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FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

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NUMBER

**78**  
2016

**Media Innovation:  
New Content  
Approaches, VR,  
Multi-Screens &  
Consumer Passions**

**Top Marketing Issues Set Today's Global Agenda**

**RBS' David Wheldon Offers a Stern Warning to Marketers**

**MGM's Lilian Tomovich Makes Data Simple To Build Brand Loyalty**

**Mondeléz' Debra Giampoli Shares Client-Agency Partnerships Trends**

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## ABOUT THE INTERNATIONALIST

The **Internationalist** connects **people and ideas** in international advertising, marketing and media. Now in its ninth year, it is a trusted source for international best practices and is dedicated to the business needs and challenges of international marketing professionals as they participate in multinational branding and campaign building. The **Internationalist** is IN PRINT, ONLINE and IN-PERSON—through Think Tanks, Awards and Summits—all to better serve the needs of this community.

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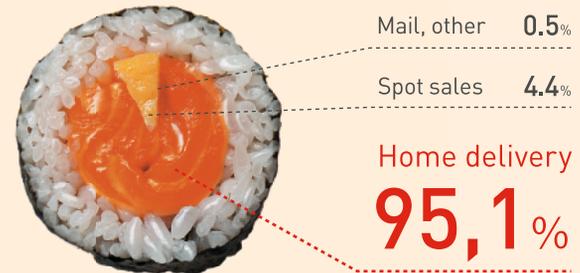
## Leading Countries in Asia in Terms of Daily Newspaper Sales

(Circulation per 1,000 adults)



Source: The Japan Newspaper Publishers & Editors Association (2013)

## How People Receive Their Newspapers



Source: The Japan Newspaper Publishers & Editors Association (2015)

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Source: Japan Audit Bureau of Circulation average of Jan. to Jun. 2016

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## People, Ideas and Today's Global Marketing Agenda

People and ideas have always been core to the mission of **The Internationalist**. Few extraordinary things occur in the business of marketing-- particularly multinational marketing-- without a champion and a vision to lead the way. Although teamwork is extremely important, especially across disciplines—and often across borders and cultures-- leadership is often a determining factor in success.

That's why it only seemed natural to add a Summit to our annual *Internationalists of the Year* celebration. Together with the ANA, we wanted to introduce discussion points and resolutions as a means of moving significant marketing issues forward. This would be a first effort to truly set the global marketing agenda by gathering worldwide industry leaders to share their views on critical topics that are affecting—and ultimately reinventing-- our business today. By bringing together these marketers in a more “intimate” peer-to-peer setting for unfettered discussion, we felt their thoughts could influence far-reaching marketing issues.

Although the practice of marketing is obviously being transformed by technology, data, social media with its emphasis on transparency and “real time” response, as well as by our new age of accountability, today's biggest global concerns could be framed around three critical concepts:

The Reinvention of Marketing Leadership

The Reinvention of Client-Agency Relationships

The Reinvention of the Brand: *How Marketing Makes a World of Difference*

Highlighting brand champions and breakthrough accomplishments is at the heart of The Internationalist's mission/aim/goal purpose to connect the people and ideas in international marketing through content, thought leadership, community, collaboration and influence. Most of the participants in this year's Summit and Dinner were Internationalists of the Year, nominated by their industry colleagues for their stellar work in 2015. Final selections were made by **The Internationalist** advisory board and editorial team. All those named remain *Internationalists* throughout their tenure in the marketing industry.

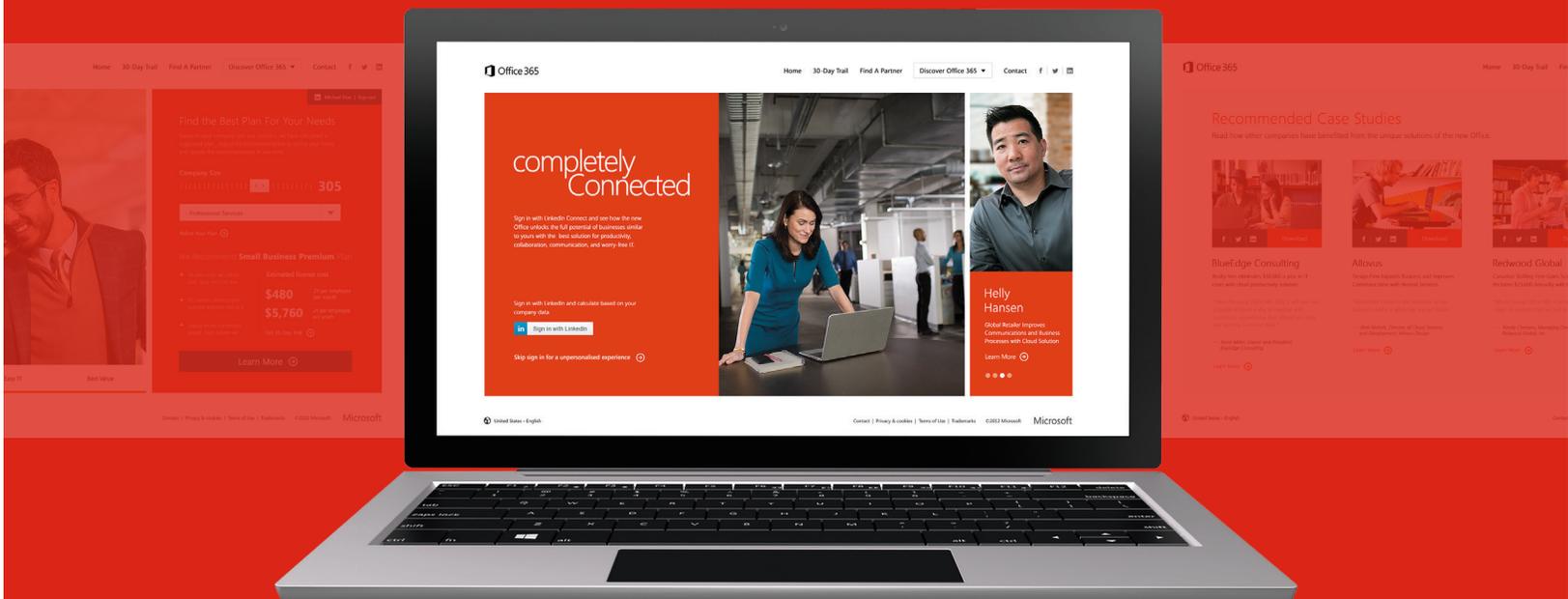
These marketers are also welcomed as part of THE INTERNATIONALIST 1000 initiative—*1000 Marketers Around the World Reshaping the Future of Marketing* in global partnership with the ANA/ Association of National Advertisers-- a group of dedicated industry leaders who are reshaping our understanding of marketing's expanding role throughout the world. They are also provided in an annual book, published by The Internationalist Press with the ANA.

*Deb Malone*

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# Setting the Global Agenda: Today's Top Marketing Issues

There is little question that the significance of marketing, as well as its role in brand value, growth and loyalty, is shifting throughout the world. Often, at the center of this shift are those extraordinary marketers who are willing to take risks and share their experiences.

In association with its annual peer-to-peer *Internationalists of the Year Dinner*, **The Internationalist**, with the ANA/ **Association of National Advertisers**, hosted and invitation-only Summit in New York. Called **THE INTERNATIONALIST 1000 with the ANA: Setting the Global Marketing Agenda**, this peer-to-peer event gathered 150 of the world's top marketers and extraordinary brand innovators to encourage unfettered discussion that can influence critical, far-reaching marketing issues. Fast-paced and provocative, the program was designed for busy CMOs in a peer-to-peer environment to literally set the global marketing agenda by discussing several critical topics that are affecting—and *ultimately reinventing*—our business today.



**Brad Jakeman**, *President of PepsiCo's Global Beverages Group*, opened the session in a candid interview with **Bob Liodice**, *Chief Executive Officer at the ANA*. He spoke to a crowded room and advocated for true disruption in the marketing industry through diversity, bringing in outside talent and thinking proactively. Without question, Brad Jakeman is a contemporary leader of transformational marketing, and possesses a remarkable ability to create category-disruptive ideas that don't merely challenge convention, but make brands famous.

## Disrupting the Industry

*"Everyone in the industry is talking about disruption, but no one is actually doing any real disrupting."*

According to Jakeman, disruption today does not mean just coming up with new creative ideas. True disruption means fundamentally changing the marketing business structure, and the way that things are being done. Marketers need to become people who want change and will embrace it. Nothing should ever be good enough, and they should always be striving to do better. He encourages a mindset of complete dissatisfaction with the status quo — no matter how well business is performing.

## Diversity in the Workplace

*"Eighty-five percent of the purchasing decisions are made by women, and yet when I show up at meetings with agencies, I am confronted by a sea of white males."*

Brad Jakeman sincerely believes that the key to innovation is to have a more diverse workforce. He emphasized, "You will not get innovative thinking with a homogeneous group of creatives. You need people who think differently, who act differently, who come from different backgrounds and have different perspectives about the world."

Diversity is a business issue, as well as an innovation issue for Jakeman. He argued that if the majority of purchasing decisions are made by women, it stands to reason that women should have a key role in developing the right marketing strategies to encourage other women to buy products.

## Moving Forward

*"If not us, then who? If marketers are not going to disrupt and fundamentally change their own business practices, then who will?"*

Essentially, brands need to think about disrupting themselves before they are disrupted. "This is a time of significant change, and if brands do not accept this and disrupt themselves, they will have an enormous problem on their hands."

"The first step," admits Jakeman, "is to realize that there is a problem. Right now, the industry is living in a state of denial. Let's all just agree that

there is a problem, and figure what the next steps should be from here.”

Essentially, brands should have a healthy paranoia about who is on their heels. If they are not constantly challenging themselves, someone else is most definitely going to come along and do it better.



### A Global Perspective on Marketing Leadership & Its Impact.

The program continued with an address by **Martin Roll**, Senior

Advisor, *McKINSEY & Company* and *Business & Brand Strategist*—*Martin Roll Company*. He provides world-class business, strategy and brand marketing consulting and training to global clients, so they can build more sustainable, high-performing businesses. His address was entitled, “Reinvented: A Global Perspective on Marketing Leadership & Its Impact.”

Moderated by **Deborah Malone** of **The Internationalist**, they included:



**Sam Ahmed**, SVP, Head of Marketing for the Asia Pacific, Middle East and Africa region at MasterCard. Named an *Internationalist of the Year*, he is the champion behind the data and analytics-driven platform known as the MasterCard Digital & E-Commerce Engine.

**Johann Freilinger**, Head of Marketing and Communications at SAP XM. He was also named an *Internationalist of the Year* for championing the means for relevant real-time data to enhance the personalization of messages, while solving concerns about transparency in order to drive cultures of innovation.



**Melody Lee**, Director, Brand Strategy & Planning at Cadillac. She was subsequently named one of **The Internationalist’s NEXT 50**. Melody’s role is to develop the Cadillac brand strategy and consistency, while exploring partnerships and experiential marketing. She heads up the global marketing-planning team that ensures the Cadillac brand is consistent around the world.

**Vineet Mehra** President of Global Baby Care at Johnson & Johnson. He was named an Internationalist of the Year while President of Marketing Services at the Johnson & Johnson Consumer Companies for his efforts to further secure J&J’s place as one of the world’s best marketing organizations, while growing some of the world’s most admired brands.



**Mission, Myth and Truth: How These Key Marketing Elements are Essential to All Brands Today**

JP (Jan-Patrick) Kuehlwein is an *Internationalist of the Year* and an accomplished marketing leader who has lived and worked in Europe, Asia and North America. He has co-authored the bestselling “**Rethinking Prestige Branding – Secrets of the Ueber-Brands,**” which is quickly becoming a marketers’ reference book. It analyses the success drivers behind some one hundred premium brands across industries. With his co-author Wolf Schaefer, JP advocates putting “myth back into marketing.” For a brand to be esteemed beyond size, price or performance, he believes it must “seduce rather than sell.” His blog and podcast ‘Ueber-Brands’ are sought-after by brand builders and marketing leaders around the world.

**The Reinvention of Client-Agency Relationships**



Moderated by **Joanne Davis**, President of Joanne Davis & Partners, the group discussed how client-agencies relationships

are changing in light of greater collaboration,

integration and openness.

Joanne opened with the question: “If agencies are from Mars and marketers are from Venus, how to they work together better in today’s realigned solar systems?” Her panelists included:

**Tom Denford** is the Co-Founder & Chief Strategy Officer of the UK-based, independent media change consultancy, ID Comms. **Tom Denford** He is one of the world’s most trusted advisors to senior marketing and procurement leaders on navigating media and digital transformation. With 20 years’ experience in the marketing industry, which covers senior global roles in creative and media agencies, Tom co-founded ID Comms in 2009, with ambition for the company to be the world experts in maximizing media value and performance.



**Rob Rakowitz**, Head of Global Media at Mars, Inc. Rob was named an *Internationalist of the Year* for

his work to ensure the continued growth of a portfolio of iconic billion dollar brands in a rapidly changing media landscape. Rob encouraged Mars business units to harness new technologies and methods, especially in areas like data-driven marketing.

**Dan Vinh**, VP Global Brand Marketing for Lifestyle Brands at Marriott International. Dan has played a dynamic role in leading the global marketing programs for a growing portfolio of lifestyle brands, including enaissance

Hotels and AC Hotels, which are positioned to serve today's savvy traveler by delivering high design and technology-forward experiences at every price point. He, too, was named an **Internationalist of the Year**.



**Andrew Markowitz**, General Manager of GE's Performance Marketing Labs. Also named an Internationalist of the Year, Andy focuses on marketing opportunities that encourage stakeholder connection and commercial

acceleration by driving strategy, lead generation, channel disruption, insights and analytics, content, social media, and customer engagement.

## The Reinvention of the Brand: How Marketing Makes a World of Difference

*"Today's transparent social media environment has dramatically shifted the rules of 'doing good business,' and global marketing organizations are evolving to address new challenges and opportunities. The assumption of responsibility and the adoption of greater transparency are now critical to how any brand or business plays its proper role in society."*

How can brand purpose be aligned with brand growth throughout the world? While the broader role of marketing within the corporation has shifted to become more significant to the overall business, marketing can literally make a world of difference.

