primary destination for information and materials about the new currency – available in all relevant foreign languages.

The following provides a description of the tiers and the proposed materials in each of the tier levels:

	DEMAND METHODOLOGY What constitutes a country tier?*	LEVEL OF ACTIVITY Educational outreach
TIER 1 COUNTRIES Highest Priority Tier	Countries in which educational outreach for the $100 is considered essential**	• In-country large events • In-language hard copy materials • Key officials visit country • Earned media and paid media
TIER 2 COUNTRIES Priority Target Tier	Countries in which educational outreach for the $100 is considered very important but not critical**	• Spokespersons may travel to country if an opportunity presents itself • In-language hard copy materials • Earned media
TIER 3 COUNTRIES Target Tier	Countries in which educational outreach for the $100 is considered helpful but not critical**	• No in-country events • No in-person media outreach • Stakeholders driven to Web site for in-language materials available for downloading

* Final country assignments to tiers will be determined by guidance from the BEP, FR, USSS, State, as well as primary research conducted globally as outlined in the research section of the Communications Plan

** Tiered countries are determined to be either "essential" or "very important but not critical" or "helpful but not critical" to preparing key stakeholders and the public for a smooth transition to the new notes, to building trust and confidence in the new notes, and to mitigating potential negative stakeholders including counterfeiters

***Note that the above strategy is subject to modification depending on the identified markets and their tiers.**

Tactics

As noted earlier, the $5 note program will serve as a prelude to the $100 note program. The key objective for the $5 note tactics will be to sustain relationships with the stakeholders. This is important, as if we fail to maintain stakeholder and media relationships, it will cost the government more later to rebuild them. Additionally, since early communications to these audiences indicated the $100 note would be next in the redesign effort, it is vital to put the departure from that plan into context to avoid criticism.

Since initial outreach began in support of the new $20 note in 2003, the public education program has educated international stakeholders who, in turn, have been



instrumental in fostering the acceptance and transition of the new currency designs in their markets. Today, many of these relationships, developed by Burson-Marsteller's in-market teams, have evolved into well-established partnerships. These partnerships have true long-term value to the U.S. government and thus, the goal of the international program will be to continue to build on these relationships.

Burson-Marsteller has developed an outreach strategy that incorporates several proven elements, as well as some that are new. While specific tactics will be unique to each market, all will be integrated to complement and reinforce one another – within each market and across all geographies, including the U.S.

Tier-One Market Tactics
Tier-1 markets are those that merit a significant investment of resources to ensure that key stakeholders such as financial institutions, banks and law-enforcement agencies (all of who are considered trusted authorities) – and in some cases the primary users/savers of the note — are educated on new currency designs.

Embassy Relations
Throughout the previous programs, Burson-Marsteller's in-country teams have consistently offered support to and planned and implemented local activities in collaboration with U.S. embassies. Embassies in target countries, as well as other State Department officials in Washington, will continue to be important partners in the public education program. In markets that are new to the currency education program, Burson-Marsteller will work with the BEP to forge relationships.

- **Embassy notification** – As a first step in the embassy engagement process, Burson-Marsteller will work with the BEP to disseminate a communication to embassies with information about the $5 note and $100 note redesigns; a/an (re) introduction of Burson-Marsteller's role in coordination and implementation of the program; and a broad timeline of key milestones, such as availability of educational materials, Unveiling and Day of Issue timeline. The communication will request a point of contact for the program and solicit embassies' support in reaching out to key stakeholders within the market.

  The communication will be sent directly from the BEP (via e-mail or fax) otherwise to embassies in markets that have had an ongoing program in the past. For embassies in markets new to the currency public education program, Burson-Marsteller will work with BEP to ask the State Department to distribute the communication via cable.

- **PERK** – As in the previous programs, Burson-Marsteller will create and distribute a Public Education Resource Kit (PERK) that contains all relevant briefing



materials for the embassy spokespeople, including: Q&A, message track, and other media materials. The PERK will be responsive to feedback gathered from embassies through the previous programs, and will be distributed in printed and electronic formats. Based upon feedback on the $10 program from embassies in Latin America, Burson-Marsteller recommends making the PERK available for embassy spokesperson earlier than we have in the past. All embassies will receive an e-mail update and a cable informing them about the availability of the PERK.

- **Milestone events** – Given the importance of the Tier-1 markets, Burson-Marsteller will work with FR and BEP to request participation of the U.S. ambassadors in these markets for milestone events or training seminars. Previous research findings show that U.S. government officials and local central bank/government officials enjoy the most credibility on the issue of U.S. currency.

- **Visits by U.S. government officials** – Burson-Marsteller will work closely with the embassy officials to plan the visits and leverage embassy relationships to secure high-level government and stakeholder meetings. Embassies have consistently asked for more direct government-to-government communication, with greater lead time, in advance of milestone events or official visits. In response, Burson-Marsteller recommends giving embassy officials a minimum of three months advance notice through official government channels (such as an official letter from the BEP to the embassy, and the Travel Advisory) for them to be able to plan and coordinate the visit appropriately.

Central Bank Partnerships

Due to the close partnership developed with central banks for *The New Color of Money* program, Burson-Marsteller's in-country teams have secured strong stakeholder attendance at events, increased orders for educational materials and also increased media coverage to build awareness.

The active engagement of foreign central banks will continue to be key to the program's success. Mindful that central bank relationships properly lie with the FR, Burson-Marsteller will ensure that all proposed communications are developed in collaboration with and approved by the FR in advance, and that the BEP and FR are kept apprised of any central bank inquiries or contacts throughout the tenure of the program.

- **Central bank e-mail** – As a first step in this process, Burson-Marsteller will develop an e-mail communication for the FR to send to central banks,



informing them of the program and the availability of materials. The e-mail will provide a broad timeline of key milestones.

- **Follow-up** – Following the FR e-mail, Burson-Marsteller's in-country teams will contact the central bank officials with whom they have developed relationships through the course of *The New Color of Money* program. In countries new to the program, Burson-Marsteller recommends that this follow-up begin with a government-to-government contact, through which the FR introduces Burson-Marsteller's in-country team.

- **Stakeholder letters** – Burson-Marsteller will work with central bank representatives, where appropriate, to disseminate letters to stakeholders encouraging them to participate in the program and order educational materials.

- **Milestone events** – Key central bank officials will be invited to attend/participate in Unveiling and/or Day of Issue events. Additionally, the central banks will be asked to conduct and/or host training seminars.

Additionally, Burson-Marsteller will work closely with the FR and the USSS to manage any individual requests on a case-by-case basis, such as the Russia Central bank note samples request.

International Stakeholder Outreach

In coordinating with the embassies and central banks, Burson-Marsteller international teams will continue to engage financial institutions, commercial banks, law enforcement agencies, travel associations and machine manufacturers in the dollarized markets, among other stakeholders.



Specifically, Burson-Marsteller will undertake the following activities:

- **Stakeholder kit** - Burson-Marsteller will prepare a kit to provide the tools stakeholders need to educate their constituents and members. The kit will include:
  - an introduction letter – signed by local Burson-Marsteller team leader – announcing the redesign of the note and the availability of materials;
  - images of the new note designs in government-permissible resolution, for use in stakeholders' internal newsletters or on their Web sites with a link to the new currency Web site;
  - order form for materials;
  - articles that could be published in their newsletters;
  - a Power Point presentation that highlights the features of the new notes; and
  - a sample training CD ROM/video to be used for training programs.

- **Training seminars** – Working closely with central bank and embassy contacts, Burson-Marsteller will organize training seminars to educate cash handlers about the new features. To ensure the program's messages penetrate beyond the top cities of each target nation, Burson-Marsteller recommends taking these seminars to various regions within the market, with the support of the central banks. In markets such as the CIS countries and Latin America, these regional training programs have proved to be particularly successful in their stakeholder reach and media exposure. Burson-Marsteller will provide the necessary tools, such as the presentation and materials, while the central bank or other financial institutions or law-enforcement agencies will conduct them.

  Burson-Marsteller recommends that kick-off seminars be led by visiting U.S. officials when possible, to be followed by regional seminars led by embassy officials. Given their active support of *The New Color of Money* program, many central banks and host-country government officials will expect to be actively involved in hosting future events. Burson-Marsteller recognizes that it is not appropriate for host-country officials and stakeholders to speak on behalf of the U.S. government at training seminars or any other forum, and therefore will coordinate closely with the FR on the best way to both a) ensure training seminars are conducted to reach target populations and b) involve those host country leaders who have supported the program in the past and can have a positive impact again.



- **Speaking engagements** – Burson-Marsteller will also work with stakeholders to identify speaking opportunities for USSS agents or other appropriate U.S. government officials.

- **Training video presentations** – To overcome the limited availability of U.S. government officials for training seminars, Burson-Marsteller successfully developed and conducted training video presentations for the $10 program. These presentations included screenings of the training video (in the local language) in small-group stakeholder sessions to ensure that all key groups within the stakeholder organization, such as cash-handling employees, were trained on the new security features. This tactic was implemented successfully in one market and then replicated in others. Burson-Marsteller recommends pursuing this activity again for the Tier-One markets.

- ***Banknote* E-newsletter** – Due to the success of *Banknote* e-newsletter in Russia, Burson-Marsteller recommends extending it into other priority markets, in-language, for the $5 note and $100 note programs. The bi-monthly issue of *Banknote* – which provides the latest currency news, trends and other relevant information to stakeholders – can be timed to maintain momentum through Unveilings and Days of Issue for the two denominations. Banknote will be posted to Web pages for each language in which it is published.

- **Media E-newsletter** – To maximize the impact of the content developed for the *Banknote,* Burson-Marsteller recommends adapting it into a "report on U.S. currency" for the news media.

- **Materials placement and distribution** - Burson-Marsteller will reach out to the stakeholder contacts and encourage them to order the materials, distribute them within their organization to key cash handlers, and/or display them on teller counters. In addition to financial institutions, organizations such as the local chambers of commerce, hotels association and law and travel agencies will also be encouraged to order materials.

  As in the previous program, Burson-Marsteller will work with local and international airports in select markets to display materials. For example, during previous programs, Burson-Marsteller Japan successfully partnered with the Kansai International Airport to display brosters at the entrance of the airport and also worked with Travelex, the world's largest retail foreign exchange operator, to place brosters in all of their exchange counters, including at the Narita International Airport and Haneda Airport.



FOIA (b) (5)

In priority markets, additional stakeholders may be added to include those that will help disseminate materials and messages to a wider consumer audience, such as small business owners, internet cafes, mass transit, retail associations, hospitality industries, post office and supermarkets, among others. Burson-Marsteller will also work with various U.S.-based international institutions, such as the international chambers of commerce, to gauge their interest and distribute educational materials.

The stakeholder outreach activities will be timed to fall in the "momentum" period – between the Unveilings and the Days of Issue, to ensure a more even spread of exposure and outreach, rather than rely on the spikes from milestone exposure.

Consumer Outreach/Partnership Opportunities
Burson-Marsteller suggests developing strategic partnerships and conducting consumer activities to spread the program messages directly to the users of U.S. currency. These activities will be particularly relevant for the $100 program.

- **Field trip for students** – This activity garnered significant stakeholder and media attention in El Salvador for the $10 program, and could be replicated in other key markets for the $100. A group of 50-75 students will be invited to the embassy or the central bank facilities and given an introduction to "how money is made," "how currency is packaged" and the process of how money travels around the world. The presentation features a section on the U.S. currency designs and security features.

This activity can be combined with a milestone such as a visit by a U.S. official. Given the series of activities during the day, and because the field trip draws tremendous excitement from the students, the activity is likely to receive media attention.



- **Partnerships** – As in previous programs, Burson-Marsteller will explore partnerships with key institutions such as the postal service, local utility companies and other institutions to include materials such as the take-one card as part of their own ongoing consumer outreach.

  This activity was particularly successful in select markets such as Ecuador, where major telephone companies like Telefonica, Alegro and CONELEC, public transportation providers such as Trove and Ecovia, and the national postal service – CONAM – distributed materials as part of their ongoing outreach – or along with their bills. Burson-Marsteller will also target select trade magazines to place materials as inserts in their publications. While this activity does not garner any interest in the U.S., it has successfully worked in several international markets.

- **Alternate technology** – Depending on the markets, Burson-Marsteller will explore greater use of Internet and mobile phone technology to inform consumers about changes to the U.S. currency designs. For example, in markets like Russia and Latin America, where mobile phone penetration is extensive, using text messaging to inform consumers about key security features will be considered. While considered inappropriate in the U.S., these activities prove to be efficient, cost-effective and an accepted form of communication in several international markets.

- **Materials distribution** – Burson-Marsteller will identify key local events, such as music festivals and carnivals, and distribute local language educational materials. This activity was particularly successful in its reach to consumers during the $10 note international program in Latin America, where materials were distributed at the Latin Music Festival and Malecon 2000, among other events. While citing the quantity of pieces distributed at these events does not necessarily translate to proven penetration, the cross-pollenization of these types of popular distribution with other means of in-language outreach to stakeholders and general consumers will likely enhance the program.

  Depending upon the market, Burson-Marsteller will identify prominent locations such as airports to set up information booths that will prominently display the new $100 designs and distribute educational materials.

Milestones - Unveiling and Day of Issue

While detailed milestones are reflected in the attached timeline, to follow are key milestones with regard to Unveiling and Day of Issue.



Before setting the Unveiling and Day of Issue dates, Burson-Marsteller will work closely with BEP/FR to consider any macro international developments that may directly impact the program, or that may offer competition for media/public attention.

In order to generate media and stakeholder interest – especially for the $100 program – Burson-Marsteller strongly recommends creating at least one big event for either the Unveiling or Day of Issue milestones – and where appropriate, for both the milestones.

- Burson-Marsteller will coordinate with the embassies to host Unveiling events in their respective markets and will seek to increase the level of embassy participation by inviting the U.S. ambassador to lead the event. As noted earlier, this bolsters media attention and enhances the credibility of the program. Key stakeholders, including central banks, other cash-handling institutions and law enforcement agencies, will be invited to attend/participate in the Unveiling event, which will feature an exciting "reveal" of the new currency design.

- In addition to in-country Unveiling events – and irrespective of the tiers – Burson-Marsteller will also tap foreign media based in the U.S. by inviting foreign media to attend the domestic event.

- Burson-Marsteller will distribute the U.S. B-roll and localized press kit will be distributed to media in all target markets.

- E-mail updates will be sent to the complete list of stakeholders in each market, announcing the milestone and encouraging them to order materials.

In the previous programs, Burson-Marsteller's strategy of sending U.S. government officials to international markets has proved successful. For the $100 program, Burson-Marsteller recommends continuing with this initiative, either for the Unveiling or for the Day of Issue. This will, as detailed further in this plan, attract tremendous media interest in markets such as Russia, Latin America and others. This initiative also showcases the U.S. government's commitment to currency education.

For the Day of Issue, and depending upon the availability of U.S. government resources, Burson-Marsteller will work with the FR and BEP to consider spacing out the "Days of Issue" for each market over a span of two or three weeks.



- Burson-Marsteller will leverage the "date of arrival of the new currency design in the market" as the official Day of Issue for that market. For example, $10 Day of Issue in Ecuador was several days after the domestic Day of Issue; similarly, in Panama and El Salvador, their respective Days of Issue were spaced several days and weeks after the U.S. Day of Issue. This strategy will facilitate an effective use of limited resources and make the story more relevant.

- An innovative "first-spend" by a local central bank official, will be incorporated as part of the activities in Tier-One markets.

- Following the Day of Issue events, visiting U.S. officials will participate in a media tour by visiting surrounding top cities in the main market and possibly other major neighboring markets. In smaller cities, senior U.S. officials will generate tremendous media interest.

- Burson-Marsteller will undertake extensive media outreach in each market via interviews with local embassy or visiting U.S. spokespeople. Press kits and b-roll will be distributed to all major media in each country.

- As in the $50 note and $10 note programs, customizing media communications for international markets such as press releases through local/regional statistics and embassy/central bank quotes have made the news locally relevant and helped in generating media coverage.

- Burson-Marsteller recommends continuing the tactic of sending a "customized photo/caption" along with the press release, and will work with FR to plan and coordinate a photo session. The objective would be to capture images of "new U.S. $100 notes getting readied to be shipped internationally" – thus adding another media hook.

- To ensure each Unveiling and Day of Issue event is conducted seamlessly and consistently, Burson-Marsteller will develop appropriate collateral materials, such as note enlargements, pull-up banners and podium signs, in Washington and distribute the same to international offices.

- Depending upon the nature of the event organized, relevant materials such as a gift-bag with money shred, BEP- and FR-branded stationery and training video will also be considered.



Senior U.S. Government Official Visits
As noted earlier, Burson-Marsteller also recommends planning official visits by U.S. government spokespeople to help drive media coverage and build stakeholder participation. These visits, as reinforced in the previous programs, provide a huge opportunity to reach out to local stakeholders and demonstrate the U.S. government's commitment to the markets.

In select Tier-One markets, Burson-Marsteller recommends that visits by BEP, FR and/or USSS officials be scheduled through the course of the program and not simply for the Unveiling/Day of Issue milestones. Several opportunities can be tapped or created for these visits, including:

- The Unveiling and Day of Issue activities
- Training seminars during the momentum period
- Visits planned by the International Currency Awareness Program (ICAP) group
- In the case of Russia, delivery of sample $100 and $5 notes to the Russia Central Bank

Burson-Marsteller will coordinate trip logistics, arrange appropriate meetings with key stakeholder groups and develop appropriate media events and interviews to ensure the most effective exposure of the message.

To the degree they are available; spokespeople who are fluent in the local languages of Tier-One countries should be tapped for visits to increase the effectiveness of broadcast media coverage.

After Tier-One markets are determined, Burson-Marsteller will develop recommended trips – sequenced itineraries that cover multiple Tier-One countries, making sure that flight schedules between countries are taken into account. Prior to developing trip itineraries, Burson-Marsteller will consult with the BEP and FR to determine the ideal length of each trip to maximize efficiency without asking for more time than a spokesperson can reasonably afford to be away from his/her duties in the U.S. The number of individual trips recommended will be determined by the geography of the final Tier-One countries and flight schedules between them. Collectively, the recommended trips will ensure all Tier-One countries are visited through the course of the program.

Media Relations – Momentum Period
As with previous programs, earned media coverage will be fundamental to garnering awareness about changes in currency designs. Media activities for the



international program will be designed to generate news interest, not only around milestone events, but also to sustain coverage between major milestones.

- **Media Tour** – Burson-Marsteller recommends hosting a tour of BEP's Washington, D.C., printing facility for foreign journalists based in Washington, to be followed by a briefing with BEP and FR officials, who can convey the program's messages on the $100 and $5 notes. This will serve both to educate key foreign media, as well as build relationships.

- **Leverage ongoing developments** – Burson-Marsteller will also explore ongoing developments within the target countries that could be leveraged for the program. For example, 2007 marks the 200th anniversary of U.S.-Russian diplomatic relations. Numerous commemorative events will be held in Moscow – as well as in the regions – that will provide opportunities to maintain the momentum between the Unveiling of the $5 and its introduction. The presence of U.S. officials could present a cost-efficient means of arranging meetings with key Russian government stakeholders to strengthen ties and solidify relationships.

- **By-lined article** – Burson-Marsteller will draft by-lined articles on the $5 note and $100 note, which will be provided to the trade media in target markets and pitched for placement. The article will include images of new designs and security features, which will make the same more compelling.

In addition to mainstream international media, Burson-Marsteller will also reach out to specialty media – tourism, banking, consumer interest publications and newsletters for key stakeholders, in-flight magazines, newsletters of associations such as the American Chamber of Commerce – for placement of program information. Burson-Marsteller recommends pursuing targeted placements in publications such as: a feature on "the role of embassies in the $100 program" in *State Magazine.*

Tier-Two Market Tactics

The international outreach within Tier-Two category primarily will follow a business-to-business approach, focusing on select stakeholders such as central banks and currency-handlers. As previously highlighted, depending on the final list of target markets, the activities in this tier will be largely for the $100 note, and in select markets for the $5 note.

Specific tactics are noted below; however, please note that in order to avoid duplication of content, in most cases, references have been made – as opposed to



providing detailed description – to select Tier-One activities as they may be relevant (and yet cost effective) for this category.

Embassy Relations

- Burson-Marsteller will work with the BEP and State Department to inform embassies in Tier-Two countries through e-mail, and/or embassy cable.

- Burson-Marsteller will create and distribute the Public Education Resource Kit (PERK) to all embassy spokespeople.

- Embassy officials will serve as official spokespeople at milestone events and currency training seminars.

Please note that U.S. government officials will not conduct visits to Tier-Two markets. Therefore, Burson-Marsteller will work closely with the embassy officials to manage and to coordinate activities using embassy resources.

Central Bank Partnerships

Foreign central banks, irrespective of their tiers, remain a key audience, as they are frequently interested in leading the program efforts. However, markets in Tiers Two and Three have been placed in these categories partly because their central banks have not expressed the need for large public education, or because they would like to lead the public education program directly, as opposed to through visiting U.S. officials.

Therefore, Burson-Marsteller will work closely with the central banks to provide them with all tools and materials they need to undertake their education efforts. As in Tier One, Burson-Marsteller will work closely with FR to communicate with central bank contacts, and to encourage broader dissemination of program information to the financial community.

Activities with the central banks will include:

- E-mail communication from FR on the program and availability of educational materials
- Liaising (ongoing liaison by Burson-Marsteller's in-country teams) with their central bank contacts
- Encouraging central banks to disseminate letters to stakeholders

Note: since U.S. officials will not travel to these markets, central bank officials (along with embassy officials) will be invited to lead the milestone events and



training seminars. Burson-Marsteller understands the sensitivity of a non-U.S. spokesperson speaking on behalf of the U.S. government, and will work closely with FR to identify select spokesperson, and position the key events from the local central banks' "usage of U.S. currency" perspective.

In select markets such as Russia for the $5 program, Burson-Marsteller recommends approaching the Central Bank about organizing a conference during the $5 note education program and inviting appropriate central bank regional representatives. The conference will focus on a review of the $5 note and discussion of educational activities conducted in Russia to date. This will help build momentum in anticipation of the $100 program. Burson-Marsteller will request that an embassy official participate in this program.

Stakeholder Outreach
Burson-Marsteller in-country teams will continue to reach out to their stakeholders and may add more depending upon the need for currency education.

- Stakeholder kit - Burson-Marsteller will provide stakeholders with the Stakeholder Kit as described in Tier One.
- Training seminars - Burson-Marsteller will work with central banks and embassy officials to organize limited number of training seminars. Regional seminars will not be conducted for these markets.
- Training video presentations will be particularly encouraged for these markets, as they require minimum resources.
- *Banknote* E-newsletter – *Banknote* should be considered for select Tier-Two markets.

Consumer groups will not be added to this category of markets, and no consumer activities will be undertaken.

Key Milestones and Media Relations
As noted earlier, Burson-Marsteller recommends leveraging embassy resources for events. Select markets will have press events such as "an invitation-only viewing of the $5 Unveiling by local U.S. embassy officials," while others may have press release distribution along with a series of media interviews.

Customized and translated press kits including b-roll and customized photos/captions will be distributed. In markets that may have embassy-organized



events, Burson-Marsteller will develop appropriate collateral materials and distribute the same to international offices.

Cost-effective media activities, such as by-lined article placement, outreach to specialty media and in-flight magazines, will also be used in these markets.

Tier-Three Market Tactics
Outreach within Tier-Three countries will be minimal. However, for markets that may be important to the $100 program (those that will fall in higher tiers) but fall in the Tier Three category for the $5, Burson-Marsteller strongly suggests that its in-country teams be able to continue to engage and maintain relationships with the stakeholders, central banks and embassies.

In markets that have Burson-Marsteller in-country teams engaged, all activities from the Tier Two category will be conducted *with the exception* of the following:

- Milestone events will be leveraged through press release and press kit distribution only.
- Training seminars will not be conducted, currency education will only be available through availability of electronic materials.
- *Banknote* E-newsletter will be neither customized nor translated for these markets.

In markets where in-country teams are not engaged, activities will be limited to availability of electronic translated materials and translated press release distribution via PR newswire.

International Management Structure
Burson-Marsteller's office in Washington, D.C. will lead the strategy and program management for all international outreach. Burson-Marsteller's in-country teams and partners, who have established excellent relationships with embassies, central banks, stakeholders and media, and have an in-depth understanding of the program, will continue to implement the programs within target markets.

For any new market, Burson-Marsteller will use its existing global network of offices and affiliates to support the program. Depending on the final number of target markets and their respective tiers, Burson-Marsteller will explore the possibility of creating a multiple hub system, wherein regional Burson-Marsteller offices/partners will serve as central communication/facilitation points for all information pertaining to the program.



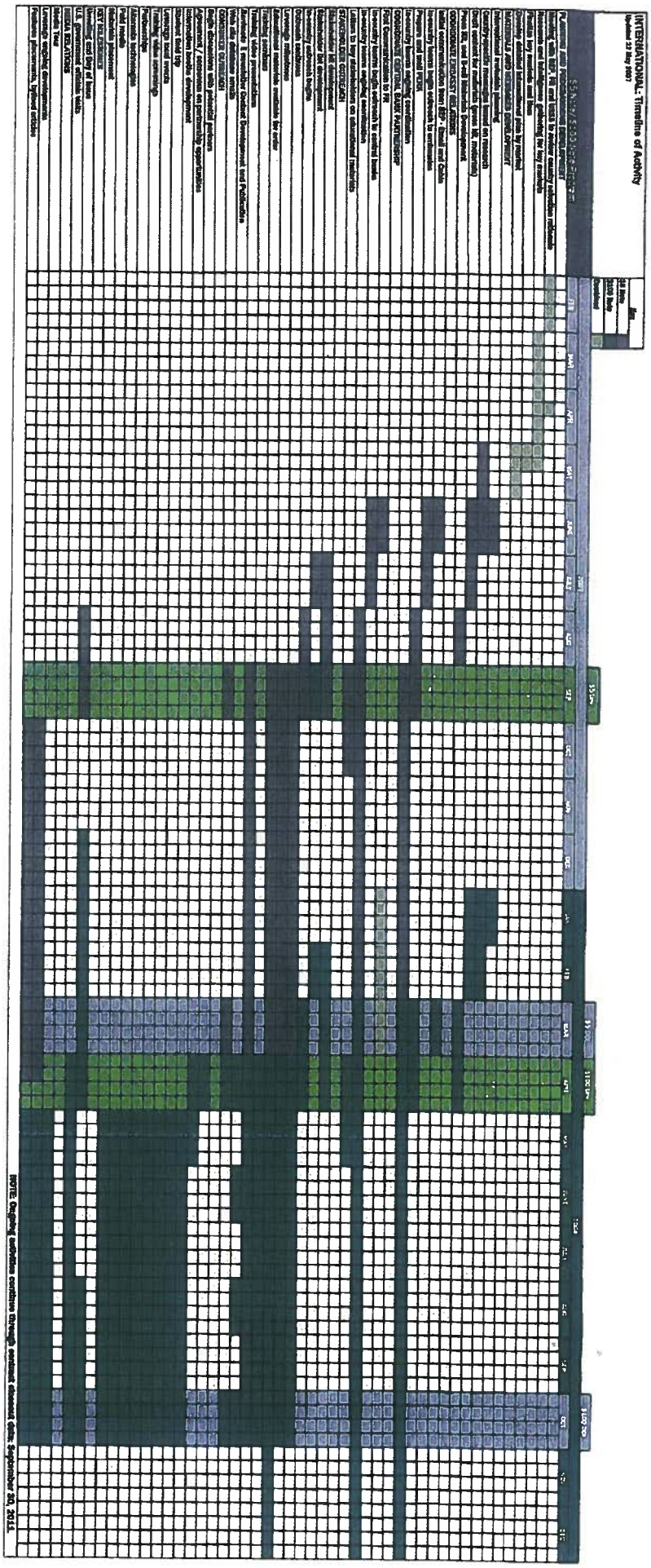
Burson-Marsteller would like to note that it has in-market representation in the likely-new markets highlighted by FR, including in Africa, CIS countries and the Middle East.

Milestones
Please see the attached timeline.

Measurement
As noted in the "Research and Measurement" section of this plan, benchmark surveys are recommended in Russia, Peru and South Korea, to be followed up with tracking surveys at the conclusion of the program. These will demonstrate progress made throughout the course of the program in these three countries.

In addition, Burson-Marsteller will gauge output resulting from the international program. These will include:

- Number of stakeholder/businesses reached in international markets through training seminars, materials distribution other tactics
- Media impressions (Burson-Marsteller has explored the option of sub-contracting a global media monitoring service for the program. However, given the limited reach of these agencies, and the prohibitive costs, Burson-Marsteller recommends continuing to leverage its in-market network for ongoing media monitoring.)
- Number of international visitors to – and the number of international materials downloaded from – the Web site


INTERNATIONAL: Timeline of Activity
NOTE: Ongoing activities continue through current planned date: September 30, 2014.



FOIA (b) (5)



FOIA (b) (5)



FOIA (b) (5)

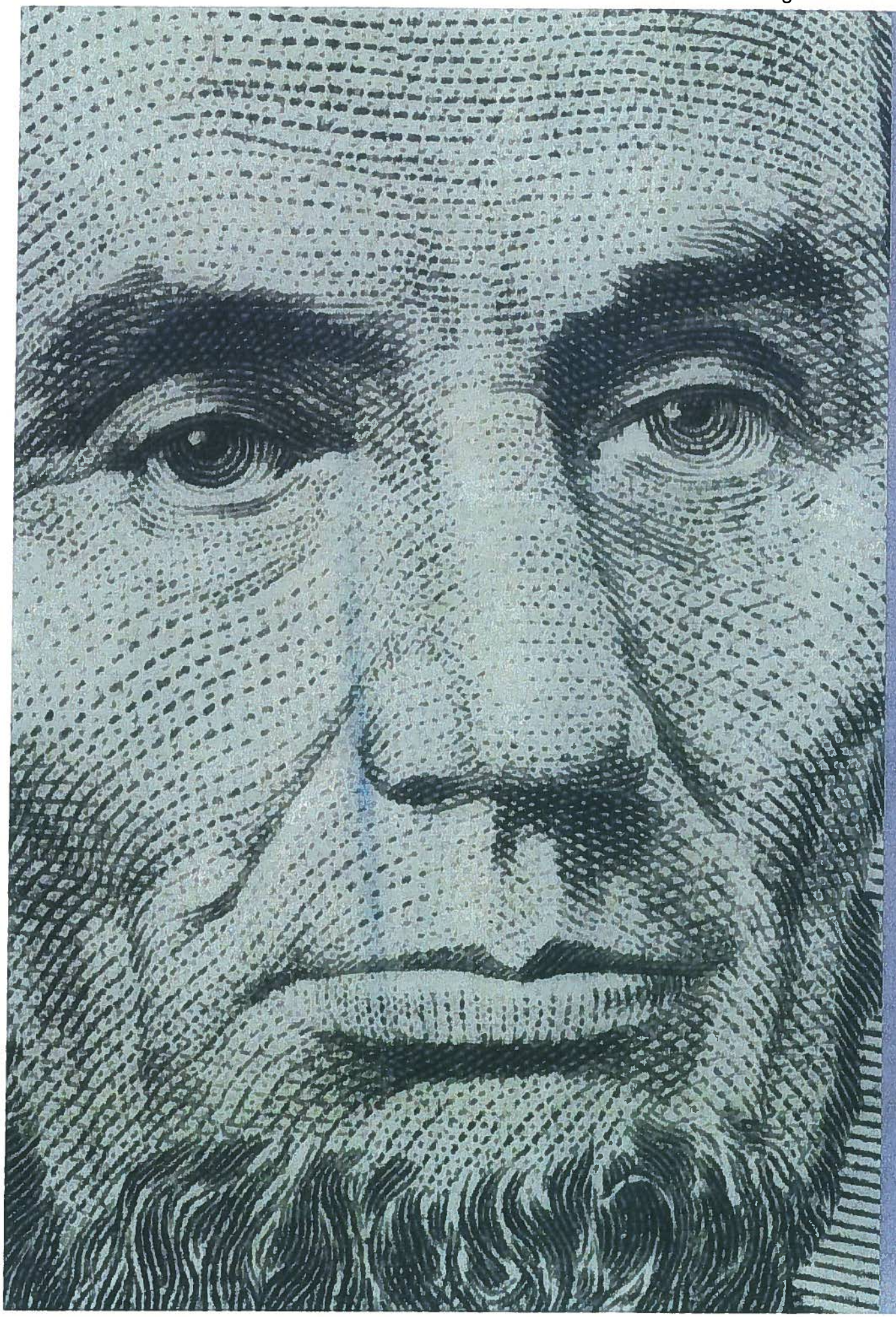


FOIA (b) (5)

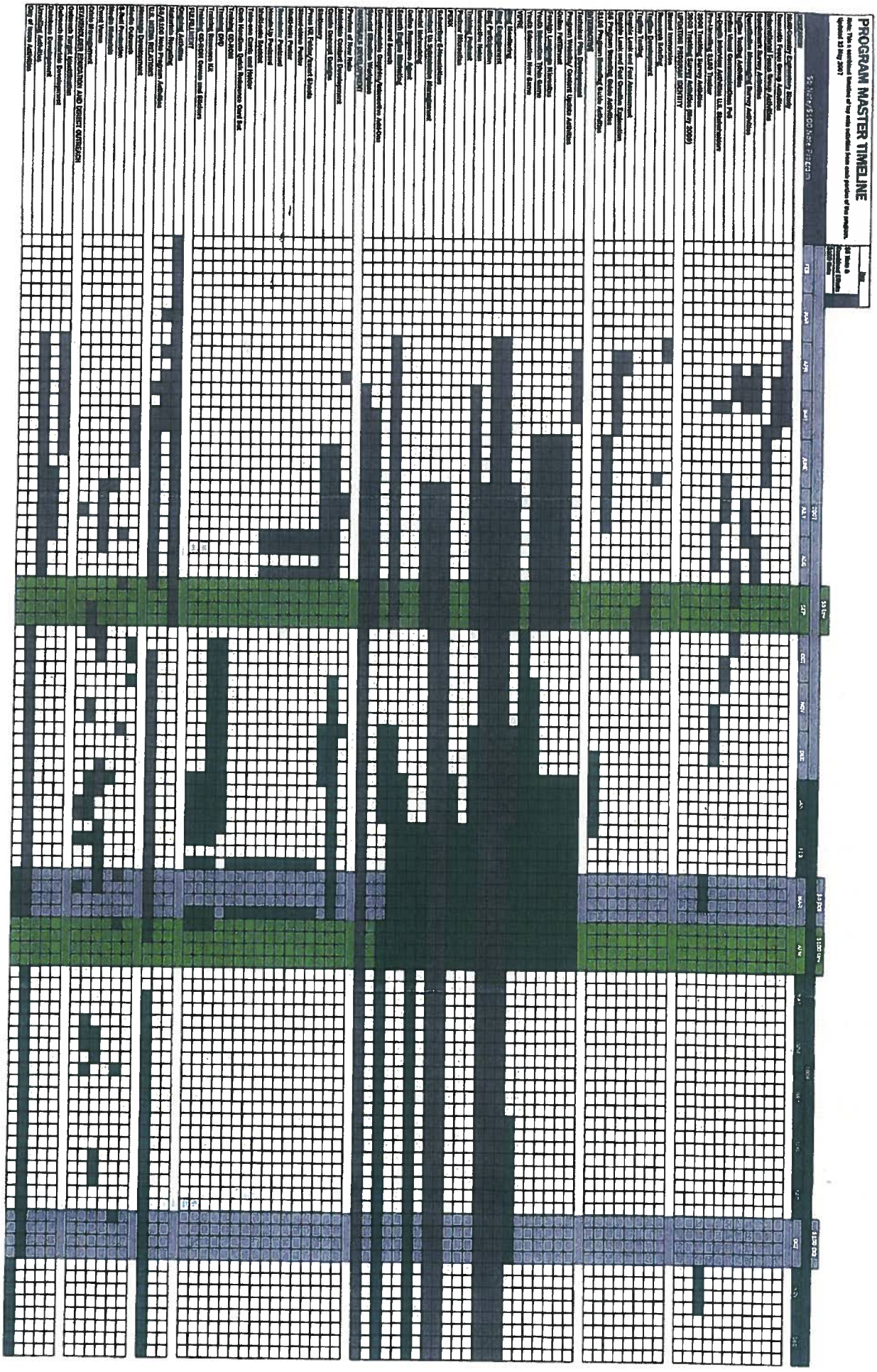


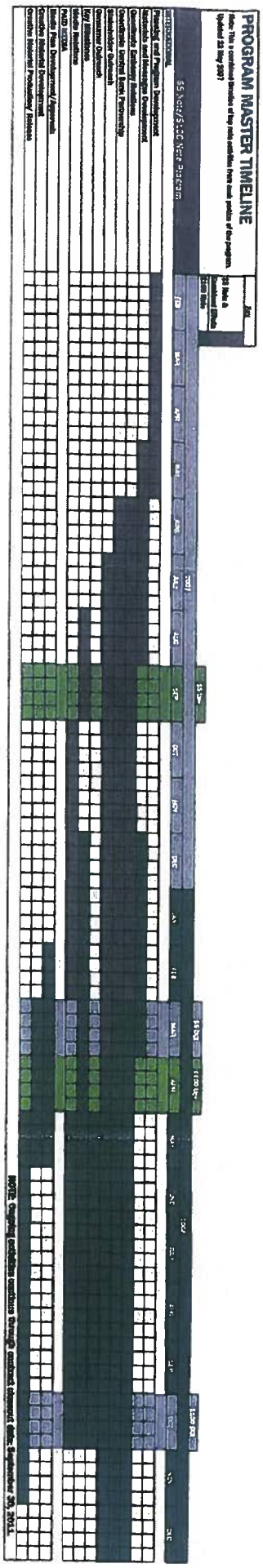
FOIA (b) (5)

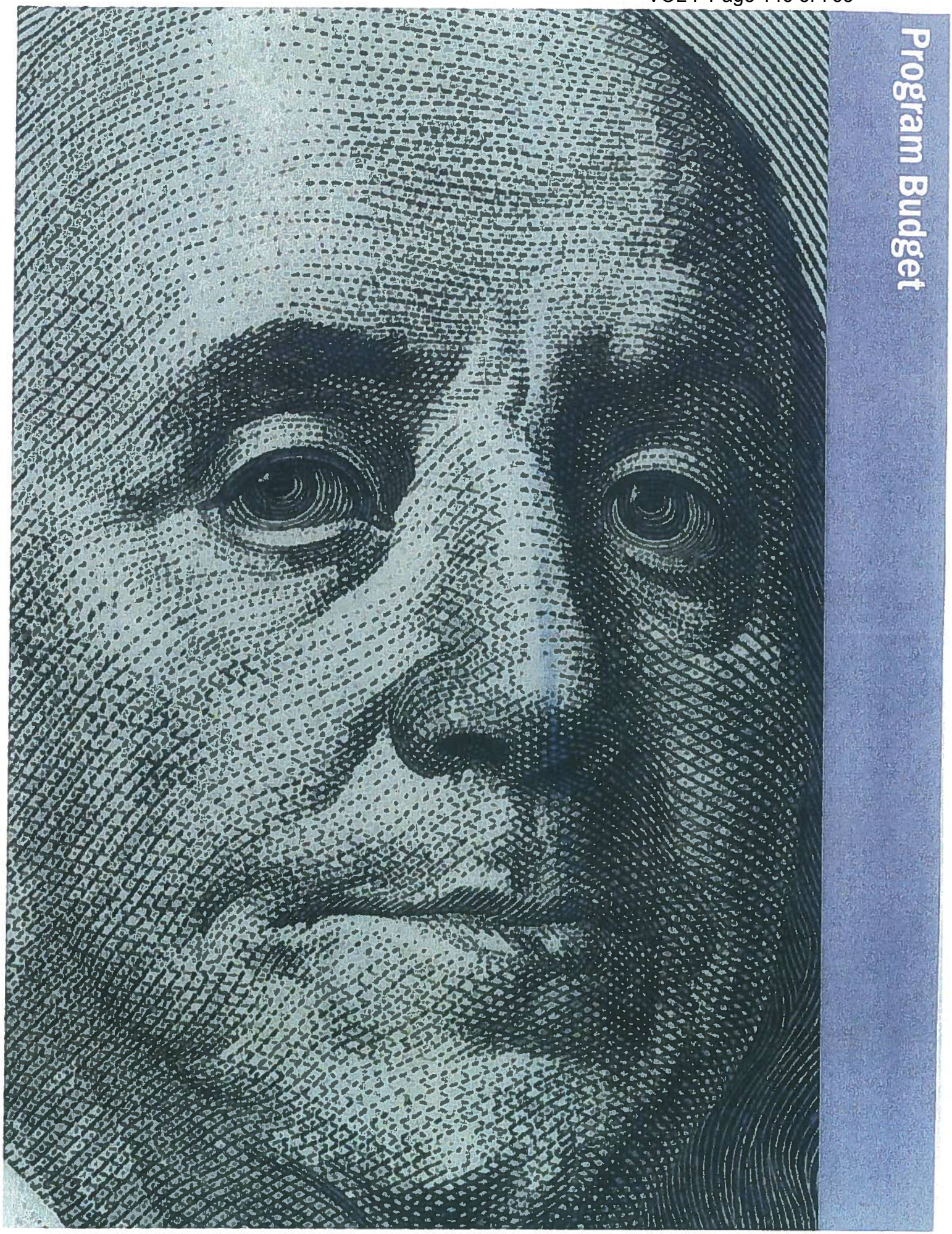
FOIA (b) (5)



Program Timeline


PROGRAM MASTER TIMELINE


PROGRAM MASTER TIMELINE


Program Budget

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Summary Page
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Task Order Name		Total
Communications Plan	$	FOIA (b) (4)
Program Management	$	
Research	$	
Program Branding	$	
Stakeholder Outreach	$	
Materials	$	
Fulfillment	$	
Domestic Media Outreach	$	
Interactive	$	
International Outreach	$	
FOIA (b) (5)	$	
Total Task Order Pricing	$	36,183,961
TOTAL	$	36,183,961

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order 2 - Communications Plan S5 & $100 Note
Burson-Marsteller Cost Proposal
Base Year - February 1, 2007 through September 30, 2007
Submitted: February 2, 2007

Labor Category	*Key Personnel Name*	*Key Personnel Position*	*Hours*	*Rate*	*Total*
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA (b) (4)	$ FOIA (b) (4)	$ FOIA (b) (4)
Managing Director		Project Manager		$	$
Director		Account Manager		$	$
Managing Director				$	$
Director				$	$
Manager				$	$
Senior Associate				$	$
Associate				$	$
Client Executive				$	$
Client Staff Assistant				$	$
Total Estimated Labor					$ 108,730
Other Direct Costs					
Direct Impact					$ FOIA (b) (4)
PSB					$
Ofield Dukes					$
Kang and Lee					$
PBN					$
Hong Kong					$
Beijing					$
Singapore					$
Mexico					$
Ecuador					$
Turkey					$
Korea					$
El Salvador					$
Panama					$
Other: Telephone/fax/courier					$
Landor					$
Color Printing					$
TBD					$
TBD					$
TBD					$
Total Estimated Other Direct Costs					$ 29,000
Travel					
Transportation					$ FOIA (b) (4)
Accomodations/Per Diem					$
Subsistence/Per Diem					$
Total Estimated Travel					$ -
TOTAL					$ 137,730

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Program Management
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	Key Personnel Name	Key Personnel Position	Hours	Rate	Total
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA (b) (4)	$	FOIA (b) (4)
Managing Director		Project Manager		$	
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	
Total Estimated Labor				$	1,204,401
Other Direct Costs					
Other: Telephone/fax/courier				$	FOIA (b) (4)
Shipping				$	
Total Estimated Other Direct Costs				$	3,920
Travel					
Transportation				$	FOIA (b) (4)
Accomodations/Per Diem				$	
Subsistence/Per Diem				$	
Total Estimated Travel				$	1,680
TOTAL				$	1,210,001

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Research
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	Key Personnel Name	Key Personnel Position	Hours	Rate	Total
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA (b) (4)	$	FOIA (b) (4)
Managing Director		Project Manager		$	
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	
Total Estimated Labor				$	203,928
Other Direct Costs					
Multi-country study - $100 -7-8 countries				$	FOIA (b) (4)
US Focus Groups - $5/$100 5 locations				$	
International Focus Groups - $5/$100 Russia, Peru S. Korea				$	
4 Benchmark Surveys - $100 US, Peru, Russia, S. Korea				$	
IDI's US - $100				$	
Pre-Unveiling Track - $100 US				$	
Messaging Surveys - $100 (US, Peru, Russia, S. Korea, Hong Kong, Canada, Nigeria, UAE, Mexico)				$	
Tagline Research - $100				$	
Visual Testing - $100				$	
Tracking Surveys - 2008 / $100 US, Peru, Russia, S. Korea				$	
Tracking Surveys - 2009 / $100 US, Peru, Russia, S. Korea				$	
Total Estimated Other Direct Costs				$	1,743,213
Travel					
Transportation				$	FOIA (b) (4)
Accomodations/Per Diem				$	
Subsistence/Per Diem				$	
Total Estimated Travel				$	40,000
TOTAL				$	1,987,141

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Program Branding
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	*Key Personnel Name*	*Key Personnel Position*	*Hours*	*Rate*	*Total*
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA (b) (4)	$	FOIA (b) (4)
Managing Director		Project Manager		$	
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	
Total Estimated Labor				$	32,956
Other Direct Costs					
Landor: Brand Immersion				$	FOIA (b) (4)
Landor: Research Briefing				$	
Landor: Tagline Development				$	
Landor: Graphic Look & Feel Assesment				$	
Landor: Graphic Look & Feel Creative Exploration				$	
Landor: Program Branding Guide for the $5				$	
Landor: Program Branding Guide for the $100				$	
Total Estimated Other Direct Costs				$	309,198
Travel					
Transportation				$	FOIA (b) (4)
Accomodations/Per Diem				$	
Subsistence/Per Diem				$	
Total Estimated Travel				$	6,500
TOTAL				$	348,654

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Stakeholder Outreach
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	Key Personnel Name	Key Personnel Position	Hours	Rate	Total
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA (b) (4)	$	FOIA (b) (4)
Managing Director		Project Manager		$	
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	
Total Estimated Labor				$	4,175,234
Other Direct Costs					FOIA (b) (4)
Ofield Dukes				$	
Kang and Lee				$	
Lesson Plan/Education Consultant				$	
List Purchase				$	
Conference Materials and Printing				$	
Telephone/fax				$	
Color copies				$	
BW copies				$	
Dunn & Bradstreet				$	
Telephone				$	
Postage				$	
Mail Shop				$	
Id Call Vendor				$	
Total Estimated Other Direct Costs				$	581,165
Travel					FOIA (b)
Transportation				$	(4)
Accomodations/Per Diem				$	
Subsistence/Per Diem				$	
Total Estimated Travel				$	627
TOTAL				$	4,757,026

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Materials
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	Key Personnel Name	Key Personnel Position	Hours	Rate	Total
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA (b) (4)	$	FOIA (b) (4)
Managing Director		Project Manager		$	
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	
Total Estimated Labor				$	1,114,299
Other Direct Costs					
Other: Telephone/fax/courier				$	FOIA (b)
Translations				$	(4)
External Printing				$	
Closed Captioning				$	
Color Copies				$	
Video Production				$	
Voiceover				$	
Music Licensing				$	
Total Estimated Other Direct Costs				$	847,450
Travel					
Transportation				$	FOIA
Accomodations/Per Diem				$	(b) (4)
Subsistence/Per Diem				$	
Total Estimated Travel				$	600
TOTAL				$	1,962,349

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Fulfillment
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	Key Personnel Name	Key Personnel Position	Hours	Rate	Total
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA	$	FOIA (b) (4)
Managing Director		Project Manager	(b) (4)	$	
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	
Total Estimated Labor				$	2,259,347
Other Direct Costs					
Processing - Domestic				$	FOIA (b) (4)
Processing - International				$	
Shipping - Domestic				$	
Shipping - International				$	
Customs/Duties/Taxes/VAT, etc.				$	
Storage				$	
Recycling				$	
Customs Broker (In country)				$	
Total Estimated Other Direct Costs				$	4,831,164
Travel					
Transportation				$	FOIA
Accomodations/Per Diem				$	(b) (4)
Subsistence/Per Diem				$	
Total Estimated Travel				$	6,000
TOTAL				$	7,096,512

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Domestic Media Outreach
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	Key Personnel Name	Key Personnel Position	Hours	Rate	Total
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA (b) (4)	$	FOIA (b) (4)
Managing Director		Project Manager		$	
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	
Total Estimated Labor					$ 3,221,466
Other Direct Costs					
Press Releases				$	FOIA (b) (4)
Media Monitoring				$	
Production - Information Kit				$	
Other: Telephone/fax/courier				$	
Video production / digitizing				$	
B-roll distribution				$	
Highlight reel				$	
Radio tour				$	
Camera crew				$	
Event staging				$	
Podcast production				$	
Satellite media tour				$	
Local transportation				$	
Total Estimated Other Direct Costs					$ 1,190,400
Travel					
Transportation				$	FOIA (b) (4)
Accomodations/Per Diem				$	
Subsistence/Per Diem				$	
Total Estimated Travel					$ 75,000
TOTAL					$ 4,486,866

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Interactive
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	Key Personnel Name	Key Personnel Position	Hours	Rate	Total
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA (b) (4)	$	FOIA (b) (4)
Managing Director		Project Manager		$	
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	
Total Estimated Labor					$ 3,766,299
Other Direct Costs					
Rich-media email				$	FOIA (b) (4)
Accessibility - 508 Compliance Review				$	
Video Production				$	
Music Licensing				$	
CD-ROM Production				$	
Search Optimization				$	
Extranet Hosting				$	
Voiceover				$	
Telephone / Fax				$	
Courier				$	
Storage Media				$	
Photocopies				$	
Instant Messenger Fees				$	
Total Estimated Other Direct Costs					$ 527,250
Travel					
Transportation				$	FOIA (b) (4)
Accomodations/Per Diem				$	
Subsistence/Per Diem				$	
Total Estimated Travel					$ 70,000
TOTAL					$ 4,363,549

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order International
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	Key Personnel Name	Key Personnel Position	Hours	Rate	Total
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA	$	FOIA
Managing Director		Project Manager	(b) (4)	$	(b) (4)
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	
Total Estimated Labor					$ 1,533,952
Other Direct Costs					
Photocopies				$	FOIA
Postage/ Courier/ Air freight				$	(b) (4)
Stationery and Supplies				$	
Local Transportation				$	
B-roll production / SMT / Video prodn.				$	
Telephone				$	
Photography				$	
Printing				$	
Russia and CIS Countries				$	
The Americas/Caribbean				$	
Africa Outreach				$	
Asia Outreach				$	
Middle East				$	
UK, Europe				$	
Total Estimated Other Direct Costs					$ 5,100,000
Travel					
Transportation				$	FOIA
Accomodations/Per Diem				$	(b) (4)
Subsistence/Per Diem				$	
Total Estimated Travel					$ 60,000
TOTAL					$ 6,693,952

NexGen Public Education and Awareness Campaign
Contract TEP-07-0003
Task Order Paid Media
Burson-Marsteller Cost Proposal
Base Year & Option Years I - IV

Labor Category	Key Personnel Name	Key Personnel Position	Hours	Rate	Total
Managing Director	FOIA (b) (6)	Supervising Executive	FOIA (b) (4)	$	FOIA (b) (4)
Managing Director		Project Manager		$	
Director		Account Manager		$	
Managing Director				$	
Director				$	
Manager				$	
Senior Associate				$	
Associate				$	
Client Executive				$	
Client Staff Assistant				$	-
Total Estimated Labor				$	383,181
Other Direct Costs					
Media Planning & Buying (International)				$	FOIA (b) (4)
TV Production (International)				$	
Estimated TV Media Cost (International)				$	
Print Production (International)				$	
Estimated Print Media Cost (International)				$	
Out-of-Home Production (International)				$	
Estimated Out-of-Home Media Cost (International)				$	
Online Adv. Production (International)				$	
Estimated Online Adv. Media Cost (International)				$	
Online Adv. Production (U.S.)				$	
Estimated Online Adv. Media Cost (U.S.)				$	
Total Estimated Other Direct Costs				$	2,750,000
Travel					
Transportation				$	FOIA (b) (4)
Accomodations/Per Diem				$	
Subsistence/Per Diem				$	
Total Estimated Travel				$	7,000
TOTAL				$	3,140,181

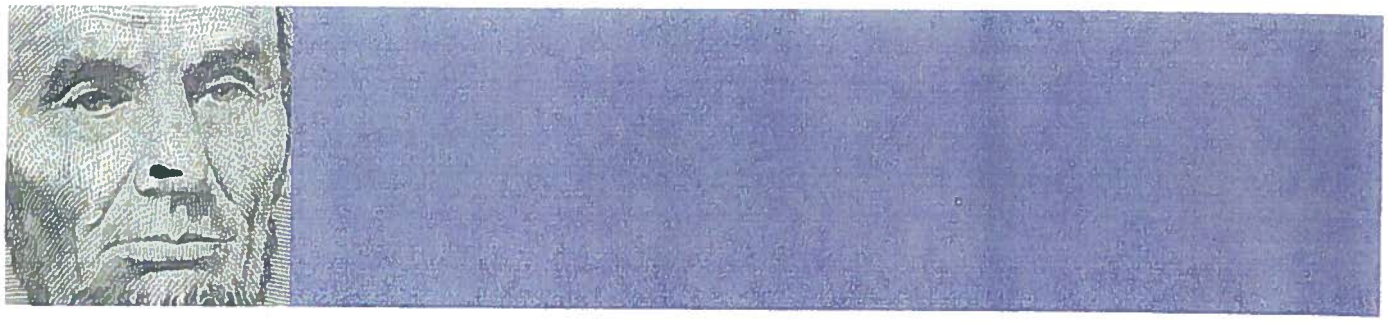


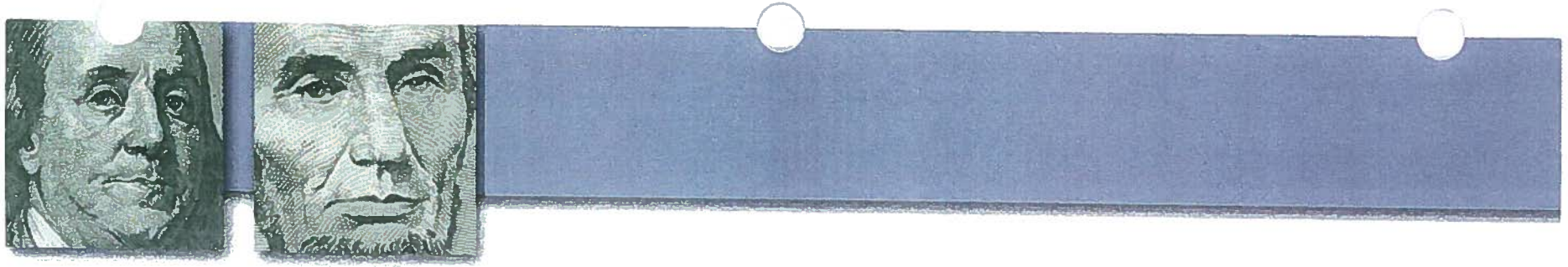
Initial Research Results for the $5 and $100 Notes Program

June 2007

Burson-Marsteller
1110 Vermont Avenue, N.W., Suite 1200
Washington, DC 20005

FOIA (b) (6)





Executive Summary

Initial Research and Recommendations

$5 Note and $100 Note

Public Education and Awareness Program

Tuesday, June 12, 2007



Today

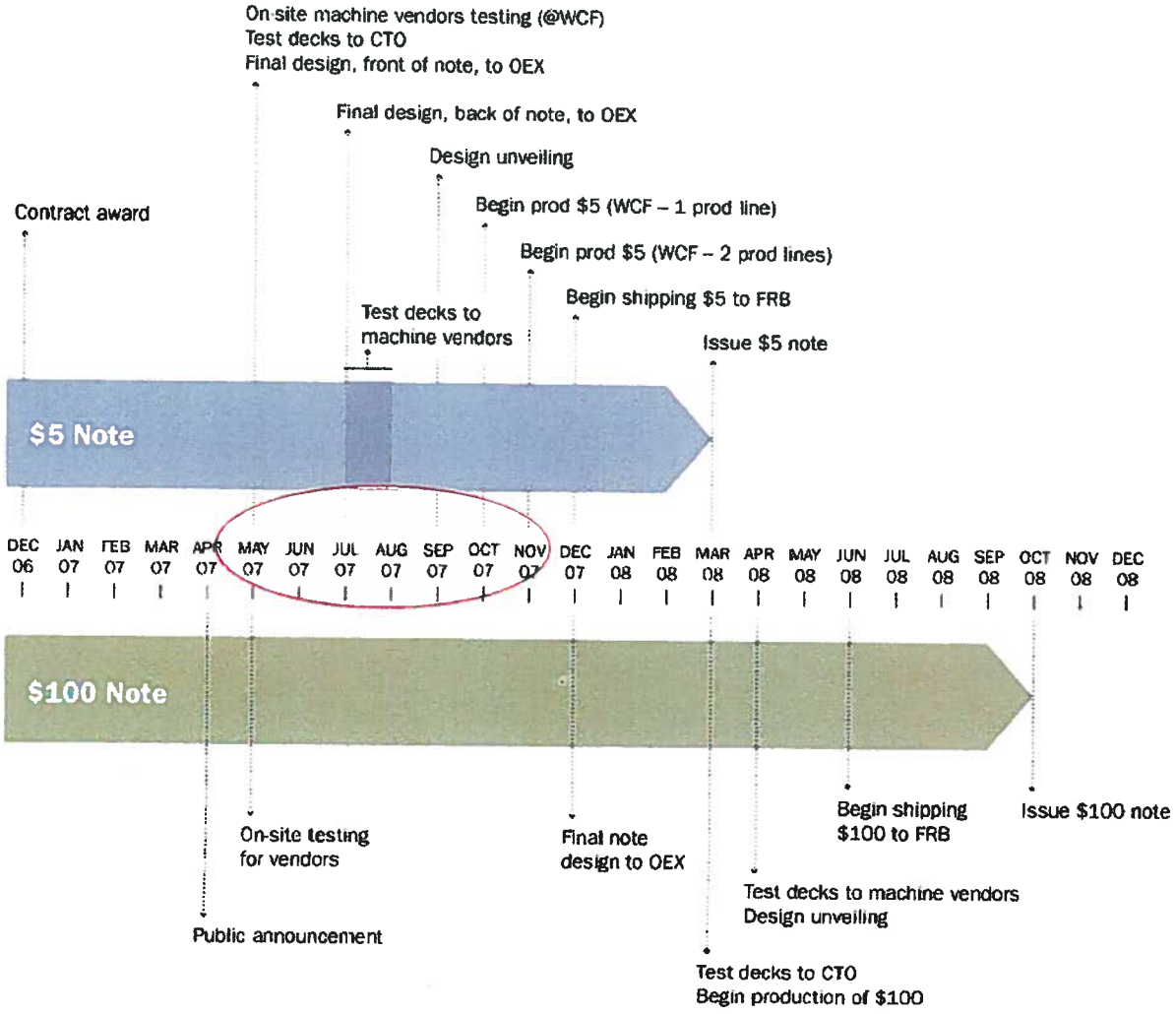
Meeting goals, desired output

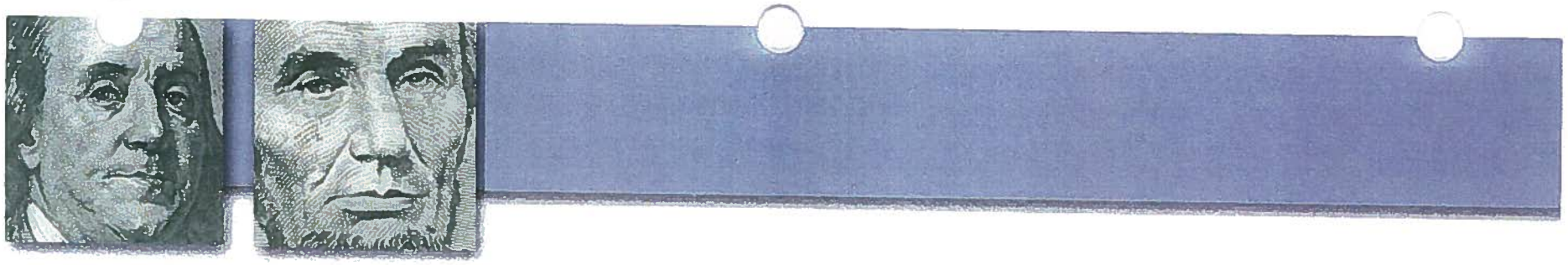
- Initial research results
- Tier recommendations
- Core messaging
- Timeline assumptions
- Next steps



Program Timeline

- **Research is early in the Program**





Domestic Focus Groups



Domestic Qualitative Research Methodology

Timing: May 7 – 16, 2007

Audience: U.S. Consumers, Minorities, Cash Handlers and Bank Tellers

Methodology: 14 90-Minute Focus Groups

Interviews:

Focus Group Location	Audience	Sample Size (N =)	Date
St. Louis	General Population	8	May 7
	Cash Handlers and Bank Tellers	6	May 7
Chicago	General Population	8	May 8
	Minorities	7	May 8
	Cash Handlers and Bank Tellers	8	May 8
Los Angeles	General Population	8	May 14
	Minorities	8	May 14
	Cash Handlers and Bank Tellers	7	May 14
Phoenix	General Population	8	May 15
	Minorities	8	May 15
	Cash Handlers and Bank Tellers	7	May 15
New York	General Population	8	May 16
	Minorities	6	May 16
	Cash Handlers and Bank Tellers	7	May 16



Consumers vs. Cash Handlers vs. Bank Tellers

- **Overall, there are more similarities than differences across audiences:**

	Consumers	Cash Handlers	Bank Tellers
Interaction with $100	Limited	More Frequent	More Frequent
Awareness of Past Changes	High but can't name which denomination	High can accurately name denominations	High can accurately name denominations
Mode of Communication about Changes	TV, newspaper, word of mouth	TV news, print materials, customers	Employer, government, print materials, training
View of Counterfeiting	Major Problem	Major Problem	Major Problem
Authentication Responsibility	Not theirs	Not theirs	Theirs to protect themselves and business
Authentication Behavior	Rare	Sometimes	Frequent
Authentication Methods	Touch and Look	Detector pen and feeling the texture of the bills	Detector pen, feeling the texture of the bills, and looking for the watermark and security thread



Language Used for Features

- **Participants used the following words to describe key features:**

Water spot, Shading, Hidden Face, Shadow



Stripe, Strip, Bar, Thread

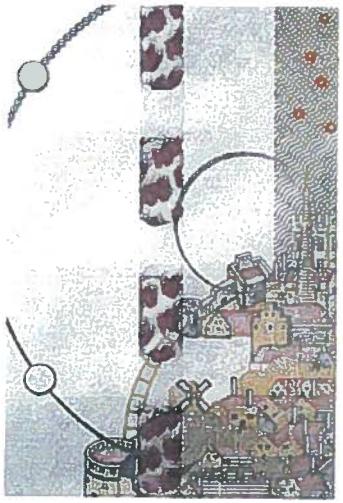




Squiggly, Half Number, Split image, Partial, Reverse Print, Denominational Watermark, Broken Snake, Serpentine

Color Shift, Color Change, Iridescent, Metallic, Hologram





Hologram, Motion, Illusion, Strip, Ribbon, Broken Bar, Animated, Woven, Braided, Stripe, Foil, Liberty Bells, Laced, 3-D



Top-Rated Features

Rank	Internal Name	Feature	Strengths	Weaknesses
1	**Motion Feature**	F: A wide colored plastic strip with small liberty bells is woven into the paper. When you tilt the bill up and down or left and right, the bells move, looking like they are "ringing."	▪Interesting ▪Difficult to replicate	▪Too complicated ▪Costly
2	**Split Image**	H: Part of an image is printed on the face of the bill while the remainder is printed on the back. When you hold the bill up to the light, the two images are visually interconnected.	▪Interesting ▪Easy to use	▪Easy to replicate
3	**Security Thread**	J: A thin strip or thread that runs up and down through the paper that says what denomination it is when you hold it up to the light.	▪Difficult to replicate ▪Easy to use	▪Nothing new
4	**Tilt and Hide**	G: A large, patriotic image on the front of the bill, which seems to disappear and reappear when you tilt the bill up and down.	▪Interesting ▪Difficult to replicate	▪Could be difficult to observe
5	**Portrait Watermark**	A: A watermark, or faint image, in the paper that is similar to the large portrait on the bill and is visible when you hold the bill up to the light.	▪Easy to use ▪Difficult to replicate ▪Familiar	▪Nothing new



Bottom-Rated Features

Rank	Internal Name	Feature	Strengths	Weaknesses
6	**Symbols of Freedom**	E: Each denomination has its own set of images, such as the American flag, American eagle, Liberty Bell or Statue of Liberty torch printed on the face of the bill. Both a larger and smaller image is typically featured.	▪Interesting	▪Difficult to remember ▪Easy to replicate
7	**OVI**	I: A number representing the denomination of the currency in the bottom right corner of the bill that changes color when you tilt it at different angles.	▪Easy to use ▪Difficult to replicate	▪Color differences difficult to tell
8	**Low Vision Feature**	C: The denomination number in the lower right corner on the back of the bill is enlarged to be easily read in low-light areas or by people with poor vision.	▪Useful for the visually impaired	▪Easy to replicate ▪Not so much a security feature
9	**Numeric Watermark**	B: A watermark, or faint image, of a large number matching the bill's value rather than an image of the large portrait on the bill.	▪Easier to distinguish from portrait watermarks ▪Difficult to replicate	▪Nothing new
10	**Small Denomination Numbers**	D: Small, very light denomination numbers are scattered across the face and/or back of the bill.	▪Already on bills	▪Not easily noticeable ▪Easy to replicate



Features Feedback Implications for Messaging

- **The messaging for the communications program needs to:**
  - ***Show consumers that they need to protect themselves from loss by authenticating their notes***
  - ***Emphasize quick, easy and effortless authentication techniques***
  - ***Be attention-grabbing with a positive tone***



Top-Rated Messages

Rank	Message	Strengths	Weaknesses
1	J: New U.S. $100 bills will have something never before seen on U.S. currency - a strip woven into the paper. When you "Tip the Strip," the Liberty Bells "ring." "If the bells don't ring, it's not the real thing."	▪Catchy slogan ▪Clear	▪Cheesy ▪Not serious enough
2	H: The redesigned $100 bill will contain some unique new features, such as a strip covered with Liberty Bells that appear to move or ring when you tilt the bill, images that appear and disappear when the bill is tilted and images that come together when you hold the bill up to the light. Be smart: know your money.	▪Catchy slogan at the end	▪Too much to check
3	A: If you get a counterfeit bill, the government and the banks will not reimburse you. Don't get stuck with worthless bills. Learn how to check for counterfeits to protect yourself, your neighbors, and our economy.	▪Attention-grabbing; Motivating ▪To-the-point	▪Too negative
4	K: To check new redesigned $100 bills to make sure they are genuine, the U.S. Treasury advises that you "Make it Move." New features - a strip covered with liberty bells and a disappearing/reappearing bell - that are hard for counterfeiters to duplicate can be seen by tilting the note back and forth.	▪Catchy slogan	▪Too much to check
5	C: The advancement of technology including advanced computers, scanners, and ink-jet printers is making it easier for counterfeiters to create counterfeit bills. Be safe, not sorry; learn how to check your money for fakes.	▪Positive and informative ▪Catchy slogan	▪Cumbersome language
6	G: The U.S. Treasury has stepped up its combat against counterfeiters with the introduction of more complex, high-tech features. Learn the ones you can easily use to check for fakes.	▪Positive ▪Clear	▪Too broad



Bottom-Rated Messages

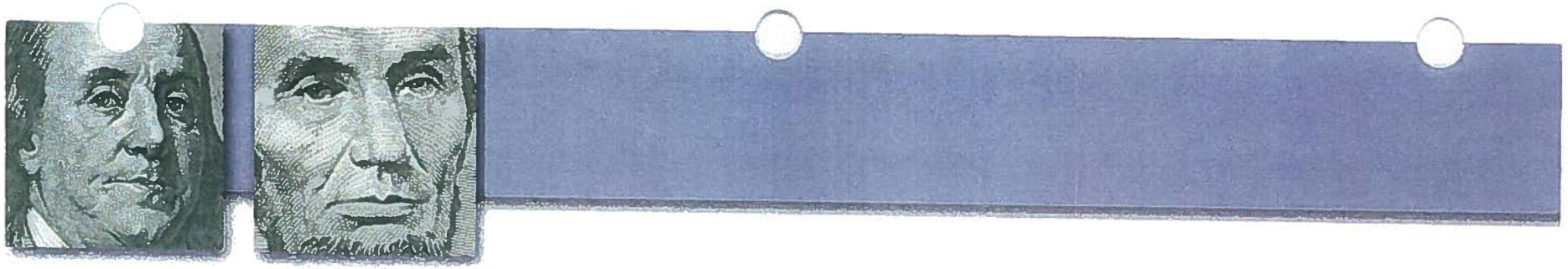
Rank	Message	Strengths	Weaknesses
7	D: People often want to be discreet about checking money to avoid alarming the person who just gave them the bill. The latest anti-counterfeit features such as the liberty bells that seem to be ringing **allow you to be subtle when doing so.**	▪Clear ▪Relevant to businesses	▪Not motivating
8	I: Many counterfeiting techniques are so advanced that it is fairly easy to fool someone who casually examines their currency. The security features that have been added to the redesigned U.S. bills are reliable tools for checking your bills for authenticity. Don't get duped by a counterfeiter; **know your money.**	▪Thought-provoking	▪Too long
9	F: Despite the combined efforts of stricter law enforcement, **improved security features and increased public awareness,** counterfeiting still exists, so continue to be smart with your money and learn the **key security features** for your protection.	▪Informative	▪Cumbersome language
10	E: On the next denominations to be redesigned, the large numeral in the bottom right-hand corner on the back of the bill will be enhanced to make it even **easier to tell which denomination it is.** This helps when using bills in low-light areas and for people with impaired vision.	▪Important information	▪Does not deter counterfeiting ▪Not attention-grabbing
11	B: Although old bills are eventually taken out of circulation when redesigned bills are introduced, they will **never be devalued.** Every bill issued since 1861 is still redeemable today for its **full face value.**	▪Reassuring	▪Not motivating



Messaging Feedback
Message Creation for Program

- **Simple guidelines for creating effective communications that will:**
  - ***Increase awareness of counterfeiting and security features***
  - ***Promote authentication behavior among key audiences.***

Do	Don't
➢ *Use an overall positive, informative tone* ➢ *Begin with a message on personal loss and get right into how to protect yourself* ➢ *Keep it simple, short, and catchy* ➢ *Suggest easy follow-up steps* ➢ *Use positive language like "be smart", "authentic", "real", "genuine"* ➢ *Illustrate scope of counterfeiting problem with statistics*	➢ *Use scare tactics* ➢ *Present irrelevant details or information that cannot be acted upon* ➢ *Be overly serious that it becomes intimidating* ➢ *Use negative language like "don't get duped", "fake"", "counterfeit bill"*



International In-Depth Interviews



International Qualitative Research Methodology

Timing: May 2 – 17, 2007

Audience: Stakeholders in Financial Institutions, Business or Law Enforcement in Hong Kong and South Korea

Methodology: In-Depth Phone Interviews

Interviews:

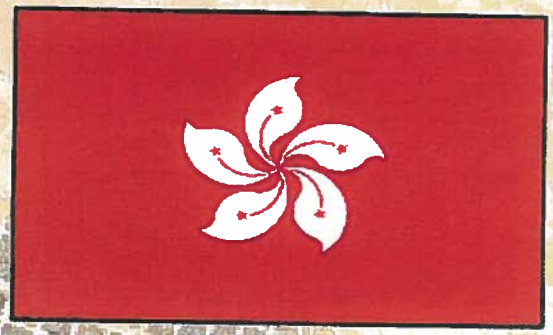
Country	Audience	Sample Size (N =)
Hong Kong*	Financial Institution Stakeholders	14
	Business Stakeholders	4
	Law Enforcement Stakeholders	2
	TOTAL	20
South Korea	Financial Institution Stakeholders	13
	Business Stakeholders	5
	Law Enforcement Stakeholders	2
	TOTAL	20

** For the purpose of this report, Hong Kong is referred to as a country, although it is technically the Hong Kong Special Administrative Region of the People's Republic of China*



Usage of U.S. Currency is High Only in Business

- **While flow of U.S. currency into Hong Kong and South Korea is high, it is mainly used by businesses, travelers, and tourists.**



"Businesses. Companies. Multinational trade companies use it most." – Hong Kong Stakeholder

"I guess people may use U.S. notes to pay for hotels or make purchases in duty-free shops." – Hong Kong Stakeholder

"I think it is used by businesses…for business." – South Korean Stakeholder

"People use U.S. dollars more for overseas trips than use it within the country." – South Korean Stakeholder

"Of course Americans use it most…Many tourists from different countries also use U.S. dollars too." – South Korean Stakeholder





Confidence in U.S. Currency Remains High

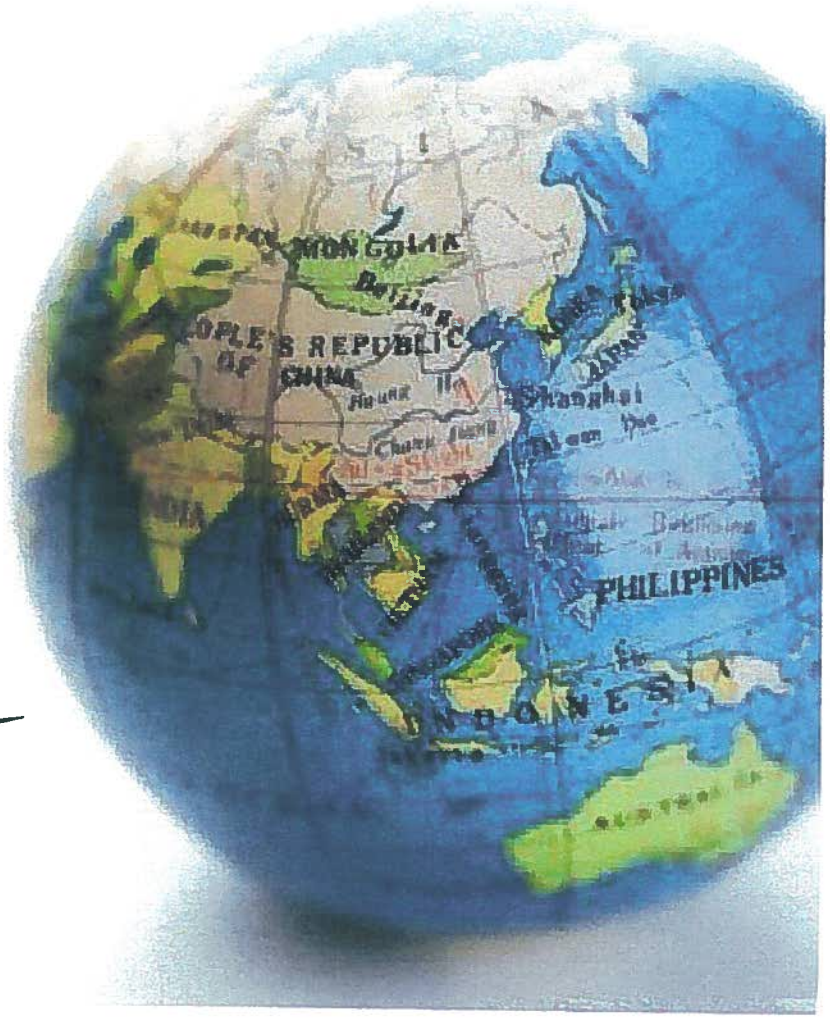
- **Both countries continue to have strong confidence in U.S. currency and close economic ties with the U.S.**

"Confidence in the stability of U.S. currency is high. If it is not stable, Hong Kong dollars would not be linked up with U.S. dollars."
– Hong Kong Stakeholder

"Because U.S. currency is not just 'U.S.' currency but it is rather an international currency, I think people have high confidence in it."
– South Korean Stakeholder

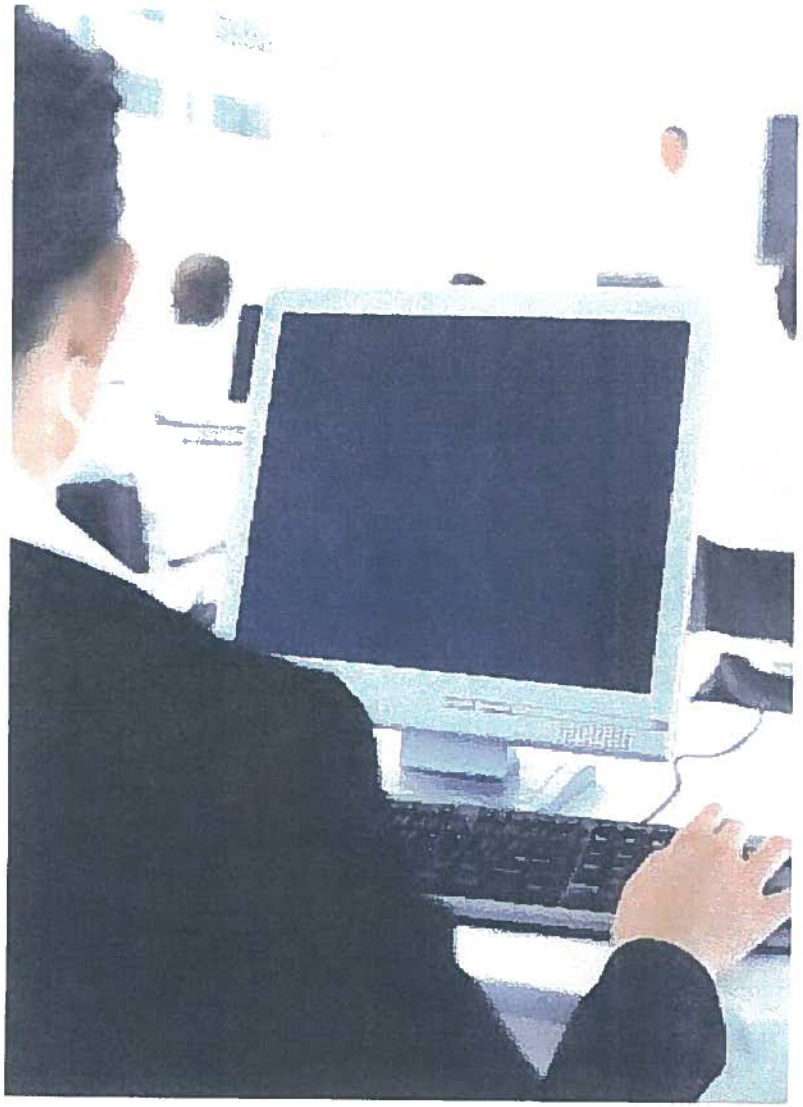
"United States is still one of the major export destinations. Besides, there are a lot of US companies in HK." –
Hong Kong Stakeholder

"I think U.S. plays quite an important part in Korea's economy. We highly depend on the imports and exports… and depend on the U.S. economy." – South Korean Stakeholder





Interest in Redesigned $5 and $100 Appears High



- **Stakeholders in both Hong Kong and South Korea seem highly interested in learning about the redesigned $5 and $100 notes.**

"Our frontline staff need to know the new design. I would like to know too. This will be helpful when I travel to the States."
– Hong Kong Stakeholder

"We are interested to find out the new features in the redesigned notes. We need to learn more because we have to avoid fake notes."
– Hong Kong Stakeholder

"I'm interested in how it will look, and as I have to take them at the hotel, it would be good to check it before it circulates." – South Korea Stakeholder

"We have to exchange currencies and have to identify if there is any counterfeit note… so we're very much interested."
– South Korea Stakeholder

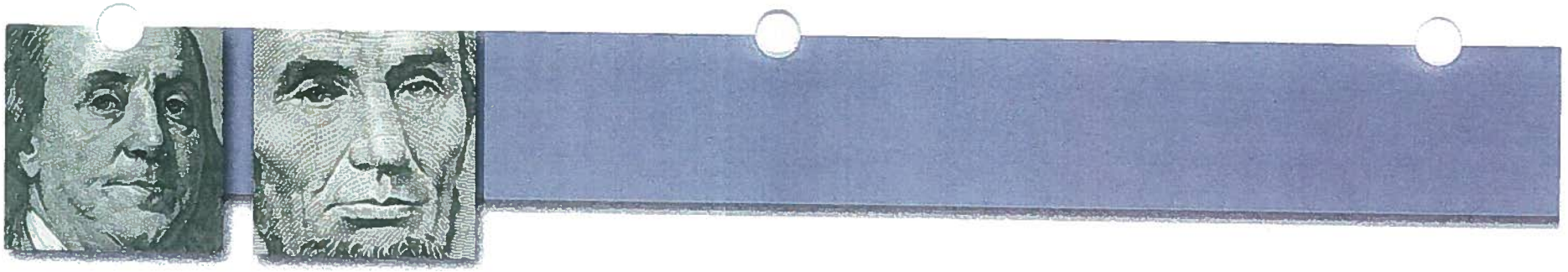


IDI Results

Research results indicate that neither South Korea nor Hong Kong have a profile that neatly fits into the Three-Tiered approach.



- ***Large commercial use of notes in tourism sector***
- ***Low general consumer use of notes, except for travel***
- ***Consumers may keep USD, but in electronic form***
- ***Other business use is primarily electronic, not notes***



Multi-Country Exploratory Study



International Quantitative Research Methodology

Timing: May 1, 2007 - May 22, 2007

Audience: General Consumers in ten countries

Methodology: Mix of quantitative phone and in-person interviews in each country

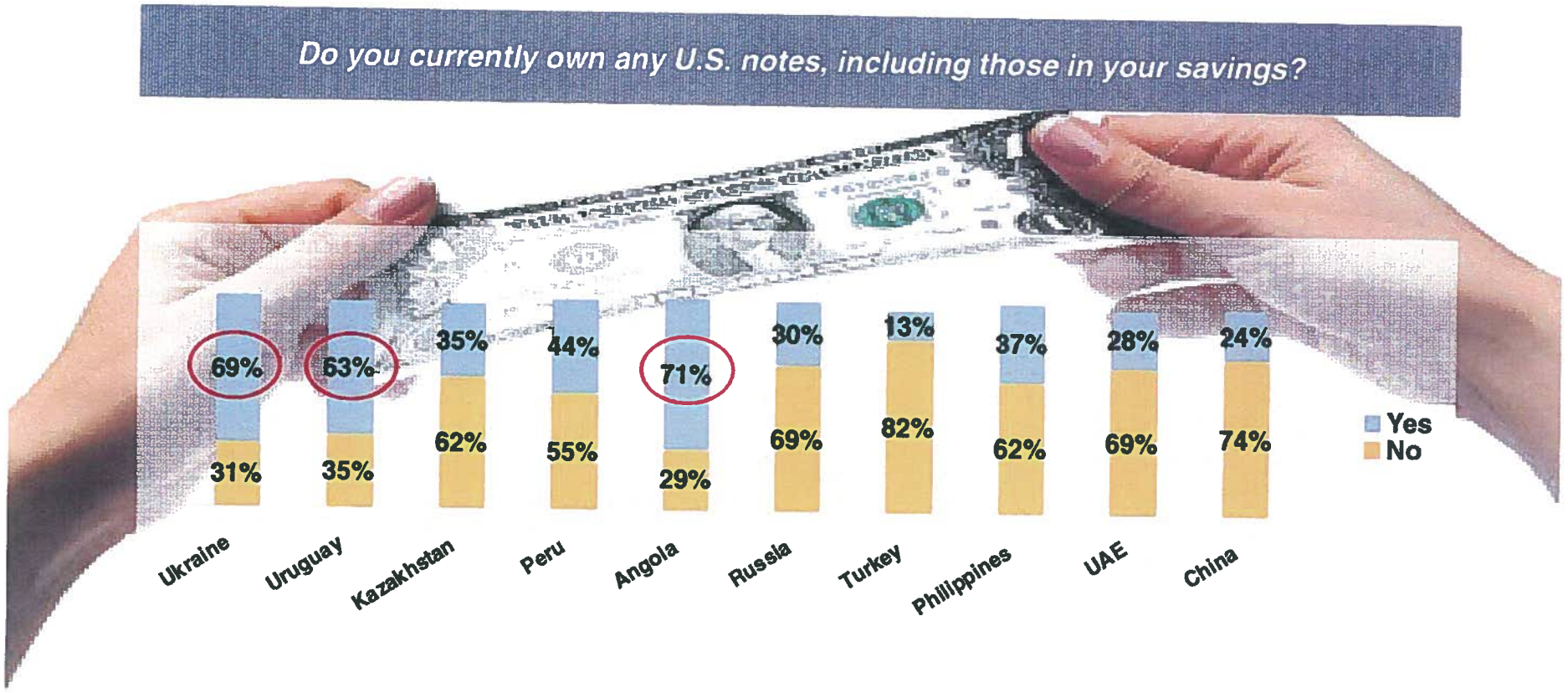
Interviews:

Country	Sample Size (N =)	Margin of Error*
Russia	155	+/- 7.87%
Ukraine	150	+/- 8.00%
Kazakhstan	150	+/- 8.00%
Peru	172	+/- 7.47%
Uruguay	150	+/- 8.00%
China	160	+/- 7.75%
Philippines	150	+/- 8.00%
Turkey	154	+/- 7.90%
Angola	167	+/- 7.58%
UAE	150	+/- 8.00%

** Margin of Error at 95% Significance Level*

Most Do Not Own U.S. Notes

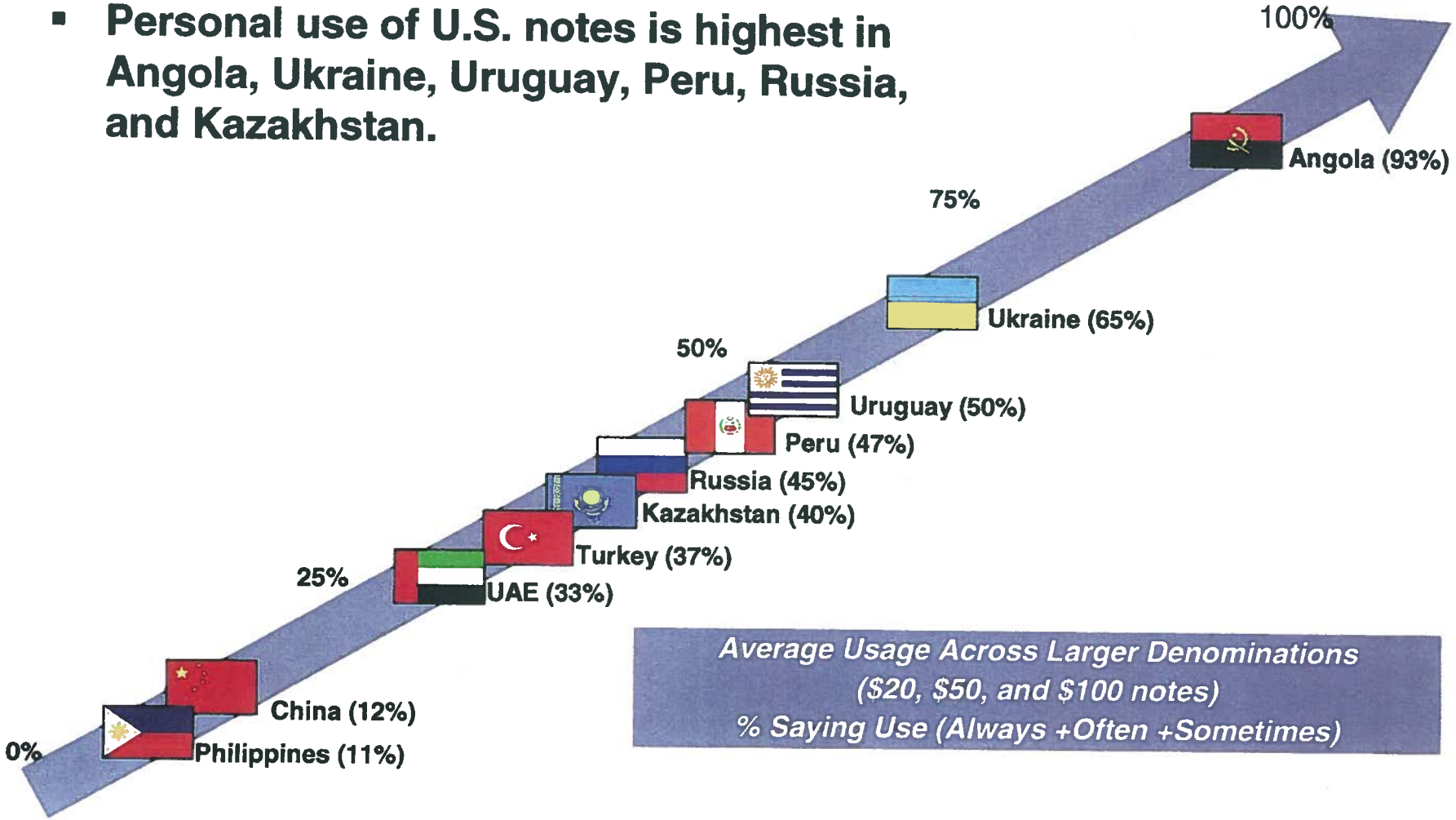
- **However, a majority of those in the Ukraine, Uruguay, and Angola own U.S. notes.**





Frequency in Using U.S. Notes

- **Personal use of U.S. notes is highest in Angola, Ukraine, Uruguay, Peru, Russia, and Kazakhstan.**



Average Usage Across Larger Denominations
($20, $50, and $100 notes)
% Saying Use (Always +Often +Sometimes)



Personal Use of U.S. Currency Either Remained Same or Decreased

- **Decreases were due to more stable home currency or because U.S. dollars were perceived as decreasing in value.**

Remain Same

- Uruguay (60%)
- China (54%)
- Ukraine (45%)
- Kazakhstan (43%)
- UAE (42%)
- Peru (41%)
- Philippines (38%)

Decrease

Turkey (50%)

Russia (48%)

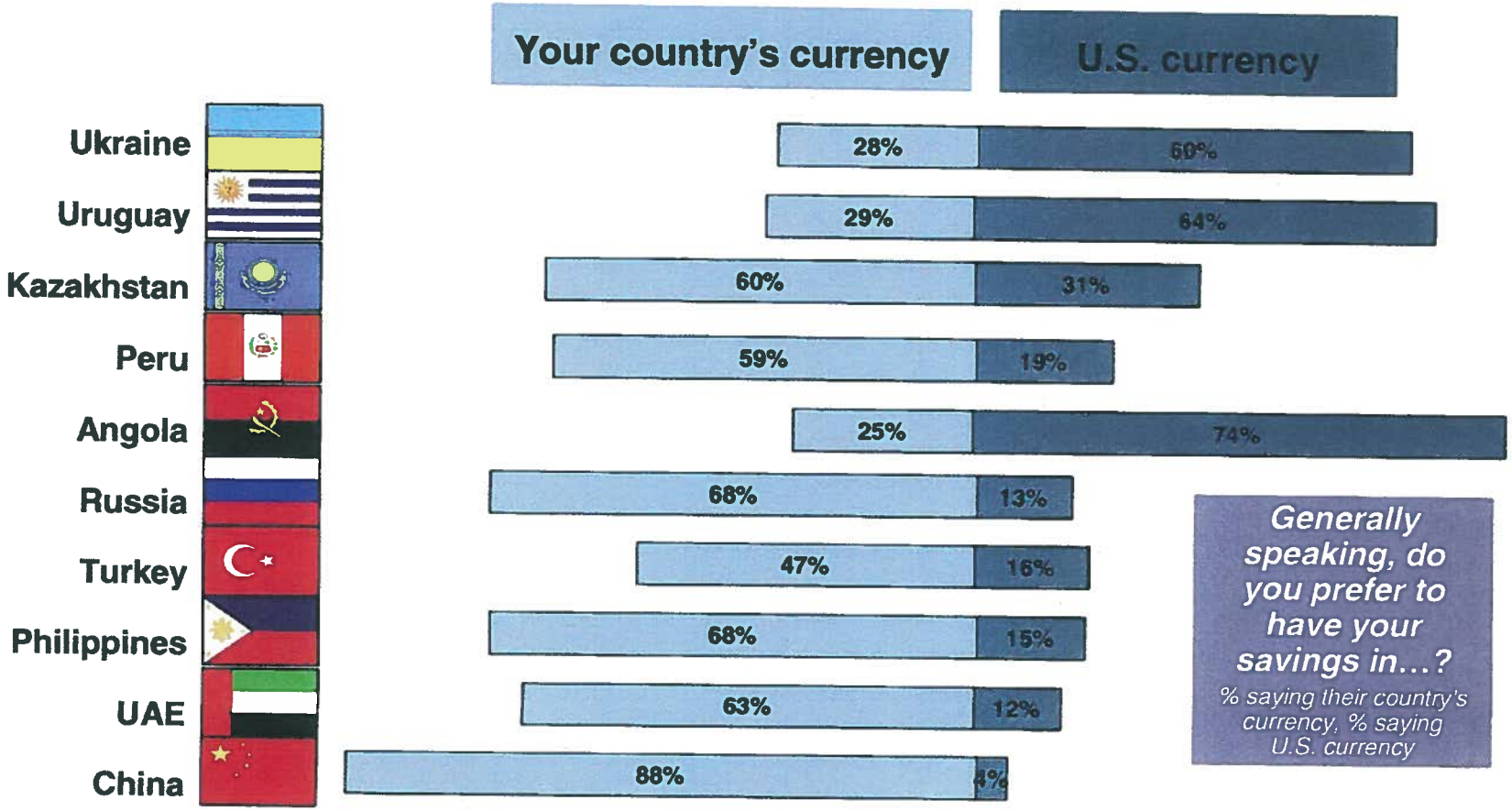
Angola (44%)

Has your use of U.S. currency increased, decreased or remained about the same during the past two years or so?



