U.S. Department of Justice
Washington, DC 20530

Exhibit A
To Registration Statement 93
Under the Foreign Agents Registration Act of 1938, as amended

OMB No. 1105-0003

Privacy Act Statement. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, dissemination report, copy of political propaganda or other document or information filed with the Attorney General under this act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, D.C. One copy is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of such documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. Finally, the Attorney Genreral transmits an annual report to the Congress on the Administration of the Act which lists the names of all agents and the nature, sources and content of the political propaganda disseminated or distributed by them. This report is available to the public.

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

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

3. Name and address of ~~registrant~~ FOR BRIN SWEDISH TRAVEL & TOURISM COUNCIL 655-3 AVE NY NY 10017

2. Registration No. 4777

1. Name of ~~foreign principal~~ REGISTRANT DEVELOPMENT COUNSELLORS INTL. 220 FIFTH AVENUE, 3rd FL. NEW YORK, NY 10001

4. Principal address of foreign principal 655-3 AVE NY NY 10017

RECEIVED
DEPT. OF JUSTICE
CRIMINAL DIVISION
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INTERNAL SECURITY
SECTION
REGISTRATION UNIT

5. Indicate whether your foreign principal is one of the following type:

☐ Foreign government

☐ Foreign political party

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

☐ Partnership ☐ Committee

☒ Corporation ☐ Voluntary group

☐ Association ☐ Other (specify) _____

☐ Individual—State his nationality _____

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

a) Branch or agency represented by the registrant. NOT APPLICABLE

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

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

a) Principal address NOT APPLICABLE

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

c) Principal aim

Formerly OBD-67

FORM CRM-157
SEP.88

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

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

Promoting tourism in Sweden through NEXT STOP SWEDEN Program.

b) Is this foreign principal

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

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

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

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

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

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

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

Tourism Council receives 75% of its financing from the Swedish govt.

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

Its [redacted]. SHAREHOLDERS.

Date of Exhibit A	Name and Title	Signature
12/14/93	Kay Presar, Controller	12/14/93

U.S. Department of Justice
Washington, DC 20530

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

OMB No. 1105-0007
Approval Expires Nov. 30, 1993

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

Privacy Act Statement. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, dissemination report, copy of political propaganda or other document or information filed with the Attorney General under this act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, D.C. One copy is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of such documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. Finally, the Attorney Genreral transmits an annual report to the Congress on the Administration of the Act which lists the names of all agents and the nature, sources and content of the political propaganda disseminated or distributed by them. This report is available to the public.

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

Name of Registrant	Name of Foreign Principal
#4777 DEVELOPMENT COUNSELLORS INTL. 220 FIFTH AVENUE, 3rd FL. NEW YORK, NY 10001	SWEDISH TRAVEL TOURISM COUNCIL

Check Appropriate Boxes:

1. [X] The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach three copies of the contract to this exhibit.

2. [ ] There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach three copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.

3. [ ] The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.

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

To promote Americantravelin Sweden.

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

Implement a surveyof traveleditors and writers; developing database

Organizing presstrips; promoting TVcoverage; hold press brifings; place articles promoting tourism in Sweden; create monthly newslett

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

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

Date of Exhibit B	Name and Title	Signature
1/24/94	KAY PRESSAR Kay CONTROLLER	Kay Pressar

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

*U.S. GPO: 1992-312-332/61638

A PUBLIC RELATIONS STRATEGY TO GUARANTEE

MORE AMERICAN TRAVELERS SAY:

NEXT STOP SWEDEN!

* * * * *

Proposal and Letter of Agreement

Presented To: Torborg Fagerlund, Press Officer and
Inger Holmstrom-Lindgren, Director of Information

Presented By: Andy Levine, President and
Peggy Bendel, Senior Vice President

September 30, 1993

1. THE CHALLENGE:

Let's start with the obvious... Despite its beauty, warm and friendly people and fascinating diversity of attractions for visitors, over the past few years, Sweden has been largely overlooked as a travel destination for U.S. visitors and it clearly shows in a decreasing number of overnight stays. It is the primary objective of the newly-formed "Next Stop Sweden" to reverse this trend by:

-Increasing the number of overnight stays by Americans from the current 280,000 to 320,000 in 1994 and 340,000 in 1995.

-Reaching an overall increase in overnight stays of 28%.