Two speakers demonstrated the possibilities.



**Kieran Foley**, Group Marketing Director of Ireland's Digicel, demonstrated how the company works to empower local communities, while creating profitability in the world's poorest

regions. Kieran has managed the growth of Digicel from 13 markets to 32 and transformed the company from a GSM mobile operator into a more complete quad-play company, while developing marketing, community, sponsorship and media plans. He was named an Internationalist of the Year for these efforts in 2012.



**Andréa Pinotti Cordeiro**, named one *The Internationalist's Latin America 50*, is Director of Institutional and Wholesale Marketing at Brazil's Itaú Unibanco, where she is responsible for internal communications, brand management, advertising, social media, sponsorships and events, media, sustainability and inclusive businesses. Her brand work has catapulted the bank to a new level of consumer satisfaction through a concept known as "Transforming People's Lives for Better: How Latin America's Largest Bank is Changing the World."



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# David Wheldon, CMO at RBS, offers a Stern Warning to Marketers throughout the World



David Wheldon boasts a long and varied career in advertising and marketing, and has been witness to numerous trends, shifts and consolidations in the industry over the past several decades. Today, he serves as both the Chief Marketing Officer of RBS (The Royal Bank of Scotland) and the President of the WFA (World Federation of Advertisers). Addressing the WFA's executives from member associations and marketing organizations at the group's annual meeting, held this year in Kuala Lumpur, he offered a stern, yet clear, warning to brands: "Do not lose sight of the marketing basics."

He outlined how marketers are in danger of damaging their profession through a series of collective and individual failures as they try to adapt to a new era. David Wheldon called on brands to focus on the fundamentals, rather than being simply distracted by the newest trends and fads. He conceded that the rush to adapt to digital has caused many marketers to forget the golden rules of their profession.

"Once you think the definition of marketing has changed," he stated, "you are already on the way to killing marketing. To the companies and boards who are winding down the marketing function whilst ramping up the digital and data units... I say be careful. You are confusing what marketing is about with the

tools, channels and feedback loops to do it."

He added that marketers should be "100% consumer obsessed," and they should stop believing that the answer to everything is branded content.

"Our role as marketers is to provide human understanding: understanding people within our organizations and the people outside our organizations, our customers and potential customers. This fundamental will never change."

David Wheldon also raised the issue of ad blocking, saying that "the industry risked committing collective suicide by pushing consumers to use ad blockers on both mobile and desktop." He continued, "This is a serious concern because our behavior

is actively encouraging this response. Everyone is creating content, flooding the digital landscape with branded messages. The noise of our clutter is becoming deafening. We need to be wary that our messages can be annoying, repetitive and intrusive. There's a lot of noise out there and it's not about who's shouting loudest."

He suggested that the key solutions to the ad-blocking debate involve standardizing and improving the ad experience, while providing consumer education about better quality advertising and greater consumer choice. "We've all — agencies, publishers and brands — encouraged users to want something for nothing: access to great content without having to pay for it, directly or via advertising. Without direct payment or ad-funding, the quality of content will diminish. At the same time, we need to raise our own standards — the quality of what is being produced as ads is in our own hands."

In his role as CMO of RBS, David Wheldon admitted that rather than spending on branded content or digital media, he is focusing on the people that the bank employs -- to galvanize the workforce as internal advocates for the brand. "Now my job is to restore people's trust in the brand, which in large part still belongs to the British taxpayer. I'm not rushing to spend money on digital media. I'm starting with the people that RBS employs. Those same people who saw it rise from being a provincial Scottish bank to one of the world's biggest companies then witness its fall and the ensuing government bailout."

Despite the sharp warning, David Wheldon ended his address by stating that marketing had a great future if marketers took care to create great brands

that entertained and inspired in order to change or reinforce behaviors.

**"Brands need to act and think like people. In my experience, the people I've most admired have a number of traits in common: they are passionate and entertaining, they have a point of view, they show empathy, they are open and transparent in their dealings. Most importantly, you know you can trust them.**

The successful brands of the future will be those that most effectively embrace these characteristics. These attributes will govern not only how brands communicate and serve their customers. In an increasingly open and transparent world, they will also be the yardstick by which successful corporations will be judged."

David Wheldon has now entered the second year of his two-year term as WFA President. Headquartered in Brussels, The World Federation of Advertisers (WFA) champions responsible and effective marketing communications worldwide through a global network of national marketing associations and supporting marketer companies.

The organization's 2017 Global Marketer Week will be held in both Montreal and Toronto in collaboration with the Association of Canadian Advertisers (ACA). Global Marketer Week is celebrated in a different city each year, and co-hosted with a member marketing association. The 2016 event was held in Kuala Lumpur, Malaysia and past events were hosted in Marrakech, Sydney, Brussels, New York, Beijing, Istanbul, Sao Paulo/Rio de Janeiro and Mumbai.

# IPG's Michael Roth Discusses Current Industry Issues at ANA's Advertising Financial Management Conference



Michael Roth is the Chairman and CEO of Interpublic Group, one of the world's top four advertising and marketing services companies, and home to such agencies as McCann, FCB, R/GA and IPG Mediabrands. The company made news this April with a 6.7% increase in organic revenue in the first quarter compared to the prior-year period, following better than expected growth in 2015. Plus, IPG was one of the big beneficiaries in last year's unprecedented number of media reviews with wins from Coca-Cola, Johnson & Johnson, CVS, and Sony.

During an interview with ANA's CEO Bob Liodice at the organization's annual Advertising Financial Conference, Michael Roth shared his perspectives on top industry issues ranging from the evolving role of the agency to compensation models to media transparency.

He began the discussion with humor by stating, "The agency is dead. We are all dinosaurs;" then quickly admitted he was quoting a Wall Street Journal article from 1975. He focused the majority of his remarks on the benefits of an open architecture agency model and on his forthright view of media rebates.

As Bob Liodice asked about the effects of today's dramatic industry shifts, Michael Roth emphasized that agencies are continuing to play an important role for marketers. **"Confusion," he said,**

**"is good for us. If clients are looking to us to make sense out of a changing industry, we have to be able to respond. And that's where we add value and how we should be compensated."**

Mr. Roth believes that IPG helps marketers best with an open architecture model that allows for a fully-integrated offering across various disciplines-- from creative to media to digital to experiential and beyond. He emphasizes that a program is brought together seamlessly for clients by using the best offerings and talent IPG has to offer. "Clients expect a complete value proposition. We must understand our clients' business and their objectives if we are to build trust and deliver what works for them." Interestingly, he added that if

IPG does not have a specific resource needed to meet a client's need, they will use outside parties.

Michael Roth is also an advocate of pay for performance, provided that there can be agreement on how performance is measured. He admits that the media side of the business lends itself more easily to a pay-for-performance model as the measurement tools are better, and, as a result, savings are clearer. He added, "As an advertising agency, our strength is in our effectiveness."

Admitting that there is room for improvement when determining true effectiveness, Roth was also clear on a basic principle of agency compensation: "We make investments in people, tools and resources, and we must recoup our investments. We're not looking to price ourselves out of the market. We want to simply be paid fairly to help our clients."

Michael Roth left little doubt as to where he stands on media rebates and contractual transparency. The relationship between marketers and their agencies has come under fire recently given more open discussion that media agencies are receiving rebates from media sellers without the consent of their clients. Many argue that the spate of media agency reviews last year was largely driven a new interest in both cost efficiencies and broader issues of media transparency. In fact, the ANA has hired two companies, Ebiquity and K2 Intelligence, to examine the issue of media agency rebates. Findings are now scheduled for later this year.

Michael Roth made clear that the issue of rebates is not new to IPG. He explained that he stepped into his CEO role over a decade ago during the implementation of the Sarbanes-Oxley Act, which mandated strict reforms to improve financial disclosures from corporations and prevent accounting fraud. At that time, all IPG contractual relationships were reviewed

and the issues of rebates throughout the world were discussed. His view was simple -- rebates represent a client's money, and it is their choice as to how they are allocated. "In those markets where there are rebates, our contracts are clear that those rebates belong to our clients," he said.

Michael Roth emphasized, "On the digital buying side, we are agents, not principals. We represent our clients in an agency relationship. We do not have a principal ownership in media. In this instance, we cannot be a principal and an agency at the same time. We act as agents when buying programmatic." (Principal-based buying is a practice in which the agency takes a principal position by buying media outright, and then sells that inventory to advertisers. This is generally offered on a non-disclosure basis between agency and advertiser, and is often seen as a means to increase agency revenue at a time of reduced fees.)

Michael I. Roth is Chairman and CEO of Interpublic (NYSE: IPG), one of the world's largest organizations of advertising and marketing services companies. Prior to serving in his current role, Roth was a member of the company's Board of Directors.

Since assuming leadership of Interpublic in 2005, Roth has righted the company's financial course and moved to make it an industry leader by defining new models that provide value to clients in a rapidly-changing media and marketing environment.

Prior to his current role, Roth was Chairman and CEO of The MONY Group Inc., a financial services holding company that provides a wide range of protection, asset accumulation and retail brokerage products and services through its member companies. Under Roth's leadership, The MONY Group diversified its business mix, broadened its distribution channels and enhanced its ability to compete in today's financial services marketplace.

# MGM RESORTS' Lilian Tomovich Works to Make Data Simple To Build Brand Loyalty



Ask Lilian Tomovich to name one of the biggest concerns in her multifaceted role as Chief Experience Officer and Chief Marketing Officer at MGM Resorts, and she'll tell you, "My challenge is making data simple."

At MGM Resorts International — a \$9 billion global hospitality and entertainment company operating a portfolio of over 15 destination resorts brands, including Bellagio, Delano, Aria, MGM Grand, and Mandalay Bay, with over 250 food and beverage outlets, 350 retail outlets, plus the renowned Cirque du Soleil productions—data also translates directly to loyalty.

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Lilian Tomovich acknowledges,

**"It's really easy to get data analysis paralysis. The velocity and speed of data coming to us as marketers today is unprecedented. We have to figure out a way to take small pieces of data, make meaningful insights, test and learn, and ultimately drive results for our business.**

**It's as simple yet as difficult as that. At MGM we have incredibly loyal guests, and we harness all the data we know about them to drive meaningful engagement."**

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While the hospitality and entertainment business has been slow to adapt the technology evolution, Ms. Tomovich and her team are driving new innovation to the business-- from mobile guest check-in, to wristband payment devices for outdoor concerts, to enhanced technology for in-room services, and looking at the entire digital ecosystem to allow for a seamless booking and itinerary development system.

Without question, issues of technology are critical factors in marketing leadership today. She adds, "In so many ways, technology has made our lives easier and more interesting. It's made us smarter and engaged us in ways we never thought possible, but, at the same time, it's made our job as marketers really difficult. When I started my career, as long as you had good customer insights, and you followed the 5 P's, you could make great advertising and be a winner. Boy, have those days changed! Most days I feel like I'm a leader of data and analytics; marketing is no longer marketing as we once knew it."

Lilian Tomovich is responsible for all marketing functions for MGM Resorts with a focus on perfecting the guest experience through innovation, marketing technology and exceptional service. While she admits that consumer insights drive many of the best marketing initiatives, she emphasizes, "Human beings, people of all cultures, demographics and geographies want to feel special. Period. The more you can do to make them feel delighted, special, and important, the more they will love you back. If more brands could figure that out, there would be more success all around. At MGM Resorts we think about this every day."

In fact, she often discusses how "Technology is a great enabler, but sometimes old-fashioned service can't be beat." She adds, "I think we've over-rotated on technology as the be-all-and-end-all solution to customer or guest experience. That's why, at MGM, one-to-one relationships are still so critical. The human race is craving a more simple life again."

In fact, her dual title of Chief Experience Officer and Chief Marketing Officer is essentially one role which shapes both customer perceptions and the very definition of the MGM Resorts brand. "The way I look at it, the CXO is the modern equivalent of the traditional CMO title. In the world we live in, commoditization is a reality. What truly differentiates brands is the role they play in consumers' lives, and how brands deliver against it. At MGM Resorts, I believe we have a superior product offering compared to our competition but even more importantly, we differentiate ourselves with the experience we deliver our guests. So my team is responsible for all marketing functions but also obsessed with the guest experience."

According to Lilian Tomovich, "Delivering 'wow' guest experience moments, leveraging the power of guest data, implementing new technologies to enhance guest service and looking for better and smarter ways to drive guest engagement is what will drive the future of the hospitality and entertainment business."

Lilian Tomovich joined MGM Resorts in 2014 when she was tasked with how to enhance the overall guest experiences, and how to ensure that the portfolio of brands remained relevant and fresh. She embarked on a journey to develop a digital marketing platform, a customer centric approach around guest strategy, a richer one-to-one relationship management system and equally important a completely reimagined more centralized marketing function.

Prior to MGM, she served as Senior Vice President of Consumer Marketing for MasterCard (where she directed the iconic "Priceless" campaign), in addition to holding senior-level marketing positions with Loyalty One, the world's leading provider of loyalty marketing programs to global corporations.

She was named an Internationalist of the Year in early 2016 for her efforts at MGM Resorts.

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# WE NEED A BETTER APPROACH TO HELP OUR TALENT THRIVE

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BY MARIE-CLAIRE BARKER,  
CHIEF TALENT OFFICER, MEC GLOBAL

The advertising and media industry is facing a problem: our talent pool is in a state of migration, lured away by attractive and big-name tech and media companies.

The Wall Street Journal reported last year how our employees — from agency executives to bright young graduates — are moving to the likes of Twitter, Facebook, Google and BuzzFeed.

The advertising world rightly prides itself on driving innovation, but we aren't renowned for applying this to our talent management. Just as we innovate for our clients, it is time we do the same for ourselves to ensure we attract, engage and retain our best talent.

The answer is not more happy hours.

Talent is the lifeblood of our success. Talent innovation must be at the heart of our business. With the right approach, we have the ability to be a unifying force across our industry — but the rhetoric must shift to reflect the changing face of our technology-enabled and values-driven world.