Home Currency Preferred for Personal Savings

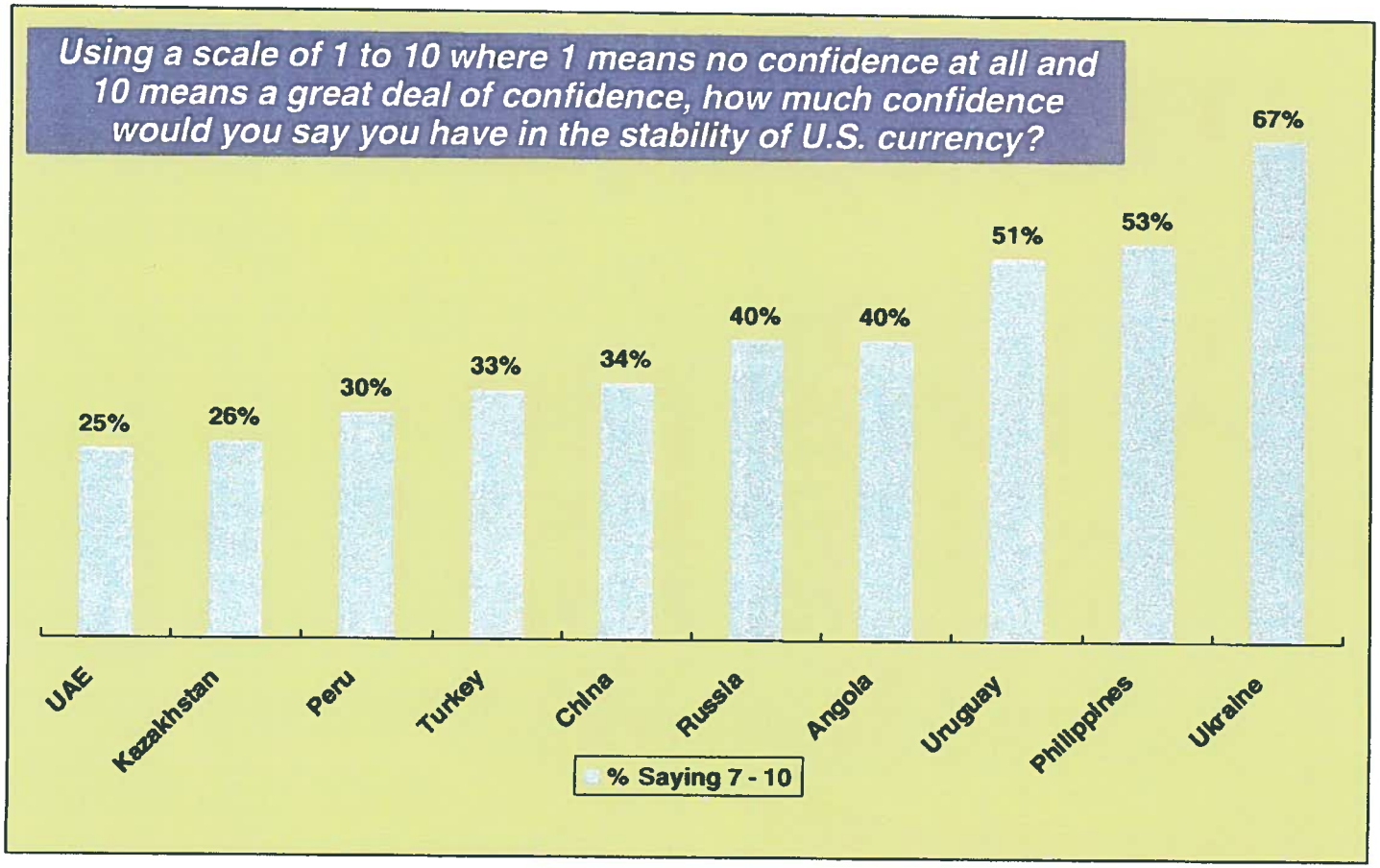
- **However, the Ukraine, Uruguay and Angola prefer U.S. currency.**
  - ***The general population of the Ukraine and Uruguay keep physical U.S. notes as savings whereas those in Angola deposits them in banks.***





Confidence in U.S. Currency Is Moderate

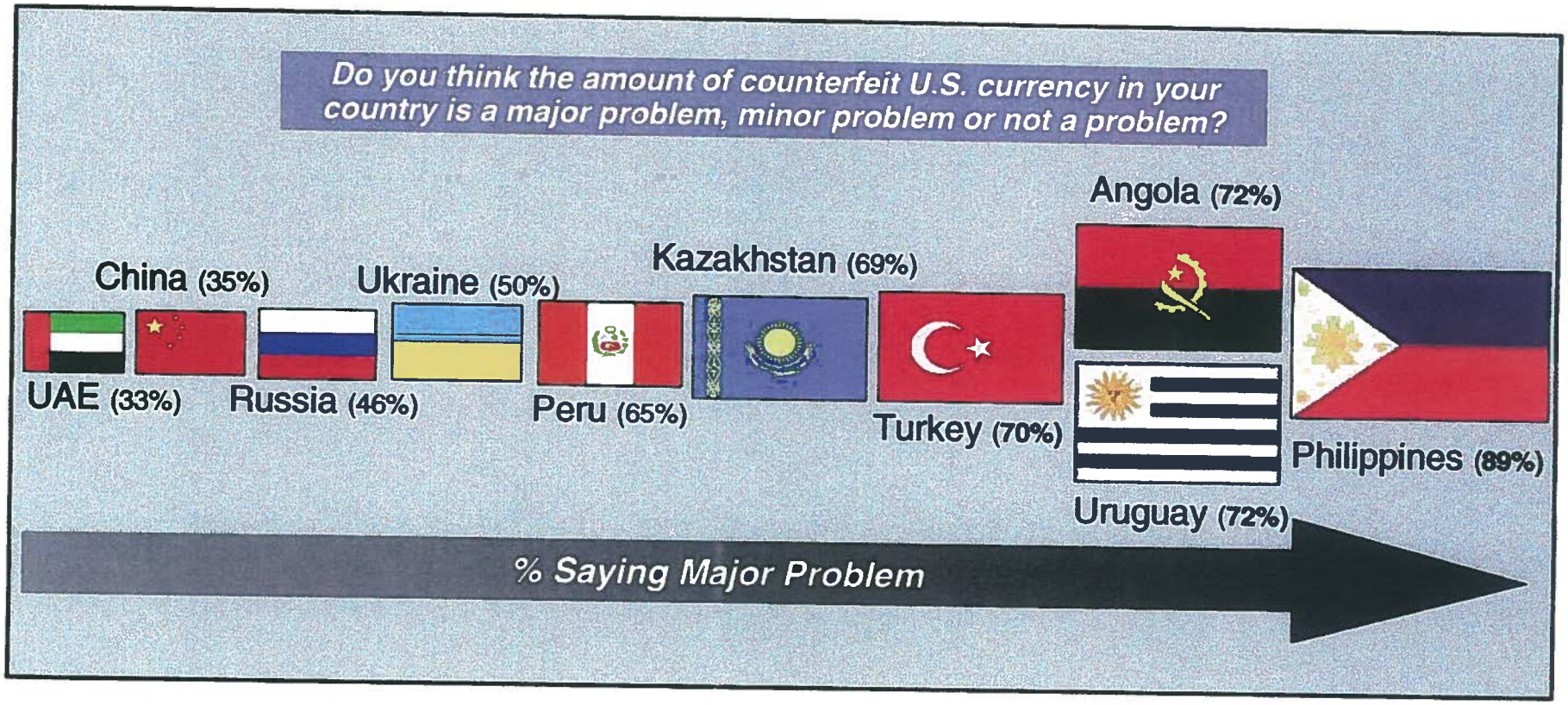
- **The highest levels of confidence in the stability of U.S. currency is in the Ukraine, the Philippines and Uruguay.**





Counterfeiting Is Major Problem

- **More than half of respondents in the Philippines, Angola, Uruguay, Kazakhstan and Peru say that counterfeiting is a major problem.**





Most Say They Are Likely to Receive Counterfeit Notes

- **Peru, Uruguay, Russia, Ukraine, Kazakhstan, and especially Angola think it is likely they will get a counterfeit U.S. note.**
  - ***Perhaps because they use U.S. currency the most***

How likely do you think it is that you might be given a counterfeit U.S. note?
% Saying Likely





Likely that I might receive a counterfeit note…

- ***Angola (85%)***
- ***Kazakhstan (84%)***
- ***Ukraine (78%)***
- ***Russia (70%)***
- ***Uruguay (67%)***
- ***Peru (65%)***

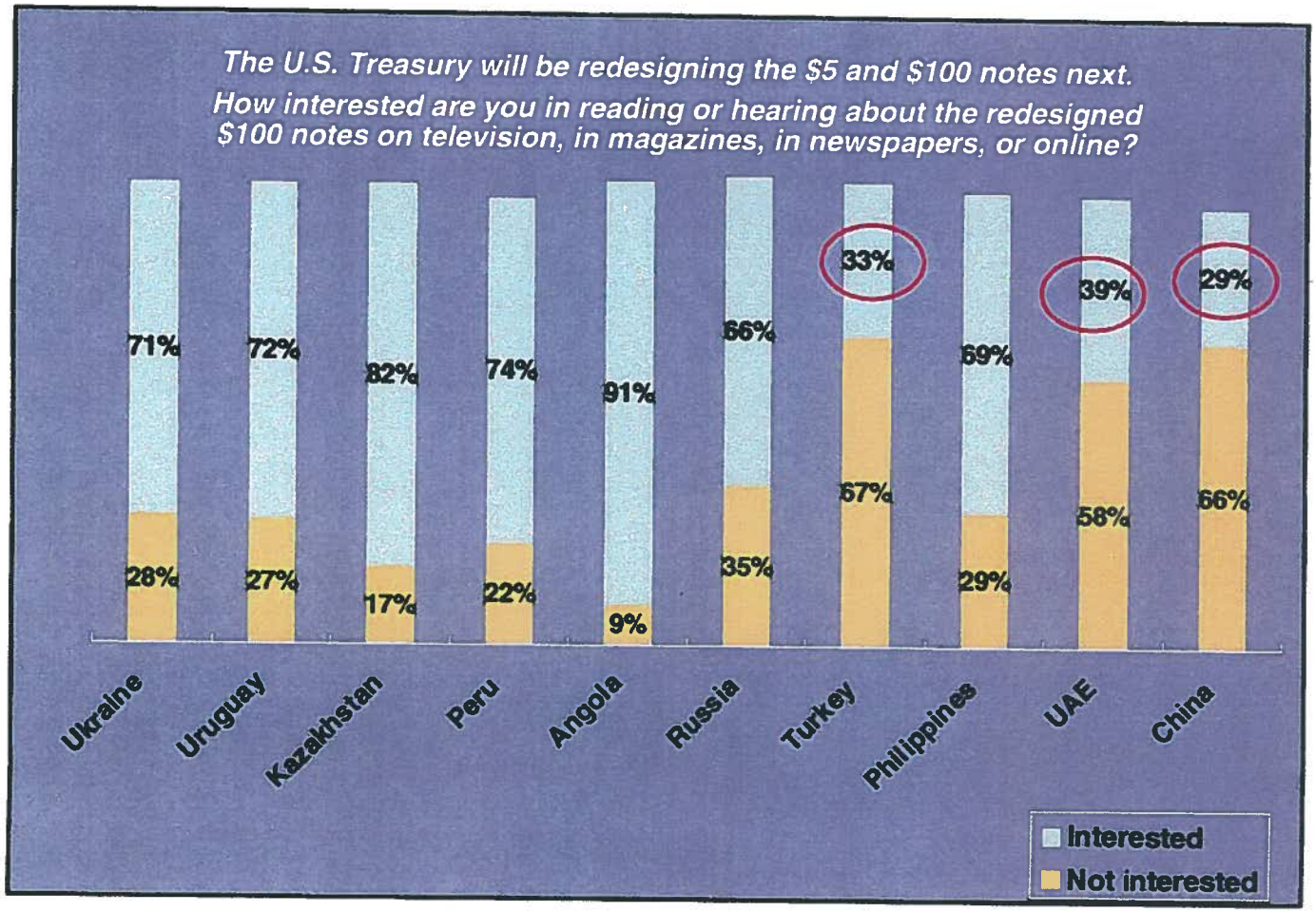
Unlikely that I might receive a counterfeit note…

- ***Turkey (41%)***
- ***UAE (36%)***
- ***Philippines (23%)***
- ***China (20%)***



Most Interested in Learning about New $100 Note

- **Only those in China, Turkey, and UAE are uninterested because of low personal use of U.S. currency.**

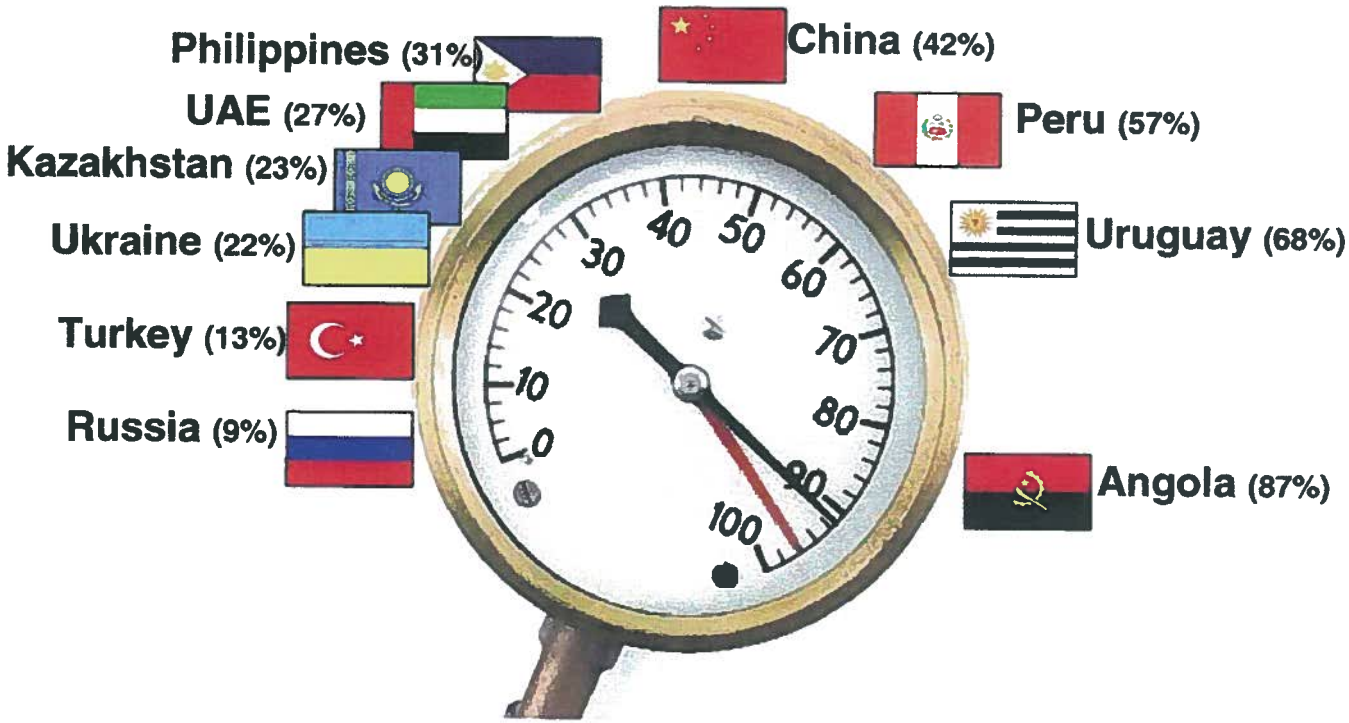




Concern about New $100 Note is Low

- **However Peru, Uruguay and especially Angola are highly concerned.**
  - ***Impression that old notes will be worth less once the redesigned notes are issued.***

How concerned are you that changes are being made to the design of $100 U.S. note?
% Saying Concerned



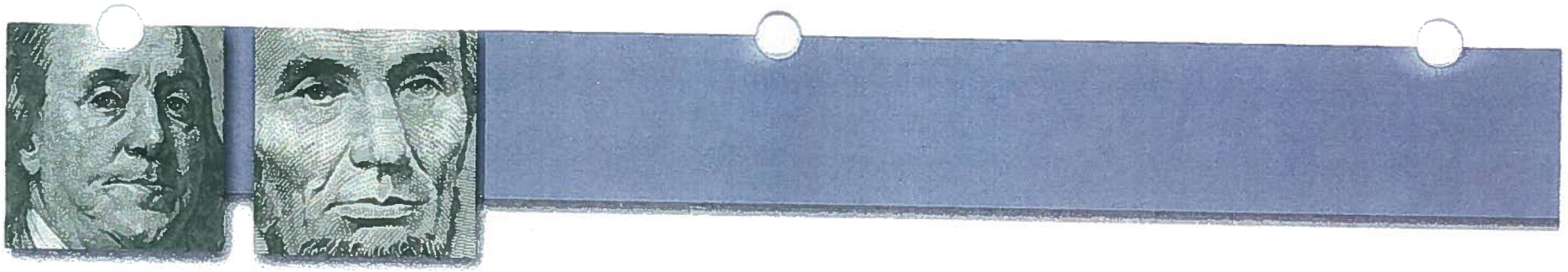


Multi-Country Research Results

- **Results Snapshot**
  - ***Countries ranked high most consistently across factors were Ukraine, Uruguay, Kazakhstan, Peru, Angola and Russia.***
  - ***Philippines and Turkey were somewhat lower.***
  - ***UAE and China were consistently lower.***

Country	Usage of U.S. Notes among Consumers	Confidence in U.S. Currency	Perceived Counterfeit Threat	Interest in Program	Concerns over Changes
Ukraine	High (65%)	High (67%)	Major (50%)	High (71%)	Low (22%)
Uruguay	High (50%)	Moderate (51%)	Major (72%)	High (72%)	High (68%)
Kazakhstan	High (40%)	Low (26%)	Major (69%)	High (82%)	Low (23%)
Peru	High (47%)	Low (30%)	Major (65%)	High (74%)	High (57%)
Angola	High (93%)	Moderate (40%)	Major (72%)	High (91%)	High (87%)
Russia	High (45%)	Moderate (40%)	Major (46%)	High (66%)	Low (9%)
Turkey	Moderate (37%)	Low (33%)	Major (70%)	Low (33%)	Low (13%)
Philippines	Low (11%)	Moderate (53%)	Major (89%)	High (69%)	Low (31%)
UAE	Moderate (33%)	Low (25%)	Split (33%)	Low (39%)	Low (27%)
China	Low (12%)	Low (34%)	Split (35%)	Low (29%)	Moderate (42%)

**Note: There are other aspects of the program (such as cost and feasibility) that must also be taken into account before this ranking is finalized.*



Tier Recommendations



Definition of Tiers

Tier	Demand Methodology What constitutes a country tier?	Level of Activity Educational outreach
Tier 1	Countries in which educational outreach is considered essential.	▪ In-country large events ▪ In-language hard copy materials ▪ Key officials visit country ▪ Earned and paid media
Tier 2	Countries in which educational outreach is considered very important but not critical.	▪ Spokespersons may travel to country if an opportunity presents itself ▪ In-language hard copy materials ▪ Earned media
Tier 3	Countries in which educational outreach is helpful but not critical.	▪ No in-country events ▪ No in-person media outreach ▪ Stakeholders driven to web site for downloading printer-friendly in-language materials



Definition of Tiers
The Addition of "Tier 2B"

Tier	Demand Methodology What constitutes a country tier?	Level of Activity Educational outreach
Tier 1	Countries in which educational outreach is considered essential.	▪ In-country large events ▪ In-language hard copy materials ▪ Key officials visit country ▪ Earned and paid media
Tier 2	Countries in which educational outreach is considered very important but not critical.	▪ Spokespersons may travel to country if an opportunity presents itself ▪ In-language hard copy materials ▪ Earned media
Tier 2B	Countries in which educational outreach to select stakeholder audiences is important.	▪ No in-country events ▪ No in-person media outreach ▪ Outreach to select stakeholders ▪ Earned media in regional and select publications
Tier 3	Countries in which educational outreach is helpful but not critical.	▪ No in-country events ▪ No in-person media outreach ▪ Stakeholders driven to web site for downloading printer-friendly in-language materials



Tier Assignment Process

- **Initial Primary Research is Key Input**
  - ***But it is just <u>one</u> input of many***

Other information that contributed to tier recommendations:

- ✓ **FR data and recommendations including payments and receipts, flow and qualitative input**
- ✓ **USSS data and recommendations**
- ✓ **Reports** (ICAP, National Research Council)
- ✓ **Burson-Marsteller worldwide offices**
- ✓ **Treasury International Economists and State Department Officials**



Tier Recommendations

Tier	Country
Tier 1	Kazakhstan, Peru*, Russia*, Ukraine, Uruguay*
Tier 2	Angola, Canada, Colombia, Ecuador, Kenya, Mexico, Panama, Philippines, Turkey, Vietnam
Tier 2B	Azerbaijan, Hong Kong, Japan, Singapore, South Korea
Tier 3	Argentina, Bolivia, Botswana, Chile, China, Costa Rica, Dominican Republic, Egypt, El Salvador, Germany, Indonesia, Israel, Italy, Jordan, Lebanon, Libya, Malaysia, Mozambique, Nigeria, Paraguay, Portugal, Saudi Arabia, Spain, Switzerland, Taiwan, Thailand, UAE, United Kingdom, Uzbekistan

**Recommended country selections, international focus groups*



Tier Input and Recommendations

- **Region: Asia**

Country	Initial FR Tiers	FR Payments/ Receipts (Grouped 1-4)	Initial USSS Tiers	Treasury/ State Dept. outreach	B-M country outreach	New B-M research	Recommended Tier and Rationale
1. Azerbaijan	1	4/NA	NA	2	NA	NA	2B
2. China	1	NA/2	1	NA	2 or 3	3	3
3. Hong Kong	2	4/1	1	2B	2 or 3	2B	2B
4. Indonesia	1/3	4/3	NA	NA	NA	NA	3
5. Japan	1/3	2/3	NA	NA	2B or 3	NA	2B
6. Kazakhstan	1	1/NA	NA	NA	1	1	1
7. Malaysia	NA	NA/NA	3	NA	NA	NA	3
8. Philippines	1/3	NA/2	NA	NA	1	2	2
9. Russia	1	1/1	1	NA	1	1	1
10. Singapore	1	NA/3	1	NA	2B	NA	2B
11. South Korea	1/3	1/NA	NA	NA	3	2B	2B
12. Taiwan	2	4/NA	1	2B or 3	NA	NA	3
13. Thailand	1/3	NA/3	2	NA	NA	NA	3
14. Ukraine	1	1/NA	NA	NA	1	1	1
15. Uzbekistan	1	4/NA	NA	NA	NA	NA	3
16. Vietnam	1/3	NA/3	NA	NA	NA	NA	2



Tier Input and Recommendations

- **Region: Americas**

Country	Initial FR Tiers	FR Payments/ Receipts (Grouped 1-4)	Initial USSS Tiers	Treasury/ State Dept. outreach	B-M country outreach	New B-M research	Recommended Tier and Rationale
17. Argentina				NA	2	NA	3
18. Bolivia				NA	1	NA	3
19. Canada	2	4/3	NA	NA	NA	NA	2
20. Chile	NA	NA/NA	3	NA	NA	NA	3
21. Colombia	NA	NA/NA	1	NA	1 OR 2	NA	2
22. Costa Rica	NA	NA/NA	2	NA	NA	NA	3
23. Dominican Republic	3	NA/3	3	NA	2	NA	3
24. Ecuador	3	NA/3	2	NA	1 or 2	NA	2
25. El Salvador							3
26. Mexico	2	NA/1	1	NA	2 OR 3	NA	2
27. Panama	NA	NA/3	2	NA	2	NA	2
28. Paraguay	3	NA/3	NA	2 or 3	NA	NA	3
29. Peru	1	NA/NA	1	NA	1	1	1
30. Uruguay	NA	NA/NA	1	NA	1	1	1



Tier Input and Recommendations

- **Region: Middle East**

Country	Initial FR Tiers	FR Payments/ Receipts (Grouped 1-4)	Initial USSS Tiers	Treasury/ State Dept. outreach	B-M country outreach	New B-M research	Recommended Tier and Rationale
31. Egypt	1/3	NA/2	NA	NA	3 OR 2B	NA	3
32. Israel	1/3	4/NA	NA	NA	NA	NA	3
33. Jordan	1/3	NA/3	NA	NA	NA	NA	3
34. Lebanon	1/3	NA/3	NA	NA	NA	NA	3
35. Libya	1/3	2/NA	NA	NA	NA	NA	3
36. Saudi Arabia	1/3	3/NA	NA	NA	NA	NA	3
37. Turkey	1	NA/1	2	NA	1	2	2
38. UAE	1	NA/2	NA	NA	2 OR 3	3	3



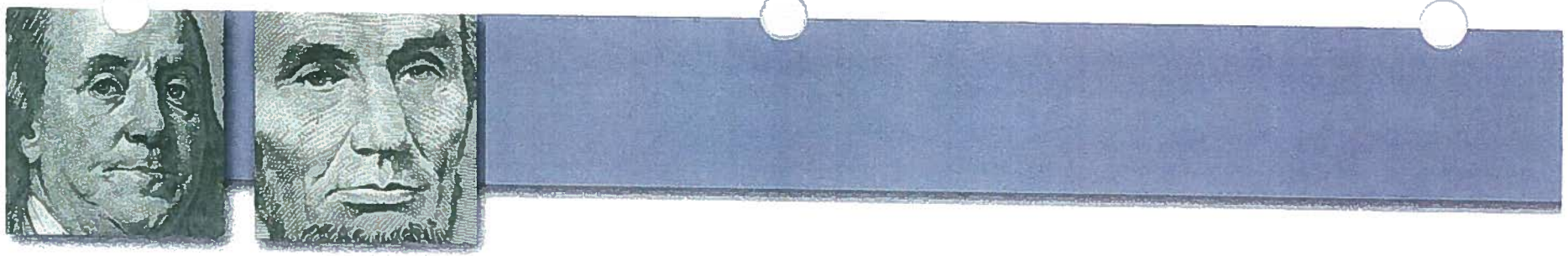
Tier Input and Recommendations

▪ Region: Africa

Country	Initial FR Tiers	FR Payments/ Receipts (Grouped 1-4)	Initial USSS Tiers	Treasury/ State Dept. outreach	B-M country outreach	New B-M research	Recommended Tier and Rationale
39. Angola	2	3/NA	NA	NA	1	2	2
40. Botswana	2	See UK	NA	NA	3	NA	3
41. Kenya	2	See UK	NA	2	2	NA	2
42. Mozambique	2	See UK	NA	NA	NA	NA	3
43. Nigeria	2	See UK	NA	NA	UNCLEAR	NA	3

▪ Region: Europe

Country	Initial FR Tiers	FR Payments/ Receipts (Grouped 1-4)	Initial USSS Tiers	Treasury/ State Dept. outreach	B-M country outreach	New B-M research	Recommended Tier and Rationale
44. Germany	NA	3/NA	1	NA	NA	NA	3
45. Italy	NA	NA/NA	2	NA	NA	NA	3
46. Portugal	NA	NA/NA	1	NA	NA	NA	3
47. Spain	NA	NA/NA	2	NA	NA	NA	3
48. Switzerland	NA	1/2	1	NA	NA	NA	3
49. UK	NA	1/3	1	NA	3	NA	3



Core Messaging

for the $5 Note and $100 Note Program



Our Messaging Challenge

	Problem	Solution	Call to Action
Message Objective	• Counterfeit currency • Consumers indifferent to learning about notes' security features (domestic US)	• Regular redesign of U.S. currency • Public education that empowers consumers and cash-handlers	• Help consumers and cash-handlers learn how to authenticate a) Easy-to-use security features b) Articulate that consumers and cash-handlers will be at a loss if they receive a counterfeit.



Telling the Story

	Problem	Solution	Call to Action
Story Sounds Like...	***In order to stay ahead of counterfeiting, the U.S. government is redesigning our cash more regularly.***	***New $5 and $100 notes are in the works to make it harder for would-be counterfeiters.*** ***A redesigned $5 note will circulate next spring and will include a non-portrait watermark and security thread.*** ***The $100 note will follow; it will have new/advanced features, in addition to the watermark, security thread and color-shifting ink.***	***Help protect yourself by learning the easy-to-use security features.***



Program Timeline
Upcoming Deadlines

- **Next Steps, Research and Message Creation**

Action	***Timeline***
Message Track Creation	*Wednesday, June 13*
Country selections (3), international focus groups	*Week of June 18*
Message Track Approval (through $5 note Unveiling)	*Week of June 18*
Tier Feedback	*Week of June 25*
International Focus Groups - Book facilities	*Week of July 2*
Materials – Language selection	*Week of July 9*
International country teams identification	*Week of July 9*
International Focus Groups – Field work	*Week of July 16*

U.S. Focus Groups Report



U.S. Focus Groups
Research Results
for the $5 Note and $100 Note
Public Education and Awareness Program

Tuesday, June 12, 2007



Qualitative Research Methodology

Timing: May 7 – 16, 2007

Audience: U.S. Consumers, Minorities, Cash Handlers and Bank Tellers

Methodology: 14 90-Minute Focus Groups

Objectives: Explore reactions to feature changes to the new $5 and $100 bills* and possible themes and messages for the $5 and $100 communications program

Surveys:
Locations
Audiences
Sample Sizes
Dates

Focus Group Location	Audience	Sample Size (N =)	Date
St. Louis	General Population	8	May 7
	Cash Handlers and Bank Tellers	6	May 7
Chicago	General Population	8	May 8
	Minorities	7	May 8
	Cash Handlers and Bank Tellers	8	May 8
Los Angeles	General Population	8	May 14
	Minorities	8	May 14
	Cash Handlers and Bank Tellers	7	May 14
Phoenix	General Population	8	May 15
	Minorities	8	May 15
	Cash Handlers and Bank Tellers	7	May 15
New York	General Population	8	May 16
	Minorities	6	May 16
	Cash Handlers and Bank Tellers	7	May 16

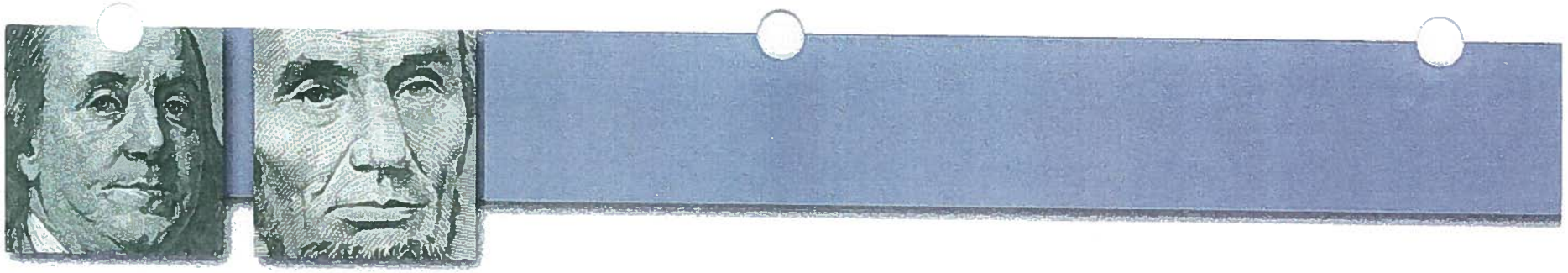
* The term "bills" (rather than "notes" or "banknotes") is used with U.S. research as it is more commonly understood and referenced by U.S. respondents



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- Key Findings
- Currency Attitudes and Behavior Among General Consumers
- Currency Attitudes and Behavior Among Cash Handlers/Bank Tellers
- Features of Redesigned $10, $20, and $50 Bills
- Features on the New $100 Bill
- Messages
- Education Program
- Appendix
  - *General Attitudes toward U.S. Currency*
  - *Ratings – Features*
  - *Ratings - Messages*



Key Findings



Key Findings
Consumers - *Attitudes and Behavior*

- **Consumers seldom use $100 bills.**
  - ***However due to the high value and obscurity of $100 bills in mainstream usage, consumers tend to pay more attention to the authenticity of these bills.***

- **Among consumers, general awareness of changes to U.S. currency is high and changes to bills are seen as necessary to deter counterfeiting.**
  - ***Most learned about past changes through TV, newspapers, or word of mouth.***

- **Consumers view counterfeiting as a major problem for the country but few are personally concerned about it.**

- **Few consumers think it is their responsibility to authenticate their bills and rarely check their bills for counterfeits.**
  - ***Most say authenticating is the responsibility of the government, banks, or businesses.***

CONSUMERS



Key Findings
Cash Handlers and Bank Tellers
Attitudes and Behavior

- **Cash handlers and bank tellers see $100 bills more often than do consumers.**
  - ***Cash Handlers and bank tellers pay special attention to the authenticity of this denomination.***

- **Cash handlers and bank tellers seem better informed about recent changes to the design of U.S. bills than consumers.**
  - ***Many were made aware of these changes through their employer in the form of print materials and training programs.***

- **Cash handlers and bank tellers feel counterfeiting is a major issue.**
  - ***Perhaps because they encounter counterfeit bills more than consumers.***

- **Cash handlers and bank tellers have different perspectives on whose responsibility it is to authenticate bills, which is manifested in the varying degrees of authentication frequency.**
  - ***Bank tellers check their bills regularly and feel it is part of their job whereas many cash handlers do not know what to look for to authenticate bills and expect other parties to be responsible (such as the individual, security at their store, etc.).***
  - ***Many cash handlers and some bank tellers have not received formal training on checking bills, especially in larger department stores and small banks.***
    - This suggests additional outreach is needed to larger retailers and community banks.

- **Common methods of authentication include: counterfeit detector pen, feeling the texture of the bills, and looking for the watermark and security thread.**

CASH HANDLERS
BANK TELLERS



Key Findings
Past Feature Changes and New $100

- **Despite high awareness of recent changes to the design of bills, all audiences have trouble naming new features.**
  - ***Color is the most frequently cited change.***
    - Messaging should continue to move people beyond color to focus on specific security features.
  - ***Unaided, the small percentage of people across audiences that check their bills rely mostly on the texture of the bill or hold it up to the light to look for the watermark or the security thread.***

- **All audiences respond well to the motion strip and split image features on the 1,000 Swedish Kronor bill, and think they are good security features to include in the new $100 bill.**
  - ***However, some individuals had difficulty viewing the motion strip and said that it bothered their eyes and was complicated to use.***
    - Related messaging should leverage simple descriptions and easy to use instructions



Key Findings
Language Used for Features

- **Participants used the following words to describe key features:**

Feature	Popular Descriptive Language
Security Thread	*Stripe, Strip, Bar, Thread*
Watermark	*Water spot, Shading, Hidden Face, Shadow*
OVI	*Color Shift, Color Change, Iridescent, Metallic, Hologram*
Motion Strip	*Motion, Illusion, Strip, Broken Bar, Ribbon, Hologram, Animated, Woven, Braided, Stripe, Liberty Bells, Foil, 3-D, Laced*
Split Image	*Squiggly, Half Number, Split image, Partial, Reverse Print, Denominational Watermark, Broken Snake, Serpentine*



Key Findings
Features and Messaging

- **All audiences express high levels of interest in the motion strip, tilt and hide, and split image.**
  - ***The security thread and watermark also resonate.***
- **All audiences recognize and accept the fact that they are not privy to all of the security features on a bill.**
  - ***Publicizing all the features would allow counterfeiters access to information that could be misused.***
- **Attention- grabbing positive messages that suggest easy follow-up action best persuade all audiences to learn about the security features on redesigned bills.**
  - ***These messages contain a memorable call to action by using catchy phrases such as "If the bells don't ring, it's not the real thing" and "Make It Move," or "Tip the strip" (note: final taglines to be developed)***
  - ***A gentle warning that they will not be reimbursed for any personal loss due to counterfeiting was seen as motivating.***
- **Less successful messages are perceived as irrelevant or lack motivating power.**
  - ***Including messages that focus on the permanent value of old bills and the low vision feature.***



Key Findings
Communications Program

- **Consumers prefer to be informed about changes to the $5 and $100 bills by TV news, TV ads, online, and materials in places they frequent (such as banks, the post office, grocery store, etc.).**
  - ***Given their relationship with money, bank tellers and cash handlers also expect training materials and video.***
  - ***Suggested spokespeople include a wide range of celebrities (including Oprah and Suzie Orman), government officials (like Secretary of Treasury), and an average person like them.***

- **The messaging for the communications program needs to:**
  - ***Communicate very simple ideas***
  - ***Show consumers that they need to protect themselves by authenticating their bills***
  - ***Emphasize authentication techniques that are quick, easy and effortless***



Key Findings
Consumers vs. Cash Handlers vs. Bank Tellers

- **Overall, there are more similarities than differences across audiences although cash handlers and bank tellers have a higher usage of $100, are more aware of past changes and more likely to authenticate bills they receive compared to consumers.**

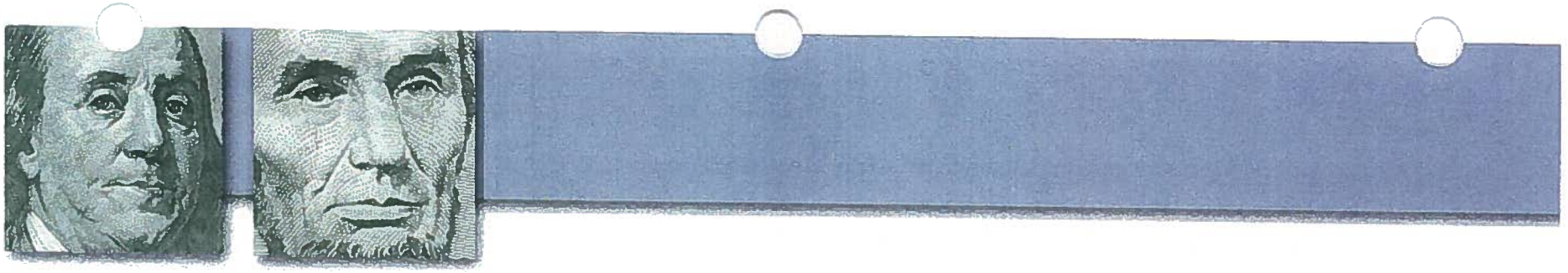
	Consumers	Cash Handlers	Bank Tellers
Interaction with $100	Limited	More Frequent	More Frequent
Awareness of Past Changes	High, but can't name which denomination	High, can accurately name denominations	High, can accurately name denominations
Mode of Communication about Changes	TV, newspaper, word of mouth	TV news, print materials, customers	Employer, government, print materials, training
View of Counterfeiting	Major Problem, but rarely see one	Major Problem, see them sometimes	Major Problem, see them sometimes
Authentication Responsibility	Not theirs	Not theirs	Theirs to protect themselves and business
Authentication Behavior	Rare	Sometimes	Frequent
Authentication Methods	Touch and Look	detector pen and feeling the texture of the bills	detector pen, feeling the texture of the bills, and looking for the watermark and security thread



Creating An Effective Messaging Program

- **Below are some simple guidelines that can help in creating effective communications to increase awareness of counterfeiting and security features and promote authentication behavior among consumers as well as cash handlers and bank tellers.**

Do	Don't
➢ *Use a positive and informative tone*	➢ *Use scare tactics*
➢ *Begin with a message on personal loss and get right into how to protect yourself*	➢ *Present irrelevant details or information that cannot be acted upon*
➢ *Keep it simple, short, and catchy*	➢ *Provide too much detail about too many things*
➢ *Suggest easy follow-up steps*	➢ *Be overly serious that it becomes intimidating*
➢ *Use positive phrasing like "be smart", "authentic", "real", "genuine"*	➢ *Use negative phrasing like "don't get duped", "fake"", "counterfeit bill"*
➢ *Illustrate scope of counterfeiting problem with statistics*	



Currency Usage, Attitudes and Behavior Among General Consumers



Use of $100 Bills
Consumers

- **Consumers rarely use $100 bills but do pay more attention to them.**
  - ***Most get $100 bills only for vacations or as gifts.***
    - *"When you're on vacation, you usually try to take big bills." – New York General Population*
    - *"I use them for presents." – Los Angeles Minority*
    - *"Usually when I travel, that's what I go to the bank and get $100 bills." – Chicago General Population*
  - ***Because of the rarity and higher value of the $100 bill, consumers scrutinize it more.***
    - *"I think I do [look at it more], because it's ooo wow, I got a $100 bill." – St. Louis General Population*
  - ***They notice that cash handlers tend to inspect $100 bills more or even do not accept them.***
    - *"It seems like they are looking at it more so, the hundreds, yes." – Phoenix Minority*
    - *"Mmm, hmm. They say we don't take them. There's a sign usually in most places. I don't know. It depends on where you go. You know some places you know in the hood, they don't take $100 bill." – Los Angeles Minority*



Awareness and Attitudes toward Changes
Consumers

- **Most consumers are aware that U.S. currency has been redesigned but cannot accurately identify which denominations.**
  - *"I believe that the 5 has changed." – Chicago General Population*
  - *"Tens, twenties, fifties, and hundreds" – Phoenix General Population*
  - *"I think, is it the hundred? It's been changed for awhile. But I thought they have all sorts of security marks on them now." – New York Minority*
  - *"Hundreds starting right now." – Los Angeles General Population*
  - ➢ ***Deterring counterfeiters and a need for updating our currency are the most common reasons given for these changes.***
    - *"To prevent counterfeiting." – Phoenix Minority*
    - *"The different shades would be harder to counterfeit." – Phoenix General Population*
    - *"Because we have too many high tech copy machines." – Phoenix General Population*
    - *"They're changing the currency to help get rid of forgery." – Chicago General Population*

- **Consumers generally like or are indifferent toward the redesigned bills.**
  - *"Yeah I think they are cool looking." – Phoenix Minority*
  - *"They just look different. We had the old ones for so many years. Now we have a change, and they just look better." – Los Angeles General Population*
  - *"Personally it doesn't matter to me, at all. As long as the values are there." – New York General Population*
  - *"I don't plan to do any counterfeiting so I'm good." – New York Minority*



Communication of Changes
Consumers

- **The introduction of new bills caught many consumers by surprise.**
  - ***They often came across the new bills for the first time when they received them from their bank or ATM.***
    - *"It just happened to be in my change. And I was like oh, what is this." – Los Angeles Minority*
    - *"I don't think I knew, I think I just got it out of the ATM and you're like oh, guess this is new money." – St. Louis General Population*
  - ***And many were initially skeptical.***
    - *"People thought they were fake." – Phoenix Minority*
    - *"A lot of people thought it looked like Monopoly money." – Los Angeles General Population*
    - *"First time you saw them, you thought it was play money. I had to get used to it." – St. Louis General Population*
- **Consumers who were aware of the changes in advance learned about them mostly through TV news, newspaper articles, or word of mouth.**
  - *"Like the Monday morning whenever a new bill came out I saw it on the news saying look for the new $20's in circulation, this is what it looks like." – New York General Population*
  - *"There were articles in the newspapers about them and what the changes were, and the security issues, and things like that." – Phoenix General Population*
  - *"You hear about it. It was all over the news. They had the bills on there. So just the television." – Phoenix Minority*
  - *"Just through friends." – Phoenix Minority*
  - *"One of my friends had it, and he was like, 'Oh, look.' Then I was like I never heard anything about it." – Los Angeles General Population*
  - *"I learned about the new bills from friends, word of mouth." – St. Louis General Population*



Concern about Counterfeiting
Consumers

- **Overall, consumers perceive counterfeiting as a major problem in our country.**
  - *"I think it is a big problem especially now with the new technology." – New York Minority*
  - *"I think there's probably more [counterfeiting] out there than people realize." – Phoenix General Population*
  - *"I think it's more common than we think, it's a real problem." – Chicago General Population*
  - *"Yes, especially with technology being so good, and with different types of printers you can fake it any way." – Chicago General Population*
  - ➢ ***Counterfeiting seems more acute among minorities, possibly because of its greater prevalence in their communities.***
    - *"Well I went into a convenience store and the lady behind the counter, they were looking at this bill, and they showed it to me. They said, look what they did. They clipped the corners and…that's real common. And you know, I have had that several times where I have seen it at different places." – Phoenix Minority*
    - *"To me it's a huge problem. I have had a chance to observe it in the same cycle in the fast food business when I was a manager at White Castle. …It was very easy to counterfeit and some of my subordinates couldn't really tell the differences and sometimes the market didn't really have the means so it was becoming a problem with the constant changes." – Chicago Minority*
- **However, only a small number of consumers have ever received counterfeit bills.**
  - *"Not that I know of." – Phoenix General Population*
  - *"A few times. In a cash oriented business like a restaurant, I think 3 fake one hundreds." – Los Angeles General Population*
  - *"I think if I had ever been affected by counterfeits I would think about it a lot more, but I have never been affected." – St. Louis General Population*
  - *"I think, the issue of counterfeiting is a major issue, but for me personally no." – St. Louis General Population*
- **When asked if consumers felt counterfeiting was linked to criminal activities, drug trafficking, money laundering, organized crime, and terrorism are all mentioned.**
  - *"I think because of the drug trafficking…there is going to be a great deal more counterfeiting." – Phoenix Minority*
  - *"Sure a ton of different criminal activities, drug dealing, mafia, money laundering." – Chicago General Population*
  - *"Counterfeiting is probably linked to terrorism and gambling." – St. Louis General Population*



Responsibility of Authenticating Bills
Consumers

- **Consumers generally feel they are not responsible for checking their bills.**
  - *"I don't think it is my job to figure out how to be an educated consumer for what do you call it…counterfeits." – New York Minority*
  - *"I just never saw the relevance of it in my responsibility. You know, you hear about the changes, and you get one in change from a store, and it's like, 'Here's a new bill,' and you put it in your wallet and go about your day, spend it and get more." – Phoenix General Population*
- ➢ ***Most place this responsibility on the government, banks, and businesses.***
  - *"Oh the government and the secret service do that all at the Treasury Department. They police it." – New York General Population*
  - *"I never look. I never check for counterfeits. Always the store does it for me when I buy something." – New York Minority*
  - *"I don't think we really should be responsible, you know. To some degree…like maybe more [for] banking, more [for] businesses…because I know when I worked at a bank I was trained and I know when you work in handling money you are trained." – Phoenix Minority*
  - *"I believe that it is the responsibility of the Federal Reserve to protect against counterfeits." – Chicago General Population*



Authentication Behavior
Consumers

- **Given this lack of perceived responsibility, it is not surprising that consumers rarely check their bills except for larger denominations.**
  - *"I don't sit there and analyze the bills I get when I withdraw them from the cash machine or when I get change ." – New York General Population*
  - *"I think a lot of people think that any money you get out of an ATM is good money." – Phoenix General Population*
  - *"Well I don't want to sound crazy but up until tonight I have not really looked at bills that closely." – Phoenix Minority*
  - *"Yeah, I generally check the bigger bills, anything over $20." – St. Louis General Population*



- ***They are probably more concerned about the security of their credit cards.***
  - *"People are much more concerned about identity theft and credit cards and things like that; everyday consumers are not really concerned whether or not they have fake money or not." – New York Minority*
- ***Or they do not know how to check their bills.***
  - *"I wouldn't know what to look for." – Phoenix General Population*
  - *"If it's a well done counterfeit, I don't think I would be able to tell anyway." – Chicago General Population*
  - *"I wasn't sure what the difference [between authentic and counterfeit bills] was." – Chicago General Population*
  - *"I don't know all these different aspects of it. I know a few things for security purposes, but I don't know every single thing to check for." – Los Angeles Minority*
- ***This lack of knowledge was particularly acute among stay-at-home moms that have limited time on their hands.***
  - *"I just really honestly have never checked bills. I am a mom with 2 small kids that stays at home, so I honestly wouldn't know to hold [the bill] up [to check]." – St. Louis General Population*
  - *"I have a slightly different view, as a consumer, my perspective is, I have 2 small kids, and by the time I get to the store and to the checkout, I couldn't care less what was on that bill. I'm lucky to get it out of my wallet." – St. Louis General Population*

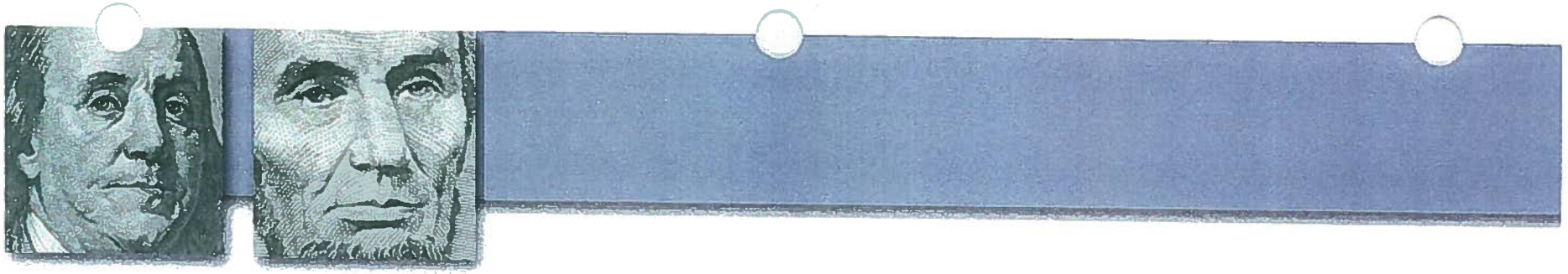


Methods of Authenticating Bills
Consumers

- **The small number of consumers that do check their bills for counterfeits either feel the bill or hold it up to the light.**
  - *"The texture of the paper and compare to one you think is real." – New York General Population*
  - *"You feel it in your hands. If there is no texture to it…you know." – New York Minority*
  - *"If you hold it to a light, you can see a certain color." – Phoenix General Population*
  - *"You hold it up to the light." – Los Angeles General Population*

  ➢ ***Few know the proper name of security features.***
  - *"I think with the twenty they have a double head. If you hold it up to the light you see a double head or something. I mean you have to look for the little fine, like threads, in it." – New York Minority*
  - *"Isn't there like a bar across the bill if you look at it in the light – like a line across it?" – New York Minority*
  - *"I'd look in the light. I know the new ones there's a ribbon on the side and the color; I think you're supposed to be able to see a face." – Phoenix General Population*
  - *"You can look at through the sun with looking for the strip." – Phoenix Minority*
  - *"The strip is big and the watermark." – Los Angeles General Population*
  - *"There is a strip you can hold up to check for authenticity on the $20 or $10." – Chicago Minority*
  - *"I would use the watermark, the face that you can see in the light." – Chicago General Population*
- **Among consumers there are mixed opinions as to the importance of being subtle when authenticating bills.**
  - *"[I would mind] if I'm standing in line, and there are people standing behind me going, 'That guy's a counterfeiter," and I'm not a counterfeiter, but it makes me feel like I am.' – Phoenix General Population*
  - *"If checking my bills stops those thugs, then more power to the cashiers. Whatever it takes." – St. Louis General Population*
  - *"If they check it, why can't you check it in front of them and look it up in your light, you know? Who are you offending? You're protecting yourself." – New York General Population*

  ➢ ***But some find it acceptable, depending on the context.***
  - *"It depends upon the location of town. If you are in a liquor store or something like that, you know, they are going to do that to a ten dollar bill." – Phoenix Minority*
  - *"I think it depends on the situation, but retail stores, or restaurant/bars, it's common. They take the money and check it if it's fifty or a hundred. That's just common practice." – Los Angeles General Population*



Currency Attitudes and Behavior
Among Cash Handlers/Bank Tellers



Use of $100 Bills
Cash Handlers/Bank Tellers

- **Cash handlers and bank tellers seem to come across $100 bills more often than consumers and check them more closely.**
  - *"I'd say [I see $100] a few times a week." – Phoenix Cash Handler/Bank Teller*
  - *"If I'm counting a stack of $100s, I'll take a lot closer look at it; if it's $20s I put them in the bill counter. I have to hand count 50s and 100s, but 20s I can put in the bill counter." – Chicago Cash Handler/Bank Teller.*



Awareness and Attitudes toward Changes
Cash Handlers/Bank Tellers

- **Most Cash handlers and bank tellers are familiar with recent design changes to the $10, $20, and $50 bills, and can recall new features such as added color.**
  - *"Colors are different on each bill." – New York Cash Handler/Bank Teller*
  - *"You can feel the little blue and red threads inside the bill, and then on most of the bills I know you can feel the coat or ridges." – Phoenix Cash Handler/Bank Teller*
  - *"I know that they are doing a little bit of color on the $20s, its like a peach color, and there's going to be little 20s on the bill." – St. Louis Cash Handler/Bank Teller*
  - ➢ ***But some cash handlers were unaware of the changes until they received the new bills from their customers.***
    - *"You analyzed [the new bills] a little more because [when] they started to come in and I wasn't quite aware of when things were released, and then when a new bill came into the register, you had to look at it." – Phoenix Cash Handler*
- **Cash handlers and bank tellers view the redesigned bills positively.**
  - *"I think a lot of people actually liked the new bills." – Phoenix Cash Handler/Bank Teller*
  - *"I think it is inevitable. I think it is necessary for more counterfeit prevention and just keeping things current." – Los Angeles Cash Handler/Bank Teller*
  - ➢ ***However consistent with findings from consumers, some report that customers who did not know about the redesigned bills thought they looked fake at first.***
    - *"The senior citizens don't like the newer bills because they look fake to them." – Phoenix Cash Handler/Bank Teller*
    - *"I find that the public has a very hard time and the texture of the money…it is very stiff and feels kind of fake." – Los Angeles Cash Handler/Bank Teller*
    - *"Customers realized the $10s (were different) and they were saying those look fake, what's wrong with them." – St. Louis Cash Handler/Bank Teller*



Communication of Changes
Cash Handlers/Bank Tellers

- **Most bank tellers learned about the new bills at work, either from their employer or the government.**
  - ***They appear better informed than cash handlers.***
    - *"When the $10s came out I was actually working at the bank and they informed us about the new $10 bills that were coming, and they showed us the security features and we got them in stock." – Phoenix Bank Teller*
    - *"In our [bank] branch we would have a meeting and we would go over the different things to look for in the new bills." – Phoenix Bank Teller*
    - *"I think when they first came out I was working, and they told me that there were going to be changes and gave us little cards that showed what they were going to look like." – St. Louis Bank Teller*
- **Emails, print materials and, less commonly, training, were used to communicate the changes.**
    - *"It was all e-mail…[and] just posters, then they left it up to the local personnel to train the rest of the staff." – Los Angeles Cash Handler/Bank Teller*
    - *"Yeah, when I worked at Basch's and we got these little flyers informing us about the new security issues." – Phoenix Cash Handler/Bank Teller*
    - *"I had to take training. It tells you to look for the backgrounds, don't necessarily look at the faces, but look at the pictures so that you will be able to recognize it…because with counterfeit bills people will wash them and make the dollar amount different." – Phoenix Cash Handler/Bank Teller*
- **Those not informed by their employers learned about the new bills by watching TV news or getting them from their customers.**
    - *"They didn't reach me. I just started seeing them in the TV." – Los Angeles Cash Handler/Bank Teller*
    - *"I saw it in the news. I work in the store and it started with the customers." – New York Cash Handler/Bank Teller*
    - *"I saw it on the Discovery channel or History channel showing the printing of the new bills." – Los Angeles Cash Handler/Bank Teller*



Concern about Counterfeiting
Cash Handlers/Bank Tellers

- **Like consumers, cash handlers and bank tellers think counterfeiting is a major problem in our country.**
  - *"I think that this is a serious threat to any consumer country that is based on it (dollars) like America is." – Los Angeles Cash Handler/Bank Teller*
  - *"That's a big threat definitely. You see it in James Bond like big suitcases. If it's done in mass quantities like that our dollar exchange rate will go down." – Los Angeles Cash Handler/Bank Teller*
  - *"I think it's everywhere, I don't think it's just the U.S." – St. Louis Cash Handler/Bank Teller*

- **Concern about counterfeiting among cash handlers and bank tellers may stem from their frequent encounters with counterfeit bills, some even on a weekly basis.**
  - *"At least once a month and we [are supposed] to confiscate it and give it to our manager, and sometimes our manager gives it back to [the customer] but he marks counterfeit all over it so they can't use it." – Los Angeles Cash Handler/Bank Teller*
  - *"I get a call at least 2 – 3 times a week saying, we got a deposit that has a counterfeit bill, whether it's a single all the way up to $100. I mean we try to encourage the cashiers to make sure that they are marking the bills and that kind of thing, but sometimes they still get by." – St. Louis Cash Handler/Bank Teller*

- **Cash handlers and bank tellers are also concerned that consumers do not know how to check for counterfeit bills.**
  - *"We get a lot of merchants and the merchants take it from their customers and they bring them to the bank because they can't tell if it is counterfeit. We can tell sometimes if we get a counterfeit bill." – Los Angeles Cash Handler/Bank Teller*
  - *"There needs to be more communication there. Most people don't know what to look for." – St. Louis Cash Handler/Bank Teller*



Responsibility of Authenticating Bills

Cash Handlers/Bank Tellers

- **Bank tellers are more likely than cash handlers to acknowledge it is their job to check their bills for counterfeits.**
  - *"Yes, this is part of your job." – St. Louis Bank Teller*
  - *"It's part of my job and it's my safety to keep my job and where I'm working safe from getting more counterfeit bills." – St. Louis Bank Teller*
  - *"I think it is the primary responsibility of the banks to make sure that you are keeping correct currency." – Los Angeles Bank Teller*
- **Cash handlers often say checking bills is not their job and expect other parties to share the responsibility.**
  - *"Where I work, it should be [Saks Fifth Avenue's] responsibility to train us and let us be responsible for taking that money." – New York Cash Handler*
  - *"I was going to say the individual." – Phoenix Cash Handler*
  - *"I think an individual coming to the business should also check it because there have been times where I have accidentally shorted someone, who's responsible for that? Well, I could say it's your fault because you didn't count it and again you're saying it's my fault because I should have given you the correct amount. So it's both parties." – Phoenix Cash Handler*
  - *"I think people should be responsible to a certain degree, I don't want to get $1000 and it's all counterfeit. Otherwise you will be held responsible for that." – St. Louis Cash Handler*
- **The main motivation for both cash handlers and bank tellers to check their bills is to protect themselves and their businesses, not consumers.**
  - *"I am checking because when I take a counterfeit bill even though it wouldn't be my difference, it is just the fact I have a difference for that amount." – New York Cash Handler/Bank Teller*
  - *"Yeah, because it comes back to you, it's your loss." – Phoenix Cash Handler/Bank Teller*
  - *"Yes, we get in trouble if we take [a bill] and it is not real." – Los Angeles Cash Handler/Bank Teller*



Authentication Behavior
Cash Handlers/Bank Tellers

- **Bank tellers tend to check their bills for counterfeits regularly at work, and a smaller number check them personally.**
  - *"I do. Especially the $100 bills or the old $100 bills. I feel it. If it feels kind of funny then I usually take it to the manager." – Los Angeles Bank Teller*
  - *"Oh yeah. Anything over a 20." – Chicago Bank Teller*
  - *"Daily."– Los Angeles Bank Teller*



- **Cash handlers report they do not check the bills they receive often, and some do not even know what to check.**
  - *"I don't know [much] about what I need to be checking." – Phoenix Cash Handler*
  - *"I wouldn't know what to look for." – Chicago Cash Handler*
  - *"I would have no idea if there was a counterfeit bill." – Chicago Cash Handler*
- **Any counterfeit bill that is received by these two audiences is turned in to government authorities, or banks in the case of cash handlers.**
  - *"You have to take [the counterfeit bill] from the customer and fill out the paperwork and mail it off to the Fed." – Phoenix Cash Handler/Bank Teller*
  - *"We send ours to the federal bureau or the Secret Service. We send it in and fill out all the information and we give the customer the receipt before they leave the window." – Los Angeles Cash Handler/Bank Teller*
  - *"When you take in a counterfeit bill, it goes against your short because it's out of your drawer and then you have to send it to the Fed and tell them who you got it from." – St. Louis Cash Handler/Bank Teller*
  - *"I just check it and send it off to the bank" – Chicago Cash Handler/Bank Teller*



Methods of Authenticating Bills
Cash Handlers/Bank Tellers

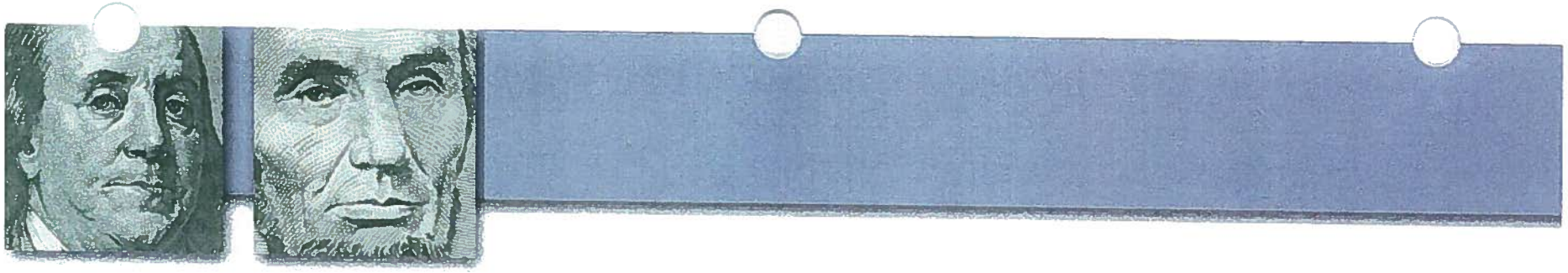
- **Both cash handlers and bank tellers rely on the counterfeit detector pen to check their bills for counterfeits.**
  - *"I use the pen as much as possible and quickly." – New York Cash Handler/Bank Teller*
  - *"Yeah we do that actually. I mark it with a marker." – Chicago Cash Handler/Bank Teller*
  - ➢ ***Some cash handlers only know how to check bills using a detector pen.***
    - *"The only option I have is the marking pen, and we're only supposed to do it for 50's or above. And it is more for my own protection than for the store, because if a 50 is found in my drawer and it doesn't have a mark on it, then I will get chastised as opposed to worrying about whether it is safe or not." – Chicago Cash Handler*
  - ➢ ***But some said that detector pen does not always work, especially on older bills.***
    - *"[It does not always work]. Our pens get dried out and then they don't work as well." – Los Angeles Cash Handler/Bank Teller*
    - *"All of those counterfeit markers don't work on all of those bills…and then if you leave them, or if they get air exposed to them for like 5 minutes, then it doesn't work anymore. And they're expensive." – St. Louis Cash Handler/Bank Teller*
    - *"When the pen dries up, it's going to say everything is counterfeit and then it doesn't check them past a certain date." – St. Louis Cash Handler/Bank Teller*
    - *"And sometimes the marker doesn't detect it." – Chicago Cash Handler/Bank Teller*
- **Cash handlers and bank tellers rely next on the texture of the bills, followed by the watermark and security thread when further scrutiny is required.**
  - *"The feeling and the thread." – Los Angeles Cash Handler/Bank Teller*
  - *"Anytime, if I'm counting a large stack of money, if one doesn't feel right, I'll go back to it and I'll look at [it] more closely." – St. Louis Cash Handler/Bank Teller*
  - *"I think that with counterfeits – you can probably tell with the paper itself ." – New York Cash Handler/Bank Teller*
  - *"I look at the thread, blue, green and red threads a little bit and the texture, basically." – Los Angeles Cash Handler/Bank Teller*
  - *"The strip is what I look for." – New York Cash Handler/Bank Teller*
  - *"I look for the ribbon and the shadow." – Phoenix Cash Handler/Bank Teller*



Subtlety in Authenticating Bills
Cash Handlers/Bank Tellers

- **Cash handlers and bank tellers do not all agree on whether they need to be subtle when checking their customers' bills.**

  - ***Some say customers do not take it personally.***
    - *"I think most people realize that they aren't being suspected at the register [because] they probably were duped by the same counterfeit bill and it just wound up in their hands and you wouldn't actually accuse them of like having or making counterfeit bills." – Phoenix Cash Handler/Bank Teller*
  - ***But others worry that this might turn off customers.***
    - *"If I went walking into a store and they were always checking my bills at Basch's, I wouldn't go to Basch's anymore, I would go to [where] they don't check my bills…they at least trust me, you know." – Phoenix Cash Handler/Bank Teller*
    - *"Some people are just going to take it personally, because I have customers get mad, and I have never seen them before and I asked them for ID…I don't know you, I'm sorry, it's for your safety, and they get mad. I think there are some people who are going to get huffy about anything. So you just try to explain to them." – St. Louis Cash Handler/Bank Teller*



Features of Redesigned $10, $20, and $50 Bills



Awareness of Security Features







- **All audiences most frequently cite color as the security feature added to the most recently redesigned bills.**
  - *"Pink coloring on the ten and the twenty." – New York Minority*
  - *"The changing colors across the bill, the different colored inks." – Phoenix Cash Handler/Bank Teller*
  - *"It's got different shades of green." – Los Angeles Minority*
  - *"The fibers. The colors red, blue …" – Los Angeles Cash Handler/Bank Teller*
  - *"I like the colors and design of the new bills." – Chicago General Population*
  - *"Well, I've done some international traveling and a lot of their money is colorful and it depicts history, which I know that ours does too. I like the colors." – St. Louis General Population*

➢ ***Some mention the watermark and security thread but not as frequently as color.***

  - *"There is a watermark too that you can see." – Los Angeles Minority*
  - *"There is the watermark." – Phoenix Minority*
  - *"Some kind of thread or something like that that is in the texture of the money." – St. Louis General Population*
  - *"There is a strip you can kinda hold up. Yes, you have 20 or 10 that you can actually see that." – Los Angeles Minority*



Watermark



- **Across all audiences, most call this feature "watermark."**
  - *"It's just a watermark……or something." – Chicago General Population*
  - ➢ ***Other names mentioned include "water spot," "shading," "hidden face." etc.***
  - *"Water spot?." – St. Louis General Population*
  - *"Oh the shading?" – St. Louis General Population*
  - *"The hidden face." – Los Angeles Minority*
  - *"The shadow." – Los Angeles Cash Handler/Bank Teller*

- **Overall, all audiences find the watermark helpful in detecting counterfeits.**
  - *"I think they said that is the hardest for them to counterfeit." – Los Angeles Minority*
  - *"It would be one of the things that would be hard to duplicate." – St. Louis Cash Handler/Bank Teller*
  - *"It's quick and easy and something that I'm already familiar with." – Chicago General Population*
  - *"It's really clear and it will probably be difficult for somebody to counterfeit. I really like that. I think it's a great idea." – Chicago General Population*
  - *"It would be one of the things that would be hard to duplicate." – St. Louis Cash Handler/Bank Teller*



Security Thread



- **Across all audiences, this feature is called "security strip," "stripe" or "thread."**
  - *"Strip, security strip, strip." – New York General Population*
  - *"I just call it the stripe or the strip." – Los Angeles Minority*
  - *"Some kind of thread that is in the texture of the money." – St. Louis General Population*
- **Many think the security thread is more difficult to reproduce and easier to spot than the watermark.**
  - *"I think it is hard to duplicate. Because it is not only the stripe there, but it says the amount on it too, right?" – Los Angeles Minority*
  - *"It just seems that it would be a lot more complicated for someone to duplicate this." – Chicago General Population*



Color-Shifting Ink



- **Words such as "color shift," "color change," "iridescent," "metallic" and "hologram" are used across audiences to describe this feature.**
  - *"It's almost metallic." – Los Angeles General Population*
  - *"It is like iridescent." – Phoenix Minority*
  - *"I would call it a color code." – Phoenix Minority*
  - *"I would probably refer to it as a hologram." – New York General Population*
  - *"What jumps to mind immediately is hologram." – New York Minority*
  - *"It changes like a hologram. It changes colors." – New York Cash Handler/Bank Teller*
  - *"I've been calling it the sparkly hologram." – Los Angeles Minority*
  - *"An image that changes color or shape when you change the angle." - Los Angeles General Population*

- **While only a small number across audiences are aware of this feature unaided, once exposed most agree that it is useful in checking for counterfeits because it is difficult to reproduce.**
  - *"I think that would be hard to counterfeit." – Phoenix Cash Handler/Bank Teller*
  - *"I think [the color-shifting ink] is pretty reliable only because it would be hard to duplicate. The colors may vary in that little twenty, but the fact is, it varies in the light…[it] would be hard to reproduce." – New York Minority*
  - *"I think the hologram would also be harder to manufacture than the strip, so naturally it would be better to have the hologram." – New York General Population*
  - *"I think I'm going to check that twenty that is changing colors. I don't think that can be duplicated so easy." – New York Minority*
  - *"Just with my experience with printing, that is a very difficult feature, I mean that type of ink is difficult to work with; not that I try to make counterfeit" – Los Angeles General Population*



Use of Security Features

- **Across audiences, most would use the security thread and watermark to authenticate redesigned bills because they are the easiest to see.**
  - *"I'd probably check for the bar because it is easier to just hold it up to the light." – New York Minority*
  - *"Just the strip. I never look at money this closely, so, the strip would be the first thing I would go to." – Los Angeles Minority*
  - *"I think the strip is the first thing I'd think, probably people usually check." – New York General Population*
  - *"Well in a 10, 20 and 50, if you hold the bill up to the light, the stripe will be visible, it is between everything if you will and on the stripe itself it will also says the denomination as well." – Los Angeles Minority*
  - *"I first look for the security thread and then the watermark." – St. Louis General Population*
  - *"To me the easier it is to see something, I guess it would be the watermark." – New York Cash Handler/Bank Teller*
  - *"The hidden face of the president." – Phoenix Minority*
  - *"I am partial to the watermark because I still think that it is not as easy to duplicate and you can look at it subtly, especially when you know what it is." – Chicago General Population*
- ***However, many continue to rely on the texture of a bill to tell whether it is real or not.***
  - *"The only one I would be concerned about is the texture and the feel of it." – New York Minority*
  - *"The paper seems crispier." – Los Angeles Minority*
  - *"Check it all out, but if it's thin, the paper don't feel right." – Los Angeles Bank Minority*
  - *"You can feel for the raised ink, because it's pressed on like a 3 ton press or something like that and you can really feel the ink, especially if it's a crisp new bill. And it's not really paper at all, so it does feel a bit different than normal types of paper." – Chicago General Population*
  - *"The feel of the paper is probably the first thing, I mean when you count them you feel the paper, and you can usually catch 95% of [the counterfeits] that way. They have bad paper." – Chicago Cash Handler/Bank Teller*



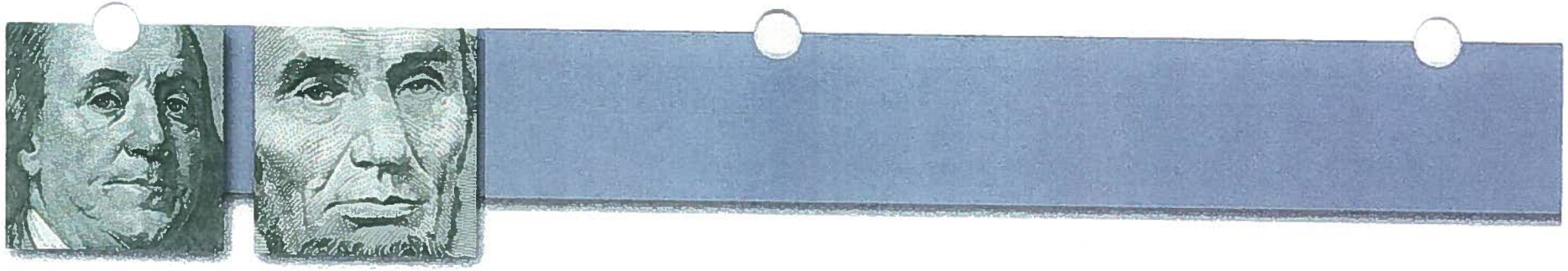
Importance of Redesigning Bills

- **All audiences believe the $5 bill is being redesigned to match other redesigned bills and to prevent counterfeiting.**
  - *"It's next in line." – Phoenix General Population*
  - *"Just to match the other ones." – Phoenix Cash Handler/Bank Teller*
  - *"They are actually counterfeiting the singles and fives." – New York Cash Handler/Bank Teller*
  - *"To make them uniform, so they're all on the same aesthetic." – Los Angeles General Population*
  - ➢ ***But some think it is unnecessary to redesign the $5 bill.***
    - *"I'd have to change what it looks like because it costs money to do that and people aren't going like to spend a lot of money using $5s…the benefits of changing over to that aren't great." – New York General Population*
    - *"Why do we need it? It's only $5." – Los Angeles General Population*
- **Across audiences there is disagreement on which bill will be redesigned next: the $5 or $100 bill.**
  - *"I just think it's going to be the $5. It's more often used." – Los Angeles General Population*
  - *"I'm going with the fact that domestically the lower denominations are going to be the ones that are counterfeited more." – Phoenix Cash Handler/Bank Teller*
  - *"I think the $100 will be done first. That's where the big crime money is. You know, some of the bigger deals are in the hundreds of thousands if not millions of dollars. You just can't carry that many $5s around." – St. Louis General Population*
  - *"I would think one hundred because it's more valuable." – Phoenix General Population*



Importance of Redesigning Bills

- **Across audiences, most do not agree on the relative importance of learning about changes to smaller versus larger denominations.**
  - ***Some argue that changes to larger denominations such as the $100 are more important because larger amounts of money are at stake.***
    - *"It costs money to do that and people aren't going to like spend a lot of money using $5s the benefits of changing over to that aren't great." – New York General Population*
    - *"I guess I wouldn't feel as bad if I got conned with a five as with a hundred." – Phoenix General Population*
    - *"It is not as important with the $5s because you aren't losing as much. Most people aren't going to counterfeit a $5 because what's the point." – Los Angeles Cash Handler/Bank Teller*
  - ***Others think changes to smaller denominations such as $5 are more important because they are more commonly used.***
    - *"Probably the five. If it gets into people's hands quicker, the more people will see it." – Phoenix General Population*
    - *"The $5 would be more important to learn about because I don't use $100 all that often. " – Chicago General Population*

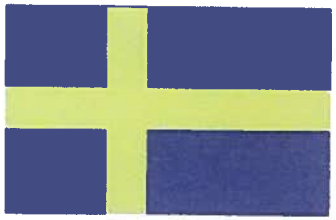


Features on the New $100 Bill



1,000 Swedish Kronor and U.S. $100 Bills

- **Focus group participants were shown a 1,000 Swedish Kronor and U.S. $100 bill and asked the difference especially regarding features.**





Motion strip

Foil strip

Split image of denomination





1,000 Swedish Kronor Bill





U.S. $100 Bill



Differences between Bills

- **When given the 1,000 Swedish Kronor and $100 bills and asked about the difference between the two, most audiences point out that the Kronor bill has a foil strip and motion strip.**



  - *"The silver strip and the other one that I call a hologram, but when you look at it, it has the $1,000 in each of them across the tip." – New York General Population*
  - *"Looking on the front, I notice the strips." – Phoenix General Population*
  - *"The silver stripe. There are two of them." – Los Angeles Minority*

➢ ***Some also notice the split image of the denomination.***

  - *"The half circles on the side and then the other side." – New York General Population*
  - *"And the broken, the broken thousand; I guess that would be for security purposes." – New York Minority*
  - *"The 1,000 is broken. One side is red, the other side is purple. If you look at in the light, it says 1,000 but you have to hold it up to see it." – New York Cash Handler/Bank Teller*
  - *"I was looking at this symbol…and it's the one thousand, but it's incomplete…Hold it up to the light and it's complete…That's pretty clever." – Phoenix General Population*
  - *"Where they split the…..half on the back and half on the front." – Phoenix Cash Handler/Bank Teller*
  - *"Also, that weird 1,000, they are different colors. You look at it in the light and it will complete the number." – Los Angeles Minority*
  - *"I don't know what the woven serpentine is, it looks like someone has tried to draw a snake and they cut out parts of it. On the lower left hand side, right there, I don't know what that is. It looks unusual. " – St. Louis General Population*



Motion Strip



Please note the strip running through the bill on the left hand side. Take a moment to look at it. See what happens when you shift the bill up and down and right and left.

- **Respondents use words such as "motion" or "illusion strip," "broken bar" or "ribbon," "hologram," "animated," etc. to describe the feature.**
  - ***Others focus on the feel of the feature, saying that it is "woven" or "braided" into the paper.***
- **Although noticed unaided, most across audiences did not gravitate to this feature initially.**
- **Once prompted, most across audiences view this feature positively and believe it would be good to add to U.S. bills to deter counterfeiting because it is easy to use and difficult to replicate.**
  - *"There is a lot going on, it just seems like that would be very difficult to counterfeit."– New York General Population*
  - *"If that was in your hand, you could see the hologram move like that, that would be wonderful." – Phoenix General Population*
  - *"Because it just seems that would be impossible to try to duplicate…well it would be more expensive… and that's something that would deter it [counterfeiting]" – St. Louis Cash Handler/Bank Teller*
  - *"What works for me, the white colored plastic strip with the liberty bell. It looks like they are ringing. It would be easy to identify and hard to reproduce..." – Los Angeles Bank Teller/Cash Handler*
  - ***But many minorities think it is hard on the eyes and is difficult to see the movement.***
    - *"It is difficult. It is hard on the eye. It is hard on the eye and I guess it has little numbers in there I can see now." – New York Minority*
    - *"I think that would just be a little bit too much for a person to decipher if it is counterfeit. If you have to sit and play with a bill and turn it left, right, that is too much." – New York Minority*
  - ***Cash handlers and bank tellers note that this feature would allow them to check bills subtly.***
    - *"You don't even have to hold it up now that I know its there." – New York Cash Handler/Bank Teller*
    - *"You really don't have to hold it up to the light necessarily." – Los Angeles Cash Handler/Bank Teller*

Split Image of Denomination



Now take a look at the numeral 1000 at the bottom left hand side of the bill. You will see that the numbers are partially printed on the bill. Look at the same feature on the back of the bill. Hold it up to the light and see what happens.