-Achieving a solid position for Sweden within the Scandinavian countries, which are often grouped as a European destination.

-Positioning NEXT STOP SWEDEN as a "Key Player" to all of the various travel outlets.

To achieve these goals, we are going to have to answer a question that anyone who is about to make a purchasing decision will ask: what makes you different... WHY SWEDEN? A couple of key distinctions are highlighted below:

•**Sweden is one of the most beautiful countries in the world**, with unspoiled countryside, 100,000 lakes that are clean and clear, and **people who will make you feel at home.**

•**Sweden is one of the safest countries in the world**, a major concern of today's travelers.

•**"Surprising Sweden" is a wealth of largely untold stories**: full of surprises that are highly marketable to the consumer and trade press;

•**Sweden has a sound and well-developed infrastructure;**

•**Sweden is more affordable today than it has been in many years:**, visitors can take advantage of the 30% increase in the value of the dollar against the Swedish kroner.

• Everyone speaks English!

The challenge for NEXT STOP SWEDEN is clear:

- To effectively "sell" Sweden through press contact and cooperation with agents, specifically reaching out to the individual traveler.

- To introduce and maintain a strong position for NEXT STOP SWEDEN in the travel industry.

Most of all, speed is essential to immediately capitalize on the current "windows of opportunity." Hence, as proposed in our September 18th meeting with you, we have designed this program to operate in two distinct phases:

- Phase I...a three-month "introduction" phase designed to produce the necessary research, to introduce NEXT STOP SWEDEN and to generate initial print results. (As currently outlined, Phase I will run from October - December 1993);

- Phase II...a six-month "implementation" stage in which the most productive activities will be extended and intensified to produce the maximum cost-effect through positive print and broadcast results which will ultimately translate into greater numbers of North American visitors. (January - June 1994).

One final point before we move on to the actual program components. DCI's prior experience with Sweden & Scandinavia and our background in helping the Australian Tourist Commission achieve their similarly ambitious goals for tourism growth is especially relevant here: the two have much in common, including comparable objectives and similar disadvantages in being relatively unknown long-haul destinations.

Speaking for all of us at DCI, we are eager to accept this challenge, and confident that we can succeed. You need action, and NOW! Here's how we plan - in partnership with you - to accomplish the task at hand:

II. THE PROGRAM & THE PROJECTS: "NEXT STOP SWEDEN"

During our 33 years in tourism and economic development marketing, DCI has come to believe not in vague "image projections" but in specific projects with measurable objectives, within the context of an overall marketing/public relations program.

Here are seven key elements within such a program for 1993/94 that we believe will be especially effective for Sweden. They are based upon our brief but intensive study of your marketing goals as well as the need to move quickly and take full advantage of the "windows of opportunity" that have recently opened:

A. Preliminary Media Audit

As clearly exhibited during our meeting with you, all marketing activities for NEXT STOP SWEDEN should be based upon continuous research and evaluation. In our assessment, an excellent starting point would be with a survey of key travel editors and writers to evaluate their current level of knowledge and interest in Sweden.

In addition, an initial survey would provide significant details of their interest in press trips, special interests, need for materials and more. Repeated at the conclusion of Phase II, it could also help measure the "press penetration" we've been able to achieve.

OBJECTIVE: Design and execution of a 10-15 question survey for distribution to 500+ travel journalists. Responses jointly analyzed by DCI and NEXT STOP SWEDEN staff.

B. Survey of Existing North American Marketing Efforts for Sweden

This is an essential early step. We want to establish NEXT STOP SWEDEN as the new "Key Player", quickly canvassing the inbound operators, tour wholesalers, Swedish hotel chain representatives, international airlines and other potential marketing partners to:

- Determine what marketing programs are already in place;
- Evaluate those which we can "piggy back" on and "co-venture" with;
- Introduce NEXT STOP SWEDEN; the new Regional Director; Torborg Fagerlund, Press Officer; and DCI as primary contacts for tourism to Sweden.

The aim will be to clearly establish NEXT STOP SWEDEN as the central player in marketing Sweden within the United States.

OBJECTIVE: Development of a complete database of potential North American Marketing Partners; DCI to assist as appropriate in meetings with 3-5 key entities to explore cooperative ventures.

C. Press Trips: The Heart of the Program

There's no substitute for actually seeing what many people have described as the most beautiful country in the world, so the core public relations activity will be a **strong, carefully-targeted program of journalist visits**, both group and individual.