## THE FUTURE OF TALENT IS:

**MOBILE.** Technology has changed the game. It is no longer necessary to measure output based on hours spent at desks when we can engage with a multinational mobile workforce that is connected in real-time. As leaders, we need to move away from the concept of "owning" talent and be brave enough to embrace the shared economy, borrowing the best for when and where it is needed. It will require a paradigm shift — but if the industry carries on holding tightly to what is safe and familiar then it may miss out on a better solution within reach.

**SOCIAL.** Digital proficiency in how we identify and attract employees is key. The current generation is more networked than ever and we need to harness these channels to connect more deeply. There is a noticeable shortfall of top executives active on social media; they need to be out there contributing to content, not just reading it. Talent looking at a prospective employer will want to see what the leadership is saying about working there, the industry and innovation.

**MULTI-GENERATIONAL.** People join companies for learning and experience, but how are we delivering on their individual needs to encourage growth? Providing opportunities that allow our talent to develop both personally and professionally will ensure an engaged workforce that is motivated and inspired to deliver. Organizations also need to do more to demonstrate that they are seriously ready for female leaders by inviting women back to work after a career break and creating more support initiatives for families.

**BALANCE-DRIVEN.** Employee wellbeing is crucial to keeping our talent happy. It has tangible benefits to individuals, organizations and our industry. There is a reason that Google employs a high number of massage therapists, and why technology companies are starting to understand the value of "mindfulness" training for employees. People need space to recharge and de-stress.

**SOCIALLY-CONSCIOUS.** People want to work for organizations that are aligned with their passions and beliefs. They are looking for authenticity. Companies need to start giving talent a purpose that is centered in the external community. Encouraging your team to work on real-life problems, getting them to collaborate in ways that give back to the world, allows them to feel a part of something larger and an opportunity to operate differentially as a leader, outside of your organization.

The future of talent is already here. The industry must wake up to a better approach in delivering for today's workforce. Without it, how will we continue to grow, innovate, and be the industry where the best want to work?



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**MEC**

# Mondeléz' Debra Giampoli Shares New Trends in Client-Agency Partnerships



Debra Giampoli often refers to the wisdom of Einstein when describing the current challenges in client-agency relations: “We cannot solve our problems with the same thinking used when we created them.”

As Director of Global Strategic Agency Relations at Mondeléz International, she began her career on the agency side of the business. Since that time, Debra Giampoli has spent more than 20 years on the client side in brand management, marketing services and advertising roles within Kraft Foods, and now Mondeléz. During the last eight years, she’s helped brand teams around the world build relationships with agencies and other external marketing services partners. Her strategies, experimentations and discoveries have contributed to a significant shift within Mondeléz —not only in terms of how the company now selects its marketing partners, but also how Mondeléz encourages the best possible work from a multiplicity of sources.

She admits that the traditional client-agency model was designed for a world that no longer exists. **“The old adage of speed, quality and cost doesn’t work anymore.”** While agencies grapple with strained profit margins, fee budgets that must stretch further than ever before, and the difficulties of attracting and retaining talent, they are also tasked to help their clients

with far more complex problems. Debra Giampoli acknowledges that if marketers want different results, they have to do their part in leading change. Fortunately, she has shown that success is possible when both sides embrace more fluidity as they accept the need to transform.

Mondeléz has been experimenting with a number of new approaches to working with agencies, including:

*Project Meteor* — a focus on smaller brands through an accelerated 10-week timeline that stresses creativity;

*Project Meteor* — an emphasis on global brands and their cultural implications by working with multiple agencies at once, while using small teams and linking advertising to short-term sales results; *Fly Garage*—a new approach to innovation which began in Buenos Aires and brought together diverse talent to strategy sessions.

These experiments have laid the groundwork for a new way of working now in process, called *Fly Fearless*. According to Ms. Giampoli, “Fly Fearless leaps over existing models of engagement for regional brands, which are often an agency pain point for our regional managers. These brands are important to us, but they typically receive less attention than megabrands. As a result, they generally grow more slowly. Yet, their geography makes it easier to put our arms around a project, while they are meaty-enough brands to provide valuable insights.”

She emphasizes that Fly Fearless is a mindset or a way of collaborating that checks egos at the door, and is as much about the individuals on the team as it is about the partner agencies involved. These 20-week projects have not only broken down silos, but saved money by focusing on specific work. According to Debra Giampoli, Fly Fearless has even helped its participants “fall in love with marketing all over again.”

**The Fly Fearless process is a streamlined, four-step program that involves defining the challenge, co-creation, acceleration, and activation and measurement. Throughout all four of these stages, there is tremendous curation, agitation and iteration that evolves from a commitment to a hand-picked team, their ideas and a collaborative work ethos.** Debra Giampoli

admits that the process may at times be “messy, but it pushes through to new innovations that are often scalable.”

She describes the “flight crew” as having five critical roles:

- “The Trio” comprised of a senior brand manager, a senior strategist (from either the client or agency side), and a creative leader. These three individuals oversee the process and provide feedback.
- “The Stakeholder” who is the only person in the group that can approve the entire process.
- “The Fearless Flyers” defined as a tightly-knit team of roughly 10 individuals, selected by The Trio, to move the project forward and lead any necessary specialists.
- “The Facilitator” who not only monitors the project and keeps it on track, but who also has no stake in the outcome.
- “The Agitators” who are defined as external guests—authors, researchers, artists—that bring new thinking and diverse perspectives to stimulate ideas for the project.

Debra Giampoli also characterizes Fly Fearless as a teams of diverse talent working in hyper-collaboration with a compressed timeline to provide faster decision-making, which should result in better work with an improved ROI. After working on five pilots among the thousands of Mondeléz brands, she sees this as just a beginning.

However, she is also keen to quote famed cultural anthropologist Margaret Mead when underscoring the potential of Fly Fearless and its new method of building better client-agency partnerships: “Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

## Winners Highlight New Content Approaches, VR, Multi-Screens & Consumer Passions

Now in its eighth year, **The Internationalist Awards for Innovation in Media** are an acknowledgment of how innovation is essential to today's effective media thinking in a world where messages become global instantly. Inspiring case studies are scored for insights, strategy, and results.

Over 400 cases were submitted from 32 different locations worldwide. Unlike many awards that cite the best in a single category, **The Awards for Innovation in Media** enable all entries to be judged against each other as examples of worldwide best practices. As a result, there is not a predetermined number of bronze, silver or gold winners.

This year's winners represented the top 15% of all entry submissions and came from Australia, Canada, China, Denmark, Egypt, France, Germany, Hong Kong, India, Mexico, Saudi Arabia, Spain, the UAE, the UK, and the USA, as well as programs with a sweep across Europe, the Gulf Region and worldwide. Roughly 70% of all winners originated outside the United States. The US represented the largest number of wins, followed by Canada, the Middle East and Germany. PHD agencies garnered the most wins; followed by OMD, MEC, Havas and Initiative.

Two Grand Prix—showcasing two extremely different case studies—were presented. One was awarded to **Hindustan Unilever's Active Wheel** detergent, submitted by PHD India, and highlighted truly inspiring work that demonstrates how a brand can grow in one of the world's poorest regions if it can fulfill a social need. The other, from Atomic 212° Australia for **Double Robotics**, "humanized" a telepresence robot named Lucy who created global media frenzy when she waited in line all night, along with Sydney Apple enthusiasts, to receive a coveted iPhone 6s.

A number of trends emerged from this year's fifty-nine winners:

- The value of Content and new approaches to Content Marketing is a very clear consideration among a majority of winners.
- Brands continue to look for new ways to authentically connect with Millennials.
- Multi-screen or cross-screen solutions are now simply a "given."
- Virtual Reality is finding more applications among a wide variety of brands.
- Digital is driving new low-budget strategies or no-budget strategies.
- Big Data is a big deal in every aspect of media targeting and marketing strategy.
- Combining social, video and PR is also proving to be highly effective.
- Connecting with customers' passions is becoming a critical factor in brand loyalty.
- A Seriousness of Purpose comes through in many of these campaigns, as does the notion of responsibility and giving back.

**The Internationalist** team, past winners and participants pre-qualify all entries. Each judge reviews approximately 15 entries per session, so case studies are given fair consideration. Several judges from different regions and industry sectors score each grouping. Top-scoring entries then go on to the next round. Winners are those with the highest point scores.



## Hindustan Unilever Active Wheel,

PHD India

Detergent **Active Wheel** is a strong challenger brand in India's rural areas where many of the men leave their families behind to find work in other parts of the country. For these migrant workers, and their wives and children, the only way to connect is via a mobile phone. Given their limited talk time and the cost to recharge, it is difficult to make connections on a frequent basis.

**Active Wheel** created a platform to connect two people with just a simple, easy-to-use, free conference call that was possible without GRPS, WiFi, or apps, and available to any basic feature phone. The brand utilized Voice Recognition (VR) and customized it to accept and process mobile numbers which wives could just say aloud. **Active Wheel** also incorporated Bollywood Superstar Salman Khan—with his instantly recognizable voice—to play the role of operator and offer further communication on the brand.

This is the only campaign that has gone viral in rural areas of India at zero marketing cost. No print, no radio, no TV—only details on the **Active Wheel** package.



## Double Robotics Lucy the Robot,

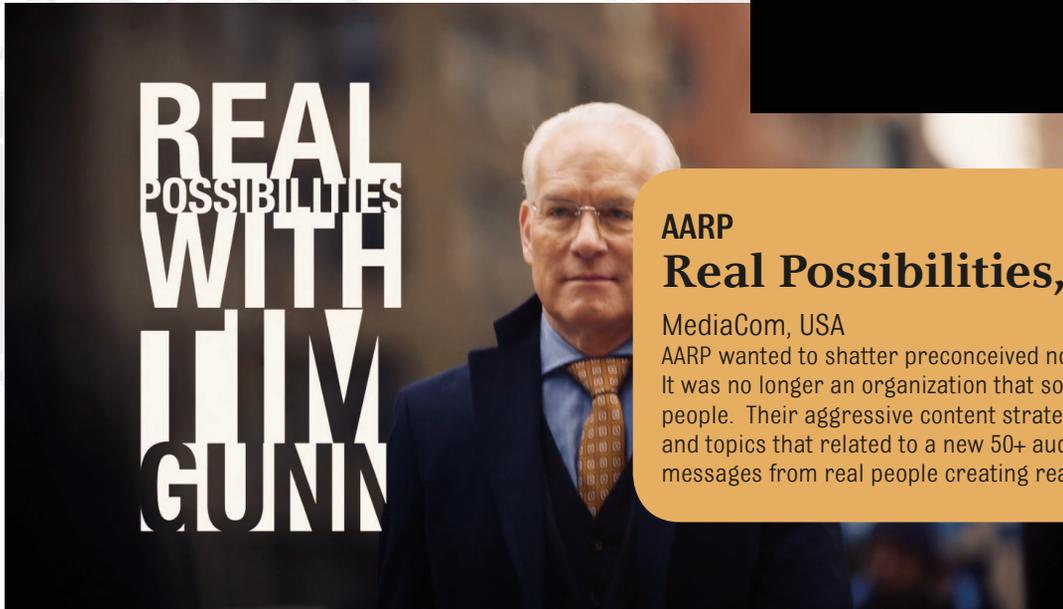
Atomic 212°, Australia

Global tech company, Double Robotics, was launching in Australia with its Double telepresence robot. The device allows a remote user to maneuver the robot from their home or office and interact with the world via video and audio.

To make the technology more approachable, the "Lucy the Robot" campaign was created and was set against the spectacular hype of the iPhone 6s launch. A humanoid robot lined up outside Sydney's George Street Apple store. It sat in torrential weather for days and interacted constantly with others in the queue, as well as the media and passersby. On the other end of the device was Lucy Kelly, who controlled it remotely.

While the Sydney Apple Store was the first to release the iPhone globally, Lucy the Robot was the first droid to buy it anywhere. Lucy's purchase was covered by 4,000+ stories globally, while the campaign generated 12,452 sales lead enquiries in 72 hours for Double Robotics.





**AARP**  
**Real Possibilities,**

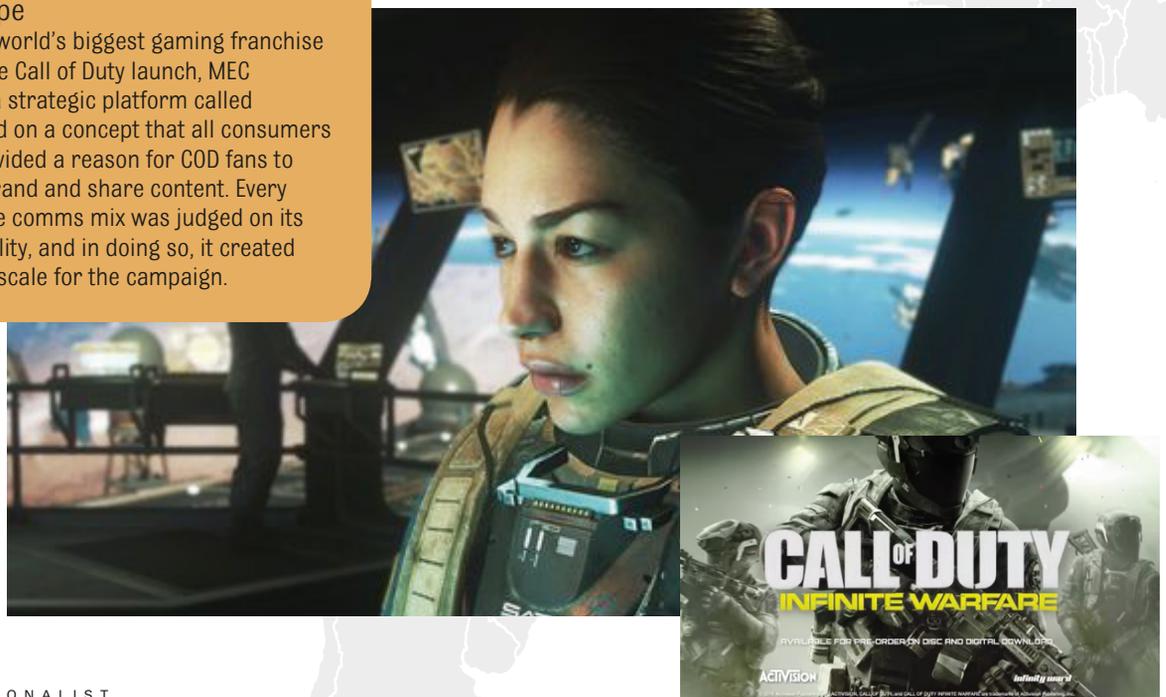
MediaCom, USA

AARP wanted to shatter preconceived notions about the brand. It was no longer an organization that sold insurance to retired people. Their aggressive content strategy tapped into influencers and topics that related to a new 50+ audience with inspirational messages from real people creating real possibilities.