- **All audiences describe this feature using words such as "squiggly," "half number," "split image," "partial" or "reverse print," "denominational watermark," "broken snake," etc.**
- **Again, members of all audiences think it would be good to include this feature in new U.S. bills, and some are especially impressed by how the front and back images match exactly to show the denomination of the bill.**
  - *"I think it would be hard to match the two sides together. I think that you would be able to tell if it was counterfeit if they weren't exactly on." – New York General Population*
  - *"I think it was really neat. It's really easy to detect because half the image is on the front and half is on the back. It's going to be really difficult for the counterfeiters to duplicate that, by cutting it right at the right spot." – St. Louis Cash Handler/Bank Teller*
  - *"It's 2 colors, one side is purple, one side is red. You hold it up and it jumps out at you a lot easier. I think it would be hard to do, unless you had special tools." – St. Louis General Population*
  - ***But they still rank this feature below the motion strip because it seems easier to replicate.***
    - *"No I think the [motion strip] would make more sense – because that thousand, I think that would be pretty easy to copy. That is not difficult." – New York Minority*
    - *"Yeah that is something that is very easy to copy." – New York Minority*
    - *"It would probably be less expensive to produce than the hologram. Hologram would still be no.1" – Los Angeles Cash Handler/Bank Teller*



Potential Features on New Bills

- **Respondents then rated and discussed a series of security features that exist on redesigned bills or may be introduced to upcoming bills, based on how likely they are to learn more about each feature.**
- **Overall, most across audiences express high level of interest in the motion strip (F), split image (H), security thread (J), and tilt and hide (G) features.**
  - *"The bells ringing." – New York Minority*
  - *"H was really neat, how the two images interconnect if you hold them right to the light. I found that extremely complicated." – Phoenix Minority*
  - *"I liked the disappearing and reappearing [image]…I think that would pretty interesting to make in the bill." – New York General Population*
  - *"Although [J] wasn't that different…you know, this one you can't go wrong with it. I am pretty satisfied with it." – Chicago Minority*
  - *"I really like that [the security thread] is something you can see clearly, instead of having to put the bill up to the light and tilt it back and forth. I think it's a great idea." – Chicago General Population*
- **In terms of deterring counterfeiting, most across audiences say the motion strip, security thread, and watermark (A) are best as they are difficult to replicate and easy to use.**
  - *"[The motion strip] would definitely be something hard to duplicate, even somebody who…kind of successfully duplicated it, you could probably look at it and tell, these bells are ringing funny." – New York Minority*
  - *"It would be easy to sell [the moving bells] to people, to market this is what a real [bill] is." – Phoenix General Population*
  - *"I don't know how you can fake the [security thread]." – Los Angeles Minority*
  - *"But that is something you can't counterfeit, that strip because you can't get the 20 in there and all of that." – New York Cash Handler/Bank Teller*
  - *"I think [the watermark] would be hard to counterfeit as easily and you can see it on the bill. I think it would be a good thing." – New York General Population*
  - *"I would use [the watermark] because it is not too much that you have to do. Hold it up to the light, check it, boom that's it." – New York Minority*



Top-Rated Features

Rank	Feature	Strengths	Weaknesses
1	F: A **wide colored plastic strip with small liberty bells** is woven into the paper. When you tilt the bill up and down or left and right, the bells move, looking like they are "ringing."	▪Interesting ▪Difficult to replicate	▪Too complicated ▪Costly
2	H: Part of an **image is printed on the face of the bill while the remainder is printed on the back**. When you hold the bill up to the light, the two images are visually interconnected.	▪Interesting ▪Easy to use	▪Easy to replicate
3	J: A **thin strip or thread that runs up and down** through the paper that says what denomination it is when you hold it up to the light.	▪Difficult to replicate ▪Easy to use	▪Nothing new
4	G: A large, patriotic image on the front of the bill, which seems to **disappear and reappear when you tilt** the bill up and down.	▪Interesting ▪Difficult to replicate	▪Could be difficult to observe
5	A: A **watermark**, or faint image, in the paper that is **similar to the large portrait** on the bill and is visible when you hold the bill up to the light.	▪Easy to use ▪Difficult to replicate ▪Familiar	▪Nothing new



Bottom-Rated Features

Rank	Feature	Strengths	Weaknesses
6	E: Each denomination has its **own set of images**, such as the American flag, American eagle, Liberty Bell or Statue of Liberty torch printed on the face of the bill. Both a larger and smaller image is typically featured.	▪Interesting	▪Difficult to remember ▪Easy to replicate
7	I: A **number** representing the denomination of the currency in the bottom right corner of the bill that **changes color when you tilt** it at different angles.	▪Easy to use ▪Difficult to replicate	▪Color differences difficult to tell
8	C: The **denomination number in the lower right corner** on the back of the bill is enlarged to be easily read in low-light areas or by people with poor vision.	▪Useful for the visually impaired	▪Easy to replicate ▪Not so much a security feature
9	B: A **watermark**, or faint image, of a large number **matching the bill's value** rather than an image of the large portrait on the bill.	▪Easier to distinguish from portrait watermarks ▪Difficult to replicate	▪Nothing new
10	D: **Small, very light denomination numbers** are scattered across the face and/or back of the bill.	▪Already on bills	▪Not easily noticeable ▪Easy to replicate



Communication on Anti-Counterfeiting Technology

- **All audiences are not bothered by the fact they cannot see much of the anti-counterfeiting technology on U.S. bills.**
  - ***Most understand its better for them not to know all the hidden features.***
    - *"We shouldn't know how to do it all." – Phoenix General Population*
    - *"I think the government is probably after [counterfeiters] and I think [what] the paper is and the fibers and everything that goes into those things – I don't think we need to know." – Phoenix Minority*
    - *"Tell us how to detect it, but don't tell us everything." – Los Angeles General Population*
  - ***And worry about impact on counterfeiters if the government were to reveal all.***
    - *"I think if it is too much information it would increase the counterfeit." – Phoenix Minority*
    - *"No I was just wondering if any of this is a sort of double edged sword. Because you know if you tell the world what to look for obviously these individuals who have the devious minds will find ways of addressing those particular issues." - Chicago Bank Teller/Cashier*
    - *"Doesn't therein lie a problem if the government tells us exactly everything that has been changed? Then they're telling people who are counterfeiting exactly what they need to change." - Chicago General Population*



Messages



Messaging Findings
slide 1 of 6

- **Unaided, all audiences state that knowing the scope and personal cost of the counterfeiting problem would persuade them to learn about the security features on redesigned bills.**
  - *"If they made us aware that there was actually a big problem." – New York General Population*
  - *"If you said, 'I bet half the bills you have on you are counterfeit.'" – Phoenix General Population*
  - *"How much it contributes to crime and violence or whatever. How much is in circulation."– Los Angeles General Population*
- ➢ ***Some suggest using statistics to put the problem in perspective.***
  - *"Sometimes it is helpful to see statistics. $300,000 of counterfeit money was taken last year. You know something like that." – New York Cash Handler/Bank Teller*
  - *"Maybe the numbers, like the reality of how much really is in our currency right now. Like that really brings it home." – Phoenix Minority*
  - *"I think that if some statistics were out, that would be helpful." – St. Louis Cash Handler/Bank Teller*



Messaging Findings
slide 2 of 6

- **Respondents were than prompted with a series of messages aimed at making them learn about the security features on U.S. bills.**

- **Top-rated messages call for immediate attention, suggest easy follow-up action, and are positive in tone.**
  - ***These include messages that present the motion strip using catchy and memorable phrases such as "be smart: know your money," "If the bells don't ring, it's not the real thing," and "Make It Move" (H, J, K).***
    - *"[Message J] is short and it will catch your interest." – Chicago Bank Teller/Cash Handler*
    - *"And as cheesy or as corny as [Message J] sounds. It's true. It makes you remember the whole thing." – Phoenix Minority*
    - *"[Message H] is giving you the new features and it has a catchy slogan thing." – New York Cash Handler/Bank Teller*
    - *"I can see them now doing a commercial with some old hip-hop beat, talking about make it move." – New York Minority*
    - *"Then you got your jingle there. Bells don't ring, it's not your thing, make it move. You could put that to music. You get a rapper there." – St. Louis General Population*



Messaging Findings
slide 3 of 6

- **Messages focusing on personal loss due to counterfeiting (A) or risks posed by advanced counterfeiting technology (F, G) also resonate.**
  - *"In advertising, the first thing you have to do is get people's attention. That's the very first thing. You're out the one hundred dollars. That gets my attention real fast." – Phoenix General Population*
  - *"[Message A] kind of scares you to want to learn more. That's why I gave it a 1. Because if people don't know they're to get counterfeits and lose their money." – Chicago Bank Teller/Cash Handler*
  - *"Going back to G. I like the very first part where it says US Treasury has stepped up it's combat against, that makes me feel a little better about our government and it kind of has a little bit of the whole package in there because it's saying hey, we're doing something new for you, just to help you guys out and then the whole fun factor of the high tech features." – Los Angeles Minority*
- ***They urge respondents to "protect" themselves and "be smart" with their money.***
- ***While many like that Message A is attention-grabbing, some find it sound too threatening, which illustrates the importance of messaging in a positive tone.***
  - *"It's just pretty negative. It makes it sound like you're on your own and deal with it." – New York General Population*
  - *"Uninviting. It's intimidating." – Chicago Bank Teller/Cash Handler*



Messaging Findings
slide 4 of 6

- **All audiences think combining Messages A and J would be most effective in grabbing people's attention with a warning and then quickly explaining what they can do to prevent it.**
  - *"I would put A & J together. I would like the end [of J]." – New York Cash Handler/Bank Teller*
  - *"We were talking about the combination between statements A and J. Part of it is the fear, but I think that if it's all just fear based, that wouldn't be right. Something in between, and because we're giving them something. Here is something for you." – Los Angeles General Population*

➢ ***Some say it is important to convey that they will not be reimbursed for their counterfeit bills and are personally responsible for any loss.***

  - *"I think that there should be mentioning more that banks will not reimburse you." – Los Angeles Bank Teller/Cash Handler*



Messaging Findings
slide 5 of 6

- **The less successful messages are perceived to be irrelevant in persuading all audiences to learn about the security features on redesigned bills.**
  - ***These include the messages on the permanent value of old bills (B) and low-vision feature (E) as they are not motivating.***
    - *"[Message B] didn't motivate me to learn anything." – Phoenix General Population*
    - *""I thought B wouldn't motivate…That wouldn't motivate me to do much change."– Los Angeles General Population*
    - *"For [Message E] it is doing nothing to deter your counterfeiter. How many are in the dark counting money. How many bartenders look at their money?" – New York Cash Handler/Bank Teller*
    - *"I also gave a 4 to E because it doesn't appeal to me at all." – Los Angeles General Population*
    - *"The reason I gave B a 4 Is because it had nothing to do with counterfeiting money." – Chicago Bank Teller/Cash Handler*
- **After reading the messages, most across audiences have learned more about the security features that may be introduced to new bills.**
    - *"Apparently what they plan to do with the new bill…I can tell the bells they want to use…They're gonna have some wiggle things in there that are going to have some movement." – Phoenix General Population*
  - ***They also realize that they have to be personally responsible for checking their bills for counterfeits.***
    - *"That counterfeits are out there and you have to be responsible to know your bills." – Phoenix Minority*
    - *"It's an important piece of information to ensure your money isn't worthless if you get one. I don't like it, but I think it's very important…Be aware. You are responsible." – Los Angeles General Population*



Messaging Findings
slide 6 of 6

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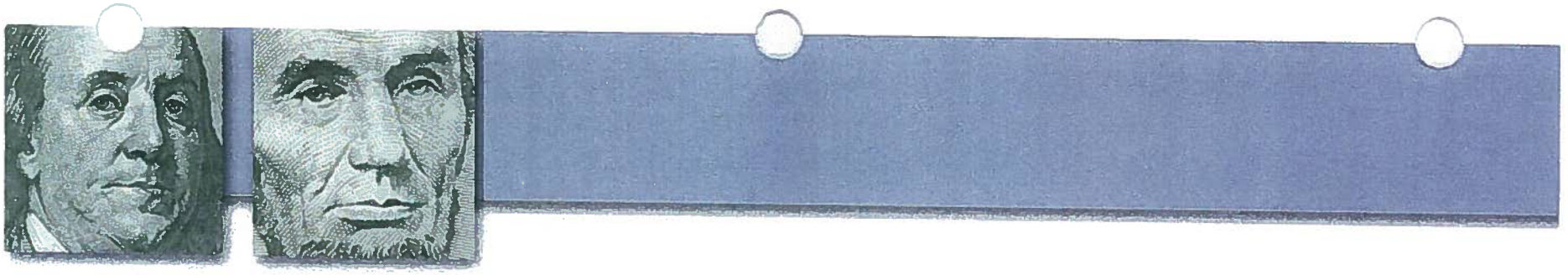
Top-Rated Messages

Rank	Message	Strengths	Weaknesses
1	J: New U.S. $100 bills will have something never before seen on U.S. currency - **a strip woven into the paper**. When you **"Tip the Strip,"** the Liberty Bells "ring." **"If the bells don't ring, it's not the real thing."**	▪Catchy slogan ▪Clear	▪Cheesy ▪Not serious enough
2	H: The redesigned $100 bill will contain some unique new features, such as a strip covered with Liberty Bells that appear to move or ring when you tilt the bill, images that appear and disappear when the bill is tilted and images that come together when you hold the bill up to the light. **Be smart: know your money.**	▪Catchy slogan at the end	▪Too much to check
3	A: If you get a counterfeit bill, the government and the banks **will not reimburse you. Don't get stuck with worthless bills.** Learn how to check for counterfeits to **protect yourself**, your neighbors, and our economy.	▪Attention-grabbing ▪To-the-point	▪Too negative
4	K: To check new redesigned $100 bills to make sure they are genuine, the U.S. Treasury advises that you **"Make it Move."** New features - **a strip covered with liberty bells and a disappearing/reappearing bell** - that are hard for counterfeiters to duplicate can be seen by tilting the note back and forth.	▪Catchy slogan	▪Too much to check
5	C: The **advancement of technology** including advanced computers, scanners, and ink-jet printers is making it easier for counterfeiters to create counterfeit bills. **Be safe, not sorry**; learn how to check your money for fakes.	▪Positive and informative ▪Catchy slogan	▪Cumbersome language
6	G: The U.S. Treasury has stepped up its combat against counterfeiters with the introduction of more complex, high-tech features. Learn the ones you can **easily use to check** for fakes.	▪Positive ▪Clear	▪Too broad



Bottom-Rated Messages

Rank	Message	Strengths	Weaknesses
7	D: People often want to be discreet about checking money to avoid alarming the person who just gave them the bill. The latest anti-counterfeit features such as the liberty bells that seem to be ringing **allow you to be subtle when doing so**.	▪Clear ▪Relevant to businesses	▪Not motivating
8	I: Many counterfeiting techniques are so advanced that it is fairly easy to fool someone who casually examines their currency. The security features that have been added to the redesigned U.S. bills are reliable tools for checking your bills for authenticity. Don't get duped by a counterfeiter; **know your money**.	▪Thought-provoking	▪Too long
9	F: Despite the combined efforts of stricter law enforcement, **improved security features and increased public awareness**, counterfeiting still exists, so continue to be smart with your money and learn the **key security features** for your protection.	▪Informative	▪Cumbersome language
10	E: On the next denominations to be redesigned, the large numeral in the bottom right-hand corner on the back of the bill will be enhanced to make it even **easier to tell which denomination it is**. This helps when using bills in low-light areas and for people with impaired vision.	▪Important information	▪Does not deter counterfeiting ▪Not attention-grabbing
11	B: Although old bills are eventually taken out of circulation when redesigned bills are introduced, they will **never be devalued**. Every bill issued since 1861 is still redeemable today for its **full face value**.	▪Reassuring	▪Not motivating



Education Program



Public Education Tone and Message

- **All audiences think a catchy, positive, and informative tone would be best for a public education program on counterfeiting and security features on bills.**
  - *"I think you get the attention of people by enthusiasm and hitting them right." – Phoenix General Population*
  - *"Positive to make people aware, you want them to be aware of the situation but also it's your responsibility." – New York General Population*
  - *"I would say as long as it's catchy, not too informative at first, that way you could actually read the rest of the information. And not too educational where they're like what does this word mean? Something easy, quick to grab their attention, and then so they continue to read." – Chicago Bank Teller/Cash Handler*
  - ➢ ***Many stress that the tone should not scare people or make them feel paranoid.***
    - *"You shouldn't have to scare someone into checking their own money." – New York General Population*
    - *"That's the thing. Not overkill. Not aggressiveness. Just informative. For those people who really want to check…they can go take those extra steps but those extra steps don't have to be plastered over the newspaper." – Chicago Minority*
    - *"Maybe a mixture of telling you how to learn to protect yourself, your neighborhood and your economy but also I guess toning it down, because it speaks like not to reimburse you. That's the first thing that scares me." – Los Angeles Minority*
    - *"The sentence that says don't get stuck with your worthless bill, that just upsets me." – Phoenix Minority*
    - *"As long as it is not aggressive…You can't make people fearful to use money…Especially going back to this, the banks will not reimburse you. You don't want people to feel like that. Afraid to use money. Money is good. It is a good thing" – Chicago Minority.*
- **A majority across audiences agree that 2 or 3 easy-to-use security features should be emphasized.**
  - ➢ ***The motion strip on the Kronor bill, the watermark, and the security thread are among the most frequently suggested.***
    - *"Look at the watermark on the bill." – New York General Population*
    - *"I would say anything that changes color and has movement but is large enough to see at a quick glance." – Chicago Bank Teller/Cash Handler*
    - *"The liberty bell and the watermark." – Los Angeles Minority*
    - *"The hologram, the bells ringing, the watermark." – Los Angeles Bank Teller/Cashier*
    - *"I would go with the bar. Yeah. I would go look at the bar." – New York Minority*
    - *"[The security thread] is to the point…Not complicated." – Los Angeles General Population*



Modes of Communication

- **Consumers most frequently say they want to be notified of the introduction of new bills through TV news and commercials.**
  - *"I would use the news, the TV. It's always on." – Phoenix Minority*
  - *"Have a special on TV." – Phoenix Minority*
  - *"TV commercial…I think everyone has to know." – New York General Population*
  - ➢ ***Informational pamphlets and posters at post offices, grocery stores, bank branches, and ATMs are also favored by consumers.***
    - *"If you were going to notify the public of a counterfeit bill of some sort, the grocery store and places like that, where a lot of people see a lot of money, would be the place to put a poster." – Phoenix General Population*
    - *"Have a notice by ATM's." – Chicago General Population*
    - *"[At] the bank or if you have a store, they should mail you something. I have been in places where they actually have things posted up." - New York Cash Handler/Bank Teller*
    - *"I think…corporations like retailers, banks…should have things posted where the employee can see what to look for and maybe a memorandum passed around letting them know this is what you have to be aware of." – New York Cash Handler/Bank Teller*
    - *"At the post office… Maybe they should, a lot of people [are there]." – Los Angeles Minority*
    - *"I like the signs like at the bank and the post office. Because we all go there and we all stand in line. So if it's right next to the line, give us something to look at." – Los Angeles Minority*
  - ➢ ***Some suggest putting the information online even through online banking sites.***
    - *"You could post it on the internet." – Phoenix Minority*
    - *"Like on your online banking, when you're online, maybe there could be a site that pops up, showing the new changes." – Chicago General Population*
    - *"Maybe if it was like the online thing…I don't even watch a whole lot of TV, the news is better online." – Phoenix Cash Handler/Bank Teller*



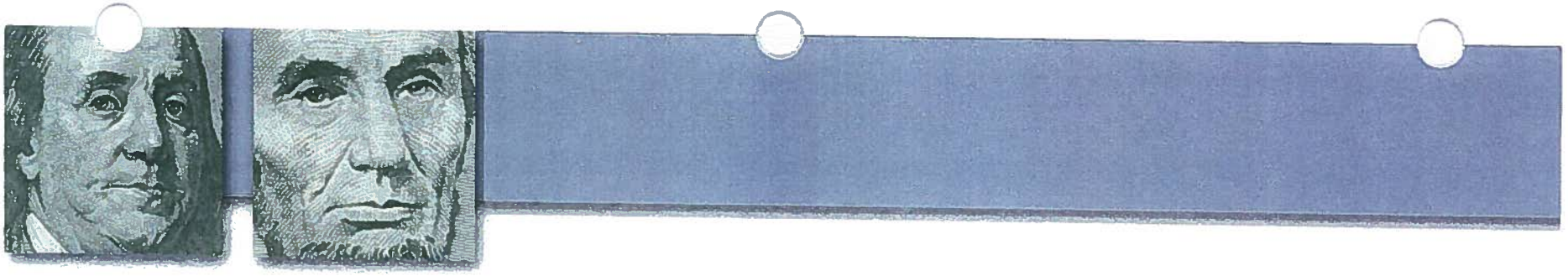
Modes of Communication

- **Specifically cash handlers and bank tellers request training sessions or videos.**
  - *"I think training sessions." – Phoenix Cash Handler/Bank Teller*
  - *"When people telling me what's going on? Video." – Los Angeles Cash Handler/Bank Teller*
- **This is most important for cash handlers as many have received insufficient training on checking for counterfeit bills, especially those who work in retail.**
  - ➢ ***As a result, they do not feel compelled to check the bills they receive from customers.***
    - *"I just don't see a lot of it. They don't communicate. This company does not always communicate, they communicate about other things that are less important, I think." – Los Angeles Cash Handler*
- **Across audiences a wide range of celebrities and government officials are suggested as suitable spokespersons for the program.**
  - *"I want to see Suze Orman. She is always stressing take care of your business." – New York Cash Handler/Bank Teller*
  - *"[Oprah Winfrey] would probably be the most effective one." – Phoenix General Population*
  - *"Secretary of the Treasury." – Phoenix Minority*
  - *"The head of Secret Service or something, you know, if you have an authority figure who is in charge of counterfeit money and finding the counterfeit money…I think it would carry a lot of bearing." – Los Angeles Minority*
  - ➢ ***The President or other political figures are polarizing.***
    - *"No. No. Forget about politicians." – Phoenix General Population*
  - ➢ ***Less mainstream suggestions include "Average Joe," a counterfeiter, cartoon characters, etc.***
    - *"You have to look at somebody who is like basically a common everyday person." – New York Minority*
    - *"I want to see the counterfeiter…I want the bad guy saying this is what I am doing." – New York Cash Handler/Bank Teller*
    - *"It might sound odd but people are drawn to animals like raccoons." – New York Cash Handler/Bank Teller*
- **Given these findings, the selection of an appropriate spokesperson warrants further exploration during the upcoming quantitative message research.**



Takeaway Feelings toward Counterfeiting

- **Consumers express heightened concerns about counterfeiting after the in-depth discussion, saying it must be more common than they thought.**
  - *"I never really thought about coming across [counterfeits] every day in the simple fives, tens – I don't think about counterfeits…but you have made me aware that it is out there." – Phoenix Minority*
  - *"I started paying attention and now I definitely want to learn about these anti-counterfeit measures, because now the government won't do anything to help me." – Chicago General Population*
  - *"Put it in perspective for each person instead of the country. We need to know why we should check our bills." – St. Louis General Population*
  - *"I'll tell you, after this, I'm going to go online and get a couple of ideas of how big of an operation is counterfeiting right now. How much of that has actually gone out." – Los Angeles General Population*
  - *"Maybe it happens more than I think it does." – LA General Population*
- ➢ ***But most say they are unlikely to change their behavior long-term.***
  - *"I'm not falling for it. I really would like to be a little more vigilant but I'll probably just do as I normally did; it has worked so far." – New York Minority*
  - *"It will probably be temporary, like we'll check tomorrow and next week, but then next month." – New York Minority*



Appendix



General Attitudes toward U.S. Currency



- **All audiences agree that U.S. currency symbolizes our nation's identity and strength as well as our purchasing power.**
  - *"I think it also stands for security, America being such a strong country I always have felt very secure with having American currency in my pocket regardless of where I am." – Phoenix Minority*
  - *"It focuses on the history of our country and the people that started this country. Their faces are on the money. We should remember they were the people who brought what our social world is today. They were the people who founded it." – Los Angeles General Population*
  - *"Certainly a lot of the images on the bills are very nationalistic. They have a lot of icons that represent the country, the eagle and our presidents." – Los Angeles Minority*
  - *"It represents who we are. The president's picture is on it, so it represents our government and how we exchange." – St. Louis Cash Handler/Bank Teller*
  - *"Empowerment to buy things." – Chicago General Population*
  - *"Pride in your country." – St. Louis General Population*

- **All audiences also express confidence in U.S. currency – citing its widespread international usage and stability.**
  - *"You know all around the world U.S. currency is one of the most recognized currencies and it is one of the most respected currencies regardless of what color or what shape it takes." – Los Angeles Minority.*

  ➢ ***But some are worried about the potential decline of the currency's value.***
  - *"With the big trade deficit it's a concern because if that continues the currency will eventually drop compared to other currencies." – Chicago General Population*
  - *"A lot of confidence, but it is declining over time comparatively speaking to other countries." – Los Angeles General Population*



Features – Ratings

Please take a minute to read each of the following features, which exist in recently redesigned U.S. bills or may be introduced to upcoming bills. Please rate each feature on a scale of 1 to 4 where 1 means that you are very likely to learn more about this feature and 4 means you are not at all likely to learn more about this feature. *Ranked by All*		Average Across Rating*			
		All	General Population	Minorities	Cash Handlers/ Bank Tellers
F	A wide colored plastic strip with small liberty bells is woven into the paper. When you tilt the bill up and down or left and right, the bells move, looking like they are "ringing".	1.37	1.22	1.63	1.31
H	Part of an image is printed on the face of the bill while the remainder is printed on the back. When you hold the bill up to the light, the two images are visually interconnected.	1.70	2.05	1.80	1.20
J	A thin strip or thread that runs up and down through the paper that says what denomination it is when you hold it up to the light.	1.76	1.88	1.63	1.74
G	A large, patriotic image on the front of the bill, which seems to disappear and reappear when you tilt the bill up and down.	1.79	2.00	1.77	1.57
A	A watermark, or faint image, in the paper that is similar to the large portrait on the bill and is visible when you hold the bill up to the light.	1.85	2.12	1.73	1.63

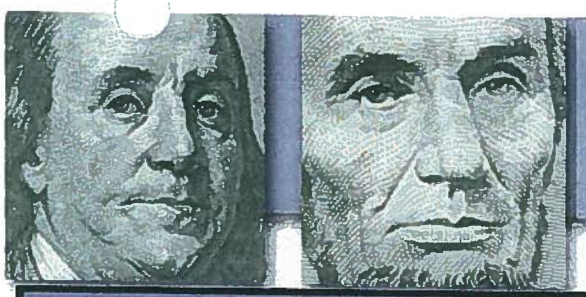
***Note: Lower scores are better**



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		All	**General Population**	**Minorities**	**Cash Handlers/ Bank Tellers**
E	Each denomination has its own set of images, such as the American flag, American eagle, Liberty Bell or Statue of Liberty torch printed on the face of the bill. Both a larger and smaller image is typically featured.	1.95	2.26	1.93	1.60
I	A number representing the denomination of the currency in the bottom right corner of the bill that changes color when you tilt it at different angles.	2.01	2.17	2.23	1.63
C	The denomination number in the lower right corner on the back of the bill is enlarged to be easily read in low-light areas or by people with poor vision.	2.16	2.22	2.33	1.94
B	A watermark, or faint image, of a large number matching the bill's value rather than an image of the large portrait on the bill.	2.24	2.32	2.23	2.14
D	Small, very light denomination numbers are scattered across the face and/or back of the bill.	2.37	2.63	2.43	2.00

***Note: Lower scores are better**



Messages – Ratings

	Please rate the statements on a scale of 1 to 4, with 1 being a statement you think would make you very likely to learn about anti-counterfeit features in U.S. bills, and 4 being a statement that would make you not at all likely to learn about anti-counterfeit features in U.S. bills. *Ranked by All*	Average Across Rating*			
		All	**General Population**	**Minorities**	**Cash Handlers/ Bank Tellers**
J	New U.S. $100 bills will have something never before seen on U.S. currency - a strip woven into the paper. When you "Tip the Strip," the Liberty Bells "ring." "If the bells don't ring, it's not the real thing."	1.26	1.24	1.47	1.11
H	The redesigned $100 bill will contain some unique new features, such as a strip covered with Liberty Bells that appear to move or ring when you tilt the bill, images that appear and disappear when the bill is tilted and images that come together when you hold the bill up to the light. Be smart: know your money.	1.45	1.41	1.67	1.31
A	If you get a counterfeit bill, the government and the banks will not reimburse you. Don't get stuck with worthless bills. Learn how to check for counterfeits to protect yourself, your neighbors, and our economy.	1.57	1.83	1.52	1.31
K	To check new redesigned $100 bills to make sure they are genuine, the U.S. Treasury advises that you "Make it Move." New features - a strip covered with liberty bells and a disappearing/reappearing bell - that are hard for counterfeiters to duplicate can be seen by tilting the note back and forth.	1.59	1.46	1.80	1.57
C	The advancement of technology including advanced computers, scanners, and ink-jet printers is making it easier for counterfeiters to create counterfeit bills. Be safe, not sorry; learn how to check your money for fakes.	1.68	1.80	1.77	1.46
G	The U.S. Treasury has stepped up its combat against counterfeiters with the introduction of more complex, high-tech features. Learn the ones you can easily use to check for fakes.	1.70	1.76	1.83	1.51

***Note: Lower scores are better**

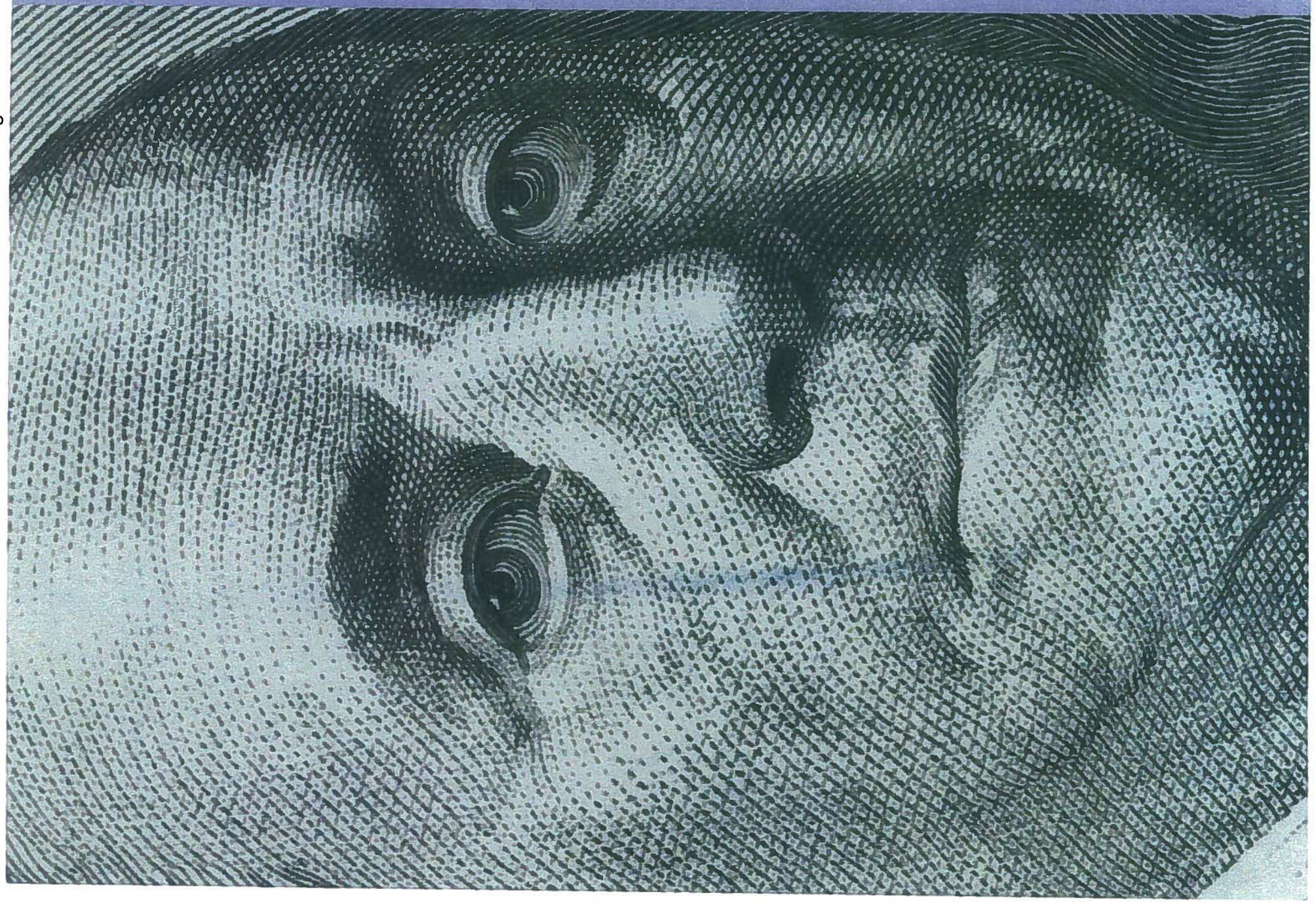


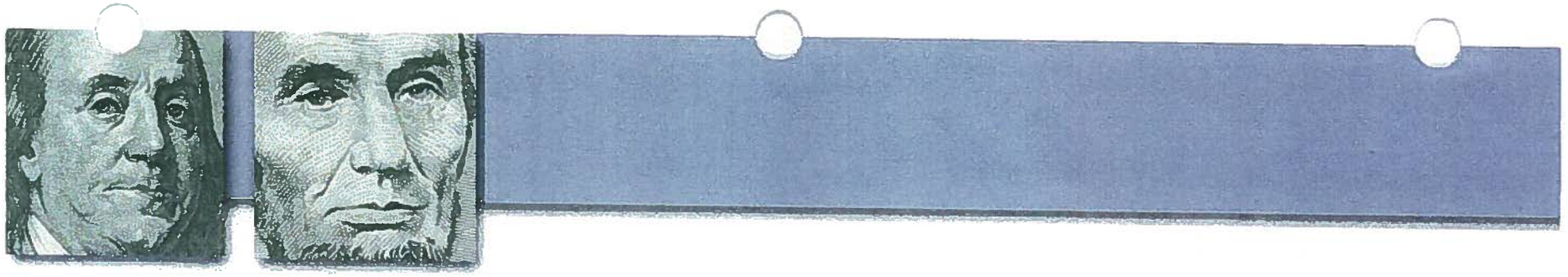
Messages – Ratings

Please rate the statements on a scale of 1 to 4, with 1 being a statement you think would make you very likely to learn about anti-counterfeit features in U.S. bills, and 4 being a statement that would make you not at all likely to learn about anti-counterfeit features in U.S. bills. *Ranked by All*		Average Across Rating*			
		All	General Population	Minorities	Cash Handlers/ Bank Tellers
D	People often want to be discreet about checking money to avoid alarming the person who just gave them the bill. The latest anti-counterfeit features such as the liberty bells that seem to be ringing allow you to be subtle when doing so.	1.78	1.88	1.87	1.60
H	Many counterfeiting techniques are so advanced that it is fairly easy to fool someone who casually examines their currency. The security features that have been added to the redesigned U.S. bills are reliable tools for checking your bills for authenticity. Don't get duped by a counterfeiter; know your money.	1.94	1.88	2.07	1.91
F	Despite the combined efforts of stricter law enforcement, improved security features and increased public awareness, counterfeiting still exists, so continue to be smart with your money and learn the key security features for your protection.	1.95	2.15	1.90	1.76
E	On the next denominations to be redesigned, the large numeral in the bottom right-hand corner on the back of the bill will be enhanced to make it even easier to tell which denomination it is. This helps when using bills in low-light areas and for people with impaired vision.	2.37	2.46	2.40	2.23
B	Although old bills are eventually taken out of circulation when redesigned bills are introduced, they will never be devalued. Every bill issued since 1861 is still redeemable today for its full face value.	2.71	2.90	2.53	2.64

***Note: Lower scores are better**

Multi-Country Exploratory Study Report





Multi-Country Exploratory Study
Research Results
for $5 Note and $100 Note
Public Education and Awareness Program

Tuesday, June 12, 2007



Quantitative Research Methodology

Timing: May 1, 2007 - May 22, 2007

Audience: General Consumers in ten countries

Methodology: Mix of quantitative phone and in-person interviews in each country

Objectives: Explore the use of U.S. currency, concerns about counterfeiting, authentication behavior, and interest level in learning about upcoming changes to the U.S. currency, in order to help prioritize countries and customize messages for the $5 note and $100 note program

Interviews:

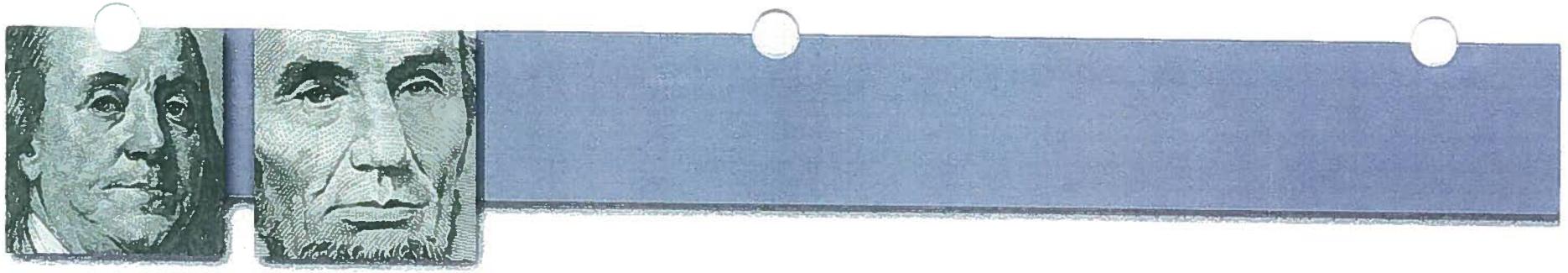
Country	Sample Size (N =)	Margin of Error*
Russia	155	+/- 7.87%
Ukraine	150	+/- 8.00%
Kazakhstan	150	+/- 8.00%
Peru	172	+/- 7.47%
Uruguay	150	+/- 8.00%
China	160	+/- 7.75%
Philippines	150	+/- 8.00%
Turkey	154	+/- 7.90%
Angola	167	+/- 7.58%
UAE	150	+/- 8.00%

** Margin of Error at 95% Significance Level*



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- Key Findings
- Use of U.S. Currency
- Attitudes toward U.S. Currency
- Awareness of Security Features
- Concerns about Counterfeiting
- Interest Level



Key Findings



Key Findings

- **Familiarity with U.S. currency is moderate.**
  - ***China is the least familiar among all countries surveyed.***



% Saying Very + Somewhat Familiar

- **Personal use of U.S. notes is highest in Angola, Ukraine, Uruguay, Peru, Russia, and Kazakhstan.**

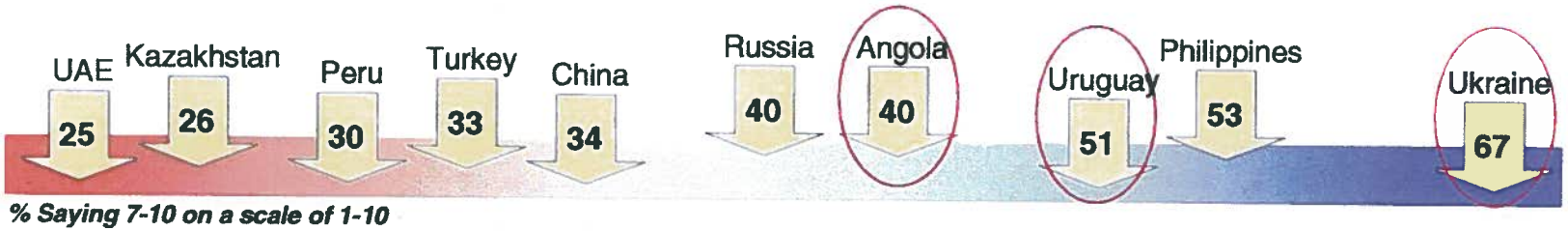
	Philippines	China	UAE	Turkey	Kazakhstan	Russia	Peru	Uruguay	Ukraine	Angola
Average Usage Across Larger Denominations ($20, $50, and $100 notes)	11%	12%	33%	37%	40%	45%	47%	50%	65%	93%

- **U.S. currency is mostly used for savings or large purchases.**
  - ***But citizens of most countries prefer to save in their own currencies, except Ukraine, Uruguay, and Angola.***
  - ***In the last two years, personal use of U.S. currency has either remained the same or decreased.***
    - In Russia, Turkey, Peru, and Angola, the increase in stability of their own currencies or the depreciation of U.S. currency has prompted the decrease in usage of U.S. notes.



Key Findings

- **Confidence in the stability of U.S. currency is moderate across countries, with the highest confidence in countries that use U.S. currency most frequently.**



% Saying 7-10 on a scale of 1-10

Note: Red circles above indicate countries with the top three usage of U.S. currency.

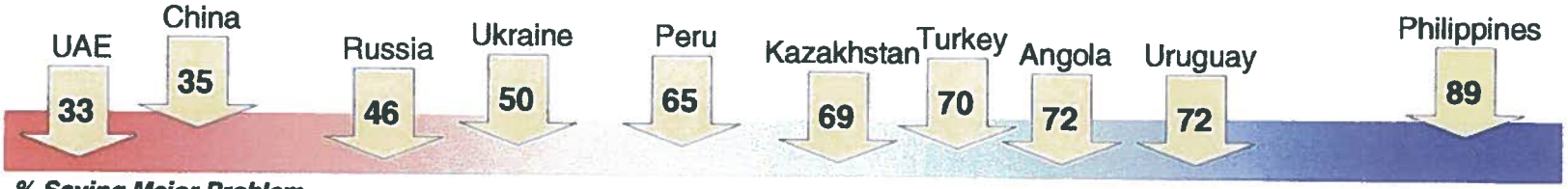
- **The stability of U.S. currency is most important to the economies and people of Kazakhstan, Uruguay, Philippines, and Angola.**



Key Findings

- **Most consumers are not aware of changes to U.S. notes.**
  - ***Among those who are, they learned through TV news programs.***
  - ***Most can recall the addition of color, but not the denominations that were redesigned or specific features.***

- **Counterfeit U.S. currency is perceived to be a major problem in most countries.**



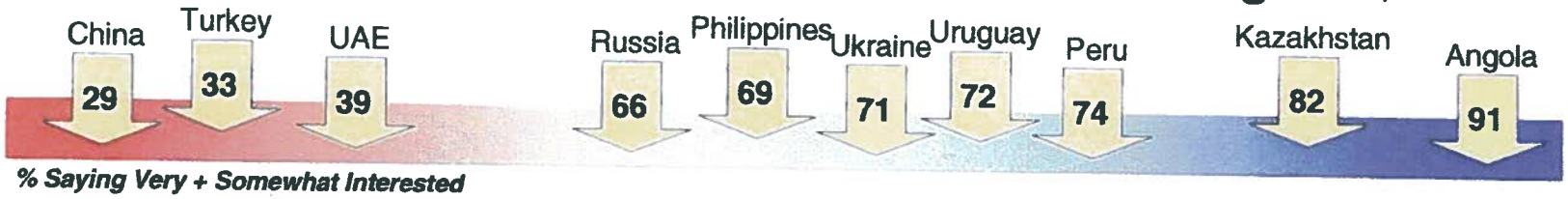
  - ***Citizens in Russia, Ukraine, Kazakhstan, Peru, Uruguay, and Angola think they are likely to receive a counterfeit U.S. note, perhaps because of their frequent use of U.S. currency.***

  - ***But most have never received any counterfeit U.S. notes and few think they could detect a counterfeit note if given one.***
    - Across countries, the look and texture of U.S. notes are most depended upon for authenticating them.



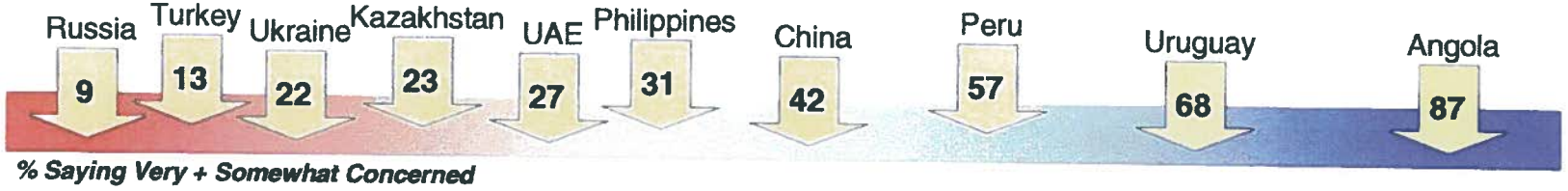
Key Findings

- **Most predict that the $100 note will be redesigned next.**
- **Consumers are interested in learning about the redesigned $100 note.**



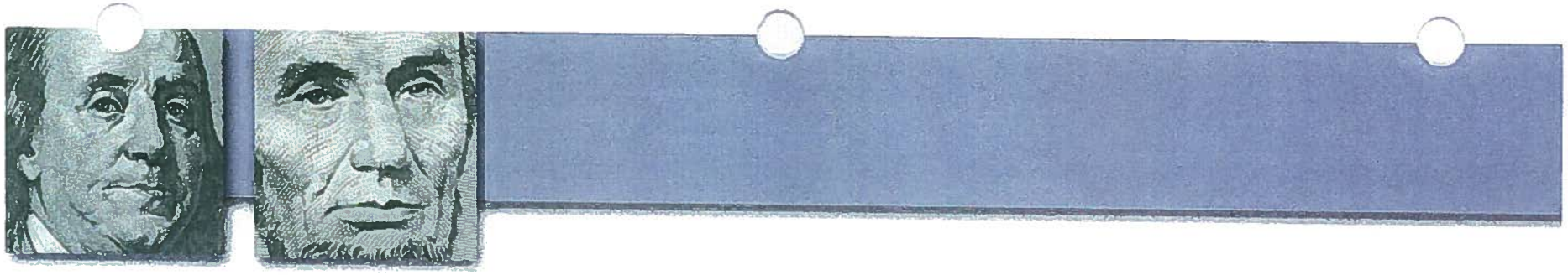
% Saying Very + Somewhat Interested

- **Concerns about the changes are generally low.**



% Saying Very + Somewhat Concerned

- **Across all countries, the best channel to communicate the changes is TV news programs.**
  - ***Local news channels and banks are considered the best representatives to convey the information.***
- **The most important information to communicate are the specific procedures for authenticating U.S. notes.**

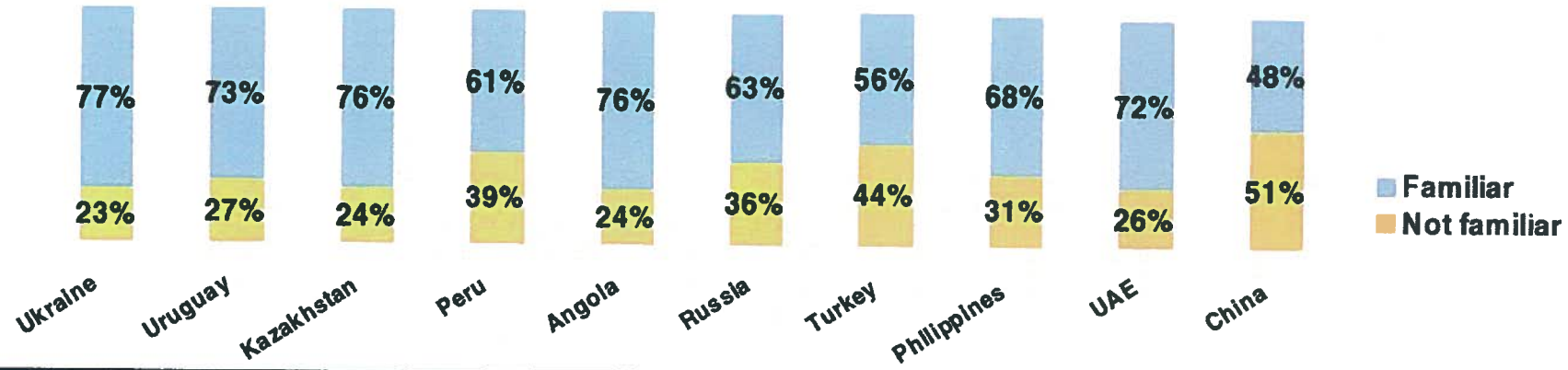


Use of U.S. Currency



Familiarity with U.S. Currency

- **Familiarity with U.S. currency is moderate with most saying they are somewhat familiar.**
  - ***China is the least familiar of the 10 countries possibly because laws limit the amount of U.S. currency Chinese citizens can hold.***



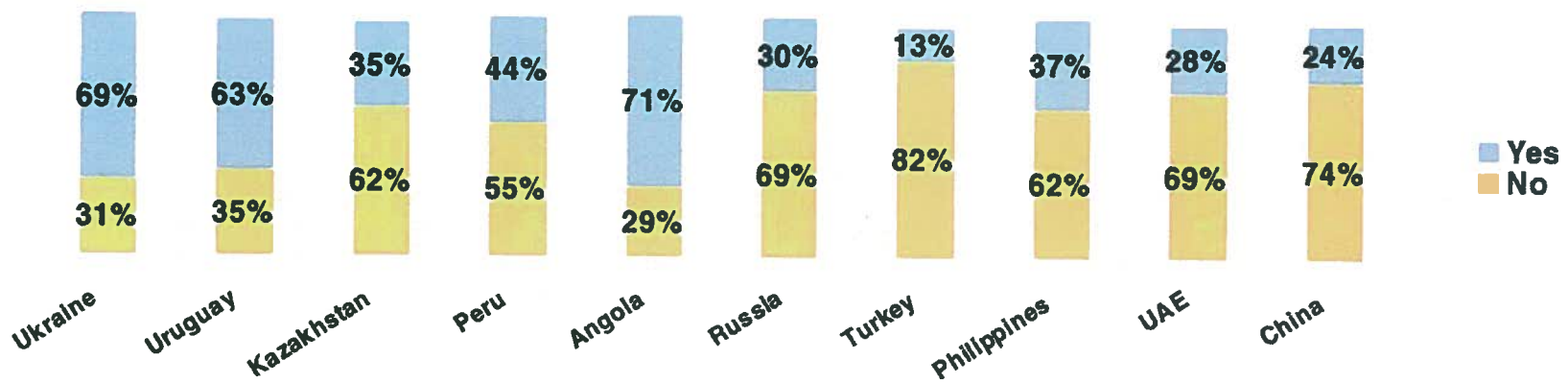
How familiar are you with U.S. currency?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Very familiar	23	32	20	16	21	17	29	40	39	8
Somewhat familiar	54	41	56	45	55	46	27	28	33	40
Not very familiar	19	22	19	30	24	28	15	20	16	29
Not at all familiar	4	5	5	9	0	8	29	11	10	22
Don't know	0	0	0	1	0	0	0	1	2	1



Ownership of U.S. Notes

- **A majority of those in the Ukraine, Uruguay, and Angola own U.S. notes.**
  - ***Most in the other seven countries do not have U.S. currency in their possession.***

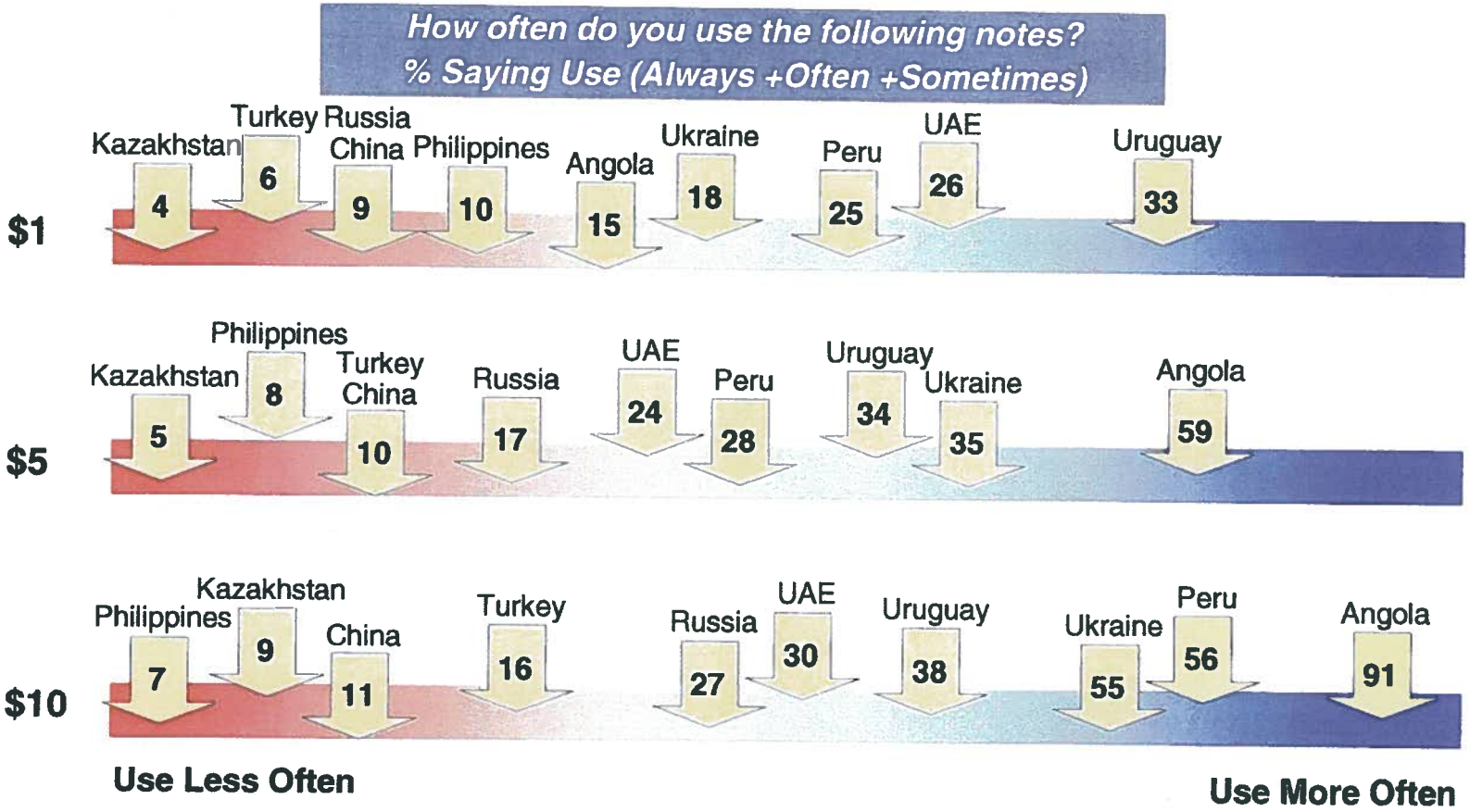
Do you currently own any U.S. notes, including those in your savings?





Frequency in Using U.S. Notes

- **Angola, Ukraine, Peru, and Uruguay use lower denominations of U.S. notes more frequently than others.**

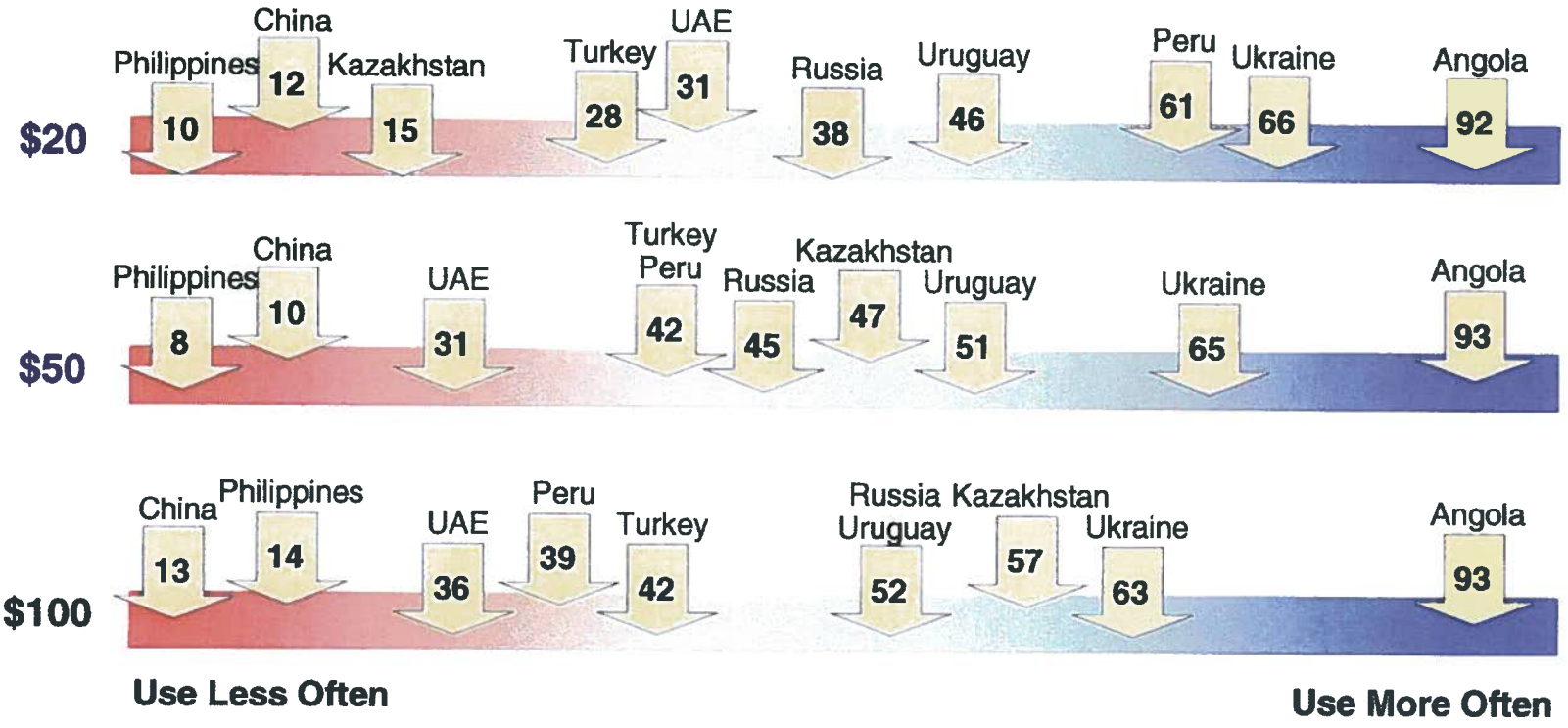




Frequency in Using U.S. Notes

- **But Angola, Ukraine, Peru, Uruguay and Kazakhstan still use large denominations of U.S. notes the most.**

How often do you use the following notes?
% Saying Use (Always +Often +Sometimes)





Personal Uses of U.S. Currency

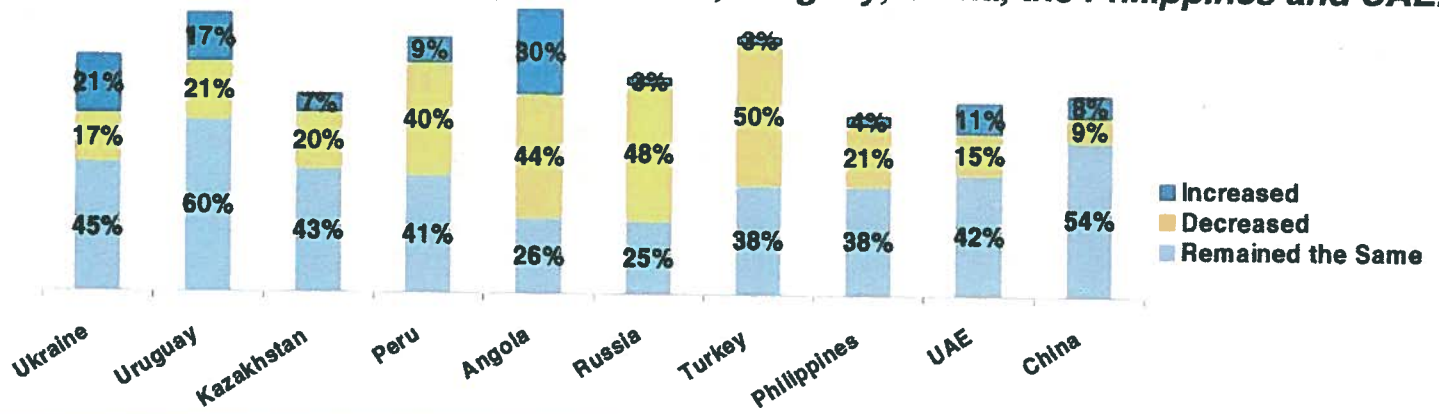
- **U.S. currency is used mostly for savings.**
  - ***Other uses include large purchases especially in those countries that use larger denominations of U.S. notes like the Ukraine, Kazakhstan, Uruguay, and Angola.***
  - ***Although use of U.S. currency is low in the Philippines, when they do use U.S. currency, it is more often for everyday transactions.***
  - ***In Russia and the UAE in particular, U.S. currency is used when traveling to dollarized countries.***

What do you use U.S. currency for? Please tell me all that apply. *Ranked by All Only Responses >3% Shown*	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Savings	67	39	29	26	64	47	39	33	14	14
Large purchases	41	71	39	16	54	15	4	15	4	3
Everyday transactions	9	19	3	31	49	4	12	40	1	18
Business purposes	7	13	9	9	43	10	30	25	13	8
Travel in other countries that use U.S. currency	20	19	8	2	22	32	0	9	40	13
Not used for anything / I do not use U.S. currency	0	0	1	10	0	1	6	0	35	19
Travel in the U.S.	6	0	4	1	5	5	1	4	12	12
When received from others	0	0	0	1	8	1	3	0	0	0
Don't Know / No Response	17	4	33	26	0	23	25	21	4	35



Change in Personal Use of U.S. Currency

- **Use of U.S. currency has either decreased or remained the same in all these countries.**
  - ***Use has remained steady in Ukraine, Kazakhstan, Uruguay, China, the Philippines and UAE.***



Has your use of U.S. currency increased, decreased or remained about the same during the past two years or so? *Ranked by All*	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Remained the same	45	60	43	41	26	25	38	38	42	54
Decreased	17	21	20	40	44	48	50	21	15	9
Increased	21	17	7	9	30	3	3	4	11	8
Don't know	18	1	30	10	0	25	9	37	31	28



Reasons for Personal Decrease in Use

- **Russia, Peru, Turkey, and Angola have experienced a <u>decrease</u> in use of U.S. dollars either because their currency became more stable or because U.S. dollars were perceived as decreasing in value.**

IF USE OF U.S. CURRENCY HAS DECREASED IN PAST TWO YEARS: **Why has your use of U.S. dollars decreased?** ***Ranked by All***	**Peru (N=69)**	**Angola (N=74)**	**Russia (N=74)**	**Turkey (N=77)**
Switched to local currency/local currency is stable	30	70	45	34
Lower value of dollar/exchange rate	46	22	39	40
Switched to Euros/ Euros are worth more/	14	5	14	8
General economic reasons	0	0	0	4
Other	9	3	0	4
Don't know	0	0	3	10



Personal Savings Preferences

- **Citizens in most of the countries *say* they prefer to save in their own country's currency.**
  - ***However, the Ukraine, Uruguay and Angola prefer U.S. currency.***
    - The general population of the Ukraine and Uruguay keep physical U.S. notes as savings whereas those in Angola deposits them in banks.

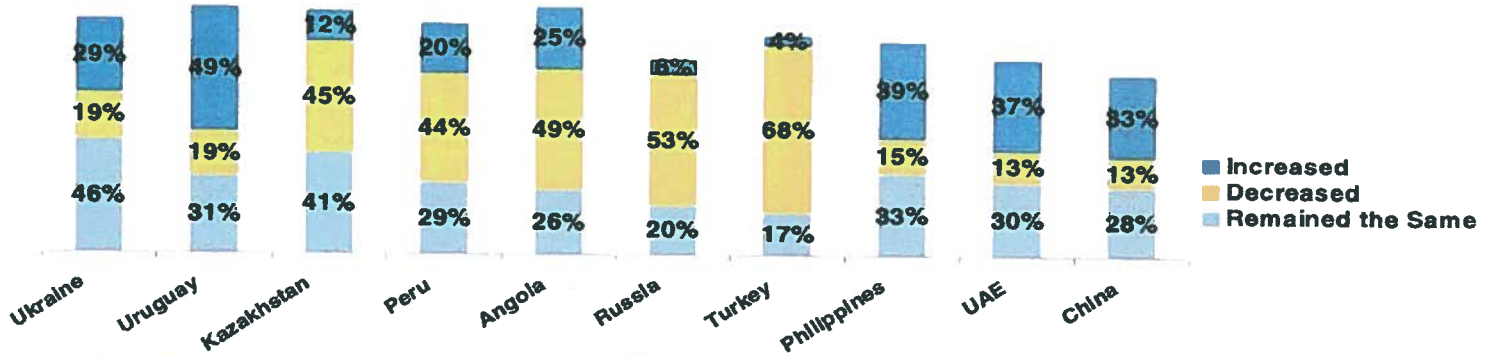
Generally speaking, do you prefer to have your savings in...? *Ranked by All*	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Your country s currency	28	29	60	59	25	68	47	68	63	88
U.S. currency	60	64	31	19	74	13	16	15	12	4
Euros	8	6	7	14	0	14	12	15	9	3
Other	2	0	1	1	1	0	11	0	12	4
Don't know	2	1	1	8	0	5	14	1	3	3

IF PREFER U.S. CURRENCY: Do you deposit your U.S. currency savings in a bank or do you keep U.S. notes? *Ranked by All*	Ukraine (N=90)	Uruguay (N=96)	Angola (N=124)
Keep U.S. notes	81	58	23
Deposit in bank	18	29	77
Don't know	1	13	0



Change in Overall Use of U.S. Currency

- **Perception of the change in usage of U.S. currency varies by country:**
  - ***Increase: Uruguay, China, Philippines, and UAE***
  - ***Decrease: Russia, Kazakhstan, Peru, Turkey, Angola***
  - ***Remained the same: Ukraine***



Do you think that the amount of U.S. currency used in your country has increased, decreased or remained about the same over the last year or two? *Ranked by All*	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Decreased	19	19	45	44	49	53	68	15	13	13
Remained the same	46	31	41	29	26	20	17	33	30	28
Increased	29	49	12	20	25	6	4	39	37	33
Don't know	7	1	2	8	0	21	12	13	20	26



Reasons for Increase in Overall Use

- **Increase in use of U.S. currency nationwide due to a variety of reasons:**
  - ***Uruguay is becoming a more dollarized economy.***
  - ***China is increasing business with markets that use the U.S. dollar.***
  - ***The Philippines has more people receiving U.S. dollars for pay.***
  - ***UAE's currency has lost some stability.***

IF AMOUNT OF U.S. CURRENCY USED HAS INCREASED OVER LAST YEAR OR TWO: Why has the use of U.S. dollars increased in your country? *Ranked by All*	Uruguay (N=73)	Philippines (N=58)	UAE (N=55)	China (N=52)
Local currency unstable	10	26	24	13
Dollarized economy	42	0	2	0
Increased business from/ trade with international markets using the dollar	1	2	5	19
Increased economic development	19	0	5	4
Increase in people/ OFWs working abroad sending US dollars here / More people getting paid in US dollars	0	33	0	0
Greater foreign investment in US dollars	1	3	5	2
Increase in travelers to our country/returning home to our country spending US dollars here	0	14	7	10
High/increasing value	7	3	4	2
Becoming more open to the world / Becoming globalized	0	0	4	8
Disaster relief came in US dollars	0	3	0	0
Increased travel abroad	0	2	0	8
Other	11	2	22	10
Don't Know / No Response	8	12	22	25



Reasons for Decrease in Overall Use

- **Movement away from the U.S. dollar is due to a variety of reasons:**
  - ***Kazakhstan has been using Euros because they are worth more.***
  - ***Peru and Turkey feel the dollar has decreased in value.***
  - ***Angola has switched to their local currency.***
  - ***And Russia is evenly split between these reasons.***

IF AMOUNT OF U.S. CURRENCY USED HAS DECREASED OVER LAST YEAR OR TWO: Why has the use of U.S. dollars decreased in your country? *Ranked by All*	Kazakhstan (N=67)	Peru (N=75)	Angola (N=82)	Russia (N=82)	Turkey (N=104)
Lower value of dollar/exchange rate	34	43	26	33	39
Switched to local currency/local currency is stable	25	27	65	33	34
Switched to Euros/ Euros are worth more/	39	29	10	34	12
Distrust of the US / Poor attitude of the US toward this country	0	0	0	0	4
General economic reasons	0	0	0	0	2
Other	1	0	0	0	3
Don't Know / No Response	0	1	0	0	7



Overall Uses of U.S. Currency

- U.S. dollars are mostly used by tourists that visit each of the 10 countries.
- Additionally those in the Ukraine, Kazakhstan, Angola and Russia use U.S. currency for savings.
- Peru and Angola use U.S. dollars for large purchases, whereas members of the former Soviet Union use them for transactions across borders.
- China, Philippines, Turkey, and UAE mostly use U.S. notes in business transactions, which explains the low personal usage in these countries.

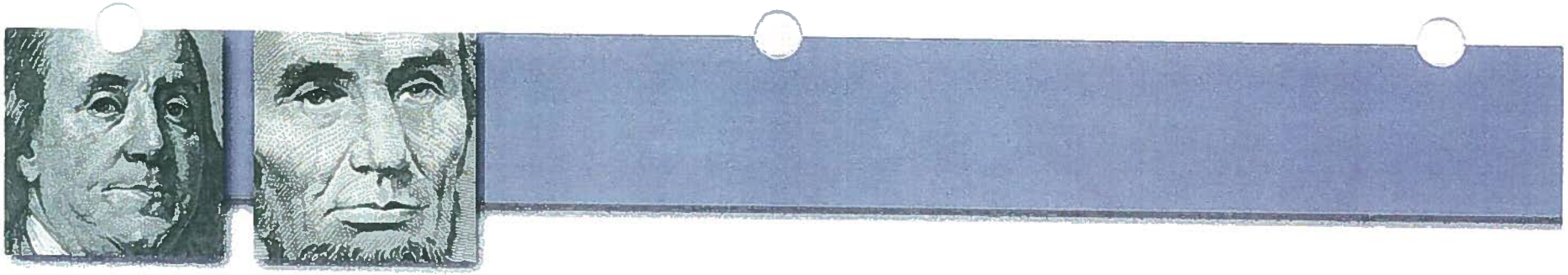
Please see following slide for additional corresponding data chart



Overall Uses of U.S. Currency

Which of the following would you say are ways U.S, dollars are often used in your country? *Ranked by All*	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Used by tourists and travelers	41	81	13	43	57	46	68	49	55	38
Consumer use for saving	53	45	37	28	66	45	36	13	22	26
Transactions between businesses or financial institutions	28	9	22	22	43	35	52	59	51	36
Consumer use for large purchases	27	45	16	34	72	17	25	21	12	8
Transactions across borders with neighboring countries	41	8	33	7	17	47	42	41	22	21
Consumer use for every day transactions	33	45	10	23	49	26	11	31	8	13
Illegal activities	20	3	5	1	24	19	12	6	5	4
Buying/selling goods in general	0	0	0	0	0	0	3	0	2	0
Other	0	0	0	0	0	0	1	0	5	2
Don't know	1	3	2	9	0	3	2	2	8	18

Key Findings associated with this chart on previous slide



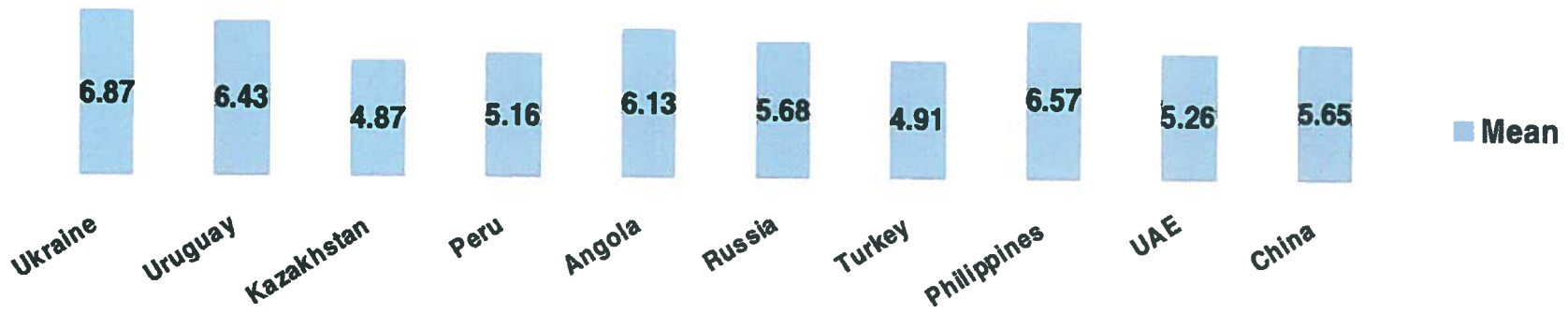
Attitudes toward U.S. Currency



Confidence in U.S. Currency

- **On average, confidence in U.S. currency is moderate.**
  - ***The highest level of confidence seems linked to those countries that use U.S. currency most frequently or for everyday transactions.***

Using a scale of 1 to 10 where 1 means no confidence at all and 10 means a great deal of confidence, how much confidence would you say you have in the stability of U.S. currency?



Please see following slide for additional corresponding data chart



Confidence in U.S. Currency

Using a scale of 1 to 10 where 1 means no confidence at all and 10 means a great deal of confidence, how much confidence would you say you have in the stability of U.S. currency?	Ukraine	Uruguay	Kazak -hstan	Peru	Angola	Russia	Turkey	Philip -pines	UAE	China
1 – No confidence at all	2	1	16	7	4	4	22	4	13	10
2	5	2	3	6	6	8	5	2	2	3
3	1	3	13	7	4	7	6	3	5	2
4	7	5	7	15	5	11	10	7	7	4
5	9	22	27	24	26	13	14	19	23	23
6	9	14	8	10	16	17	10	11	12	10
7	19	17	10	13	11	16	11	16	7	13
8	27	26	7	13	6	14	9	15	7	14
9	15	3	5	2	7	5	8	7	2	1
10 – A great deal of confidence	6	5	4	2	16	5	5	15	9	6
% saying 7 - 10	67	51	26	30	40	40	33	53	25	34
Don't know	0	3	0	1	0	0	1	0	14	14

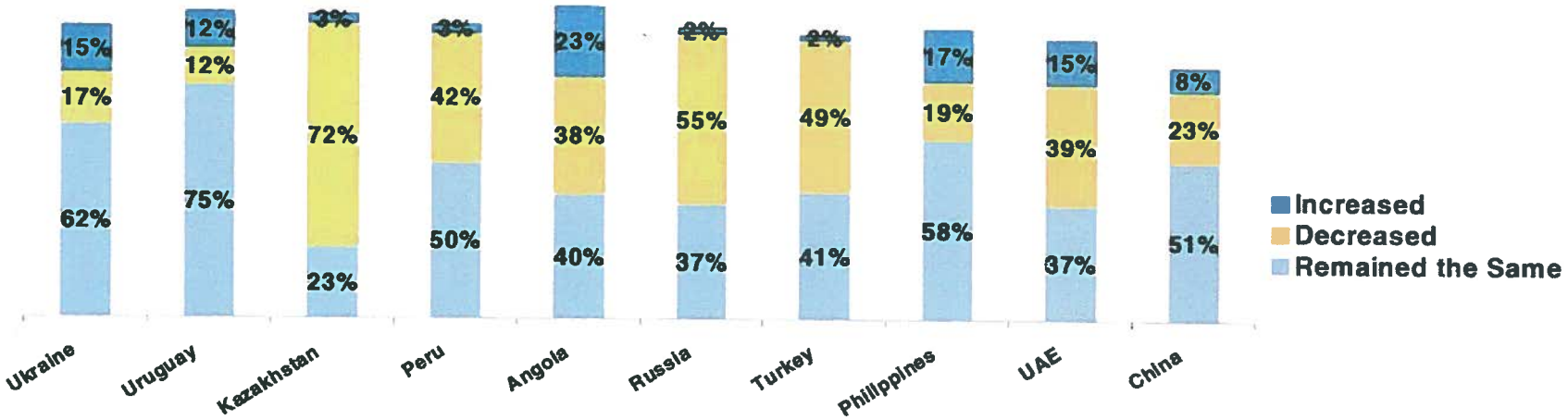
Key Findings associated with this chart on previous slide



Change in Confidence in U.S. Currency

- **Similar to usage of U.S. currency, confidence levels have either decreased or remained the same.**
  - ***Citizens of Russia, Kazakhstan, and Turkey say their confidence in U.S. dollars has decreased.***
    - Russia's change in confidence is also reflected in our research where 51% were confident in U.S. currency following the $50 launch.
  - ***Whereas those in the Ukraine, Peru, Uruguay, China, and the Philippines have similar confidence as a year ago.***

Would you say your confidence in the stability of U.S. currency has increased, decreased or remained about the same during the past year or so?



Please see following slide for additional corresponding data chart



Change in Confidence in U.S. Currency

Would you say your confidence in the stability of U.S. currency has increased, decreased or remained about the same during the past year or so?	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Remained about the same	62	75	23	50	40	37	41	58	37	51
Decreased	17	12	72	42	38	55	49	19	39	23
Increased	15	12	3	3	23	2	2	17	15	8
Don't know	6	1	2	5	0	6	8	5	9	18

Key Findings associated with this chart on previous slide



Reasons for Decrease in Confidence

- **Those whose confidence has decreased attribute it to the change in the value of the dollar.**

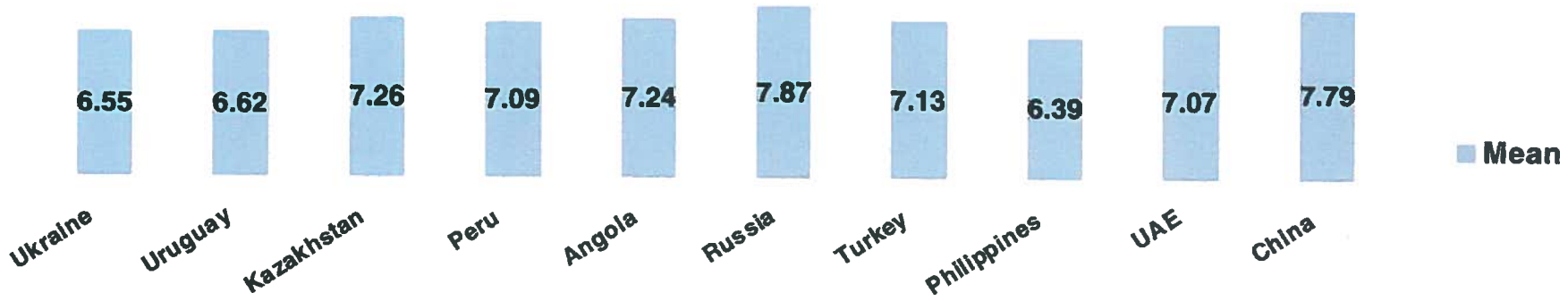
IF CONFIDENCE HAS DECREASED DURING PAST YEAR: Why is that? ***Ranked by All***	Kazakhstan (N=108)	Peru (N=72)	Angola (N=63)	Russia (N=86)	Turkey (N=76)	UAE (N=58)
Change in exchange rate/value of dollar	87	89	86	86	72	48
State of U.S. economy	16	7	16	13	14	33
War in Iraq	11	1	24	19	36	21
State of global economy	3	8	37	13	28	16
Counterfeiting	2	10	40	7	3	3
Terrorism/War on terrorism	1	0	19	5	7	10
U.S. national debt	1	4	2	1	1	10
Other	0	3	5	0	8	17
Don't know	0	0	0	0	3	3



Confidence in Home Currency

- **Confidence in one's own currency is high.**
  - ***Russia and China experience the highest levels.***
    - Russia's confidence in the Ruble has increased greatly since October 2004 (52%).

Using a scale of 1 to 10 where 1 means no confidence at all and 10 means a great deal of confidence, how much confidence would you say you have in the stability of your own country's currency?



Please see following slide for additional corresponding data chart



Confidence in Home Currency

Using a scale of 1 to 10 where 1 means no confidence at all and 10 means a great deal of confidence, how much confidence would you say you have in the stability of your own country's currency?	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
1 – No confidence at all	1	3	5	1	3	1	7	3	6	3
2	1	1	2	1	2	1	0	1	1	1
3	5	6	5	2	2	0	2	7	5	2
4	4	9	1	2	4	1	3	6	1	1
5	17	17	16	22	16	3	11	27	15	8
6	18	6	3	11	8	7	12	11	10	8
7	21	18	13	17	12	19	12	13	9	9
8	23	19	13	23	15	35	18	11	15	25
9	7	9	17	10	14	21	19	8	7	11
10 – A great deal of confidence	4	11	25	13	23	12	16	14	27	29
% saying 7 – 10	55	57	68	63	64	87	65	46	58	74
Don't know	0	2	1	0	1	0	0	0	4	3

Key Findings associated with this chart on previous slide



Confidence in U.S. vs. Home Currency

- **Confidence in one's own currency is much higher than in U.S. currency.**
  - ***Kazakhstan, Turkey, Russia, and China have the largest gaps in confidence levels.***

Using a scale of 1 to 10 where 1 means no confidence at all and 10 means a great deal of confidence, how much confidence would you say you have in the stability of U.S. currency / your own country's currency?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Mean Confidence in U.S.	6.87	6.43	4.87	5.16	6.13	5.68	4.91	6.57	5.26	5.65
Mean Confidence in Home Country	6.55	6.62	7.26	7.09	7.24	7.87	7.13	6.39	7.07	7.79
U.S Advantage (Confidence in U.S. – Home)	+0.32	-0.19	-2.39	-1.93	-1.11	-2.19	-2.22	+0.18	-1.81	-2.14



Importance of Stability of U.S. Currency

- **The stability of U.S. currency is seen as most important to both the economy and the people of Kazakhstan, Uruguay, Philippines, and Angola.**
  - ***Citizens of UAE feel it is important only to their economy, possibly because their tourism industry receives visitors from dollarized countries.***

How important do you think the stability of U.S. currency is to the economy of your country?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Very important	35	93	55	39	45	21	31	55	49	39
Somewhat important	52	6	37	44	42	48	51	32	33	39
Not very important	8	0	5	9	12	23	8	10	7	9
Not at all important	2	0	1	3	1	5	10	3	7	4
Don't know	3	1	1	4	1	2	0	0	4	9

Please see following slide for additional corresponding data chart



Importance of Stability of U.S. Currency

How important is the stability of U.S. currency to you personally?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Very important	35	71	46	23	41	14	25	41	31	11
Somewhat important	37	19	31	43	48	36	31	33	30	29
Not very important	23	9	14	17	11	26	21	21	18	31
Not at all important	5	2	8	15	0	23	23	6	19	24
Don't know	0	0	1	2	0	0	0	0	2	4

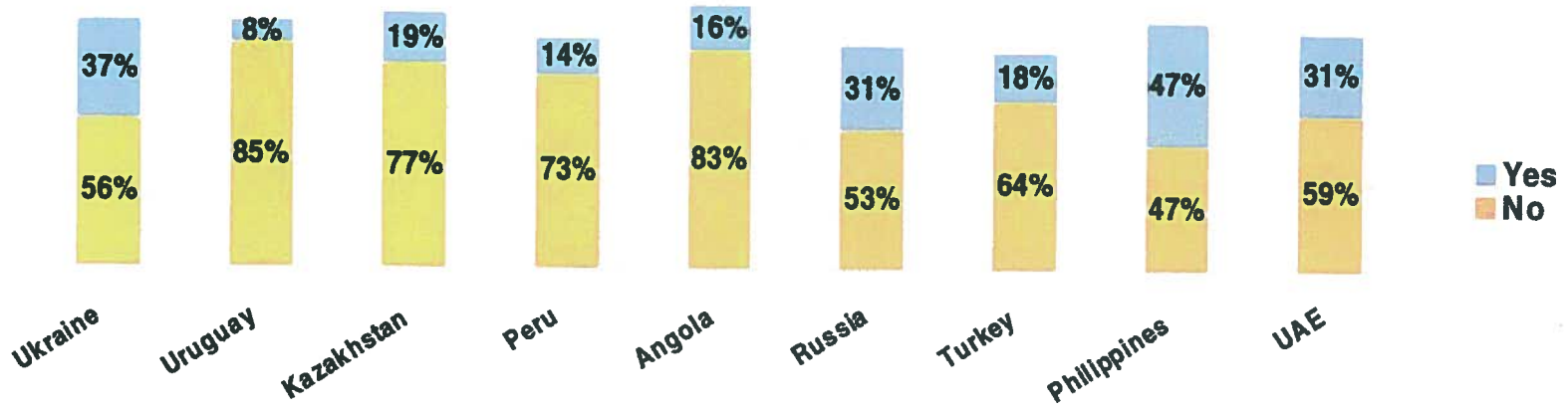
Key Findings associated with this chart on previous slide



Activities Causing Destabilization of Home Currency

- **Most said there has been no recent political or economic activity that caused them to question the stability of their currency.**
  - ***Not surprising given the high level of confidence.***
  - ***Since the Philippines had the lowest level of confidence, it makes sense that they are split on this question.***

*Has there been any recent economic or political activity in your country that has caused you to question the stability of your country's currency or rely more on U.S. currency because of its stable value?**



Please see following slide for additional corresponding data chart

* This question was not asked in China.

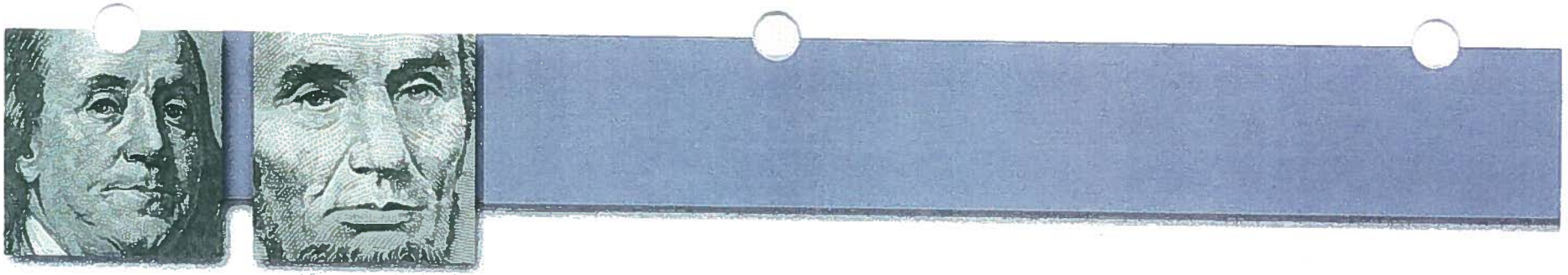


Activities Causing Destabilization of Home Currency

Has there been any recent economic or political activity in your country that has caused you to question the stability of your country's currency or rely more on U.S. currency because of its stable value?*	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE
Yes	37	8	19	14	16	31	18	47	31
No	56	85	77	73	83	53	64	47	59
Don't Know	7	7	3	13	1	16	18	6	9

Key Findings associated with this chart on previous slide

** This question was not asked in China.*

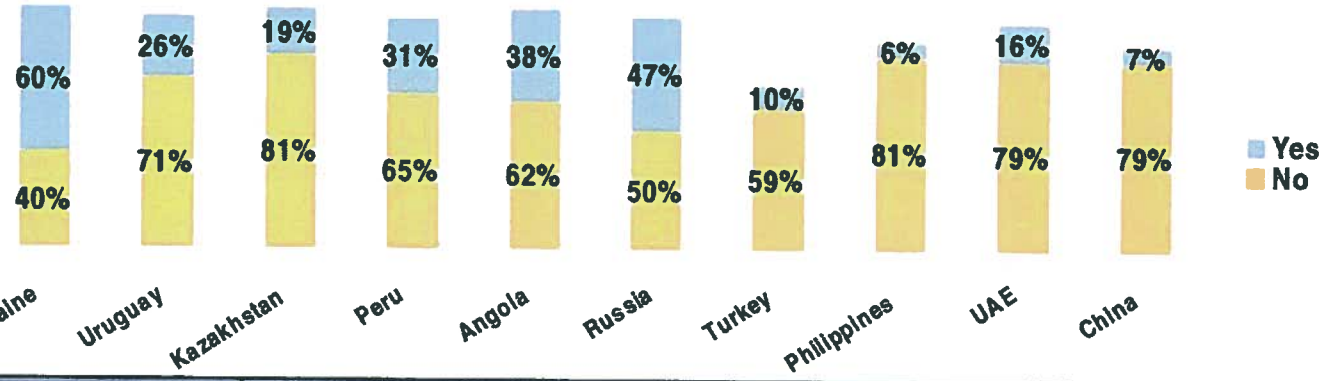


Awareness of Security Features



Awareness of Redesigned U.S. Notes

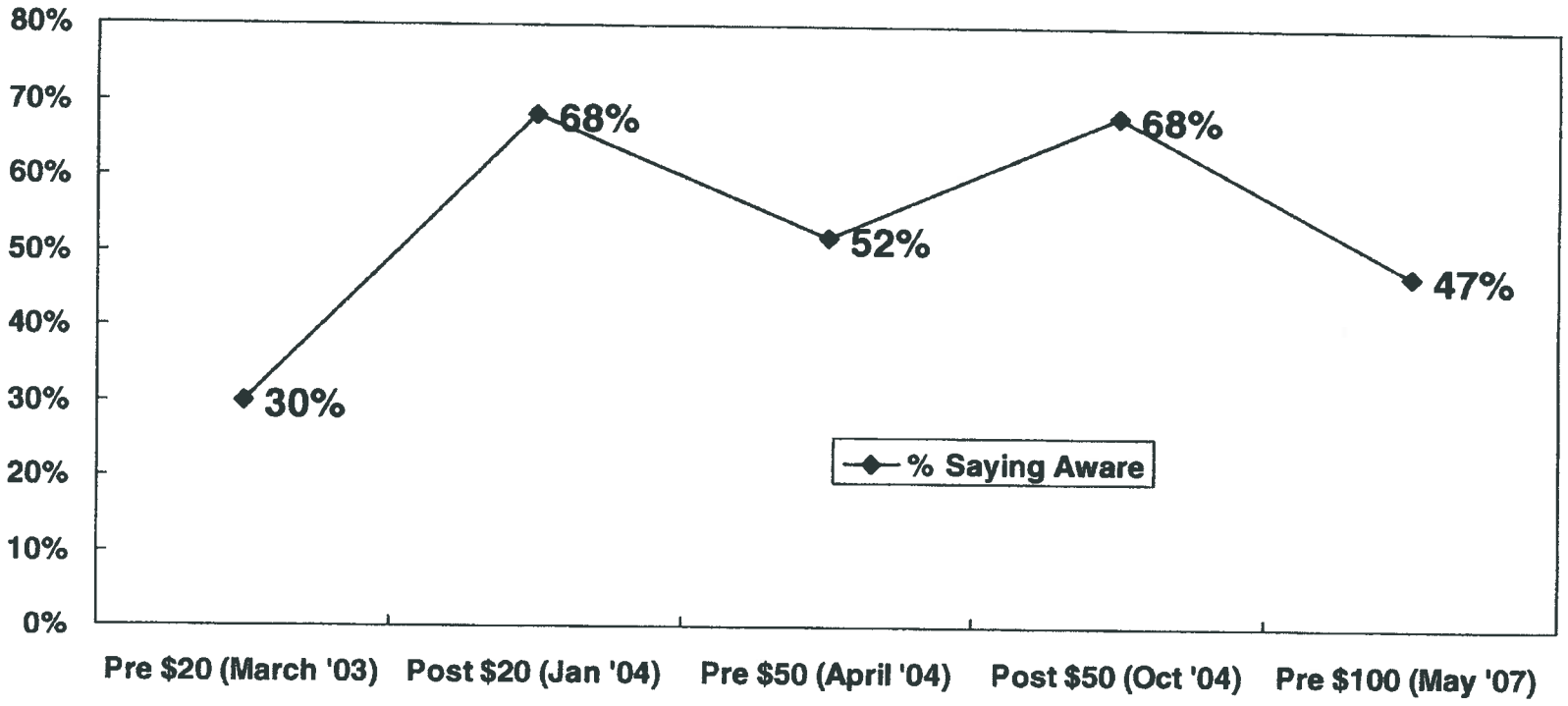
- **Number of citizens recalling seeing or hearing about previous changes to U.S. notes…**
  - ***six out of ten Ukrainians***
  - ***approximately half of Russians***
  - ***about four out of ten Angolans***
  - ***over three of ten Peruvians***
- **Awareness is lower in the other countries.**



Have you seen or heard anything about recent or upcoming changes to the design of some U.S. notes?	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Yes	60	26	19	31	38	47	10	6	16	7
No	40	71	81	65	62	50	59	81	79	79
Don't know	0	3	1	3	0	3	31	13	5	14

Awareness of Redesigned U.S. Notes
Russia Drill Down

- **Russia's recall of the past program has dwindled since the post $50 launch (68% awareness).**
  - ***However this is typical given the lengthy break since the last communication effort.***
    - The graph below shows how awareness levels fluctuated during the past program.





