

6. Anhang

Aus der Praxis:

Vorgehen der Kabel Deutschland GmbH bei der Standortwahl des neuen Headquarters

Need to move

Reasons for relocation

- ✓ This is not our region
- ✓ Build the new KDG
- ✓ Find improved business environment (media)

Gründe für die Standortverlegung weg von Nürnberg

Timing of relocation

- ✓ Contract termination Bonn every quarter (6 months notification)
- ✓ Clarity needed to hire new talent
- ✓ Window of discontinuity now
- ✓ Avoid disruption of business (e.g., accounting)

Timing

Supervisory Board Meeting
June 26, 2003 - Hamburg
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Start move in Q4 2003

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Functional Requirements

- **150 headcount to be accommodated (without DigTV project)**
- **4.000 m² floor space requirements (75% net space)**
- **Conference facilities, modern IT / communication infrastructure**
- **Easy access to airport, commuter stations, and express ways**
- **Rent < € 18/m² (today € 18 in Bonn; 4.900 m² rented)**

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Standortanforderungen

Where to move



Criteria

- ✓ KDG-Region
- ✓ State Capital
- ✓ Significant Metro Area



Potentielle Standorte:
Hamburg, Berlin, Mainz,
München
(Alternativenpool)

Kabel Deutschland

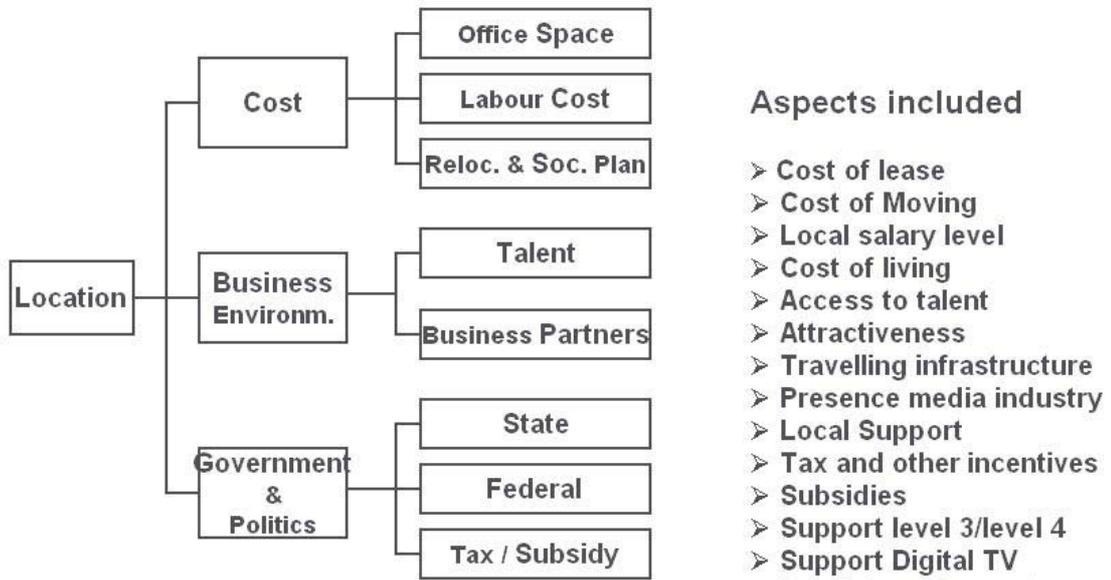
Profile of Munich

<p>Demographics of Met Area</p> <ul style="list-style-type: none"> ▪ Population 1.250.000 ▪ KDG customers 378.000 ▪ GDP € 64 billion ▪ Purch. power € 22.200 p.a. ▪ Unemployment 6,7% 	<p>Major Business Partners</p> <ul style="list-style-type: none"> ▪ Premiere, SAT1, Pro7, BR ▪ MGM, DSF, Kabel1, RTL2 ▪ Südd.Verlag, Random House ▪ Ullstein, C.H.Beck, Langensch. ▪ Siemens, Microsoft, Oracle ▪ Apple, Cisco, Sun, Lotus ▪ Burda Media, tele München ▪ 30 important content producers 	<p>Infrastructure</p>
<p>Politics</p> <ul style="list-style-type: none"> ▪ State CSU ▪ Seats in upper chamber 6 ▪ City SPD ▪ Budget/Finance debt € 2,45 billion ▪ € 1.940 per capita ▪ Head of LMA Prof. W.-D. Ring 	<p>Universities and Institutes</p> <ul style="list-style-type: none"> ▪ 12 Universities and 2 major Inst. ▪ Lud.-Max.-Univ., TU, Army-Univ. ▪ Priv.Betr.-Wirtsch. Akademie ▪ Hochschule f. Ferns. und Film ▪ Fraunhofer Institut ▪ Max-Planck-Gesellschaft 	

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Standortprofile:
Politische, infrastrukturelle,
agglomerative Standortfaktoren,
Marktfaktoren...