**Activision**  
**Call of Duty Launch,**

MEC London, Europe

How do you keep the world's biggest gaming franchise hot? In Europe, for the Call of Duty launch, MEC & Activision created a strategic platform called 'SHARECASTING.' Based on a concept that all consumers are journalists, it provided a reason for COD fans to become part of the brand and share content. Every component part of the comms mix was judged on its ability to drive talkability, and in doing so, it created huge awareness and scale for the campaign.





**Canadian Tire  
#ShovelItForward,**

Touché, Canada  
Retailer Canadian Tire made a personal impact and became the go-to store for all the things Canadians need to get through winter. By surprising 200 Canadians by shoveling snow at their homes and leaving just an inspirational #Shovelitforward.ca message and Canadian Tire logo, the news spread quickly on social platforms and as news pick-ups.



**Activision  
Brewing New Media,**

MEC Sydney, Australia  
Activision's solution in Australia was to align Call of Duty with a product and an occasion that millennial males love: beer. Black Ops presented Black Hops midnight pale ale. The vision was to take a pale ale and paint it black, developing an exciting craft beer with highly distinctive packaging, representing the Call of Duty brand. Call of Duty retained its #1 position. No paid media supported the beer production; the investment was recouped through sales, making this a self-funding exercise.





# Fueling Mass Multi-Channel Customization

Relevant multi-channel engagement can reliably drive 30%-40%+ increases in target outcomes.

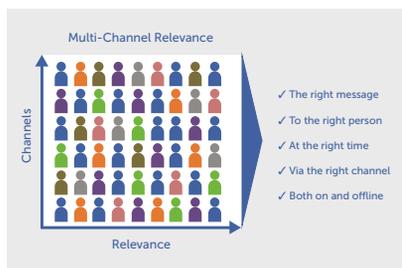
Relevant multi-channel engagement requires orders of magnitude more content.

The costs of relevant multi-channel engagement often increase 10 times faster than the benefits.

Brand stewardship and compliance risks increase exponentially with content volume, variety & velocity.

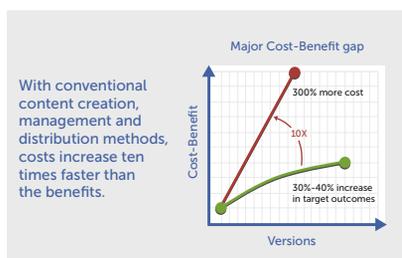
As the “visionary pace-setter” in intelligent multi-channel content generation, Elateral’s market-leading, patent-pending technology is helping to power one of the most exciting marketing mega-trends in generations: **Mass Multi-Channel Customization**.

Sophisticated multi-channel experience and dialog management platforms, energized by big data and cloud power, are now able to pinpoint the right content to the right person at the right time through the right channel.



Landing more relevant and engaging content across an expanding array of channels is driving big gains for savvy marketers. 30%-40%+ improvements in target outcomes, including customer acquisition, up-sales, registrations & referrals are not uncommon, along with improved brand affinity & loyalty.

On the other hand, relevant, multi-channel engagement requires orders of magnitude more content. As a result, promising gains are too often obliterated by ballooning costs.

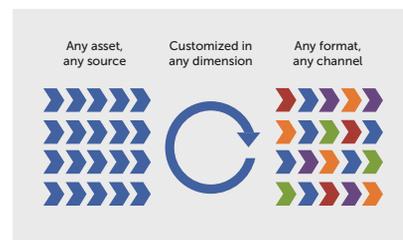


To make matters worse, the challenges and risks associated with managing brand stewardship and compliance requirements grow exponentially with increased content volume, variety and velocity.

**Elateral’s singular obsession is to be the world leader in powering intelligent multi-channel content generation & customization.**

Elateral is relentlessly focused on helping marketers transform their multi-channel content supply chain into a powerful competitive advantage, while reaping the full rewards of today’s sophisticated multi-channel experience management platforms.

Elateral MSC™ enables marketers to source any content in any form from any system; customize content in any dimension from creative to copy, size, shape, layout & language; and output market-ready materials in any format for distribution by any experience management or content delivery platform, both online and offline.



Integrated intelligence provides sophisticated role-based access and editorial rights, while advanced patent-pending automation capabilities provide unprecedented speed, flexibility and cost efficiency.

**“Elateral’s game-changing technology revolutionizes content economics and unleashes the potential of multi-channel experience management.”**

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# Maximizing Value & Advantage

With the world's most sophisticated content generation & customization platform

With Elateral, top marketers are saving tens of millions of dollars per year with concurrent improvement in results.

**Representative Case Examples:**

- 20,000 users in 200+ countries and 20+ languages driving \$100M+ savings in content design and localization costs.
- 65%-85% reduction in content localization and customization costs.
- 57% reduction in campaign production costs with improved targeting, accelerated time-to-market, and improved compliance.

Elateral's technology and services are reducing costs and waste while driving brand consistency around the globe for some of the world's leading marketers. Please **Contact Us** to uncover how we can drive an immediate ROI for your company  
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 infousa@elateral.com

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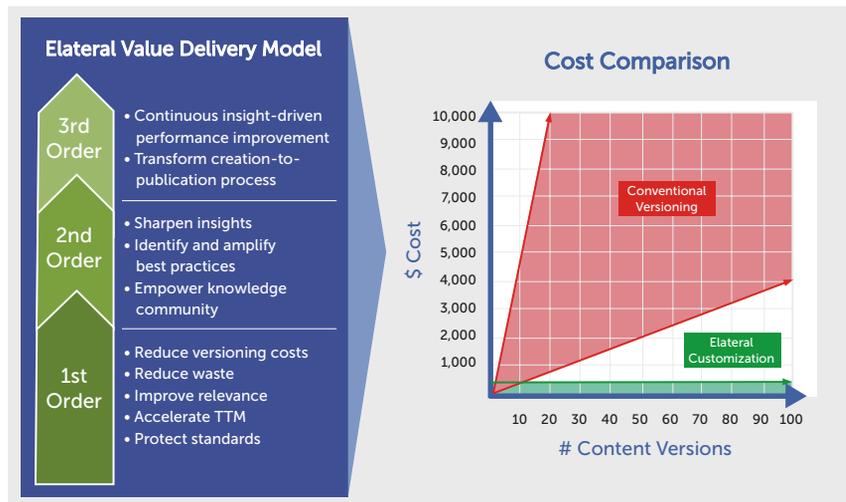
All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market. This is where Elateral MSC comes in.

Powered by patent-pending innovations, Elateral MSC is designed with one goal in mind: To maximize value & advantage for the world's leading marketers. Elateral's game-changing content generation innovations include:

<p><b>TRUE MULTI-CHANNEL</b></p> <p>One complete solution from package to print, POS, web, mobile and social</p>	<p><b>TRUE GLOBAL CAPABILITY</b></p> <p>200+ countries, 20+ languages, UI + content, Cyrillic, Double Byte</p>	<p><b>INTELLIGENT CUSTOMIZATION*</b></p> <p>Dynamic scaling with automated layout re-optimization and shape-shifting</p>
<p><b>MULTI-CHANNEL KITTING*</b></p> <p>One-to-many flow-through customization for speed, efficiency and consistency</p>	<p><b>MULTI-CHANNEL QUEUING*</b></p> <p>Multiple versions for real-time interactive dialogs – fast, flexible, efficient, controlled</p>	<p><b>CONTENT ANALYTICS*</b></p> <p>Identify and leverage high-performing assets and executions while reducing waste</p>

\*Patent-pending

Elateral's Value Delivery Model provides a fast path to significant savings and continuous performance improvement – another reason why the world's most sophisticated marketers, including Cisco, Coca-Cola, Microsoft, Procter & Gamble, Starwood and Toyota rely on Elateral solutions to take marketing results to new highs and marketing costs to new lows.



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**awards for  
 innovation  
 in media**



**Doritos  
 Ketchup Hold Out,**  
 OMD Canada  
 How do you stand out in a crowded snack category among Millennials? We know it's next to impossible to peel Millennials away from their mobile phones. So, Doritos created a mobile game that involved giving up the use of a phone to compete for the world's last bag of Doritos Ketchup. Players just needed to put their finger on the screen to hold on to that last bag as long as they could. The results were funny, on-target, socially-shared, and tied directly to sales.

**Gatorade  
 Bryce Harper  
 VR Experience,**  
 OMD, USA  
 Gatorade created a sophisticated Virtual Reality experience by enabling any fan to experience exactly how it felt to play a baseball like Bryce Harper. The project dovetailed perfectly with Gatorade's mission to Win From Within— whether physically or mentally. Without any paid support, the Bryce Harper 360 video series reached 5.6 million online video views, furthering fueling Gatorade's role in all personal athletic achievements.vehicula facilisis orci.





## General Motors Black Out,

Carat, USA

How could Chevy get people excited about the first-to-market, built-in Wi-Fi that the all-new Colorado was introducing to the truck segment? The Wi-Fi feature led to the idea of faking a Super Bowl Blackout, playing off the actual 2013 Blackout during New Orleans game. Just minutes before kickoff, Chevrolet shocked Super Bowl XLIX viewers into thinking their TVs had failed—only to command their attention seconds later to introduce the all-new Colorado with built-in Wi-Fi that allowed for uninterrupted live streaming of the game. Considered among the Super Bowl's top five ads, “BlackOut” cost just \$25K to produce.

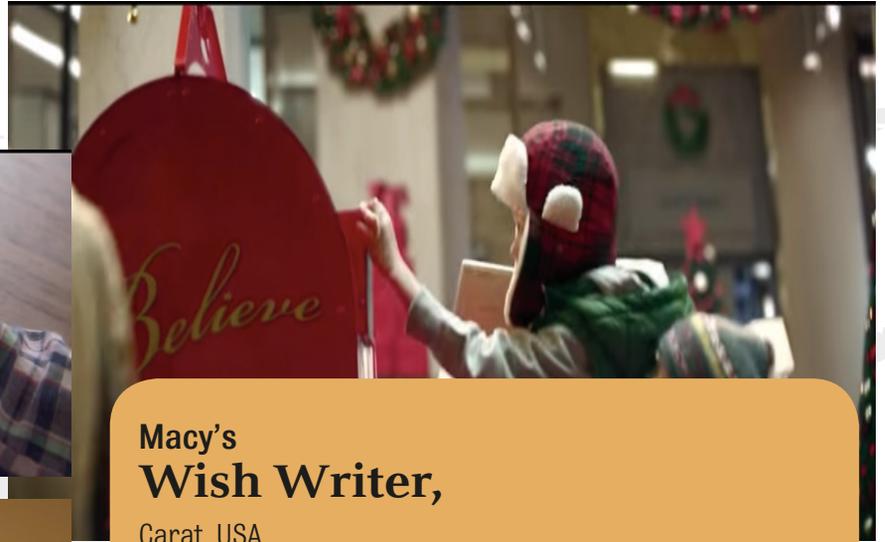
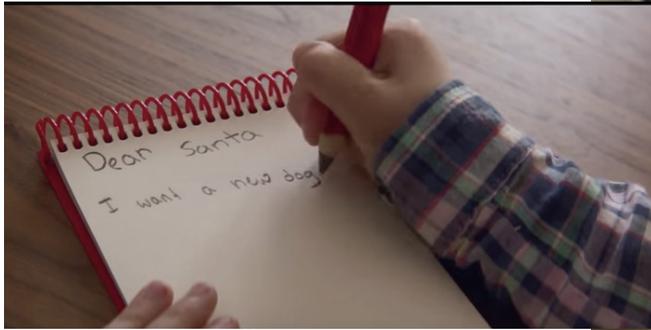


## Hindustan Unilever Rin Career Ready Academy,

PHD India

Unilever proves that a laundry detergent can tangibly help rural women improve their lives-- and clean clothes are just the beginning. The Rin Career Academy connects a laundry brand to dressing better and to learning English to help women get better jobs. Over 8500 women in India have completed the entire mobile course, and are on their way to fulfilling careers and greater opportunities. These consumers will receive a formal course completion certificate endorsed by Rin and British Council.





### **Macy's Wish Writer,**

Carat, USA

Consumers today are more likely to purchase brands that support a cause they care about. Macy's "Believe" campaign has focused on the spirit of generosity by providing a platform for customers to give back. For every letter written to Santa, Macy's has donated \$1 to the Make-A-Wish Foundation. To stand out during the crowded Christmas retail landscape, Macy's needed to reinvent the "Believe" campaign, and did so with fun, heart-warming content about a girl who magically grants wishes. Macy's won Holiday with the season's most successful YouTube ad, and generated \$2MM for Make a Wish.

### **KFC Flying Buckets,**

Initiative MENA (IPG). Mid East Delivery is an important part of KFC's business in the UAE, representing 30% of its overall sales. To remind consumers of their leadership in fresh food delivery, KFC used a helicopter deliver a massive 4 x 4 meter flying KFC bucket to Dubai's trendy Kite Beach at lunchtime-- distributing thousands of hot chicken sandwiches. The Flying Bucket stunt went viral as the crowd snapped photos and delivery sales increased by 9%





## McDonald's A Dim Jack Hi-Jack,

OMD Hong Kong

In Hong Kong, television is the most regulated media channel, where brand exposure, product names, and even the mentioning of taglines is prohibited. However, McDonald's managed to embed the brand's local Dim Jack dipping sauce character into the story line of a popular TV series. The "Dim Jack Hi-Jack" lifted total guest counts to McDonald's restaurants by 2.7%, which ultimately led to incremental sales of 5.2%.