Means of Learning about Redesigned Notes

- **TV news programs are the most frequently mentioned method of learning about the changes.**

IF AWARE OF RECENT CHANGES TO U.S. NOTES: Where have you heard about changes being made to the design of some U.S. notes? Please choose all that apply. *Ranked by All*	Ukraine (N=90)	Peru (N=54)	Angola (N=64)	Russia (N=73)
On TV	54	81	75	78
In a newspaper	10	20	45	8
From a friend, neighbor or colleague	11	4	59	16
In a bank	19	11	23	21
On the Internet	19	2	25	11
On the radio	8	13	45	5
At a currency exchange point	8	17	19	21
Have seen/used new currency	23	2	22	4
In a magazine	4	2	27	3
On outdoor billboards or posters	2	2	0	3
Other	0	0	2	0
Don't know	0	4	0	0



Knowledge of Redesigned Notes

- **The most recalled change is the addition of color.**
  - ***Many also noted anti-counterfeiting features being added.***
  - ***Others in Ukraine and Angola recall specifically the redesigned $20 and $50 notes.***

IF AWARE OF RECENT CHANGES TO U.S. NOTES: What have you seen or heard? *Ranked by All*	Ukraine (N=90)	Peru (N=54)	Angola (N=64)	Russia (N=73)
Color has been/ will be added	50	31	63	58
Anti-Counterfeiting features have been/will be added	31	35	42	49
New $20 U.S. notes were introduced	42	11	70	23
New $50 U.S. notes were introduced	30	2	69	21
New $100 U.S. notes will be introduced	21	17	39	4
New $10 U.S. notes were introduced	32	4	28	19
Just that changes are coming	10	17	17	14
Other	2	0	3	0
Don't know	0	4	0	3



Awareness of Redesigned Denominations

- **Most don't know specifically which denominations were redesigned.**
  - ***Those who could name denominations cited $20, $50, and $100 notes, possibly because of their frequent use in those countries.***

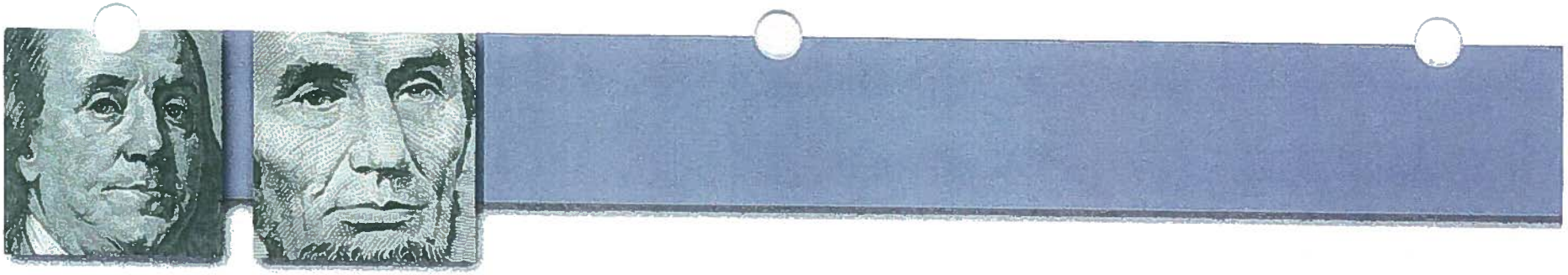
Which denominations of U.S. currency are you aware of that have been redesigned in the past few years?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
$1	2	2	0	0	6	2	1	4	3	1
$5	4	6	0	1	6	3	1	3	3	2
$10	31	14	1	2	43	15	2	7	5	3
$20	41	15	7	22	67	25	6	7	8	3
$50	31	9	7	11	69	30	5	3	3	2
$100	18	19	9	22	25	12	4	8	12	8
Don't know	44	67	85	56	16	59	86	83	79	88



New Features of Redesigned Notes

- **Most can't pinpoint a specific new feature of the redesigned notes.**
  - ***Of those that could, color again ranks at the top.***

Please name or describe any new features of the new U.S. $10, $20, or $50 notes that you can think of. *Ranked by All*	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Color	39	22	6	16	41	25	38	25	12	18
Texture or feel of the paper	17	19	1	20	17	8	23	13	11	20
Portrait	29	5	3	8	17	14	23	9	9	20
Security thread, or plastic strip, that is in the paper and runs up and down one side of the note	6	5	3	15	4	7	7	3	9	10
Watermark or the "hidden portrait" that is visible when you hold the note up to the light	11	3	3	5	6	12	8	3	8	9
Fibers in paper	11	0	1	5	4	5	3	6	7	6
Changing color ink in the number of the denomination in the lower right hand corner of the note	5	1	1	3	8	4	4	1	5	9
Smell	2	1	0	2	2	0	1	1	2	1
Other	3	2	0	0	1	0	3	0	1	0
Don't know	43	66	87	40	20	62	44	57	63	51

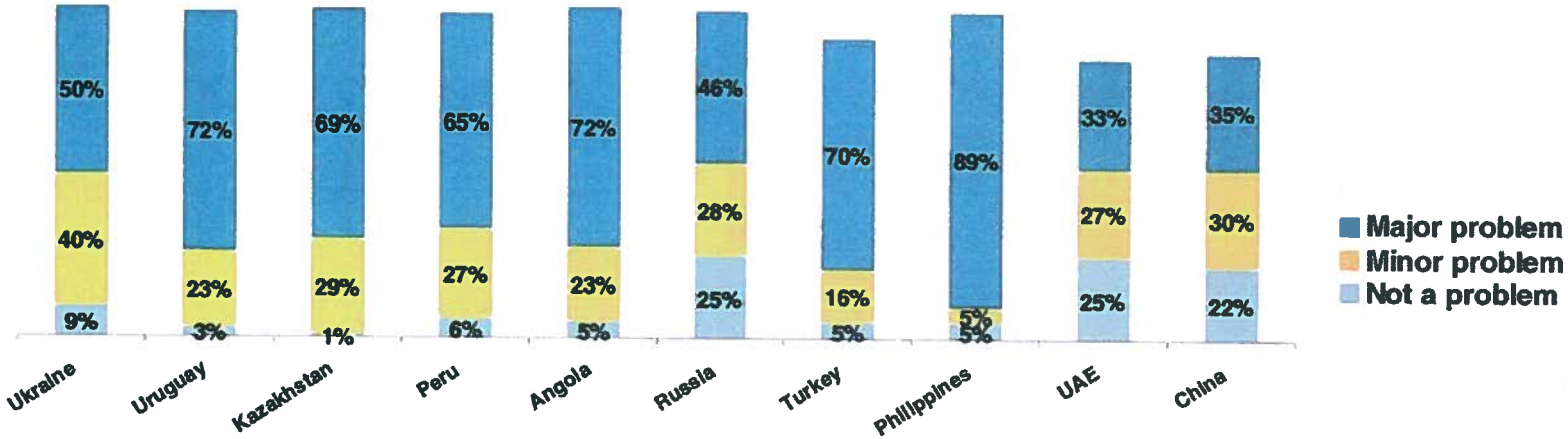


Concerns About Counterfeiting



Perception of Counterfeiting Problem

- **Counterfeiting of U.S. currency is seen as a major problem by a majority in six of these 10 countries.**

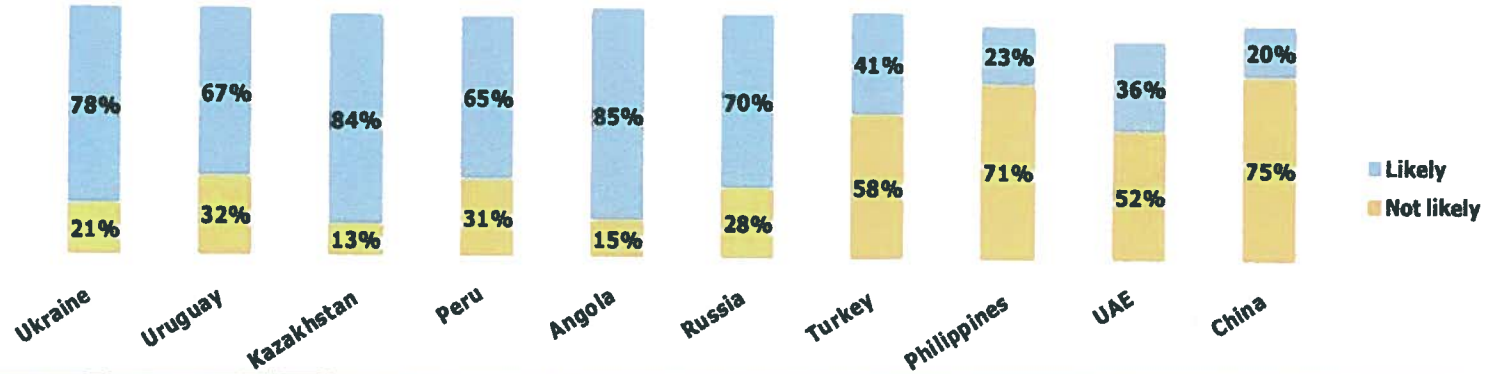


Do you think the amount of counterfeit U.S. currency in your country is a major problem, minor problem or not a problem?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Major problem	50	72	69	65	72	46	70	89	33	35
Minor problem	40	23	29	27	23	28	16	5	27	30
Not a problem	9	3	1	6	5	25	5	5	25	22
Don't know	1	1	1	2	0	1	8	1	15	13



Likelihood of Receiving Counterfeit Notes

- **Members of the general population in Russia, Ukraine, Kazakhstan, Peru, Uruguay, and especially Angola think it is likely they will get a counterfeit U.S. note, perhaps because they use U.S. currency the most.**



How likely do you think it is that you might be given a counterfeit U.S. note?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Very likely	25	35	37	23	60	33	8	12	12	4
Somewhat likely	53	32	47	42	25	37	33	11	24	16
Not very likely	21	21	13	19	13	28	25	16	19	32
Not at all likely	0	11	0	12	2	0	33	55	33	43
Don't know	1	1	3	5	0	1	0	7	12	6



Receiving and Detecting Counterfeit Notes

- **Although perceiving counterfeiting as a major problem, many have never been given a counterfeit note.**
  - ***If given one, most feel they could not detect a fake.***
    - Angola is the exception with over half feeling they could authenticate a note.

Have you ever been given a counterfeit U.S. note?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Yes	26	13	18	24	39	15	9	2	9	4
No	70	87	82	76	49	79	75	94	88	94
Don't know	4	1	0	1	12	6	16	4	3	1

If you were given a counterfeit U.S. note, do you think you would be able to detect that it was fake?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Yes	48	9	26	37	59	18	28	27	23	17
No	47	83	73	59	38	69	50	66	65	74
Don't know	5	9	1	3	2	13	22	7	12	9



Frequency of Checking Notes

- **Those in Russia, Ukraine, Kazakhstan, Peru, Uruguay, Philippines, and Angola claim to authenticate U.S. notes when they receive them.**
  - ***More than half in Uruguay say they always check, and at least half in Ukraine, Peru, Philippines and Angola check always or often.***

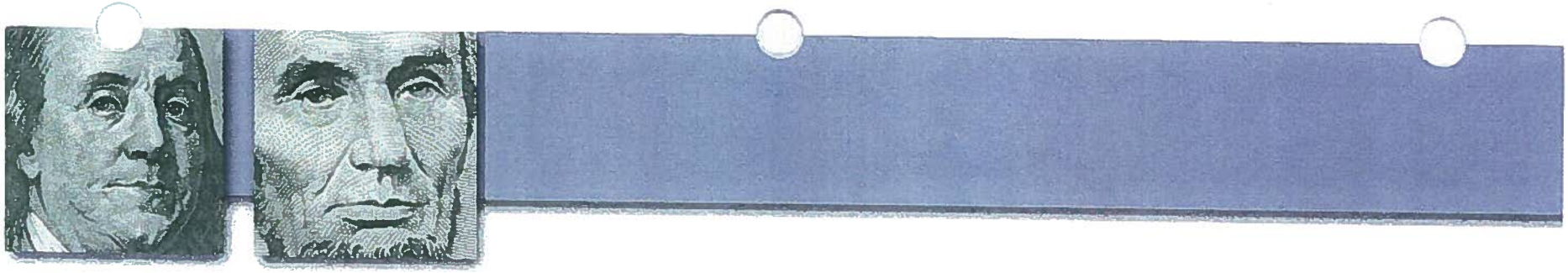
Generally speaking, thinking about when you receive U.S. notes, how often would you say you check them to make sure they are not counterfeit?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Check (Always + Often + Sometimes)	60	91	54	74	76	57	49	70	36	42
Always	31	53	32	35	33	23	22	32	21	13
Often	19	26	9	19	20	15	6	22	8	16
Sometimes	10	12	13	20	23	19	21	16	7	13
Not check (Rarely + Never)	21	5	16	17	23	22	51	26	54	46
Rarely	11	5	11	12	19	15	13	12	13	18
Never	10	0	5	5	4	7	38	14	41	28
Don't know	19	4	29	9	1	21	0	4	11	14



Features Used to Check for Counterfeits

- **Sight and touch are the features citizens in these countries would use to find a counterfeit note.**

Which of the following features are you most likely to use to make sure that a U.S. note is not counterfeit? ***Ranked by All***	Ukraine	Uruguay	Kazakh-stan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Feel/texture	20	54	25	29	18	10	25	17	19	38
Look	27	17	14	9	25	27	31	28	7	14
Watermark or the faint image of the portrait that is visible when you hold the note up to the light	17	8	23	13	20	6	14	15	16	12
Security thread, or plastic strip, that is in the paper and runs up and down one side of the note	5	5	5	16	12	15	5	14	17	3
Color shifting ink in the number of the denomination in the lower right hand corner of the note (changes from copper to green when tilted)	0	3	0	5	15	13	2	11	4	9
Portrait/face/ large picture	5	3	3	7	6	3	0	5	7	6
Color of background	1	2	1	6	1	1	0	3	4	1
Use a machine/ currency detector	1	1	0	0	0	0	1	0	0	3
Have it checked by the bank/someone who would know	0	0	0	0	0	0	3	0	1	3
Other	3	1	0	0	1	1	1	0	1	1
Don't know	21	7	31	15	2	23	20	7	25	10



Interest Level



Denomination to be Redesigned Next

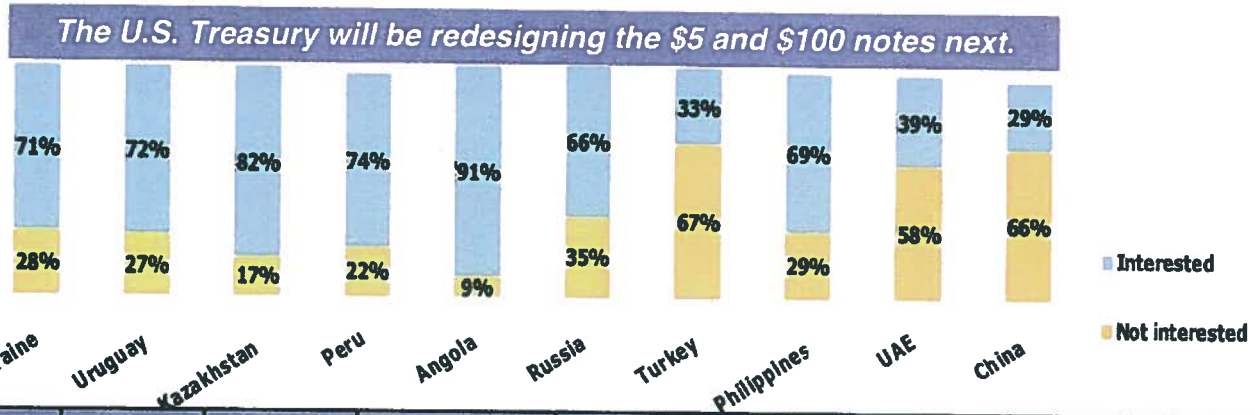
- **Most predict that the $100 note will be redesigned next over the $5 note, possibly because of the low presence of $5 notes in these countries.**

What denomination, that is, which U.S. note do you think will be redesigned next?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
$5	22	2	17	7	23	11	1	11	9	13
$100	45	2	26	42	66	59	10	27	38	38
None of the above	23	1	47	17	13	5	18	20	6	13
Don't know	17	95	13	37	18	28	72	44	49	41



Interest in Learning about New $100 Note

- **Most are interested in learning about changes to the $100 note, especially Angolans.**
  - ***Only those in China, Turkey, and UAE are uninterested because of low personal use of U.S. currency.***

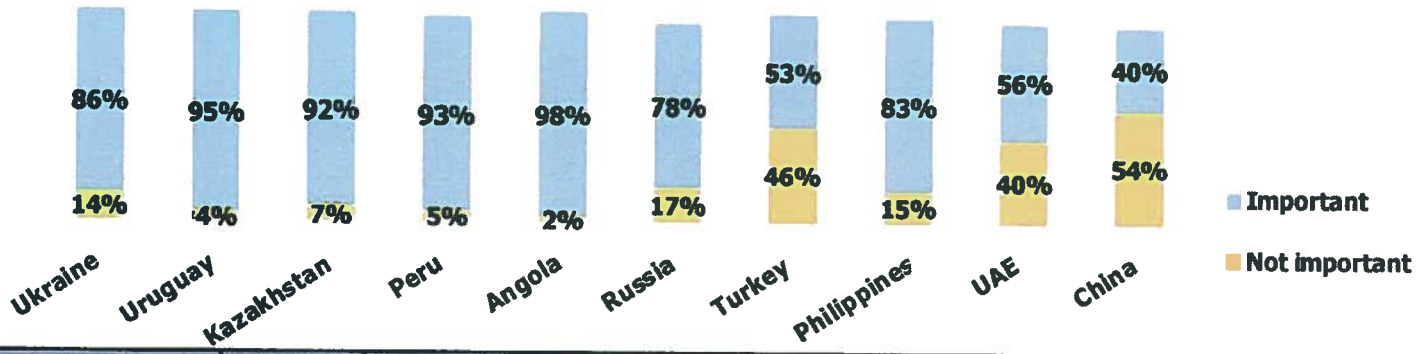


How interested are you in reading or hearing about the redesigned $100 notes on television, in magazines, in newspapers, or online?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Very interested	32	51	43	39	70	21	6	47	18	4
Somewhat interested	39	21	39	35	21	45	27	22	21	25
Not very interested	19	20	10	14	8	26	28	16	21	32
Not at all interested	9	7	7	8	1	9	39	13	37	34
Don't know	1	1	0	5	0	0	0	1	3	5



Importance of Learning about New $100 Note

- **The importance of learning about the new $100 parallels interest levels.**
  - ***Those in China, Turkey, and UAE feel it is much less important to learn about the changes than the other 7 countries.***

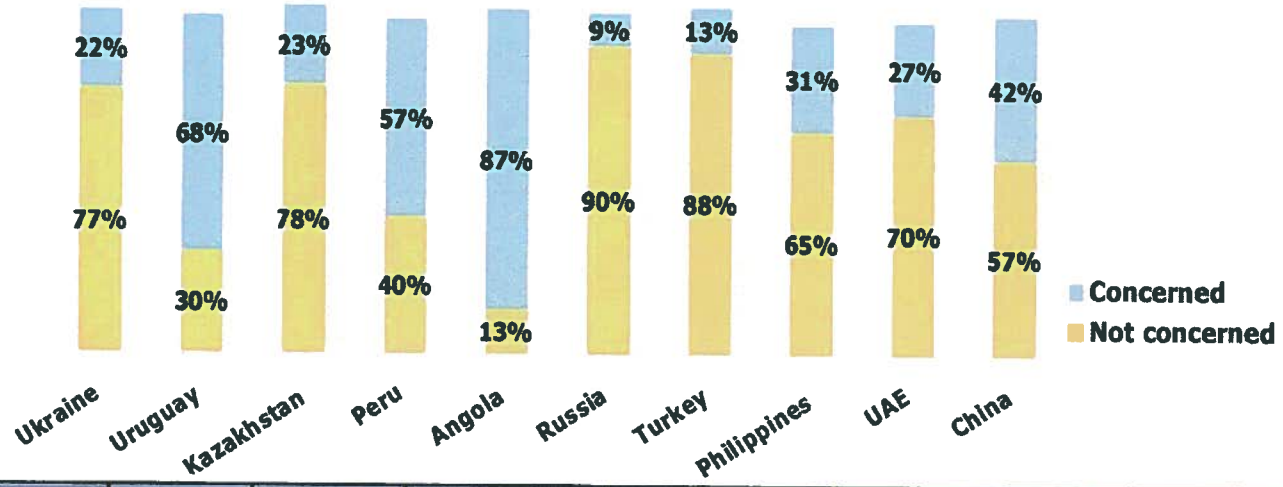


How important do you think it is for people of your country to learn about the redesigned $100 notes?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Very important	21	67	61	65	74	17	19	63	36	14
Somewhat important	65	28	31	28	24	61	34	20	20	26
Not very important	12	3	5	3	2	14	15	10	15	35
Not at all important	2	1	2	2	0	3	31	5	25	19
Don't know	0	1	1	2	0	5	0	3	3	6



Concern about New $100 Note

- **Concern about the changes is low in most countries.**
  - ***However Peru, Uruguay and especially Angola have high levels of concern.***



How concerned are you that changes are being made to the design of $100 U.S. notes?	Ukraine	Uruguay	Kazakhstan	Peru	Angola	Russia	Turkey	Philippines	UAE	China
Very concerned	1	35	6	13	55	1	3	11	12	11
Somewhat concerned	21	33	17	44	32	8	10	20	15	31
Not very concerned	43	18	41	29	11	54	34	32	21	28
Not at all concerned	34	12	37	11	2	36	54	33	49	29
Don't know	1	1	0	2	0	1	0	3	3	1



Reasons for Concern with New $100 Note

- **The high levels of concern in Peru, Uruguay, China and Angola mostly stem from the impression that old notes will be worth less once the redesigned notes are issued.**
  - ***Additionally Uruguayans feel this may open the door for more counterfeit notes.***

IF CONCERNED ABOUT CHANGES: What are you most concerned about? *Ranked by All*	Uruguay (N=103)	Peru (N=99)	Angola (N=145)	China (N=67)
Old notes will be worth less than new notes	24	33	31	18
There will be more fakes, forgeries, counterfeits	37	10	15	15
Old notes will no longer be accepted	17	14	6	10
There will be long lines to exchange or turn in old notes	3	7	21	7
Too many versions will cause confusion	6	21	4	15
There will be insufficient supply of new notes	3	2	22	9
Banks will charge a fee to exchange old notes	1	4	1	7
Other	0	0	1	10
Don't know	9	8	0	7



Out With the Old, In With the New

- **Consistent with their fear that old notes will lose value, those in the Philippines, Uruguay, and Angola think they will need to exchange the old notes for new ones.**
  - ***It is interesting to note Russians are not as concerned about this issue as they were in the past, suggesting effective education efforts in the last program***

When newly designed U.S. $100 notes are issued, will you have to exchange older notes for newer ones in order to get full value, or will older notes maintain their full value indefinitely?	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Will have to exchange old for new	9	55	17	38	58	4	40	63	37	27
Old notes will keep their value	86	24	80	41	34	90	22	29	42	54
Don't know	5	21	3	20	8	6	38	9	21	19

When newly designed U.S. $100 notes are issued, how likely are you to take any old U.S. $100 notes you may have to be exchanged for new ones? Will you …?	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Definitely exchange old notes for new	11	45	37	32	40	10	41	49	41	19
Probably exchange old notes for new	43	26	39	27	51	38	36	28	21	23
Probably not exchange old notes for new	33	19	19	16	6	12	13	11	14	17
Definitely not exchange old notes for new	10	3	3	5	1	17	10	5	9	33
Don't know	2	7	3	20	2	22	0	7	16	9



Best Means to Communicate Changes

- **TV news programs are by far the favored means of communicating changes to citizens of these 10 countries.**

Which of the following do you think would be the best way to inform you about the changes being made to U.S. currency? ***Ranked by All***	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
TV news programs	59	77	50	49	43	59	44	79	20	23
Advertisements on TV	7	13	11	25	35	14	12	9	13	9
Newspaper articles	8	1	17	1	2	8	5	2	18	9
Brochures or leaflets available at banks or exchange points	10	0	3	6	2	7	15	3	5	11
Ads in newspapers	3	3	6	4	1	1	10	3	17	7
A website on the Internet	2	1	1	2	1	4	9	0	7	15
Radio news programs	1	1	3	3	9	1	0	1	1	6
Ads on the Internet	6	3	3	1	0	2	2	1	5	8
Ads on the radio	1	0	1	2	2	0	1	1	3	2
Billboards or posters	1	0	0	1	3	1	1	1	2	0
Telephone hotline	0	1	1	0	0	3	0	1	2	1
Magazine stories	1	0	2	0	0	0	0	0	1	0
Ads in magazines	0	0	1	0	0	0	0	0	2	0
Other	1	0	0	0	2	0	0	0	0	0
Don't know	0	1	1	5	0	1	1	0	4	9



Best Representative to Communicate Changes

- **Local news channels and banks (both local and central) are the favored representatives to convey information about changes. Many also mention their own government.**

Who do you think is best for informing people in your country about the changes being made to U.S. currency? ***Ranked by All***	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
Local news channels	41	46	7	26	31	13	12	7	31	14
Your country's government	12	37	20	16	20	30	21	21	16	21
The central bank of your country	18	1	22	27	19	25	30	31	16	25
Banks or exchange points	17	14	30	8	13	20	32	11	13	9
U.S. government	9	1	15	13	11	12	2	29	5	11
Check cashing or money transfer providers	1	1	3	0	2	0	1	0	2	1
Relatives or friends in your country	1	0	1	0	0	0	0	1	2	1
Celebrities from your country	0	0	0	1	1	0	1	0	3	1
Relatives or friends in the U.S.	0	0	0	0	0	0	0	1	1	1
Employers	0	0	1	0	0	0	0	0	1	1
Social organizations	0	0	0	0	1	0	0	0	1	1
Religious organizations/ place of worship	0	0	0	0	2	0	0	0	0	0
U.S. celebrities	0	0	0	1	1	1	0	0	1	1
Other	0	0	1	0	0	0	1	0	2	3
Don't know	0	0	1	8	0	0	1	0	7	11



Most Important Information to Communicate

- **The most important information to convey are the specific procedures for authenticating U.S. notes.**
  - ***Uruguay also wants to be reassured that the change won't affect their economy.***

What do you think is the most important thing that people in your country need to be informed about concerning the changes being made to the U.S. currency? ***Ranked by All***	Ukraine	Uruguay	Kazak-hstan	Peru	Angola	Russia	Turkey	Philip-pines	UAE	China
The specific procedures to check for security features that help people identify counterfeit notes	49	13	31	35	39	51	46	30	10	18
Where to find information about security features/ counterfeiting	18	23	13	21	33	8	12	23	9	9
Old and new notes will have same value	6	11	9	1	3	14	1	9	18	18
When the design of the new notes will be released	2	13	16	8	10	3	7	11	7	4
When the new notes will enter circulation	9	6	9	15	5	4	18	3	9	5
That this won t affect the stability of my country's economy	4	23	7	1	5	1	8	10	10	13
Old notes will remain valid indefinitely	5	6	7	6	2	7	3	9	11	8
No need to exchange old notes for new	7	4	6	3	2	8	1	5	8	8
Other	0	0	0	0	1	1	0	0	3	4
Don't know	1	1	1	11	0	3	3	1	15	13



Results

- **Multi-Country Study Results Snapshot**

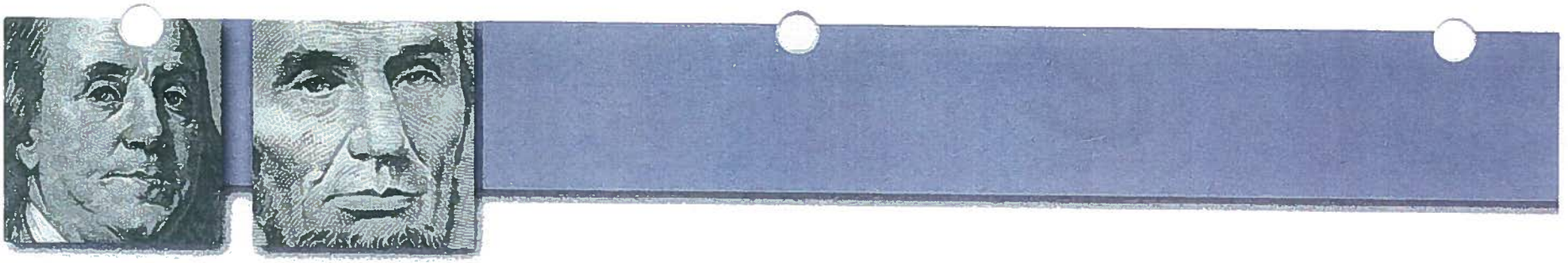
Country	Usage of U.S. Notes among Consumers	Change in Personal Use	Confidence in U.S. Currency	Perceived Counterfeit Threat	Interest in Program	Concerns over Changes
Ukraine	High (65%)	Remain Same (45%)	High (67%)	Major (50%)	High (71%)	Low (22%)
Uruguay	High (50%)	Remain Same (60%)	Moderate (51%)	Major (72%)	High (72%)	High (68%)
Kazakhstan	High (40%)	Remain Same (43%)	Low (26%)	Major (69%)	High (82%)	Low (23%)
Peru	High (47%)	Remain Same (41%)	Low (30%)	Major (65%)	High (74%)	High (57%)
Angola	High (93%)	Decrease (44%)	Moderate (40%)	Major (72%)	High (91%)	High (87%)
Russia	High (45%)	Decrease (48%)	Moderate (40%)	Major (46%)	High (66%)	Low (9%)
Turkey	Moderate (37%)	Decrease (50%)	Low (33%)	Major (70%)	Low (33%)	Low (13%)
Philippines	Low (11%)	Remain Same (38%)	Moderate (53%)	Major (89%)	High (69%)	Low (31%)
UAE	Moderate (33%)	Remain Same (42%)	Low (25%)	Split (33%)	Low (39%)	Low (27%)
China	Low (12%)	Remain Same (54%)	Low (34%)	Split (35%)	Low (29%)	Moderate (42%)



Results

- **Multi-Country Study Results significantly contribute to the tiering recommendations that will be provided in the Executive Summary and Recommendations Presentation on June 12, 2007/**
  - ***The new research results presented combine with other valuable inputs to derive tiering recommendations.***
    - **FR data and recommendations – including payments, receipts, flow and qualitative input**
    - **USSS data and recommendations**
    - **Reports (ICAP, National Research Council)**
    - **Burson-Marsteller worldwide offices**
    - **Treasury International Economics Officers and State Department Officials**

In-Depth Interviews Report- South Korea and Hong Kong



International Stakeholder In-Depth Interviews
Research Results
for the $5 Note and $100 Note
Public Education and Awareness Program

Tuesday, June 12, 2007



Qualitative Research Methodology

Timing: May 2 – 17, 2007

Audience: Stakeholders in Financial Institutions, Business or Law Enforcement in Hong Kong and South Korea

Methodology: In-Depth Phone Interviews

Objectives: Explore the use of U.S. currency, concerns about counterfeiting, authentication behavior, and interest level in learning about upcoming changes to the U.S. currency among business and professional audiences, in order to better understand these markets and help prioritize the location and messaging for the $5 and $100 note program

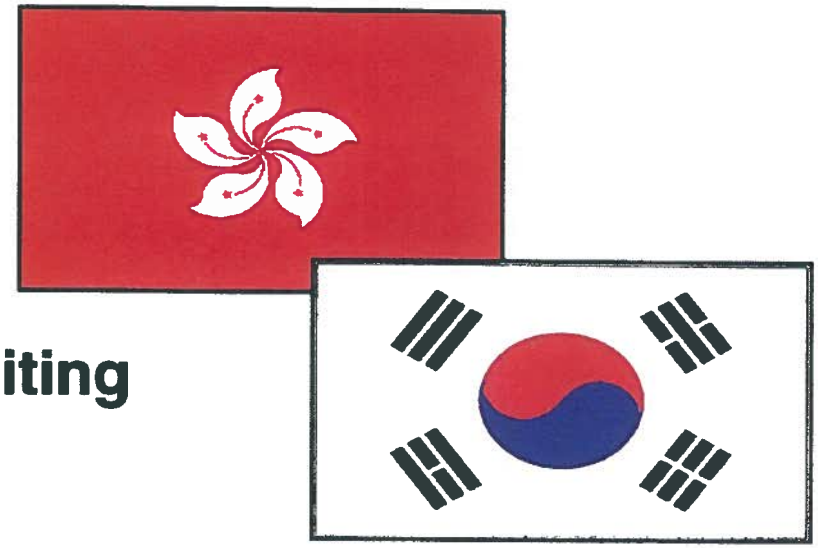
Surveys:
Countries
Audiences
Sample Sizes

Country	Audience	Sample Size (N =)
Hong Kong*	Financial Institution Stakeholders	14
	Business Stakeholders	4
	Law Enforcement Stakeholders	2
	TOTAL	20
South Korea	Financial Institution Stakeholders	13
	Business Stakeholders	5
	Law Enforcement Stakeholders	2
	TOTAL	20

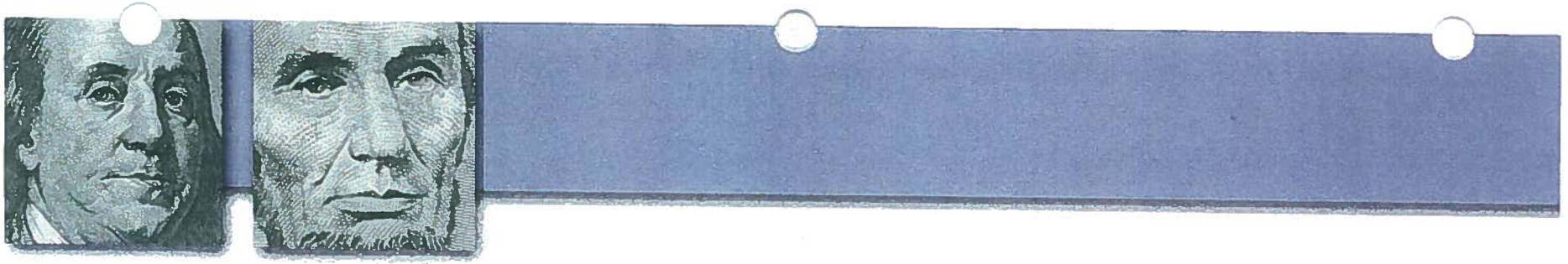
** For the purpose of this report, Hong Kong is referred to as a country, although it is technically the Hong Kong Special Administrative Region of the People's Republic of China*



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- Use of U.S. Currency
- Concerns about Counterfeiting
- Authentication Behavior
- Interest Level in Learning about New U.S. Notes



Key Findings



Key Findings

- **In general, findings for Hong Kong and South Korea are very similar.**
- **Use of U.S. Currency**
  - ***Business and financial stakeholders in Hong Kong and South Korea say there is low use of U.S. currency among consumers in their respective countries.***
    - U.S. currency is mostly used by businesses (as electronic transfers) and tourists and travelers (as paper notes) in the two countries.
  - ***According to these stakeholders, citizens of these countries generally do not save U.S. notes at home. Some save "dollars" in foreign currency accounts, but this may be decreasing due to the falling value of the dollar.***
    - Consumer use of U.S. paper currency is generally restricted to tourists in stores that cater to them and by people traveling, studying or investing abroad.
      - Businesses, especially those involved in trade and those that work with multi-nationals, use U.S. currency but in electronic transfers not paper notes.
- **Attitudes toward U.S. Currency**
  - ***Confidence in the stability of U.S. currency is high and remains unchanged, but there are concerns about its depreciation and, in South Korea, about counterfeit U.S. notes.***
  - ***U.S. currency and its stability play an important role in both countries' economies because they trade with the U.S. frequently, and their foreign exchange reserve is largely denominated by U.S. currency.***
    - Hong Kong dollar is pegged to U.S. currency, so its role is even more important.



Key Findings

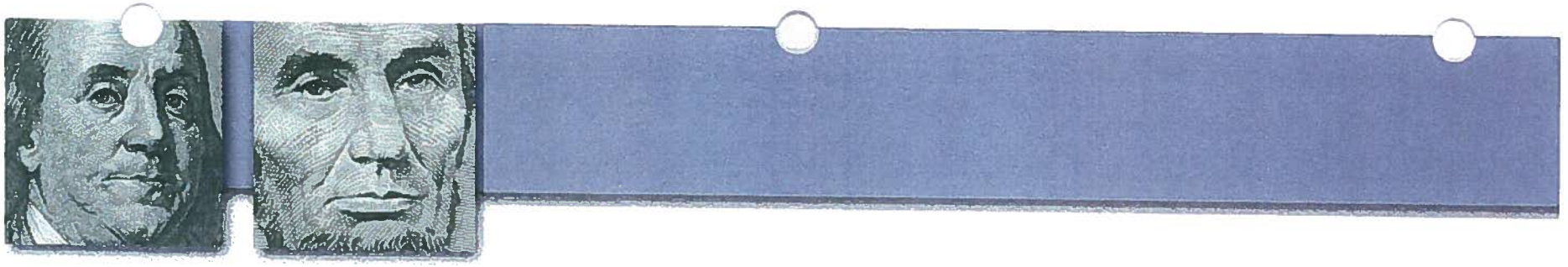
- **Concerns about Counterfeiting**
  - ***Counterfeit U.S. currency seems to be a more serious problem in South Korea than in Hong Kong.***
  - ***But people in both countries are not too concerned about it because of their limited use of U.S. paper currency in daily transactions, and some will not report it if the amount is small.***
  - ***Most cannot be specific about possible links between counterfeit U.S. currency and other criminal activities.***

- **Authentication Behavior**
  - ***Only respondents who handle U.S. paper currency at work check their notes regularly.***
    - They usually check the texture and use a machine to detect counterfeits.
    - Reliance on the counterfeit detector machines to check notes is high in both countries, especially in South Korea.
  - ***According to stakeholders, general consumers in both countries generally do not check the U.S. notes they receive because they seldom use paper currency, or do not know how to check them.***
  - ***Some respondents are aware of the introduction of new security features to U.S. notes in recent years, but could not recall them specifically.***
    - Stakeholders did not feel there were large concerns as a result of recent changes.



Key Findings

- **Interest Level in Learning about New U.S. notes**
  - ***Respondents show some interest in learning about the redesigned $5 note and $100 note, especially the latter because of its higher value.***
  - ***In both countries, respondents think the best way to communicate the changes to themselves, their departments, and people in their countries is through the mass media, such as TV news programs, newspapers, magazines, and the Internet.***
  - ***But respondents do not think it is too important for people in their countries to learn about the changes because most seldom use U.S. paper currency.***
  - ***The most important points to communicate about the changes are the new security features of the notes so that people know how to authenticate them.***



Use of U.S. Currency



Frequency of Using U.S. Currency

- **In both countries, U.S. currency is used mostly by businesses (as electronic transfers) and tourists (as paper currency).**
  - *"Businesses. Companies. Multinational trade companies use it most." – Hong Kong Stakeholder*
  - *"Tourists mainly. Commercial companies that have contact or businesses with foreign companies may also use U.S. currency." – Hong Kong Stakeholder*
  - *"I think it is used by businesses…for business." – South Korean Stakeholder*
  - *"Of course Americans use it most…Many tourists from different countries also use U.S. dollars too." – South Korean Stakeholder*



➢ ***But businesses seldom use paper notes and conduct their transactions via transfers instead.***

- *"U.S. currency is used quite often in trading, in settling payment, in purchasing of goods. But all these are done through TT (telegraphic transfer)." – Hong Kong Stakeholder*
- *"Companies do not handle cash, [but they use] mostly bank transfers." – South Korean Stakeholder*



Uses of U.S. Currency

- **In both countries, U.S. currency is used by companies that import and export and by consumers traveling abroad and visiting tourists.**

  - ***Businesses use U.S. currency electronically in trade.***
    - *"U.S. currency is used in trading…most of payment is settled by U.S. currency when doing business with companies overseas." – Hong Kong Stakeholder*
    - *"U.S. currency is mainly used for the export and import [of goods]." – South Korean Stakeholder*
  - ***U.S. paper currency is used by tourists or by locals that are traveling abroad.***
    - *"They may buy jewelry, souvenirs or expensive items in Duty Free Shops." – Hong Kong Stakeholder*
    - *"I guess people may use U.S. notes to pay for hotel or make purchases in duty-free shops." – Hong Kong Stakeholder*
    - *"There are many people who remit U.S. currency and/or buy U.S. currency as they travel abroad." – South Korean Stakeholder*
    - *"People use U.S. dollars more for overseas trips than use it within the country." – South Korean Stakeholder*
  - ***Some respondents add that it is difficult to use U.S. currency for money laundering in Hong Kong.***
    - *"It is very strict in Hong Kong and money laundering is not easy." – Hong Kong Stakeholder*
    - *"It is difficult…because the control is very strict. For example, any bank or financial institution that has received a large amount of money is required to report to the Hong Kong Monetary Authority or police if the source of money is suspected." – Hong Kong Stakeholder*



Using U.S. Notes

- **U.S. notes are mostly accepted by businesses frequented by tourists, such as hotels, duty-free shops, and major department stores in both countries.**
  - *"U.S. notes are only accepted in certain shops, particularly in tourist areas such as duty-free shops." – Hong Kong Stakeholder*
  - *"U.S. notes will be accepted in banks, hotels, prestige shops, jewelry shops, etc. Yes, it is limited to tourist areas." – Hong Kong Stakeholder*
  - *"Shops and businesses accept U.S. notes. Not the general stores, but rather the shopping malls mainly where the foreigners come and go." – South Korean Stakeholder*
  - *"People in Itaewon (tourist district in Seoul) accept dollars. There are a lot of foreigners coming for tours and shopping…they can use U.S. dollars as freely as they use Korean Won." – South Korean Stakeholder*
- **In both countries, $20 and $100 notes are most often used in these circumstances.**
  - *"I guess the $20 U.S. note would be most popular in Hong Kong." – Hong Kong Stakeholder*
  - *"I think U.S. $100 are the most popular." – Hong Kong Stakeholder*
  - *"It seems that $20 is used most. $100 notes are used often, but mostly $20 is used." – South Korean Stakeholder*
  - *"Since U.S. currency is frequently used by tour companies and for particular occasions, I believe $100 note is used most." – South Korean Stakeholder*
- **Several respondents in South Korea point out that they need to report to government authorities when the amount of U.S. notes exchanged exceeds a certain amount.**
  - *"In case of foreign cash transactions over USD 1,000 between the parties concerned, [banks] should report it to Minister of Finance and Economy by law of foreign exchange." – South Korean Stakeholder*
  - *"According to the foreign exchange control act, we have to report the transaction details such as usage and amount to the Bank of Korea if it is larger than a certain amount." – South Korean Stakeholder*



Saving in U.S. Currency

- **In both countries, consumers rarely save physical U.S. notes but often place their money in foreign currency accounts as U.S. currency.**
  - ***In Hong Kong, people rarely keep U.S. notes at home because they do not use them for daily transactions, and they lose interest income by not saving at their banks.***
    - *"What is the point of using paper U.S. money for saving instead of open a saving account in a bank? Nobody puts money at home. I don't think it is popular to save the paper money." – Hong Kong Stakeholder*
    - *"[Saving U.S. notes] is not widespread because they will lose interest income. Why don't they earn some interest instead of keeping paper money." – Hong Kong Stakeholder*
    - *"I think saving US dollar at home is not common." – South Korean Stakeholder*
    - *"I have not seen people who save U.S. notes under the mattress. If they do, I think it would be small amount." – South Korean Stakeholder*
  - ***In South Korea, people often save U.S. currency left over from their overseas trips, putting it in foreign currency accounts in local banks so that they can profit from a potential rise in its exchange rate.***
    - *"In most cases people have extra dollars when they come back from a foreign country [and] deposit that money in their foreign currency account." – South Korean Stakeholder*
    - *"Also if the U.S. dollar rate is too low, [people] could deposit dollars for a while and exchange later when it rises." – South Korean Stakeholder*
  - ***However, respondents note that U.S. currency has lost some of its appeal as an investment because of its low interest rate and falling value.***
    - *"[People] seldom [save in U.S. currency] because the interest rate…is quite low." – Hong Kong Stakeholder*
    - *"[The] popularity of [saving in U.S. currency] has been reduced…as the exchange rate keeps decreasing." – South Korean Stakeholder*



Flow of U.S. Currency Into the Country

- **U.S. currency enters both countries mainly through business and international travel.**
  - *"I believe, for large amounts, it's mainly through the commercial way. Hong Kong companies may be involved in business transactions with foreign companies." – Hong Kong Stakeholder*
  - *"Mostly from exports. Also, USD left over after traveling overseas." – South Korean Stakeholder*
  - ➢ ***But most business transactions are conducted via transfers and not by notes.***
    - *"For business, U.S. currency will enter Hong Kong through TT." – Hong Kong Stakeholder*
    - *"My responsibility is export and import…there are more remittances and transfers than dealing with cash." – South Korean Stakeholder*
  - ➢ ***A few respondents in South Korea mention that the Bank of Korea, South Korea's central bank, brings U.S. notes into the economy.***
    - *"Banks receive U.S. dollars from the Bank of Korea and they are distributed in the market."*
    - *"On the whole the Bank of Korea brings U.S. notes into Korea." – South Korean Stakeholder*



Flow of U.S. Currency Out of the Country

- **In Hong Kong, most think there is a lot of U.S. paper currency flowing through en route to somewhere else, but do not know the details.**
  - ***Some suggest that mainland China could be a destination of the currency flow.***
    - *"It is most likely the money may enter mainland China. Many foreign investors have difficulties in communication and they are not familiar with mainland China. Therefore, Hong Kong becomes a middleman." – Hong Kong Stakeholder*
  - ***They cannot tell whether any illegal activities are involved either.***

- **In South Korea, respondents are not sure about the nature of the flow of U.S. paper currency out of the country, but they suspect that it could be used for illegal activities.**
  - *"Nowadays, a great deal of U.S. notes flows to Southeast Asian countries…I believe there would be some kind of money laundering." – South Korean Stakeholder*
  - *"I think the money can be used for illegal activities, for example, payment of drugs and buying precious metals without paying custom duties." – South Korean Stakeholder*



Change in Use of U.S. Currency

- **Overall, respondents in both Hong Kong and South Korea think the use of U.S. currency in their countries has not changed much during the past two years or so.**
  - *"U.S. currency is still globally recognized and accepted…A lot of businesses, insurance policies, investment products and contracts are still in U.S. currency terms." – Hong Kong Stakeholder*
  - *"I think there are not big changes. Two to three years of time is too short." – South Korean Stakeholder*
- **But some respondents in South Korea note that demand for U.S. currency has increased as the South Korean Won becomes stronger, and more people travel, study, or invest overseas.**
  - *"More Koreans change Korean Won into U.S. currency…Korean Won has gained sharply against U.S. dollars, and it made Koreans go abroad more frequently and buy more goods in foreign countries." – South Korean Stakeholder*
  - *"As the value of Korean currency increases, the amount used in U.S. currency has, in terms of studying abroad or tourism, increased." – South Korean Stakeholder*
  - *"[U.S. currency] seems to be used more actively…People do more investment in foreign countries." – South Korean Stakeholder*
- **In Hong Kong, the use of U.S. currency might decrease in the future because the dollar is depreciating against other major currencies, making it a less attractive investment option for people in Hong Kong.**
  - *"U.S. currency is not as strong as before. It has depreciated in the past two years…Some people have changed from holding U.S. currency accounts to Renminbi accounts." – Hong Kong Stakeholder*
  - *"The exchange rate of U.S. currency is declining. Compared to other currencies, the U.S. dollar has low potential in revaluation. Instead, people would like to hold Renminbi, Euro, Pound, Australian dollar, and New Zealand dollar." – Hong Kong Stakeholder*



Confidence in U.S. Currency

- **Despite recent declines in the relative value of the dollar, people in Hong Kong generally have strong confidence in the overall stability of U.S. currency, given that the Hong Kong dollar is pegged to it.**
  - *"Confidence in the stability of U.S. currency is high. If it is not stable, Hong Kong dollars would not be linked up with U.S. dollars." – Hong Kong Stakeholder*
  - *"Hong Kong people have confidence in U.S. currency. Hong Kong dollars have been linked with U.S. dollars for so many years." – Hong Kong Stakeholder*
- **People in South Korea also tend to have more confidence in the stability of U.S. currency than that of the South Korean Won because of the perceived economic strength of the U.S.**
  - *"Koreans may feel the U.S. dollar is more stable than the local currency Won...Koreans believe the U.S. has super power in politics and economy." – South Korean Stakeholder*
  - *"I believe people perceive U.S currency is more stable and safe since the world's economy is in the hands of the U.S." – South Korean Stakeholder*



Change in Confidence Levels

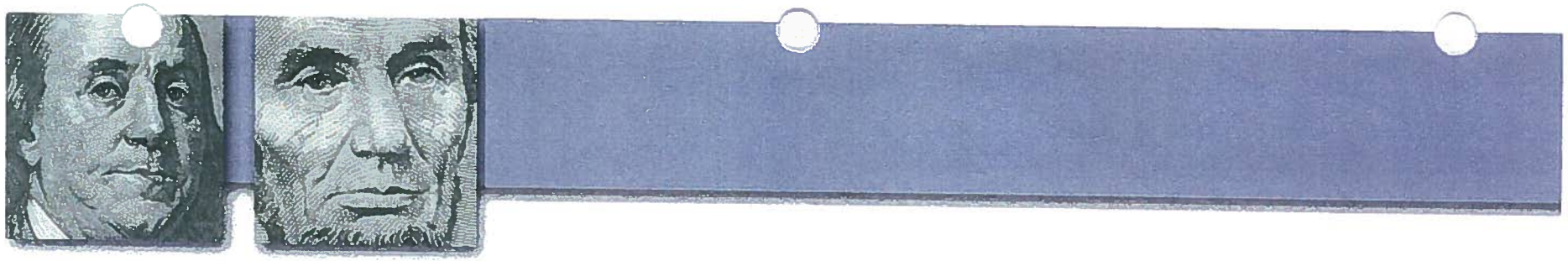
- **Many respondents in both countries have not noticed any significant change in confidence in the stability of U.S. currency during the past year or so, citing the importance of the U.S. currency in the global economy.**
  - *"No change. U.S. currency is very stable, because it is a universal currency in the world." – Hong Kong Stakeholder*
  - *"Because U.S. currency is not just 'U.S.' currency but it is rather an international currency, I think people have high confidence in it." – South Korean Stakeholder*
  - ➢ ***However, many feel that recent news about counterfeit U.S. notes, economic events in the U.S., and the depreciating value of the U.S. currency in recent years could cause confidence in its stability to decline.***
    - *"However, in the short term, people may have less confidence in U.S. currency, because the economy and property values of USA have declined during the past year." – Hong Kong Stakeholder*
    - *"U.S. dollars are relatively weak against Euros at the moment, so there might be a little less confidence in the U.S. currency compared to Euros." – South Korean Stakeholder*
    - *"[Confidence] is on the downside in terms of investment or retention purposes. Because of the downward trend of [the value of the] U.S. currency." – South Korean Stakeholder*
    - *"Confidence in the stability of U.S. currency has decreased…As counterfeit U.S. currency has been reported on the news, some people including my colleagues have become suspicious about the genuineness of the U.S. dollars they own." – South Korean Stakeholder*
    - *"The people do not have confidence in the stability of U.S. currency in terms of exchange rate fluctuations…the exchange rate keeps falling down and cannot be predicted." – South Korean Stakeholder*



Role of U.S. Currency in Economy



- **U.S. currency plays a very important role in the Hong Kong economy because the Hong Kong dollar is pegged to it, the foreign exchange reserve is mostly denominated in U.S. currency, and economic ties between the U.S. and Hong Kong remain strong.**
  - *"U.S. dollars play a very important role in Hong Kong. Firstly, U.S. currency is linked up with Hong Kong dollars...Secondly, U.S. currency is the main unit of the foreign exchange reserve in Hong Kong." – Hong Kong Stakeholder*
  - *"United States is still one of the major export destinations. Besides, there are a lot of US companies in HK." – Hong Kong Stakeholder*
- **Similarly, U.S. currency has an important role in the economy of South Korea because it holds a substantial amount of it as foreign exchange reserve, and trade between South Korea and the U.S. is huge, which is expected to grow even more as a result of a recently concluded free trade agreement.**
  - *"We reserve high amounts of U.S. currency and this would be essential for our economy." – South Korean Stakeholder*
  - *"Its role is very big. As we have reached an agreement with U.S. for free trade, volume of export and import with U.S. will increase." – South Korean Stakeholder*
  - *"I think U.S. plays quite an important part in Korea's economy. We highly depend on the imports and exports… and depend on the U.S. economy." – South Korean Stakeholder*
- **For the same reasons, the stability of U.S. currency is also important to the economies of both countries.**
  - *"It is always true that the stability of U.S. currency is vital to Hong Kong because many companies in Hong Kong trade with U.S. companies; also Hong Kong's reserve is in U.S. currency." – Hong Kong Stakeholder*
  - *"If we export many goods and the exchange rate suddenly drops radically, it should affect the economy fatally. It would be the same for the imports." – South Korean Stakeholder*



Concerns about Counterfeiting



Concerns about Counterfeit U.S. Notes
Hong Kong

- **Respondents in Hong Kong agree that counterfeit U.S. notes are not a serious problem, as they seldom hear or read about it.**
  - *"It is not so serious. It seems that not many people mention fake U.S. notes in Hong Kong." – Hong Kong Stakeholder*
  - *"I don't think it is very serious. Because not so many cases of counterfeit U.S. dollars have been found." – Hong Kong Stakeholder*
  - ➢ ***One commonly cited reason is that people do not use U.S. notes for daily transactions.***
    - *"I think it is not serious. There are only very few people using U.S. notes in Hong Kong." – Hong Kong Stakeholder*
    - *"Not so serious…people seldom use U.S. notes in their daily lives." – Hong Kong Stakeholder*
- **For the same reasons, people in Hong Kong are not too concerned about counterfeit U.S. notes.**
  - *"I think the concern is low, because the problem of counterfeit U.S. currency does not frequently happen." – Hong Kong Stakeholder*
  - *"People do not have concerns about counterfeit U.S. notes, because they do not frequently use in their daily lives, so they do not think the issue is related to them." – Hong Kong Stakeholder*
  - ➢ ***Respondents think that people in Hong Kong would report to the police if they receive counterfeit notes, and those working in financial institutions are obliged to do so, because they do not want to incur loss.***
    - *"Of course they will report to the authorities. Because it incurs loss." – Hong Kong Stakeholder*
    - *"It is our responsibility to report any counterfeit currency no matter the amount. Normally, we will report to the department head of security. They will then report to the police if it is verified." – Hong Kong Stakeholder*
  - ➢ ***But several say that if the amount involved is small, people might not report it.***
    - *"If the amount of fake U.S. money is large, they may report to Hong Kong Police. If the amount is small, they will not report." – Hong Kong Stakeholder*
    - *"If the amount [of fake money] is small, I don't think they will report to any government authority." – Hong Kong Stakeholder*



Concerns about Counterfeit U.S. Notes
South Korea

- **In South Korea, counterfeit U.S. notes perhaps pose a more serious problem, but respondents are also not overly worried about it.**
  - ***Respondents express concerns about counterfeit U.S. notes from China and North Korea.***
    - *"I think it is very serious. So many of the forged notes are circulated and those issued from China cannot be distinguished on the machines." – South Korean Stakeholder*
    - *"I heard that the counterfeits made by North Korea were so good that they were circulated a lot in many countries." – South Korean Stakeholder*
  - ***But many feel comfortable that they or their department can detect counterfeit notes, or have a system in place to prevent loss due to them.***
    - *"We treat U.S. currency very carefully…we only take U.S. currency from our guests, whose identity is guaranteed. We don't have a big problem at our hotel." – South Korean Stakeholder*
- **Respondents do not think people in South Korea are too concerned about counterfeit U.S. notes because they do not use nor possess large amounts of U.S. notes.**
    - *"They are not very concerned about it since U.S. currency is not used a lot." – South Korean Stakeholder*
    - *"For the small amount of U.S. dollars they have, they don't think it's a big deal if it is counterfeit." – South Korean Stakeholder*
  - ***Even if they come across counterfeit notes, unless it is a large amount, people in South Korea seem less likely to report to the police because the process could be cumbersome.***
    - *"They will not report. When they report to the police, they go through procedures such as fingerprint identification. That is burdensome." – South Korean Stakeholder*
    - *"If the amount of counterfeit is too big, then people would report it. But if there are only one or two notes, then people wouldn't bother." – South Korean Stakeholder*

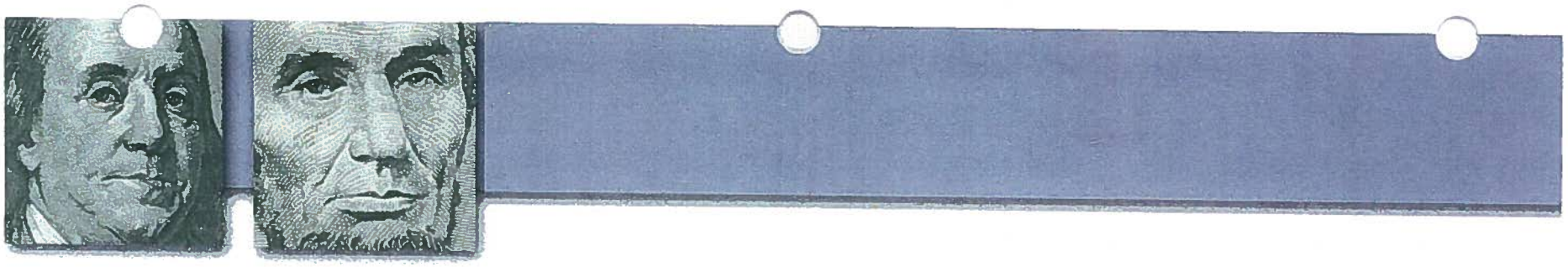


Possible Links to Criminal Activity

- **Respondents in Hong Kong think that counterfeit U.S. notes are linked to criminal activities, but most cannot describe their nature specifically.**

  - ***Some mention money laundering and illegal drug trading.***
    - *"It is possible that some drugs may transport from Thailand and Cambodia to other countries through Hong Kong. As they would not carry out illegal transactions through banking, fake U.S. notes may appear in that kind of circumstance." – Hong Kong Stakeholder*
    - *"I think the fake U.S. currency may be involved in drug trading. As U.S. currency can be used globally, people may use it for illegal trading." – Hong Kong Stakeholder*
    - *"People may be involved in money laundering through illegal drug trading." – Hong Kong Stakeholder*

- **In South Korea, respondents are less sure about the possible links of counterfeit U.S. notes to criminal activities, but if there are any, they are probably international in nature.**
  - *"Link to criminal activity in Korea… yes, it can. Recently, the criminal activities are linked to foreign countries such as Japan or Southeast Asia, and currency comes in and out for those activities." – South Korean Stakeholder*
  - *"I do not know the particular activity, but they would be some related… International criminal activities would be more than the local ones." – South Korean Stakeholder*
  - *"In my opinion, counterfeit U.S. currency could be linked to international drug transactions or any other international crime." – South Korean Stakeholder*



Authentication Behavior



Authenticating Notes Frequency and Features Used



- **In both Hong Kong and South Korea, only respondents who handle U.S. notes at work would check them regularly for counterfeits.**
  - *"We mainly use checks or telegraphic transfers for business transactions, so we do not need to check the U.S. notes." – Hong Kong Stakeholder*
  - *"[The] frontline staff [of our bank] have to learn all the tricks and tips about the notes of all major currencies. They check the notes when they receive them at the counter." – Hong Kong Stakeholder*
  - *"At front desk [of our hotel], we check all $100 notes for counterfeits." – South Korean Stakeholder*

- **Most would authenticate their notes by checking their texture, watermark or patterns, or through a counterfeit detector machine.**
  - *"We have a machine here to check U.S. notes for counterfeits. Besides, we can sense the texture of the fake U.S. notes; they are smoother than the real ones." – Hong Kong Stakeholder*
  - *"If I really need to check, I would check the pattern and the watermark of the U.S. notes." – Hong Kong Stakeholder*
  - *"The easiest thing would be… the material. How strong it is, what it feels like… and you can see some marks when you put it to the lights." – South Korean Stakeholder*
  - ➢ ***In South Korea, reliance on the counterfeit detector machine seems high.***
    - *"We do it using counterfeit note detectors. We only use that machine." – South Korean Stakeholder*
    - *"I depend on what the counterfeit detectors check." – South Korean Stakeholder*
    - *"We heard that if the detectors can't identify [counterfeits], banks can't either." – South Korean Stakeholder*



Responses to Counterfeit U.S. Notes

- **In both Hong Kong and South Korea, most respondents say they need to report to their department or the police if they receive counterfeit U.S. notes.**
  - *'I must report to the police if I receive any fake U.S. notes." – Hong Kong Stakeholder*
  - *"It is [our] responsibility to report any counterfeit notes. It will cause a lot of trouble if we have accepted some counterfeit notes without knowing." – Hong Kong Stakeholder*
  - *"We are supposed to report to a police station near our office. We also submit an audit report to the exchange department internally."*
- **But respondents in Hong Kong find it unnecessary to be prepared to handle counterfeit U.S. notes if they do not handle U.S. notes in their work.**
  - ***The two exceptions are those working in banks or the police, which either provide training for their employees, or have guidelines or a special unit to deal with counterfeit U.S. notes.***
    - *"If we have discovered any counterfeit U.S. notes, we will let the police or Hong Kong Monetary Authority handle it. Of course, our staff have been trained to differentiate counterfeit U.S. notes." – Hong Kong Stakeholder*
    - *"A special unit in [our police force] deals with currency. They obtain information regarding all activities about the foreign currency." – Hong Kong Stakeholder*
- **Respondents in South Korea feel they and their departments are generally well prepared to handle counterfeit U.S. notes, especially those who work in large businesses.**
  - ***Many have received extensive training or information about counterfeit notes, and their departments have established systems to cope with them.***
    - *"We have internal manuals for it. And we have training as well." – South Korea Stakeholder*
    - *"Each bank provides training on U.S. currency as well as the other currencies including the local currency on an irregular basis. I receive training whenever the counterfeit U.S. currency is issued." – South Korea Stakeholder*
    - *"If we somehow accept counterfeit U.S. notes, we report to our HQ and then HQ reports to Bank of Korea and to the police." – South Korea Stakeholder*



Authentication by Consumers

- **People in Hong Kong rarely use U.S. notes for daily transactions, so they seldom check their notes for counterfeits.**
  - ***They may trust their banks to give them authentic notes so there is no need to check, or they do not know how to check.***
    - *"I guess people would not check U.S. notes because (when they do get notes) they usually get the notes from the bank. Therefore, they should have confidence in the bank." – Hong Kong Stakeholder*
    - *"I think general people cannot detect the fake U.S. notes, because the level of simulation is really high." – Hong Kong Stakeholder*
  - ***However, they would probably check the texture of the notes for counterfeits if they have to do it on their own.***
    - *"No, I think people do not always check U.S. notes they receive. If they really need to check the notes, they may check the texture." – Hong Kong Stakeholder*
    - *"They check the texture; the fake is smoother than the real one, and the fake is thinner than the real one. The real one is as thick as an A4 paper." – Hong Kong Stakeholder*

- **Respondents in South Korea also think people in their country do not check their notes for counterfeits, and doubt most consumers could distinguish between authentic and counterfeit notes.**
  - *"People know some features to check for Korean Won but they do not know about U.S. dollars. Except the feeling of the material, few people will look at the notes carefully." – South Korea Stakeholder*
  - *"[The general population] can't check. They don't own a detector… and they don't know much about the notes." – South Korea Stakeholder*



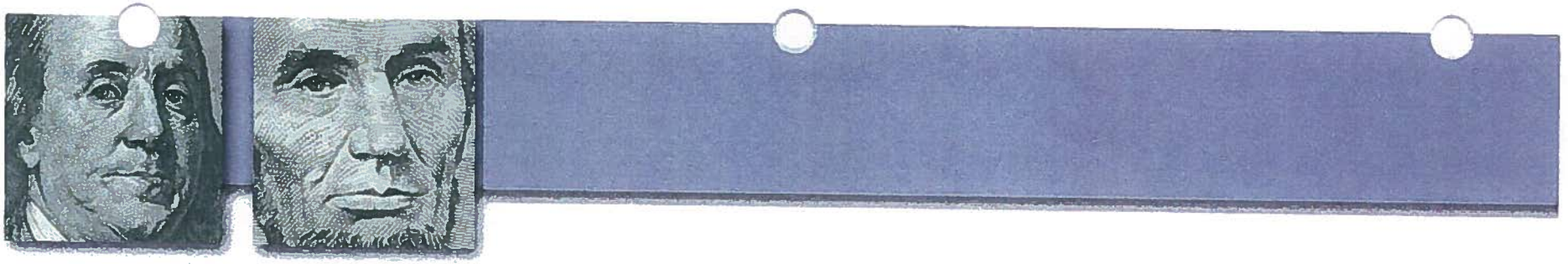
Awareness of Redesigned U.S. Notes

- **In both Hong Kong and South Korea, although some respondents are aware new security features were introduced to U.S. notes in recent years, they often cannot recall specific features.**
  - *"Yes, they often change security features, but I cannot recall [them]." – Hong Kong Stakeholder*
  - *"I know few things…I cannot recall the features, actually." – South Korea Stakeholder*
  - ➢ ***Examples of specific features mentioned by respondents in Hong Kong include the security thread, watermark, and color-shifting ink.***
    - *"Yes, I am aware of the new security features. For example, the watermark, the color shifting ink, they are easy to identify." – Hong Kong Stakeholder*
    - *"I have heard about the watermark and security thread. These are the easiest ways to check." – Hong Kong Stakeholder*
  - ➢ ***Respondents in South Korea are more vague in describing the features, probably because they rely on counterfeit detectors more to check their notes.***
    - *"Visibility when shining a light into the note. Too smooth or too rough surface, and the character's position and so on." – South Korea Stakeholder*
    - *"Each note has different features such as texture, color, line etc. Thus there are many things to check, for example checking flag design on the back, overall design, how ink is spread on the note, etc." – South Korea Stakeholder*
- **Respondents learned about the features from the banks, the Internet, or government authorities.**
  - *"We have lessons provided by the bank." – Hong Kong Stakeholder*
  - *"We have been informed about the changes in security features…from the Hong Kong Monetary Authority." – Hong Kong Stakeholder*
  - *"On the internet, there are websites for each country's currencies such as the U.S. dollar so we sometimes access the website and compare notes." – South Korea Stakeholder*



Effects of Redesigned U.S. Notes

- **Most respondents do not think the introduction of the redesigned U.S. notes in recent years has caused any problems in their countries.**
  - ***Instead, they applaud the effort to redesign notes for deterring counterfeits.***
    - *"No problem. It is a good thing. The continuous renewal of the design can prevent people from making the fake notes." – Hong Kong Stakeholder*
    - *"I can't think of any problem. Actually, it is good to redesign the U.S. notes, because the new one must be more difficult to be counterfeited." – Hong Kong Stakeholder*
    - *"I think it is rather better because for old-designed ones, the size and the color are the same so it is very hard for me to distinguish the forged notes." – South Korea Stakeholder*
  - ***A small number of respondents say that it might have caused confusion when people did not know that the notes were redesigned.***
    - *"Problems or confusion may exist if people who often handle U.S. notes do not realize the new designs and misunderstand the new ones as fake." – Hong Kong Stakeholder*
    - *"People may not realize the new design of the U.S. notes and treat the new one as fake money." – Hong Kong Stakeholder*
    - *"Just some people would bring the new notes to me and ask whether they are real. I would explain to them that they are redesigned notes." – South Korea Stakeholder*



Interest Level in Learning about New U.S. Notes



Interest in Redesigned $5 Note and $100 Note







- **In both countries, very few respondents know which denominations of U.S. currency will be redesigned next.**
  - ***Some who do, think it is the $100, possibly because it is more prevalent in these countries than the $5 note.***
- **Respondents in both countries show interest in hearing or reading about the redesigned $5 and $100 notes, especially those who need to handle U.S. notes at work.**
  - *"Our frontline staff need to know the new design. I would like to know too. This will be helpful when I travel to the States." – Hong Kong Stakeholder*
  - *"Well, this is our job. Therefore, we are interested to find out the new features in the redesigned notes. We need to learn more because we have to avoid fake notes." – Hong Kong Stakeholder*
  - *"I'm interested in how it will look, and as I have to take them at the hotel, it would be good to check it before it circulates." – South Korea Stakeholder*
  - *"We have to exchange currencies and have to identify if there is any counterfeit note… so we're very much interested." – South Korea Stakeholder*
- **More are interested in learning about the redesigned $100 note than the $5 note because they would incur greater loss with a counterfeit $100 note.**
  - *"Information on US $100 will be more interesting for me, because the loss of US$100 is bigger than that of US$5 if we don't know how to detect the fake notes." – Hong Kong Stakeholder*
  - *"$100....Because it is bigger. Even if we receive it by accident, $100 has a bigger impact on us than $5." – South Korea Stakeholder*
  - *"We're more interested in $100 notes because it's more money." – South Korea Stakeholder*



Learning about Redesigned $5 Note and $100 Note

- **People would like to learn about the redesigned notes through a wide range of channels, although TV, newspapers, magazines and the Internet are the most frequently mentioned.**



- *"The mass media will do, TV, newspapers, magazines, etc." – Hong Kong Stakeholder*
- *"Any new designs of notes will be published in all newspapers, broadcast in radio and on TV. These will ensure it covers the majority of the people." – Hong Kong Stakeholder*
- *"The internet would be good so we could visit and take a look whenever needed." – South Korea Stakeholder*
- *"Through online newspapers, websites, TV news programs… I think it is the best and most efficient way to announce through the mass media." – South Korea Stakeholder*

➢ ***For those who handle U.S. notes at work, leaflets, brochures, training documents or sessions are considered good channels.***

- *"I think training is the best way for us to learn more about the redesigned U.S. notes." – Hong Kong Stakeholder*
- *"I think official reports, leaflets, or brochures are the best ways to inform our department about the redesigned U.S. notes." – Hong Kong Stakeholder*
- *"For our department, the best way to inform about the redesigned U.S. notes would be the official documents with the training." – South Korea Stakeholder*
- *"The best way to inform about the redesigned U.S. notes would be official documents from HQ and we have intranet where HQ can scan the redesigned notes for the employees to look at." – South Korea Stakeholder*



Best Way to Communicate Changes

- **A few respondents in Hong Kong suggest organizing seminars or producing a training video on the changes.**
  - *"It would be worthwhile producing a video or DVD and sending it to all banks and money exchangers. Seminars can be held in the bank to train the frontline staff." – Hong Kong Stakeholder*
  - *"It will be better if the Hong Kong Monetary Authority can organize some seminars for us to attend so that we can feel and touch the notes. If not, they can provide the information to all banks so the bank can organize internal seminars for their staff." – Hong Kong Stakeholder*
- **Some respondents in Hong Kong specifically mention the U.S. Embassy and Hong Kong Monetary Authority as the best sources to convey the changes.**
  - *"Either the U.S. Embassy or Hong Kong Monetary Authority will provide the information about these new designed notes." – Hong Kong Stakeholder*
  - *"It is better to ask the Hong Kong Monetary Authority or the U.S. Embassy to provide us some information regarding the new designed notes, perhaps with specimens. They can also organize some seminars to introduce the redesigned notes." – Hong Kong Stakeholder*
- **Those who work at banks in South Korea prefer to be informed through official documents or by the Bank of Korea.**
  - *"At our HQ, we have the foreign currency department team and I hope that they would produce official documents on the counterfeit U.S. currency or redesigned ones and distribute to each branch." – South Korea Stakeholder*
  - *"It'd be better if the Bank of Korea provides some training sessions." – South Korea Stakeholder*
  - *"[Our bank] or the Bank of Korea can send out an official letter via fax or email to the people in charge of currency exchange.. That's the best, and that's the common practice at the moment." – South Korea Stakeholder*



Importance of Learning about Changes

- **In both Hong Kong and South Korea, respondents think it is not too important for people in their countries to learn about the redesigned notes because of their limited use of U.S. notes.**
  - *"For the general public, it is relatively less important because not many people would use U.S. notes." – Hong Kong Stakeholder*
  - *"Not important. People do not use U.S. dollars for everyday life." – South Korea Stakeholder*
  - ➢ ***But people who handle U.S. notes at work, and those who travel or do business in the U.S. often should learn about the changes.***
    - *"People who often receive U.S. notes have to know which ones are new so that they could be more alert when getting the new cash." – Hong Kong Stakeholder*
    - *"[For] places that handle U.S. currency – it is 100% important." – South Korea Stakeholder*
- **For the same reason, respondents do not expect the redesigned notes to cause any problems for themselves, their departments, and people in their countries.**
  - *"I think the changes will not cause any problem to my department as well as general Hong Kong people, because we seldom use U.S. notes in our daily lives." – Hong Kong Stakeholder*
  - *"I don't see anything will cause any problems at all…the volume of U.S. currency in Korea is a lot smaller than that in other countries." – South Korea Stakeholder*
  - ➢ ***Some feel that there might be some initial confusion, but there will be a smooth transition as long as people are informed about the changes.***
    - *"I think time is needed for people to accept the new designs whenever there are new notes introduced into the market. If the advertising is enough, the problem may be solved easily." – Hong Kong Stakeholder*
    - *"With the new design, there could be a small problem such as whether this note is really issued from the U.S. or not. As time goes by with the campaign…the problem would disappear naturally." – South Korea Stakeholder*



Most Important Information to Communicate

- **The most important thing to inform respondents, their departments, and people in both countries about is the designs and security features, especially how they are different from the earlier version, so people know how to authenticate them.**
  - *"The most important thing is the security features, so they can help people to detect fake U.S. notes in order to prevent loss." – Hong Kong Stakeholder*
  - *"It should tell people how to identify the new notes…what are the main features." – Hong Kong Stakeholder*
  - *"Showing the difference is the most important. Comparison between the previous note and redesigned note…and specific descriptions with visual features to check are helpful for easy understanding." – South Korea Stakeholder*
  - *"That would be the difference between the redesigned U.S. notes and the previous ones and the next most important thing is how to discern the counterfeits from the genuine ones and if there are any changes there." – South Korea Stakeholder*
- ➢ ***Some respondents in South Korea feel that people in their countries only need to know the notes have been redesigned, and perhaps security features on the notes that are easily observable and simple to use.***
  - *"As the people in general cannot check on every feature, it is critical to let them know about the fact that notes have been newly designed." – South Korea Stakeholder*
  - *"As general people cannot have the devices, it is important to know the simple and brief ways to classify the forged ones by eyesight." – South Korea Stakeholder*
  - *"It would be helpful for general people to know the security features of redesigned U.S. notes that could be checked on with naked eyes." – South Korea Stakeholder*



Biggest Obstacles to Communication

- **Respondents do not see any major obstacles to informing people in both countries about the redesigned notes if the mass media publicize enough about them.**
  - *"No problem. I don't see that there will be any obstacle hindering people from knowing about the features of the new design. The mass media, like TV, newspapers and magazines should reach all targets." – Hong Kong Stakeholder*
  - *"I think if the advertising approaches are broad enough, there will not be any barrier." – Hong Kong Stakeholder*
  - *"I don't think there are obstacles if the U.S. government is willing to advertise and spend money on that. If that information is provided, people would be interested in it because they will use U.S. dollars when they go abroad." – South Korea Stakeholder*
- ➢ ***But respondents in Hong Kong acknowledge that educating the elderly, or other audiences that the mass media have difficulty reaching, could be a problem.***
  - *"Obstacles may appear in informing the elderly, retired people, or people who do not use the media." – Hong Kong Stakeholder*
  - *"I think the biggest obstacle is how to inform all Hong Kong people about the redesigned notes…some people may not be in touch with any media." – Hong Kong Stakeholder*
- ➢ ***In South Korea, respondents say people may not feel compelled to learn about the redesigned notes or the information will not mean much to them because they seldom use U.S. notes.***
  - *"I think people may be indifferent about it. I do not think people pay attention to it. They just accept the information of the redesigned notes, and do not take it seriously." – South Korea Stakeholder*
  - *"The biggest obstacle would be that people don't have chances to deal with U.S. currency…we have limited chances to actually use U.S. notes." – South Korea Stakeholder*
  - *"People's indifference to the U.S. notes. People do not want to learn about something if it is not related to them at the moment." – South Korea Stakeholder*



Results

South Korea and Hong Kong have a profile that does not neatly fit the Three-Tiered approach.

- **Large commercial use of notes in tourism sector**
- **Low general consumer use of notes, except for travel**
- **Consumers may keep USD, but in electronic form**
- **Other business use is primarily electronic, not notes**

Supporting Materials

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$100 Program Wrap Report

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

Introduction

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

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 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 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

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

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 it 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.

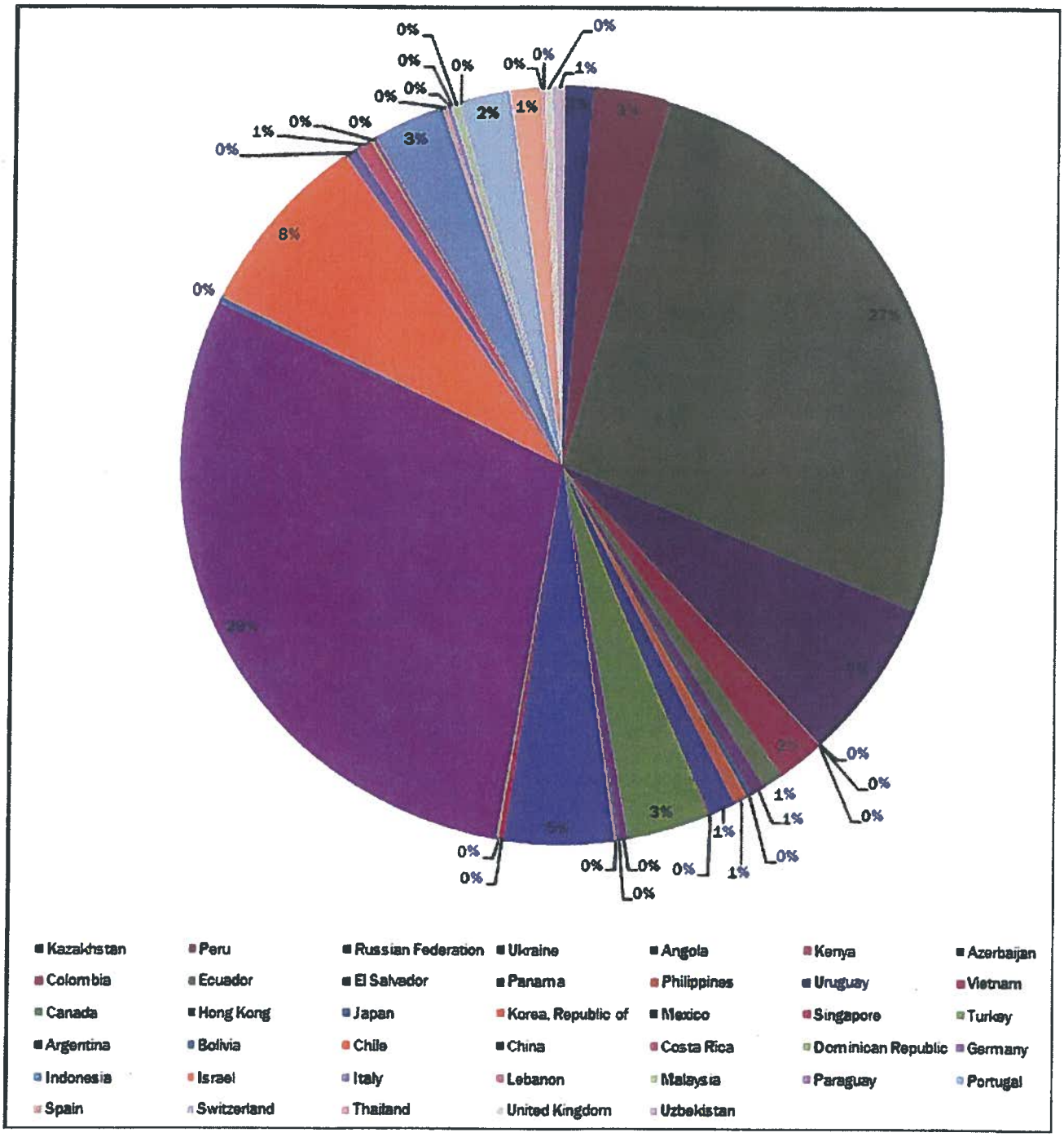
Results

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 with in 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

Below is a chart of the orders by country and tier.



- **16,012 orders have been placed in 120 countries**
  - **13,346 from stakeholders with in 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

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 in 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

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,

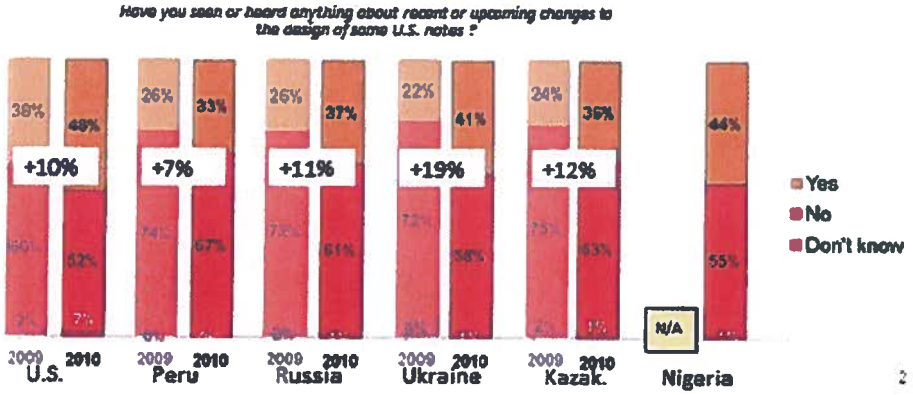
Kazakhstan, Ukraine and Peru have used the security strip and watermark, versus one-third in the U.S.

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

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 multinote 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.
- ***Multinote 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.
- ***Multinote 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 stationary*** – 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

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 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 cove

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
TOTALS	3,952	1,484	5,436	2,551,495,500	1,878,229,608	4,429,725,108

***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

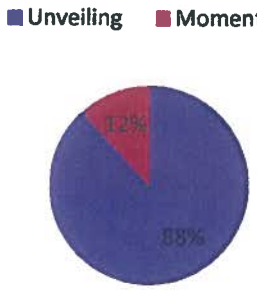
- **Media outreach surrounding the unveiling generated almost 4 billion worldwide impressions.**

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
TOTALS	2,120	1,470	3,590	2,024,097,783	1,877,675,811	3,901,773,594

***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,**

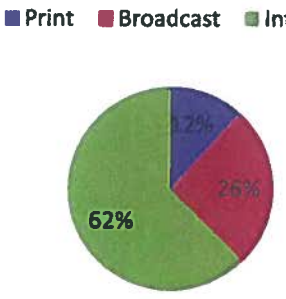
print, television, Internet), Burson-Marsteller provides only an estimated, aggregated total, rather than an exact total.

$100 New Money Program Media Coverage



- **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**

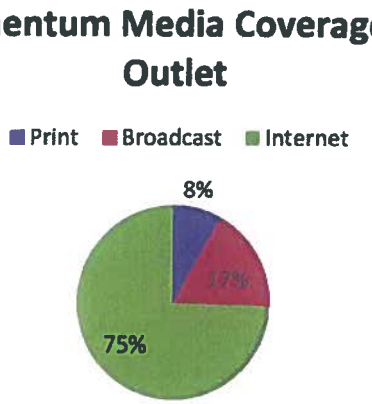
Media Coverage by Outlet



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 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
TOTALS	1,832	14	1,846	527,692,998	553,797	527,951,514

***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 assests. (* this is an estimation as some outlets may have purchased assests 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

Overview

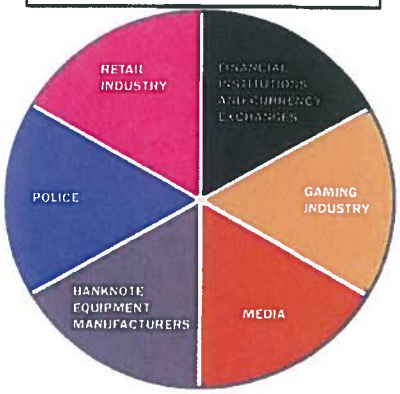
In order to prepare businesses and organizations for the introduction of the new $100 note, Burson-Marsteller worked to implement a robust stakeholder outreach program to engage targeted industries in educating employees and consumers about the redesigned note. The program also focused on encouraging 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-handing businesses.

$100 Note Stakeholders



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.


The $100 BankNote

July 2010 Issue 1

In this issue:

U.S. Government Prepares Global Public for New $100 Note

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 of 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.