Evaluation Criteria



Systematik Standortfaktoren

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Office Space

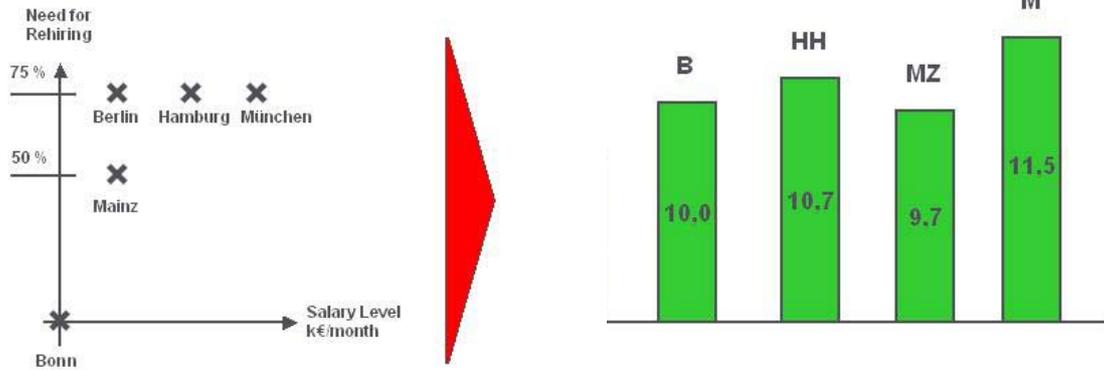
Annual rent (m€/year) for 4.000 m²



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Labour Cost

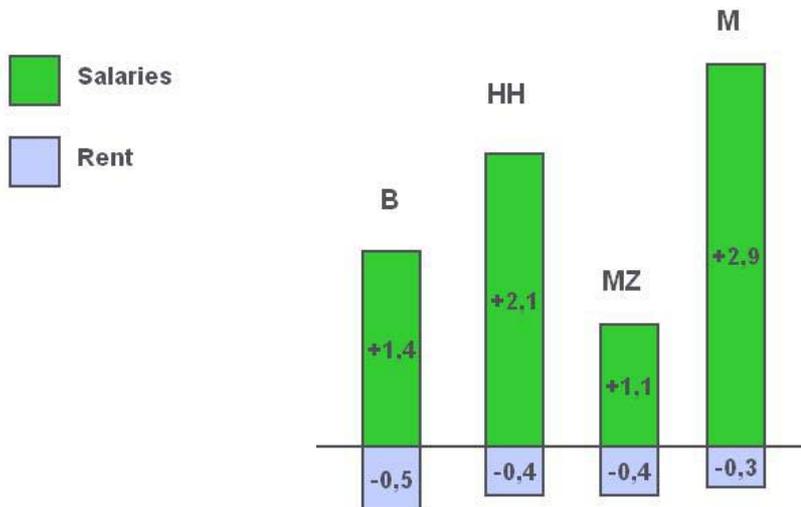
Salary Cost in 2005 * (m€/year)



* Assumption: 121 (ex MD) Headcount, 3% Inflation

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Summary of cost implications 2005 (m€)



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Talent

1. Universities/Institutes	Berlin	Hamburg	Mainz	Munich
<ul style="list-style-type: none"> • Technical/Engineering • Science • Bus.Admin./Economics 	<ul style="list-style-type: none"> • Freie Universität • Techn. Universität • Techn. Fachhochsch. • Humboldt Univ. • Fachh. f. Wirtschaft • Film- u. Fernsehak. • Fraunhofer-Hertz-Inst. 	<ul style="list-style-type: none"> • Univ. Hamburg • Techn. Universität • Univ. f. Wi. u. Pol. • Univ. d. Bundeswehr • Bucerius Law School • Hochsch. Angew. Wis. • HWWa, Max-Planck-I. 	<ul style="list-style-type: none"> • Gutenberg Univ. • Eng., Design, Ec. • Inst. for media design and techn. • 2 Max-Planck-Inst. 	<ul style="list-style-type: none"> • Ludw.-Max-Univ. • Techn. Univ. • Univ.d. Bundeswehr • eba • Hochsch. f. Politik • Hochsch. f. Film u. TV • Fraunhofer-Inst. And Max-Planck-Ges.
2. Media/IT/TK-Industry Cluster	large	medium	medium	very large
3. Attractiveness of City	high	high	medium	very high
<ul style="list-style-type: none"> ✓ Future Potential ✓ Economic Power ✓ Quality of Life ✓ Cost 				