Our **print media target groups** would include:

Newspaper travel sections (concentrating on East Coast - primarily the NY Metro area, Florida and Washington; the West Coast - concentrating on Arizona, Oregon and of course, California; Texas, rapidly becoming a market itself; and the Midwest, including Illinois, Michigan and Minnesota among others)
Consumer travel magazines, such as CONDE NAST TRAVELER, TRAVEL/HOLIDAY, ENDLESS VACATIONS, etc.
Syndicated wire and broadcast services (AP, Copley and others)
Ethnic media (Nordstjernan-Svea, etc.)
Women's magazines (REDBOOK, McCALLS, MIRABELLA and more)
Mature market media (e.g. MODERN MATURITY, BEST YEARS)
Regional outlets (such as WASHINGTONIAN, MIDWEST LIVING)
Events columns (major newspapers, inflights)
Travel trade (all)
Business travel publications/columnists (all)
Inflights of key airlines (Delta, American, Continental, etc.)

Our **special interest targets** would include:

Environment/~~ecotourism~~ (NATURAL HISTORY, etc.)
Sailing/boating (All)
Fishing
Skiing (All)
Tennis/golf (All)
Family/child oriented (Traveling with your Children, etc.)

-more-

Camping/outdoor activities (OUTSIDE, BACKPACKER and others)
Health/fitness (WOMEN'S SPORTS & FITNESS, etc.)
Wine & food (GOURMET, BON APPETIT, FOOD & WINE and more)
Architecture and design (such as ARCHITECTURAL DIGEST)
Culture/museums/history

"Vigilant Vikings" Club: One important outgrowth of these media visits to Sweden will be the opportunity to gather the group together for informal update meetings on a regular basis as we've done very effectively for "The Journos," a club we structured for the Australian Tourist Commission. There are two major benefits in this: the camaraderie that results as they compare their experiences traveling in Sweden, and the potential for producing additional stories without the expense of an additional trip.

We've enclosed a copy of the light-hearted certificate we designed which was presented or mailed to each journalist upon their return; we'd plan to design an equally appropriate one for Sweden.

OBJECTIVE: Bring three groups of 7-10 print media to Sweden in 1994; Arrange 25-30 individual journalist visits during this period; Hold a charter meeting of the "Vigilant Vikings" in New York.

D. Broadcast Media Thrust

The visual impact of television is a powerful one: your existing videos and raw footage will be a help in reaching this market segment, but of even more benefit will be visits to Sweden by local, regional, network and cable crews whose programming will bring the added strength of third-party credibility.

Among the broadcast outlets we will target are:

•Network morning shows GOOD MORNING AMERICA has been to Sweden, and has also featured the Santa Lucia ceremony which might be re-instituted; that would be a great way to kick off this campaign with national exposure. Another possibility is the Midsummer's Eve celebrations, which could be featured as well.

•Syndicated travel, and outdoor/adventure programs, such as News Travel Network's "Weekend Travel Update," and others

- **Cable programming** on the DISCOVERY, Weather/Travel, CNN, Lifetime and other appropriate channels

- **Key local and regional stations** (i.e. New York, Chicago, Miami, Washington, Toronto, Midwest, California)

DCI has a strong record of success in working with the broadcast media and have made this a key element in our work for the Australian Tourist Commission, South Africa and the United States Virgin Islands, among others, and we are confident that Sweden is an exciting and unknown story to many of these outlets.

OBJECTIVE: Arrange/conduct 3-5 visits by television crews from key local/regional/cable markets; Approach selected major national outlets for a trip during 1994.

E. Press Briefings

A key element in our program for The Swedish Travel & Tourism Council is clearly positioning NEXT STOP SWEDEN as the lead organization among the various entities marketing Sweden in the North American market.

One of the best methods of accomplishing this is through arranging a series of **one-on-one trade (and selected consumer) media briefings** for the Regional Director, as the North American spokesperson for Next Stop Sweden. In appropriate markets, such meetings would also be arranged with travel editors of major newspapers.

A New York luncheon would be held for key media and freelancers featuring unspoiled Sweden, rich in culture, history and unrestricted countryside.

OBJECTIVE: Arrange 4-6 individual press briefings for the new Regional Director as early as possible after his/her appointment, supplemented by a luncheon for key media and freelancers in New York.