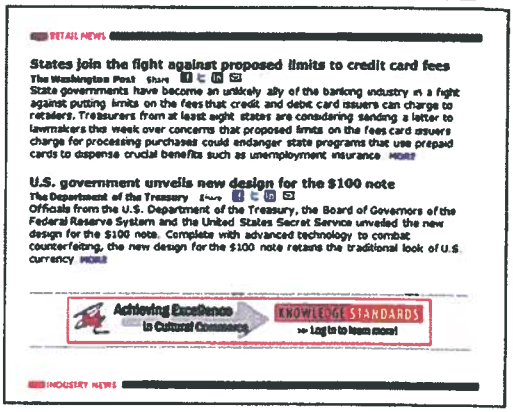
	Total	Will Participate	Will Participate through Headquarters	Will Not Participate	Not Reached	Left Message	Wrong Number	Language Barrier	Un-decided
Armored Carrier	26	9	0	2	6	1	7	0	1
Association	953	501	1	89	98	119	140	0	5
Financial Institution	2,939	1,374	7	241	361	481	458	0	17
Gaming	546	244	5	59	55	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

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 Share
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

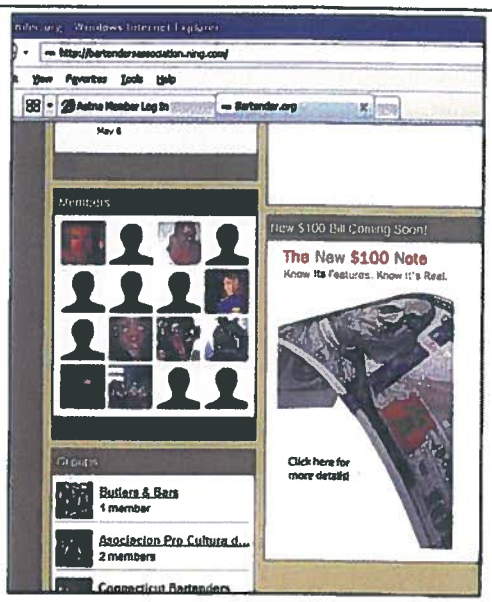
U.S. government unveils new design for the $100 note
The Department of the Treasury Share
Officials from the U.S. Department of the Treasury, the Board of Governors of the Federal Reserve System and the United States Secret Service unveiled the new design for the $100 note. Complete with advanced technology to combat counterfeiting, the new design for the $100 note retains the traditional look of U.S. currency MORE

Achieving Excellence in Cultural Commerce — KNOWLEDGE STANDARDS >> Log in to learn more!

INDUSTRY NEWS

- 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
National Bartender's Association Website



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.

- 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:

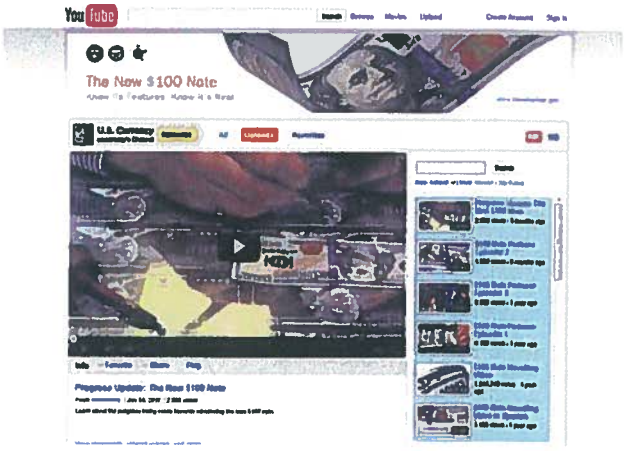
- Stakeholder Discussion Guide
- Stakeholder List
- Stakeholder Outreach Highlights
- *$100 BankNotes* – Issue 1
- *$100 BankNotes* – Issue 2
- September FedFlash Content
- October FedFocus Content
- Ride Along for FRB
- Stakeholder Outreach Highlights Email to Stakeholders Announcing Delay in Issue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

FOIA (b) (5)



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, Tweeters) 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.

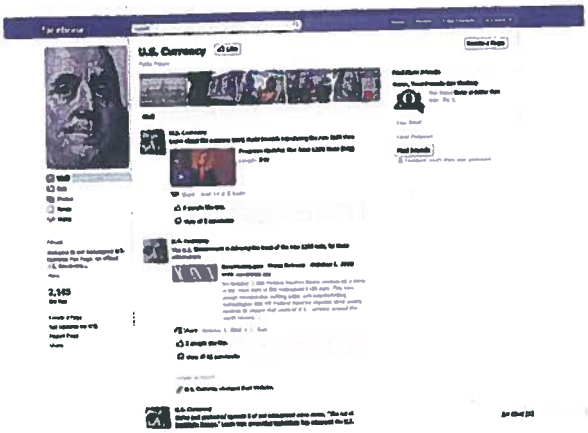
Specific elements for the website and social media efforts are listed below.

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

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 **essential:** • CIS* - Russia, Ukraine, Kazakhstan • Americas - Peru	• In-country large events • In-language hard copy materials • Key officials visit country • Earned and paid media • Stakeholder, public education
Tier 2	Countries in which educational outreach is considered **very important** but not critical: • Africa - Angola, Nigeria, Kenya • Americas - Colombia, Ecuador, El Salvador, Panama, Uruguay, Argentina • Asia - Philippines, Vietnam • CIS* - Azerbaijan	• Spokespersons may travel to country if appropriate • In-language hard copy materials • Earned media • Stakeholder education • Select public education

Tier 2B	Countries in which educational outreach to select stakeholder audiences is **important:** • Americas - Canada, Mexico • Asia - Hong Kong, Japan, Singapore, South Korea • Europe – Turkey	• No in-country events • In-language hard copy materials • Outreach to targeted stakeholders • Earned media
Tier 3	Countries in which educational outreach is **helpful** but not critical: • Africa - Botswana, Libya, Mozambique, Tanzania, Zimbabwe • Americas - Bolivia, Costa Rica, Chile, Dominican Republic, Paraguay • Asia - China, Indonesia, Malaysia, Taiwan, Thailand, India • CIS* - Uzbekistan • Europe - Germany, Italy, Portugal, Spain, Switzerland, United Kingdom • Middle East - Afghanistan, Egypt, Iraq, Israel, Jordan, Lebanon, Saudi Arabia, UAE	• In-language electronic materials • No in-country events or in-person media or stakeholder outreach

***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.

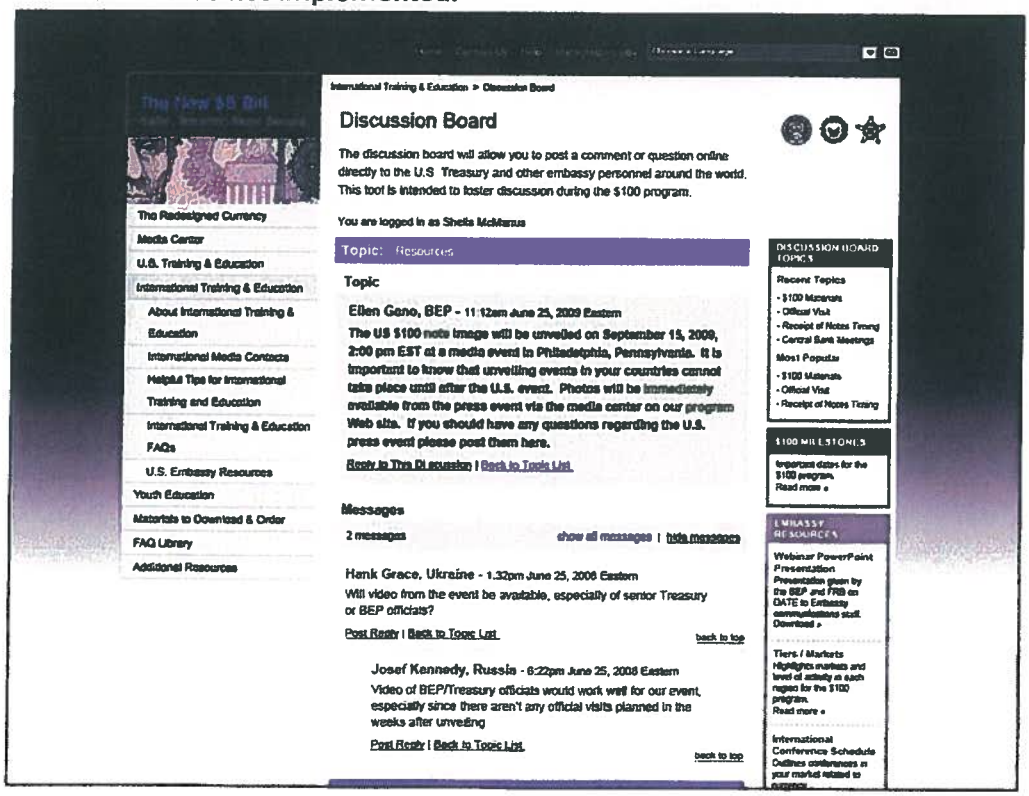
Activities

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

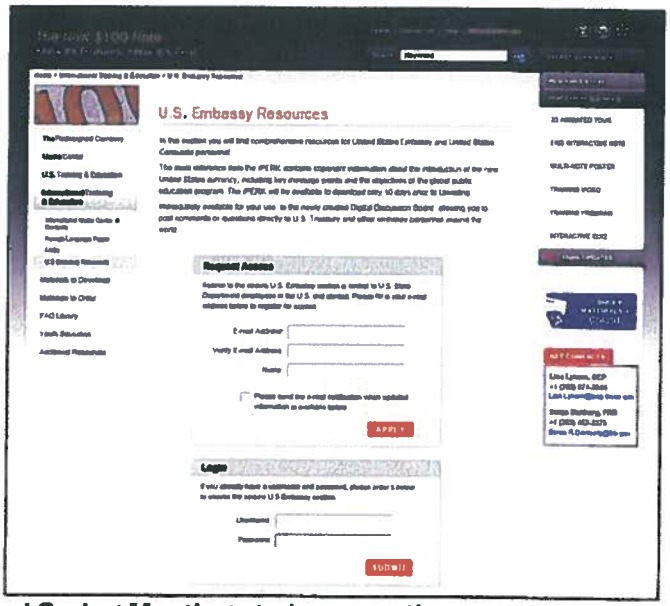
communications focused on these stakeholders. The following activities were undertaken building up to the $100 design unveiling:

- **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.



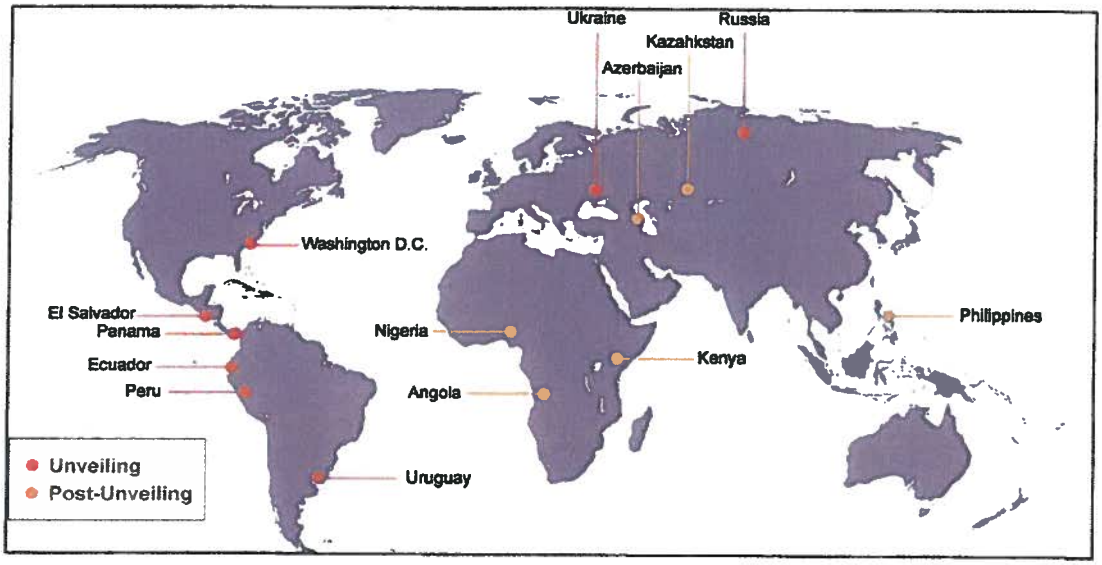
- **Embassy Webinar** – This was planned as an additional milestone of information for U.S. Embassy POCs. Also not implemented for the reason noted above.
- **On-the-Ground Meetings/Discussions** – These meetings and discussions were held between U.S. embassies, central bank officials and Burson-Marsteller 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.


Майкл ЛАМБЕРТ:

«Мы ожидаем, что новая 100-долларовая банкнота будет запущена в обращение в конце 2010 г.»

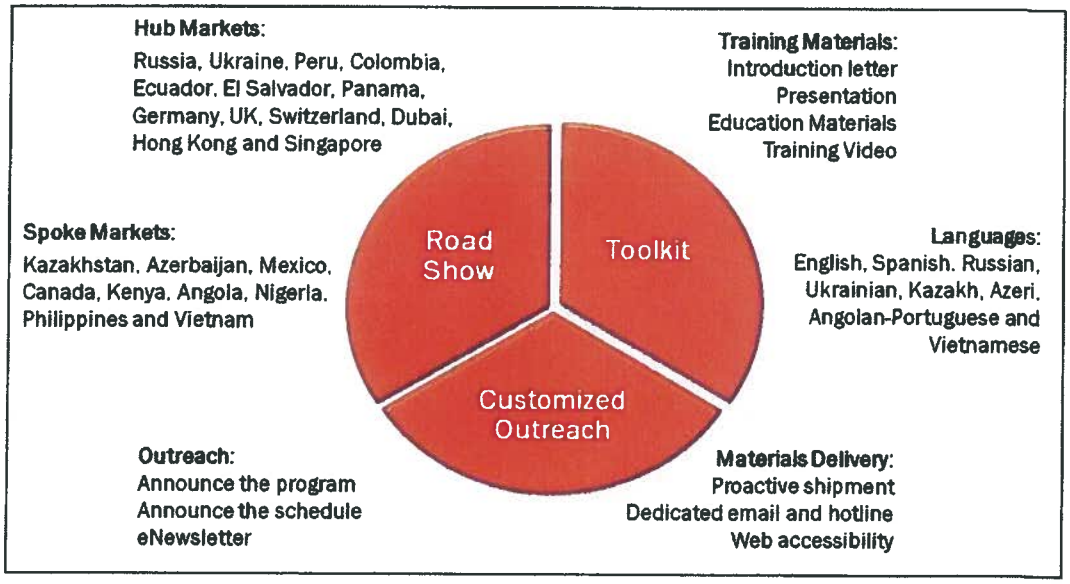
In advance of unveiling activities, Burson-Marsteller leveraged Assistant Director Michael Lambert's trip to Moscow for the conference on cash circulation, titled "Cash Circulation: Models, Standards, Tendencies," held November 17-28, 2009 by facilitating a media interview with *Banknotes of the World*,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

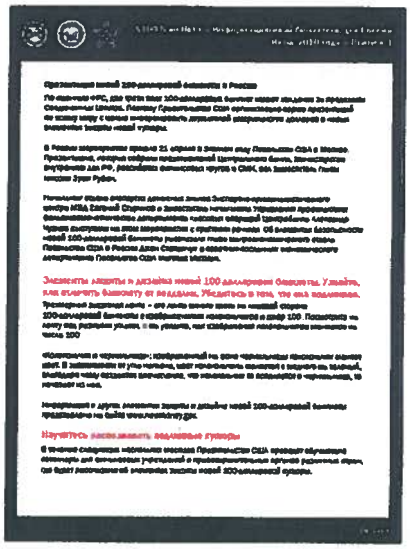
- **Train the Trainers – Based on information gathered during the FRB's Extended Custodial Inventory (ECI) ECI bank calls, Burson-Marsteller developed this program for priority global financial institutions to assist them in easily and effectively educating their diverse employee base about the changes 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
AFRICA					
Angola	2				2
Kenya	5	11	12		28
Nigeria	18	1	1	5	5
AMERICAS					
Canada	45			16	81
ASIA					
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
CIS					

Azerbaijan	4			19	23
Kazakhstan	14		6	36	56
Russia	34	29	76	140	279
Ukraine	19	2	20	59	100
LATAM					
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
Europe					
UK				7	7
Turkey	31			47	78
Total	**350**	**54**	**211**	**943**	**1558**

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 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:

- **Unveiling Activities Snapshot**

Task Order 48: Paid Media

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
Russia		
TV	• Channel 1 (Pervyi Kanal) • Rossiya • STS	165 spots over a period of 15 days
Print	• *Komsomolskaya Pravda* • *Argumenty i Fakty* • *Kommersant Daily*	6 half-page ads
Internet	• RBC.ru • Yandex.ru • Google.ru • Mail.ru • Expert.ru • Lenta.ru • Kommersant.ru • Vedomosti.ru • Rambler.ru • MSN.ru • Yahoo.ru • Snob.ru • BBC.co.uk	11,480,000 impressions on search engines, business, news, and IP targeting
Ukraine		
TV	• K1 • NTN • Novyy • STB • ICTV • Inter	788 spots over a period of 4 weeks
Print	• *Segodnya* • *Kommersant Daily* • *Delovaya Stolitsa* • *Komsomolskaya Pravda v Ukraine* • *Argumenty i Fakty Ukraine* • *Korrespondent*	13 ads – 1/6, 1/4, and full-page ads (if appropriate)

	• *Fokus* • *Telenedelya* • *Fakti*	
Internet	–	Will be covered through Russian Internet buy
Kazakhstan		
TV	• KTK • NTK • STS/31	538 spots over a period of 5 weeks
Print	• *Argumenty i Fakty Kazakhstan* • *Vremya* • *Business i Vlast* • *Karavan* • *Panorama*	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	**Lagos** • Cool 96.9 FM • Rhythm 93.7 FM • Wazobia 95.1 FM **West/Midwest:** • BCOS FM-Ibadan • Kwara FM-Ilorin • Positive FM-Akure • Kogi FM-Lokoja • Independent FM-Benin • Delta Radio-Asaba **Eastern/Southern:** • BCA FM-Umuahia	80 spots spread over a period of 3 months in multiple concentrated bursts.

	• ABS FM-Awka • Coal City FM-Enugu • AKBC-UYO • Rhythm FM-Port • Harcourt **Northern:** • Cool FM-FCT, Abuja • Aso FM-FCT, Abuja • KSMC-Kaduna • PRTV FM-Jos • Freedom FM-Kano	
Print	• *Punch* • *This Day* • *Guardian*	One full-page or half-page ad each (TBD)
Print	• *Daily Independent* • *Nigerian Tribune* • *Daily Champion* • *Daily Trust* • *Dynamix*	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: • Radio N'gola Yetu • Radio Luanda • Radio 5	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	• *El Comercio*	Two half-page ads
	• *Diario Correo*	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

TO41 Fulfillment Attachment

Collateral Materials Produced for the $100 Program
Quantities Requested
April 2010 - July 2011

Language	Name of Collateral Material	Quantity Requested
Angolan-Portuguese	Portuguese (for Africa) Multinote Poster	657
	$100 Portuguese (for Africa) Take One Card (in packets of 250)	55,250
	$100 Portuguese (for Africa) Take One Card Holder	250
	Training CD-ROM in Angolan Portuguese/English	1,193
	Training DVD in Angolan Portuguese/English	1,055
Arabic	$100 Arabic Brochure and Poster Combination	14,785
Azeri	Multinote Booklet	4,600
	Multinote Poster	204
	$100 Take One Card	4,750
	$100 Take One Card Holder	46
Dari	$100 Dari Brochure and Poster Combination	0
English	$100 Brochure and Poster Combination	880,007
	$100 Education Resource Kit (Camera Ready Art Disk, Poster , etc.)	13,488
	Multinote Booklet1	847,723
	Multinote Poster1	97,425
	$100 Take One Card	2,720,750
	$100 Take One Card Holder	15,065
French-Canadian	Multinote Booklet	3,595
	Multinote Poster	510
French	$100 Brochure and Poster Combination	25,115
Hausa	$100 Take One Card	0
	$100 Take One Card Holder	0
Japanese	$100 Brochure and Poster Combination	26,200
	$100 Take One Card	62,250
	$100 Take One Card Holder	438
Kazakh	Multinote Booklet	4,050
	Multinote Poster	325
	$100 Take One Card	15,000
	$100 Take One Card Holder	173
Korean	Multinote Booklet	12,651
	$100 Take One Card	33,750
	$100 Take One Card Holder	216
Russian	$100 Russian Brochure and Poster Combination	275,903
	Russian Multinote Booklet	192,402
	Russian Multinote Poster	10,889
Simple Chinese	$100 Simple Chinese Brochure and Poster Combination	21,008
	Simple Chinese Multinote Booklet	20,821
Spanish	$100 Spanish Brochure and Poster Combination	218,572
	Spanish Multinote Booklet	219,777
	Spanish Multinote Poster	26,047
	$100 Spanish Sticker	0
	$100 Spanish Take One Card (in packets of 250)	619,000
	$100 Spanish Take One Card Holder	3,617
Traditional Chinese	$100 Traditional Chinese Brochure and Poster Combination	25,123
	Traditional Chinese Multinote Booklet	19,350
Turkish	$100 Turkish Brochure and Poster Combination	13,950
	$100 Turkish Take One Card (in packets of 250)	33,000
	$100 Turkish Take One Card Holder	202
Ukrainian	$100 Ukrainian Brochure and Poster Combination	19,651
	Ukrainian Multinote Booklet	21,200
	Ukrainian Multinote Poster	1,015
Vietnamese	$100 Vietnamese Brochure and Poster Combination	18,851
	Vietnamese Multinote Poster	1,685
	$100 Vietnamese Take One Card (in packets of 250)	51,250
	$100 Vietnamese Take One Card Holder	327
	Training CD-ROM in Vietnamese/English	1,127
	Training DVD in Vietnamese/English	1,109
Digital Items in Multiple Languages	Training CD-ROM in Russian/Ukrainian/Kazakh/Azeri/English	4,851
	Training DVD in Russian/Ukrainian/Kazakh/Azeri/English	4,846
	$100 Training CD-ROM in English/Spanish	13,026
	$100 Training DVD in English/Spanish	12,893

T042 Research Attachment



Research Presentation:
$100 Post Unveiling Tracker

June 23, 2010



Key Findings From Past Research

- Past research has shown there is a need to educate consumers about future changes to U.S. currency to address concerns and motivate desired behavior:
  - Concern about counterfeiting is high, especially in Peru
  - Many, especially Americans, do not check their notes
  - Interest in learning about future changes to U.S. currency is high

- Research indicated messages should:
  - Be positive and attention-grabbing
  - Emphasize quick and easy follow-up steps
  - Incent consumers to learn how to authenticate to protect themselves from loss
  - Include specifics on the new features



Tracking Methodology

Timing: May 14, 2010- June 1, 2010

Audience: General Consumers in U.S., Peru, Russia, Ukraine, Kazakhstan, and Nigeria

Methodology: Quantitative phone and face-to-face interviews

Objective: To track key metrics: awareness of changes to U.S. currency, including specific denominations; knowledge of security features; concerns about counterfeiting; and self-reported authentication behavior. Tracking sheds light on changes since benchmark (conducted December 208-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.

Country	Sample Size (N =)*	Margin of Error**
U.S.	502	±4.37%
Peru	503	±4.37%
Russia	509	±4.34%
Ukraine	500	±4.38%
Kazakhstan (Kazak.)	500	±4.38%
Nigeria	500	±4.38%

* N size is only shown on slides in the report when it differs from the full sample size
** Margin of Error at 95% Significance Level



Key Findings From Post Unveiling Tracker

1. Awareness of changes to U.S. currency was up from 2009 across all markets surveyed
2. A majority of respondents outside the U.S. have heard specifically that the $100 note will change, but awareness of the new security features was very low except in Nigeria
3. There was confusion about the new $100 note's issue date
4. Confidence in U.S. currency rose since 2009 in the CIS markets and held steady in the U.S.
   - 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
5. There is a continued need to educate that old notes need not be exchanged for new ones, particularly in Peru and Nigeria



Attitudes & Behavior by Country

- Here is a summary of differences in attitudes and behavior that emerged by market:

	U.S.	Peru	Russia	Ukraine	Kazakhstan	Nigeria
Awareness of changes	High awareness	Mid level awareness	Mid level awareness	High awareness	Mid level awareness	High awareness
Attitudes towards U.S. currency	High confidence	Low confidence	Mid level confidence	High confidence	High confidence	High confidence
Concern about counterfeiting	Middle	High (but falling)	Middle	Middle (but falling)	Middle (but growing)	Middle
Frequency of checking U.S. notes	Rarely	Often	Rarely	Often	Sometimes	Often
Frequency of checking $100	Sometimes	Often	Sometimes	Often	Sometimes	Often
Usage of $100	Low	Low	Low	Low	Middle	High
Confusion on validity of old $100 notes	n/a	High	Low	Low	Middle	High

* Strengths are in yellow and weaknesses are in red



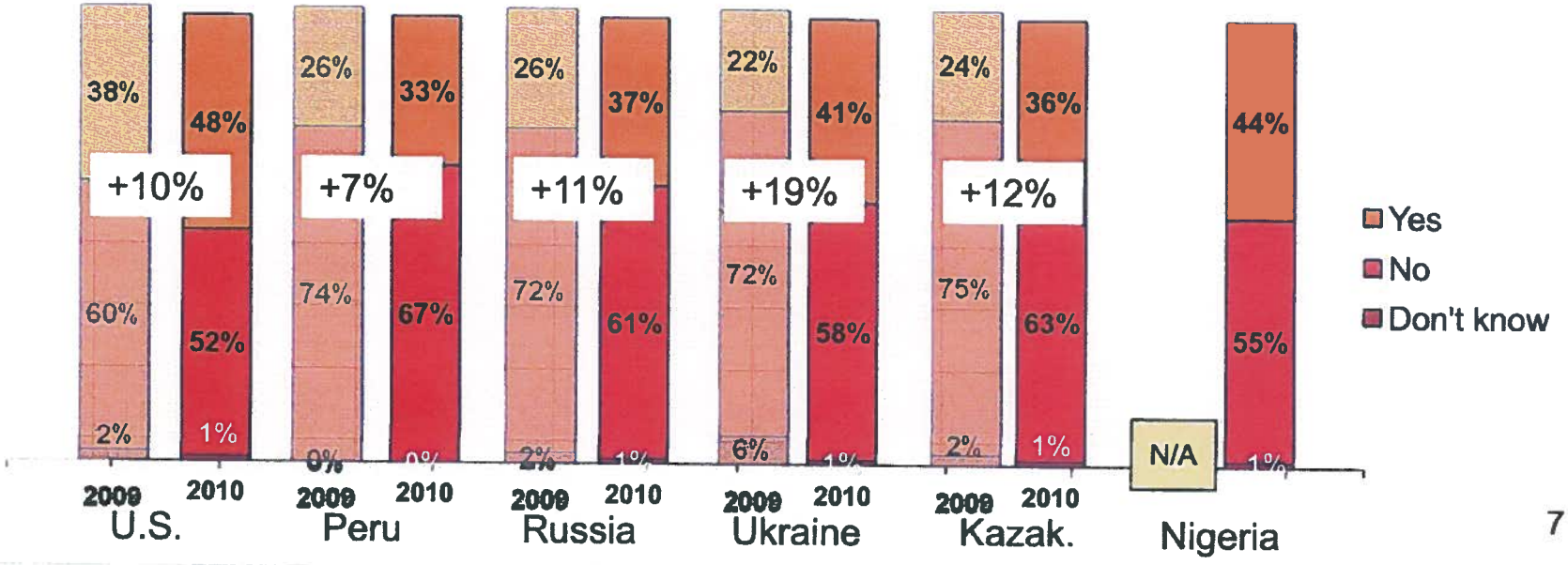
Awareness of Changes



Awareness of Changes to U.S. Notes

- The communications program was effective in driving awareness of changes to U.S. notes
  - In the U.S., awareness is similar to that reached following the $20 unveiling (51%) but lower than awareness after the $20 day of issue (81% in the U.S., 84% in Ecuador and 68% in Russia)

Have you seen or heard anything about recent or upcoming changes to the design of some U.S. notes ?





What Was Recalled

- Most did not recall specifics about the changes beyond adding security features to the notes and, in CIS countries in particular, that the changes involve color

IF HAVE SEEN OR HEARD ABOUT UPCOMING CHANGES What have you heard? OPEN END Ranked by U.S.	U.S. % N=239	Peru % N=166	Russia % N=190	Ukraine % N=205	Kazak. % N=179	Nigeria % N=221
Safety features (unspecific) / More precautions to make it harder to counterfeit	22	19	16	14	13	9
Not much / Just remember hearing they were changing it/changing the design / Just heard something in the media / I saw the new bills	20	33	17	19	13	27
Changing the hundreds	20	22	12	15	4	40
Adding/changing color / Adding more color / Red, white and blue	15	14	34	29	34	5
Changing the picture / Changing the faces / Bigger portrait / Off centered face/ president / putting Ronald Reagan on a bill	12	5	17	6	9	2
Changing the fifties/ large denominations	5	3	1	0	1	2
Strip / Stripe / Security thread	4	9	5	9	8	8
Watermark	2	10	5	5	6	1
Printing / Numbers / Different/ changing the words	2	3	1	0	0	0
Changing the twenties	2	2	0	1	0	2
3D	1	3	0	1	3	1
Changing the ones	1	1	0	0	0	5
Color shifts	1	0	2	3	3	2
Special engraving / Raised words/images	0	4	0	0	1	0
Changing the tens	0	1	0	0	0	2
Different paper/fabric/ fibers/weight/texture	0	0	2	0	2	0
Bell / Inkwell / Bell in an inkwell / Color shifting bell/inkwell	0	0	3	0	1	1
General positive: It is good / I like them, etc.	0	0	0	1	2	5
Others	13	13	6	4	8	4
Nothing / Don't Remember / Don't Know / No Response	10	9	11	16	26	10



Information Source

- Television news programs were the most recalled source for information on the changes to currency
  - In the U.S., newspapers were also a common source of information

IF HAVE SEEN OR HEARD ABOUT UPCOMING CHANGES Where have you heard about changes being made to the design of some U.S. notes? Select all that apply Ranked by U.S %	U.S. % N=239	Peru % N=166	Russia % N=190	Ukraine % N=205	Kazak. % N=179	Nigeria % N=221
On TV news programs	54	82	68	65	50	24
In the newspaper	30	10	6	12	5	8
On internet (website)	18	7	11	12	8	16
From a friend, neighbor or colleague	12	4	20	15	38	16
On TV commercials	8	4	19	7	5	2
On radio	8	10	5	2	4	6
In a magazine	8	1	5	3	0	7
In a bank	6	2	12	6	12	12
In a store	5	1	2	0	1	0
On outdoor billboards-posters- at a metro station- airport-on taxi top	1	0	2	1	1	1
Currency Exchange	n/a	3	8	1	9	6
Other	3	2	0	1	0	1
Don't know	3	0	3	4	0	1



What Denomination?

- Many recalled hearing about the $100 note – particularly in international markets

IF HAVE SEEN OR HEARD ABOUT UPCOMING CHANGES What denomination note did you most recently hear about?	U.S. % N=239	Peru % N=166	Russia % N=190	Ukraine % N=205	Kazak. % N=179	Nigeria % N=221
$5	8	0	0	1	2	10
$10	5	2	2	0	0	6
$20	13	7	7	3	4	7
$50	8	7	2	2	8	10
$100	38	66	75	74	80	64
Other	7	1	1	0	1	0
Don't know	21	17	13	19	4	3



Issue Date

- Few respondents could accurately say when the new $100 note will be in circulation – indicating a need to emphasize the date in communications during the momentum period

When do you think the new $100 note will be issued, that is, when will it be circulated? Open End	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
In 2010	18	27	21	27	25	25
Within a year	2	0	1	4	1	1
In 2011, unspecified	8	10	15	12	17	10
In 2011, early in the year	2	4	1	1	1	3
In 2011, middle to end of year	0	1	1	1	1	2
After 2011	4	0	10	11	12	4
Already issued/ circulated / Already out in the US	3	3	6	4	6	1
Others	2	1	3	1	0	4
Don't Know / No Response	62	53	40	40	37	50



Usage and Confidence in U.S. Currency



Frequency of Use: U.S. Notes

How often do you use the following U.S. notes?
% Saying Always + Often + Sometimes

$5 Note

Least — Most

Kazakhstan	Russia	Ukraine	Peru	Nigeria	U.S.
8%	9%	15%	23%	44%	92%

$10 Note

Least — Most

Kazakhstan	Russia	Ukraine	Peru	Nigeria	U.S.
11%	12%	18%	32%	57%	91%

$20 Note

Least — Most

Russia	Kazakhstan	Ukraine	Peru	Nigeria	U.S.
15%	16%	26%	41%	67%	93%

$50 Note

Least — Most

Russia	Peru	U.S.	Ukraine	Kazakhstan	Nigeria
23%	35%	35%	35%	36%	66%

$100 Note

Least — Most

Peru	Russia	U.S.	Ukraine	Kazakhstan	Nigeria
27%	30%	38%	38%	50%	61%



U.S. Note Usage

- U.S. notes are most often used for savings or travel outside the U.S.
- But in Nigeria, 4 in 10 use them for everyday purchases – which may be why Nigerians report higher usage of smaller denominations other international markets
- Peru's use of U.S. notes for everyday purchases declined from 41% in the benchmark to 13%

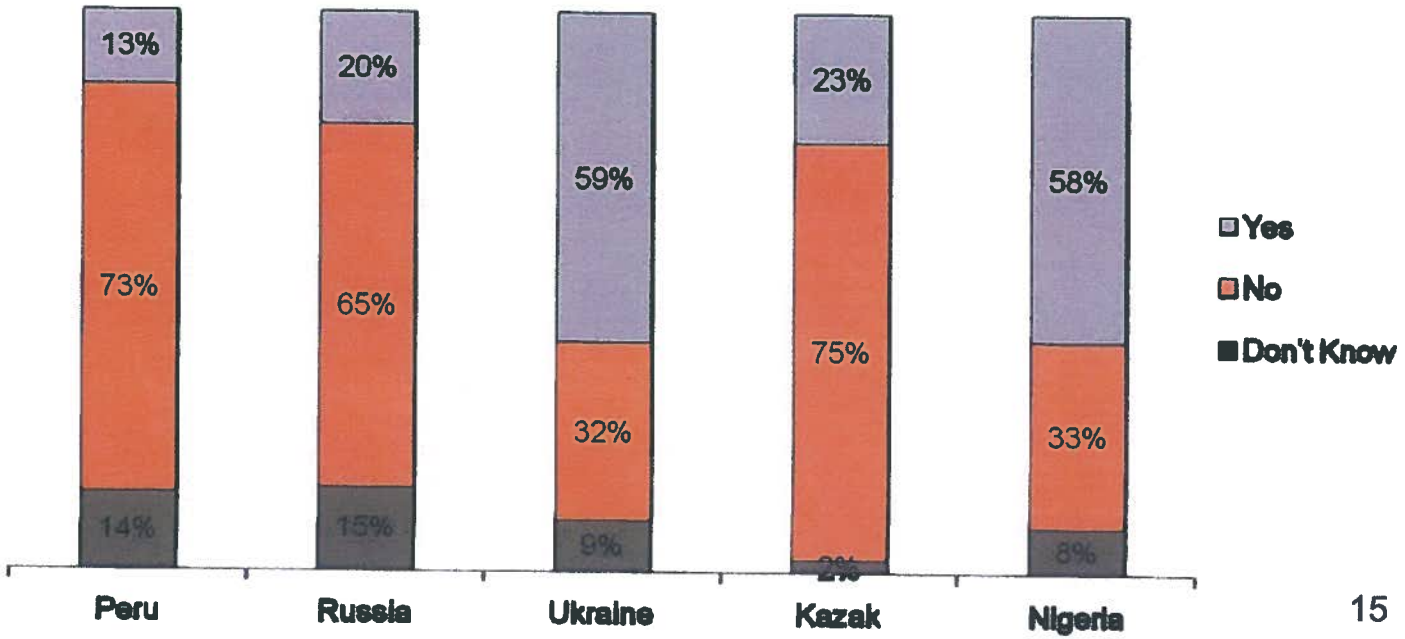
Do you generally use U.S notes for any of the following?	Peru %		Russia %		Ukraine %		Kazak. %		Nigeria %
	2009	2010	2009	2010	2009	2010	2009	2010	2010
Savings	18	21	32	28	36	45	34	38	10
Large purchases	11	16	18	11	23	18	32	21	18
Everyday purchases or transactions	41	13	4	1	16	1	7	3	40
Travel	3	6	27	23	12	15	8	12	21
Other	33	41	0	3	1	1	2	5	9
Don't know	0	15	46	55	31	35	31	32	2



Currency Stability

- The large number who use U.S. notes for everyday purchases in Nigeria may be due in part to the questioning of the stability of their country's currency

Has there been any recent economic or political activity in your country that has caused you to question the stability of your country's currency or rely more on U.S. currency because of its stable value?





Confidence in Currencies

- Confidence in U.S. currency increased in the Ukraine and Kazakhstan

Using a 1 to 7 scale, with 1 meaning no confidence at all – and 7 meaning a great deal of confidence, how much confidence would you say you have in…

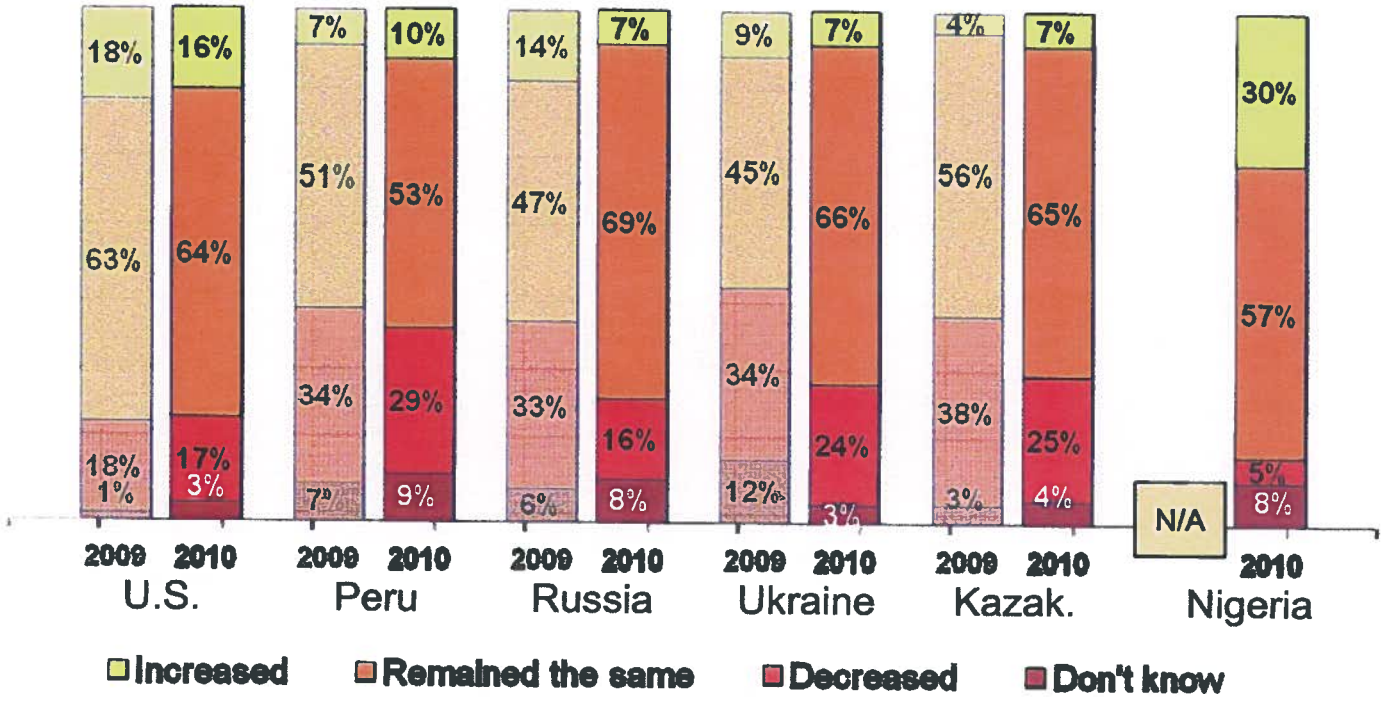
…the United States Currency?	2009 % saying 5 – 7	2010 % saying 5 - 7	Change
US	84	85	+1
Peru	43	32	-11
Russia	44	49	+5
Ukraine	49	70	+21
Kazak.	53	71	+18
Nigeria	n/a	89	n/a



Confidence in U.S. Currency

- Respondents in the CIS markets were less likely to say their confidence has decreased in U.S. currency

Would you say your confidence in U.S. currency has increased, decreased or remained about the same during the past year or so?





Reasons for Increases in Confidence

- Confidence increased in U.S. currency mainly because of counterfeiting measures and the economy

IF CONFIDENCE HAS INCREASED: Why is that? OPEN END *Ranked by U.S. 2010*	U.S. %		Peru %		Russia %		Ukraine %		Kazak. %		Nigeria %
	2009 N=163	2010 N=78	2009 N=31*	2010 N=49*	2009 N=45*	2010 N=36*	2009 N=89	2010 N=34*	2010 N=51	2010 N=33*	2010 N=151
Counterfeiting/ Counterfeiting measures	61	49	53	73	2	3	0	15	5	3	19
Economy	16	10	16	12	62	72	57	30	64	79	41
Change in exchange rate/exchange rate/value of dollar	16	8	38	20	24	22	29	33	23	6	46
Terrorism/War on terrorism	2	1	2	2	2	8	0	0	0	0	2
War in Iraq / Afghanistan	3	0	0	0	2	3	0	0	0	0	1
Other	6	26	4	0	3	8	14	18	14	3	1
Don't know	8	6	0	0	4	3	2	3	0	9	0

** Findings directional due to small sample size*



Decreases in Confidence

- While confidence decreased in U.S. currency due to the exchange rate and economy

IF CONFIDENCE HAS DECREASED: Why is that? OPEN END *Ranked by Peru 2010*	Peru %		Russia %		Ukraine %		Kazak. %		Nigeria %
	2009 N=210	2010 N=145	2009 N=204	2010 N=82	2009 N=204	2010 N=122	2009 N=225	2010 N=123	2010 N=25*
Change in exchange rate/exchange rate/value of dollar	67	57	26	44	55	45	50	60	32
Economy	24	30	75	59	47	53	55	42	44
Counterfeiting/ Counterfeiting measures	27	30	5	11	2	16	2	10	20
War in Iraq / Afghanistan	4	3	4	1	0	4	1	3	8
Terrorism/War on terrorism	5	0	1	4	0	5	0	0	0
Other	2	0	3	6	2	1	1	0	0
Don't know	0	2	0	2	1	1	0	0	0

** Findings directional due to small sample size*



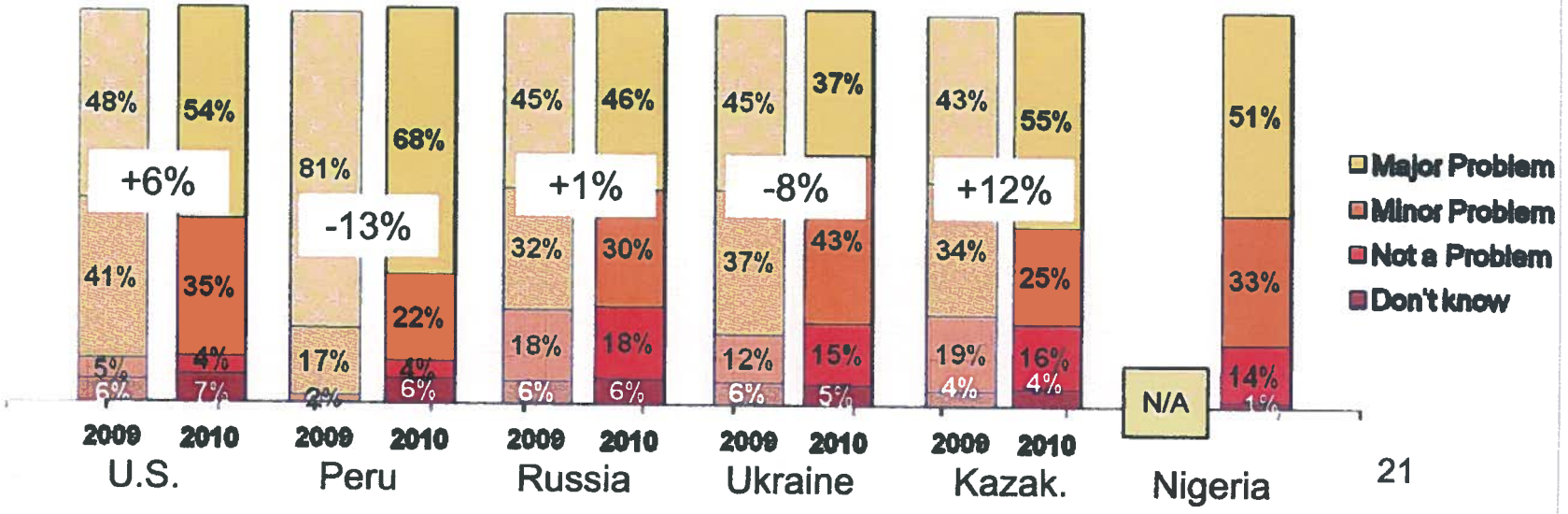
Perceptions of Counterfeiting



Counterfeiting Perceptions

- The perception of counterfeiting as a major problem dropped in Peru and the Ukraine
- But counterfeiting concerns had risen in Kazakhstan compared to the benchmark

Do you think counterfeiting of U.S. notes is a major problem, minor problem, or not a problem in your country?

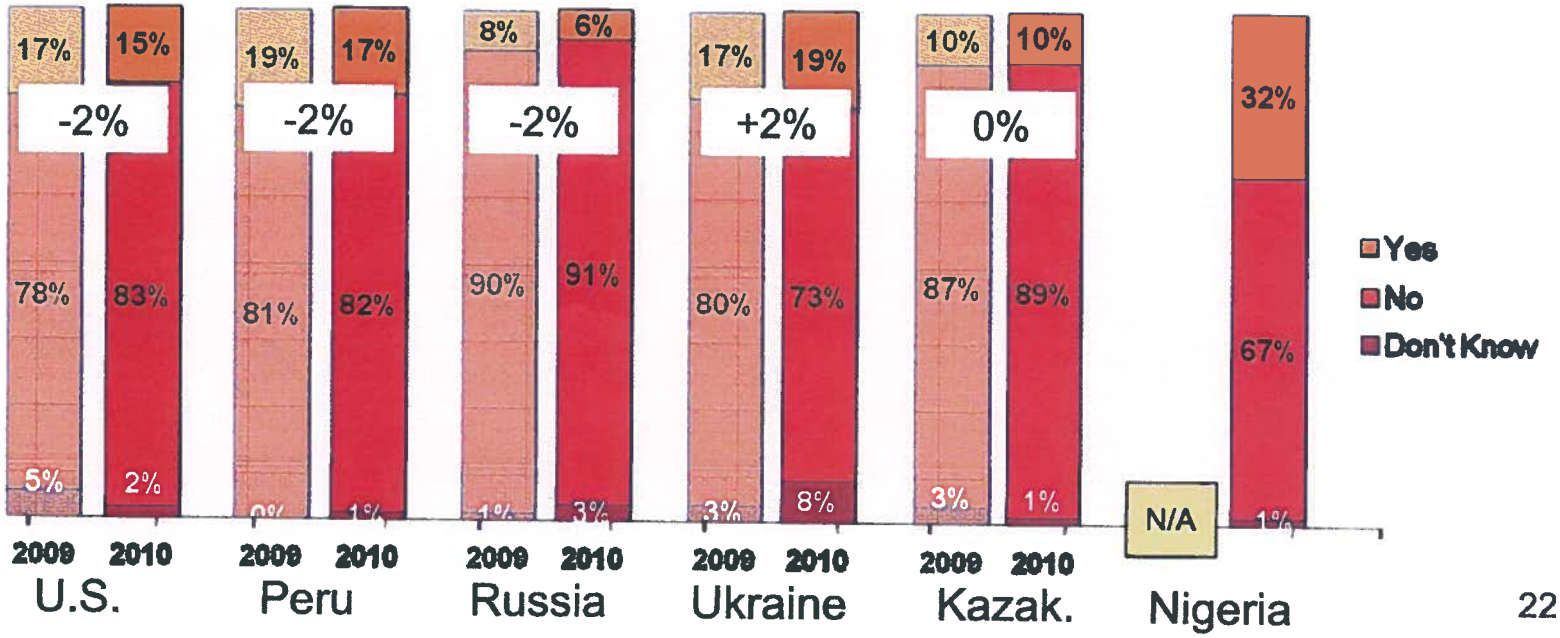




Counterfeit Notes

- The percentage who claimed to have received a counterfeit U.S. note remained steady compared to the benchmark
  - The higher instances reported in Nigeria may be due to their higher usage in everyday transactions there

Have you ever been given a counterfeit U.S. note?
Showing % that say "Yes"



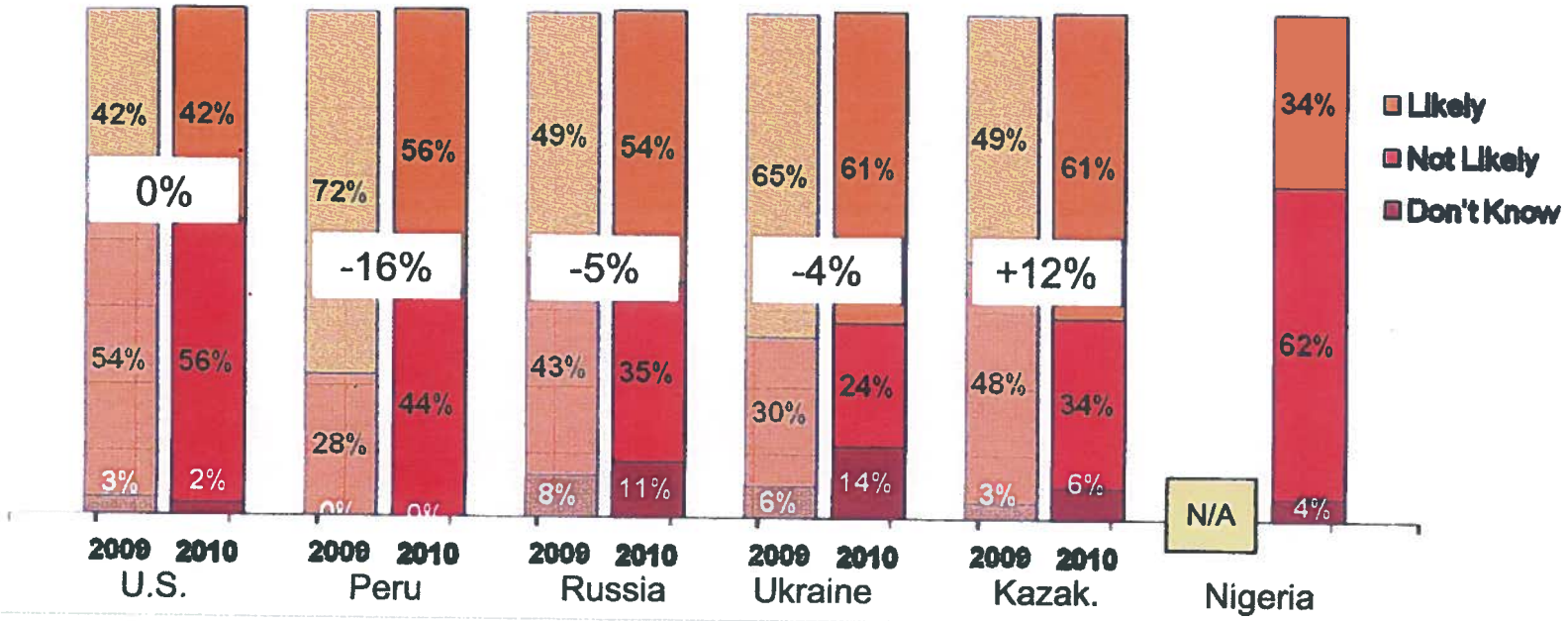


Receiving a Counterfeit Note in Future

- Despite being most likely to have received a counterfeit note, respondents in Nigeria were the most confident they will not receive one in the future
- Movement among respondents in Peru and Kazakhstan mirror the changes in their perceptions about the severity of the counterfeiting problem

How likely do you think it is that you will be given a counterfeit U.S. note in the future?

Showing % that say "Somewhat likely" or "Very likely"

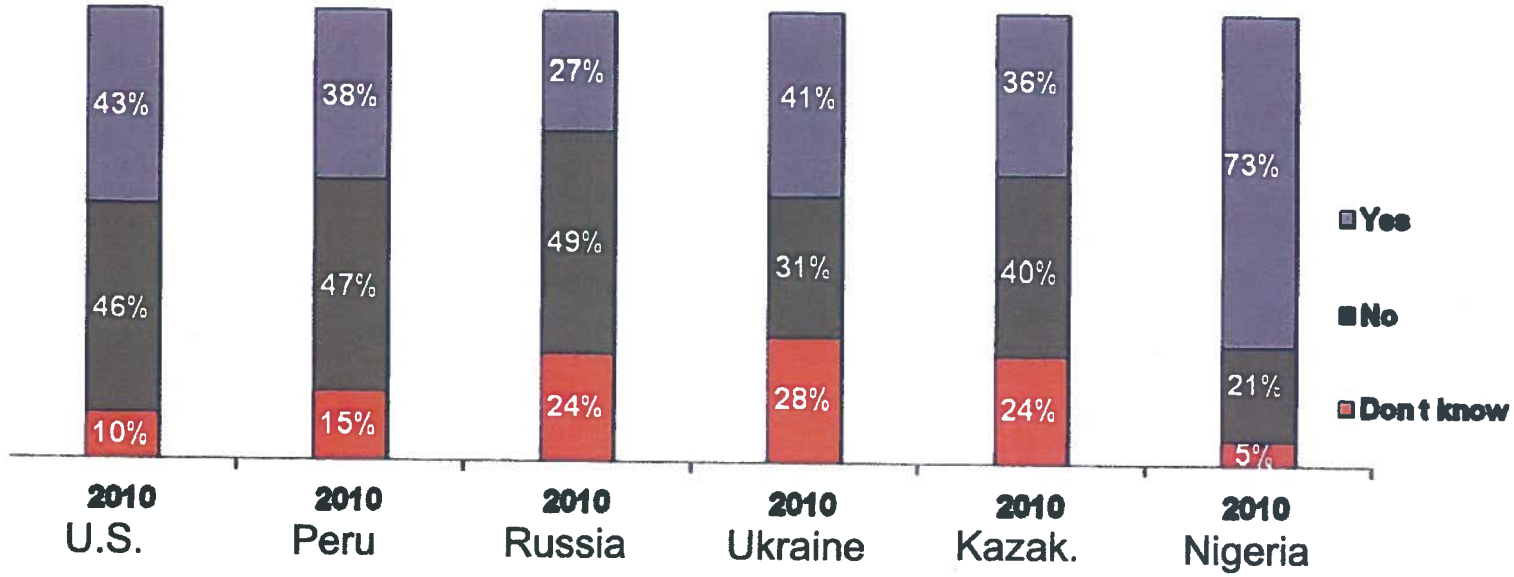




Ability to Detect Counterfeits

- Nigerians' confidence that they will not receive a counterfeit note may be related to their confidence that they will be able to detect a fake

If you were given a counterfeit, do you think you would be able to detect if it was fake?





Authentication Behavior

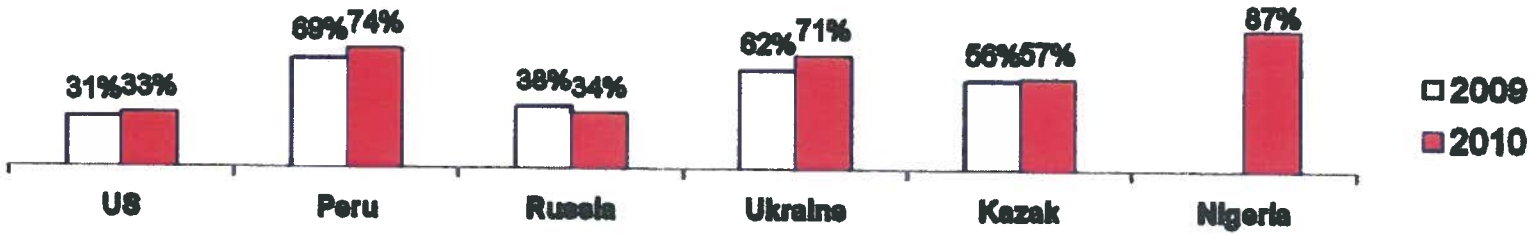


Authentication Behavior

- Authentication behavior remained steady since the benchmark with some small increases, particularly in the Ukraine
- It continued to be highest in markets with the higher levels of concerns about counterfeits, such as Peru and Nigeria

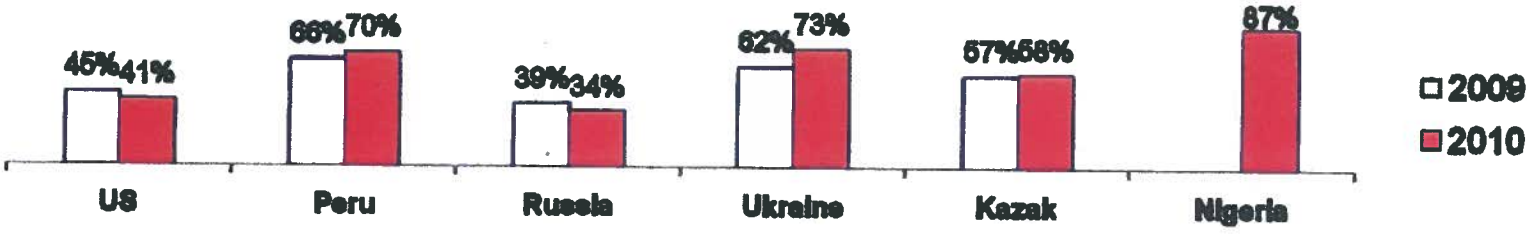
Please think about when you receive U.S. notes in general. How often would you say you check them to make sure they are not counterfeit – always, often, sometimes, rarely or never?

Showing % that say "always" + "often" + "sometimes"



When you receive larger denomination U.S. notes, such as $50s or $100s, how often do you check those to make sure they are not counterfeit?

Showing % that say "always" + "often" + "sometimes"





New Features on $100 Note

- Unaided, most could not name a feature on the new $100 note – those who did mentioned colors or the security thread

Please name or describe any new features on the new U.S. $100 notes. Anything else? *OPEN END Ranked by U.S.*	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Color / Different/ darker/bolder colors / Green / Peach / Gold / Blue / Pink	11	3	14	16	15	8
Lines in the notes / the security thread	7	4	10	5	6	28
Watermark	5	2	8	5	7	11
Large/larger picture/ president/face	5	1	0	1	0	0
3D	1	2	0	1	2	2
Picture / Changing the picture	1	1	3	1	2	4
Denomination / Large/ larger/small/smaller number / Numbers in the corner / Gold numbers	1	1	1	0	1	5
Light / Hold it up to a light	1	1	1	1	1	3
Shifting/changing colors	1	1	3	2	2	6
Harder to counterfeit / Can now tell if its counterfeit / Security features	1	1	5	6	2	3
Bell / Inkwell / Bell in an inkwell / Color shifting bell/inkwell	0	2	2	0	0	2
Others	17	5	1	2	3	2
Have not seen one / Don't Know / No Response	69	87	56	64	69	41



Security Features of $100

- The security thread and watermark continued to be the most often-cited security features in U.S. currency, unaided

Please name or describe any features of either the old or the new U.S. $100 notes that might help people detect counterfeits. Anything else? *OPEN END, Ranked by U.S.*	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Lines in the bills / the security thread	19	15	16	14	15	22
Watermark	11	14	21	23	25	17
Color / Different/ darker/bolder colors / Green / Peach / Gold / Blue / Pink	9	7	5	6	9	10
Light / Hold it up to a light	7	10	3	3	3	3
Picture / Changing the picture / Larger picture	4	5	2	0	2	8
The paper / Thickness of the paper / Like fabric	3	9	4	5	4	4
The ink / Ink color / Whether the ink rubs off or not	3	3	2	2	2	3
Can see a double/ second image/little face	2	4	2	5	5	3
Harder to counterfeit / Can now tell if its counterfeit / Security features	2	1	4	1	1	4
Hologram	2	0	3	2	1	0
It is different / Changing the design/ features/details / Changing them to look the same as the other new bills	2	0	1	2	3	3
Shifting/changing colors	1	9	3	3	3	7
Denomination / Larger/smaller number / Numbers in the corner / Gold numbers	1	9	0	0	1	11
By feel / The texture of the paper	1	8	5	7	6	3
Special engraving / Raised words/images	0	13	2	2	2	0
The signatures	0	9	0	0	0	0
Pyramid / eye in pyramid	0	8	0	0	0	0
3D	0	0	3	1	1	1
Bell / Inkwell / Bell in an inkwell / Color shifting bell / inkwell	0	0	0	0	0	5
Beautiful / More attractive	0	0	0	0	0	11
Others	20	16	8	12	9	18
Have not seen one / Don't Know / No Response	44	21	47	42	41	7



Familiarity with Features

- Once aided, familiarity continued to be highest with the security thread and watermark
- Few, except for those in Nigeria, were familiar with the new $100 features yet

Is this feature on U.S. notes very familiar to you, somewhat familiar, not very familiar, or not at all familiar to you? Showing very familiar *Ranked by U.S.*	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
	Very Fam	Very Fam	Very Fam	Very Fam	Very Fam	Very Fam
Security Thread	36	25	15	33	28	45
Watermark	34	25	14	41	35	49
Color-shifting Ink	11	24	9	12	14	53
3-D Security Ribbon*	2	3	4	5	9	38
Bell-in-the-Inkwell*	2	2	3	2	5	38

** Asked specifically with reference to the $100 note*



Features Used for Authentication

- Consistent with familiarity, the watermark and security thread were most likely to be used for authentication across markets

What is the FIRST thing you would look for to check whether a note is real or counterfeit? Ranked by U.S.	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Watermark or the faint image of the portrait or denomination	22	24	27	40	31	21
Security thread or plastic strip running through the note	18	12	12	13	9	22
Feel / Texture	9	17	9	14	8	26
Color shifting ink in the number of the denomination in the lower right hand corner of the note	7	11	4	1	4	17
Portrait / Face / Large picture	5	3	3	3	3	6
Look	4	8	23	14	31	15
3-D Security Ribbon	4	1	2	0	1	6
Paper / Red and blue lines or threads in the paper	2	6	0	2	1	8
Hold up to the light	2	1	1	1	0	1
Color of background	1	1	1	1	2	4
Symbols of freedom / American flag / American eagle / Liberty Bell / Statue of Liberty torch	1	1	0	0	0	4
Bell in the Inkwell	1	1	0	0	0	2
Small numbers imprinted across the face or back of the note	0	0	0	0	0	6
Micro-printing or tiny print that appears on the face of the note	0	0	1	1	0	6
Other	10	2	2	0	0	0
Don't know	14	13	14	9	10	1



Most Effective Features

- When forced to choose, the watermark and security thread were also seen as the most effective features to ensure a note is genuine

Thinking about all the features we have talked about, which one of these is most effective at helping you check your notes to make sure they are genuine?	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Watermark	18	35	28	56	41	27
The Bell in the Inkwell	18	5	0	0	0	7
Security Thread	15	18	14	22	12	33
Color Shifting Ink	15	19	2	4	5	16
The blue 3- D Security Ribbon	15	7	3	0	1	14
Don't know	19	15	53	18	41	3

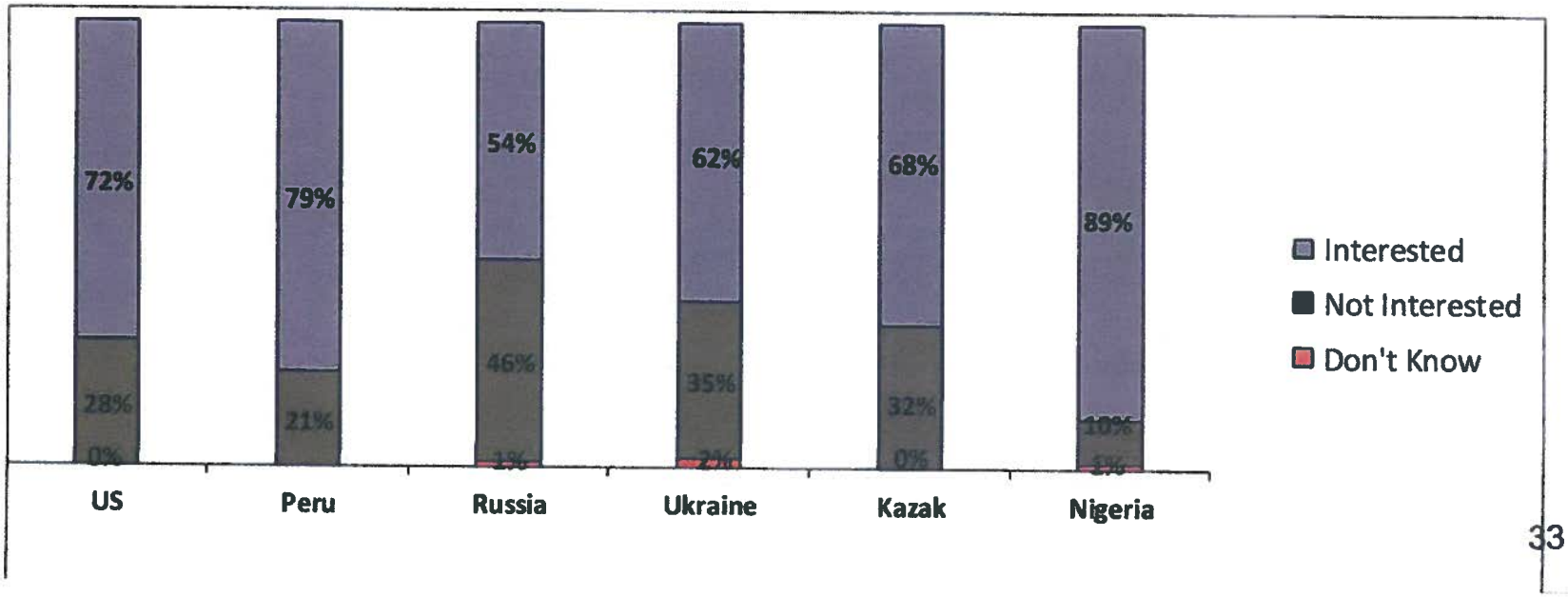
Messaging



$100 Redesign Interest

- Interest in the redesigned $100 note was highest in Nigeria and Peru – likely due to higher levels of counterfeit concerns (Peru) and usage of the $100 note (Nigeria)

Overall, how interested would you be in hearing or reading about the redesign of the U.S. $100 note on television, in magazines, in newspapers, or online?





Importance of Education

- Education was important, particularly in Peru and Nigeria, where they wanted to understand specific procedures for security features

How important do you think it is for people in your country to hear about the changes continuing to be made to the way some U.S. notes look?	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Very important	55	19	19	41	52
Somewhat important	32	55	56	52	38
Not very important	9	14	15	6	10
Not at all important	4	7	3	1	0
Don't know	0	6	7	0	0

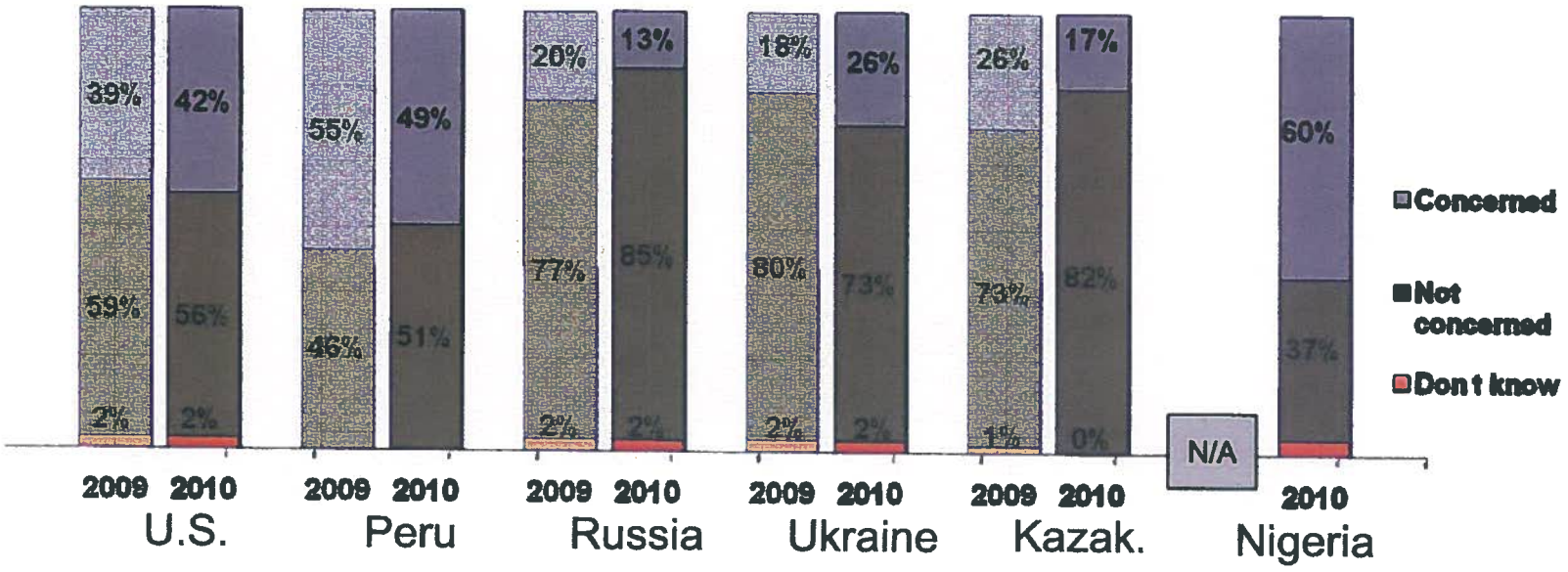
What do you think is the most important thing that people in your country need to be told about these notes? OPEN END Ranked by U.S.	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Where to find information about security feature/ counterfeit	39	13	9	14	28
Specific procedures to check for security features	28	44	42	35	30
When the new designs will be released	9	9	11	11	19
Old notes will remain valid indefinitely	5	11	14	16	6
Old and new notes will have the same value	5	11	10	12	14
There is no need to exchange old notes for new ones	4	7	4	7	4
Other	1	1	2	1	3
Don't know	9	5	7	5	1



Concern About Changes

- Those markets with the highest levels of interest in the $100 redesign, Peru and Nigeria, also had higher levels of concern – perhaps indicating they need to be educated to assuage these concerns

How concerned are you about the fact that changes are continuing to be made to the way some U.S. notes look?





Concerns

- Causes of concerns varied – there were some concerns about the value of the old notes as well as whether old notes will continue to be accepted

IF CONCERNED: What specifically are you concerned about? *OPEN END* *Ranked by Peru 2010*	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
	2010 N=246	2010 N=66	2010 N=128	2010 N=87	2010 N=298
Old notes will be worth less than new notes	26	18	14	17	15
There will be an insufficient supply of new notes	17	23	18	18	17
There will be more fakes, forgeries, counterfeits	16	32	25	15	13
There will be long lines to exchange or turn in old notes	15	17	18	20	18
Old notes will no longer be accepted	12	14	25	20	20
Too many versions will cause confusion	11	17	17	23	15
Banks will charge a fee to exchange old notes	3	15	23	8	10
Others	0	3	0	0	1
Don't Know / No Response	0	5	8	3	0



Need for Exchange

- There continued to be confusion, particularly in Peru and Nigeria, on the need to exchange older U.S. notes

Do you think older U.S. notes will always remain valid and keep their value, or do you think older U.S. notes will have to be exchanged for newer ones at some time?	Peru %		Russia %		Ukraine %		Kazak. %		Nigeria %
	2009	2010	2009	2010	2009	2010	2009	2010	2010
Will have to be exchanged for newer ones	64	48	20	13	15	10	30	20	54
Will remain valid	28	36	63	68	66	72	65	66	37
Don't know	8	16	17	19	19	18	6	13	9

IF RESPOND THAT THEY WILL NEED TO BE EXCHANGED: Do you expect there would be a time limit for exchanging old notes for new ones?	Peru % N=240	Russia % N=64	Ukraine % N=52	Kazak. % N=101	Nigeria % N=271
Yes	88	73	75	81	80
No	7	16	12	17	16
Don't know	5	11	13	2	4



Intent to Exchange Notes

- In those markets where there is confusion - Peru and Nigeria - many plan to exchange their old notes when the new $100 is issued
  - Indicating a continued need to educate on the "remains legal tender" message in these markets

When newly designed U.S. $100 notes are issued, how likely are you to take any old design U.S. $100 notes you have to be exchanged for new ones? Will you…	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Definitely exchange old notes for new	35	12	11	20	57
Probably exchange old notes for new	25	17	22	27	32
Probably not exchange old notes for new	7	14	30	12	8
Definitely not exchange old notes for new	4	35	19	10	1
Don't Know	30	22	17	31	2



Most Common Information Sources

- While TV continued to be the most prevalent news source across markets, there was an uptick in internet usage for news since the benchmark

Which of the following information sources to do you receive news from at least fairly often? Please select all that apply Ranked by U.S. %	U.S. %		Peru %		Russia %		Ukraine %		Kazak. %		Nigeria %
	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2010
TV	78	79	91	97	89	88	86	84	87	91	89
Newspaper	51	55	46	38	23	21	24	21	26	21	61
Internet	43	55	15	23	29	34	21	29	19	24	49
Radio	37	43	42	46	19	17	20	12	19	21	53
Magazine	26	32	2	8	14	13	10	13	17	9	30
Don't know	2	2	0	1	1	2	0	1	1	0	3



Recommendations for Momentum Period:

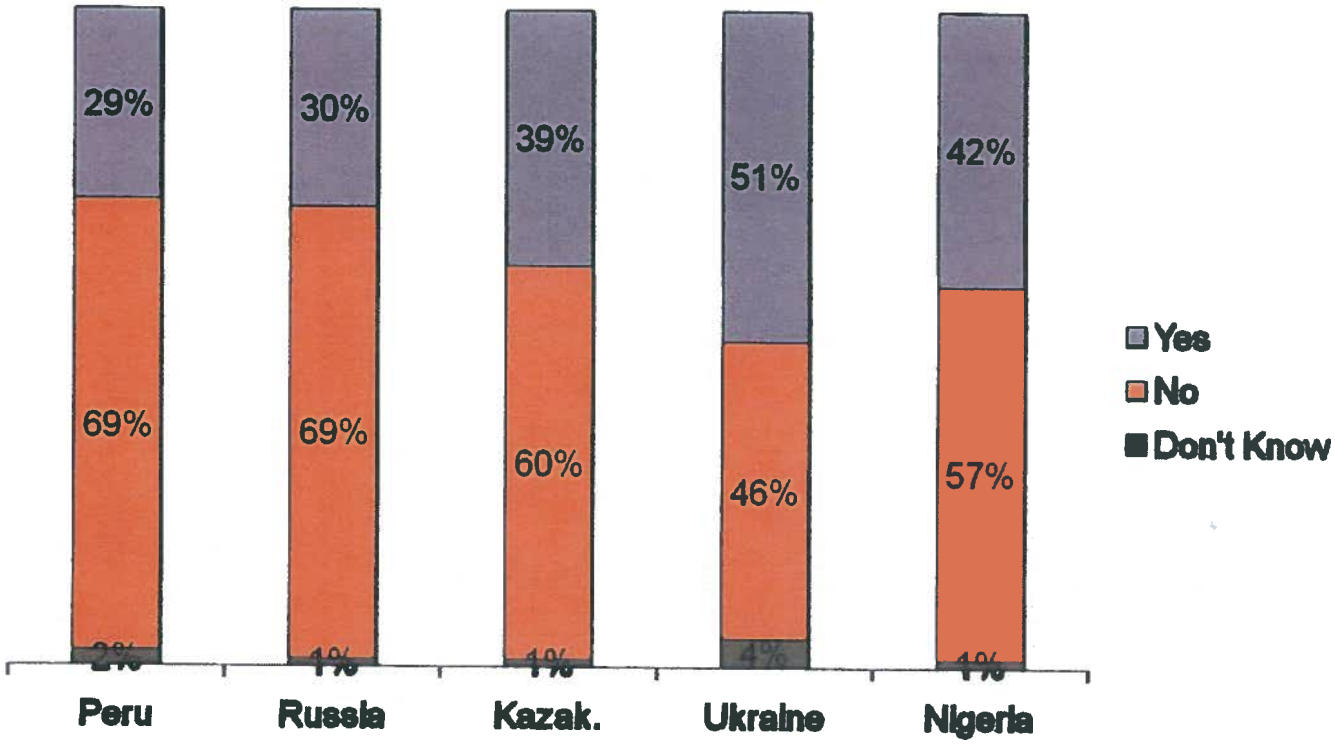
- Emphasize the date the new $100 note will be in circulation in momentum communications to alleviate confusion
- Outside of the U.S., it is critical to have a continued emphasis on the 'remains legal tender' message, particularly in Peru and Nigeria
- Continue to encourage authentication behavior, particularly with the new features on the $100 note
  - Place a great deal of emphasis on the new features to begin to position as top of mind
  - And in Kazakhstan, where concern about counterfeiting is on the rise, stress the security of the new $100 note
- Continue outreach to major media sources such as TV news programs and newspapers, as these are the most recalled sources for information

Appendix



Current Ownership of U.S. Notes

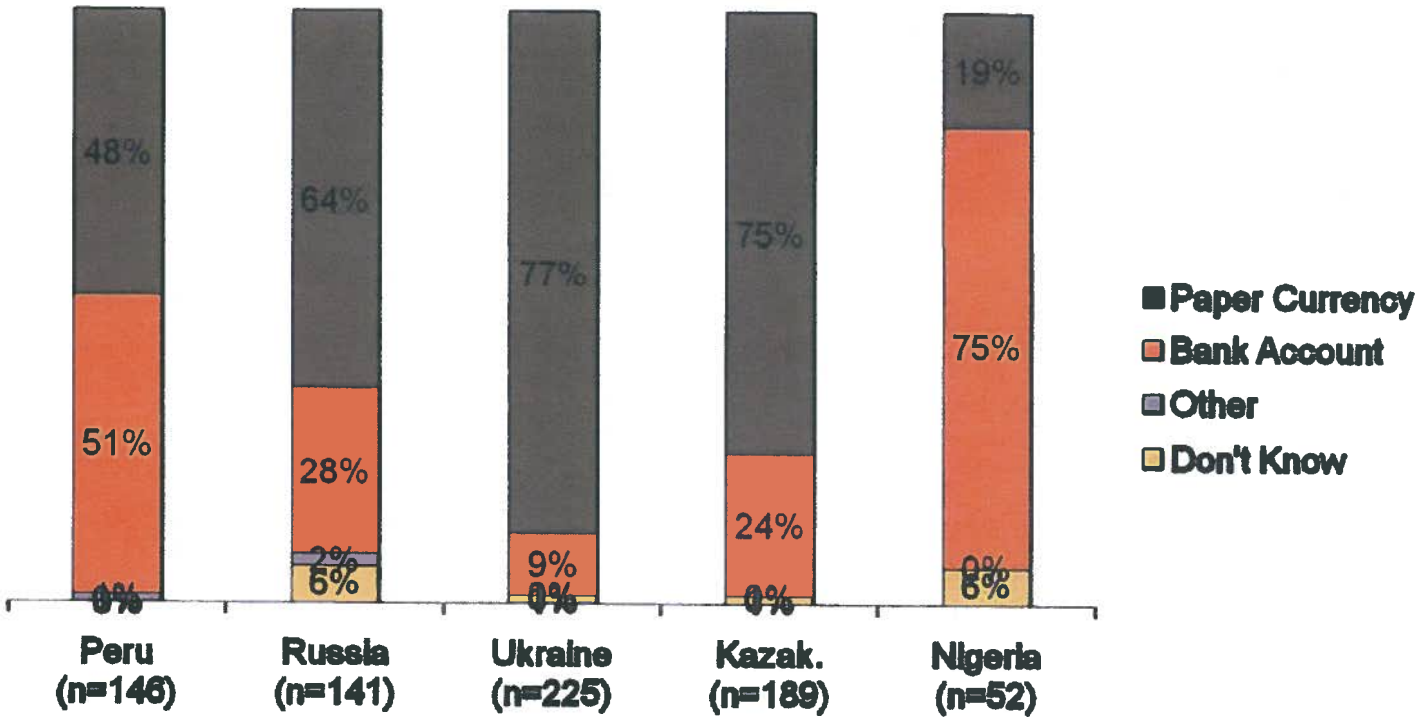
Do you currently own any U.S. notes, including those in your savings?





U.S. Notes as Savings

If you keep U.S. notes in savings, do you generally keep and hold U.S. notes as paper currency, or do you instead put the U.S. notes in a bank account?