## Marriott Demi Lovato,

MEC, USA

Marriott sought to shift its perception among Millennials and show how Marriott Rewards establishes the brand as a provider of experiences, not just hotel rooms. In a media-first approach, Marriott worked with Vevo and Demi Lovato to launch the international video premiere of Demi's hit song, "Confident." For 12 hours prior to the much-anticipated world premiere, the video was exclusively available to the Marriott Rewards community. "12-Hours with Demi" caused consumers to think differently about Marriott Rewards with 47% agreement among frequent travelers that the program offers "benefits beyond points."

### MARRIOTT REWARDS: 12 HOURS WITH DEMI LOVATO



Shift the perception of Marriott Rewards among Millennials and establish it as a provider of experiences, not just hotel rooms.
Millennials join loyalty programs for exclusive experiences, and nothing says exclusivity like a new track.
<b>IDEA</b> Partner with Vevo and Demi Lovato to provide a unique, 12-hour exclusive opportunity to view Demi's new music video to the Marriott Rewards community.
<b>RESULTS</b> The perception that the program offers 'benefits beyond points' grew by 47% among frequent travelers.
<b>WHY WE SHOULD WIN</b> First-to-market opportunity that met both business and campaign objectives.

internationalist  
awards for  
innovation  
in media



**MasterCard  
#StandUp4,**

Carat, USA

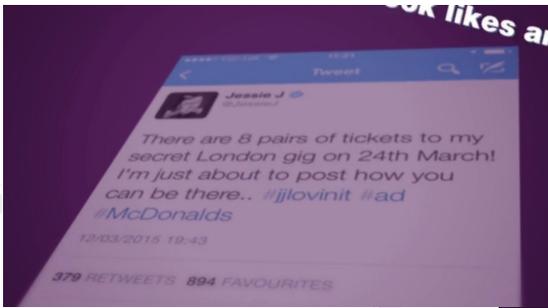
There's been a sharp increase in consumer awareness of brands' social responsibilities. Given comparable price and quality, 91% of global consumers are likely to switch to brands associated with a good cause. MasterCard understands this, and also realizes that everyone knows someone affected with cancer. MasterCard has done remarkable work to support Stand Up To Cancer by donating 1 cent when cardholders dine out and pay with their card during an eight-week promotional period. MasterCard stimulated more than 400 million dining transactions and reached their \$4 million donation target.



**Mattel-Barbie  
Imagine the Possibilities,**

Starcom, USA

After hearing concerns about Barbie from Moms, Mattel decided to emphasize the positive aspects that the doll brings to children's play. Barbie's creator, Ruth Handler, said in the 50's that her original inspiration was to show girls that they had choices. The "Imagine the Possibilities" video showed young girls in actual adult settings in their desired careers after playing with Barbie. Its humor and insights made it #1 video ad on YouTube. Plus, it helped change Moms' perceptions of the doll, which resulted in a double-digit sales increase in after a 3-year decline.



**McDonald's  
#Imlovinit24 - Epic 24  
acts of joy in 24 markets,**

OMD, Global

How does a brand build affinity among the most skeptical audience in ad history? McDonald's needed to do something truly modern, cool and "buzz-worthy" as they knew how difficult Millennials are hard to reach with traditional advertising. So, McDonald's focused on experiences that feel genuinely meaningful and iconic. With a meticulously coordinated global solution of 24 acts of joy in 24 cities in 24 hours, McDonald's took social media by storm by capitalizing on Millennials' FOMO or Fear of Missing Out, and also increased global brand sentiment.



**NIDO (Nestlé)  
Mother to a Generation,**

MEC Dubai, Middle East

This forward-thinking case from the Middle East asks mothers to make a selfless act of taking a pledge, and in doing so, paved a new way of thinking about digital media. The NIDO pledge was positioned as a daily deal instead of an advertising campaign. The offer was simple: "purchase" a pledge for 0.00 Dirham and NIDO will give 7 glasses of milk to children in need. It was the first time in the region that an FMCG brand had ever user this approach.



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in media**



**Oreo (Mondelez)  
The Oreo Eclipse,**

PHD UK

In the US, Oreo is ingrained in the national culture. But in the UK, it's still a recent addition to Britain's beige biscuit repertoire. With a mission to drive trial and make Oreo a more iconic brand in the UK, Mondelez looked to the skies, a found inspiration with the first solar eclipse in England for 16 years. Oreo started the day by quite literally eclipsing **The Sun** by blacking out more than 2m copies of Britain's biggest selling newspaper with a translucent Oreo cover wrap. Then, in the run-up to the eclipse itself, digital outdoor sites used Oreos to re-create the Eclipse happening in the sky above them in real-time. Given England's cloudy weather, the Oreo Eclipse was the **ONLY** one Brits enjoyed on March 20th.



**Pepsi  
Pepsi & Empire,**

OMD, USA

The Pepsi integration with Empire deserves praise as the world of carbonated beverages and the 30 second spot are changing. The television series features an artist competing to appear in a Pepsi commercial, and furthers the strong connection with Pepsi and music. The Pepsi and FOX/Empire partnership can be a template for global brands that want to immerse and differentiate themselves within the pop-culture conversation. Plus, the social media results were sky high!



## Porsche Cars North America Virtually Porsche,

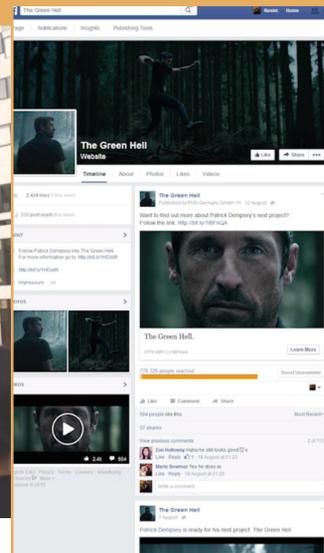
### Porsche North America

Virtual Reality is the first medium that can transport the user anywhere while delivering a feeling of true presence. It also takes storytelling to a new level. So, what can it do for cars? The Porsche VR App led to 2.2x more virtual test drives than all 188 US dealerships in the app's first month. Instead of trying to convey an experience through words or traditional video, the user became so immersed in Porsche through virtual reality that they had to drive one!

## Porsche Mission: Future Sports Car,

### PHD Germany

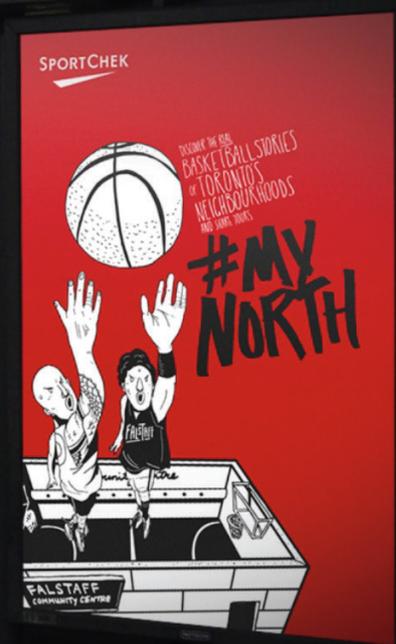
In its home market of Germany, Porsche had a mission to drive excitement for the new Porsche hybrid sports car. The campaign started a mysterious video post on Facebook, featuring Patrick Dempsey inviting viewers to "Follow me into the Green Hell," known to Grand Prix enthusiasts as the old portion of Nürburg track around the village and medieval castle with challenging elevation changes. A guerilla roadshow across Germany brought the racecar to hotspots in major cities. Video screens were set up for public viewing of the race, while viewers could see the race through the driver's eyes via an onboard camera using the Porsche app – direct, live and in real time.



**Sport Chek  
#MyNorth:  
The Basketball Story of My  
Neighborhood,**

Touché!, Canada

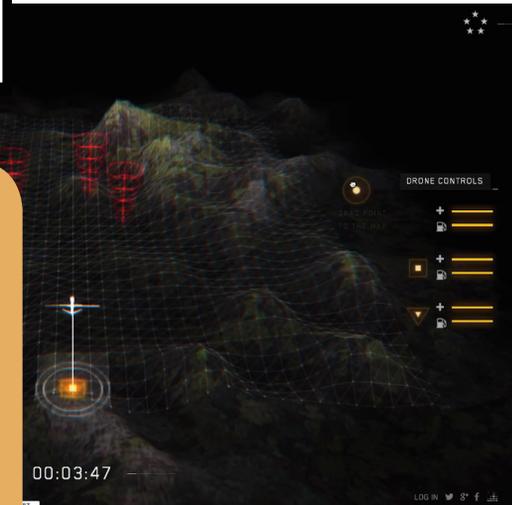
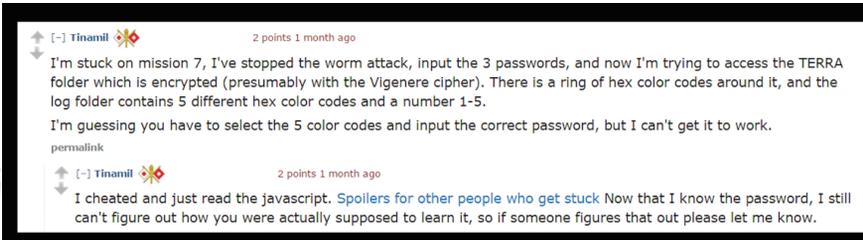
Canadian sporting goods retailer Sport Chek proved how understanding the importance of “micro hoods” can be a boon to local teams and have a major effect on retail sales. Through hyper-local targeting and highly-specialized ad messages, Sport Chek earned its basketball cred with #MyNorth, and the exclusive local team product line sold out in less than 2 months.



**Sensus  
The Universe in His Eyes,**

Havas Sports & Entertainment, Mexico

Nacional Monte Piedad, a pawnshop that has been providing low interest loans to Mexicans since 1774-- with all its profits going to charity, wanted to bring awareness to Mexico's visually impaired. A high number of children drop out of school, because they cannot afford glasses. Sensus, the first traditional comic book in Braille and with drawings, was created by a visually impaired comic book writer. With every sale of the book, one pair of glasses was given to a needy child, and donations grew in support of Monte Piedad's work.

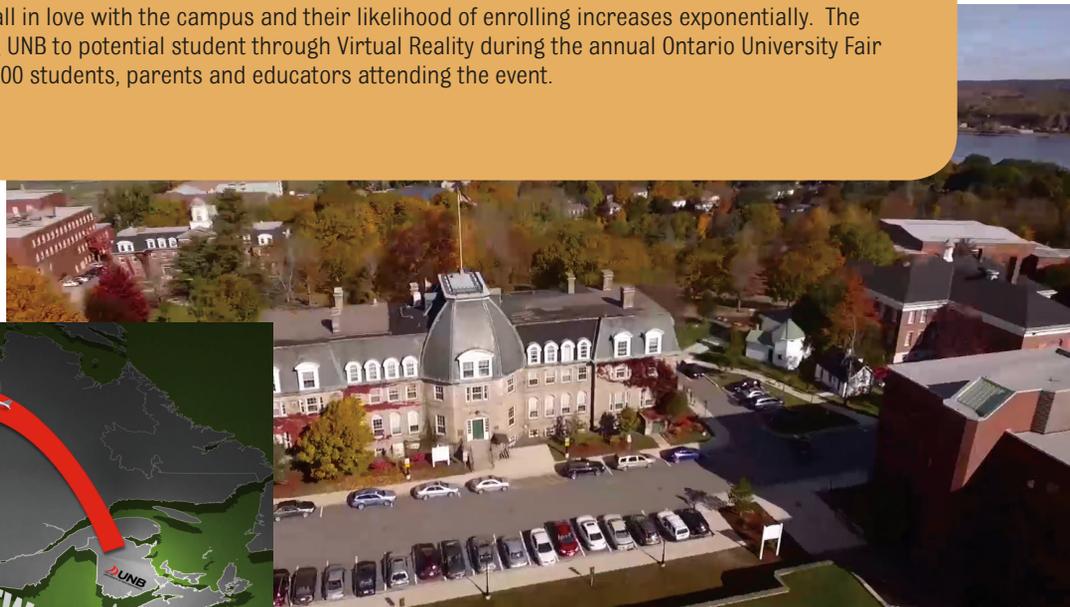


## U.S. Army U.S. Army Cryptaris Mission,

UM in partnership with McCann World Group, USA  
 The U.S. Army must attract the nation's most innovative thinkers who can be equipped with today's advanced technologies. Today's Army seeks problem solvers and STEM (Science, Technology, Engineering and Math) candidates, and needs to motivate them to learn more about Army careers. Mission Cryptaris was developed as an online simulated mission so difficult that only 5% of users could complete all levels. Army subject matter experts ensured that the levels reflected the real Army skills needed to carry out real Army missions. Cryptaris drove more than 7,000 players to goarmy.com to learn more about STEM jobs available in the Army.

## University of New Brunswick Discover UNB,

PHD Canada  
 The University of New Brunswick (UNB), Canada's oldest English language university, had sourced new student enrolments locally. However, due to the declining teen population in Eastern Canada, UNB needed to start attracting students from outside the region. Proprietary research indicated that once a prospective student visits the University, they fall in love with the campus and their likelihood of enrolling increases exponentially. The solution was to bring UNB to potential student through Virtual Reality during the annual Ontario University Fair with more than 129,000 students, parents and educators attending the event.





**Airbnb**

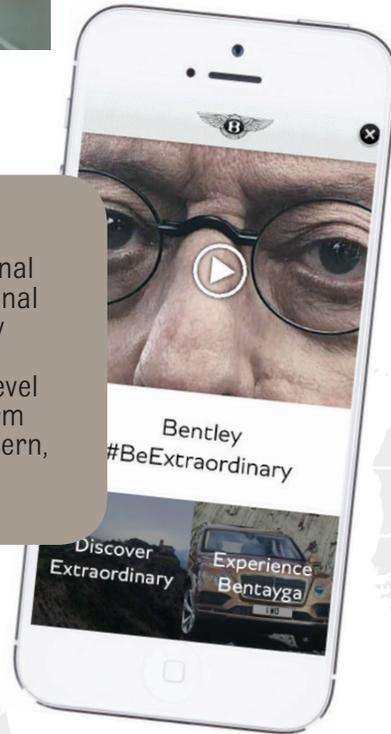
**Is Trans Kind?**, Starcom

Airbnb is a company built on the premise of acceptance of others through their unique host model. The company made a big ad investment with its “Is Man Kind?” campaign. “Is Trans Kind” was adopted at air for the Arthur Ashe Courage Award featuring Bruce—now Caitlyn—Jenner.