F. Basic Editorial Placement

A well-orchestrated program of frequent, brief, inquiry- getting press releases scheduled to cover significant activities (Midsummer Celebration, Santa Lucia, heritage and history) and special interests (sailing, skiing, fishing, theater and music, historic sites and museums) and scheduled for release at appropriate times of the year would be DCI's first basic order of business.

These releases would be supplemented by occasional longer backgrounders and fact sheets on such topics as "Ecotourism in Sweden."

Using the inquiry-getting technique provides the bonus of evaluation by geographic origin and areas of interest as well as helping build a qualified mailing list.

> **OBJECTIVE: Generate an estimated 24-28 releases and backgrounders written and distributed during the year (i.e., 2 per month - one consumer and one trade publication) and quarterly longer backgrounders. In all appropriate cases DCI would in-build reference to the current NEXT STOP SWEDEN marketing theme, as well as soliciting inquiries for further information.**

G. Fax Newsletter Pilot Program

We would like to recommend an idea that is both fast and economical: a short, fact-filled fax newsletter directed to individual travel agents. Because agents will use it as a sales tool, not only will they read it, but they will anticipate its arrival each month!

The Fax Newsletter Pilot Program will be tested with 2,500 of the "Star Agents", with a telemarketing follow-up program. This newsletter could also be supplemented by an annual four-color update newsletter.

> **OBJECTIVE: Create a monthly fax newsletter that will be used by agents and other travel professionals to keep them up to date and in touch with NEXT STOP SWEDEN.**

A summary of proposed activities with Phase I and Phase II targets is outlined on the following pages:

NEXT STOP SWEDEN:

RECOMMENDED PHASE I/PHASE II PROJECT TARGETS

Project Area	Phase I Activities (October - December 1993)	Phase II Activities (January-June 1994)
Media Audit	Complete editor/writer survey; Responses analyzed by DCI and NSS	Prepare 2nd Follow-up Survey to measure editorial penetration.
Survey of Existing North American Marketing Efforts	Database of potential marketing partners developed; Conduct meetings with 3-5 key partners	Joint marketing ventures developed and executed with key industry partners; Continually update database
Press Trips	Conduct initial press trip of 7-10 writers/ editors; Begin coordination of individual media visits; Post-visit follow-up program in place	Conduct one additional press trip of 7-10 writer/editors; Continue 8-10 individual media visits; Continue follow-up program; Hold Charter Meeting of the "Vigilant Vikings"
Broadcast Media Thrust	Initial targeting and approach selected national/regional local TV outlets	Complete 1-2 visits by regional/local TV crews; Approach by a selected national program for 1994 visit

RECOMMENDED PHASE I/PHASE II PROJECT TARGETS
(Continued)

Project Area	Phase I Activities (October-December 1993)	Phase II Activities (January-June 1994)
Press Briefings	Conduct 2-4 one-on-one briefings with key trade and consumer; media; Plan luncheon for freelancers and select media	Complete additional 2-4 media briefings; schedule regular updates as appropriate; Analyze results; Hold NY luncheon
Basic Editorial Placement	Write and distribute 8-10 press releases, targeted to key media; Initiate targeted telephone follow-up program	Write and distribute additional 14-18 trade and consumer releases and backgrounders; Continue telephone follow-up
Fax Newsletter Pilot Program	Produce a fact filled fax newsletter to go out to "Star Agents". After several months, telephone survey to determine interest.	Continue with monthly fax newsletter. (as merited by telephone survey response).

III. OPTIONAL PROJECT ELEMENTS

There are several options that would enhance the current plan, and could easily be added to the agenda if monies for supplemental projects become available.

A. Redesign/Production of "Surprising Sweden" Quarterly Newsletter

We've reviewed your current newsletter and concur that a redesign is in order.

With the assistance of our affiliated advertising/graphics firm, Spring-O'Brien, we will be available for direct development of a new look for "Surprising Sweden" quarterly newsletter, developing this into an information-based publication that will capture the attention of your Star Agents and others.

Based upon our initial discussions, we have outlined cost estimates for the production of three newsletters and provided these as an option within the proposed budget on Page 17.