Sources for U.S. Notes

Where do you generally obtain U.S. notes?	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Currency exchange	35	27	46	61	46
Bank	17	17	20	9	38
ATM	7	3	1	1	0
Private broker	4	1	0	0	7
Other	32	0	0	0	7
Don't know	11	53	33	29	1



Preference for Savings

Generally speaking, would you prefer to have your savings in... ?	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Dollars	11	7	25	27	43
Euros	2	3	5	4	8
Your country's currency	69	65	35	52	26
A mix of currencies	18	21	29	14	22
Don't know	0	4	6	3	0

FOR THOSE WHO PREFER SAVINGS IN DOLLARS: Why is that? OPEN END	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Has stable exchange rate	51	50	58	34	62
Has investment opportunities	27	14	6	10	11
Is used at preferred travel destination	14	61	10	46	18
Is commonly used in everyday life	14	11	17	19	10
Other	8	3	12	6	6
Do not know	0	0	2	0	0



Confidence in Currencies

Using a 1 to 7 scale, with 1 meaning no confidence at all – and 7 meaning a great deal of confidence, how much confidence would you say you have in…

…the United States Currency?	2009 % saying 5 – 7	2010 % saying 5 - 7
US	84	85
Peru	43	32
Russia	44	49
Ukraine	49	70
Kazak.	53	71
Nigeria	~	89
…the Euro?	2009 % saying 5 - 7	2010 % saying 5 - 7
Peru	37	26
Russia	63	47
Ukraine	54	63
Kazak.	52	57
Nigeria	~	87
…your country's currency?	2009 % saying 5 - 7	2010 % saying 5 - 7
Peru	73	73
Russia	69	81
Ukraine	41	62
Kazak.	88	87
Nigeria	~	80



Likelihood to Receive a Counterfeit Note

How likely do you think it is that you will be given a counterfeit U.S. note in the future?	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Very likely	10	11	13	16	16	15
Somewhat likely	32	45	41	45	45	19
Not very likely	39	26	17	18	22	35
Not at all likely	17	18	18	6	12	27
Don't Know	2	0	11	14	6	4



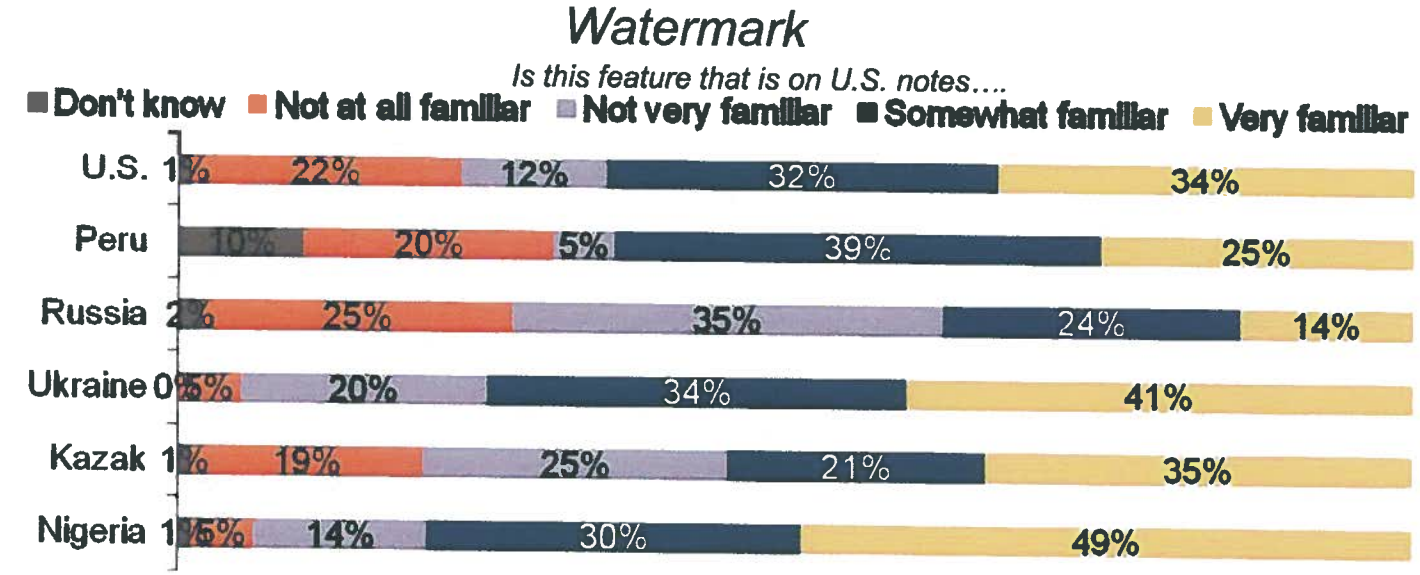
Authentication Behavior

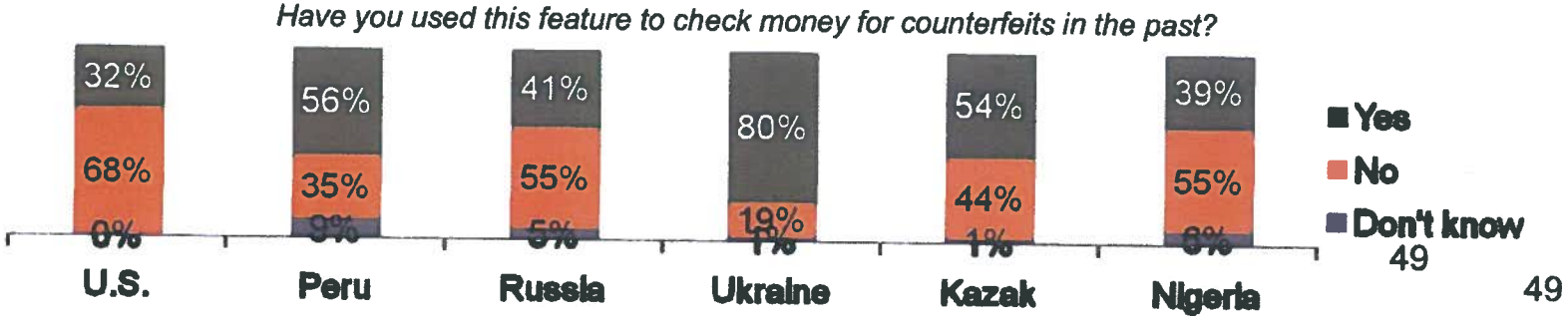
Please think about when you receive U.S. notes in general. How often would you say you check them to make sure they are not counterfeit ?	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Always	9	42	16	35	38	38
Often	8	21	10	25	11	21
Sometimes	16	11	8	11	8	28
Rarely	28	7	5	4	7	8
Never	39	20	8	1	7	5
Don't know	1	0	53	23	29	1

When you receive larger denomination U.S. notes, such as $50s or $100s, how often do you check those to make sure they are not counterfeit?	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
Always	19	42	17	37	41	37
Often	11	19	8	25	10	21
Sometimes	11	9	9	11	7	29
Rarely	19	5	9	4	7	7
Never	40	25	4	2	7	5
Don't know	0	0	53	22	28	1



Watermark

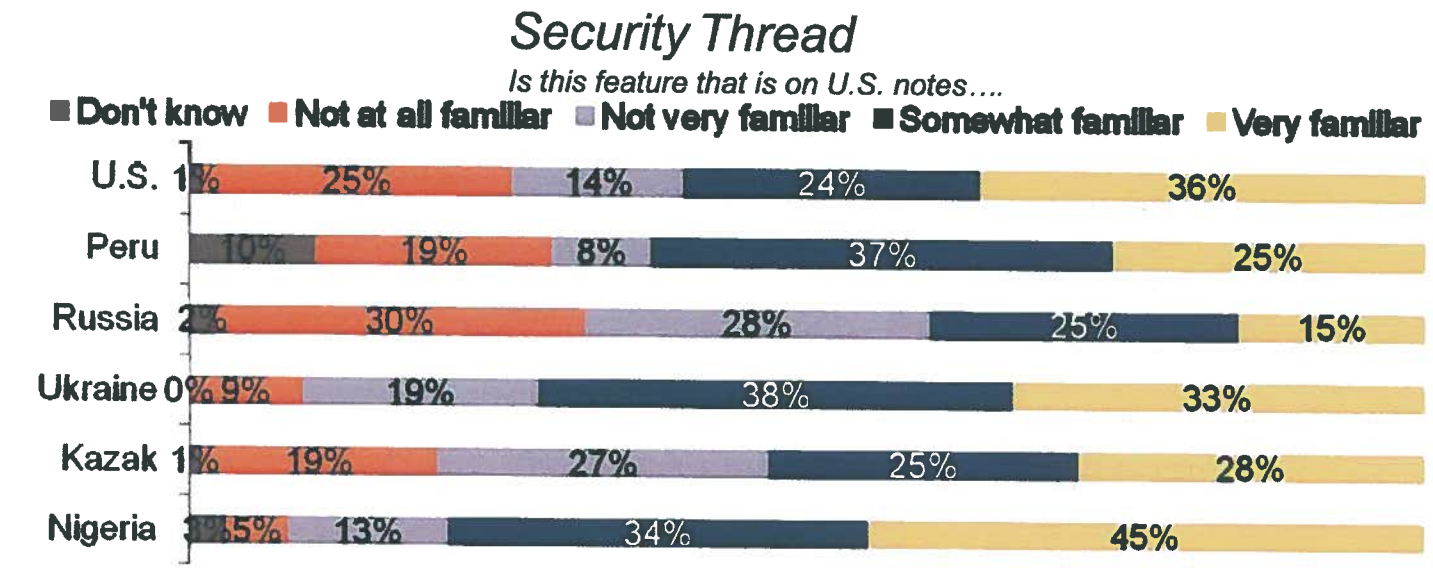


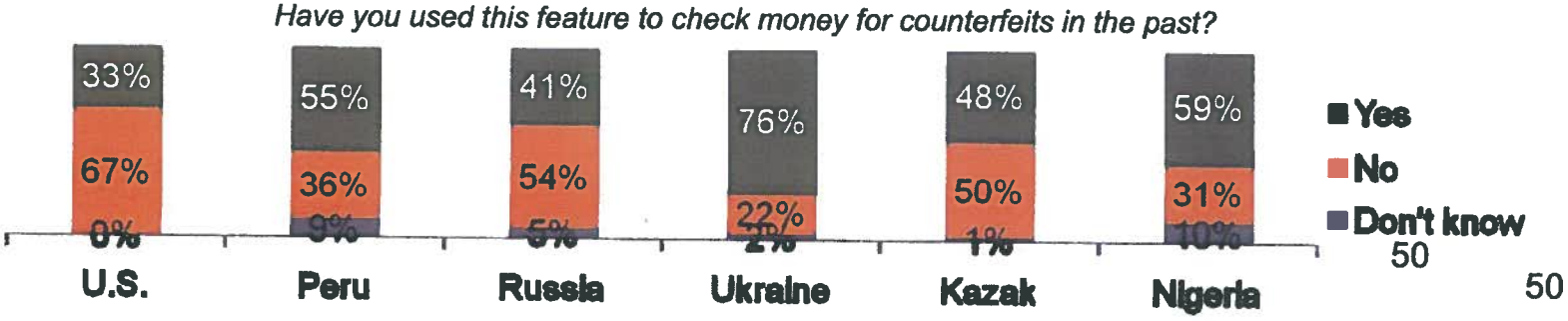


49



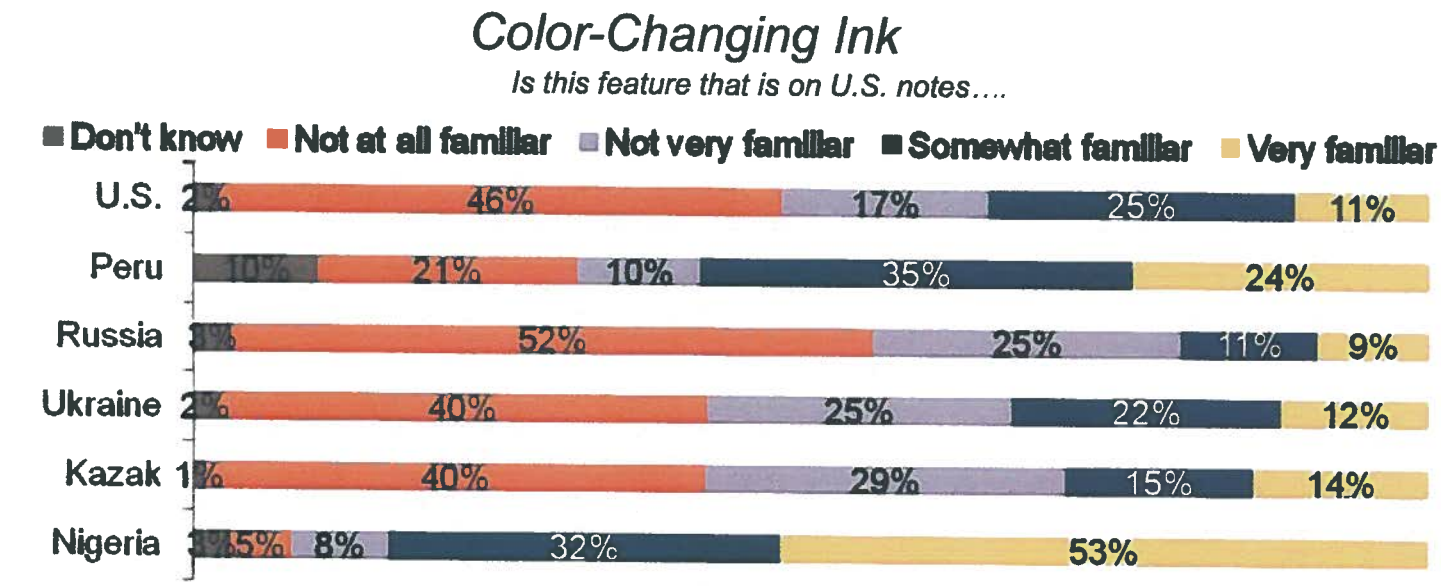
Security Thread

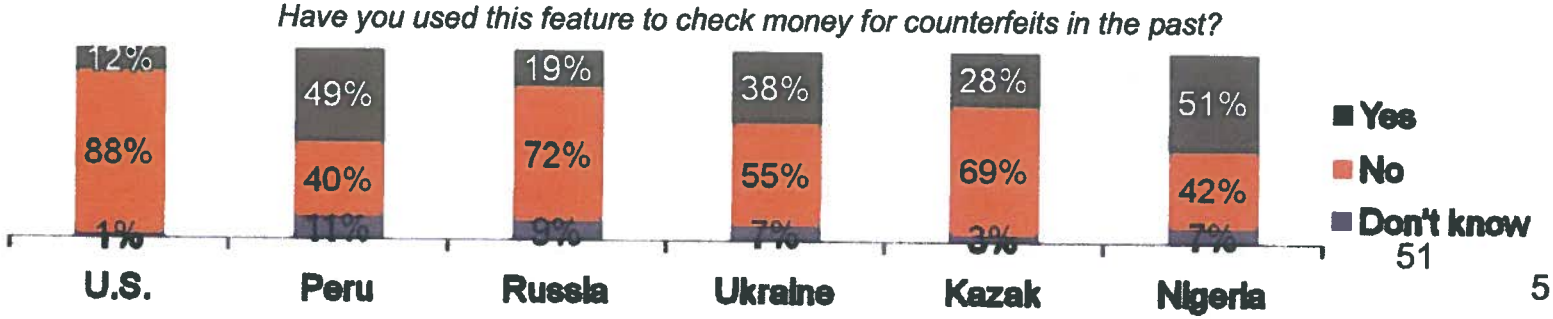






Color-Changing Ink



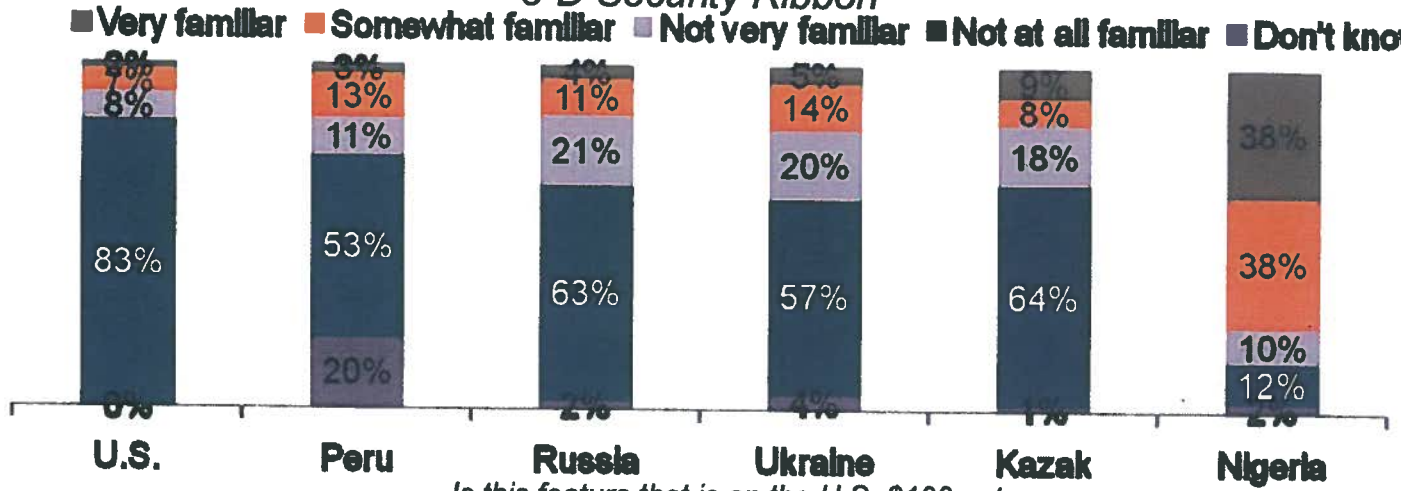


51



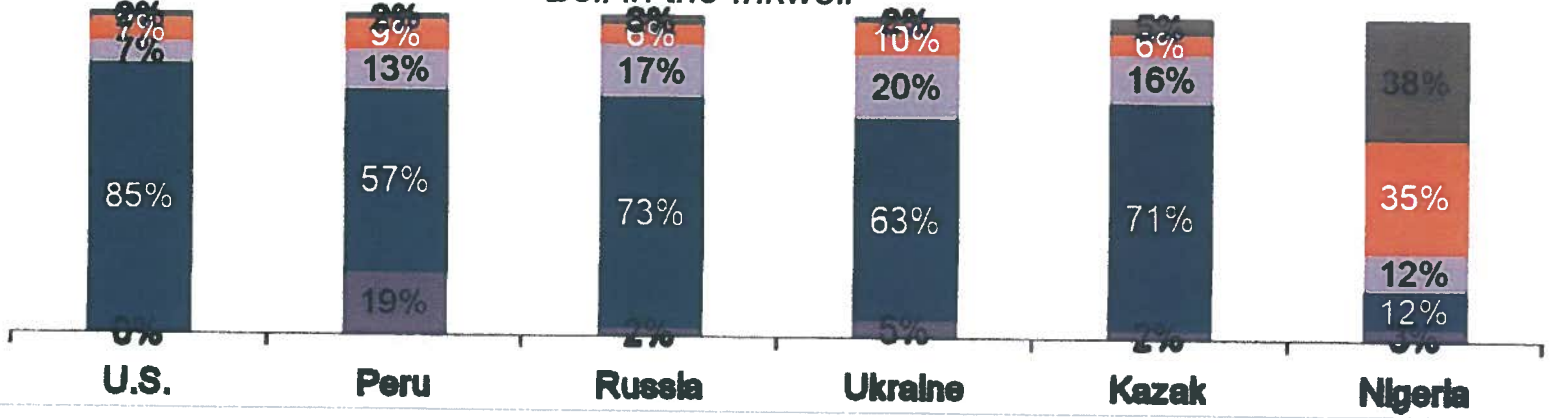
$100 Note Security Features

3-D Security Ribbon



Is this feature that is on the U.S. $100 note…

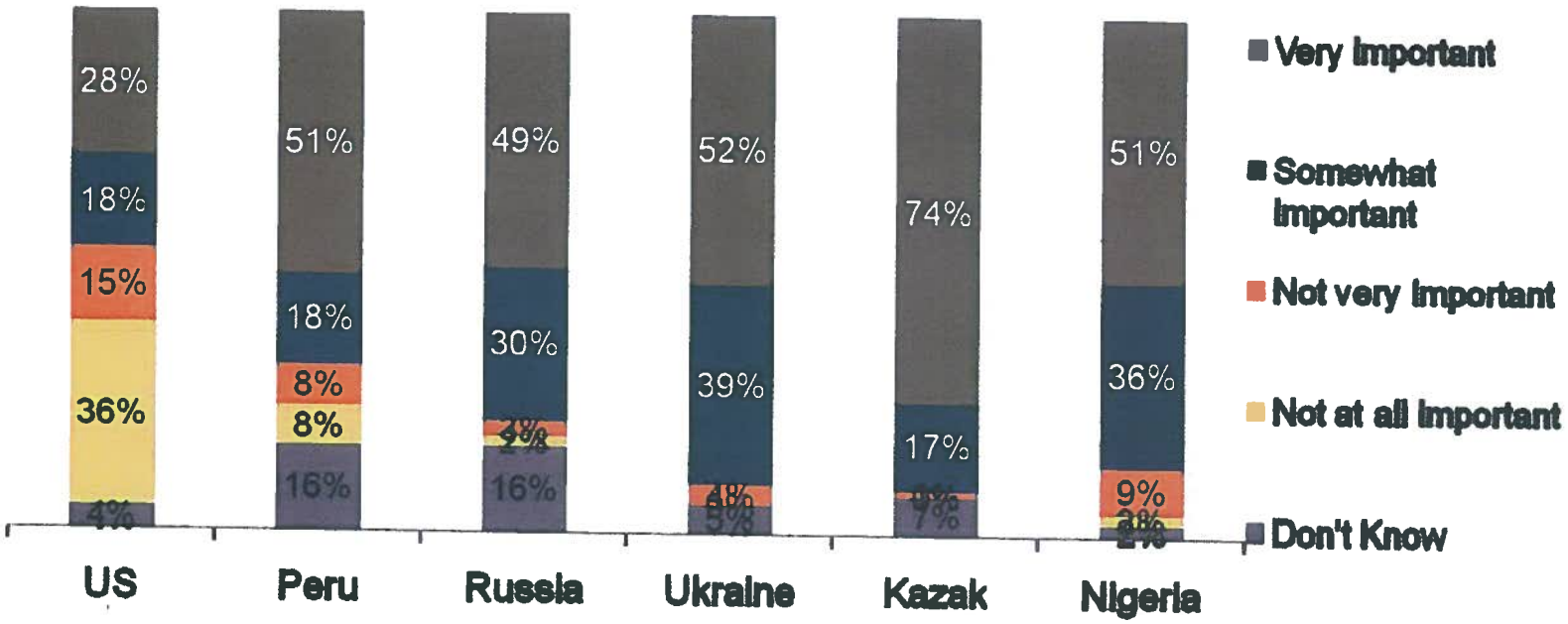
Bell in the Inkwell





Importance of Subtlety

When checking notes you receive, how important is it to be subtle, and not obvious that you are checking to make sure the note is genuine?





Best Sources of Information on U.S. Currency

Which of the following would be good ways to get information to you about changes to U.S. notes? Please select all that apply Ranked by U.S. %	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
TV news programs	69	85	79	79	83	70
Advertisements on TV	54	45	35	32	28	46
Newspaper articles	53	20	18	28	21	19
Ads in newspapers	45	21	10	13	7	24
Radio news programs	43	28	16	12	19	21
A website on the Internet	38	14	24	23	15	17
Ads on the Internet	37	15	14	15	11	24
Posters in banks	37	9	16	17	10	11
Ads on the radio	36	16	6	6	6	14
Magazine stories	34	2	12	12	6	9
Brochures in banks	34	17	20	17	12	6
Ads in magazines	32	4	6	7	2	5
Social media websites (e.g. YouTube, Facebook or Twitter)	20	3	8	8	3	13
Blogs	10	1	6	3	4	2
Other	4	0	1	0	0	0
Don't know	2	3	2	1	0	0



Spokespeople

Do you think it would be best to hear about these new changes from a… ?	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
American spokesperson	8	10	17	19	20
Spokesperson from your country	35	15	17	14	22
Both an American and your country's spokesperson	51	62	48	60	57
Don't know	6	12	17	7	1



Awareness of Currency Changes

Are you aware that, in order to stay ahead of counterfeiters, the U.S. currency will be changing every 7-10 years?	U.S. %		Peru %		Russia %		Ukraine %		Kazak. %		Nigeria %
	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2010
Yes	18	27	12	26	17	20	11	20	21	27	44
No	80	72	88	74	82	77	85	75	78	72	48
Don't Know	1	1	0	0	1	3	5	4	2	1	8

*How concerned does this make you about the changes coming to U.S. currency?**	U.S. %		Peru %		Russia %		Ukraine %		Kazak. %		Nigeria %
	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2010
Very concerned	14	16	14	7	5	3	7	7	9	6	34
Somewhat concerned	28	30	40	41	16	15	20	26	18	12	45
Not very concerned	26	24	31	31	33	33	40	34	33	35	15
Not at all concerned	29	29	14	21	44	47	31	28	39	45	6
Don't Know	2	1	0	0	2	2	2	4	2	2	0

*In 2009, asked "*How concerned are you about the changes coming to U.S. currency?*"



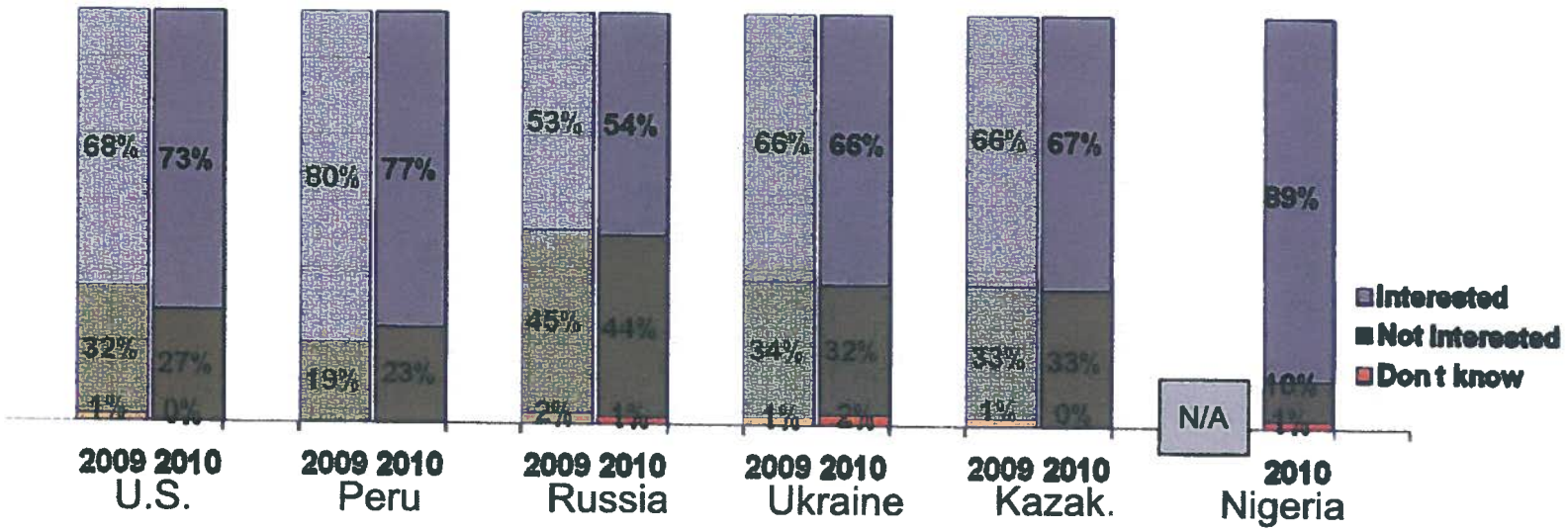
Reason for Changes to U.S. Currency

The U.S. government has redesigned the $20, $50, $20, and $5 notes in the past couple of years, and it just unveiled the new design for the $100 note. Why do you think the new designs are being introduced? OPEN END Ranked by U.S.	U.S. %	Peru %	Russia %	Ukraine %	Kazak. %	Nigeria %
To stop counterfeiting	73	80	81	80	77	53
To help people distinguish between denominations	1	9	12	9	12	15
To make the currency more attractive	1	6	6	8	8	24
To keep up with other world currencies	1	4	7	11	7	19
Other	8	1	2	1	1	2
Don't know	15	10	8	4	3	2



Interest in Redesign

Overall, how interested would you be in hearing or reading about the continued redesign of U.S. notes on television, in magazines, in newspapers, or online?





Internet Usage

How often do you use the internet?	U.S. %		Peru %		Russia %		Ukraine %		Kazak. %		Nigeria %
	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2010
Several times a day	37	44	9	11	19	18	13	20	12	18	11
At least once a day	18	20	12	13	9	21	8	14	6	10	17
A few times a week	9	9	10	16	13	15	10	16	9	14	27
At least once a week	5	3	11	11	6	4	4	3	5	4	19
Less than once a week	6	3	15	10	8	4	15	10	13	10	16
Never	23	19	43	39	43	38	49	37	54	44	9
Don't know	2	2	0	0	0	0	0	1	1	0	0



Website Usage

AMONG THOSE WHO USE THE INTERNET: How often do you visit social media websites (e.g. YouTube, Facebook or Twitter)?	U.S. % N=399	Peru % N=305	Russia % N=317	Ukraine % N=314	Kazak. % N=282	Nigeria % N=454
Several times a day	13	10	13	14	18	12
At least once a day	13	22	25	22	20	19
A few times a week	10	24	21	18	22	23
At least once a week	12	13	9	11	10	19
Less than once a week	13	13	12	20	21	20
Never	39	18	21	13	9	7
Don't know	1	0	0	4	0	0

AMONG THOSE WHO USE THE INTERNET: How often do you visit blogs?	U.S. % N=399	Peru % N=305	Russia % N=317	Ukraine % N=314	Kazak. % N=282	Nigeria % N=454
Several times a day	2	4	7	5	5	12
At least once a day	5	7	13	6	9	19
A few times a week	6	12	20	12	16	23
At least once a week	6	12	12	6	11	19
Less than once a week	12	15	17	19	27	20
Never	68	51	29	41	31	7
Don't know	1	0	1	11	1	0

* Note – new questions, not asked in benchmark

The New $100 Note

Know Its Features. Know It's Real.





In order to keep counterfeiting low, the U.S. government continues to enhance the security of its currency. The redesigned $100 note introduces two advanced security features: the **3-D Security Ribbon** and the **Bell in the Inkwell**. It also includes several highly effective features used in other U.S. denominations, such as the portrait watermark and security thread.

To ensure a seamless introduction of the new $100 note, the U.S. government is conducting a global public education program to inform those who use it about the changes. Even with the most technologically advanced security features, it's you — the educated consumer — who continues to be the best line of defense against counterfeiting. Protect yourself — it only takes a few seconds to check the new $100 note and know it's real.

It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued.

For more information, visit www.newmoney.gov.

The Latest In U.S. Currency Design

(The $1 and $2 notes will continue to circulate but will not be redesigned.)



If You Suspect a Counterfeit Note

If you receive a note that you suspect is counterfeit, or if you question a note that is already in your possession, turn it over to local police. If the note is genuine, it will be returned as soon as possible. If the note is counterfeit, you will not be reimbursed. It is against the law to knowingly pass a counterfeit note.

3-D Security Ribbon

Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to 100s as they move. The ribbon is woven into the paper, not printed on it.

Bell in the Inkwell

Tilt the note to see the color-shifting bell in the copper inkwell change from copper to green.





The New $100 Note

Know Its Features. Know It's Real.

It only takes a few seconds to check the new $100 note and know it's real. Learn how to identify and use the two advanced security features: the **3-D Security Ribbon** and the **Bell in the Inkwell**. It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued.

1. Portrait Watermark
Hold the note to light and look for a faint image of Benjamin Franklin in the blank space to the right of the portrait.

2. Security Thread
Hold the note to light to see an embedded thread running vertically to the left of the portrait. The thread is imprinted with the letters *USA* and the numeral *100* in an alternating pattern and is visible from both sides of the note. The thread glows pink when illuminated by ultraviolet light.

3. Color-Shifting 100
Tilt the note to see the numeral *100* in the lower right corner of the front of the note shift from copper to green.

4. Raised Printing
Move your finger up and down Benjamin Franklin's shoulder on the left side of the note. It should feel rough to the touch, a result of the enhanced intaglio printing process used to create the image. Traditional raised printing can be felt throughout the $100 note, and gives genuine U.S. currency its distinctive texture.

5. Gold 100
Look for a large gold numeral *100* on the back of the note. It helps those with visual impairments distinguish the denomination.

6. Microprinting
Look carefully to see the small printed words which appear on Benjamin Franklin's jacket collar, around the blank space containing the portrait watermark, along the golden quill, and in the note borders.

FW Indicator (not shown here)
The redesigned $100 notes printed in Fort Worth, Texas, will have a small *FW* in the top left corner on the front of the note to the right of the numeral *100*. If a note does not have an *FW* indicator, it was printed in Washington, D.C.

www.newmoney.gov
For educational use only. Item not for resale

The New $100 Note

Know Its Features. Know It's Real.



Series 2009

$100 Note — Front

www.newmoney.gov

Regulations for Reproducing U.S. Currency

PART 411 — COLOR ILLUSTRATIONS OF UNITED STATES CURRENCY

Authority: 18 U.S.C. 504; Treasury Directive Number 15-56, 58 FR 48539 (September 16, 1993)

411.1 Color illustrations authorized

(a) Notwithstanding any provision of chapter 25 of Title 18 of the U.S. Code, authority is hereby given for the printing, publishing or importation, or the making or importation of the necessary plates or items for such printing or publishing, of color illustrations of U.S. currency provided that:

(1) The illustration be of a size less than three-fourths or more than one and one-half, in linear dimension, of each part of any matter so illustrated;

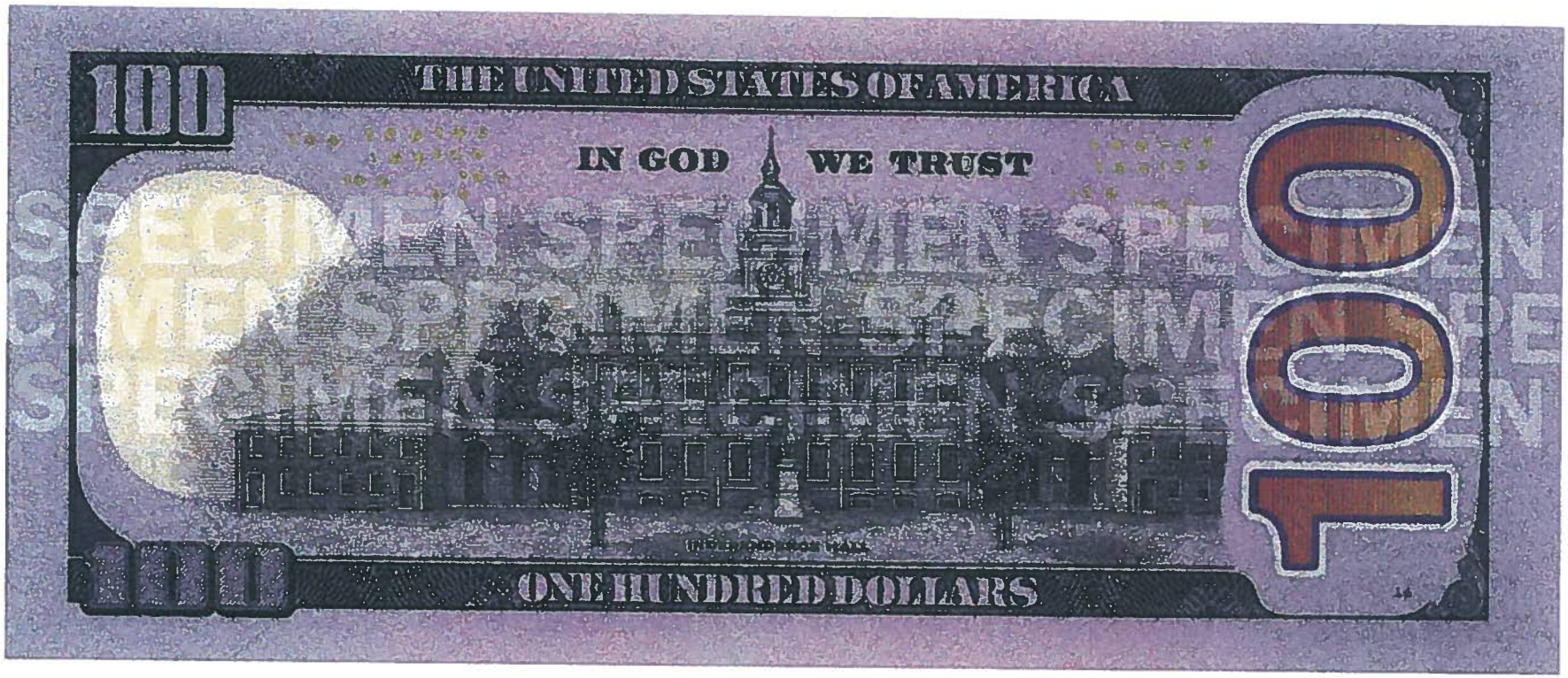
(2) The illustration be one-sided; and

(3) All negatives, plates, positives, digitized storage medium, graphic files, magnetic medium, optical storage devices, and any other thing used in the making of that illustration that contain an image of the illustration or any part thereof shall be destroyed and/or deleted or erased after their final use in accordance with this section.

(b) [Reserved].

The New $100 Note

Know Its Features. Know It's Real.



Series 2009
$100 Note — Back

www.newmoney.gov

Regulations for Reproducing U.S. Currency

PART 411 — COLOR ILLUSTRATIONS OF UNITED STATES CURRENCY

Authority: 18 U.S.C. 504; Treasury Directive Number 15-56, 58 FR 48539 (September 16, 1993)

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The Latest in U.S. Currency Design

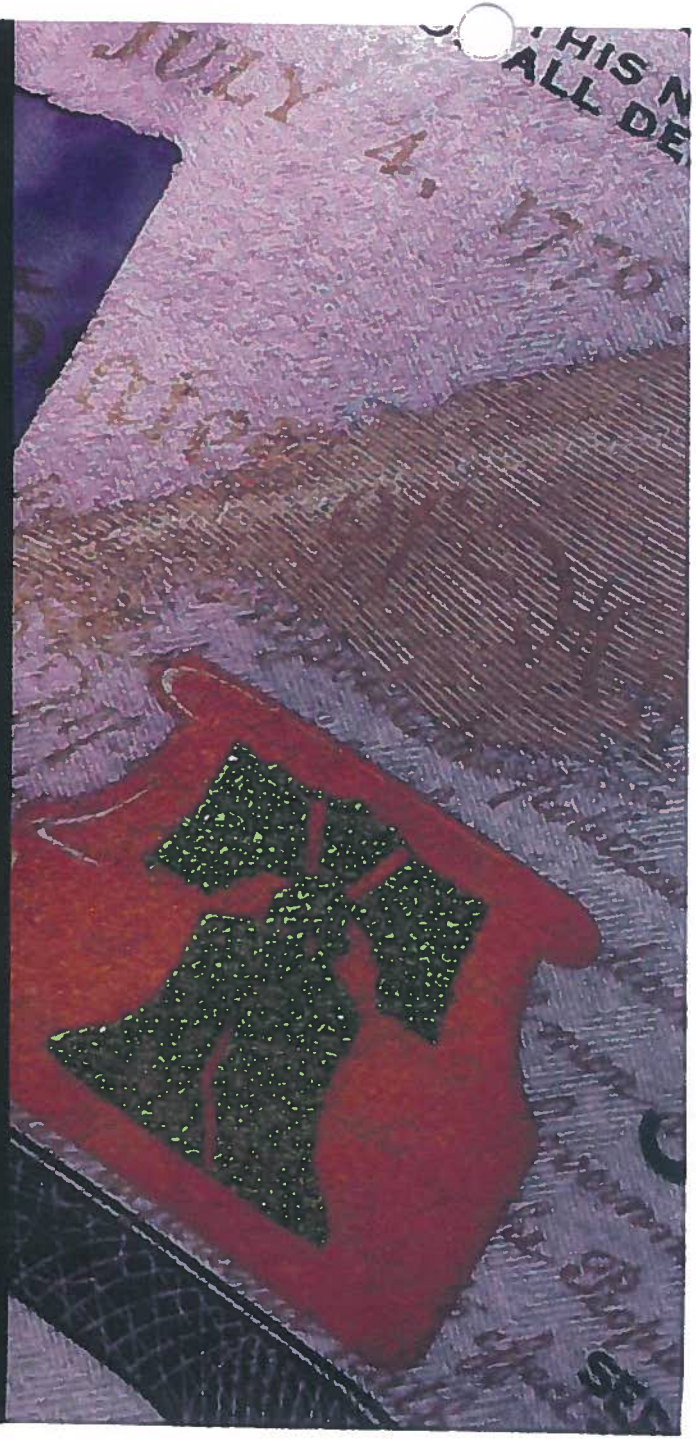
In order to keep counterfeiting low, the U.S. government continues to enhance the security of its currency.

In the following pages, we'll introduce you to the new $100 note and the other redesigned denominations: the $50, $20, $10, and $5 notes. The redesigned $100 note incorporates two advanced security features — the **3-D Security Ribbon** and the **Bell in the Inkwell** — and other innovative enhancements.

It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued.

Even with the most technologically advanced security features, it's you — the educated consumer — who continues to be the best line of defense against counterfeiting. It only takes a few seconds to check the new $100 note and know it's real. Learn how to identify and use the two advanced security features: the 3-D Security Ribbon and the Bell in the Inkwell.

For more information, visit www.newmoney.gov.



The New $100 Note

Know Its Features. Know It's Real.

Protect yourself —
it only takes a few seconds
to check the new $100 note
and know it's real.





3-D Security Ribbon

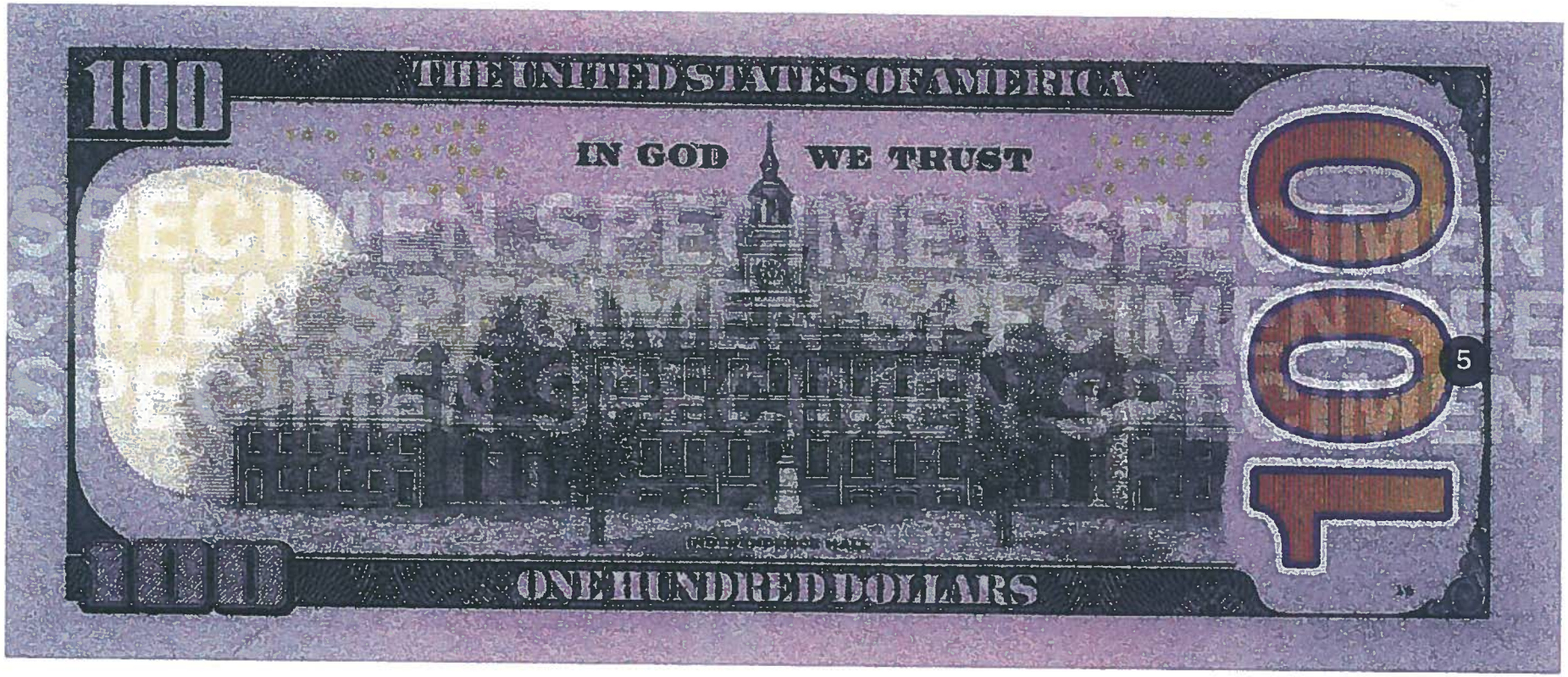
Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to *100*s as they move. When you tilt the note back and forth, the bells and *100*s move side to side. If you tilt it side to side, they move up and down. The ribbon is woven into the paper, not printed on it.

Bell in the Inkwell

Tilt the note to see the color-shifting bell in the copper inkwell change from copper to green, an effect which makes the bell seem to appear and disappear within the inkwell.

1. Portrait Watermark
Hold the note to light and look for a faint image of Benjamin Franklin in the blank space to the right of the portrait. The image is visible from either side of the note.

2. Security Thread
Hold the note to light to see an embedded thread running vertically to the left of the portrait. The thread is imprinted with the letters *USA* and the numeral *100* in an alternating pattern and is visible from both sides of the note. The thread glows pink when illuminated by ultraviolet light.



3. Color-Shifting 100
Tilt the note to see the numeral *100* in the lower right corner of the front of the note shift from copper to green.

4. Raised Printing
Move your finger up and down Benjamin Franklin's shoulder on the left side of the note. It should feel rough to the touch, a result of the enhanced intaglio printing process used to create the image. Traditional raised printing can be felt throughout the $100 note, and gives genuine U.S. currency its distinctive texture.

5. Gold 100
Look for a large gold numeral *100* on the back of the note. It helps those with visual impairments distinguish the denomination.

6. Microprinting
Look carefully to see the small printed words *THE UNITED STATES OF AMERICA* on Benjamin Franklin's jacket collar, *USA 100* around the blank space containing the portrait watermark, *ONE HUNDRED USA* along the golden quill, and small *100s* in the note borders.

FW Indicator (not shown here)
The redesigned $100 notes printed in Fort Worth, Texas, will have a small *FW* in the top left corner on the front of the note, to the right of the numeral *100*. If a note does not have an *FW* indicator, it was printed in Washington, D.C.

The redesigned $50 note was first issued in 2004. It has three key security features that are easy to check: a security thread, portrait watermark, and color-shifting numeral *50*.





1. Security Thread **2. Portrait Watermark** **3. Color-Shifting 50**

The redesigned $20 note was first issued in 2003. It has three key security features that are easy to check: a security thread, portrait watermark, and color-shifting numeral *20*.





1. Security Thread **2. Portrait Watermark** **3. Color-Shifting 20**

The redesigned $10 note was first issued in 2006. It has three key security features that are easy to check: a security thread, portrait watermark, and color-shifting numeral *10*.





1. Security Thread 2. Portrait Watermark 3. Color-Shifting 10

The redesigned $5 note was first issued in 2008. It has three key security features that are easy to check: a column of three small numeral *5* watermarks, a security thread, and a large numeral *5* watermark.





1. Watermark: Column of three smaller numeral 5s

2. Security Thread

3. Watermark: Large numeral 5

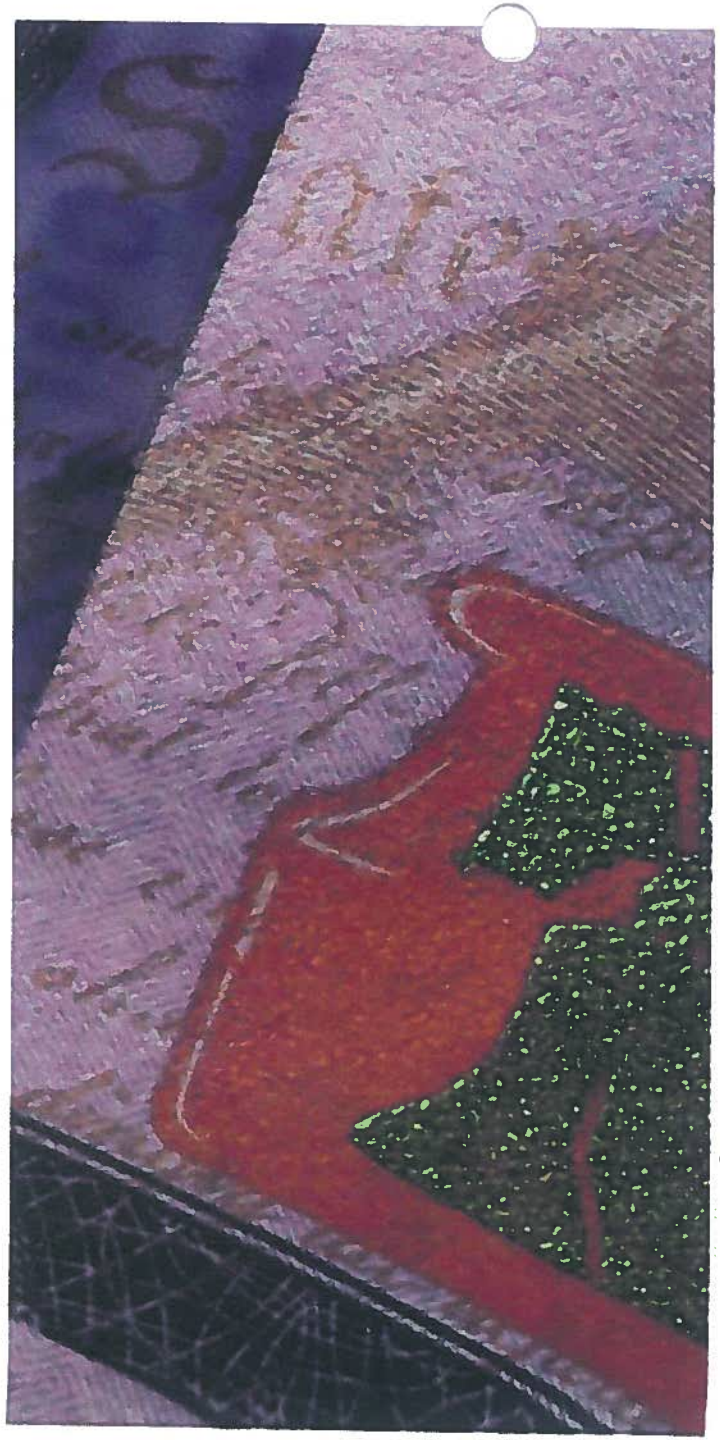
Questions & Answers

Q: What should I do if I suspect a counterfeit note?

A: If you receive a note that you suspect may be a counterfeit or if you question a note that is already in your possession, turn it over to local police. If the note is genuine it will be returned as soon as possible. If the note is counterfeit, you will not be reimbursed. It is against the law to knowingly pass a counterfeit note.

Q: Where can I learn more about U.S. currency changes?

A: Go to our Web site, www.newmoney.gov, which includes additional information in multiple languages.













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www.newmoney.gov

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The Latest in U.S. Currency Design

The redesigned $100 note introduces two advanced security features: the **3-D Security Ribbon** and the **Bell in the Inkwell**. It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued. Protect yourself — it only takes a few seconds to check the new $100 note and know it's real.



1. Portrait Watermark 2. Security Thread 3. Color-Shifting 100

3-D Security Ribbon

Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to 100s as they move. The ribbon is woven into the paper, not printed on it.

Bell in the Inkwell

Tilt the note to see the color-shifting bell in the copper inkwell change from copper to green.



1. Security Thread 2. Portrait Watermark 3. Color-Shifting 50



1. Security Thread 2. Portrait Watermark 3. Color-Shifting 20



1. Security Thread 2. Portrait Watermark 3. Color-Shifting 10



1. Watermark: Column of three smaller numeral 5s 2. Security Thread 3. Watermark: Large numeral 5

www.newmoney.gov

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3-D Security Ribbon

Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to *100*s as they move. The ribbon is woven into the paper, not printed on it.

Bell in the Inkwell

Tilt the note to see the color-shifting bell in the copper inkwell change from copper to green.





The New $100 Note

Know Its Features. Know It's Real.

It only takes a few seconds to check the new $100 note and know it's real. Learn how to identify and use the two advanced security features: the **3-D Security Ribbon** and the **Bell in the Inkwell**. It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued.

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Hold the note to light and look for a faint image of Benjamin Franklin in the blank space to the right of the portrait.

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Hold the note to light to see an embedded thread running vertically to the left of the portrait. The thread is imprinted with the letters *USA* and the numeral *100* in an alternating pattern and is visible from both sides of the note. The thread glows pink when illuminated by ultraviolet light.

3. Color-Shifting 100
Tilt the note to see the numeral *100* in the lower right corner of the front of the note shift from copper to green.

4. Raised Printing
Move your finger up and down Benjamin Franklin's shoulder on the left side of the note. It should feel rough to the touch, a result of the enhanced intaglio printing process used to create the image. Traditional raised printing can be felt throughout the $100 note, and gives genuine U.S. currency its distinctive texture.

5. Gold 100
Look for a large gold numeral *100* on the back of the note. It helps those with visual impairments distinguish the denomination.

6. Microprinting
Look carefully to see the small printed words which appear on Benjamin Franklin's jacket collar, around the blank space containing the portrait watermark, along the golden quill, and in the note borders.

www.newmoney.gov

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Education Resource Kit — Instructions for Use

In order to protect your money and stay ahead of counterfeiters, the U.S. government has redesigned the $100 note, incorporating two new, easy-to-use security features and several other security features from the old design known to be effective counterfeit deterrents.

The enclosed materials have been designed to help you reach your members, employees and/or customers through your existing materials and communications.

Specifically, the enclosed CD-ROM includes a number of files that are ready-to-use, including:

- Sample Letter – Sample text for a letter you can put on your letterhead and distribute to members, managers and employees, along with an order form for educational materials and fact sheets (LETTER.TXT).
- $100 Note Fact Sheet – A one-page handout about the new $100 note you can duplicate and distribute (FACTSHEET.PDF).
- Quick Reference Guide – A 4" x 9" quick reference piece designed for distribution to employees with their paychecks or as an envelope stuffer (QUICKREFERENCE.PDF).
- Newsletter/Web Site Article – A 678-word article you can publish in whole or in part in your organization's newsletter or on your Web site (ARTICLE.TXT).
- Multinote Fact Sheet – A reference guide to the security features on the $100 note and other redesigned denominations of U.S. currency (MULTINOTEFACTSHEET.PDF).
- Graphic Images – Digital images of the front (FRONT.TIF) and back (BACK.TIF) of the $100 note, as well as images highlighting the $100 note's security features (SECURITYFEATURE.TIF), suitable for multiple purposes, including newsletter and Web site articles about the new note.
- Order Form – A complete list of all educational materials, including posters, brochures, training videos and take one cards you can order to train your employees or educate your members or customers about the new $100 note's features. Materials will be shipped to you free of charge (ORDERFORM.PDF).

Note: You can also download educational materials or order hard copies for shipping directly from the U.S. Government Redesigned Currency Web site at www.newmoney.gov.

How to Open the Files

All files are both Macintosh- and PC-compatible. Adobe Acrobat files (those files ending in .PDF) can be viewed with Adobe Acrobat Reader, available for free at www.adobe.com. Text files (those files ending in .TXT) can be viewed and edited with any word-processing software, such as Microsoft Word or WordPerfect. The image files (those ending in .TIF) can be viewed and inserted into materials using common desktop publishing software, such as PageMaker or QuarkXPress.

Regulations for Reproducing US Currency
PART 411 – COLOR ILLUSTRATIONS OF UNITED STATES CURRENCY
Authority: 18 U.S.C. 504; Treasury Directive Number 15-56, 58 FR 48539 (September 16, 1993)

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Businesses and consumers will see their money move in a whole new way now that the $100 note has been redesigned. The U.S. government will issue the $100 note with two new advanced security features: a blue 3-D Security Ribbon and a color-shifting Bell in the Inkwell.

You can't miss the blue 3-D Security Ribbon on the front of the new $100 note. The ribbon seems to be three-dimensional with bells and numeral 100s appearing to float or glide above the ribbon as you move the note. You'll know a new $100 note is genuine by tilting the note back and forth while focusing on the ribbon. You will see the bells change to 100s as they move. It's that simple.

A second new security feature on the new $100 note, also on the front of the note, is the Bell in the Inkwell. At first, the bell blends with the inkwell because they are the same copper color, but when you tilt the note, the bell changes to green. This color shift makes the bell seem to appear and disappear within the inkwell.

In addition to these new security features, the government also retained three highly effective security features from the old $100 note design, including:

- Portrait Watermark - Hold the note to light to see a faint image of Benjamin Franklin in the blank space to the right of the large portrait. It is visible from either side of the note.
- Security Thread - Hold the note to light to see an embedded thread that runs vertically to the left of the portrait. The letters USA and the numeral 100 appear in an alternating pattern and can be seen from both sides of the note. The thread glows pink when illuminated by ultraviolet light.
- Color-Shifting 100 - Tilt the note to see the numeral 100 in the lower right corner of the front of the note change from copper to green.

Prevent Loss

Law enforcement officials warn that counterfeiters look for opportunities to take advantage of uninformed businesses and consumers when a new currency design is issued. They are encouraging everyone who handles cash to know the security features of the new $100 note before it begins circulating. Any business or consumer that accepts a counterfeit note will suffer a financial loss because fakes cannot be traded in for real notes.

How to Prepare

Because cash handlers are the front line of defense in the fight against counterfeiting, the government has developed a number of training materials and resources to help them easily identify possible counterfeit notes before they accept them.

The training materials can be downloaded from www.newmoney.gov or ordered by calling 1-877-639-2877. They illustrate how to detect a counterfeit note quickly and easily. A range of materials are available, including brochures to hand out to employees, posters to display in break rooms, training videos and interactive training tools.

What To Do If You Suspect a Fake

If you suspect you've been passed a counterfeit note, the U.S. government wants you to be aware of a few tips. First, try to note the characteristics of the person who tried to pass the fake note and, if possible, write down a description of any vehicle he or she drove as well as the license plate number.

Next, immediately contact your local police department or U.S. Secret Service field office. These contact numbers can be found in U.S. telephone books or on the law enforcement interactive map on www.newmoney.gov.

Finally, make sure that you write your initials and the date in the border of the suspect note. Remember to limit the handling of the note and protect it by putting it in an envelope. Only turn the note over to a police officer or a U.S. Secret Service agent. If the note is genuine, it will be returned to you. If the note is counterfeit, you will not be reimbursed. You cannot trade in a counterfeit note for a real one, and it is against the law to knowingly try to pass a counterfeit along

to someone else.

The New $100 Note

Know Its Features. Know It's Real.



Series 2009

$100 Note — Front

www.newmoney.gov

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The redesigned $100 note introduces two advanced security features: the **3-D Security Ribbon** and the **Bell in the Inkwell**. It also includes several highly effective features used in other U.S. denominations, such as the portrait watermark and security thread.

To ensure a seamless introduction of the new $100 note, the U.S. government is conducting a global public education program to inform those who use it about the changes. Even with the most technologically advanced security features, it's you — the educated individual — who continues to be the best line of defense against counterfeiting. Protect yourself — it only takes a few seconds to check the new $100 note and know it's real.

It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued.

3-D Security Ribbon
Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to *100*s as they move. When you tilt the note back and forth, the bells and *100*s move side to side. If you tilt it side to side, they move up and down. The ribbon is woven into the paper, not printed on it.



Bell in the Inkwell
Tilt the note to see the color-shifting bell in the copper inkwell change from copper to green, an effect which makes the bell seem to appear and disappear within the inkwell.

1. Portrait Watermark
Hold the note to light and look for a faint image of Benjamin Franklin in the blank space to the right of the portrait. The image is visible from either side of the note.

2. Security Thread
Hold the note to light to see an embedded thread running vertically to the left of the portrait. The thread is imprinted with the letters *USA* and the numeral *100* in an alternating pattern and is visible from both sides of the note. The thread glows pink when illuminated by ultraviolet light.

3. Color-Shifting 100
Tilt the note to see the numeral *100* in the lower right corner of the front of the note shift from copper to green.

The Latest In U.S. Currency Design

(The $1 and $2 notes will continue to circulate but will not be redesigned.)



If You Suspect a Counterfeit Note

If you suspect you've been passed a counterfeit note, the U.S. government wants you to be aware of a few tips. First, try to note the characteristics of the person who tried to pass the fake note and, if possible, write down a description of any vehicle he or she drove as well as the license plate number.

Next, immediately contact your local police department or U.S. Secret Service field office. These contact numbers can be found in U.S. telephone books or on the law enforcement interactive map on www.newmoney.gov.

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The New $100 Note

Know Its Features. Know It's Real.



Sample Letter

Dear [STORE MANAGER],

In an effort to ensure that [INSERT COMPANY NAME] employees have the knowledge and resources needed to provide our customers with the best service as well as prevent the real economic loss experienced by businesses that receive counterfeit notes, I want to inform you about important changes in something you deal with every day – money!

The U.S. government recently revealed a redesigned $100 note, and we want to be sure our employees are prepared.

Law enforcement officials warn that businesses can be particularly vulnerable to counterfeiters when a new currency design is first issued; if our employees aren't informed about the new design, counterfeiters can take advantage of our lack of knowledge and awareness to pass fakes. That is why we are making it a priority to educate our employees about the redesigned $100 note before it begins circulating – we know education will help reduce confusion and ultimately prevent loss.

In order to ensure that all [INSERT COMPANY NAME] employees are familiar with the new $100 note, we encourage you to use the training materials and resources the U.S. government has developed for our use. There are a variety of materials to choose from, ranging from a video you can show to employees as a group to posters you can hang in the break room, to Web-based training tools each employee can use individually.

The materials are focused on training cash handlers how to check new $100 notes to be sure they are genuine. Not only does the redesigned $100 note look different but it also includes new, easy-to-use security features that are particularly useful for our business, because employees can check them quickly and discreetly. The new $100 note also retains a number of other security features from the older-design note that we want to be sure our employees recognize.

All materials are free of charge and can be ordered at www.newmoney.gov or by calling 1-877-639-2877.

Please take some time to familiarize yourself with the new $100 note and the resources available to help prepare your team. By taking steps now, we can ensure that everyone knows about changes coming to the $100 note, thereby avoiding confusion at the point of sale.

Thank you for your participation.

Sincerely,
[INSERT NAME]
[INSERT TITLE]

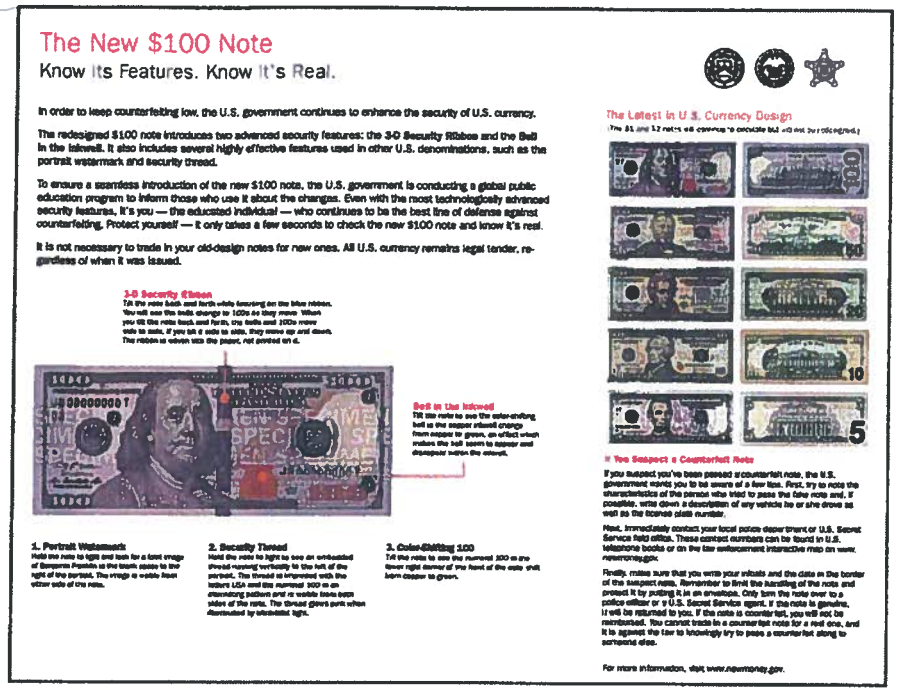
Sample Letter
LETTER.TXT

Sample letter you can put on company letterhead for distribution to members, managers and employees.

$100 Note Fact Sheet

FACTSHEET.TIF

Actual size: 11"x8.5"



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3-D Security Ribbon

Bell in the Inkwell

1. Portrait Watermark

2. Security Thread

3. Color-Shifting 100

The Latest in U.S. Currency Design

If You Suspect a Counterfeit Note

For more information, visit www.moneymoney.gov.

Quick Reference Guide

QUICKREFERENCEGUIDE.TIF

Actual size: 4"x9"



The New $100 Note

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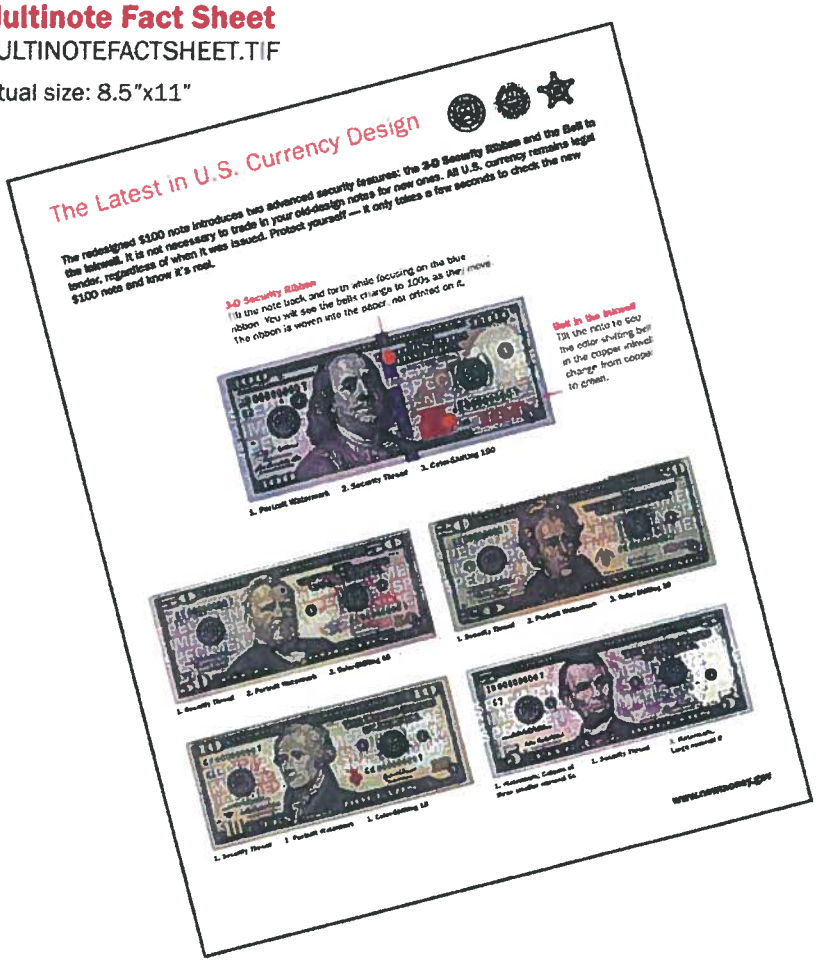
Front

Back

Multinote Fact Sheet

MULTINOTEFACTSHEET.TIF

Actual size: 8.5"x11"



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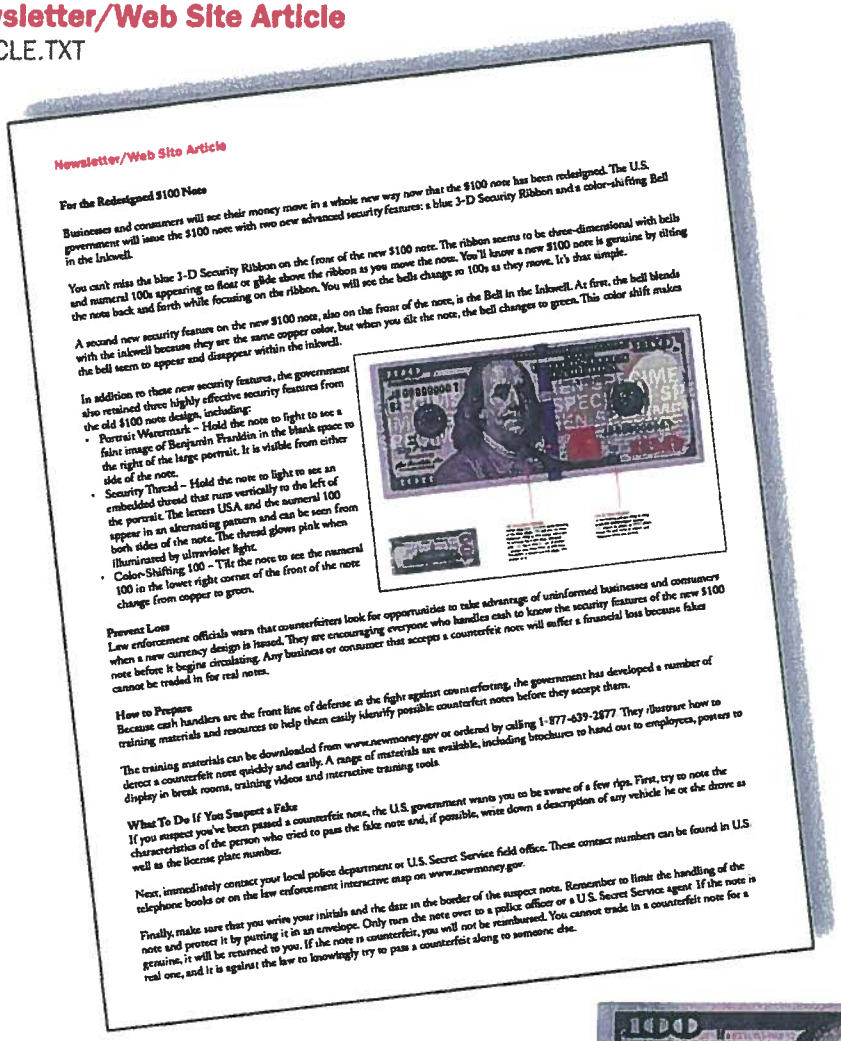
3-D Security Ribbon

Bell in the Inkwell

www.moneymoney.gov

Newsletter/Web Site Article

ARTICLE.TXT



Newsletter/Web Site Article

For the Redesigned $100 Note

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You can't miss the blue 3-D Security Ribbon on the front of the new $100 note. The ribbon seems to be three-dimensional with bells and numeral 100s appearing to float or glide above the ribbon as you move the note. You'll know a new $100 note is genuine by tilting the note back and forth while focusing on the ribbon. You will see the bells change to 100s as they move. It's that simple.

A second new security feature on the new $100 note, also on the front of the note, is the Bell in the Inkwell. At first, the bell blends with the inkwell because they are the same copper color, but when you tilt the note, the bell changes to green. This color shift makes the bell seem to appear and disappear within the inkwell.

In addition to these new security features, the government also retained three highly effective security features from the old $100 note design, including:

- Portrait Watermark – Hold the note to light to see a faint image of Benjamin Franklin in the blank space to the right of the large portrait. It is visible from either side of the note.
- Security Thread – Hold the note to light to see an embedded thread that runs vertically to the left of the portrait. The letters USA and the numeral 100 appear in an alternating pattern and can be seen from both sides of the note. The thread glows pink when illuminated by ultraviolet light.
- Color-Shifting 100 – Tilt the note to see the numeral 100 in the lower right corner of the front of the note change from copper to green.

Prevent Loss

Law enforcement officials warn that counterfeiters look for opportunities to take advantage of uninformed businesses and consumers when a new currency design is issued. They are encouraging everyone who handles cash to know the security features of the new $100 note before it begins circulating. Any business or consumer that accepts a counterfeit note will suffer a financial loss because fakes cannot be traded in for real notes.

How to Prepare

Because cash handlers are the front line of defense in the fight against counterfeiting, the government has developed a number of training materials and resources to help them easily identify possible counterfeit notes before they accept them.

The training materials can be downloaded from www.newmoney.gov or ordered by calling 1-877-439-2877. They illustrate how to detect a counterfeit note quickly and easily. A range of materials are available, including brochures to hand out to employees, posters to display in break rooms, training videos and interactive training tools.

What To Do If You Suspect a Fake

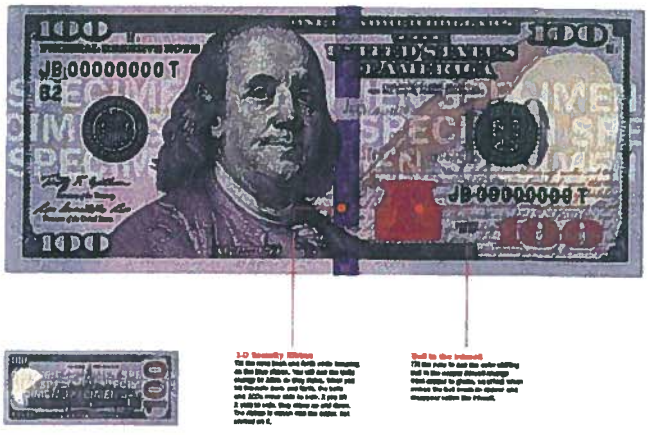
If you suspect you've been passed a counterfeit note, the U.S. government wants you to be aware of a few tips. First, try to note the characteristics of the person who tried to pass the fake note and, if possible, write down a description of any vehicle he or she drove as well as the license plate number.

Next, immediately contact your local police department or U.S. Secret Service field office. These contact numbers can be found in U.S. telephone books or on the law enforcement interactive map on www.newmoney.gov.

Finally, make sure that you write your initials and the date in the border of the suspect note. Remember to limit the handling of the note and protect it by putting it in an envelope. Only turn the note over to a police officer or a U.S. Secret Service agent. If the note is genuine, it will be returned to you. If the note is counterfeit, you will not be reimbursed. You cannot trade in a counterfeit note for a real one, and it is against the law to knowingly try to pass a counterfeit along to someone else.

Graphic Images

SECURITYFEATURE.TIF,
FRONT.TIF & BACK.TIF,







Order Form
ORDERFORM.PDF

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

Order Form

Materials about the redesigned $100 note are available for training, education and consumer information purposes in reasonable quantities at no charge.

To order materials, please complete all of the information below and mail or fax your order to: **U.S. Government Redesigned Currency Public Information Office, 99 Canal Plaza, Suite 400, Alexandria, Virginia 22314; Fax (800) 773-8526 or (703) 838-2626.**

If you prefer, you can also place an order online at: www.newmoney.gov.



$100 Brochure and Poster Combination (Folded: 9"x 5.5"/Unfolded: 18"x 22")

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. *(Please indicate the number of brochures requested in each language below.)*

_____ English _____ Arabic _____ French _____ Japanese _____ Russian _____ Simple Chinese
_____ Spanish _____ Traditional Chinese _____ Turkish _____ Ukrainian _____ Vietnamese



Multinote Poster (Folded: 9.7"x 9.5"/Unfolded: 19"x 26")

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.

_____ English _____ Angolan Portuguese _____ Azeri _____ French-Canadian _____ Kazakh _____ Russian
_____ Spanish _____ Ukrainian _____ Vietnamese



Multinote Booklet (10"x 7")

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 more detail the design and security features of the redesigned denominations of U.S. currency so that cash handlers can easily check U.S. currency and know that it is genuine.

_____ English _____ Azeri _____ French-Canadian _____ Kazakh _____ Korean _____ Russian
_____ Simple Chinese _____ Spanish _____ Traditional Chinese _____ Ukrainian



$100 Take One Card (4"x 9")

The $100 Take One Card is designed as an easy reference guide to the security features in the redesigned $100 note. It can be teamed with a card holder (see below) to serve as a convenient point of sale display for customers. This piece is available in packages of 250.

_____ English _____ Angolan Portuguese _____ Azeri _____ Japanese _____ Kazakh _____ Korean
_____ Spanish _____ Turkish _____ Vietnamese

$100 Take One Card Holder

The $100 Take One Card Holder is designed to be displayed upright at the point of sale, with the Take One Card. Each holder stores one package of 250 Take One Cards. *(Please indicate the number of holders requested in each language below)*

_____ English _____ Angolan Portuguese _____ Azeri _____ Japanese _____ Kazakh _____ Korean
_____ Spanish _____ Turkish _____ Vietnamese



Training CD-ROM

The $100 Training CD-ROM is designed to provide an individual training experience on a personal computer. This CD-ROM features a guided interactive tutorial of the new $100 note, training videos and an interactive quiz; it also includes downloadable information on the security and design features of the $5, $10, $20 and $50 notes.

	QTY.
Angolan Portuguese/English	
Russian/Ukrainian/Kazakh/Azeri/English	
English/Spanish	
Vietnamese/English	



Training DVD

The $100 Training DVD can be used in either individual or group training settings. This DVD provides basic information on the new $100 note's security and design features and also provides more detailed information that groups such as financial institutions and police can use to supplement their knowledge of the redesigned $100 note.

Angolan Portuguese/English	
Russian/Ukrainian/Kazakh/Azeri/English	
English/Spanish	
Vietnamese/English	



Education Resource Kit (9"x 12")

This kit includes materials that are ready for duplication or publication in your organization's newsletter or on its Web site, to educate employees, customers or members of your organization. It includes a newsletter article, a quick reference guide, fact sheets and more.

QTY.

Shipping Information (Please print clearly)

Name _____ Business/Organization _____

Street Address (Deliveries cannot be made to P.O. Boxes) _____

City _____ State/Region _____ Postal Code _____

Country _____ Phone _____ E-mail _____

For more information on redesigned currency, visit **www.newmoney.gov.**

Dear [STORE MANAGER],

In an effort to ensure that [INSERT COMPANY NAME] employees have the knowledge and resources needed to provide our customers with the best service as well as prevent the real economic loss experienced by businesses that receive counterfeit notes, I want to inform you about important changes in something you deal with every day - money!

The U.S. government recently revealed a redesigned $100 note, and we want to be sure our employees are prepared.

Law enforcement officials warn that businesses can be particularly vulnerable to counterfeiters when a new currency design is first issued; if our employees aren't informed about the new design, counterfeiters can take advantage of our lack of knowledge and awareness to pass fakes. That is why we are making it a priority to educate our employees about the redesigned $100 note before it begins circulating - we know education will help reduce confusion and ultimately prevent loss.

In order to ensure that all [INSERT COMPANY NAME] employees are familiar with the new $100 note, we encourage you to use the training materials and resources the U.S. government has developed for our use. There are a variety of materials to choose from, ranging from a video you can show to employees as a group to posters you can hang in the break room, to Web-based training tools each employee can use individually.

The materials are focused on training cash handlers how to check new $100 notes to be sure they are genuine. Not only does the redesigned $100 note look different but it also includes new, easy-to-use security features that are particularly useful for our business, because employees can check them quickly and discreetly. The new $100 note also retains a number of other security features from the older-design note that we want to be sure our employees recognize.

All materials are free of charge and can be ordered at www.newmoney.gov or by calling 1-877-639-2877.

Please take some time to familiarize yourself with the new $100 note and the resources available to help prepare your team. By taking steps now, we can ensure that everyone knows about changes coming to the $100 note, thereby avoiding confusion at the point of sale.

Thank you for your participation.

Sincerely,
[INSERT NAME]
[INSERT TITLE]

The Latest in U.S. Currency Design

The redesigned $100 note introduces two advanced security features: the **3-D Security Ribbon** and the **Bell in the Inkwell**. It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued. Protect yourself — it only takes a few seconds to check the new $100 note and know it's real.

3-D Security Ribbon
Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to *100*s as they move. The ribbon is woven into the paper, not printed on it.



Bell in the Inkwell
Tilt the note to see the color-shifting bell in the copper inkwell change from copper to green.

1. Portrait Watermark 2. Security Thread 3. Color-Shifting 100



1. Security Thread 2. Portrait Watermark 3. Color-Shifting 50



1. Security Thread 2. Portrait Watermark 3. Color-Shifting 20



1. Security Thread 2. Portrait Watermark 3. Color-Shifting 10



1. Watermark: Column of three smaller numeral 5s 2. Security Thread 3. Watermark: Large numeral 5

The New $100 Note

Know Its Features. Know It's Real.

Order Form

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Training CD-ROM

Designed to provide an individual training experience, the $100 CD-ROM features a guided interactive tutorial of the new $100 note, training videos and an interactive quiz. It also includes downloadable information on the security and design features of the $5, $10, $20 and $50 notes. English, Angolan Portuguese, Azeri, Kazakh, Russian, Spanish, Ukrainian and Vietnamese resources are available on the same CD-ROM.

QTY.



Training DVD

The $100 Training DVD can be used in either individual or group training settings. This DVD offers two video options, one with basic information on the new $100 note's features relevant to those who use or handle $100 notes and another with more detailed information that groups such as financial institutions and police use to verify a note's authenticity. English, Angolan Portuguese, Azeri, Kazakh, Russian, Spanish, Ukrainian and Vietnamese versions of these videos are available on the same DVD.

QTY.



Education Resource Kit (9"x 12")

This kit includes materials that are ready for duplication or publication in your organization's newsletter or on its Web site, to educate employees, customers or members of your organization. It includes a newsletter article, a quick reference guide, fact sheets and more.

QTY.

Shipping Information

(Please print clearly)

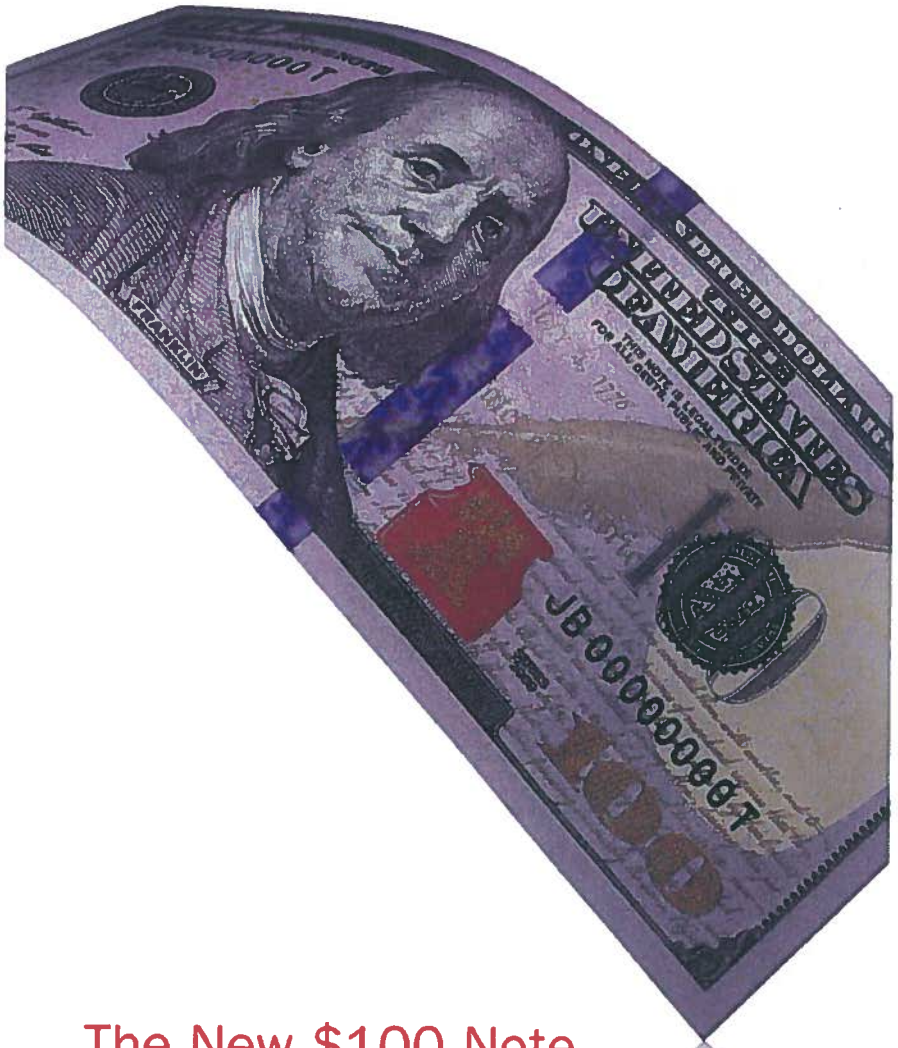
Name _____ Business/Organization _____

Street Address (Deliveries cannot be made to P.O. Boxes) _____

City _____ State/Region _____ Postal Code _____

Country _____ Phone _____ E-mail _____

For more information on redesigned currency, visit **www.newmoney.gov.**



The New $100 Note

Know Its Features. Know It's Real.



Enhancements to the redesigned $100 note include two new security features: the **3-D Security Ribbon** and the **Bell in the Inkwell.** Protect yourself — it only takes a few seconds to check the new $100 note and know it's real.

www.newmoney.gov

Know Its Features. Know It's Real.

1) 3-D Security Ribbon

Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to *100s* as they move. The ribbon is woven into the paper, not printed on it.

2) Bell in the Inkwell

Tilt the note to see the color-shifting bell in the copper inkwell change from copper to green.



It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued.

For more information, **visit www.newmoney.gov**.

3-D Security Ribbon
Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to *100*s as they move. The ribbon is woven into the paper, not printed on it.

Bell in the Inkwell
Tilt the note to see the color-shifting bell in the copper inkwell change from copper to green.





The New $100 Note

Know Its Features. Know It's Real.

It only takes a few seconds to check the new $100 note and know it's real. Learn how to identify and use the two advanced security features: the **3-D Security Ribbon** and the **Bell in the Inkwell**. It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued.

1. Portrait Watermark
Hold the note to light and look for a faint image of Benjamin Franklin in the blank space to the right of the portrait.

2. Security Thread
Hold the note to light to see an embedded thread running vertically to the left of the portrait. The thread is imprinted with the letters *USA* and the numeral *100* in an alternating pattern and is visible from both sides of the note. The thread glows pink when illuminated by ultraviolet light.

3. Color-Shifting 100
Tilt the note to see the numeral *100* in the lower right corner of the front of the note shift from copper to green.

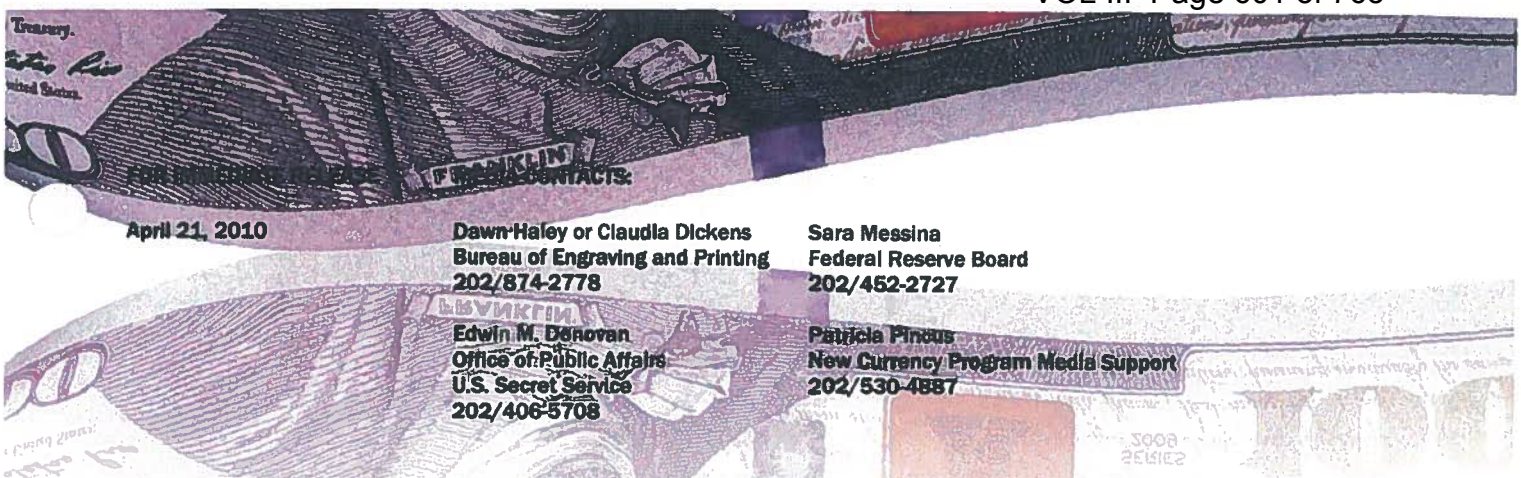
4. Raised Printing
Move your finger up and down Benjamin Franklin's shoulder on the left side of the note. It should feel rough to the touch, a result of the enhanced intaglio printing process used to create the image. Traditional raised printing can be felt throughout the $100 note, and gives genuine U.S. currency its distinctive texture.

5. Gold 100
Look for a large gold numeral *100* on the back of the note. It helps those with visual impairments distinguish the denomination.

6. Microprinting
Look carefully to see the small printed words which appear on Benjamin Franklin's jacket collar, around the blank space containing the portrait watermark, along the golden quill, and in the note borders.

www.newmoney.gov

For educational use only. Item not for resale



April 21, 2010

Dawn Haley or Claudia Dickens
Bureau of Engraving and Printing
202/874-2778

Sara Messina
Federal Reserve Board
202/452-2727

Edwin M. Donovan
Office of Public Affairs
U.S. Secret Service
202/406-5708

Patricia Pindus
New Currency Program Media Support
202/530-4887

U.S. Government Unveils New Design for the $100 Note

Government to Currency Users: Know Its Features So You Can Know It's Real

WASHINGTON, D.C. (April 21, 2010) – Officials from the U.S. Department of the Treasury, the Board of Governors of the Federal Reserve System and the United States Secret Service today 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.

"As with previous U.S. currency redesigns, this note incorporates the best technology available to ensure we're staying ahead of counterfeiters," said Secretary of the Treasury Tim Geithner.

"When the new design $100 note is issued on February 10, 2011, the approximately 6.5 billion older design $100s already in circulation will remain legal tender," said Chairman of the Federal Reserve Board Ben S. Bernanke. "U.S. currency users should know they will not have to trade in their older design $100 notes when the new ones begin circulating."

There are a number of security features in the redesigned $100 note, including two new features, the 3-D Security Ribbon and the Bell in the Inkwell. These security features are easy for consumers and merchants to use to authenticate their currency.

The blue **3-D Security Ribbon** on the front of the new $100 note contains images of bells and 100s that move and change from one to the other as you tilt the note. The **Bell in the Inkwell** on the front of the note is another new security feature. The bell changes color from copper to green when the note is tilted, an effect that makes it seem to appear and disappear within the copper inkwell.

"The new security features announced today come after more than a decade of research and development to protect our currency from counterfeiting. To ensure a seamless introduction of the new $100 note into the financial system, we will conduct a global public education program to ensure that users of U.S. currency are aware of the new security features," said Treasurer of the United States Rosie Rios.

"For 145 years, the men and women of the United States Secret Service have worked diligently to protect the integrity of U.S. currency from counterfeiters," said Director Mark Sullivan. "During that time, our agency has evolved to keep pace with the advanced methodologies employed by



April 21, 2010

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the criminals we pursue. What has remained constant in combating counterfeiting, however, is the effectiveness of consumer education initiatives that urge merchants and customers to examine the security features on the notes they receive."

Although less than 1/100th of one percent of the value of all U.S. currency in circulation is reported counterfeit, the $100 note is the most widely circulated and most often counterfeited denomination outside the U.S.

"The $100 is the highest value denomination that we issue, and it circulates broadly around the world," said Michael Lambert, Assistant Director for Cash at the Federal Reserve Board. "Therefore, we took the necessary time to develop advanced security features that are easy for the public to use in everyday transactions, but difficult for counterfeiters to replicate."

"The advanced security features we've included in the new $100 note will hinder potential counterfeiters from producing high-quality fakes that can deceive consumers and merchants," said Larry R. Felix, Director of the Treasury's Bureau of Engraving and Printing. "Protect yourself - it only takes a few seconds to check the new $100 note and know it's real."

The new design for the $100 note retains three effective security features from the previous design: the portrait watermark of Benjamin Franklin, the security thread, and the color-shifting numeral 100.

The new $100 note also displays American symbols of freedom, including phrases from the Declaration of Independence and the quill the Founding Fathers used to sign this historic document. Both are located to the right of the portrait on the front of the note.

The back of the note has a new vignette of Independence Hall featuring the rear, rather than the front, of the building. Both the vignette on the back of the note and the portrait on the front have been enlarged, and the oval that previously appeared around both images has been removed.

For a more detailed description of the redesigned $100 note and its features, visit www.newmoney.gov where you can watch an animated video, click through an interactive note or browse through the multimedia resources for images and B-roll.

Also, visit www.newmoney.gov for information on how to order free training materials for cash handlers, or you may download the materials directly from the website. The training materials for the $100 note are available in 25 languages.

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

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www.newmoney.gov

Media Advisory

The New $100 Note

U.S. Government to Unveil New $100 Note on April 21

WASHINGTON, D.C. – The new design for the $100 note will make its debut on Wednesday, April 21 during a ceremony at the Department of the Treasury's Cash Room. The U.S. government redesigns currency in order to stay ahead of counterfeiters and protect the public. Decisions about the redesign of each denomination are guided by the government's close evaluation of the range of ongoing counterfeit threats, whether from digital technology or traditional printing presses.

The unveiling of the $100 note is the first step in a global multi-government agency public education program implemented by the Department of the Treasury, the Federal Reserve Board and the U.S. Secret Service, to educate those who use the $100 note about its changes before it begins circulating. The $100 note is the highest value denomination of U.S. currency in general circulation, and it circulates broadly around the world. Public education is an important component of the government's redesigned currency program because a well informed public is our first and best line of defense against counterfeiting. Free training materials for cash-handlers as well as other public education resources will be available in 25 languages at www.newmoney.gov beginning at 10:15 a.m. EDT on April 21.

When: Wednesday, April 21, 2010
Media set-up begins at 8:00 a.m. EDT*
Program begins at 10:15 a.m. EDT
Agency spokespeople available for media interviews at 10:45 a.m. EDT

**Please allow ample time for security screening. All attendees must present government issued photo identification to gain admittance.*

Where: The Department of the Treasury's Cash Room
1500 Pennsylvania Avenue, N.W.
Washington, D.C.

Press Kits: Press kits providing information about the new $100 note will be available at the event or at www.newmoney.gov beginning at 10:15 a.m. EDT on April 21.