**Bentley**

**Be Extraordinary**, PHD International

How to do you breathe new life into a traditional brand... and change its perception for a new audience of consumers? Bentley took its first step into communicating on a global brand level with its new SUV, the Bentayga, as the platform to transform Bentley’s brand image to a modern, contemporary car by inspiring the world to #BeExtraordinary.



**THE SMILE OF THE SUN**

See more on

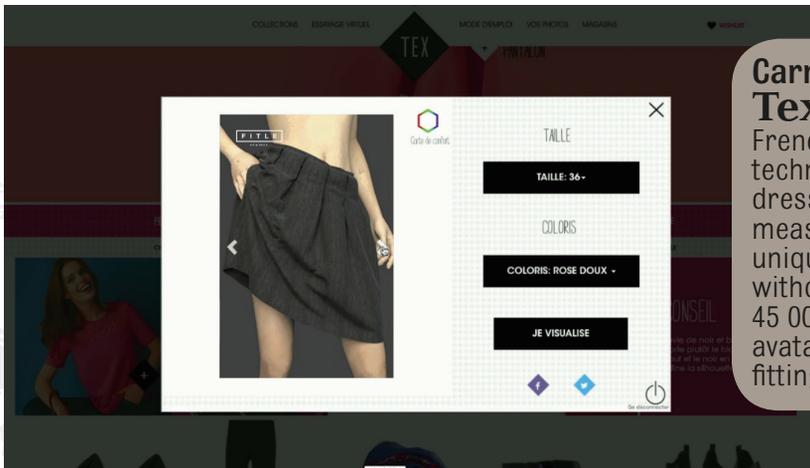
[thebestclimateintheworld.com](http://thebestclimateintheworld.com)



**Canary Islands Tourism**

**Smile of the Sun**, PHD Spain

The 7 Canary Islands promote themselves as having “The best climate in the world” all year long. So, they undertook an unprecedented project by sending an Eskimo family to the Canaries. The lovely audiovisual result attracted media coverage, as well as truly organic branded content.



**Carrefour  
Tex- Fitle, Arena Media France (HAVAS)**  
French retailer Carrefour used state-of-the-art technology to create an augmented-reality virtual dressing room. By uploading 3 photos and personal measurements to a mobile app, customers created unique avatars to try the Carrefour Fitle Collection without going into a dressing room. More than 45 000 garments were fitted by women and their avatars-- representing over 4 years of continuous fitting if done in a store.

**Converse  
CTII Launch,**

PHD Canada  
One of pop culture's most popular brands—Converse-- was launching a new Chuck Taylor sneaker. To stay true to its original "classic cool," Converse targeted young urbanites living and creating in the Digital era. Brand-weary and tech-savvy, they value authentic art and originality, so CTII made their "micro neighborhoods" a canvas—to sell to them without "selling out." By the 2nd week of the campaign, all local retailers had literally sold out of the new sneaker.



**Copenhagen Airport  
Copenhagen Airport Content,**

Marvelous (BPN/IPG), Denmark  
Copenhagen Airport covers multiple and diverse business areas such as restaurants, shopping, parking services and, of course, travel. Through an "Attentive Host" brand concept centered around quality content, Copenhagen Airport could speak to their target audiences and throughout the year—not just during travel times, and reduce the need for wasteful above-the-line marketing.nascetur ridiculus mus.



**Delica  
 The Doppio Agent,**

Mediaplus Gruppe/ Serviceplan Gruppe, Germany  
 To introduce its newly-launched range of coffee capsules, Café Royal had to get interactive. Brand Ambassador Robbie Williams took on the role of a dashing secret agent—the Doppio Agent- who acted “in the service of good taste.” Williams also played an active part in innovative social media posts, contests and downloads to great success for the brand in multiple markets.

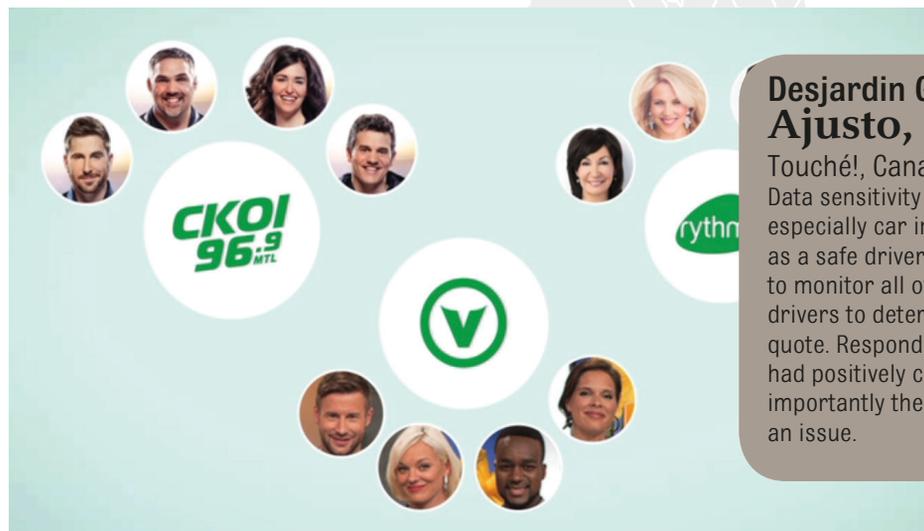
**Dell  
 Tough Enough,**

MediaCom Germany  
 Dell devised a clever plan to influence the buying process among IT purchase decision-makers. They created an entertaining sitcom on an engaging content-hub that highlighted some of the weirdest and dumbest tech-support requests that have ever reached German IT departments. It was a great way for IT admins to let-off steam in a hilarious, nerdy way, but it also showed how Dell understood their problems and created great solutions.



**Desjardin General Insurance  
 Ajusto,**

Touché!, Canada  
 Data sensitivity is a critical issue for many brand category, especially car insurance. While you may want to be rewarded as a safe driver, you may not want your insurance company to monitor all of your driving habits. The Ajusto app enabled drivers to determine their potential rebate BEFORE getting a quote. Respondents who had been exposed to the campaign had positively changed their perception of Ajusto. More importantly the data safety concerns no longer seemed to be an issue.





### Emirates Airlines Destination Dubai,

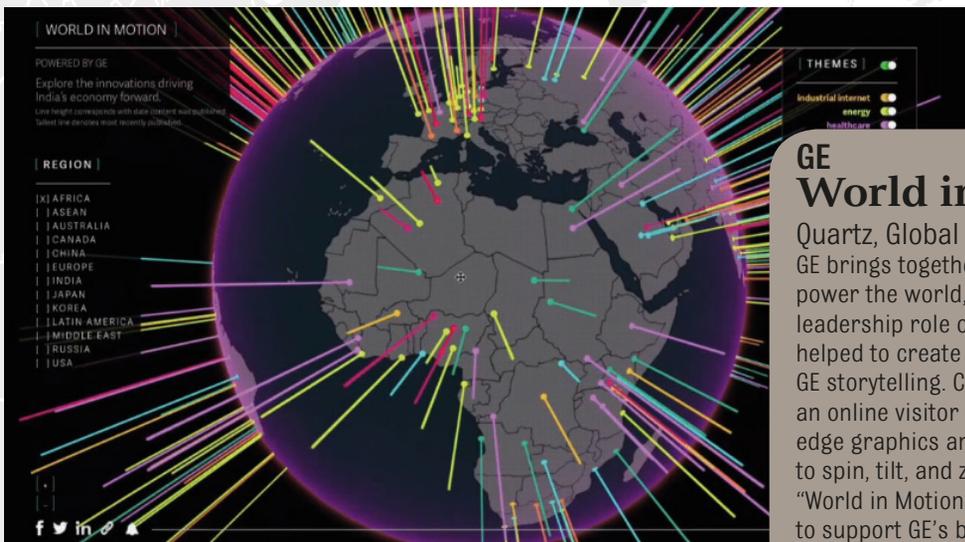
Havas Middle East, UAE

Emirates' brand philosophy is to be the bridge between people and places, between cultures and ideas - a philosophy which inspires global conversations. Though Dubai-- as a destination-- has a high awareness level, less people realize what Dubai stands for and what Dubai has to offer. Through an engaging custom content series Destination Dubai began to change perceptions about the city and its host airline.

### EOS Lipbalm EOS Launch,

PHD Germany

When Eos Lip balm entered the German market, the category was forecast for negative growth. Eos, though, played up its role as a trendy accessory and broke through traditional spring beauty ads by teasing curiosity about the product by tying with EASTER and suggesting the egg-shaped lipbalm as an Easter gift. By continuing to play on its fun shape, Eos took over 22% of the total Lip Balm category after Easter, ranking as the # 2 top brand. By year end, Eos took the #1 spot and 46% of the market.

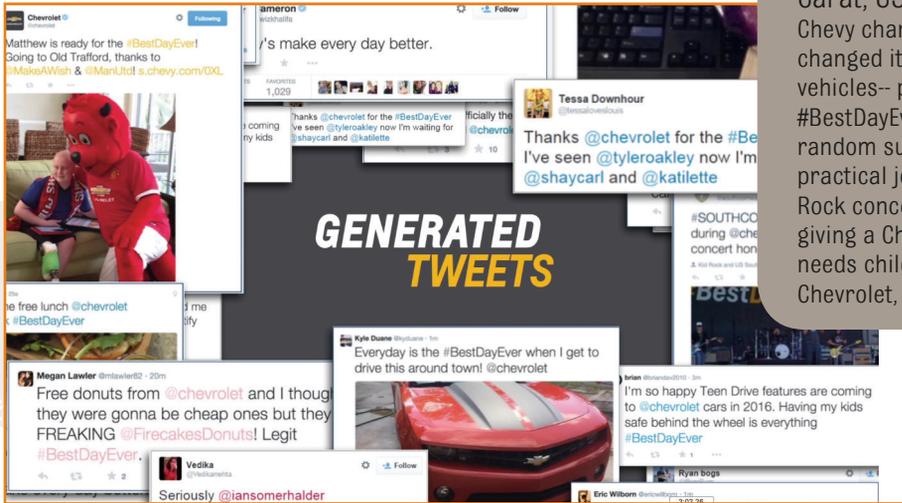


### GE World in Motion,

Quartz, Global

GE brings together the latest technology and insights to power the world, and their website content is critical to the leadership role of the GE brand. A partnership with Quartz helped to create a digital, distributable, global destination for GE storytelling. Called "World in Motion," the feature immerses an online visitor in an interactive, 3D globe built with leading-edge graphics and HTML5 technology which allows the user to spin, tilt, and zoom the globe in an infinite number of ways. "World in Motion" also reinvents the traditional content hub to support GE's businesses globally, while establishing deep relevance in local markets.

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 in media**



**GM  
 #BestDayEver,**

Carat, USA

Chevy changed the rules on April Fool's Day, and changed its brand perception to match the reality of its vehicles-- particularly with difficult-to-win-over Millennials. #BestDayEver consisted of "Acts of Awesomeness," or random surprises of optimism, rather than day's typical practical jokes. From surprising the military with a Kid Rock concert to TV Stars taking over college classrooms to giving a Chevy Traverse to a woman who adopted 7 special needs children. The program disrupted typical notions of Chevrolet, changed opinions and boosted sales.

**KFC  
 #ThisIsEgypt  
 by Colonel Sanders,**

Initiative MENA (IPG), Egypt

KFC has a long history in Egypt, but other QSR brands are now making strides. The Egyptian Government had recently launched a "This is Egypt" campaign to stimulate tourism, and an iconic Colonel Sanders participated with appearances throughout the country and at well-known monuments. The sharing, posting and media pick-ups of the campaign were tremendous and boosted positive sentiment for KFC.



**The Humane Society  
 Same Day Pups,**

Rokkan, USA

Last year, two million adorable puppies were purchased online and in pet stores in the US, but almost every one of those dogs came were products of inhumane puppy mills. The Humane Society of the United States (HSUS) set out to beat the mills at their own game by creating a puppy drone delivery service so outrageous that the message could not be ignored. **A PUPPY IS NOT A PRODUCT.** The campaign sparked discussion on the issue of puppy mills at a level that had never happened before.

## Messaging Theme & Media Channels



- Partnered with a YouTube celebrity Jack Vail to create catchy web videos
- Messaging centered around web privacy while browsing
- A/B tested CTAs and messaging via standard & high-impact creative units
- Videos used launch with large impact, while other units drove focused on performance



- Media Channel Examples:
- Yahoo! Homepage Takeovers & H Placements
  - Desktop/Mobile Mail Login takeover
  - Native ad placements & Flipboard
  - Paid social content placements
  - CPI / CPD programs
  - In Theater promotion

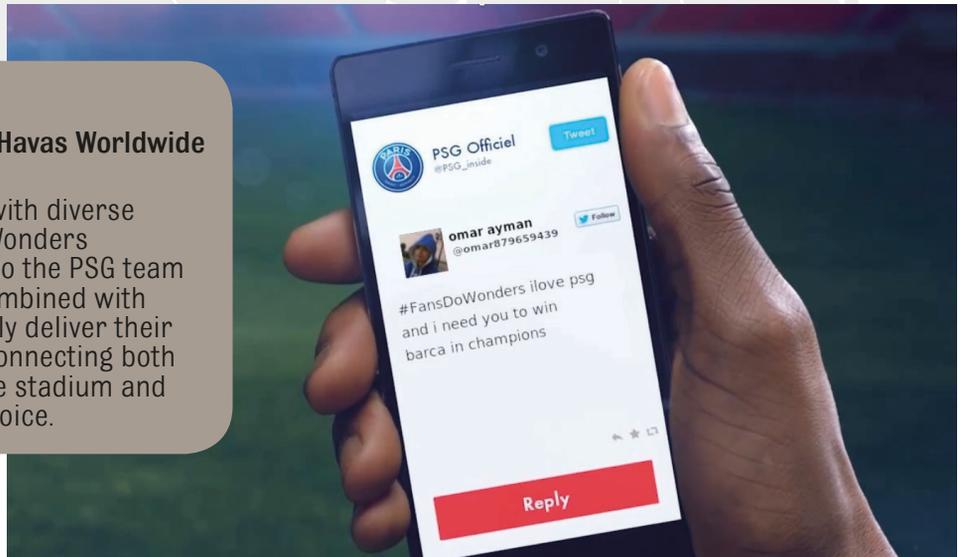
## Mozilla Independents Campaign,

Just Media, Global

In a marketing world where user data is leveraged as a commodity for targeting and tracking, Mozilla, as non-profit embracing the open web, is driving brand impact and performance while respecting user privacy. The goal was to drive global downloads for Firefox while staying “on-brand” with the use of data, audience targeting and tracking techniques. Through a unique content approach, measurable impact came from the over-delivery of downloads and installs, plus a reduction in Cost Per Download.