B. Combined Meetings/Incentive Press and Planners Trip

Again, there's no substitute for seeing the product: and we are especially convinced of the importance of this in respect to group travel to Sweden, where a conference, incentive or meeting planner is responsible for the satisfaction of tens, hundreds and sometimes thousands of attendees. Therefore, a key program element would be a **"Discover Sweden Meetings/Incentive Press & Planners Trip."**

Story ideas will be developed in advance for each publication/journalist, in order to maximize the exposure Sweden receives. We will also develop a specialized press kit for meetings media, including key fact sheets for this specialized market, explaining in their own terms the unique benefits of Sweden as a leading destination for the meetings, conventions and incentive industries.

> **OBJECTIVE: Conduct a 4-to-6-person meetings/incentive media group trip, ideally during the end of Phase I (the earlier the better, since group travel plans require a much longer lead time than individual travel).**

C. Model Direct Mail Program

In our extensive experience of tourism and economic development marketing, we've found Direct mail to be enormously successful, especially when you are able to identify an audience that has already established an interest in your "product."

Several possibilities come to mind:

•**An innovative direct mail series to specific targets among the annual "inquiries"** handled by the Swedish Travel and Tourism Council North American Offices... this might be broken down by geographic region (focusing on the 6 primary markets in the United States) or by other data captured from the initial inquiry.

•**A special campaign targeting individuals who have already visited Sweden**...these people know the product and, if properly motivated, might be encouraged to make a return visit in the year ahead. The assistance of the Swedish Travel and Tourism Council's marketing partners in providing visitor data would support this kind of a direct marketing approach.

.**A mailing to people of Swedish heritage**: there are several Swedish newspapers around the U.S. a combined list of their subscribers would target NEXT STOP SWEDEN'S goals of attracting the "Ethnic" group.

.**A mailing to the "Star Agents"**

Although much more costly, the possibility of a marketing approach that might combine direct mail and telemarketing to particularly productive populations might also be explored.

OBJECTIVE: Design/mailing of one model direct mail package to test pool of 2,500 individuals within key primary market (probably New York). Results analyzed by DCI and roll-out potential explored within other regions.

IV. RESULTS: SOME INDICATORS OF COST-EFFECTIVENESS

The bottom line is important to you. We consider ourselves part of the sales team for all our clients, and we like being measured by tangible, quantitative results. Here are some measurement techniques we suggest for our work with Sweden:

1. Quantitative goals noted in each program area for both Phases I/II: this helps both of us exercise a clear sense of priority;

2. Number of inquiries: from groups and individuals as well as the travel trade generated by media exposure we have produced. For the United States Virgin Islands, careful tracking of all 800-number inquiries indicated that 34% of all inquires originated from DCI print and broadcast placements;

3. Advertising equivalency: this is a familiar device and a good one to assess the equivalency and impact of the editorial placements produced. Our aim would be to out-pace such equivalency by at least 50%, thereby producing an estimated advertising impact of greater than 250% (conservative multiplier effect of "5" utilized by DCI; research conducted by David Ogilvy of Ogilvy & Mather uses a higher multiplier of "7");

4. Press audit at both the beginning of the program and the conclusion of the first year of our work with you to measure the editorial penetration we've been able to achieve;

5. Increased number of visitors from the United States to Sweden is the ultimate test of our success!

V. WHY DCI?: THE RIGHT EXPERIENCE AND THE RIGHT TEAM

We hope at this point you've gathered we not only want to work with and for you but we believe we have both the expertise and enthusiasm to make this program work. In particular, the following points are particularly germane:

- **DCI is the only firm in the world to specialize exclusively in tourism and economic development marketing;**

- Since our establishment in 1960, we have worked with over 30 destination areas. Certain clients would appear especially relevant in terms of analogous experience. Important here are the Australian Tourism Commission, the United States Virgin Islands, New York State's "I Love New York" Campaign, and the Mexican Ministry of Tourism, **as well as both the Swedish Tourist Board and the Scandinavian Tourist Boards;**

- The DCI Account Team has the **media contacts Sweden needs in the travel trade, the consumer media, and key broadcast outlets;**

- DCI has special capability within in the **meetings, conferences and conventions sector, a critical growth area for Sweden;**

- Perhaps most of all, DCI has a **top flight professional team that is already in-place, knows how to work together, and is ready to "hit the ground running" for NEXT STOP SWEDEN.**

We know the product, we know the media, there's no "learning curve" which would delay our being up to speed and ready to go. Which leads directly into the critical questions: "Who will do the work?" and "Who would be our contact?" Here, briefly is a summary word on the key members of the DCI/Next Stop Sweden Service Team:

Peggy Bendel, DCI Senior Vice President of Travel Marketing; Sweden Account Supervisor

Ms. Bendel was a principal in the seminal "I Love New York" program and has directed DCI's travel marketing and public relations accounts during the past eight years, including the Australian Tourist Commission, U.S. Virgin Islands, Palm Beach County Convention & Visitors Bureau, Newport County Convention & Visitors Bureau, Pullman-Sofitel Hotels International, St. Petersburg/Clearwater Convention & Visitors Bureau, and the Swedish Tourist Board to name a few.