B-roll: B-roll of the new $100 note will be available for download at www.newmoney.gov beginning at 10:15 a.m. EDT on April 21.

RSVP: Please call 202-530-4887 by 5:00 p.m. EDT on Friday, April 16 to reserve your seat. All attendees will need to provide their full name, Social Security number and date of birth to be cleared into the building; International correspondents may provide a passport number and its issuing country.

Interviews: One-on-one interviews will be available with principals from the Department of the Treasury, the Bureau of Engraving and Printing, the Federal Reserve Board and the United States Secret Service. Please schedule in advance by calling 202-530-4887.

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Media Advisory

The New $100 Note

FOR IMMEDIATE RELEASE:
March 29, 2010

CONTACT: Jeff King
(202) 638-0200

U.S. Government to Unveil New $100 Note on April 21

Radio Interviews Available

What: The new design for the $100 note will make its debut on Wednesday, April 21 during a ceremony at the Department of the Treasury's Cash Room. 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 Director of the United States Secret Service Mark Sullivan will unveil the new design.

The U.S. government redesigns currency in order to stay ahead of counterfeiters and protect the public. Decisions about the redesign of each denomination are guided by the government's close evaluation of the range of ongoing counterfeit threats, whether from digital technology or traditional printing presses.

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Who: **Jon Cameron,** Associate Director of the Eastern Currency Facility at the Treasury's Bureau of Engraving and Printing.
Dawn Haley, Chief of the Office of External Relations at the Treasury's Bureau of Engraving and Printing.

When: Spokespersons are available for live, taped, and taped-as-live interviews on Wednesday, April 21 beginning at 10:30 a.m. EDT.

NOTE TO RADIO NEWS DIRECTORS, PRODUCERS AND HOSTS: For more information about the changes and security features of the new $100 note go to **www.newmoney.gov**. To schedule a radio interview with **TBD** please contact **Jeff King** of Strauss Radio Strategies, Inc. at **202-638-0200**. Please leave voice mail after hours. You can also email **Jeff** at **jking@straussradio.com**.

ABOUT JON CAMERON: Jon J. Cameron is the Associate Director of the Bureau of Engraving and Printing's Eastern Currency Facility in Washington D.C. Mr. Cameron is responsible for the engraving operations as well as the security printing operations. After thirty years with the Federal Reserve System, Mr. Cameron joined the Bureau of Engraving and Printing in January 2007. During his career with the Federal Reserve, Mr. Cameron coordinated currency and coin activities with the U.S. Secret Service and various areas of the U.S. Treasury: U.S. Mint; Financial Crimes Enforcement Network; and the Bureau of Engraving and Printing (BEP). From 2001 to 2006, Mr. Cameron served as the Federal Reserve Board's liaison to the BEP. As the Federal Reserve

Media Advisory

The New $100 Note

liaison, he coordinated the planning of the new currency design programs and served as the U.S. Treasury's Project Director for the International Currency Awareness Program, which studied the international use and counterfeiting of U.S. currency.

ABOUT DAWN HALEY: Dawn R. Haley is the Chief, Office of External Relations for the Bureau of Engraving and Printing (BEP). Prior to this position, Mrs. Haley served as the Manager of the Public Service Division for the BEP. Mrs. Haley serves as the official BEP spokesperson, advisor to the senior management team on external issues, and is a member of the Director's executive team. Her responsibilities include congressional and media liaison, internal communications, the BEP Tours and Visitors Centers, the Historical Resource Center, marketing and public sales, and the worldwide redesigned currency public education program. Mrs. Haley has also served as the Deputy Executive Director, U.S. Savings Bonds Division, Department of the Treasury (Department), Special Assistant to the Deputy Treasurer of the United States at the Department, and a host of other private industry managerial positions.



$100 Note Momentum Overview

Presented to BEP/FRB/USSS

May 19, 2010



Executing $100 Public Education Program





The Need for Public Education Program

- To prepare consumers and businesses globally for the change, ensure a seamless introduction and prevent confusion

- To empower consumers and businesses globally with information so that they recognize the new design once it goes into circulation and can verify their notes' authenticity

- To notify the public that the new $100 note uses both new and old security features to protect our currency and stay ahead of counterfeiters



Unveiling Events Triggered Public Education Program







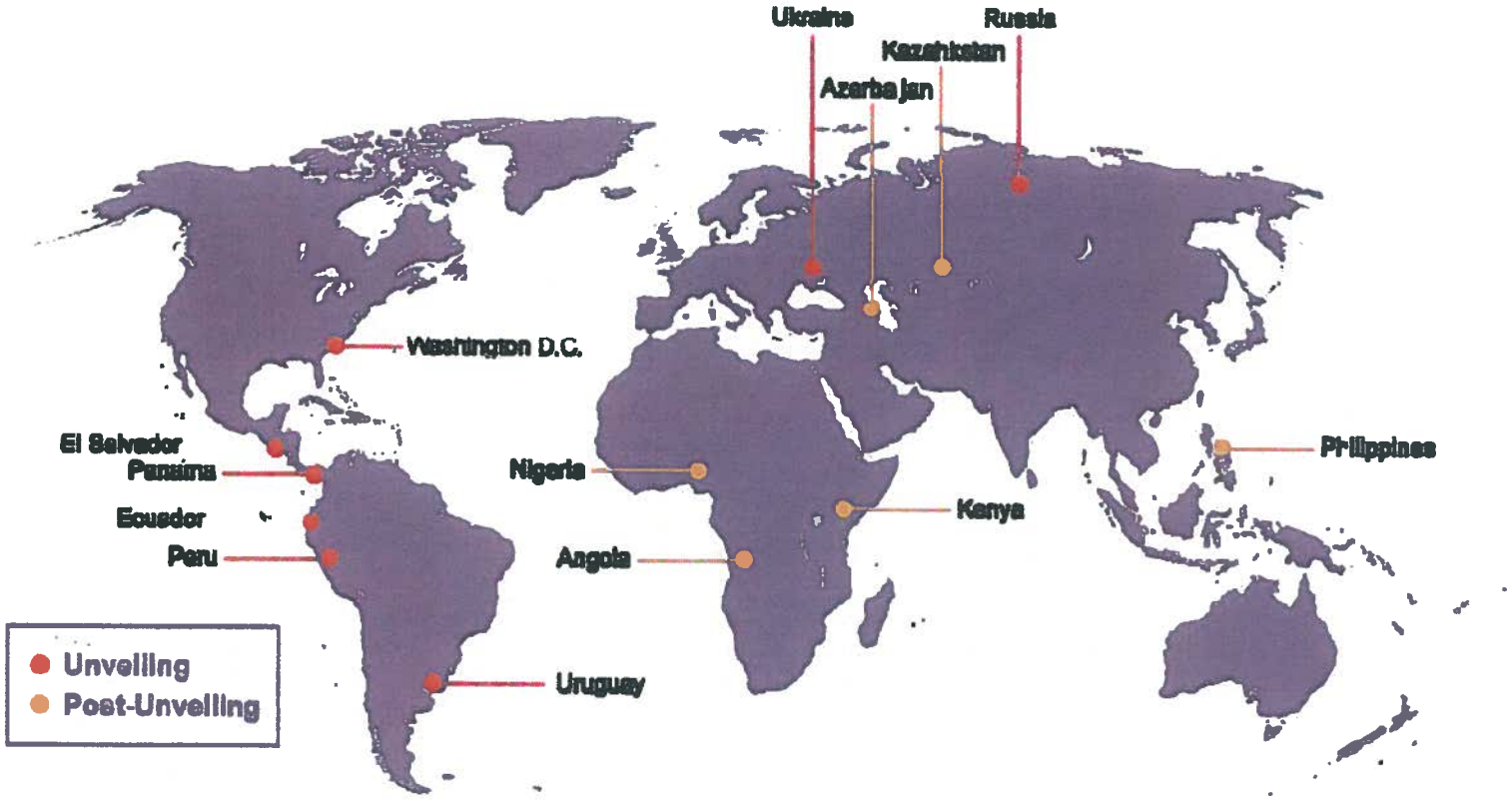








Global Reach Achieved





Results Summary Tracked To Date

- More than 3.6 billion media impressions worldwide
- 14 Unveiling events worldwide
- More than 350 media attended events in the U.S. and internationally
- More than 4,000 orders for training materials
- 929,484 views of the $100 Note Unveiling video on YouTube
  - 3rd most viewed video across the world the day after Unveiling (out of 120+ million videos on YouTube)
- Estimated 2.97 million visitors to website in first 2 days (Alexa.com)
- 1,813 Facebook fans
- 508 YouTube subscribers
- 633 followers on Twitter





Maintaining the Momentum



Training and Education - Key Stakeholders





Consistent and Targeted Activities*

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

** Stakeholder outreach calls and opt-in calls not included as they target all groups throughout the momentum period.*



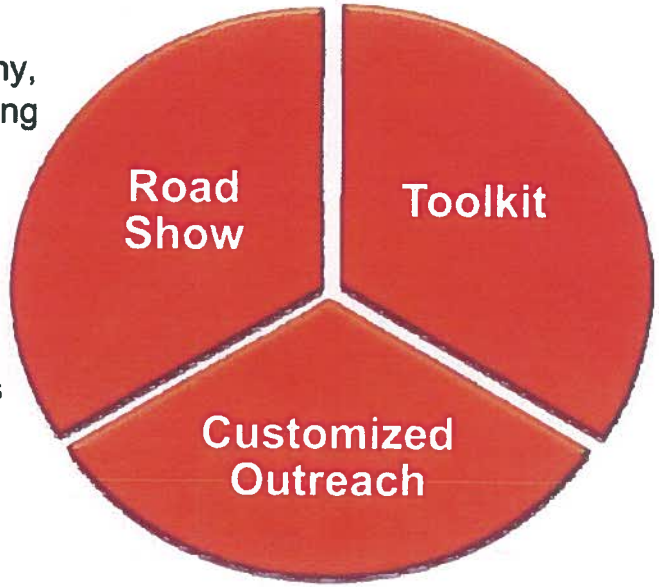
Train-the-Trainers

Hub Markets:

- Russia, Ukraine, Peru, Colombia, Ecuador, El Salvador, Panama, Germany, UK, Switzerland, Dubai, Hong Kong and Singapore

Spoke Markets:

- Kazakhstan, Azerbaijan, Mexico, Canada, Kenya, Angola, Nigeria, Philippines and Vietnam



Outreach:

- Email: Announce Train-the-Trainers program
- Email: Announce the dates and schedule
- eNewsletter: Announcing DOI

Training Materials:

- Introduction letter
- Primer
- Material hard copies
- CD-ROM

Languages:

- English, Spanish. Russian, Ukrainian, Kazakh, Azeri, Angolan-Portuguese and Vietnamese

Materials Delivery:

- Proactive shipment
- Dedicated email and hotline
- Web accessibility



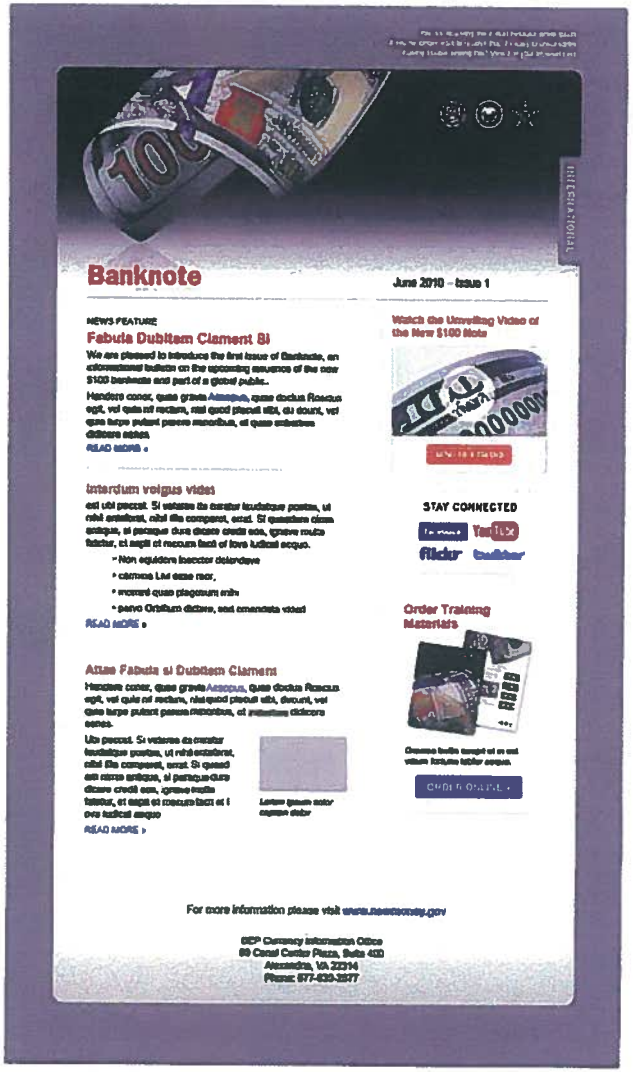
Stakeholder

- Outreach Calls
  - Provide information on changes to $100 note
  - Encourage order/use of training materials
- Opt-in Calls
  - Opt-in to receive electronic communications
- Las Vegas Gaming Event
  - Large scale training of cash handlers
- Integrated Programs
  - Creative ways top stakeholders amplify program messages
- One-on-one meetings for international contacts
  - $100 Lunch/Learn trainings
  - "Coffee With Franklin"



Electronic Newsletter

- "The BankNote" is a branded HTML newsletter deployed via email
- Regularly scheduled communications vehicle delivering $100 note information
- "The BankNote" will consist of multiple editions:
  - International editions as appropriate (CIS, Africa and LatAm)
  - Video editions to deploy podcasts





Media Relations

- Kick-Off
  - May 25th media outreach detailing activities
  - One-on-one interviews with national and trade media
- Podcast Series
  - Media advisory
  - Posted on website, The Newsmarket
  - Interview opportunities with guests
- Documentary Programming
- Ongoing Activities
  - Trade media outreach to support client participation in stakeholder events
  - Staged photo-op and outreach
    - First shipment of new $100 note overseas

The Washington Post

AP

BANK SYSTEMS & TECHNOLOGY

Newsweek

casino CONNECTION

WALL STREET JOURNAL

npr

CRAIN'S NEW YORK BUSINESS



Podcast Series

- June: Podcast 1 "Intro to the Series"
- July : Podcast 2 "How to Detect a Counterfeit"
- August : Podcast 3 "Art of Design"
- September: Podcast 4 "The Printing Process"
- October: Podcast 5 "About the FRB"
- January: Podcast 6 "Introduction to the New Note"

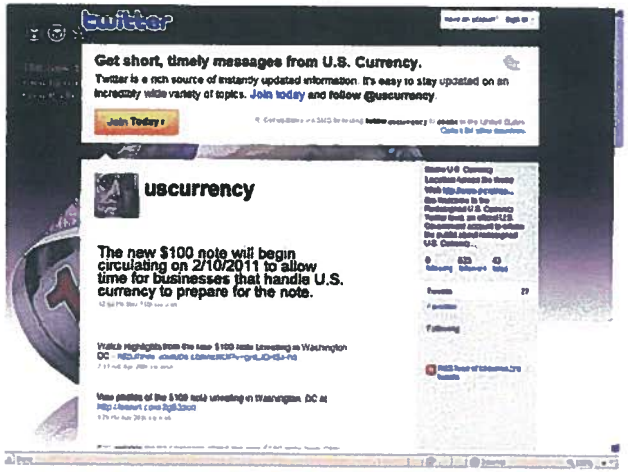




Digital

- "Show Me the New Money" Weekly Trivia Series
  - An online activity that leverages program social media channels
  - Incentivizes audiences to explore program resources
- Stakeholder Online Outreach
  - Conferences provide an opportunity to engage social media users within a given industry
- Website Updates
  - Announce news and events
  - Launch discussion board (September)
  - Stakeholder and International updates







Information Booths

- Traveling booth:
  - CIS: Russia, Ukraine, Kazakhstan
  - LatAm: Peru, Panama, Uruguay, Colombia
- Distribution of material at important consumer and stakeholder locations
  - Malls, airports, exchange bureaus
- Format customized by market





Paid Media

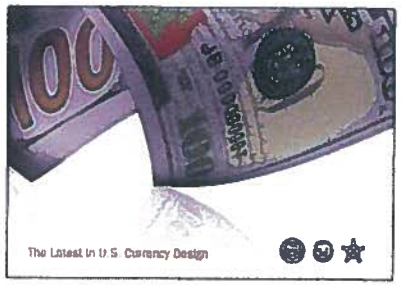
Russia, Ukraine, Kazakhstan (January – February) • Aggressive TV spots for blanket reach • Print and Internet for select consumers, stakeholders	Nigeria (October-January) • Newspaper inserts • Radio spots for Hausa community • Print ads • SMS campaign
Angola (January – February) • Radio spot on state-owned station	Peru (February) • Print ads around DOI



Conferences

- Tiered Global Conference Participation
  - Increase visibility and raise awareness among in key industries stakeholders
  - Speaking opportunities, event communications and materials distribution





global. G2E gaming expo
November 17-19, 2009
Las Vegas Convention Center
www.globalgamingexpo.com





Timeline of Activity



May

MEDIA/MILESTONE

- Kickoff media outreach detailing momentum activities, making a story out of the public education program

TRIVIA CONTEST

- "Show Me the New Money" weekly trivia series outreach begins on May 25
  - Traditional and social media outreach (mainstream and trade)
  - Social media status update
  - HTML e-mail deployed via GovDelivery
  - Announcement on website

CONFERENCES

- 2010 Currency Conference (Argentina)
- Counterfeit & Fraud Workshop (Canada)
- Bank Tech Conference (Kazakhstan)
- Rural Bankers Association of the Philippines Member Convention

OUTREACH

- Heavy stakeholder outreach calls begin
- Opt-in calls continue
- Training material orders continue





June

PODCAST

- Podcast 1 "Intro to the Series"
  - Placed on website
  - Uploaded to newsmarket.com, YouTube & Facebook
  - Traditional and social media advisory sent

TRIVIA CONTEST

- Weekly trivia series begins
  - Online form for scavenger hunt entries goes live
  - Weekly questions posted on social media channels and monthly winner announced

SOCIAL MEDIA

- Social media outreach and status/web updates around National Sheriffs' Association Annual Conference and Exhibition
- Social media outreach and status/web updates around "Markets of Money Transfer Conference" and Banknote (if applicable)





June *(cont.)*

NEWSLETTER

- Banknote e-newsletter sent to domestic and international stakeholders, possible content to include:
  - Ordering materials
  - Post Unveiling and Introduction of the note
  - Video edition announces Podcast 1

TRAIN-THE-TRAINERS

- Announce Train-the-Trainers program; email from the FRB

CONFERENCES

- National Sheriffs' Association Conference (Anaheim)
- 14th Hemispheric Congress on Anti Money Laundering and Combating Terrorist Financing (Panama)

OUTREACH

- "Coffee with Franklin" training program begins
- Heavy stakeholder outreach calls continue
- Opt-in calls continue
- Training material orders continue



July

PODCAST/MEDIA

- Podcast 2 "How to Detect a Counterfeit"
  - Media advisory distributed announcing monthly trivia winner and Podcast 2
  - Placed on website
  - Uploaded to newsmarket.com, YouTube & Facebook
- International media pitching
- Ongoing media outreach and event support

TRIVIA CONTEST

- Weekly trivia questions posted on social media channels, Facebook and Twitter
  - First monthly winner announced

NEWSLETTER

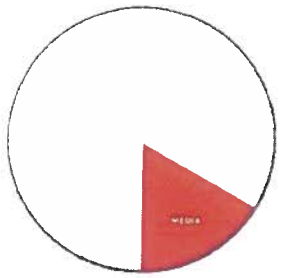
- Video edition of "The BankNote" announces Podcast 2

TRAIN -THE –TRAINERS

- Announce the dates and schedule; email from the FRB announcing dates and markets

OUTREACH

- Web site updates to the landing pages
- Stakeholder outreach calls continue
  - Opt-in calls continue
  - Placement of byline articles in international stakeholder newsletters
  - Training material orders continue





August

PODCAST /MEDIA

- Podcast 3 "Development of a Bank Note"
  - Media advisory distributed announcing monthly trivia winner and Podcast 3
  - Placed on website
  - Uploaded to newsmarket.com, YouTube & Facebook
- Ongoing media outreach and event support

TRIVIA CONTEST

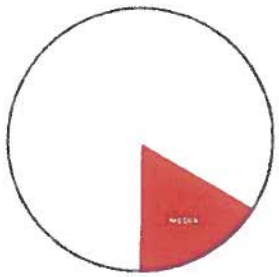
- Weekly trivia questions posted on social media channels and winners announced

SOCIAL MEDIA

- Social media outreach and status/web updates around National Retail Conference & Stores Expo 2010 (Philippines)

OUTREACH

- Stakeholder outreach calls continue
- Opt-in calls continue
- Placement of byline articles in stakeholder newsletters
- Placement of byline articles in international stakeholder newsletters
- Training material orders continue





September

PODCAST /MEDIA

- Podcast 4 "The Printing Process"
  - Media advisory distributed announcing monthly trivia winner and Podcast 4
  - Placed on website
  - Uploaded to newsmarket.com, YouTube & Facebook
- Ongoing media outreach and event support

TRIVIA CONTEST

- Weekly trivia questions posted on social media channels, winner announced

MEDIA

- Media feature story in CIS markets
- FRB Opinion Editorial in select international markets
  - Teases "Train-the-Trainers"

NEWSLETTER

- "The BankNote" sent to domestic and international stakeholders, possible content:
  - Fulfillment update
  - Gaming event
  - Interview(s) with BEP officials
  - Announcement of upcoming in-market training seminars
  - Podcast 4





September *(cont.)*

CONFERENCES

- International Tourism Fair of the Americas 2010 (Mexico)
- JATA World Travel Fair (Japan)

OUTREACH

- Deploy embassy discussion board in anticipation of need for Train-the-Trainer dialogue
- $100 Lunch/Learn trainings start in international markets
- Fulfillment begins
- Stakeholder outreach calls continue
- Opt-in calls continue
- Placement of byline articles in international stakeholder newsletters
- Placement of byline articles in stakeholder newsletters
- Training material orders continue



October

PODCAST/MEDIA

- "100 day countdown to DOI" press release
- Podcast 5 "The Roll of the Federal Reserve"
  - Media advisory distributed announcing winner and podcast 5
  - Placed on website
  - Uploaded to newsmarket.com, YouTube & Facebook
- Ongoing media outreach and event support

TRIVIA CONTEST

- Weekly trivia questions posted on social media channels

SOCIAL MEDIA

- Link to press release posted on social media channels
- Social media outreach and status/web updates to promote conference participation

TRAIN-THE-TRAINER

- Roadshow kickoff, hub trainings begin, toolkits distributed, details promoted on Financial Institution and Currency Exchanges, and police Web pages





October *(cont.)*

NEWSLETTER

- Video newsletter featuring Podcast 5
  - Fulfillment update
  - Interview(s) with FRB officials
  - Announcement of upcoming in-market training session

CONFERENCES

- American Bankers Association Convention (Boston)
- International Chiefs of Police Conference (Orlando)
- FISCA Conference (Nevada)
- National Bankers Association (Puerto Rico)
- Cash Circulation Conference (Russia)
- Retail Banking Conference (Ukraine)
- Security 2010 Conference (Ukraine)
- National Meeting of the Private Enterprise (El Salvador)
- International Auto Exhibit Conference (Turkey)
- Security Conference (Canada)

ENTERTAINMENT INTEGRATION

- $100 note trivia questions taped for Jeopardy



October *(cont.)*

PAID MEDIA

- Take-one Cards inserted in key newspapers in Nigeria

OUTREACH

- Las Vegas Gaming Event
- $100 Lunch/Learn trainings in international markets
- BEP outreach to Banknote Equipment Manufacturers
- Opt-in calls conclude
- Stakeholder outreach continues
- Placement of byline articles in international stakeholder newsletters
- Training material orders continue



November

MEDIA

- Ongoing media outreach and event support

TRIVIA CONTEST

- Weekly trivia questions posted on social media channels

NEWSLETTER

- "The BankNote" sent to domestic stakeholders
  - 90-day announcement
  - Importance of BEMs getting ready
  - Gaming training in Las Vegas
  - Encourages helpful tips input for stakeholder landing pages

TRAIN-THE-TRAINER

- Spoke and regional sessions, toolkits distributed, details promoted on Financial Institution and Currency Exchanges, and police web pages

CONFERENCES

- G2E Conference (Las Vegas)
- Corporate and Banking Systems Exhibition (Ukraine)
- International Protection, Security and Rescue Exhibition (Azerbaijan)





November *(cont.)*

PAID MEDIA

- Print ads (Nigeria)
- SMS Campaign (Nigeria)

OUTREACH

- Outreach to Banknote Equipment and Gaming Machine Manufacturers
- Updates to stakeholder landing page
- $100 Lunch/Learn trainings in international markets
- Brosters are mailed out
- Stakeholder outreach continues
- Placement of byline articles in international stakeholder newsletters
- Training material orders continue



December

MILESTONES/MEDIA

- 60-day countdown begins, domestic and international media advisories deployed
- In-flight strategic placement airs
- Ongoing media outreach and event support

TRIVIA CONTEST

- Weekly trivia questions posted on social media channels

SOCIAL MEDIA

- Link to press release posted on social media channels

NEWSLETTER

- "The BankNote" sent to domestic stakeholders, possible content:
  - Helpful tips to avoiding counterfeits during the holiday retail season
  - 60-day countdown





December *(cont.)*

PAID MEDIA

- Print ads (Nigeria)

OUTREACH

- Sticker distribution campaign (Peru)
- Information booths in select international markets
- Hausa take-one outreach program
- Stakeholder outreach continues
- Placement of byline articles in international stakeholder newsletters
- Training material orders continue





January

PODCAST/MEDIA

- 30-day mark, traditional and social media advisories deployed
- Wire advance on logistics behind global circulation
- Ongoing media outreach and event support
- Podcast 6 "Preparing for the Note's Introduction"
  - Media advisory distributed announcing winner and Podcast 2
  - Placed on website
  - Uploaded to newsmarket.com, YouTube & Facebook

TRIVIA CONTEST

- Weekly trivia questions posted on social media channels, 4 winners announced

NEWSLETTER

- "The Banknote" domestic featuring documentary programming and Podcast 6
- Video newsletter

CONFERENCES

- National Retail Federation Expo & Conference





January *(cont.)*

SOCIAL MEDIA

- Social media outreach and status updates to promote conference participation

PAID MEDIA

- Print, TV and internet ads (CIS)
- Radio ads (Nigeria and Angola)

OUTREACH

- Updates to stakeholder landing page based on info gleaned from October conferences
- Outreach to Retail Industry
- Sticker distribution campaign (Peru)
- Information booths in select international markets
- Stakeholder outreach continues
- Placement of byline articles in international stakeholder newsletters
- Orders continue to be received

EVENTS

- USHistory.org partnership for Franklin's birthday (Philadelphia)



February

MILESTONES/MEDIA/EVENTS

- Day of Issue, "first spend" events around the world
- DOI press release distributed on February 10
- Documentary opportunities air
- Ongoing media outreach and event support

TRIVIA CONTEST

- Final weekly trivia question posted
- Grand prize winner of trivia series announced on DOI

SOCIAL MEDIA

- Link to press release posted on social media channels

ENTERTAINMENT INTEGRATION

- Jeopardy airs in U.S.





February *(cont.)*

PAID MEDIA

- Print, TV and internet ads (CIS)
- Radio ads (Nigeria and Angola)
- Print ads (Peru)

OUTREACH

- Sticker distribution campaign ends (Peru)
- Informational booths in select international markets
- Stakeholder outreach continues
- Placement of byline articles in international stakeholder newsletters
- Training material orders continue





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U.S. Government Puts Public Education for New $100 Note into High Gear

$100 Note Educational Video Series and Training Sessions Geared to Industry Cash-Handlers Take Focus Heading into February 10 Day of Issue

WASHINGTON, D.C. (July 21, 2010) – Today, the U.S. government released the first in a series of educational videos, amplifying public education efforts for the new $100 note, which will begin circulating on February 10, 2011. The public education program kicked off in April with the unveiling of the new design for the $100 note and the launch of a new educational website.

"The educational video series we are launching today is but one among a diverse array of educational tools designed to meet the needs of U.S. currency users the world over," said Dawn Haley, Chief, Office of External Relations at the U.S. Department of the Treasury's Bureau of Engraving and Printing. Globally, there are approximately 6.5 billion $100 notes in circulation, and the Federal Reserve Board estimates that up to two-thirds of those notes circulate outside of the United States. "To ensure a smooth introduction of the new $100 note, we must prepare users for it and educate them on how to authenticate. We want people to know its features so they can know it's real."

Beginning today and continuing through the February 10 Day of Issue, there will be a steady stream of educational information available, including:

- **Video Series** – Six short videos will cover topics such as how to detect a counterfeit note, the art of banknote design and how new notes enter circulation. The episodes will feature guests from the Bureau of Engraving and Printing, the Federal Reserve Board and the United States Secret Service. The first episode is an introduction to the $100 public education program and is available beginning today at www.newmoney.gov.
- **Training Sessions** – Officials from the Federal Reserve Board and the United States Secret Service will be conducting training sessions about the new $100 note's security and design features at seminars attended by cash-handling organizations. Information on dates and locations will be posted on www.newmoney.gov as they become available.
- **Training Materials** – Free cash handler training materials are available for download, or order free of charge at www.newmoney.gov. The training materials for the $100 note are available in 25 languages.

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

www.newmoney.gov



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- **eNewsletters** – Those who have subscribed for e-mail updates about the public education program will receive *The $100 BankNote*, a periodic electronic newsletter carrying news and information about the new $100 note. Subscribers received the first edition today. Go to www.newmoney.gov and click on "E-mail Updates" to join the subscription list.
- **Social Media Updates** – The government has launched social media pages on Facebook, Flickr, Twitter, MySpace and YouTube to update the public about changes to U.S. currency. Go to www.newmoney.gov and click on "Stay Connected" for access to these resources.

"It will be important for the people around the world who rely on the $100 note to know that they will not have to trade in their older design $100 notes when the new ones begin circulating," said Michael Lambert, Assistant Director at the Federal Reserve Board.

Protecting and maintaining confidence in U.S. currency requires a combination of effective public education, law enforcement and security features.

There are a number of security features in the redesigned $100 note, including two new features, the **3-D Security Ribbon** and the **Bell in the Inkwell**. These security features are easy for consumers and merchants to use to authenticate their currency.

The blue **3-D Security Ribbon** on the front of the new $100 note contains images of bells and 100s that move and change from one to the other as you tilt the note. The **Bell in the Inkwell** on the front of the note is another new security feature. The bell changes color from copper to green when the note is tilted, an effect that makes the bell seem to appear and disappear within the copper inkwell.

The new design for the $100 note retains effective security features from the previous design, including the portrait watermark of Benjamin Franklin, the security thread and the color-shifting numeral 100.

For a more detailed description of the redesigned $100 note and its features, visit www.newmoney.gov, where you can watch an animated video, click through an interactive note or browse through the multimedia resources for images and B-roll.

-###-



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U.S. Government Video Shows Businesses and Consumers How to Protect Against Counterfeit Currency

Second Installment of Redesigned $100 Note Educational Video Series Helps Businesses and Consumers Identify the Note's New Security Features

WASHINGTON, D.C. (August 18, 2010) – The U.S. government is helping businesses and consumers protect themselves against counterfeit currency with a new Web video – "How to Detect a Counterfeit" – released today on www.newmoney.gov. The downloadable video is the second in a series of educational videos created to increase public awareness about the new $100 note, which will begin circulating on February 10, 2011.

"When a business or consumer accepts a counterfeit note, they are the ones who end up losing the money. It is important for the public to be educated about what security features to look for on the new $100 note. By knowing those features, businesses and consumers can be confident they are accepting a genuine note," said United States Secret Service Criminal Investigative Division Special Agent in Charge Kenneth T. Jenkins.

In the video, Kelley Harris, U.S. Secret Service Supervisory Counterfeit Specialist, discusses how to identify the security features in the redesigned $100 note, including the new **3-D Security Ribbon** and the **Bell in the Inkwell.** Viewers will also learn about common tricks counterfeiters use to fool businesses and consumers, what businesses and consumers should do if they suspect someone is trying to pass them a counterfeit note, and the U.S. Secret Service's work to combat counterfeiting operations.

Who: Kelley Harris, Supervisory Counterfeit Specialist, U.S. Secret Service

Where: The "How to Detect a Counterfeit" video and other educational videos are available for viewing and download at www.newmoney.gov.

Interviews: One-on-one interviews with Harris and representatives from the Department of the Treasury, the Bureau of Engraving and Printing, the Federal Reserve Board and the U.S. Secret Service can be scheduled by calling 202-530-4887.

For a more detailed description of the redesigned $100 note and its features, visit www.newmoney.gov, where you can watch an animated video, click through an interactive note or browse through the multimedia resources for images and B-roll. Stay up-to-date with the latest news and educational resources about the new $100 note by connecting with us on Facebook, Twitter and YouTube.

-###-

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

www.newmoney.gov



FOR IMMEDIATE RELEASE
September 22, 2010

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U.S. Government Video Explains the Art of Banknote Design

Third Installment of Redesigned $100 Note Educational Video Series Explains How New Notes are Developed

WASHINGTON, D.C. (September 22, 2010) – Using a new Web video, the U.S. government is explaining to consumers and businesses how new banknotes are developed. The video, "The Art of Banknote Design," is being released today on www.newmoney.gov, and is the third in a series of educational videos created to increase public awareness about the new $100 note prior to its entrance into circulation.

"Banknote design has become increasingly challenging over time because we must develop designs that are very difficult to counterfeit, but easy for the public to use. We also have to consider how a note's design affects the way it functions in a multitude of cash accepting and dispensing machines worldwide," said Michael Lambert, Assistant Director, Federal Reserve Board.

"The redesigned $100 note has the most advanced security features of any denomination of U.S. currency. The new 3-D Security Ribbon and the Bell in the Inkwell add depth and complexity, providing another layer of protection against counterfeiting," said Larry R. Felix, Director, Bureau of Engraving and Printing.

In the video, viewers will learn about the unique printing techniques and materials used in U.S. currency, the redesigned $100 note's new and existing security features, and how innovative technology has advanced the design process.

Who: Larry R. Felix, Director, Bureau of Engraving and Printing
Michael Lambert, Assistant Director, Federal Reserve Board

Where: "The Art of Banknote Design" video and other educational videos are available for viewing and download at www.newmoney.gov.



Interviews: One-on-one interviews with Felix, Lambert and representatives from the Department of the Treasury, the Bureau of Engraving and Printing, the Federal Reserve Board and the United States Secret Service can be scheduled by calling 202-530-4887.

For a more detailed description of the redesigned $100 note and its features, visit www.newmoney.gov, where you can watch an animated video, click through an interactive note or browse through the multimedia resources for images and B-roll. Stay up-to-date with the latest news and educational resources about the redesigned $100 note by connecting with us on Facebook, Twitter and YouTube.

-###-



The New $100 Note – Stakeholder Outreach Discussion Guide

FOR INTERNAL REVIEW ONLY – FINAL 4.14.10
NOT FOR DISTRIBUTION, DUPLICATION OR PUBLICATION

Purpose: The Stakeholder Discussion Guide is an internal document that will be provided to members of Burson-Marsteller's Stakeholder Outreach Team. The guide provides information on the new $100 note and an overview of the redesigned currency public education program. It emphasizes the need for contacting selected priority organizations known as stakeholders.

Note: All team members will be well-versed in the Discussion Guide prior to calling their contacts. However, the Discussion Guide will not be used verbatim; instead, team members will become comfortable with the content so they may engage in natural conversations with stakeholders.

Timing: We expect these calls to begin immediately after the Unveiling of the new $100 note.



Stakeholder Outreach Discussion Guide

Purpose

To support the introduction of each new currency design, Burson-Marsteller conducts outreach to priority national stakeholders that have reach into the program's key audiences, including gaming, financial services and institutions, associations, law enforcement, self-service, retail, restaurants, transit and vending industries.

Our messaging to these audiences has two primary objectives:

1) General education messages encouraging contacts to participate in our program and educate their cash handlers so that they can easily recognize and authenticate the new $100 note.
2) Messaging directed at operators of self-service and other cash-oriented machinery to ensure they have ordered the necessary updates so that their machines are ready when the new $100 note begins circulating.

Outreach calls will begin immediately after the Unveiling of the $100 note and are expected to continue through its Day of Issue.

Program Overview

In order to protect U.S. currency and stay ahead of counterfeiters, the government has redesigned the $100 note, incorporating two new, easy-to-use security features and several other security features from the old design known to be effective counterfeit deterrents. The new $100 note builds on the currency redesign efforts that began in 2003 with the $20 note.

The government is conducting a global public education effort aimed at informing the general public and target industries – primarily financial institutions and currency exchanges, police, the retail industry, BEMs and the gaming industry –about the new $100 note to make sure they are aware of the changes and have the tools needed to educate their cash handlers on how to use the $100 note's security features and upgrade cash equipment.

Outreach Calls

As a member of the Stakeholder Outreach Team, you will be responsible for calling contacts from a number of national organizations that reach our key audiences. In many cases, your contacts will already be familiar with the government's efforts and, in some cases, you will be the first to contact them. Therefore, it is important that you familiarize yourself with the information provided in the Stakeholder Outreach database and in this guide so that you have a seamless and easy conversation. Team members will also be responsible for updating stakeholder information throughout the program. The Stakeholder Outreach database includes information gathered from outreach to stakeholders during previous programs along with research conducted on new contacts. Information, such as preferred points-of-contacts and materials previously ordered, is captured in the database and will help you identify a stakeholder's level of awareness and participation in previous redesigned currency programs.

The goal of our outreach is to ensure participation in the education program, whether by encouraging stakeholders to order materials or hosting employee education events and linking them to our program Web site. By leading the calls with each group or industry, you will be responsible for understanding your contacts' needs and providing them advice/counsel on the best



way they can participate in the program. It is also important that you and your colleagues share best practices so that you may offer ideas to your contacts that they might find helpful and relevant to their needs as they make decisions on how to participate in the program.

Primary Goals – Public Education

1. Inform contacts about the redesigned $100 note.
2. Ensure stakeholders are aware of the training materials and resources available to help them prepare for the new $100 note.
3. Inform contacts of the redesigned $100 note's Day of Issue.
4. Ask for their assistance in spreading the message to consumers as well as to their employees and members.

Secondary Goals – Database Development and Assistance

5. Ensure that you are calling the right person. Update contact information accordingly.
6. Provide ideas on how they can participate and help spread the word, referring them to the program Web site and encouraging them to use our training materials and resources.
7. Assist the contact in placing an order for free educational and training materials.
8. If applicable, remind the contact that they will need to update their cash handling machines to accept the redesigned $100 note.
9. If applicable, encourage the customer to contact their machine manufacturer regarding timing for equipment updates.

Note: If at any time the caller becomes skeptical or wants verification that the U.S. government has approved these calls, please willingly accept their concern and direct them to Ellen Gano, Public Affairs Specialist at the Department of the Treasury's Bureau of Engraving and Printing, at (202) 874-1200 for verification.

Discussion Guide

[NOTE TO BEP/FRB/USSS: The following discussion guide is meant for guidance purposes only. Callers will go through training sessions prior to outreach in which they will be instructed on the correct stakeholder contacts and the desired types of participation. Callers will have a thorough knowledge of all training materials and resources and will be ready to advise the contacts accordingly. Callers will not read the script below verbatim, but will hold natural conversations. Talking points are provided later in this document as additional guidance.]

Hi, my name is _____, and I'm calling on behalf of the U.S. Government's Redesigned Currency Public Information Office. May I please speak with [CONTACT'S NAME]?

IF THE CONTACT IS NOT AVAILABLE:
Is there a better time for me to reach him/her? [NOTE RESPONSE, THANK CONTACT AND END CALL. IF LEAVING A MESSAGE, PLEASE BE SURE TO LEAVE YOUR NAME AND TELEPHONE NUMBER.]

IF CONTACT IS AVAILABLE:
Hi, [CONTACT'S NAME]. As you may have heard, the U.S. government is preparing to issue the redesigned $100 note on February 10, 2011. NOTE: The caller will know what participation the contact has had in previous programs, which will then be referenced if appropriate at this point during the call.



I would like to discuss how to [update your machines or educate your employees and members on the redesigned note]. NOTE: Some organizations, such as grocery stores and casinos, need to both update machines and educate employees.

IF COMPANY HAS MACHINES THAT NEED UPDATING:
Because you have self-service and other machines that accept U.S. currency, we would like to encourage you to contact your machine manufacturer to ensure that your machines can be updated to accept the $100 note before it begins circulating on February 10, 2011. While I cannot provide specific guidance on the changes you might need to make, the government has dedicated a portion of its program Web site to help companies like yours prepare for the machine changes. They have also listed appropriate contacts that you can reach out to if you are having trouble getting the changes made. It is our goal that when the new $100 notes are introduced into circulation, that all cash-oriented machines that handle hundreds will be able to accept them. [THANK CONTACT AND END CALL. FOLLOW UP CALLS SHOULD ENSURE MACHINES ARE UPDATED.]
NOTE: If asked about machine updates, direct contacts to the BEM portion of the program Web site at [INSERT WEB PAGE] or Anthony Hoyer at the Bureau of Engraving and Printing at (202) 874-2268.

IF COMPANY HAS EMPLOYEES/MEMBERS THAT NEED TO BE EDUCATED:
Because cash handlers are often the first ones to interact with the new notes, we encourage all businesses and associations that represent the cash handling industry to help educate cash handlers about the redesigned $100 note. We have different materials and training methods to assist you in educating your colleagues. NOTE: Discuss the available materials noted below in this portion of the call. These are all available through our Web site at www.newmoney.gov. If you are interested, I would be happy to place an initial order for you so you can review the materials and determine what might work best for your group. I can also add you to our subscriber list to receive news and updates on the $100 note. [SPEAK TO CONTACT ABOUT VARIOUS WAYS THEIR ORGANIZATION CAN PARTICIPATE BY ORDERING TRAINING OR COMMUNICATION MATERIALS. AFTER CALL ENDS, SEND MODIFIED BROSTER.]

IF NOT THE CORRECT CONTACT:
I'm sorry to bother you. Can you please direct me to the person responsible for [employee training/education or the director of operations]? [IF PERSON REQUESTS ADDITIONAL INFORMATION, PROVIDE IT. MARK RESPONSE, THANK CONTACT AND END CALL.]

IF YES:
Are you interested in ordering any of the free educational materials the U.S. government has designed to assist you in educating your employees about the new $100 note?

IF THE PERSON WANTS TO ORDER MATERIALS, NOTE THE MATERIALS THEY WANT ON THE ORDER FORM.
Thank you. [MARK RESPONSES AS CALLERS WALK STAKEHOLDERS THROUGH THE ORDER FORM AND ENSURE ALL FIELDS ARE PROPERLY FILLED OUT.]

Do you have any other questions? IF YES: [ANSWER THEM. REFER TO TALKING POINTS AND BACKGROUND, IF NECESSARY.]



IF NO: Thank you for your time. Should you change your mind, you can place an order for materials at a later date through the U.S. Government Redesigned Currency Web site www.newmoney.gov or feel free to give me a call at (877) 639-2877. [END CALL.]

IF CALLER IS SKEPTICAL AND WANTS VERIFICATION OF U.S. GOVERNMENT PARTICIPATION IN ACTIVITY: I understand your concern. I'm with Burson-Marsteller, which is a firm working closely with the U.S. government on the new currency public information outreach program for the redesigned $100 note. If you have concerns or need further verification, please contact Ellen Gano, Public Affairs Specialist at the Department of the Treasury's Bureau of Engraving and Printing, at (202) 874-1200. [THANK THE INDIVIDUAL FOR THEIR TIME AND END THE CALL IF NECESSARY.]

Talking Points

[NOTE TO BEP/FRB/USSS: The following section is intended to help drive conversations with stakeholders and can be repeated as needed during one-on-one discussions.]

Need for Redesign. In order to protect your money and stay ahead of counterfeiters, the U.S. government has developed two advanced security features for the redesigned $100 note and retained several other features from the previous design known to be effective.

Appearance. The note size will remain the same. The new $100 note retains the traditional look of U.S. currency by including historical American images. The redesigned notes will include the addition of a pale blue background color.

Value. It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued.

Educational Materials. Free materials describing the new $100 note are available for training, education and consumer information purposes in reasonable quantities.

The following materials have been developed featuring the new $100 note and will be available to order and download through the program Web site, telephone and fax:

- $100 Brochure and Poster Combination
  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.

- Multinote 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.

- Multinote 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 more detail the design and security features of redesigned denominations of U.S. currency so that cash handlers can easily check U.S. currency and know that it is genuine.



- **$100 Take One Card**
  The $100 Take One Card is designed as an easy reference guide to the security features in the redesigned $100 note. It can be teamed with a card holder (see below) to serve as a convenient point of sale display for customers. This piece is available in packages of 250.

- **$100 Take One Card Holder**
  The $100 Take One Card Holder is designed to be displayed upright at the point of sale, with the Take One Card. Each holder stores one package of 250 Take One Cards.

  [NOTE TO BEP/FRB/USSS: CD-ROM and DVD language pending further discussions.]
- **$100 Training CD-ROM**
  Designed for cash handler, law enforcement and financial institution training, the $100 CD-ROM includes an interactive tutorial on the security and design features of the $5, $10, $20, $50 and $100 notes. English, Spanish, Russian and Ukrainian versions of the tutorial are available on the same CD.

- **$100 Training DVD**
  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. English, Spanish, Russian, Ukrainian and Angolan Portuguese versions of the tutorial are available on the same DVD.

- **$100 Education Resource Kit**
  This kit includes materials that are ready for duplication or publication in your organization's newsletter or on its Web site to educate employees, customers or members of your organization. It includes a newsletter article, a quick reference guide, fact sheets and more.

$100 Features

Security Features. The new $100 note incorporates two advanced security features: the 3-D Security Ribbon and the Bell in the Inkwell. It also retains several highly effective security features from the previous design, such as the portrait watermark, security thread and color-shifting *100*.

New, Easy-to-Use Security Features:

- **The 3-D Security Ribbon is a blue ribbon on the front of the $100 note with images of bells and *100*s. Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to *100*s as they move. When you tilt the note back and forth, the bells and *100*s move side to side. If you tilt it side to side, they move up and down.**

- **The Bell in the Inkwell is a color-shifting bell, inside a copper inkwell, on the front of the note. The inkwell and bell are both copper until you move the $100 note. Tilt it to see the bell change from copper to green, an effect which makes the bell seem to appear and disappear within the inkwell.**

Highly Effective Security Features Retained from Previous Design:

- **Portrait Watermark: Hold the note to light and look for a faint image of Benjamin Franklin in the blank space to the right of the portrait. The image is visible from either side of the note.**



- **Security Thread:** Hold the note to light to see an embedded thread that runs vertically to the left of the portrait. The letters *USA* and the numeral *100* appear in an alternating pattern and are visible along the thread from both sides of the note. The thread glows pink when illuminated by ultraviolet light.

- **Color-Shifting 100:** Tilt the note to see the numeral *100* in the lower right corner of the front of the note shift from copper to green.

Additional Features to Protect the Integrity of the $100 Note:

- **Raised Printing:** Move your finger up and down Benjamin Franklin's shoulder on the left side of the note. It should feel rough to the touch, a result of the enhanced intaglio printing process used to create the image. Traditional raised printing can be felt throughout the $100 note, and gives genuine U.S. currency its distinctive texture.

- **Gold 100:** Look for a large gold numeral *100* on the back of the note. It helps those with visual impairments distinguish the denomination.

- **Microprinting:** Look carefully for small printed words that appear on Benjamin Franklin's jacket collar, around the blank space where the portrait watermark appears, along the golden quill and in the note borders.

- **FW Indicator:** The redesigned $100 notes printed in Fort Worth, Texas, will have a small *FW* in the top left corner on the front of the note, to the right of the numeral *100*. If a note does not have an *FW* indicator, it was printed in Washington, D.C.

- The new $100 note incorporates advanced technology to combat counterfeiting and also retains the traditional look of U.S. currency by representing historical American images.

- Benjamin Franklin's portrait remains on the front of the new $100 note. On the back, there is a new vignette of Independence Hall featuring the rear, rather than the front, of the building. The ovals that previously appeared around the portrait and vignette have been removed, and both images have been enlarged.

- The new $100 note's American symbols of freedom – phrases from the Declaration of Independence and the quill the Founding Fathers used to sign the historic document – are found to the right of the portrait.

- A pale blue background color has been added to the new $100 note.

Stakeholder Outreach List

Company	Industry	Secondary Industry	Status
Af[illegible]nerican Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
Al[illegible]Racing Commission	Associations	Gaming	Not Reached
Alaska Department of Revenue Gaming Unit	Associations	Gaming	Try New Contact
American Association of Colleges for Teacher Education	Associations	Education	Not Reached
American Association of Museums	Associations	Miscellaneous	Not Reached
American Association of Retired Persons (AARP)	Associations	Disability/aging	Participate
American Association of School Administrators	Associations	Education	Undecided
American Automobile Association - AAA	Associations	Retail	Not Reached
American Bankers Association	Associations	Financial Services	Try New Contact
American Beverage Licensees	Associations	Retail	Not Reached
American Booksellers Association	Associations	Retail	Not Reached
American Council of the Blind	Associations	Disability/aging	Will Not Participate
American Council on Education	Associations	Education	Not Reached
American Express	Associations		Participate
American Express	Associations	Financial Services	Participate
American Federation of Teachers (AFT)	Associations	Education	Not Reached
American Gaming Association	Associations	Gaming	Participate
American Hotel & Lodging Association	Associations	Travel	Participate
American League of Financial Institutions	Associations	Financial Services	Wrong Number
American Payroll Association	Associations	Financial Services	Not Reached
American Public Transportation Association	Associations	Transit	Courtesy Email
American School Food Service Association (School Nutrition Association)	Associations	Education	Not Reached
American Society for Industrial Security	Associations	Miscellaneous	Not Reached
American Society of Law Enforcement Trainers	Associations	Gaming	Wrong Number
American Society of Travel Agents	Associations	Travel	Not Reached
American Society on Aging	Associations	Disability/aging	Participate
American Specialty TOY Retailing Association	Associations	Retail	Participate
America's Community Bankers	Associations	Financial Services	Wrong Number
Arizona Department of Gaming	Associations	Gaming	Not Reached
Arkansas Racing Commission	Associations	Gaming	Try New Contact
Army and Air Force Exchange Service	Associations	Law Enforcement/Military	Participate
Asian American Convenience Stores	Associations	Miscellaneous	Wrong Number
Asian Pacific American Womens Leadership Institute (APAWLI)	Associations	Asian	Courtesy Email
Association for Education and Rehabilitation of the Blind and Visually Impaired	Associations	Disability/aging	Not Reached
Association for Supervision and Curriculum Development	Associations	Youth	Participate
As[illegible]ion of African American Women Business Owners	Associations	African American	Will Not Participate
A[illegible]on of American Educators	Associations	Education	Participate
Ass[illegible]ation of Boarding Schools	Associations	Education	Wrong Number
Association of Certified Fraud Examiners	Associations	Law Enforcement/Military	Undecided
Association of Corporate Travel Executives (ACTE)	Associations	Travel	Not Reached
Association of Flight Attendants (AFA-CWA)	Associations	Travel	Not Reached
Association of Jewish Aging Services	Associations	Disability/aging	Not Reached
Association of Retail Travel Agents	Associations	Travel	Wrong Number
Association of Teacher Educators	Associations	Youth	Undecided
Association of Travel Marketing Executives	Associations	Travel	Participate
Atlanta Business League	Associations	African American	Undecided
ATM Industry Association (ATMIA)	Associations	Financial Services	Not Reached
ATM Industry of America	Associations	Financial Services	Participate
Banco Popular	Associations	Financial Services	Participate
Better Business Bureau	Associations	Civic	Not Reached
Black Business Association of Memphis	Associations	African American	Participate
Black Chamber of Commerce of Indianapolis	Associations	African American	Not Reached
Black Chamber of Commerce of Los Angeles	Associations	African American	Undecided
Black Chamber of Commerce of San Francisco	Associations	African American	Wrong Number
Blacks in Government	Associations	African American	Undecided
Boy Scouts	Associations	Youth	Not Reached
Boys and Girls Clubs of America	Associations	Youth	Not Reached
Bronzeville Black Chamber of Commerce	Associations	African American	Not Reached
Business Roundtable	Associations	Civic	Not Reached
Business Travel Roundtable	Associations	Civic	Wrong Number
California Department of Justice, Division of Gambling Control	Associations	Gaming	Participate
California Gambling Control Commission	Associations	Gaming	Participate
Caribbean American Chamber of Commerce and Industry	Associations	African American	Courtesy Email
Center for Veterans Issues	Associations	Disability/aging	Not Reached
Chicagoland Chamber of Commerce	Associations	Chamber of Commerce	Not Reached
Church of God in Christ	Associations	African American	Not Reached
Community Financial Services Association of America	Associations	Financial Services	Undecided
Congress of National Black Churches	Associations	African American	Courtesy Email
Connecticut Division of Special Revenue	Associations	Gaming	Undecided
Consumer Bankers Association	Associations	Financial Services	Not Reached
Cosmopolitan Chamber of Commerce/Chicago	Associations	Chamber of Commerce	Not Reached
[illegible]or Basic Education (CBE)	Associations	Education	Not Reached
C[illegible]of Better Business Bureaus	Associations	Merchants	Not Reached
Council of Citizens with Low Vision c/o American Council of the Blind	Associations	Disability/aging	Not Reached
Credit Union National Association	Associations	Financial Services	Undecided
Cruise Lines International Association (CLIA)	Associations	Travel	Wrong Number
Dallas Black Chamber of Commerce	Associations	African American	Courtesy Email
DC Chamber of Commerce	Associations	Chamber of Commerce	Undecided
Delaware Lottery	Associations	Gaming	Not Reached
Destination Marketing Association International	Associations	Civic	Not Reached

Stakeholder Outreach List

African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
De[illegible]gional Chamber	Associations	Chamber of Commerce	Not Reached
Div[illegible] the Blind and Visually Impaired / Rehabilitation Services Administration, U.S. Dept of E	Associations	Disability/aging	Not Reached
Economic and Employment Development Center	Associations	Miscellaneous	Wrong Number
Education & Technology Foundation	Associations	Miscellaneous	Wrong Number
Education Commission of the States	Associations	Education	Not Reached
Ensemble Travel Group	Associations	Travel	Not Reached
Family, Career and Community Leaders of America (FCCLA)	Associations	Youth	Not Reached
Federal Citizen Information Center	Associations	Education	Participate
Financial Literacy and Education Commission	Associations	Education	Wrong Number
FISCA	Associations	Financial Services	Participate
Florida Division of Pari-Mutuel Wagering	Associations	Gaming	Participate
Food Marketing Institute	Associations	Retail	Participate
Ft. Worth Metropolitan Black Chamber of Commerce	Associations	African American	Participate
FTD Association	Associations	Merchants	Not Reached
Future Business Leaders of America (FBLA)	Associations	Youth	Not Reached
Gaming Standards Association (GSA)	Associations	Gaming	Not Reached
Georgia Black Chamber of Commerce	Associations	African American	Undecided
Girl Scouts	Associations	Youth	Not Reached
Global Diversity Business Group	Associations	African American	Wrong Number
Greater Boston Chamber of Commerce	Associations	Chamber of Commerce	Not Reached
Greater Cincinnati/Northern Kentucky African American Chamber of Commerce	Associations	African American	Participate
Greater Cleveland Partnership	Associations	Chamber of Commerce	Wrong Number
Greater Dallas Chamber of Commerce	Associations	Chamber of Commerce	Not Reached
Greater Kansas City Chamber of Commerce	Associations	Chamber of Commerce	Not Reached
Greater Nashville Black Chamber of Commerce	Associations	African American	Not Reached
Greater Northeast Philadelphia Business Chamber of Commerce	Associations	Chamber of Commerce	Undecided
Greater Philadelphia Chamber of Commerce	Associations	Chamber of Commerce	Undecided
Greater Richmond Chamber of Commerce	Associations	Chamber of Commerce	Not Reached
Greyhound Racing Association of America	Associations	Gaming	Not Reached
Hospitality Financial and Technology Professionals	Associations	Retail	Undecided
Houston Citizens Chamber of Commerce	Associations	Chamber of Commerce	Not Reached
Idaho State Racing Commission	Associations	Gaming	Participate
Independent Community Bankers of America	Associations	Financial Services	Not Reached
Independent Grocers Alliance - IGA	Associations	Retail	Not Reached
Independent School Educators ListServ Archive	Associations	Education	Not Reached
In[illegible]dent Schools Association of the Central States (ISACS)	Associations	Education	Participate
I[illegible]f Certified Travel Agents	Associations	Travel	Not Reached
Inte[illegible]ational Airline Passengers Association	Associations	Travel	Not Reached
International Association of Airport Duty Free Stores	Associations	Retail	Participate
International Association of Amusement Parks and Attractions	Associations	Retail	Participate
International Association of Chiefs of Police	Associations	Law Enforcement/Military	Not Reached
International Association of Currency Affairs	Associations	Financial Services	Wrong Number
International Association of Women Police (IAWP)	Associations	Civic	Will Not Participate
International Banking Federation	Associations	Financial Services	
International Bartender Association	Associations	Retail	Try New Contact
International Bridge, Tunnel & Turnpike Association	Associations	Transit	Not Reached
International Chamber of Commerce	Associations	Chamber of Commerce	Not Reached
International Co-operative Banking Association	Associations	Financial Services	
International Council of Shopping Centers	Associations	Retail	Participate
International Financial Services Association	Associations	Financial Services	
International Food, Wine and Travel Writers Association	Associations	Travel	Not Reached
International Foodservice Distributors Association	Associations	Merchants	Participate
International Franchise Association	Associations	Retail	Participate
International Hotel and Restaurant Association	Associations	Travel	Not Reached
International Taxicab and Livery Association	Associations	Transit	Will Not Participate
Jaycees	Associations	Civic	Not Reached
Jobcorps	Associations	Youth	Not Reached
Kansas Racing and Gaming Commission	Associations	Gaming	Wrong Number
Kentucky Horse Park	Associations	Gaming	Undecided
Kentucky Lottery	Associations	Gaming	Participate
Kentucky Racing Commission	Associations	Gaming	Undecided
Kiwanis International	Associations	Civic	Not Reached
Learning First Alliance	Associations	Youth	Not Reached
Lightbulb Press	Associations	Youth	Participate
Lighthouse International	Associations	Disability/aging	Participate
Lions Clubs International	Associations	Civic	Not Reached
Los Angeles Area Chamber of Commerce	Associations	Chamber of Commerce	Undecided
Louisiana Minority Business Council	Associations	African American	Courtesy Email
Maine Gambling Control Board	Associations	Gaming	Participate
Manhattan Chamber of Commerce	Associations	Chamber of Commerce	Not Reached
Ma[illegible]and Racing Commission	Associations	Gaming	Not Reached
[illegible]usetts State Racing Commission	Associations	Gaming	Not Reached
N[illegible]n Wheels	Associations	Disability/aging	Not Reached
Metro Atlanta Chamber of Commerce	Associations	Chamber of Commerce	Undecided
Minnesota Gambling Control Board	Associations	Gaming	Not Reached
Montana DOJ Gaming Control	Associations	Gaming	Not Reached
Museum of American Financial History	Associations	Education	Not Reached
Museum Store Association	Associations	Miscellaneous	Participate
NAACP	Associations	African American	Not Reached
National and World Paper Money Convention	Associations	Financial Services	Participate

Stakeholder Outreach List

African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
Ni[illegible]sian Pacific Center on Aging (NAPCA)	Associations	Disability/aging	Participate
N[illegible]ssociation for Bilingual Education (NABE)	Associations	Education	Undecided
National Association for Hispanic Elderly	Associations	Disability/aging	Not Reached
National Association for the Education of Young Children (NAEYC)	Associations	Youth	Participate
National Association for the Specialty Food Trade	Associations	Retail	Not Reached
National Association of African American Chambers of Commerce	Associations	African American	Wrong Number
National Association of Area Agencies on Aging	Associations	Disability/aging	Not Reached
National Association of Bar and Tavern Owners	Associations	Retail	Wrong Number
National Association of Beverage Retailers	Associations	Merchants	Participate
National Association of Black County Officials	Associations	African American	Undecided
National Association of Black Journalists	Associations	African American	Wrong Number
National Association of Black-Owned Broadcasters (NABOB)	Associations	African American	Not Reached
National Association of Blacks in Criminal Justice	Associations	African American	Not Reached
National Association of Blind Merchants	Associations	Disability/aging	Participate
National Association of Chain Drug Stores	Associations	Retail	Not Reached
National Association of College Stores	Associations	Retail	Participate
National Association of Colored Women's Clubs	Associations	African American	Courtesy Email
National Association of Concessionaires	Associations	Retail	Participate
National Association of Consumer Agency Administrators	Associations	Civic	Wrong Number
National Association of Convenience Stores	Associations	Retail	Not Reached
National Association of Economics Educators	Associations	Education	Wrong Number
National Association of Elementary School Principals	Associations	Youth	Participate
National Association of Federal Credit Unions	Associations	Financial Services	Not Reached
National Association of Independent Schools	Associations	Education	Participate
National Association of Music Merchants	Associations	Retail	Not Reached
National Association of Negro Business and Professional Womens Clubs	Associations	African American	Not Reached
National Association of Recording Merchandisers	Associations	Merchants	Participate
National Association of Secondary School Principals (NASSP)	Associations	Education	Will Not Participate
National Association of State Boards of Education (NASBE)	Associations	Education	Not Reached
National Association of State Credit Union Supervisors	Associations	Financial Services	Not Reached
National Association of State Units on Aging	Associations	Disability/aging	Not Reached
National Association of Theatre Owners	Associations	Miscellaneous	Not Reached
National Association of Truck Stop Operators	Associations	Transit	Try New Contact
National Automated Merchandising Association	Associations	Retail	Undecided
National Bankers Association	Associations	African American	Participate
Na[illegible]Baptist Convention of USA	Associations	African American	Undecided
N[illegible]lar Association	Associations	African American	Not Reached
Na[illegible]r Bartenders Association	Associations	Retail	Participate
National Beauty Culturists' League	Associations	Retail	Not Reached
National Black Catholic Congress	Associations	African American	Courtesy Email
National Black Caucus of Local Elected Officials	Associations	African American	Courtesy Email
National Black Caucus of State Legislators	Associations	African American	Courtesy Email
National Black Chamber of Commerce	Associations	African American	Not Reached
National Black Deaf Advocates	Associations	African American	Undecided
National Black Media Coalition	Associations	African American	Courtesy Email
National Black Police Association (NBPA)	Associations	African American	Courtesy Email
National Black United Federation of Charities	Associations	African American	Courtesy Email
National Black United Fund	Associations	African American	Undecided
National Business Travel Association	Associations	Travel	Undecided
National Caucus and Center for Black Aged, Inc.	Associations	African American	Not Reached
National Coalition on Black Civic Participation	Associations	African American	Not Reached
National Conference of Black Mayors	Associations	African American	Undecided
National Consumers League	Associations	Civic	Not Reached
National Convenience Store Advisory Group	Associations	Retail	Wrong Number
National Council of Chain Restaurants	Associations	Retail	Participate
National Council of Teachers of Mathematics	Associations	Youth	Not Reached
National Council on Economic Education	Associations	Education	Participate
National Council on the Aging	Associations	Disability/aging	Not Reached
National Credit Union Administration	Associations	Financial Services	Undecided
National Education Association	Associations	Education	Not Reached
National Federation of Independent Business	Associations	Retail	Try New Contact
National Food Service Association	Associations	Merchants	Wrong Number
National Food Service Security Council	Associations	Retail	Not Reached
National Frozen Dessert & Fast Food Association	Associations	Merchants	Wrong Number
National Grocers Association	Associations	Retail	Participate
National Hook-Up of Black Women	Associations	African American	Not Reached
National Ice Cream and Yogurt Retailers Association	Associations	Merchants	Not Reached
National Middle School Association	Associations	Education	Not Reached
National Minority Suppliers Development Council	Associations	Miscellaneous	Not Reached
National Newspaper Publishers Association	Associations	African American	Courtesy Email
National Organization on Disability	Associations	Disability/aging	Undecided
N[illegible]Parent Teachers Association (PTA)	Associations	Education	Not Reached
N[illegible]Parking Association	Associations	Transit	Participate
National Pawnbrokers Association	Associations	Retail	Not Reached
National Restaurant Association	Associations	Eating Places	Not Reached
National Restaurant Association Educational Foundation	Associations	Education	Not Reached
National Retail Federation	Associations	Retail	Not Reached
National Scholastic Press Association	Associations	Education	Not Reached
National Science Teachers Association	Associations	Education	Will Not Participate
National Seniors Coalition	Associations	Disability/aging	Not Reached

Stakeholder Outreach List

African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
Na[illegible]hoe Retailers Association	Associations	Retail	Not Reached
Na[illegible]mall Business Association	Associations	Retail	Participate
National Society of Real Estate Appraisers, Inc.	Associations	Civic	Not Reached
National Urban League	Associations	African American	Undecided
Natural Products Association	Associations	Merchants	Participate
Navy Exchange Service Command	Associations	Law Enforcement/Military	Not Reached
Nebraska State Racing Commission	Associations	Gaming	Not Reached
New Hampshire Pari-Mutuel Commission	Associations	Gaming	Not Reached
New Jersey Casino Control Commission	Associations	Gaming	Undecided
New Mexico Gaming Control Board	Associations	Gaming	Undecided
New York Public Transit Association	Associations	Transit	Undecided
New York State Racing and Wagering Board	Associations	Gaming	Not Reached
North American Association of State & Provincial Lotteries	Associations	Gaming	Wrong Number
North American Gaming Regulators Association	Associations	Gaming	Participate
North American Retail Dealers Association	Associations	Retail	Not Reached
North Dakota AG Gaming Division	Associations	Gaming	Not Reached
Oklahoma Racing Commission	Associations	Gaming	Participate
Opportunities Industrialization Centers of America	Associations	Civic	Not Reached
Oregon Racing Commission	Associations	Gaming	Participate
Organic Trade Association	Associations	Miscellaneous	Participate
Outdoor Amusement Business Association	Associations	Retail	Participate
Pennsylvania Gaming Control Board	Associations	Gaming	Not Reached
Personnel and Family Readiness Division - Marine Corps Exchange	Associations	Law Enforcement/Military	Not Reached
Prevent Blindness America	Associations	Disability/aging	Participate
Prince George's County Black Chamber of Commerce	Associations	African American	Participate
Progressive National Baptist Convention	Associations	African American	Not Reached
Retail Confectioners International	Associations	Retail	Wrong Number
Retail Industry Leaders Association	Associations	Retail	Not Reached
Retailer's Bakery Association	Associations	Retail	Wrong Number
Rhode Island Department of Business Regulation	Associations	Gaming	Not Reached
Rotary International	Associations	Civic	Not Reached
San Francisco Chamber of Commerce	Associations	Chamber of Commerce	Undecided
Service Station Dealers of America	Associations	Transit	Participate
Skills USA	Associations	Youth	Undecided
Small Business Administration	Associations	Retail	Undecided
Sm[illegible]siness Service Bureau	Associations	Retail	Not Reached
S[illegible] American Florists	Associations	Merchants	Not Reached
Soc[illegible] of Consumer Affairs Professionals in Business	Associations	Retail	Participate
South Dakota Commission on Gaming	Associations	Gaming	Participate
South Dakota Gaming Commission	Associations		Not Reached
Sportsplex Operators and Developers Association	Associations	Retail	Not Reached
St. Louis Regional Chamber & Growth Association	Associations	Chamber of Commerce	Undecided
State of Georgia, Office of the Attorney General, Gambling Division	Associations	Gaming	Not Reached
State of Hawaii, Office of the Attorney General, Criminal Justice Division	Associations	Gaming	Not Reached
State of New York Banking Department	Associations	Financial Services	Not Reached
State of North Carolina, Office of the Attorney General - Criminal Division	Associations	Gaming	Not Reached
State of South Carolina, Department of Revenue	Associations	Gaming	Wrong Number
Taxicab, Limousine and Paratransit Association	Associations	Transit	Wrong Number
Texas Association of African American Chambers of Commerce	Associations	African American	Participate
Texas Racing Commission	Associations	Gaming	Not Reached
The Partnership for New York City	Associations	Chamber of Commerce	Not Reached
The Seniors Coalition	Associations	Disability/aging	Wrong Number
Travel Industry Association of America (TIA)	Associations	Travel	Wrong Number
U. S. Chamber of Commerce	Associations	Chamber of Commerce	Not Reached
Urban Financial Services Coalition	Associations	African American	Courtesy Email
Vietnamese Chamber of Commerce	Associations	Asian	Not Reached
Virginia Racing Commission	Associations	Gaming	Undecided
Washington State Gambling Commission	Associations	Gaming	Not Reached
West Virginia Racing Commission	Associations	Gaming	Not Reached
Wisconsin Division of Gaming	Associations	Gaming	Participate
World Ocean and Cruise Liner Society	Associations	Travel	Wrong Number
Wyoming Pari-Mutuel Commission	Associations	Gaming	Participate
100 Hispanic Women, Inc.	Ethnic	Hispanic	Undecided
Asia America Multi-technology Association	Ethnic	Asian	Not Reached
Asian American Business Development Center	Ethnic	Asian	Will Not Participate
Asian American Economic Development Enterprises	Ethnic	Asian	Participate
Asian American Federation of New York	Ethnic	Asian	Participate
Asian American Government Executives Network	Ethnic	Asian	Courtesy Email
Asian American Hotel Owners Association	Ethnic	Asian	Courtesy Email
Asian American Journalists Association	Ethnic	Asian	Participate
Asian American Professional Exhange	Ethnic	Asian	Courtesy Email
A[illegible]siness Association - San Diego	Ethnic	Asian	Participate
As[illegible]siness Association of Orange County	Ethnic	Asian	Courtesy Email
Asian Business League of San Francisco	Ethnic	Asian	Courtesy Email
Asian Business League of Southern California	Ethnic	Asian	Participate
Asian Chamber of Commerce - Houston	Ethnic	Asian	Undecided
Asian Chamber of Commerce - Las Vegas	Ethnic	Asian	Not Reached
Asian Pacific American Labor Alliance	Ethnic	Asian	Not Reached
Asian Pacific State Employees Association	Ethnic	Asian	Courtesy Email
Asian Professional Extension, Inc	Ethnic	Asian	Undecided

Stakeholder Outreach List

African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
A[illegible]men in Business	Ethnic	Asian	Undecided
A[illegible]	Ethnic	Hispanic	Not Reached
Association of American Chinese Professionals	Ethnic	Asian	Wrong Number
Association of Asian Pacific Community Health Organizations	Ethnic	Asian	Courtesy Email
Association of Vietnamese Professionals	Ethnic	Asian	Not Reached
California Asia Business Council	Ethnic	Asian	Undecided
Central California Hispanic Chamber of Commerce	Ethnic	Hispanic	Not Reached
Chicago Korean American Chamber of Commerce	Ethnic	Asian	Undecided
Chinatown Chamber of Commerce - Chicago	Ethnic	Asian	Undecided
Chinatown Manpower Project	Ethnic	Asian	Undecided
Chinese Chamber of Commerce - San Francisco	Ethnic	Asian	Not Reached
Chinese Economist Society	Ethnic	Asian	Wrong Number
Chinese Entrepreneur Association	Ethnic	Asian	Wrong Number
Chinese Professional Network	Ethnic	Asian	Not Reached
Chinese Staff and Workers' Association	Ethnic	Asian	Undecided
Coalition of Asian Pacific American Federal Employee Organizations (CAPAFEO)	Ethnic	Asian	Not Reached
Conference on Asian American Leadership	Ethnic	Asian	Not Reached
Conference on Asian Pacific American Leadership (CAPAL)	Ethnic	Asian	Not Reached
Congressional Hispanic Caucus	Ethnic	Hispanic	Not Reached
Corpus Christi Hispanic Chamber of Commerce	Ethnic	Hispanic	Not Reached
Council of Asian American Business Associations	Ethnic	Asian	Wrong Number
El Paso Hispanic Chamber of Commerce	Ethnic	Hispanic	Not Reached
Filipino American Chamber of Commerce of OC	Ethnic	Asian	Undecided
Filipino American Chamber of Commerce of Santa Clara County	Ethnic	Asian	Not Reached
Filipino Chamber of Commerce of Hawaii	Ethnic	Asian	Wrong Number
Fort Worth Hispanic Chamber of Commerce	Ethnic	Hispanic	Participate
Greater Austin Hispanic Chamber of Commerce	Ethnic	Hispanic	Participate
Greater Dallas Asian American Chamber of Commerce	Ethnic	Asian	Undecided
Greater Dallas Hispanic Chamber of Commerce	Ethnic	Hispanic	Not Reached
Harlingen Hispanic Chamber of Commerce	Ethnic	Hispanic	Not Reached
Hispanic American Council, Inc. (HAC)	Ethnic	Hispanic	Not Reached
Hispanic Association of Colleges and Universities	Ethnic	Hispanic	Participate
Hispanic Association on Corporate Responsibility	Ethnic	Hispanic	Not Reached
Hispanic Bankers Association	Ethnic	Hispanic	Undecided
Hispanic Chamber of Comerce De Las Cruces	Ethnic	Hispanic	Wrong Number
His[illegible] Chamber of Commerce Dallas	Ethnic	Hispanic	Not Reached
H[illegible] Chamber of Commerce of Contra Costa County	Ethnic	Hispanic	Not Reached
His[illegible] Chamber of Commerce of Metro Orlando	Ethnic	Hispanic	Participate
Hispanic Chamber of Commerce San Diego	Ethnic	Hispanic	Wrong Number
Hispanic Chamber of Commerce Silicon Valley	Ethnic	Hispanic	Not Reached
Hispanic Council on International Relations	Ethnic	Hispanic	Wrong Number
Hispanic Public Relations Society	Ethnic	Hispanic	Participate
Houston Hispanic Chamber of Commerce	Ethnic	Hispanic	Not Reached
Illinois Hispanic Chamber of Commerce	Ethnic	Hispanic	Participate
Japan Travel Bureau	Ethnic	Asian	Language Barrier
Japanese American Citizen's League	Ethnic	Asian	Not Reached
Japanese Chamber of Commerce-NY	Ethnic	Asian	Participate
Korean American Business Association-CA	Ethnic	Asian	Wrong Number
Korean American Coalition	Ethnic	Asian	Participate
Korean American Merchants Association	Ethnic	Asian	Wrong Number
Korean Apparel Manufacturers Association	Ethnic	Asian	Undecided
Korean Business Association of Orange County	Ethnic	Asian	Wrong Number
Korean Drycleaners & Laundry Association of Southern California	Ethnic	Asian	Wrong Number
Korean Grocer's Association	Ethnic	Asian	Wrong Number
Korean Grocer's Association - LA	Ethnic	Asian	Wrong Number
Labor Council for Latin American Advancement	Ethnic	Hispanic	Not Reached
Latin American Economic Development Association	Ethnic	Hispanic	Participate
Latin American Educational Foundation	Ethnic	Hispanic	Not Reached
Latin American Management Association	Ethnic	Hispanic	Not Reached
Latin Business Association LBA	Ethnic	Hispanic	Not Reached
Latino Empowerment Foundation	Ethnic	Hispanic	Wrong Number
Latino issues Forum, LIF	Ethnic	Hispanic	Wrong Number
Latinos Professional Network	Ethnic	Hispanic	Not Reached
League of United Latin American Citizens, LULAC	Ethnic	Hispanic	Participate
Manhattan Hispanic Chamber of Commerce	Ethnic	Hispanic	Wrong Number
McAllen Hispanic Chamber of Commerce	Ethnic	Hispanic	Not Reached
Media Action Network for Asian Americans (MANAA)	Ethnic	Asian	Not Reached
Mentores	Ethnic	Hispanic	Wrong Number
Mexican American Grocers Association (MAGA)	Ethnic	Hispanic	Not Reached
Mexican-American Women's National Association (MANA)	Ethnic	Hispanic	Participate
Nation of Islam	Ethnic	none	Not Reached
N[illegible] Association of Hispanic Journalists (NAHJ)	Ethnic	Hispanic	Not Reached
N[illegible] Association of Hispanic Real Estate Professionals, NAHREP	Ethnic	Hispanic	Not Reached
National Association of Minority Contractors (NAMC)	Ethnic	none	Wrong Number
National Council of Asian American Business Associations	Ethnic	Asian	Wrong Number
National Council of Asian Pacific Americans (affliated w/Asian Pacific American Labor Alliance)	Ethnic	Asian	Undecided
National Council of La Raza	Ethnic	Hispanic	Not Reached
National Federation of Filipino American Associations	Ethnic	Asian	Wrong Number
National Hispana Leadership Institute	Ethnic	Hispanic	Participate
National Hispanic Bar Association	Ethnic	Hispanic	Not Reached

Stakeholder Outreach List

African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
Na[illegible]ispanic Business Association	Ethnic	Hispanic	Not Reached
Na[illegible]ispanic Corporate Achievers	Ethnic	Hispanic	Undecided
National Hispanic Council on Aging	Ethnic	Hispanic	Not Reached
National Hispanic Media Coalition	Ethnic	Hispanic	Not Reached
National Korean American Service and Education Consortium	Ethnic	Asian	Not Reached
National Puerto Rican Coalition (formerly National Hispanic Leadership Agenda - NHLA)	Ethnic	Hispanic	Not Reached
National Society of Hispanic MBAs	Ethnic	Hispanic	Not Reached
National Supermarket Association	Ethnic	Hispanic	Wrong Number
Network of Indian Professionals	Ethnic	Asian	Not Reached
Network of Indian Professionals-Austin	Ethnic	Asian	Wrong Number
Network of South Asian Professionals-DC	Ethnic	Asian	Wrong Number
Oakland Chinatown Chamber of Commerce	Ethnic	Asian	Not Reached
Organization of Chinese Americans	Ethnic	Asian	Will Not Participate
Philadelphia Chinatown Development Corporation	Ethnic	Asian	Participate
Philippine American Chamber of Commerce	Ethnic	Asian	Not Reached
Philippine American Chamber of Commerce - Arizona	Ethnic	Asian	Undecided
Philippine American Chamber of Commerce - Metro DC	Ethnic	Asian	Wrong Number
Philippine American Chamber of Commerce - Texas	Ethnic	Asian	Wrong Number
Sacramento Asian Pacific Chamber of Commerce	Ethnic	Asian	Not Reached
Sacramento Hispanic Chamber of Commerce	Ethnic	Hispanic	Not Reached
San Antonio Hispanic Chamber of Commerce	Ethnic	Hispanic	Undecided
San Diego County Hispanic Chamber of Commerce	Ethnic	Hispanic	Wrong Number
San Francisco Hispanic Chamber of Commerce	Ethnic	Hispanic	Wrong Number
Smithsonian Program for Asian Pacific American Studies	Ethnic	Asian	Not Reached
South Florida Hispanic Chamber of Commerce	Ethnic	Hispanic	Participate
Southeast Asian Resource Action Center	Ethnic	Asian	Not Reached
Taiwan Commerce Association of Portland	Ethnic	Asian	Wrong Number
Taiwanese Chamber of Commerce of Dallas	Ethnic	Asian	Language Barrier
Things Remembered	Ethnic	Asian	Undecided
Tomas Rivera Policy institute	Ethnic	Hispanic	Not Reached
U.S. Hispanic Chamber of Commerce	Ethnic	Hispanic	Not Reached
United States-Mexico Chamber of Commerce, USMCOC	Ethnic	Hispanic	Wrong Number
USA-China Chamber of Commerce	Ethnic	Asian	Not Reached
Vietnamese American Chamber of Commerce-TX	Ethnic	Asian	Wrong Number
Vietnamese Association-Oregon	Ethnic	Asian	Will Not Participate
Vi[illegible]se Chamber of Commerce - Santa Clara Valley	Ethnic	Asian	Wrong Number
V[illegible]e Professionals Society	Ethnic	Asian	Wrong Number
Ace [illegible]n Express	Financial Services	MSB	Participate
Certegy Gaming Financial Corporation	Financial Services	MSB	Undecided
Check N Go, CNG Financial	Financial Services	MSB	Not Reached
Moneytree Inc.	Financial Services	MSB	Not Reached
Thomas Cook	Financial Services		Not Reached
Travelers Express/MoneyGram	Financial Services	MSB	Participate
Travelex Currency Services	Financial Services	MSB	Participate
Western Union	Financial Services	MSB	Participate
Ameristar Casinos Inc.	Gaming	Gaming	Not Reached
Ballys/Paris Las Vegas	Gaming	Gaming	Participate
Bellagio	Gaming	Gaming	Participate
Bellagio (Self-Service)	Gaming	Gaming	Participate
Boyd Gaming Corporation	Gaming	Gaming	Participate
Caesars Palace	Gaming	Gaming	Participate
Casino America inc. (Isle of Capri Casinos)	Gaming	Gaming	Not Reached
Casino Windsor	Gaming	Gaming	Not Reached
Circus Circus	Gaming	Gaming	Participate
Circus Circus Reno	Gaming	Gaming	Participate
Colorado Division of Gaming	Gaming	Gaming	Not Reached
European Gaming and Amusement Federation (EUROMAT)	Gaming	Gaming	Not Reached
Excalibur	Gaming	Gaming	Not Reached
Flamingo Las Vegas	Gaming	Gaming	Participate
Greektown Casino	Gaming	Gaming	Not Reached
Hard Rock Hotel & Casino (Las Vegas)	Gaming	Gaming	Participate
Hard Rock Hotel & Casino Hollywood	Gaming	Gaming	Not Reached
Hard Rock Hotel & Casino Tampa	Gaming	Gaming	Participate
Harrah's Chester Racetrack and Casino	Gaming	Gaming	Participate
Harrah's Entertainment, Inc.	Gaming	Gaming	Try New Contact
Harrah's Las Vegas	Gaming	Gaming	Not Reached
Illinois Gaming Board	Gaming	Gaming	Participate
Imperial Palace	Gaming	Gaming	Not Reached
Indiana Gaming Commission	Gaming	Gaming	Not Reached
IOWA Racing and Gaming Commission	Gaming	Gaming	Not Reached
Isle of Capri Casinos, Inc.	Gaming	Gaming	Not Reached
L[illegible]s Hilton	Gaming	Gaming	Participate
L[illegible]a Gaming Control Board	Gaming	Gaming	Participate
Louisiana State Police/ Casino Gaming Division	Gaming	Gaming	Wrong Number
Luxor	Gaming	Gaming	Participate
Mandalay Bay	Gaming	Gaming	Participate
MGM Grand	Gaming	Gaming	Participate
MGM Grand Detroit Casino	Gaming	Gaming	Participate
Michigan Gaming Control Board	Gaming	Gaming	Not Reached
Mirage	Gaming	Gaming	Participate

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African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
M[redacted]i Gaming Commission	Gaming	Gaming	Not Reached
M[redacted]aming Commission	Gaming	Gaming	Not Reached
Mohegan Sun	Gaming	Indian Gaming	Participate
Morongo Casino, Resort & Spa	Gaming	Gaming	Participate
Motor City Casino	Gaming	Gaming	Not Reached
National Indian Gaming Commission - Phoenix Regional Office	Gaming	Gaming	Participate
National Indian Gaming Commission - Portland Regional Office	Gaming	Gaming	Not Reached
National Indian Gaming Commission - Sacramento Regional Office	Gaming	Gaming	Undecided
National Indian Gaming Commission - St. Paul Regional Office	Gaming	Gaming	Not Reached
National Indian Gaming Commission - Tulsa Regional Office	Gaming	Gaming	Not Reached
National Indian Gaming Commission - Washington National Office	Gaming	Gaming	Participate
Nevada Gaming Control Board and Enforcement	Gaming	Gaming	Participate
Nevada Gaming Control Board and Enforcement (Self-Service)	Gaming	Gaming	Not Reached
New Jersey Division of Gaming Enforcement	Gaming	Gaming	Wrong Number
New York-New York	Gaming	Gaming	Not Reached
Palms Casino Resort	Gaming	Gaming	Participate
Park Place Entertainment Corporation	Gaming	Gaming	Will Not Participate
Planet Hollywood	Gaming	Gaming	Participate
Rio All-Suites Hotel & Casino	Gaming	Gaming	Participate
Riviera	Gaming	Gaming	Participate
Sands Expo & Convention Company	Gaming	Gaming	Participate
Station Casinos	Gaming	Gaming	Participate
Stratosphere (American Casino & Entertainment Properties)	Gaming	Gaming	Not Reached
The Venetian	Gaming	Gaming	Participate
Treasure Island (TI)	Gaming	Gaming	Not Reached
Tropicana	Gaming	Gaming	Try New Contact
Trump Hotels & Casino Resorts	Gaming	Gaming	Not Reached
Wynn Resorts	Gaming	Gaming	Participate
American Federation of Police and Concerned Citizens	Law Enforcement	Law Enforcement/Military	Not Reached
Defense Commissary Agency	Law Enforcement	Law Enforcement/Military	Not Reached
Fraternal Order of Police	Law Enforcement	Law Enforcement/Military	Will Not Participate
National Organization of Black Law Enforcement Executives	Law Enforcement	African American	Not Reached
U.S. Customs and Border Protection	Law Enforcement	Law Enforcement/Military	
United States Postal Service	Law Enforcement	Law Enforcement/Military	
7-Eleven (Vcom)	Machine Readiness/Self-Service	Grocery Stores	Try New Contact
A&P[redacted] Service)	Machine Readiness/Self-Service	Grocery Stores	Not Reached
A[redacted]s Inc. (Self-Service)	Machine Readiness/Self-Service	Grocery Stores	Participate
Arc[redacted]n Systems	Machine Readiness/Self-Service	Technology	Not Reached
Bellis Technologies Inc.	Machine Readiness/Self-Service	Technology	Participate
Billcon Corporation of America	Machine Readiness/Self-Service	Technology	Participate
Bi-Lo (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Not Reached
BJ's Wholesale Club (Self Service)	Machine Readiness/Self-Service	Retail Store	Participate
Boyd Gaming Corporation (Self-Service)	Machine Readiness/Self-Service	Gaming	Participate
Brookshire's (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Not Reached
Brytech Inc.	Machine Readiness/Self-Service	Technology	Participate
Cashscan Corporation	Machine Readiness/Self-Service	Technology	Participate
Circus Circus (Self Service)	Machine Readiness/Self-Service	Gaming	Participate
Circus Circus Reno (Self Service)	Machine Readiness/Self-Service	Gaming	Try New Contact
CumminsAllison Corporation IL	Machine Readiness/Self-Service	Technology	Participate
DeLaRue Cash Systems	Machine Readiness/Self-Service	Technology	Participate
Diebold Canton OH.	Machine Readiness/Self-Service	Technology	Participate
Excalibur (Self Service)	Machine Readiness/Self-Service	Gaming	Try New Contact
Food Lion (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Participate
Fujitsu Transaction Solutions Inc.	Machine Readiness/Self-Service	Technology	Not Reached
G & D America Incorporated	Machine Readiness/Self-Service	Technology	Not Reached
Giant Eagle (Self-Service)	Machine Readiness/Self-Service	Grocery Stores	Not Reached
Giant Food Stores (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Try New Contact
Greektown Casino (Self-Service)	Machine Readiness/Self-Service	Gaming	Not Reached
Harrah's Entertainment, inc. (Self-Service)	Machine Readiness/Self-Service	Gaming	Participate
Harris Teeter (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Not Reached
HEB (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Not Reached
Hilton Trading Corporation	Machine Readiness/Self-Service	Technology	Participate
IBM	Machine Readiness/Self-Service	Technology	Wrong Number
Illinois Gaming Board (Self-Service)	Machine Readiness/Self-Service	Gaming	Not Reached
Ingles (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Not Reached
Iowa Changers Inc.	Machine Readiness/Self-Service	Technology	Will Not Participate
JCM American Corporation	Machine Readiness/Self-Service	Technology	Participate
Kiosk Information Systems	Machine Readiness/Self-Service	Technology	Not Reached
Lowe's Companies (Self Service)	Machine Readiness/Self-Service	Retail Store	Participate
Luxor (Self-Service)	Machine Readiness/Self-Service	Gaming	Try New Contact
MEI Group	Machine Readiness/Self-Service	Technology	Not Reached
M[redacted]nd Casino (Self-Service)	Machine Readiness/Self-Service	Gaming	Participate
M[redacted]elf-Service)	Machine Readiness/Self-Service	Gaming	Participate
Missouri Gaming Commission (Self-Service)	Machine Readiness/Self-Service	Gaming	Participate
Motor City Casino (Self-Service)	Machine Readiness/Self-Service	Gaming	Not Reached
NCR Corporation	Machine Readiness/Self-Service	Technology	Participate
Publix (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Participate
Sprint Retail Stores (Self Service)	Machine Readiness/Self-Service	Retail Store	Wrong Number
Standard Change-Makers	Machine Readiness/Self-Service	Technology	Participate
Stop & Shop (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Not Reached