## Ooredoo #Fans Do Wonders, Havas Worldwide Middle East

Football teams, to better connect with diverse youth in 10 key markets. #FansDoWonders connected fans all over the world to the PSG team by enabling them to use Twitter combined with real-time video playback to instantly deliver their love and support during games— connecting both local and global fans to light up the stadium and the team’s spirit in one universal voice.



teaching the fundamentals of pet ownership.



## Purina (Nestlé) The Forever Home Stories,

MEC Sydney, Australia

Purina connected brand purpose with content to create an idea that resonated with pet owners. Called The Forever Home Series with veterinarian, Dr. Lisa, these real stories about rescue pets and how they shape a home served to showcase authentic Brand ambassadors who are important in bringing credibility and strength to Purina’s brand purpose. The Dr. Lisa show has now been syndicated, and its viewers are also more engaged with Purina.



### Tempo Tissue Accessories for Every Woman,

OMD China

There's a pack of tissues in every woman's handbag, but how could Tempo ensure it was their brand?

Tempo got innovative right around Paris Fashion Week and created actual wearable fashion accessories for every woman from its tissues. In making these fashionable items--from headbands to bracelets and even to lampshades, Tempo proved the durability of the tissue itself... and boosted sales.

### Touchstone Energy On Tour,

Touchstone Energy Cooperatives, USA

Touchstone Energy, an energy cooperative, was challenged to show its advantage to consumers. So the Touchstone marketing team videoed actual cooperative employees and local community members interacting at Touchstone-hosted events designed to help improve actual communities across the nation, and reflect the cooperative advantage. In a new age of expanded content, true stories often communicate a brand's authenticity better than a scripted advertisement.



### Visa The Infinite List,

OMD Canada

Visa Infinite faced a curious challenge: many of their cardholders simply didn't know they had one in their wallet. They knew it was a Visa, but didn't know it unlocked unique experiences. So a campaign launched with Morgan Freeman's voice on radio announcing Visa Infinite was compiling the definitive list of story-worthy experiences. In OOH, magazine and social, the List came to life with inspiring visuals and a call-out for cardholders to google the Infinite List. Cardholders took notice, and they took action. The Infinite List created incremental value to the card already in their wallet.



**AIG  
Ultimate Performers,**

BBC.com, Global

AIG was looking to capitalize on the 2015 Rugby World Cup, which has a high appeal among their target audience of C-Suites and Business Decision Makers. As the global sponsor of the New Zealand All Blacks team, but not of the Rugby World Cup, AIG had a unique challenge. BBC.com and AIG together developed a 360-degree digital solution, leveraging Rugby World Cup coverage and a unique combination of custom editorial and a partnered content series that included Sports coverage, a custom Business series, and bespoke native content of interest to a global decision-making audience.

**AT&T  
Oh, the Drama!**

MEC, US Hispanic

Novelas— those wonderful, dramatic and sexy Latin soap operas proved how AT&T could be a brand about CONNECTIONS. In fact, connecting Hispanic Millennials to content they loved also helped to increase AT&T's consideration rates among this growing consumer group.



**DAV  
The Guy Who Cut  
Everything in Half,**

Mediaplus Gruppe/Serviceplan Gruppe, Germany

The German Bar Association (DAV) encourages couples to seek legal advice before getting married through prenuptial agreements. Given that many young couples turn to eBay for furniture, DAV embedded a YouTube video in every auction. They invented a fictional husband called "Martin G" who got divorced without a pre-nup. His ex-wife wants her share of their joint things, so Martin takes "splitting" up literally, and cuts the entire household in half. The video went viral in 151 countries, then the DAV held a press conference describing the stunt and made the message clear: prenuptials can prevent cases like the hypothetical "Martin G!"



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**DMI- Victorious Human Foosball,**

Initiative MENA, Dubai

The Victorious is a sports challenge show produced in Dubai, which enables contestants to compete against famous sports stars. The 2nd season of the show leveled the playing field by creating a “human foosball” competition where superstars and contestants acted as life-size foosball characters playing live on a popular Dubai beach. Nearly 4600 participants via 913 teams were involved over 4 days. Following the activation, TV ratings for the show saw an increase of 57%.

**California Chrome's Triple Crown chances hinge on nasal strips**

California Chrome abandoned his Triple Crown bid if New York officials do not allow the colt to wear a nasal strip during current six-race winning streak, but owner could still win if Belmont Stakes vetoes



California Chrome abandoned his Triple Crown bid if New York officials do not allow the colt to wear a nasal strip during current six-race winning streak, but owner could still win if Belmont Stakes vetoes

**GSK Breathe Right,**

PHD US, USA

GSK's Breathe Right nasal strips created brand relevance by taking advantage of contemporary buzz... even though their brand ambassador turned out to be a racehorse! California Chrome – a rare Triple Crown contender and the first horse to run the Belmont Stakes with a controversial equine nasal strip—took center stage. Breathe Right sponsored the pre-day and race-day broadcast, and created a bespoke California Chrome themed television commercial. Breathe Right experienced a massive 37% annual sales increase.

**Invictus Paco Rabanne,**

Havas Middle East, Saudi Arabia

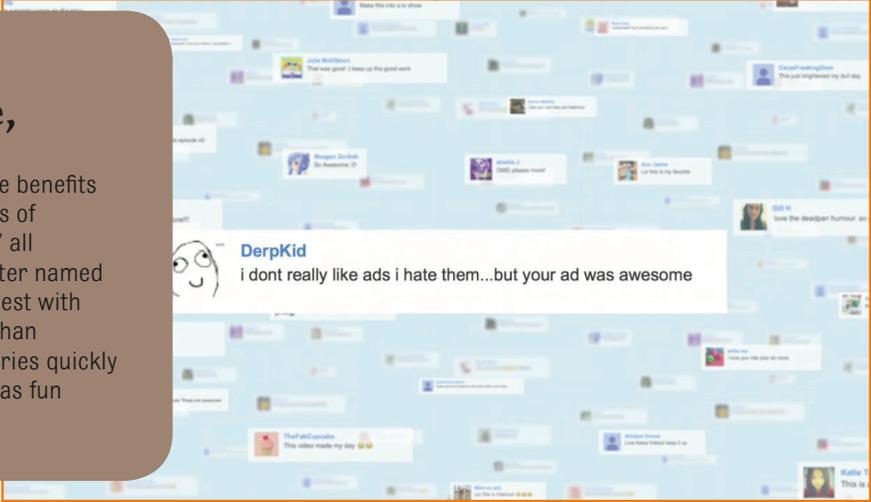
Invictus by Paco Rabanne, a male fragrance, is the creator of the “Invictus Award” centered around athleticism. The challenge was to re-launch Invictus to a receptive audience while avoiding censorship issues. The target audience is both men and women who are sports enthusiasts, tech savvy and active on social. The aim was to inspire people by the Invictus championships. Interested consumers were redirected to the website where they could watch episodes and discover more about the contestants. Traffic to the website in Middle East broke records-- despite a tiny budget.



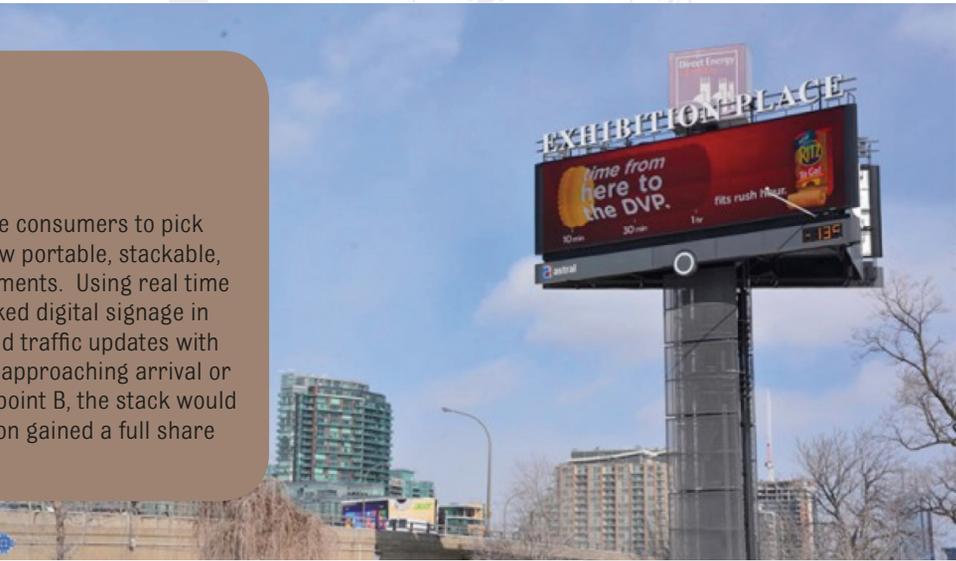


**Mark's**  
**The Colder It Gets...**  
 Touché!, Canada  
 Canadian retailer Mark's found an innovative way to encourage retail sales during Canada's cold winter: the lower the temperature, the deeper the discount through connections with a real-time weather feed. Sales at Mark's were up 21% over the previous year, despite the record-breaking cold wave that hit all Canadian regions.

**Milk West**  
**Youth Milk Snack Time,**  
 OMD Canada, Canada  
 Rather than presenting teens with ads about the benefits of Milk, Canada's Milk West created a web-series of unbranded cartoon videos. Titled "Snack Time," all episodes featured a milk carton-shaped character named Carlton, who was joined by the snacks that go best with milk. Media placement complemented, rather than interrupted, teen content environments. The series quickly developed a loyal audience who saw the videos as fun content rather than advertising.



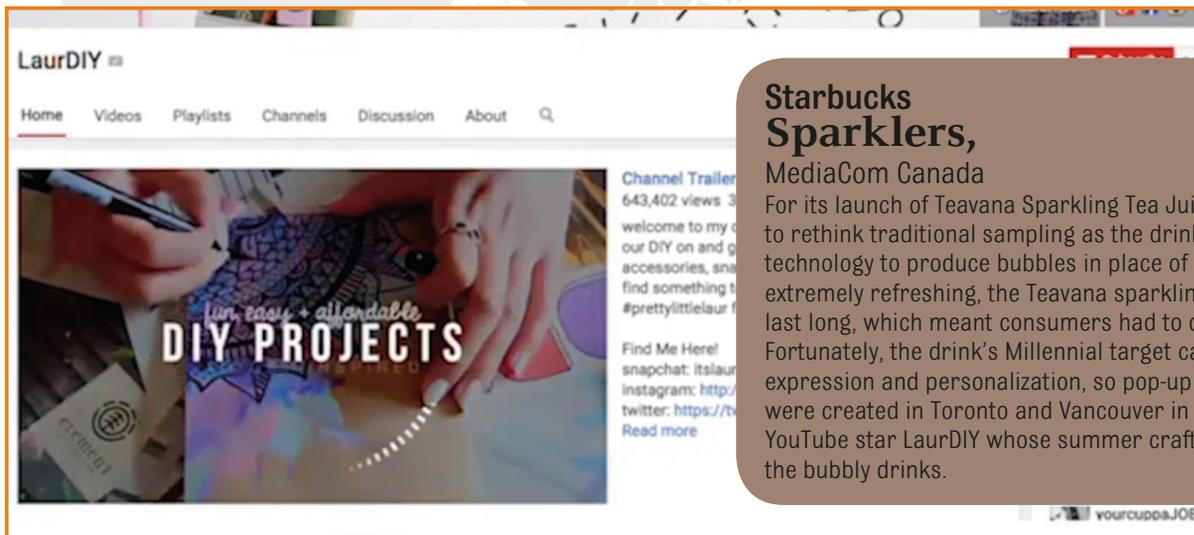
**Mondelez**  
**Ritz to Go,**  
 Starcom Toronto, Canada  
 To drive growth for Ritz and encourage consumers to pick up one more box, Ritz introduced a new portable, stackable, format and a focus on "on the go" moments. Using real time traffic information systems, Ritz hijacked digital signage in Canada to provide real time transit and traffic updates with a stack of Ritz crackers. As a bus was approaching arrival or as someone travelled from point A to point B, the stack would slowly disappear. Total Ritz penetration gained a full share point – versus the year prior.





**Rabea Tea**

**Fans United**, Initiative MENA (IPG) Tea —a traditional Mid-Eastern beverage-- is facing a serious challenge among young adults. Coffee, carbonated sodas, energy drinks and juices are gaining popularity. Given that half the Saudi population is under 30 years old, the tea category, and Rabea, is reinventing the brand with products like Rabea KICK- the region's first extra caffeinated tea blend that competes with coffee. Rabea, with a small budget, sponsored football to underscore the role that tea plays in gatherings and conversations, and 74% of the target tried Rabea tea as a result of the sponsorship.