Peggy has also sub-specialized successfully in major television placement, and the one week placements for Australia (NBC Today Show) and for the U.S. Virgin Islands (Good Morning America) were handled by her from start to finish, in one of these two cases, over a period of more than two years.

Ecotourism and wildlife (flora and fauna) are particular interests of Peggy's; she has lectured on ecotourism marketing at NYU and has worked with many of the relevant media in promoting both Australia and the United States Virgin Islands. During her work with Sweden, Peggy visited the country and has convinced us all of its beauty and value.

Peggy would be NEXT STOP SWEDEN's primary contact and would communicate with key members of your organization on a day-to-day basis.

Andrew Levine, DCI President and Direct Response Specialist

Over the past decade, Mr. Levine has designed and successfully executed direct marketing programs for a broad range of organizations. Previous to joining DCI, he spend eight years as a senior officer of two, direct response firms. Specific assignments at DCI have included results-oriented projects for the United States Virgin Islands; Memphis, Tennessee; the University of Montreal; and Phoenix, Arizona. He also has solid expertise in working directly with the U.S. and Canadian Business Media.

Andy's role for Sweden will be two-fold: 1) to assist in specific projects that would utilize his unique expertise; 2) Serve as the DCI Principal with primary responsibility for making sure the job gets done.

Wendy Meyer, Account Executive

Wendy brings an innovative understanding of the possibilities for promotion in today's marketplace. She promoted and assisted in developing local marketing and communications programs and special events for Home Box Office. Her responsibilities at DCI include media contact, organization and execution of press trips, and special events. As our database specialist, she develops custom-targeted media lists for use in direct mailings, and distributing media releases.

Peggy, Andy, and Wendy would be backed upon by a number of DCI support people in such specialties as writing, research, editorial placement, graphics, and traffic. We're ready for you as we hope you are for us.

-more-

VI. THE BUDGET

As previously noted, this is a "hit the ground running" type of program.

Consequently, Phase I is a particularly labor-intensive stage of operation in terms of DCI staff time. Thus, we have projected Phase I professional fees of $6,500 per month during this critical three-month start-up period.

In Phase II, while we would expect the level of tangible results and placements to escalate, the level of work would decrease somewhat based upon the setting of a firm program foundation in the Phase I period. Hence, DCI time costs during Phase II would decrease significantly to $5,500 per month.

While it is our understanding that the Swedish Travel & Tourism Council's intention is to work with DCI throughout the concurrent phases outlined above, your organization will have the right to cancel this agreement at the conclusion of Phase I if you have found the working relationship to be unsatisfactory. Beyond this period, either party may terminate this agreement with 30 days advance written notice.

We have estimated expense projections for costs of accommodations and travel associated with DCI-run press trips or expenses associated with media luncheons/receptions based upon discussions with Ms. Fagerlund.

Fees are billed each month in advance; expenses for each month are billed as incurred with proper documentation.

A proposed budget is provided on the following page:

NEXT STOP SWEDEN:

PRELIMINARY PHASE I/II BUDGET ESTIMATES

		Phase I (Oct-Dec '93)	Phase II (Jan-Jun '94)
A.	**Professional Fees**		
--	DCI Professional Fees (Phase I: $6,500/month x 3 months; Phase II: $5,500/month x 6 months)	$ 19,500	$ 33,000
B.	**Program Expenses**		
--	Release Distribution ($650/month x 9 months; postage excluded)	$ 1,950	$ 3,900
--	Telephone/Fax ($250/month x 9 months)	$ 750	$ 1,500
--	Federal Express & Messenger ($150/month x 9 months)	$ 450	$ 900
--	Press Clipping Service ($300/month x 9 months)	$ 900	$ 1,800
--	New York Media Luncheon (30 guests)	$ ---	$ 3,500
--	DCI Staff Travel to Sweden (3 Visits at $875/visit; assuming complimentary airfare and discounted lodging)	$ 875	$ 1,750
--	DCI Staff Travel within North America ($500/month x 9 months)	$ 3,000	$ 3,000
	Expenses Subtotal	$ 7,925	$16,350

