

MEMORANDUM

November 19, 1997

To: Burson-Marsteller Colleagues Worldwide

From: Tom Bell

Re: Establishment of the Burson-Marsteller Knowledge Taskforce

Superior knowledge is a central part of our competitive strategy. To execute this strategy we are investing aggressively in people, hardware, software and systems to build the knowledge that creates superior value for our clients and differentiates us from the competition.

Our chief knowledge officer, Edna Kissmann, and our knowledge team worldwide have direct day-to-day responsibility for knowledge development at Burson-Marsteller. To help support Edna and her team, we are forming a worldwide Knowledge Taskforce composed of client service professionals -- knowledge users.

The group will be chaired by Bill Johnston, and has representation from around the world, across the practice groups, and from many levels of the organization. The members of the Taskforce are distinguished by their talent and energy, their success in serving clients, their understanding of our culture, and their dedication to our goal of using knowledge to differentiate ourselves from the competition. The Knowledge Taskforce has been organized to serve three primary purposes:

To help develop and guide our long term knowledge strategy. This will include reviewing our knowledge development and investment plans, providing recommendations regarding allocation of resources against these plans, helping to set priorities for new initiatives in hardware or software development, and suggesting alternative approaches that should be considered by the knowledge staffs and senior management.

To help support knowledge development in the practice groups and regions. Taskforce members may be directly involved in supporting knowledge development within their practices, or as representatives of their regions. This might include developing tools or methodologies, preparing training materials or teaching courses, or reviewing materials prepared by the knowledge team.

To help communicate knowledge initiatives to Burson-Marsteller staff, and to communicate staff concerns to senior management and the knowledge team.

Taskforce members will be expected to help inform their offices and practices of the progress in knowledge development, and will be a sounding board through which all members of the organization can make their views on knowledge development known.

The group will meet periodically and report its recommendations to Edna, and to our Operating Committee. Please join me in congratulating the members of this taskforce on their new assignment, and seek them out to offer your support and input to their work.

Taskforce Members

Denise Drace	Health Care	New York
Ben Machtiger	Advertising	New York
Dave Coronna	Marketing	Chicago
Jennifer Graham	Technology	Silicon Valley
Bjoern Johansen	Corporate	Oslo
Jean-Cristophe Alquier	Public Affairs	Paris
Simon Bryceson	Public Affairs	London
Chuck Newton	Corporate	Hong Kong
Alan VanderMolen	Marketing	Singapore
Corrina Sarronwala	Health Care	Singapore
Albert Durig	Technology	Miami