**Starbucks Sparklers**,

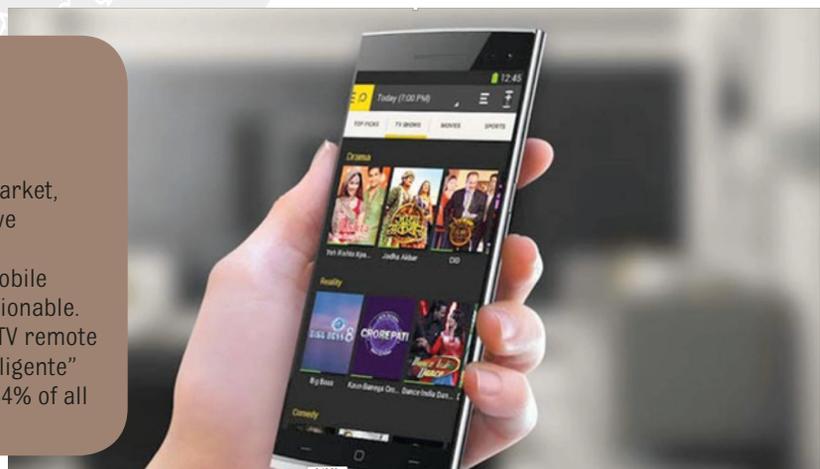
MediaCom Canada

For its launch of Teavana Sparkling Tea Juices, Starbucks had to rethink traditional sampling as the drinks used proprietary technology to produce bubbles in place of carbonation. While extremely refreshing, the Teavana sparkling bubbles didn't last long, which meant consumers had to come to Starbucks. Fortunately, the drink's Millennial target cared about self-expression and personalization, so pop-up 'Sparkle Shops' were created in Toronto and Vancouver in a partnership with YouTube star LaurDIY whose summer crafts were inspired by the bubbly drinks.

**State Farm Remote Inteligente**,

OMD's Ignition Factory, Latin America

Television is a great medium for reaching a mass market, but it lacks the ability to translate reach into effective engagement. This State Farm campaign proved that strategically pairing television with a consumer's mobile device can turn TV into something trackable and actionable. Peel TV enabled a mobile phone to be an intelligent TV remote with additional State Farm features, or "remote inteligente" for this Hispanic target audience. It accounted for 64% of all agent follow-up requests.



# Will the Rio Games Redefine Future Olympic Advertising & Sponsorship Strategies?

By Deborah Malone, *The Internationalist*

In the upcoming Olympic Games, now just three weeks away, two extraordinary occurrences are affecting marketers and their strategies-- for the short and long term. One involves significant changes to the rules regarding marketing restrictions and their impact on official sponsors, while the other, of course, involves the many unforeseen issues now occurring simultaneously in Brazil. These factors will undoubtedly recast both advertising and sponsorship concepts around such large events moving forward, particularly as marketers seek innovative ways to develop more authentic connections between brands and consumers in a transparent, social media era.

As the world watches the Rio Games, it will also become clear that overwhelming financial, political and social burdens can quickly batter host countries in light of today's complex national and international challenges. Such realizations will also have far-reaching consequences for the planning of future Olympiads.

This is the first year that we'll see new marketing efforts affected by the International Olympic Committee's Rule 40, which ends a blackout during the Games for

companies who sponsor athletes, rather than the event itself. This turnaround is the result of concerted lobbying efforts by both athletes and their agents who persistently and persuasively argued that athletes were being deprived of commercial consideration and potential income during their most marketable moments. In a statement, the US Olympic Committee's CMO, Lisa Baird, said: "The USOC relies on partner support and works very hard to protect their Olympic rights, but while doing so we also look to expand opportunities for Team USA athletes."

Under Armour, a company not currently an official sponsor of the Games — (while competitor Nike is indeed an official global sponsor) — is certainly using Rule 40 to their advantage. **In a move that characterizes its innovative marketing approach, the sports apparel company has backed nearly 250 athletes,** including swimmer Michael Phelps, and has planned a range of inventive tactics to connect its brand to the Olympics. Under Armour will rent a series of outdoor gyms throughout a 50-mile stretch of Rio's beaches



to establish marketing outposts and to host daily workouts for fans. Plus, the company plans to entertain VIP guests in a venue where they can mingle with its “family” of sponsored athletes.

Other companies, like Greek-yogurt maker Chobani and camera company GoPro, along with beverage brands Red Bull and PepsiCo’s Gatorade, have also introduced new campaigns featuring Olympians. Companies sponsoring teams or individual athletes were required to submit their campaigns to the USOC or other national committees at least six months before the Games to certify that their programs did not infringe on Olympic copyrights. It is estimated that hundreds of brands applied for approval. Interestingly, athletes and their agents generally feel that these new rulings do not go far enough as many do not find out if they qualify for the Games until just a few weeks prior to the event, not six months in advance as required by the new Rule 40 changes.

Interestingly, this may now imply that some efforts previously considered “ambush marketing” will be accepted as mainstream — provided marketers don’t use Olympic intellectual property, like the Games’ symbolic rings or the word “Olympic.” Nonetheless, GALA (Global Advertising Lawyers Alliance) asserts that “Ambush marketing by association,” or marketing activities that directly or indirectly associate advertisers with the Olympics without authorization, and “Ambush marketing by intrusion,” or marketing activities that promote advertisers at the official Olympic sites without authorization, may be subject to criminal penalties, including fines and jail time. Jeffrey A.

Greenbaum, GALA’s Chairman and Managing Partner of Frankfurt Kurnit Klein & Selz in New York,

says **“As global marketers prepare to launch campaigns in Brazil during the Olympics, they should ensure that their advertising complies with Brazil’s tough new restrictions.”** So perhaps the rule changes

will not be “crystal clear” in this first year.

No doubt, official sponsors will be closely monitoring all marketing activities to gauge how much the Rule 40 amendments will affect their investments in the Games. It is estimated that the IOC sponsorship deals cost roughly USD \$25 million per year for Olympic rights, or about USD \$100 million for a four-year commitment that includes both Summer and Winter Games. It is also rumored that the IOC intends to significantly increase its official sponsorship fees for the four-year period beginning in 2021. In fact, some believe that these fees will double, which could prove challenging in light of the new Rule 40 changes.

It is certainly understandable that the IOC seeks long-term sponsorship funding for the Games. (The Rio Olympics, for example, are predicted to cost \$12 billion — about 40% coming from public funds and the rest from private lenders.) However, no one could have imagined several years ago that a host country like Brazil would be plagued by so many unforeseen and concurrent problems. After all, the

Rio Olympics are the culmination of a decade of huge sporting events in the city, including the Pan-American Games (2007), the Military World Games (2011), the FIFA Confederations Cup (2013) and the World Cup (2014). All of these spectacular events were considered successes. Plus, an annual event like Carnival attracts about a million tourists each year, and is generally well managed.

This is not the first time that there have been concerns about a host country's involvement with the Games. The 2004 Summer Games in Athens were criticized for slow construction and worries that venues would not be completed in time for the Opening Ceremonies. The 2014 Winter Olympics in Sochi fielded reports of faulty plumbing and shoddy construction against the backdrop of unseasonably warm weather. Some will also recall that fears of swine flu were a big concern in anticipation of 2010 Winter Games in Vancouver.

Yet the challenges facing Rio are unprecedented and only seem to mushroom. Plus, finances may be just one of many interrelated problems. According to Francisco Dornelles, the Acting Governor of the State of Rio, "The state is bankrupt." (The incumbent governor, who has lymphoma, is on sick leave.) Yet, Eduardo Paes, Mayor of the City of Rio, asserts that the current fiscal situation will not affect Olympic preparations. This debate comes amid a national political crisis as Brazil's President, Dilma Rousseff, was forced to step down this May in light of allegations that she manipulated the state budget. The result has been a frozen economy and political turmoil.

However, Leonardo Picciani, the newly-appointed Sports Minister who was given his role after Dilma Rousseff's suspension, claims that the Games will be "fantastic." He has also emphasized that the mosquito-borne Zika virus is under control, particularly given that August in the Southern Hemisphere is mid-winter when the drier and cooler weather lessens threats from mosquitos. Of course, that has not stopped 150 doctors and scientists from signing an open letter asking for the Olympics to be moved or postponed in light of the epidemic. Nor has it stopped a number of prominent athletes from staying away.

As if these issues were not enough, the Rio Games are also embroiled in a doping crisis, and the result is the barring of Russia's entire track and field team from competition for what is considered "an extensive doping conspiracy."

One can only hope the XXXI Olympiad in Rio, Brazil **moves forward with the kind of spirit and passion that has long made the Games so celebrated and so unique in the world of sports.** It does sound as though it will take a miracle to conclude preparations before August 5th. However, if you know anything about Brazil and Brazilians, in the end, everything seems to turn out alright.

Even so, the advertising and sponsorship commitments surrounding these Games will be changed forever in light of occurrences in 2016.



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LEADING MARKETERS & INTERNATIONALISTS  
GATHER TO SET THE AGENDA IN NEW YORK

In March, marketing leaders from around the world gathered to both celebrate fellow Internationalists and exchange ideas at the Harvard Club, New York. They began with a peer-to-peer dinner, followed by an invitation-only Summit, as part of **THE INTERNATIONALIST 1000 initiative**, in global partnership with the ANA/Association of National Advertisers, called Setting the Global Marketing Agenda. The two-day event enabled Internationalists of the Year and multi-nationally-minded marketers to meet each other and discuss critical issues in the reinvention of marketing in terms of leadership, agency collaboration and integrating brand purpose with brand growth.

*Pictured left to right:*

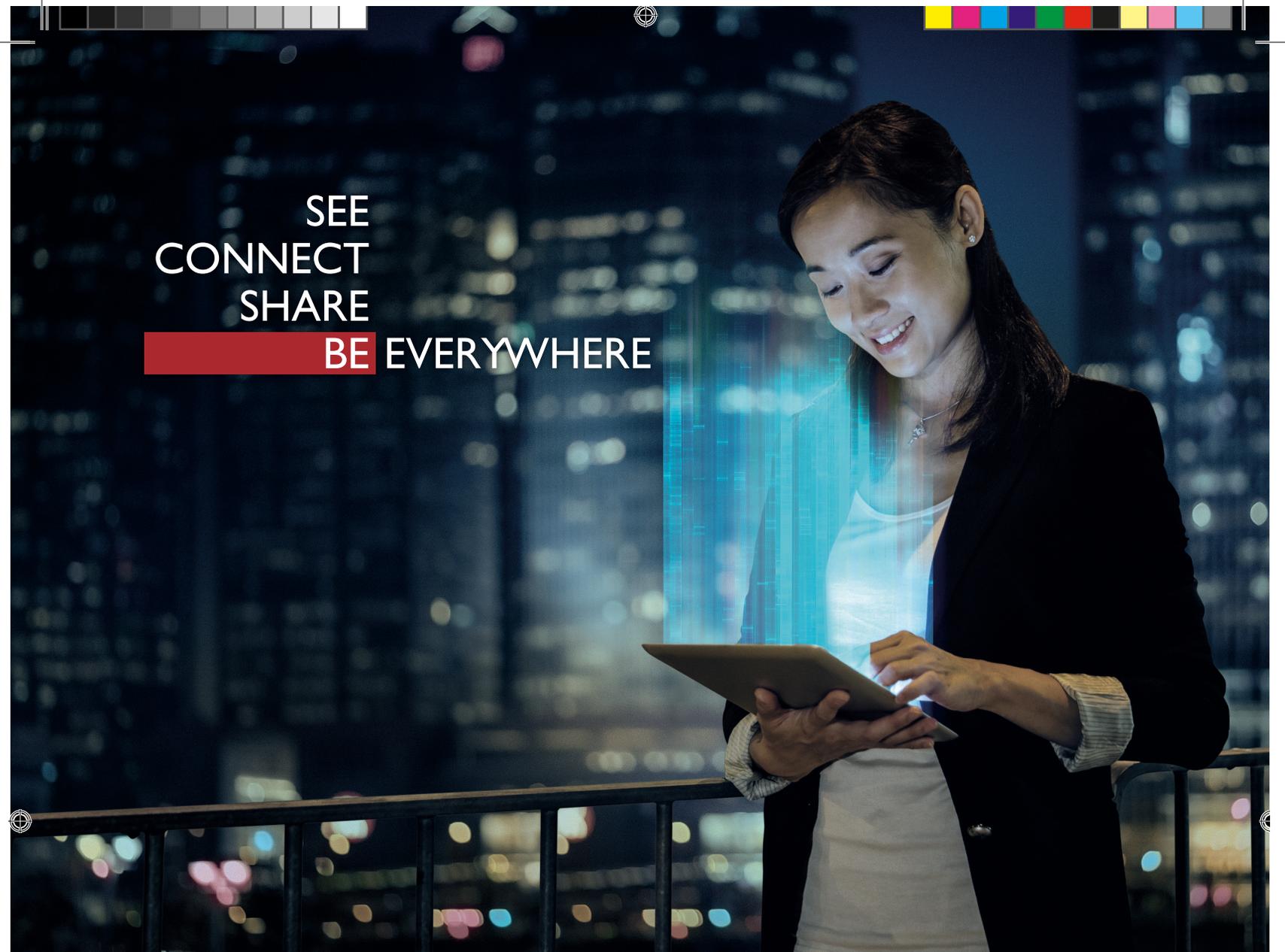
- 1 Bob Liodice, CEO of the ANA addressing the group at the Harvard Club *Internationalists of the Year Dinner*.
- 2 Sam Ahmed of MasterCard Asia Pacific flew from Singapore to New York to accept his *Internationalist of the Year* honor.
- 3 Paul Wendlandt of Elateral with *Internationalist of the Year* Jennifer Chick of Hilton Worldwide and Elateral's Perry Kamel.
- 4 *Internationalist of the Year* Esther Uhalte of Estée Lauder reconnecting with old friend Charisse Ford of Pandora, also an *Internationalist of the Year*.
- 5 David Krzypow of MoroccanOil sharing a laugh with BBC's Dawn Williamson.
- 6 Johnson & Johnson's Vineet Mehra, a Summit panelist and an *Internationalist of the Year*.
- 7 SAP XM's Johann Freiling, also an *Internationalist of the Year*, introducing himself to new colleagues and friends.



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