-more-

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	Phase I (Oct-Dec '93)	Phase II (Jan-Jun '94)
C. Journalist Travel Expenses		
-- Press Trip/Individual Visit Expenses (60 Media Visits x $125/day in Sweden x x Average Stay of 5 days)	$12,500	$25,000
PROGRAM TOTAL	$39,925	$74,350
COMBINED PHASE I/PHASE II TOTAL		$114,275
Option: Newsletter Design, Generation and Production		
-- Complete Redesign/Production of quarterly two-color "Surprising Sweden" Newsletter; Print 5,000 copies ($6,500 for initial redesign/ production, $4,500 for subsequent editions; postage/distribution costs excluded)	$ 6,500	$ 9,000

VII. CLIENT REFERENCES

Naturally, we have a special bias in describing our capabilities: our clients don't and we strongly suggest you call each one of the individuals listed and ask them about us: do we do more than we say we will - and are we there when they need us?

Mrs. Leona E. Bryant, Assistant Commissioner of Tourism
Department of Economic Development and Agriculture
P.O. Box 6400
Charlotte Amalie, St. Thomas
U.S.V.I. 00802
809/774-8784

Bill Baker, Regional Director/North America
Australian Tourist Commission
Los Angeles, CA
310/552-1988

Kathleen Leuba
Nice Convention Bureau
%Mondotels
1500 Broadway
New York, NY
212/575-2262

Jennifer Clark, Director of Public Relations
1555 Palm Beach Lakes Blvd.
Palm Beach County Convention & Visitors Bureau
West Palm Beach, FL 33401
407/471-3995

Michael G.D. Jackson, Regional Director, North America
South Africa Tourism Board
747 3rd Avenue
New York, NY 10017
212/838-8841

VIII. MEDIA REFERENCES

The media know what information they need - and they often need it on a moment's notice! They remember those who keep their needs in mind, and we pride ourselves on thinking of the media as in a very real sense our clients, too.

We think you might want to ask some of the media which are important to Sweden what they think of us. Since we often work in the name and using the letterhead of our clients, we suggest you ask them about the individual members of our team who've worked with them, and we've noted those names by each. We suspect you'll find that the DCI team, in terms of successful media involvement, is indeed "the best it can be!"

Phil Beuth, President/Early Morning Entertainment
GOOD MORNING AMERICA
147 Columbus Avenue
New York, NY 10023
212/456-5979

Gay Myers, U.S. Virgin Islands Editor
TRAVEL WEEKLY
500 Plaza Drive
Secaucus, NJ 07096
201/902-1500

Connie Goldstein, Editor-in-chief
CORPORATE MEETINGS AND INCENTIVES
270 Madison Avenue
6th Floor
New York, NY 10016
212/951-6748

Lisa Grimaldi
SUCCESSFUL MEETINGS
Secaucus, NJ
201/

IX. SUMMARY

Let's wrap it up. NEXT STOP SWEDEN has an exciting and challenging assignment: to effectively "put Sweden on the map" and on the travel plans of more and more North American travelers.

You have a top-notch, experienced and talented team in place, and you now need to move swiftly to capitalize on Sweden's many assets and gain the coverage you deserve in the North American media.

That's precisely the sort of assignment we most enjoy: we know the media, our team leader knows Sweden - and we're ready to hit the ground running, with a strong, innovative, fast-action, results-oriented program to maximize Sweden's visibility in the North American marketplace.

Since you are as eager to get your program underway as we are, we have made the process a bit simpler by designing this proposal as a letter of agreement as well. You can simply sign below, indicating your acceptance of this proposal "as is" or with any changes you would like to indicate and return it to us by fax.

All of us at DCI are eager for the opportunity to help you meet and surpass these ambitious goals: together, let's make NEXT STOP SWEDEN the next stop for more and more North Americans next year - and into the next century!

Respectfully submitted,

Andrew Levine
President

Peggy Bendel
Senior Vice President, Travel Marketing

Accepted by:

_____ _____

Signature Date

_____

Name and title