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African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
Su[redacted] Inc. (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Not Reached
Sy[redacted] LC	Machine Readiness/Self-Service	Technology	Wrong Number
Tops Markets (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Participate
Treasure Island (Self-Service)	Machine Readiness/Self-Service	Gaming	Not Reached
Tropicana Las Vegas (Self-Service)	Machine Readiness/Self-Service	Gaming	Participate
Valtech International	Machine Readiness/Self-Service	Technology	Wrong Number
Verizon	Machine Readiness/Self-Service	Retail Store	Not Reached
Wakefern (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Participate
Wincor Nixdorf	Machine Readiness/Self-Service	Technology	Not Reached
WINN-Dixie (Self Service)	Machine Readiness/Self-Service	Grocery Stores	Participate
AOL	Partner		
Crayola	Partner		
NASCAR	Partner		
Pepperidge Farm	Partner		
7-Eleven	Retail	Grocery Stores	Participate
99 Cent Only Stores	Retail	Retail Store	Not Reached
A&P	Retail	Grocery Stores	Undecided
Abercrombie & Fitch Company	Retail	Retail Store	Not Reached
Ace Hardware	Retail	Lumber/Building Material Store	Participate
Advance Auto Parts	Retail	Gasoline Service Stations	Undecided
Ahold USA Inc.	Retail	Gasoline Service Stations	Not Reached
Albertsons Inc.	Retail	Grocery Stores	Not Reached
ALDI	Retail	Grocery Stores	Wrong Number
Allied Domecq Retailing USA	Retail	Eating Places	Not Reached
AMC Entertainment Inc.	Retail	Movie Theaters	Undecided
America West	Retail	Airline	Wrong Number
American Airlines	Retail	Airline	Wrong Number
American Drug Stores	Retail	Retail Store	Will Not Participate
AMR Corporation	Retail	Airline	Participate
Applebees	Retail	Eating Places	Not Reached
Aramark	Retail	Concessions	Will Not Participate
Arby's	Retail	Eating Places	Undecided
AUTOZONE	Retail	Gasoline Service Stations	Not Reached
Avis Budget Group	Retail	Car Rental	Try New Contact
Bally Total Fitness Holding Corp.	Retail	Health Club	Not Reached
Ba[redacted] Noble	Retail	Retail Store	Participate
B[redacted]obins	Retail	Eating Places	Undecided
Bed[redacted]n & Beyond	Retail	Retail Store	Participate
Belk	Retail	Retail	Try New Contact
Best Buy	Retail	Retail Store	Not Reached
Big Lots	Retail	Retail Store	Participate
Bi-Lo	Retail	Grocery Stores	Not Reached
BJ's Wholesale Club	Retail	Retail Store	Participate
Blockbuster	Retail	Retail Store	Not Reached
Bloomingdales	Retail	Retail Store	Wrong Number
Bob Evans	Retail	Eating Places	Not Reached
Books-A-Million	Retail	Retail Store	Participate
Borders Group Inc.	Retail	Retail Store	Not Reached
BP/Amoco	Retail	Gasoline Service Stations	Not Reached
Brinker International Inc.	Retail	Eating Places	Undecided
Brooks Pharmacy	Retail	Retail Store	Wrong Number
Bruno's Supermarkets	Retail	Grocery Stores	Participate
Burger King	Retail	Eating Places	Not Reached
Carlson Restaraunts Worldwide	Retail	Eating Places	Participate
Carmike Cinemas Inc.	Retail	Movie Theaters	Not Reached
Carnival Corp.	Retail	Concessions	Participate
Cash America International, Inc.	Retail	Miscellaneous	Not Reached
CBL and Associates Properties	Retail	Malls	Participate
CBRL Group Inc.	Retail	Eating Places	Participate
Centerplate, Inc.	Retail	Concessions	Not Reached
Chevron	Retail	Gasoline Service Stations	Not Reached
Choice Hotels	Retail	Hotels	Participate
Church's Fried Chicken	Retail	Eating Places	Not Reached
Cinemark Theatres	Retail	Movie Theaters	Participate
Cinnabon (Focus Brands)	Retail	Eating Places	Wrong Number
Circuit City	Retail	Retail Store	Wrong Number
Citgo	Retail	Gasoline Service Stations	Not Reached
CKE Restaurants Inc	Retail	Eating Places	Not Reached
Compass Group	Retail	Eating Places	Not Reached
Conoco-Phillips	Retail	Gasoline Service Stations	Not Reached
Continental	Retail	Airline	Not Reached
C[redacted]tal Airlines	Retail	Airline	Participate
C[redacted]	Retail	Retail Store	Participate
CVS	Retail	Retail Store	Not Reached
Darden Restaurants	Retail	Eating Places	Participate
Dave & Buster's	Retail	Eating Places	Participate
Delhaize America Inc	Retail	Grocery Stores	Not Reached
Delta Airlines	Retail	Airline	Try New Contact
Dennys Corporation	Retail	Eating Places	Participate
Dillard Department Stores	Retail	Retail Store	Participate

Stakeholder Outreach List

African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
Di[illegible]Drug Mart, Inc.	Retail	Retail Store	Not Reached
DI[illegible]ore	Retail	Retail Store	Undecided
Dollar General	Retail	Retail Store	Not Reached
Dollar Thrifty Automotive Group	Retail	Car Rental	Not Reached
Dollar Tree	Retail	Retail Store	Participate
Dominos Pizza	Retail	Eating Places	Undecided
Donahue Schriber	Retail	Malls	Not Reached
Dunkin Brands Inc. (Baskin Robbins)	Retail		Not Reached
Edens and Avant	Retail	Malls	Not Reached
Emirates	Retail	Airline	
Exxonmobil	Retail	Gasoline Service Stations	Participate
Family Dollar Store	Retail	Retail Store	Not Reached
Firestone	Retail	Gasoline Service Stations	Participate
Food Lion LLC	Retail	Grocery Stores	Participate
Four Seasons Hotels	Retail	Hotels	Not Reached
Fred Meyer Inc	Retail	Grocery Stores	Undecided
Freds	Retail	Retail Store	Wrong Number
General Growth Properties Inc.	Retail	Malls	Not Reached
Giant Eagle	Retail	Grocery Stores	Not Reached
Giant Food Stores	Retail	Grocery Stores	Participate
Goodwill International	Retail	Retail Store	Participate
Grove Inc.	Retail	Eating Places	Participate
Hallmark	Retail	Retail Store	Not Reached
Harris Teeter	Retail	Grocery Stores	Not Reached
HEB	Retail	Grocery Stores	Not Reached
Hertz	Retail	Car Rental	Participate
Hilton Hotels	Retail	Hotels	Undecided
Hines	Retail	Malls	Not Reached
HMS Host (Host Marriott Services)	Retail	Airline	Not Reached
HMS Host Corporation	Retail	Concessions	Not Reached
Hobby Lobby Stores	Retail	Retail Store	Not Reached
Hollywood Entertainment	Retail	Retail Store	Try New Contact
Home Depot	Retail	Lumber/Building Material Store	Participate
Homegoods	Retail	Retail Store	Not Reached
Hudson	Retail	Retail Store	Participate
Hy[illegible]tels	Retail	Hotels	Undecided
il[illegible].	Retail	Eating Places	Participate
IKE.	Retail	Retail Store	Not Reached
Ingles	Retail	Grocery Stores	Participate
InterContinental Hotels Group	Retail	Hotels	Not Reached
J Crew Retail Stores	Retail	Retail Store	Not Reached
J.C. Penney Company	Retail	Retail Store	Not Reached
Jack in the Box	Retail	Eating Places	Not Reached
Jetblue	Retail	Airline	Wrong Number
Jewel-Osco	Retail	Grocery Stores	Not Reached
Jo-Ann Stores	Retail	Retail Store	Wrong Number
K.B. Toys	Retail	Retail Store	Wrong Number
Kessler Restaurants LLC	Retail	Eating Places	Participate
KFC Corporation (Tricon)	Retail	Eating Places	Undecided
Kings Dominion (formerly Paramount Parks)	Retail	Amusement Parks	Not Reached
Kmart	Retail	Retail Store	Not Reached
Kohls	Retail	Retail Store	Participate
Krispy Kreme	Retail	Eating Places	Not Reached
Kroger Company	Retail	Grocery Stores	Participate
Landrys Seafood House	Retail	Eating Places	Participate
Limited Brands Inc.	Retail	Retail Store	Will Not Participate
Linens 'n Things	Retail	Retail Store	Not Reached
Loews Cineplex Entertainment	Retail	Movie Theaters	Wrong Number
Longs Drug Store	Retail	Retail Store	Wrong Number
Macy's (Federated Department Stores, Inc.)	Retail	Retail Store	Participate
Marriott International	Retail	Hotels	Courtesy Email
Marshalls	Retail	Retail Store	Not Reached
Martins Food Market	Retail	Grocery Stores	Not Reached
McDonald's	Retail	Eating Places	Not Reached
Meijer	Retail	Grocery Stores	Participate
Meijer (Self-Service)	Retail	Grocery Stores	Not Reached
Menard, Inc.	Retail	Lumber/Building Material Store	Participate
Michael's Stores, Inc.	Retail	Retail Store	Not Reached
Mills Corp.	Retail	Malls	Not Reached
Musicland Group	Retail	Retail Store	Wrong Number
Napa Auto Parts	Retail	Gasoline Service Stations	Undecided
M[illegible] Amusements, Inc.	Retail	Movie Theaters	Participate
N[illegible]. Association of College and University Food Services (NACUFS)	Retail	Eating Places	Participate
New World Restaurant Group Ind	Retail	Eating Places	Not Reached
Northwest	Retail	Airline	Wrong Number
Norwegian Cruise Line Corporation Ltd	Retail	Miscellaneous	Not Reached
Office Depot	Retail	Retail Store	Wrong Number
Office Max	Retail	Retail Store	Not Reached
Omni Hotels	Retail	Hotels	Participate
Outback Steakhouse	Retail	Eating Places	Not Reached

Stakeholder Outreach List

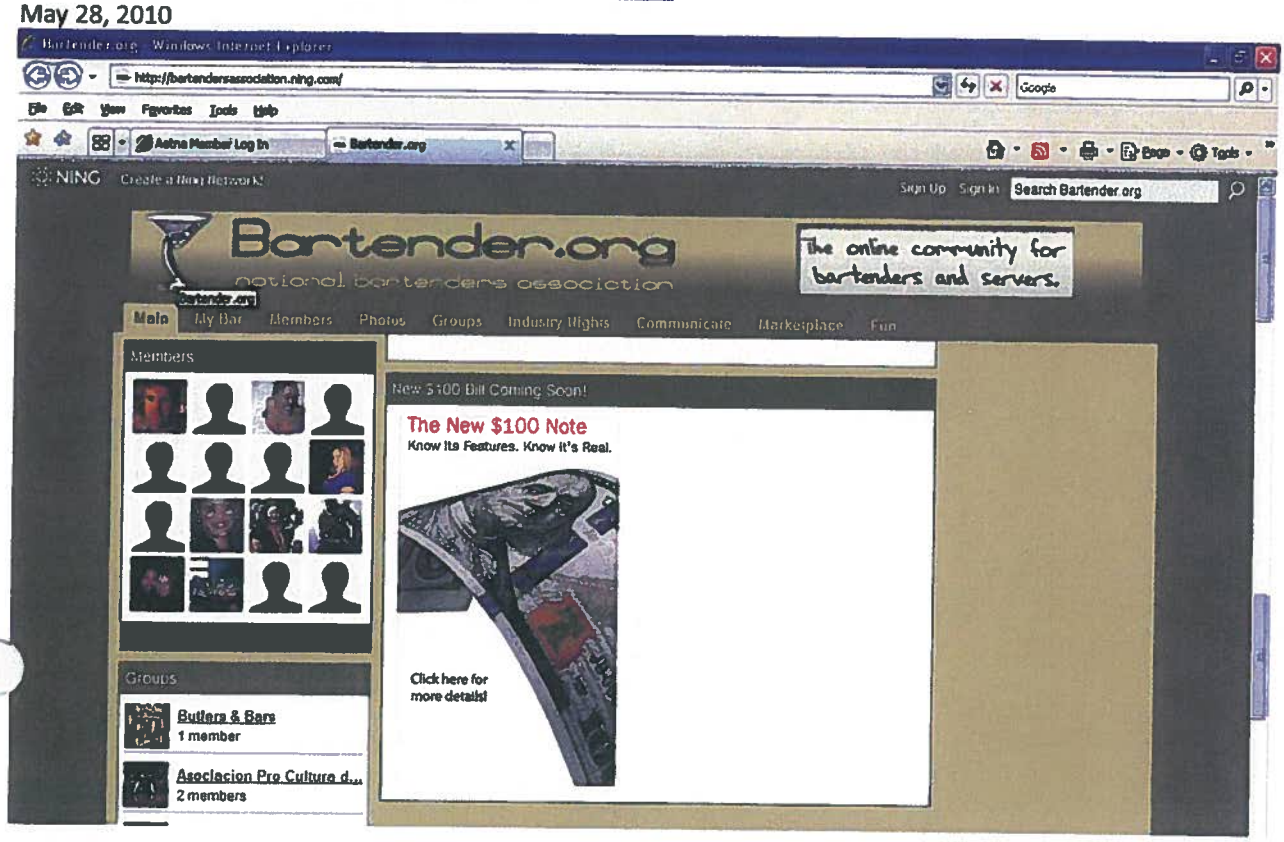
African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
Pa wear of California	Retail	Retail Store	Not Reached
Pa s	Retail	Eating Places	Participate
Paradies Shops Inc.	Retail	Retail Store	Not Reached
Party City	Retail	Retail Store	Not Reached
Payless Shoesource Inc.	Retail	Retail Store	Not Reached
Pennsylvania Real Estate Investment Trust	Retail	Malls	Not Reached
Petco Animal Supplies, Inc.	Retail	Retail Store	Not Reached
PETsMART	Retail	Retail Store	Undecided
PF Changs China Bistro	Retail	Eating Places	Courtesy Email
Pizza Hut (Tricon)	Retail	Eating Places	Not Reached
Popeye's	Retail	Eating Places	Participate
Publix	Retail	Grocery Stores	Not Reached
Radio Shack	Retail	Retail Store	Not Reached
Red Lobster	Retail	Eating Places	Not Reached
Regal Entertainment Group	Retail	Movie Theaters	Not Reached
Regency Centers	Retail	Malls	Not Reached
Regis Corporation	Retail	Miscellaneous	Not Reached
Retail Ventures	Retail	Retail Store	Not Reached
Rite Aid	Retail	Retail Store	Participate
Ross Stores Inc.	Retail	Retail Store	Not Reached
Royal Caribbean International	Retail	Miscellaneous	Not Reached
Royal Dutch/Shell Group	Retail	Gasoline Service Stations	Try New Contact
Ruby Tuesday	Retail	Eating Places	Not Reached
Ryans	Retail	Eating Places	Not Reached
Safeway	Retail	Grocery Stores	Not Reached
Saks Incorporated	Retail	Retail Store	Not Reached
Sam's Club	Retail	Retail Store	Participate
Sears Roebuck and Company	Retail	Retail Store	Not Reached
Seattle Coffee Co.	Retail	Eating Places	Wrong Number
Segerstrom & Sons	Retail	Malls	Participate
Sheetz	Retail	Gasoline Service Stations	Participate
Simon Property Group	Retail	Malls	Participate
Singapore Airlines	Retail	Airline	
Six Flags Theme Park	Retail	Amusement Parks	Participate
Sodexho USA	Retail	Concessions	Participate
So n	Retail	Eating Places	Participate
S t	Retail	Airline	Not Reached
Sou west Airlines	Retail	Airline	Not Reached
Sports Authority	Retail	Retail Store	Not Reached
Staples	Retail	Retail Store	Participate
Star Alliance	Retail	Airline	
Starbucks	Retail	Eating Places	Not Reached
Starwood Hotels & Resorts Worldwide, Inc.	Retail	Hotels	Not Reached
Supervalu, Inc.	Retail	Grocery Stores	Participate
Sysco Corporation	Retail	Concessions	Will Not Participate
Taco Bell (Tricon)	Retail	Eating Places	Not Reached
Target	Retail	Retail Store	Not Reached
Taubman	Retail	Malls	Not Reached
The Cheesecake Factory	Retail	Eating Places	Participate
The Container Store	Retail	Retail Store	Participate
The Gap Inc.	Retail	Retail Store	Not Reached
The Great Indoors	Retail	Retail Store	Wrong Number
TJX Companies	Retail	Retail Store	Not Reached
Tops Markets	Retail	Grocery Stores	Participate
Toys 'R' Us	Retail	Retail Store	Not Reached
Tuesday Morning	Retail	Retail Store	Not Reached
Uni-Mart	Retail	Retail Store	Wrong Number
United Airlines	Retail	Airline	Not Reached
Universal Parks and Resorts	Retail	Amusement Parks	Participate
US Airways	Retail	Airline	Wrong Number
Vanguard Car Rental	Retail	Car Rental	Courtesy Email
Variety Wholesalers, Inc.	Retail	Retail Store	Participate
Virgin Atlantic Airways Ltd	Retail	Airline	Undecided
Vons	Retail	Grocery Stores	Not Reached
Walgreen's	Retail	Retail Store	Participate
Wal-Mart	Retail	Retail Store	Participate
Wal-Mart (Self-Service)	Retail		Not Reached
Walt Disney World Company	Retail	Amusement Parks	Undecided
WAWA Inc.	Retail	Grocery Stores	Participate
Wegmans	Retail	Grocery Stores	Try New Contact
Weingarten Realty Investors	Retail	Malls	Undecided
lf Service)	Retail	Grocery Stores	Participate
	Retail	Eating Places	Participate
Westcor Partners	Retail	Malls	Not Reached
Westfield America Trust	Retail	Malls	Undecided
Whole Foods Market Inc.	Retail	Grocery Stores	Not Reached
Williams-Sonoma Inc.	Retail	Retail Store	Not Reached
WINN-Dixie	Retail	Grocery Stores	Not Reached
Wyndham International	Retail	Hotels	Not Reached
YUM! Brands	Retail	Eating Places	Not Reached

Stakeholder Outreach List

African American Chamber of Commerce of Greater Houston	Associations	African American	Not Reached
Ar	Transit	Transit	Participate
Ch METRA Rail (Northeast Illinois Regional Commuter Railroad Corporation)	Transit	Transit	Courtesy Email
Chicago Transit Authority (CTA)	Transit	Transit	Courtesy Email
City and County of Honolulu Department of Transportation Services	Transit	Transit	Courtesy Email
Dallas Area Rapid Transit (DART)	Transit	Transit	Courtesy Email
Denver Regional Transportation District (RTD)	Transit	Transit	Courtesy Email
King County Department of Transportation (King County Metro)	Transit	Transit	Courtesy Email
Los Angeles Metropolitan Transportation Authority	Transit	Transit	Courtesy Email
Maryland Transit Administration (MTA)	Transit	Transit	Courtesy Email
Massachusetts Bay Transportation Authority (MBTA)	Transit	Transit	Courtesy Email
Metropolitan Atlanta Rapid Transit Authority	Transit	Transit	Courtesy Email
Metropolitan Transit Authority of Harris County	Transit	Transit	Courtesy Email
Metropolitan Transportation Authority Long Island Rail Road (MTA)	Transit	Transit	Courtesy Email
Metropolitan Transportation Authority of New York (MTA)	Transit	Transit	Courtesy Email
Miami Metro Dade Valley Regional Transit Authority	Transit	Transit	Courtesy Email
Mv Transportation	Transit	Transit	Courtesy Email
New Jersey Transit (NJT)	Transit	Transit	Courtesy Email
Orange County Transportation Authority	Transit	Transit	Courtesy Email
PATCO	Transit	Transit	Courtesy Email
Port Authority of Allegheny County	Transit	Transit	Courtesy Email
Port Authority of New York and New Jersey	Transit	Transit	Courtesy Email
Regional Transportation Authority	Transit	Transit	Courtesy Email
Regional Transportation Authority - PACE Bus Division	Transit	Transit	Courtesy Email
San Diego Metropolitan Transit System	Transit	Transit	Courtesy Email
San Diego Metropolitan Transit System - Trolley Division	Transit	Transit	Courtesy Email
San Francisco Bay Area Rapid Transit Distric (BART)	Transit	Transit	Courtesy Email
San Francisco Municipal Railway	Transit	Transit	Courtesy Email
Southeastern Pennsylvania Transportation Authority (SEPTA)	Transit	Transit	Courtesy Email
Tri-County Metropolitan Transportation District of Oregon	Transit	Transit	Courtesy Email
Virginia Railway Express (VRE)	Transit	Transit	Courtesy Email
Washington Metropolitan Area Transit Authority (WMATA)	Transit	Transit	Courtesy Email
American Changer Corporation	Vending	none	Not Reached
Littleton Coin Company	Vending	none	Participate

BEP Stakeholder Outreach Highlights

National Bartender's Association
Post on Website – http://bartendersassociation.ning.com/
May 28, 2010



Food Marketing Institute
Email to 1200 Members
2010

U.S. Government Unveils New $100 Bill:

As part of a continuous effort to fight the threat of counterfeiting, the U.S. government will be releasing a new $100 bill on February 10, 2011. The new redesigned bill will have enhanced security features, including a new security ribbon and improved watermarks, to help with authenticity verification. Retailers can visit the link to the government website NewMoney.gov to learn about the new security features and other retailer resources.

Museum Store Association
Weekly Enewsletter
June 2, 2010

CULTURE & COMMERCE
THE WEEKLY NEWS BRIEF OF THE MUSEUM STORE ASSOCIATION

U.S. government unveils new design for the $100 note

The Department of the Treasury Share

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**

National Association of Recording Merchandisers
Weekly Enewsletter
June 9, 2010

NARM | the music business association WEEKLY DIGEST

Retailer Alert: U.S. Government Unveils New Design for the $100 Note



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.

There are a number of security features in the redesigned $100 note, including two new features, the 3-D Security Ribbon and the Bell in the Inkwell. These security features are easy for consumers and merchants to use to authenticate their currency.

For a more detailed description of the redesigned $100 note and its features, click here.



The $100 BankNote

July 2010 - Issue 1

Welcome to ***The $100 BankNote***, an electronic newsletter provided by the U.S. government to help businesses and organizations around the world prepare for the redesigned $100 note's introduction.

In this Issue

- News Feature
- Podcast Series
- Feature Spotlight
- Educate Your Team
- Machine Updates
- $100 Note Facts

U.S. Government Prepares Global Public for New $100 Note

To ensure that the people who rely on the $100 note know how to use the security features in the new design, the U.S. government has launched a global public education program.

Read more »

Introducing the New $100 Note Podcast Series

Even with the most technologically advanced security features, it is educated users of U.S. currency who continue to be the first and best line of defense against counterfeiting. To

$100 Note Unveiling Event Photos



VIEW PHOTOS »

View The New $100 Note Unveiling Video

help prepare the public for the introduction of the redesigned $100 note, the U.S. government has created a series of six podcasts about U.S. currency, which will be released over the next several months.



View "Introduction to the $100 Note"



VIEW VIDEO »

Watch "Introduction to the $100 Note," the first podcast in the series, for a first-hand look at the new $100 note. Be sure to visit www.newmoney.gov for future episodes in this educational series.

Security and Design Feature Spotlight: Know Its Features. Know It's Real.

Take a closer look at the advanced security features of the $100 note:

3-D Security Ribbon





The ***3-D Security Ribbon*** is a blue ribbon on the front of the $100 note with images of bells and *100s*. Tilt the note back and forth while focusing on the ribbon. As you move the note, you will see the bells change to *100s* as they move.

Bell in the Inkwell





The ***Bell in the Inkwell*** is a color-shifting bell, inside a copper inkwell. Tilt the note to see the bell change from copper to green, an effect which makes the bell seem to appear and disappear within the inkwell.

For information on additional security and design features of the new $100 note, visit our website at www.newmoney.gov.

Educate Your Team

Will your employees be ready to accept and recognize the new $100 note? Educate your team with three easy steps!

Order Training Materials



ORDER ONLINE »

Stay Connected

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1. Visit our website and check out all the great educational materials available.
2. Order materials, free of charge.
3. Hang or distribute the materials in your break room.

To order materials, please visit newmoney.gov/orderform.htm.

Update Your Machines

Be sure that your business is ready to accept the new design by updating your cash accepting and dispensing machinery now.

Read more »

$100 Note Facts

What historical images are on the note? Read more »

What's on the back of the new $100? Read more »

Why do some $100 notes have a small *FW* printed in the corner? Read more »

What is U.S. currency made of? Read more »

For more information or to order materials, please visit www.newmoney.gov

Having trouble seeing this? View it in your browser here.



The $100 BankNote

September 2010 – Issue 2

In this Issue

- News Feature
- Podcast Series
- Educate Your Team
- In The Community

Welcome to the latest edition of ***The $100 BankNote***, an electronic newsletter provided by the U.S. government to help businesses and organizations around the world prepare for the redesigned $100 note.

The Art of Banknote Design

Have you ever wondered how U.S. currency is designed? Or who determines the security features that will be included in a note's redesign? The video podcast, "The Art of Bank Note Design," features interviews with Larry Felix, Director of the Bureau of Engraving and Printing, and Michael Lambert, Assistant Director at the Board of Governors of the Federal Reserve System. Watch the video to learn about the banknote design process and how multiple government agencies collaborate to develop currency that is difficult to counterfeit yet easy for cash-handlers to authenticate.

View "The Art of Bank Note Design" Podcast



View "How to Detect a Counterfeit" Podcast

How to Detect a Counterfeit

Did you know any business or consumer that accepts a counterfeit note will suffer a financial loss? Counterfeit currency cannot be traded in for genuine notes. Watch the video podcast, "How to Detect a Counterfeit," to learn how to use the security features in the redesigned $100 note to verify a note's authenticity and protect your money.



VIEW VIDEO »

Education and Training Materials

To help educate employees on the security and design features of the new $100 note, businesses and organizations around the globe have begun ordering training and educational materials. These materials will begin shipping in September. If you haven't already, be sure to visit www.newmoney.gov/orderform.htm to place an order and learn more about the redesigned $100 note. Training materials for the new $100 note are available in 25 languages.

Need some suggestions for using the education and training materials? Below are a few ideas:

Newsletter/Website: If your organization publishes a regular newsletter or provides educational content on its website, consider using the article provided in the Education Resource Kit, which can be ordered online at www.newmoney.gov/orderform, in your communications. The kit also contains camera-ready images of the new $100 note which can be included to strengthen the article's educational message.

Brochure/Poster: This brochure and poster combination serves as a multifunctional piece designed for employee education. Unfolded, it is a poster that can be hung on the wall of a break room or office. Folded up, the brochure can be kept wherever employees need it - at the cash register or handed out at meetings. This training piece comes in packs of 50 and can be ordered online at www.newmoney.gov/orderform.htm.

Has your organization already used the available training materials? Do you have a $100 note education and training materials question? We encourage you to visit your industry-specific webpage on www.newmoney.gov and share your ideas and questions using the "Submit Your Question or Tip" feature.

Order Training Materials



ORDER ONLINE »

Stay Connected

facebook YouTube flickr twitter

Read back issues of The $100 BankNote

In The Community

If you are involved in an upcoming industry-wide event and would like to distribute materials and information on the new $100 note to attendees, please contact the U.S. Government Redesigned Currency Public Information Office at (877) 639-2877.

For more information or to order materials, please visit www.newmoney.gov

September 2010 FedFlash Content

In July, the U.S. government announced a series of six educational video podcasts about the redesigned $100 note to help prepare cash-handlers for its introduction. Below are highlights of the two newly released episodes, detailing ways to protect yourself from counterfeit notes and information about how new banknotes are designed.

How to Detect a Counterfeit
Did you know any business or consumer that accepts a counterfeit note will suffer a financial loss? Counterfeit currency cannot be traded in for genuine notes. This podcast teaches you how to protect yourself from accepting a counterfeit by detailing the new security and design features in the redesigned $100 note. View "How to Detect a Counterfeit" on www.newmoney.gov [include LINK to video podcast #2]

The Art of Bank Note Design
Have you ever wondered how U.S. currency is designed? Or who determines the security features that will be included in a note's redesign? Featuring interviews with Larry Felix, Director of the Bureau of Engraving and Printing, and Michael Lambert, Assistant Director of the Board of Governors of the Federal Reserve System, this podcast addresses the process of banknote design and how multiple government agencies collaborate to develop currency that is difficult to counterfeit but still easy for cash handlers to authenticate. View "The Art of Bank Note Design" on www.newmoney.gov [include LINK to video podcast #3]

These podcasts, and additional public education information, can be found in the U.S. government's electronic newsletter, *The $100 BankNote*. The August edition deployed today, as well as July's edition, can be found on www.newmoney.gov.

October 2010 FedFocus Content

As you are aware, the U.S. government will begin circulating a new $100 note on February 10, 2011. The redesigned note includes two new, advanced security features, the 3-D Security Ribbon and the Bell in the Inkwell, as well as several other effective features that will be familiar to you.

To ensure your financial institution is prepared for the new note's introduction in four months, the U.S. government has developed a suite of cash-handler training materials for use in creating customized training programs. Highlights include:

- **$100 Training DVD:** This DVD can be used in either individual or group training settings and offers two options. The first option contains basic information on the security and design features of the new $100 note. The second option was specifically created with detailed information on the note's security features for financial institutions use in verifying a note's authenticity.

- **$100 Training Presentation**: A 22-slide PowerPoint presentation with an accompanying script that can serve as a step-by-step training tool to educate cash handlers about the security and design features of the new $100 note.

- **$100 Education Resource Kit**: This kit includes supplemental materials that can be repurposed for your financial institution's employee communications or other audiences within your network.

If your organization has not already, we encourage you to place your training materials order as soon as possible. For more information on available materials or to place an order, please visit: http://www.newmoney.gov/training/materials.htm.



New $100 Note To Begin Circulating On February 10, 2011

Educate Your Team
Will your employees be ready to accept and recognize the new $100 note?

To ensure that those who use the $100 note know how to identify the security features in the new design, the U.S. government has prepared a variety of training materials to help educate cash-handlers. Materials include:

- $100 Note Training Presentation
- Training DVD
- Training CD-ROM
- Education Resource Kit

Order training materials now to help prepare your employees before the new $100 note begins circulating. For more information and to order materials free of charge, visit www.newmoney.gov.

www.newmoney.gov

The New $100 Note

Know Its Features. Know It's Real.

In order to keep counterfeiting low, the U.S. government continues to enhance the security of U.S. currency.

The redesigned $100 note introduces two advanced security features: the 3-D Security Ribbon and the Bell in the Inkwell. It also includes several highly effective features used in other U.S. denominations, such as the portrait watermark and security thread.

It is not necessary to trade in your old-design notes for new ones. All U.S. currency remains legal tender, regardless of when it was issued.

3-D Security Ribbon
Tilt the note back and forth while focusing on the blue ribbon. You will see the bells change to 100s as they move. When you tilt the note back and forth, the bells and 100s move side to side. If you tilt it side to side, they move up and down. The ribbon is woven into the paper, not printed on it.



Bell in the Inkwell
Tilt the note to see the color-shifting bell in the copper inkwell change from copper to green, an effect which makes the bell seem to appear and disappear within the inkwell.

1. Portrait Watermark
Hold the note to light and look for a faint image of Benjamin Franklin in the blank space to the right of the portrait. The image is visible from either side of the note.

2. Security Thread
Hold the note to light to see an embedded thread running vertically to the left of the portrait. The thread is imprinted with the letters USA and the numeral 100 in an alternating pattern and is visible from both sides of the note. The thread glows pink when illuminated by ultraviolet light.

3. Color-Shifting 100
Tilt the note to see the numeral 100 in the lower right corner of the front of the note shift from copper to green.

www.newmoney.gov

Email to Stakeholders Announcing Delay in Issue Date

From: The Bureau of Engraving and Printing [mailto:usbep@service.govdelivery.com]
Sent: Friday, October 01, 2010 11:25 AM
Subject: Federal Reserve Announces Delay in the Issue Date of Redesigned $100 Note

On October 1, the Federal Reserve Board announced a delay in the issue date of the redesigned $100 note. This new design incorporates cutting edge, anti-counterfeiting technologies and the Federal Reserve imposes strict quality controls to ensure that users of U.S. currency around the world receive the highest quality notes. The Bureau of Engraving and Printing manufactures Federal Reserve notes and has identified a problem with sporadic creasing of the paper during printing of the new $100 note, which was not apparent during extensive pre-production testing. As a consequence, the Federal Reserve will not have sufficient inventories to begin distributing the new $100 notes as planned.

The Bureau of Engraving and Printing is working to resolve this problem, and the Federal Reserve Board will announce a new issue date for the redesigned $100 note as soon as possible. The originally scheduled issue date was February 10, 2011.

Update your subscriptions, modify your password or e-mail address, or stop subscriptions at any time on your Subscriber Preferences Page. You will need to use your e-mail address to log in. If you have questions or problems with the subscription service, please contact support@govdelivery.com.

This service is provided to you at no charge by The Bureau of Engraving and Printing.

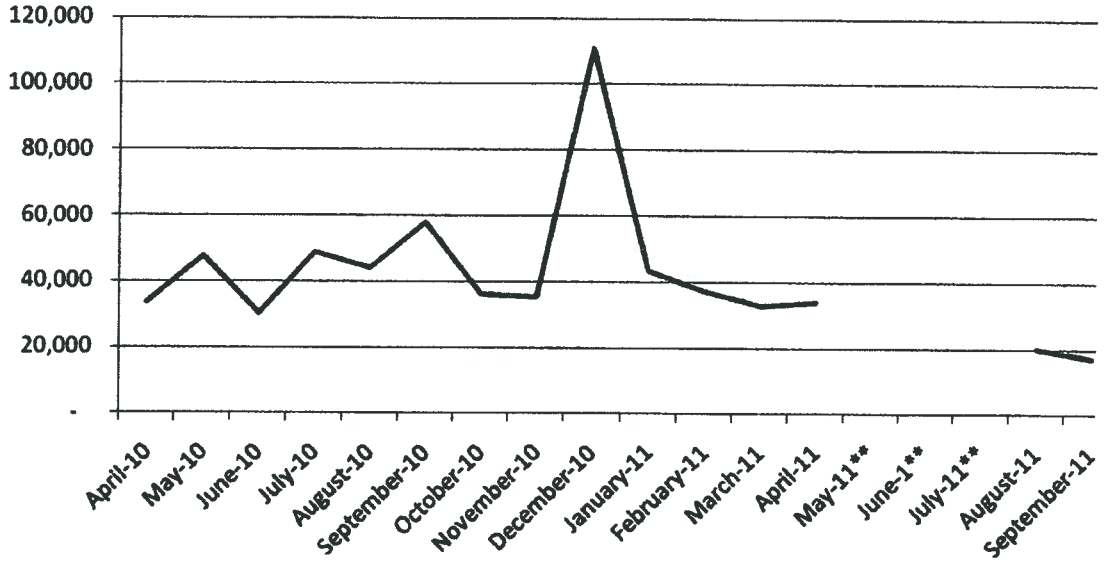
GovDelivery, Inc. sending on behalf of The Bureau of Engraving and Printing · 14th and C Streets, S.W. · Washington D.C. 20228 · 202-874-3019

Website Analytics

The number of monthly visitors peaked in December 2010, when BEP announced the delay of the date of issue for the new $100 bill. The numbers of visitors also spiked when new content, such as press releases or podcasts, were posted on the site. It is important to note that the analytics tool that was used to gather website traffic data was unable to track information from May-July, 2011.

Number of Unique Visitors per Month

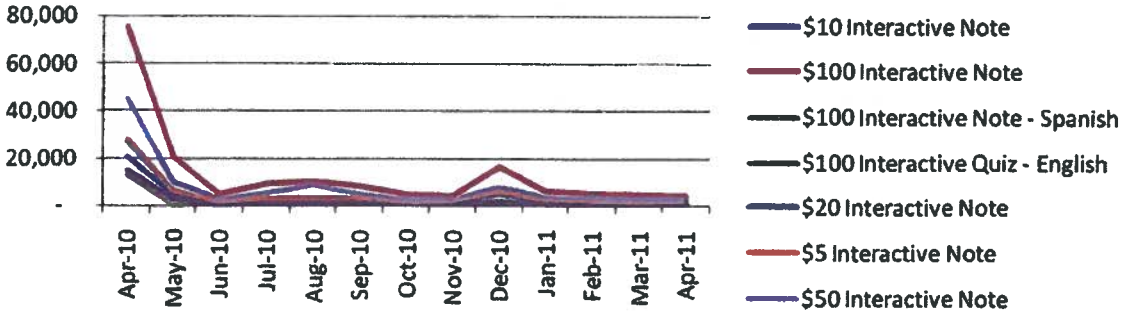
**analytics tool is missing data during this period



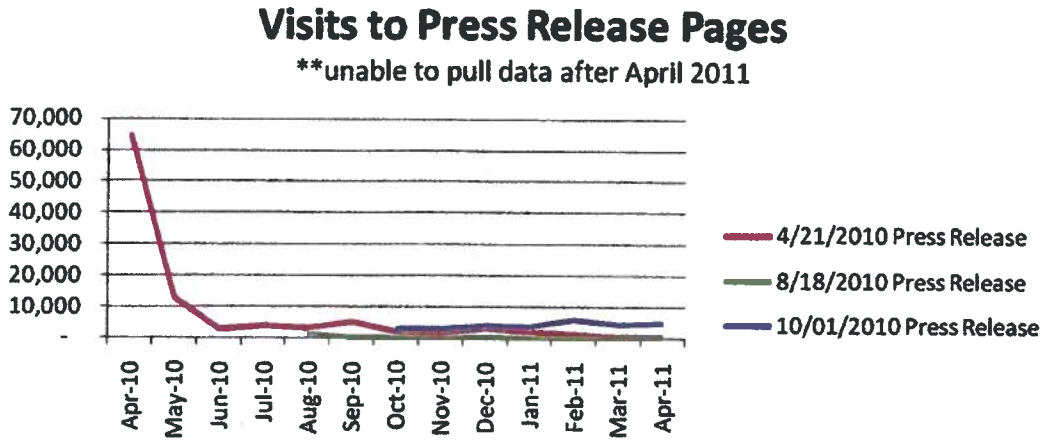
As illustrated in the chart below, the $100 version was the most popular Interactive Notes resource, followed by the $50 version.

Visits to Interactive Notes Resources

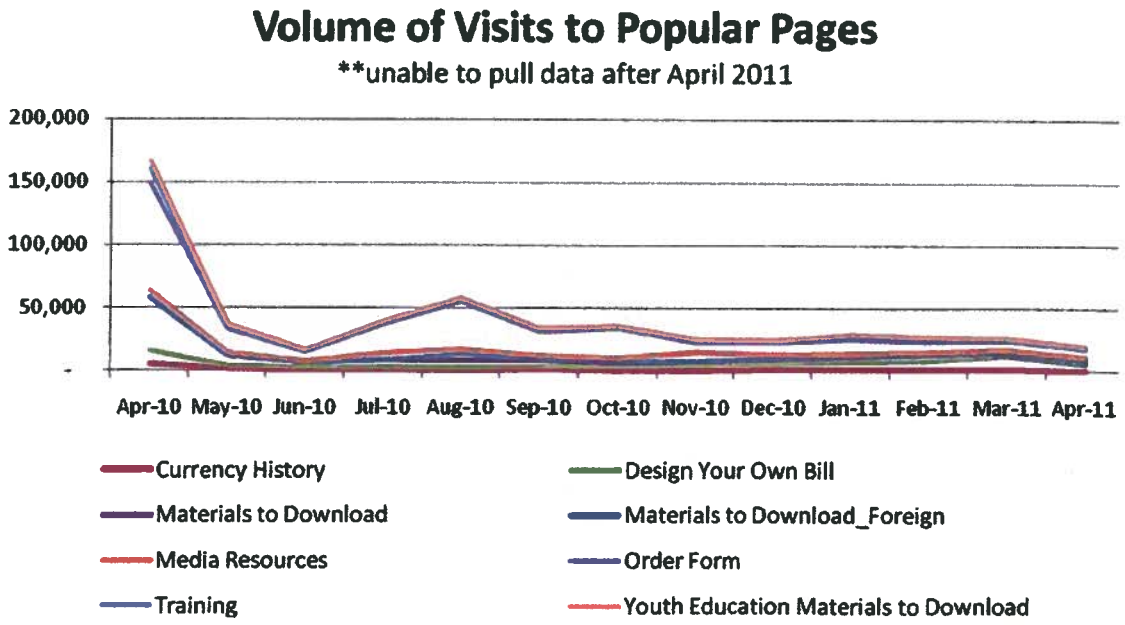
**unable to pull data after April 2011



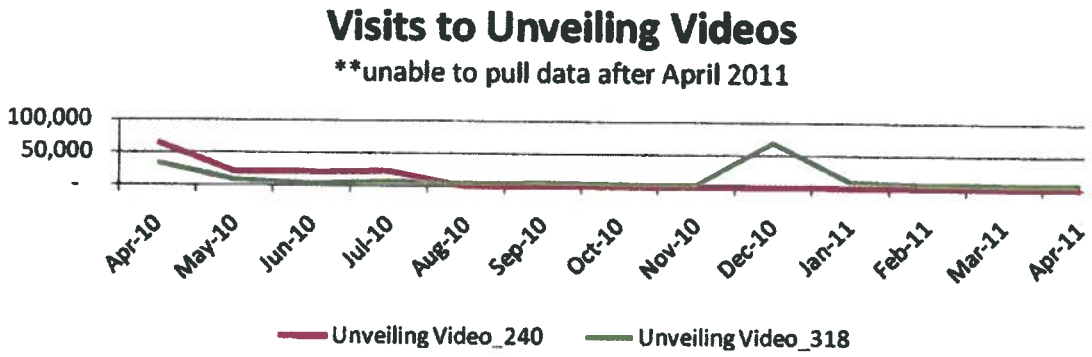
The chart below shows the volume of visits over time that each press release received. The unveiling press release was the most visited over time; however, the annoucement of the delay of the date of issue for the new $100 note has been the most visited since it was published in October 2010.



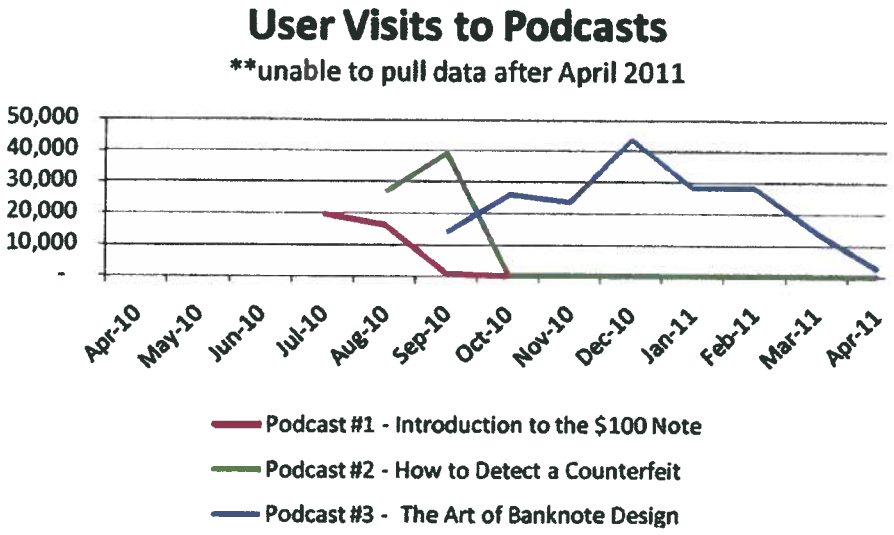
The pages included in the chart below have been the most popular since the website was launched in April 2010. The three most frequently visited pages over time were Training, Order Form and Youth Education Materials to Download.



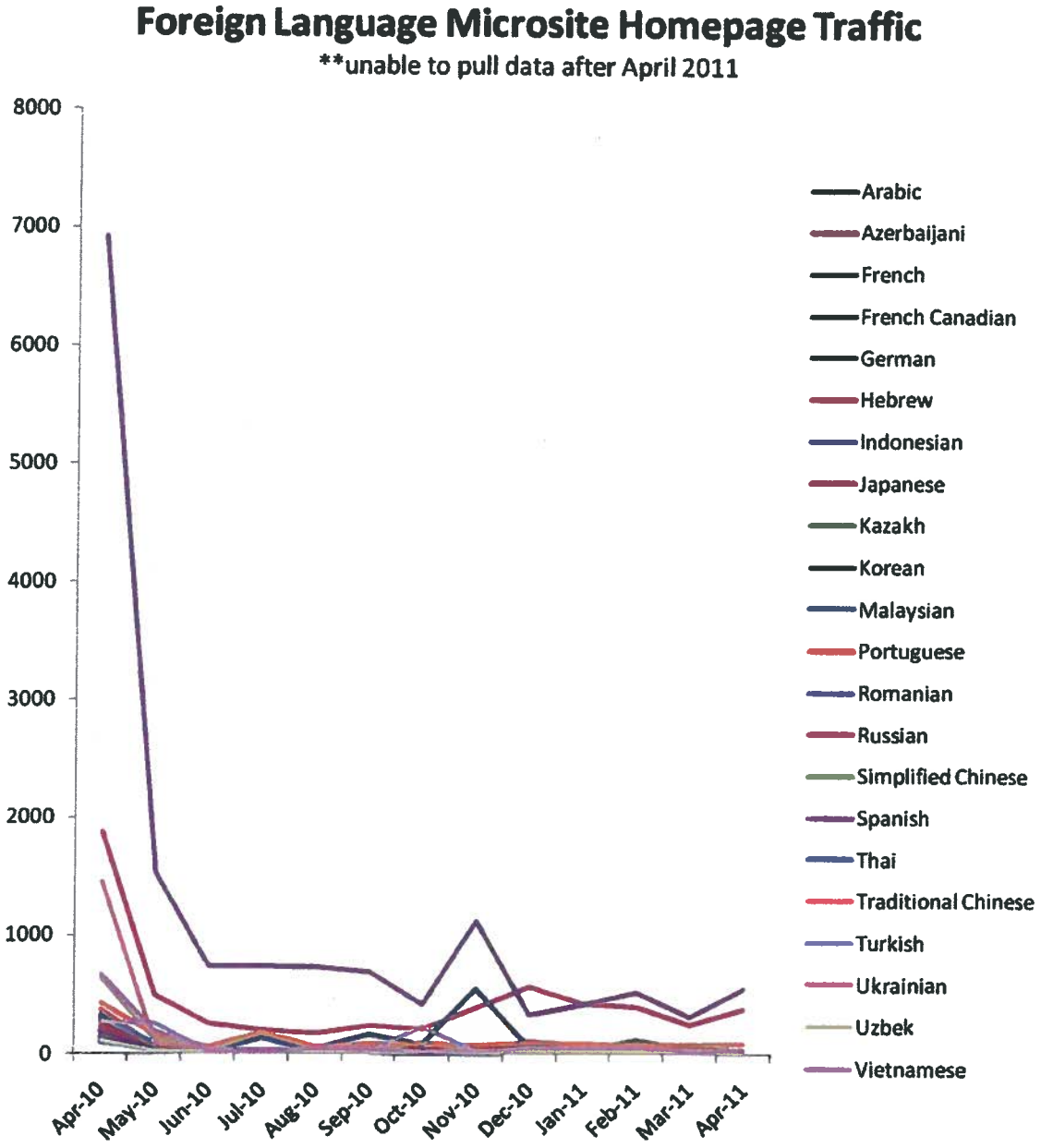
The chart below illustrates the volume of visits the unveiling videos have received over time. The spike in the number of visits for "Unveiling Video_318" in December 2010 can be attributed to the peaked interest of the public following the announcement of the accidental misprinting of the new $100 note.



The chart below illustrates when each New Money podcast was launched as well the number of views each podcast received over time. Overall, The Art of Banknote Design was the most visited podcast. Similar to the Unveiling Videos, there was a spike in the volume of views in December 2010, which most likely was a result of the announcement of the accidental misprinting of the new $100 note.



Although the New Money foreign language microsites did not garner the same high volume of traffic as the English version, these sites did attract a significant number of visitors. As illustrated in the chart below, the Spanish-language site was most popular while the Russian pages were the second most frequently visited.

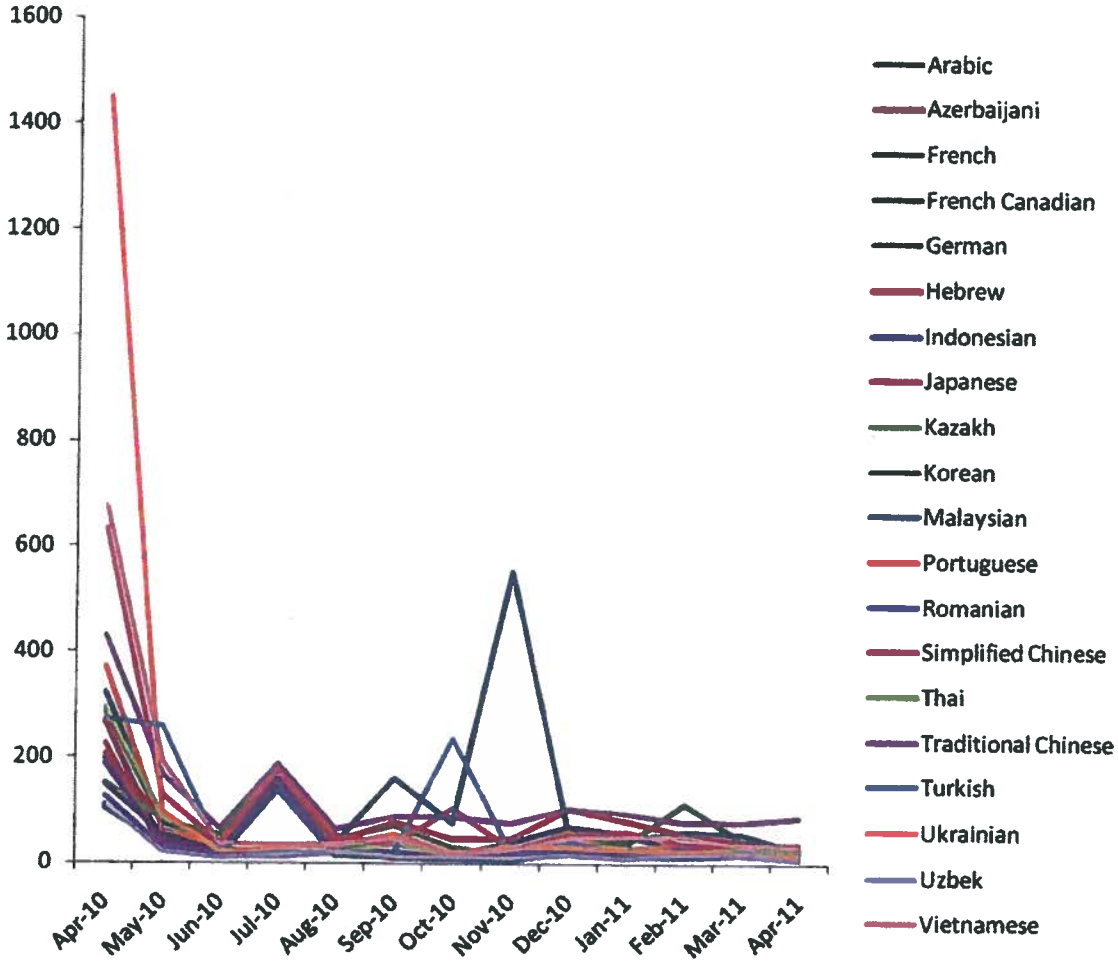


This version does not include the Spanish or Russian sites in order to provide a more in-depth view of the volume of visits other less-trafficked sites received.

Foreign Language Microsite Homepage Traffic

Without Spanish & Russian Sites

**unable to pull data after April 2011



TO47 International Attachment

April 20, 2010

$100 Unveiling Plans

Market	**Azerbaijan**	
Date	April 22, 2010	
Time	11:00 a.m. Azerbaijan Time / 2:00 a.m. US EDT	
Venue	Hotel Excelsior Baku	
Host/Speaker/Other Key Attendees	Host: Shannon Runyon, Economic Officer, US Embassy Speakers: Terry Davidson, Public Affairs Officer, US Embassy Key Attendees: • Mark Bridges, Public Information Officer, US Embassy • Central Bank of Azerbaijan official (a letter on April 16 was sent inviting him as an honored guest) Note: Embassy conducted outreach to mid-level contacts in both the National Bank and Interior Ministries about giving brief remarks at the event USSS event participation cancelled due to travel issues in Europe	
Show Flow	10:30-11:00 a.m. 11:00-11:10 a.m. 11:10-11:20 a.m. 11:20-11:21 a.m. 11:21-11:22 a.m. 11:22-11:35 a.m. 11:40-12:00 p.m. 12:00-1:00 p.m.	- Registration - Welcome address by Shannon Runyon - Remarks by Shannon Runyon - Reveal of the $100 note via roll-up banner - Unveiling video - $100 PPT – presented by Shannon Runyon - Q&A session by Terry Davidson - Reception/One-on-one interviews
Other Activities	Media interviews to be arranged with US Embassy officials pending media interest	
Current Status	• Follow-up meetings: Final meeting to discuss event details with Embassy - April 20 • Stakeholder and media list: distributed on April 16; follow-up outreach to be conducted starting April 19 • Estimated range/number of attendees expected at the event: o Media -20-25 o Stakeholders-20 • RSVPs o Media -15 o Stakeholders-TBD • $100 Note Reveal: o Will use the unveiling video in lieu of the banner reveal	
Checklist	Photographer Video Recorder Invitations Unveiling DVD Banner Glossies Unveiling PPT Press materials PERK	Booked Booked Distributed on April 16 Received Not received Received Translated Translated; the press release will not be customized Received access

Market	**Russia**	
Date	April 21, 2010	
Time	6:15 p.m. Russia Time / 10:15 a.m. US EDT (actual unveil of note at 10:30 a.m. US) **Note: Start time to be delayed by 15 minutes.**	
Venue	Winter Garden, US Embassy	
Host/Speaker/Other Key Attendees	Host: Eric Rubin, Deputy Chief of Mission (DCM) Speakers: • Matthias Mittman, Economic Counselor • Alexey Evgenivich Paunichev, Deputy Head of the Cash Circulation Department, Central Bank • Evgeny Vasilievich Starikov, Department Chief at the Criminalistic Experts Center, Ministry of Internal Affairs • David Ditz, USSS Note: David Ditz may be stranded in Europe due to volcanic ash; Matthias Mittman will take his place if necessary. USSS event participation cancelled due to travel issues in Europe	
Show Flow	4:00-4:30 p.m. 4:30-5:30 p.m. 5:30-6:15 p.m. 6:15-6:20 p.m. 6:20-6:30 p.m. 6:30-6:34 p.m. 6:34-6:35 p.m. 6:35-6:45 p.m. 6:45-6:50 p.m. 6:50-7:00 p.m. 7:30-8:00 p.m. 7:00-7:30 p.m. 7:30-8:30 p.m.	- TV media security screening - TV media set-up, print journalists security screening - Registration - Welcome address by Matthias Mitman - Remarks by Eric Rubin - Reveal of the $100 note banner/Photo-op - Unveiling video - $100 PPT –by David Ditz or Matthias Mitman - Protocol remarks by Alexey Evgenivich Paunichev - Protocol remarks by Evgeny Vasilievich Starikov - Q&A session - Reception/One-on-one interviews - Dismantling, escorting guests off Embassy compound
Other Activities	Select media will be invited to speak with Embassy and USSS officials on April 21 following the unveiling event (to be confirmed based on media interest). Preliminary interest from Banki i Kredit, Interfax, RBC Daily. Completed broadcast interview with Channel 1 TV, the largest media in the CIS. Received one question from Kommersant. Another set of questions have been received from Banknotes Around the World; responses pending	
Current Status	• Meetings: three conducted with the Embassy and Ministry of Internal Affairs; upcoming meeting with Central Bank • Invitations sent to media and stakeholder; follow-up being conducted • Estimated range/number of attendees expected at the event: o Media -95 o Stakeholders-18 • RSVPs: o Media -75 o Stakeholders-46 • $100 Note Reveal: o Two Embassy representatives will uncover the cloth from the banner	
Checklist	Photographer Video Recorder	Booked Booked

	Invitations	Distributed on April 13; follow-up conducted
	Unveiling DVD	Received
	Banner	Received
	Glossies	Received
	Unveiling PPT	Translated on April 15
	Interpreter	Hired; Audiovisual and synchronized translation equipment rented
	Press materials	Translated; Customized press release; Embassy to approve by 4/20

April 20, 2010

Market	**Kazakhstan**
Date	April 22, 2010
Time	10:30 a.m. Almaty Time / 12:30 a.m. US EDT
Venue	Hyatt Regency Hotel
Host/Speaker/Other Key Attendees	Host: Robert Laing, Interim Principal Officer of the Consulate General Speakers: • Tom Tanner, Information Officer, US Embassy • Frederick Wagner, USSS • Gaziz Bakhytzhanovich Shegenov, Head of Cash Management Department, National Bank of Kazakhstan Key Attendees: • Beiseitov Beibit Titobaevich, Chief Expert of the Banknotes and Coins Assessment Department, National Bank of Kazakhstan (2 additional contacts to be added, exact names and titles pending) • Vice Chairman of Alliance Bank • 3 Representatives of Kazkom Bank • President and VP of Independent Association of Entrepreneurs of Kazazkhstan • Exective Director of National Consumers League • Executive Director Eurobak USSS event participation cancelled due to travel issues in Europe. Tom Tanner and Robert Laing will give all remarks. Show flow to be finalized tomorrow.
	10:30-11:00 a.m. – Registration 11:00-11:10 a.m. – Welcome and introduction by Tom Tanner 11:10-11:20 a.m. – Remarks by Robert Laing 11:20-11:25 a.m. – Protocol remarks by Gaziz Bakhytzhanovich Shegenov 11:25-11:30 a.m. – Revealing of the $100 note via banner by Robert Laing and Gaziz Bakhytzhanovich Shegenov 11:30-11:40 a.m. – Unveiling video 11:40-11:45 a.m. – $100 PPT presented by Frederick Wagner 11:45-12:05 p.m. – Q&A session 12:00-1:00 p.m. – Luncheon/One-on-one interviews
Other Activities	Note - The event has been scaled down due to the absence of senior level participation from the Embassy (and because of that, likely central bank). Meeting today (4/19) at the Consulate to discuss and finalize reveal plan, remarks, etc. One-on-one interviews: Originally Robert Laing was the only one available to media; Frederick Wagner, USSS may now be available for interviews. *Astana* television will send Kaz and Rus reporter and camera; other television media to be confirmed. Initial interest expressed by targeted newspapers: *Kapital* Managing Editor interest confirmed; *Business i Vlast* journalist interested and will approach Editor once NBK rep determined; *Liter* interested tentatively; interest being confirmed by *Gazetta* on-line news magazine. Confirmed media: 3 have submitted questions to BEP/FRB officials: • Lichnie Dengi magazine • Kapital newspaper • Gazeta.kz online newspaper Media follow-up to be conducted starting on April 19

April 20, 2010

Current Status	• Meetings: conducted with Central Bank and Embassy • Invitations sent on April 16; conducting follow-up • Stakeholders: Central Bank to send invitations (on Embassy letterhead) to special contacts with accompanying letter; other stakeholder invitations sent out on April 15 • Estimated range/number of attendees expected at the event: o Media -30 o Stakeholders-30 • RSVP's o Media -22 o Stakeholders-10 (expect 46 stakeholders thanks to a letter that National Bank wrote to commercial banks encouraging attendance) • $100 Note Reveal: o Curtain drop and cover placard removal being considered; will be jointly done by Robert Laing and NBK official	
Checklist	Photographer	Booked
	Video Recorder	Booked
	Invitations	Distributed on April 16
	Unveiling DVD	Arrived at the Consulate in Almaty
	Banner	Arrived at the Consulate in Almaty
	Glossies	Arrived at the Consulate in Almaty
	Unveiling PPT	English received; Will use the Russian version
	PERK	Received access
	Press materials	Translated; slight customization to the press release; pending Embassy approval

Market	**Ukraine**
Date	April 21, 2010
Time	5:30 p.m. Kyiv Time / 10:30 a.m. US EDT **Note: Start time to be delayed by 15 minutes.**
Venue	Hyatt Regency Hotel The venue will be branded with a large backdrop banner with the USA and Ukrainian flags and 2 covered banners with the redesigned banknote
Host/Speaker/Other Key Attendees	Host: Ambassador Tefft Speakers: • Gerard Doret –Assistant Attaché, US Embassy Paris • Oleh Daschenko, Department Director for Cash Circulation; National Bank of Ukraine • Christopher Fitzgerald, Counselor for Public Affairs, US Embassy Key Attendees: • Anatoliy Shapovalov, First Deputy Chairman, National Bank of Ukraine • Serhiy Kruhlyk, Department Director for International Relations • Myroslav Grygorchuk, the Deputy Chief of the Division under The State Service Department on Economic Crimes (confirmed will participate as a guest) • David Ditz, USSS USSS event participation cancelled due to travel issues in Europe.
Show Flow	5:00-5:30 p.m. - Registration 5:30-5:40 p.m. - Welcome address by moderator Christopher Fitzgeraid 5:40-5:50 p.m. - Remarks by Ambassador Tefft 5:50-6:00 p.m. - Protocol remarks by Oleh Daschenko 6:00-6:01 p.m. - Revealing of the $100 note via banner 6:01-6:02 p.m. - Unveiling video 6:02-6:25 p.m. - $100 PPT – presented by Gerard Doret 6:25-6:45 p.m. - Q&A session 6:45-7:45 p.m. - Reception/One-on-one interviews
Other Activities	Interviews/commentaries will be organized for the Ambassador and Gerard Doret, US Embassy following the event. Awaiting the reconfirmation from the US Embassy, prime opportunity for broadcast. Planning to conduct interviews with the following publications: English language weekly newspaper "Kyiv Post", Business Daily "Delo" and internet Resource "Ekonomichna Pravda". We will be available to give more details (confirmation from the publications, lists of questions, etc) following the dissemination of press invitations No FRB/BEP interviews necessary Need for video conference TBD; offering spokespersons up for interviews
Current Status	• Follow-up meetings with Embassy and Central Bank being held this week • Media and stakeholders: distributed invitation on April 14; follow-up calls being conducted • Estimated range/number of attendees expected at the event: o Media -30 o Stakeholders-15-20 • RSVP's: o Media -10

	○ Stakeholders-12 • $100 Note Reveal: ○ Two roll-up banners will be standing from the left and right side of the speaker's table covered with white paper ○ Embassy suggested that the Ambassador be positioned on one side of the stage while Gerard Doret, US Embassy stand on the other side and will reveal the white paper from the banners. Following the revealing, the 1 minute Unveiling video will be shown • At event: Agreed with the Embassy that the following materials will be distributed among media and guests: (i) folders for press materials; (ii) press release; (iii) Fact Sheet on New Features; and (iv) Glossies of the Note	
Checklist	Photographer	Booked
	Video Recorder	Booked
	Invitations	Sent on April 14
	Unveiling DVD	Received
	Banner	Received; arranging for mounting
	Glossies	Received
	Unveiling PPT	Translated on April 15
	PERK	Received
	Press materials	Not customizing; will use as-is

April 20, 2010

Market	**Nigeria**	
Date	April 22, 2010	
Time	2:00 p.m. Nigeria Time / 9:00 a.m. US EDT	
Venue	US Embassy, Lagos Venue Logistics: The venue has been confirmed and other event logistics which include refreshment, PA system, backdrop, hall arrangement etc have been arranged	
Host/Speaker/Other Key Attendees	Host: Donna Blair, Consul General, Lagos Speakers: Peter Piness, Public Diplomacy Officer Note: Outreach to Special Assistant to the Deputy Governor of Operations in CBN; he has agreed to assist in getting either the Deputy Governor or a representative to attend the event	
Show Flow	3:00-3:20 p.m. 3:20-3:30 p.m. 3:30-3:40 p.m. 3:40-3:45 p.m. 3:45-3:50 p.m. 3:50-3:55 p.m. 3:55-4:00 p.m.	- Guests arrival and registration - Call to order and introduction by Peter Piness - Welcome remarks by Donna Blair - Unveiling video - Closing remarks by Peter Piness - Refreshment - Departure
Other Activities	As part of our activities, two Nigerian journalists from the two leading newspapers will be attending the domestic Unveiling event in the U.S. They are interested in arranging an interview with FRB and BEP representatives while at the event.	
Current Status	• Meetings: Two meetings were conducted with the Embassy; Embassy suggested not to customize the press release • Stakeholder and Media list: approved by Embassy; sent on April; conducted follow-up • RSVPs: Stakeholder 65; Media 15 • Estimated range/number of attendees expected at the event: 80 attendees • $100 Note Reveal: o No unveiling mechanism or presentation as earlier suggested; just the unveiling video	
Checklist	Photographer Video Recorder Invitations Unveiling DVD Banner Glossies Unveiling PPT Money Shreds PERK	To be booked To be booked Sent on April 15 Received Received; will be placed on easels Received Received Shipped To confirm receipt with Embassy

April 20, 2010

Market	**Kenya**
Date	April 22, 2010
Time	7:45 a.m. Kenya Time / 12:45 p.m. US EDT
Venue	Crowne Plaza
Host/Speaker/Other Key Attendees	Host: Lee Brudvig, Deputy Chief of Mission Speakers: • Central Bank representative • Ministry of Finance representative • Corporate Affairs Officer, US Embassy • The Chief Economist, US Embassy Note – CB officials don't feel comfortable actively speaking. But we will position them in the event as to provide an implicit "blessing" for the program by their presence and via photo-ops. There is a meeting with the Embassy today (4/19); Central Bank participation to be confirmed on 4/20. The challenge is that senior CBK officials will be traveling to Washington DC for an IMF meeting
Show Flow	7:45 – 8:00am – Arrival of guests and media registration 8:00 – 8:20am – Refreshments 8:20 – 8:25am – Welcome and opening remarks by John Haynes 8:25 – 8:25am – Remarks and unveil of the new note by Lee Brudvig 8:35 – 8:45am – Unveil of the $100 by Carrie Denver 8:45 – 8:50am – Security Features by Christopher Walton 8:51 – 8:53am – Unveiling video 8:54 – 9:00am – Global Public Education by Lee Brudvig 9:01 – 9:11am – Closing Remarks by John Haynes 9:12 – 9:27am – Q&A Session facilitated by Lee Brudvig
Other Activities	Media interviews with the Embassy and Central Bank officials for purposes of lending credibility. Economic and PAO Officers as Embassy Spokespersons. Interviews will not be on the same day as the event. <u>Print</u> • **Nation Daily:** ▪ Smart Company – Topic: Safeguarding stable currencies (US Embassy) • **Standard** ▪ Financial Standard – Topic: At the forefront of spearheading counterfeits (Central Bank) <u>Television</u> • **Nation Television** ▪ Citizens on Patrol – Topic: Footage on visitation at different money exchange centers to showcase the popularity of the US$. (We will have quotes from Embassy and Central Bank) • **Kenya Television Network** ▪ Business Weekly – Topic: Know your currencies (Central Bank) <u>Radio</u> • **Capital Fm** ▪ Topic: Role of US Embassy in the $100 program (US Embassy) • **Classic 105** ▪ Topic: The news look $100 note; still the same value as the old (US Embassy)
Current Status	• Follow-up meeting with Embassy on April 20th • Stakeholder list: sent out on April 16th; RSVP list to be reported on April 20th • Media list: pending Embassy review; to be sent out on April 20th • Estimated range/number of attendees expected at the event: 100 media and

	stakeholders • $100 Note Reveal: Pending based on discussions with Embassy	
Checklist	Photographer	Booked
	Video Recorder	Booked
	Invitations	Distributed to stakeholders on April 15th; media to be sent on April 20th
	Unveiling DVD	Received – DVD being tested
	Banner	Received
	Glossies	Received
	Unveiling PPT	TBC with Embassy on April 15
	Press materials	Press release to be customized; pending Embassy review
	PERK	Received access

April 20, 2010

Market	**Mexico** **Embassy decided to cancel the event. Will distribute press release to local media. Coordinating phone interviews with USG spokesperson in DC**	
Date	April 21, 2010	
Time	10:00 a.m. Mexico City Time /11:00 a.m. US EDT	
Venue	Benjamin Franklin Library, US Embassy	
Host/Speaker/Other Key Attendees	Still need to confirm final participants Notes: • U.S. Embassy has to determine who will represent them at this event. Status: waiting to hear. • USSS representative Ignacio Zamora proposed that representatives of PGR (Mexico's counterpart for the Federal Bureau of investigation) and Banco de Mexico (Central Bank) could be included in the event to increase media interest, and highlight a message of bilateral work. The U.S. Embassy will invite them directly to participate. Status: waiting to hear back	
Show Flow	10:00-10:30 am 10:30-10:35 am 10:35-10:40 am 10:40-10:45 am 10:45-11:00 am 11:00	- Media invitees arrival/registration - Opening remarks - Reveal and video - Presentation of the re-designed (spokesperson TBD) - Remarks by representatives of Banco de México and PGR - Close
Other Activities	Preliminary list of possible interviews (both in Spanish and English) presently being developed.	
Current Status	General • U.S. First Lady, Michele Obama, arrived this week to Mexico City for a two day visit. For the last week, the Embassy has been working 24/7 on this matter. • Due to the time constraints and the recent bilateral events that have been going on between Mexico and U.S., we are considering other options (soft launch maybe) instead of a big event. Will speak with Embassy on April 19th to decide. **Media Invitations:** • Will be done by the Embassy and B-M team – once there is agreement on the event.	
Checklist	Photographer Video Recorder Invitations Unveiling DVD Banner Glossies Unveiling PPT	To be booked Depends on the magnitude of the event Received; pending Embassy review Received Received Received Received

April 20, 2010

Market	**Ecuador**	
Date	April 21, 2010	
Time	11:30 a.m. Ecuador Time / 12:30 p.m. US EDT	
Venue	Auditorium, Central Bank	
Host/Speaker/Other Key Attendees	Host: Central Bank and US Embassy Speakers: • Christopher Landberg, Economic Advisor, US Embassy • Cristian Ruiz, Central Bank General Manager • Patricio Naranjo, Central Bank Corporate Image Director • Lorena Egas, Director of Monetary Species Central Bank	
	11:00-11:15 a.m. 11:15-11:18 a.m. 11:18-11:23 a.m. 11:23-11:28 a.m. 11:28-11:33 a.m. 11:33-11:36 a.m. 11:36-11:40 a.m. 11: 40-12:00 a.m.	- Registration - Welcome by Patricio Naranjo - Remarks by Cristian Ruiz - Remarks by Christopher Landberg - Reveal of the $100 note via roll-up banner by Christopher Landberg and Cristian Ruiz - $100 PPT – Christopher Landberg - Unveiling video - Q&A session
Other Activities	N/A	
Current Status	• Meetings: met on April 16th at US Embassy • Estimated range/number of attendees expected at the event: o Media-50 o Stakeholders-6 • $100 Note Reveal: o Image of $100 will be mounted on a hard surface, place on a backing or wooden structure and covered by a velvet cloth. US Economic Counselor and Central Bank General Manager will both drop the cloth for the picture opportunity for journalists.	
	Photographer Video Recorder Invitations Unveiling DVD Banner Glossies Unveiling PPT	Booked Booked Media/stakeholder invitations sent April 16th; VIP invitations to be sent by CB April 16th Received Received Received Received

April 20, 2010

Market	**Peru**	
Date	April 21, 2010	
Time	10:00 a.m. Peru Time / 11:00 a.m. US EDT	
Venue	Auditorium, U.S. Embassy	
Host/Speaker/Other Key Attendees	Host/Speaker: Gregory Phillips, Economic Counselor, US Embassy Key Attendees: • BCR: Marilyn Choy – Gerente Central de Operaciones • SBS: Felipe Tam – Superintendente de Banca, Seguros y AFPs • ASBANC: Oscar Rivera – Presidente and Enrique Arroyo –Gerente General • Citibank: Federico Elewaut – Gerente General • Banco de Crédito del Perú: Walter Bayly – Gerente General • BBVA Banco Continental: Eduardo Torres Llosa – Gerente General • Scotiabank: Carlos Gonzáles Taboada – Gerente General • Interbank: Carlos Rodríguez Pastor – Presidente Ejecutivo • Banco de la nación: Humberto Meneses – Presidente Ejecutivo	
	9:30-10:00 a.m. 10:00-10:10 a.m. 10:10-10:20 a.m. 10:20-10:21 a.m. 10:21-10:22 a.m. 10:22-10:35 a.m. 10:35-10:40 a.m. 10:40-11:00 a.m. 11:00-11:30 p.m.	- Press registration - Welcome address - Remarks by Gregory Phillips - Reveal of the $100 note via roll-up banner - Unveiling video - $100 PPT – presented by Gregory Phillips - Q&A session - Reception/One-on-one interviews - End of activity
Other Activities	Media confirmations: • Newspapers (El Comercio, La República, Ajá) • TV Channels (2,4, N, 9) • News agencies (Agencia Andina) • Radio (Radio San Borja)	
Current Status	• Meetings: Met on April 15th to finalize Unveiling details. Follow up meeting on April 20th • Expected Attendance: 20-30 media • Media and stakeholder lists: • RSVP's: media-9; stakeholder-TBD	
	Photographer Video Recorder Invitations Unveiling DVD Banner Glossies Unveiling PPT Press materials PERK	Booked Booked Embassy sent to media April 16th; sent to stakeholders April 19th Received Received; Mounted at the Embassy on April 19th Received Received To be customized with quote from Embassy official Received access; awaiting Spanish version of PERK

April 20, 2010

Market	**Panama**	
Date	April 21, 2010	
Time	11:00 a.m. Panama Time / 12:00 p.m. US EDT	
Venue	Marriott Hotel	
Host/Speaker/Other Key Attendees	Host: William Muntean, Economic Counselor, US Embassy Speakers: • Humberto Arcia, Operations and Systems Executive Manager, Banco Nacional de Panama • Fernando Arango, President of the Chamber of Commerce of Panama (TBD) • Anne Coleman-Honn, Public Affairs Officer, US Embassy	
	10:30-11:00 a.m. 11:00-11:05 a.m. 11:05-11:10 a.m. 11:10-11:15 a.m. 11:15-11:25 a.m. 11:25-11:35 a.m. 11:35-11:40 a.m. 11:40-12:00 a.m. 11:45-12:00 a.m. 12:00 a.m.	- Registration - Welcome and opening remarks by Anne Coleman-Honn - Remarks by William Muntean - Reveal of the $100 note via roll-up banner - Unveiling video - $100 PPT – presented by William Muntean - Protocol remarks by Humberto Arcia - Remarks by Fernando Arango - Q&A session - Closing
Other Activities	Media confirmations: 4 – Código 4 (TV) SERTV (TV), Revista Pauta (Magazine), Radio Panamá (Radio)	
Current Status	• Meetings: Holding a meeting Monday, April 19th for last-minute logistics • Media: "Save the Date" sent to journalists on April 14th. • Estimated range/number of attendees expected at the event: 51 o Media – 28 o Stakeholder – 23 • $100 Note Reveal: Pending based on discussions with Embassy	
	Photographer Video Recorder Invitations Unveiling DVD Banner Glossies Unveiling PPT	TBD TBD Sent April 16th by B-M (both media and stakeholder) Not received Not received Not received Not received

April 20, 2010

Market	**El Salvador**	
Date	April 21, 2010	
Time	9:00 a.m. El Salvador Time / 11:00 a.m. US EDT	
Venue	The Hotel	
Host/Speaker/Other Key Attendees	Host: Regina de Calero, Communication Department, US Embassy Speakers: Mitch Ferguson US Embassy Representative Key Attendees: Juan Hernandez, Financial Operation Manager, Central Bank	
	9:00-9:15 a.m. 9:15-9:20 a.m. 9:20-9:30 a.m. 9:30-9:31 a.m. 9:31-9:41 a.m. 9:41-10:00 a.m. 10:00-10:15 a.m. 10:15-11:00 a.m.	- Media and stakeholders registration - Welcome by host Regina de Calero - Remarks by Mitch Ferguson - Reveal of the $100 note via Roll-up banner - Unveiling video - $100 PPT – Mitch Ferguson - Q&A session - Reception/One-on-one interviews
Other Activities	Media Interviews with BEP/FRB officials after the conference, as requested	
Current Status	• Met with Embassy morning of April 16th. Agreed that Central Bank would be part of the table of honor but will not have a speaking role and will just answer questions from the media related to the note in El Salvador. • Expected attendance: 60 • Stakeholder confirmed attendance: 12 o César Roney Fuentes, Treasury Department • Reveal details: o The Note will be revealed by the US Embassy representative as well as the Central Bank representative by taking off a fabric covering	
	Photographer Video Recorder Invitations Unveiling DVD Banner Glossies Unveiling PPT	Booked Being booked Sent on April 12th Received Received Received Received

April 20, 2010

Market	**Uruguay**	
Date	April 21, 2010	
Time	12:30 p.m. Uruguay Time/11:30 a.m. US EDT	
Venue	World Trade Center Auditorium	
Host/Speaker/Other Key Attendees	Host: Ambassador Nelson Speakers: Central Bank (TBC President or Officer in Charge of Treasury)	
	11:30-11:45 am 11:45-11:50 am 11:50-12:00 am 12:00-12:05 pm 12:05-12:10 pm 12:10-12:20 pm 12:22-12:30 pm 12:30-1:30 pm	- Registration - Welcome address (Embassy TBD) - Remarks by Ambassador Nelson - Reveal of the $100 Note via roll-up banner - Unveiling video - Protocol remarks by Central Bank (specific person TBD) - Q&A session - Reception/One-on-one interviews
Other Activities	Media Interviews with BEP/FRB officials will be determined according to the needs of the media.	
Current Status	• Meetings were conducted with the Embassy and outreach to Central Bank; continued correspondence via e-mail • Expected audience: 65 (stakeholders and press) • Coordination of event logistics being arranged collaboratively with Embassy and Central Bank	
	Photographer Video Recorder Invitations Unveiling DVD Banner Glossies Unveiling PPT	Booked Booked Sent on April 15th Received Received Received Not received

Market	**Philippines**
Date	April 26, 2010
Time	9:30 a.m. Manila Time / 9:30 p.m. US EDT
Venue	Hotel Intercontinental Manila
Host/Speaker/Other Key Attendees	Host: Brian Doherty, Economic Counselor, US Embassy Speakers: • Rebecca Thompson, First Secretary and Press Attache, US Embassy • Armando Suratos, Central Bank Deputy Governor • Williams Chan, USSS Key Attendees: • Cabinet Secretaries – Finance, Tourism, Trade and Industry • Other government officials – Securities and Exchange Commission, Phil. National Police, National Bureau of Investigation • Industry groups – bankers, foreign exchange buyers, travel agents, chambers of commerce • Fe Barin, Chairman, Securities & Exchange Commission • Maria Paz Alberto, President, Philippine Travel Agencies Association Embassy Guests FOIA (b) (6)

Show Flow	9:30 – 9:59 AM	Arrival of Guests/Registration/Refreshments
	10:00 – 10:04 AM	Welcome Address by Rebecca Brown
	10:05 – 10:10 AM	Remarks by Brian Doherty
	10:11 – 10:15 AM	Reveal of the $100 note via curtain drop
	10:16 – 10:20 AM	Unveiling video
	10:21 – 10:35 AM	Discussion of Security Features by William Chan
	10:36 – 10:41 AM	Remarks by Armando Suratos
	10:42 – 11:00 AM	Q&A Session (Rebecca Thompson to facilitate)
	11:01 AM	End/Distribution of media tokens
Other Activities	One-on-one interviews with local spokespersons after event, as requested by media. Email/Phone interviews with FRB/BEP officials, after April 26 unveiling in Manila, to be arranged, as requested by media.	

Current Status	• Media and stakeholder list: invitations distributed April 13; conducted follow-up
	• Guest list: Estimated range/number of attendees expected at the event: 80 – 100 total
	  ○ Media – 20-30
	  ○ Stakeholders – 40
	  ○ Embassy Guests – 30
	• RSVP's:
	  ○ Media – 4
	  ○ Stakeholder – 5
	• Reveal details:
	  ○ Curtain drop	

Checklist	Photographer	Booked
	Video Recorder	Booked

	Invitations	Sent on April 13
	Unveiling DVD	Received
	Banner	Received; coordinating mounting
	Glossies	Received; requested additional glossies after April 21
	Unveiling PPT	Request to distribute this to the media
	B-Roll	Requested access to the Newsmarket
	Money Shreds	Received

Non-Event Markets

Markets	Met with the Embassy	Embassy POC	Notes / Action
Colombia	3/31/2010	Marcia A. Anglarill, Public Affairs POC R. Chris Davy, Economic POC	Media that will be attending the DC event: Sergio Soto, El Tiempo Newspaper, Maria Luisa Rosel, W Radio and Juan Carlos Iragorri, RCN Radio
Vietnam	3/12/2010	Mr. David Moyer Assistant Public Affairs Officer Mr. Adam Ross Economic Officer	The Embassy agreed on the general Unveiling plan and necessary information and logistics. They will lend support as necessary.
Canada	3/29/2010	Ms. Stacy White, Public Affairs Information Officer Mr. Frank Ostrander, Economic Counselor	The Embassy agreed on the general Unveiling plan and necessary information and logistics. They will lend support as necessary. Embassy suggested that the stakeholders list and the media list for the $100 program unveiling should both cover key constituencies in the Chinese and South Asian communities; Embassy inquired about a translated release in Chinese. Embassy has facilitated an introduction with the Central Bank. The contact at Bank of Canada is Jeff Abbott, Assistant Director, Banknote Communications, 613-782-7030. Outreach to Central Bank will occur next week.
Hong Kong	n/a	Mr. Matthew S. Dolbow, Information Officer, Public Affairs Section Mr. Jose L. Sandoval, Economic Officer, Economic/Political Section	Outreach began during the week of 3/9/2010. Connected over e-mail with Jose on 4/7/2010; in-person meeting in progress of being scheduled.
Japan	3/15/2010	Ms. Lori Shoemaker, Assistant Information Officer Mr. Audu Besmer, Economic Officer, Deputy Financial Attaché	Overall, the meeting with the Embassy officials was very productive and they remain supportive of the U.S. currency education program.
Singapore	3/15/2010	Mr. Aruna Amirthanayagam, Public Affairs Officer Aruna@state.gov Mr. Seth Bleiweis, Treasury Attaché BleiweisSH@state.gov	Generally, the POCs agreed with the plan and to distributing the English press release and potential follow-up stories. Seth Bleiweis is expected to be out of the office on a business trip and has alerted the Fed that his colleague, Leslie Tang, Economic/Financial Specialist, will brief them on the details when information is available after April 21.
South Korea	n/a	Mr. Aaron Tarver, Information Officer Mr. Michael F Kleine, Deputy Economic Counselor	Outreach began during the week of 3/9/2010. No response from POC, B-M to continue outreach.
Turkey	n/a	Mr. David Avery, Public Affairs Officer Ms. Courtney Turner,	Outreach to Embassy occurred on 3/9/2010 and 3/15/2010, no response. Outreach consisted of phone calls and e-mails. B-M to continue outreach.

		Finance Officer	

Embassy POC Contacts

Country	Pr.	First	Last	Title
Angola	Ms.	LaDonna S.	Sales	Economic/Commercial Officer
Angola	Mr.	Gabriel	Hons-Oliver	Public Affairs Section
Angola	Mr.	Will	Noone	Assistant Regional Security Advisor
Azerbaijan	Mr.	Selim	Ariturk	Political/Economic Officer
Azerbaijan	Mr.	Brent	Maier	PD Officer
Azerbaijan	Ms.	Olga	Romanova	Politcal/Economic Officer
Azerbaijan	Mr.	Keith	Bean	PD Officer
Canada	Ms.	Stacy	White	Public Affairs Information Officer
Canada	Mr.	Frank	Ostrander	Economic Counselor
Colombia	Ms.	Marcia A.	Anglarill	Public Affairs Officer
Colombia	Mr.	R. Chris	Davy	Economic Officer
Ecuador	Mr.	Christopher	Landberg	Economic Counselor
Ecuador	Ms.	Megan	Tetrick	Public Diplomacy Officer
El Salvador	Ms.	Martha	Estell	Public Affairs Counselor
El Salvador	Mr.	Brian	Salverson	Economic Officer
Hong Kong	Mr.	Matthew S.	Dolbow	Information Officer, Public Affairs Section
Hong Kong	Mr.	Jose L.	Sandoval	Economic Officer, Economic/Political Section
Japan	Ms.	Lori	Shoemaker	Assistant Information Officer
Japan	Mr.	Audu	Besmer	Economic Officer, Deputy Financial Attaché
Kazakhstan	Mr.	Kevin	Covert	Acting Political/Economic Chief
Kazakhstan	Mr.	Jeff	Sexton	Public Affairs Section Chief
Kenya	Mr.	John	Haynes	Public Affairs Counselor
Kenya	Mr.	Christopher	Walton	Economics Officer
Mexico	Mr.	Claude	Young	Press Attaché
Nigeria	Ms.	Sarah	Falzone	Economic Associate
Nigeria	Mr.	Peter	Piness	Public Affairs Officer
Panama	Ms.	Anne	Coleman-Honn	Public Affairs Officer
Panama	Mr.	William	Muntean	Economics Officer
Panama	Ms.	Heather	Coble	Economics Officer
Peru	Mr.	James	Fennell	Information Officer
Peru	Mr.	Gregory	Phillips	Economic Counselor
Philippines	Ms.	Rebecca	Thompson	Press Attaché
Philippines	Ms.	Jenifer	Neidhart	Economic Officer
Republic of Korea	Mr.	Aaron	Tarver	Information Officer
Republic of Korea	Mr.	Michael F	Kleine	Deputy Economic Counselor
Russia	Mr.	Michael	Carver	Financial Economist
Russia	Mr.	Jonathan	Korach	Assistant Information Officer
Singapore	Mr.	Aruna	Amirthanayagam	Public Affairs Officer
Singapore	Mr.	Seth	Bleiweis	Treasury Attaché
Turkey	Mr.	David	Avery	Public Affairs Officer
Turkey	Ms.	Courtney	Turner	Finance Officer
Turkey	Ms.	Cheryl	Fernandes	
Ukraine	Ms.	Nancy B.	Pettit	Information Officer
Ukraine	Mr.	Eric S.	Salzman	Economics Officer
Uruguay	Ms.	Teresa	Ball	APAO Assistant
Uruguay	Mr.	Marcelo	Paglia	Economic Specialist
Vietnam	Mr.	David	Moyer	Assistant Public Affairs Officer
Vietnam	Mr.	Adam	Ross	Economic Officer

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