Infrastruktur qualitativ

Agglomeration Medienbranche und Attraktivität der Städte im Vergleich

Total Ranking*

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Business Environment

	Berlin	Hamburg	Mainz	Munich
Media/Content	<ul style="list-style-type: none"> • SAT 1, n-tv, N24, RBB • Repr.: ARD, ZDF, RTL • PRO7, TV, Berlin • Studio Babelsberg, Berlin • Universal Music • Park Studio, MTV • Studio Berlin • Unitas 	<ul style="list-style-type: none"> • NDR, Schwartzkopff Stud. • RTL, SAT1 • CoreMedia 	<ul style="list-style-type: none"> • ZDF (3Sat, Arte, Theater) • TV-Skyline, NBC-Europe • SWR • BFE Studio, Media Service 	<ul style="list-style-type: none"> • Premiere • SAT1/Pro7 • BR • MGM • DSF • Kabel1, RTL2 • Burda Media, tele München • Bavaria Film • Odeon Pictures • RTL Productions + 25 imp.
Competitors/Peers	<ul style="list-style-type: none"> • TeleColumbus • Bosch • Primacom 	<ul style="list-style-type: none"> • TeleColumbus • IBM, EDS, Lufthansa Syst. • Adobe, 	<ul style="list-style-type: none"> • PrimaCom 	<ul style="list-style-type: none"> • KMS • evt • Siemens, Microsoft, Oracle • Apple, Cisco, Sun, Lotus • Yahoo, Intel

Wirtschaftliches Umfeld (Medienbranche)/ Konkurrenz

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State Support

	Berlin	Hamburg	Mainz	Munich
State Government Politics regarding Company & Business (level 3 + 4, Dig. Cable)	(- -)	(-)	(+)	(+ +)
Attitude of Landesmedienanstalt	Dr. Hans Hege	Dr. H. Haeckel	Dr. R. Hochstein	Prof. W.-D. Ring
Relationship with Key People				

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Federal Support

	Berlin	Hamburg	Mainz	Munich
Seats in Upper Chamber (Bundesrat, Majority CDU/CSU/FDP)	4 SPD/PDS	3 CDU/Schill	4 SPD/FDP	6 CSU
Weight in Federal Politics via Parties	medium	low to medium	medium	high
Weight / Relationship of Key Players	low to medium	low to medium	medium	high/good

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Tax and Subsidies

	Berlin	Hamburg	Mainz	Munich
Gewerbesteuer-Hebesatz (Trade Tax)	410% (tax impact neglectable)	470% (tax impact neglectable)	440% (tax impact neglectable)	490% (tax impact neglectable)
Grants/Subsidies	20% of capex at new location	none	none	none
Intangibles	No major differences	No major differences	No major differences	No major differences

Abgaben und Incentives

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Summary - Overview of Evaluation

Potentielle Standorte

			Berlin	Hamburg	Mainz	Munich
Location	Cost	Office Space	+	+	+	-
		Labour Cost	+	+	+	-
		Reloc. & Soc.Plan	--	--	-	--
	Bus.Env	Talent	+	+	0	++
		Bus. Partners	+	-	-	++
	Gov't & Politics	State	-	-	+	++
		Federal	0	-	0	+
		Tax/Subsidy	+	0	0	0

Standortfaktoren

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Bewertungsverfahren

Recommendation and Board Approval

Choose **Munich** as future HQ - location

- ✓ fulfills all requirements (region, new organisational platform)
- ✓ cost disadvantages are not insurmountable
- ✓ closeness to government yields strong benefits for lobbying efforts (price regulation, DigitalTV)
- ✓ neighborhood to TV stations, content producers, media industry yields quick direct access and fast solutions
- ✓ Munich is very attractive for media managers

Ergebnis: München wird Standort
des Headquarter

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Beyer, Horst-Tilo (Hg.): Online-Lehrbuch BWL, <http://www.online-lehrbuch-bwl.de>