



**Motorola Global Country Managers' Institute
Ritz-Carleton Hotel, Berlin**

Ambassador Daniel R. Coats

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As prepared for delivery.

Thank you for inviting me here today to participate in Motorola's global country managers' conference. This is indeed an impressive gathering, with representatives from nearly 50 countries – I am delighted to be here with you.

Let me thank Norbert Quinkert for his excellent work on many fronts – for running an outstanding Motorola operation here in Germany as well as for his leadership with the American Chamber of Commerce. Norbert has been a great host as well. During my visit to your Berlin facilities I had the chance to view first-hand Motorola's R & D operations as well as the customer testing facilities for the Tetra. In that regard, Norbert and I are both looking forward to a Tetra-favorable decision on Germany's long-awaited emergency communication program.

In representing Motorola you represent the finest in American technology and quality management. I am aware that Motorola has twice won the Malcolm Baldrige Award for National Quality in 1988 and 2002.

For Motorola, clearly such achievements as the Baldrige award were the result of a total corporate commitment to quality, customer satisfaction, productivity, and innovation. Programs well-known to you such as "Six Sigma," "Zero-defects policies," Codes of Corporate Citizenship are very much part of your corporate culture and have unquestionably been keys to your success. As a customer, I'm can personally attest to satisfaction with my Motorola "handy," as cellular phones are called here in Germany.

Let me turn to some of the factors that have promoted your success and the success of many US companies around the globe and how you are all making an impact in your host countries. There is little question that strong corporate values lead to quality products, but I believe that the impact goes much further. The emphasis on such values as "quality" "innovation" and "corporate citizenship", all have positive consequences that reach beyond marketing and sales.

As Ambassador, I'm regularly called upon to provide views on the Germany economy. While the experts agree that the German economy needs to be stimulated, government leaders and political representatives disagree on the recipe for growth. A common concern echoed in the German press is the declining role of innovation. In the United States, we place special emphasis on innovation and the protection of intellectual property rights, because we believe that innovation stimulates competition. Innovation prods us to attain higher standards and ultimately generates prosperity.

The question for so many struggling economies is -- how can they take advantage of the talent and strength of good ideas. Given the achievements of Motorola, entrepreneurs and policy-makers in your respective countries should be paying very close attention to you and your programs for an answer.

Successful firms also recognize that a commitment to the market means a commitment to the community in which they operate. And I know that you have

been involved in many programs from the environment, community projects, school initiatives, medical care programs, as well as being leaders for ethical business practices. I commend all your corporate citizenship work and strongly encourage your continued participation. Motorola's basic mission is after all communication, and Corporate Citizenship conveys a clear message that you value your employees, your community, and your business network.

In my role as Ambassador, I am keenly aware of the importance of communication. I believe that we need to do a better job of communicating not only with decision-makers but also with Germans in all walks of life, especially the younger generation. The challenge today is to provide a context and perspective beyond the internet and the 24/7 news programs, pop culture and Michael Moore portrays of America. We at the Embassy have developed a number of initiatives that parallel in many ways Corporate Citizenship programs. We hope to increase the dialogue between Germans and Americans, with a special focus on teachers, schools, and libraries, so that young people can move beyond what is often a superficial knowledge of America and American values. And I would like to mention that we have established these and other private sector exchange program with the help of many US companies including, I'm happy to say, Motorola.

Let me conclude by extending my congratulations to Motorola for their corporate leadership and excellence and by wishing all the country managers and participants an enjoyable and productive conference.