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marketing moves forward

the lure of corporate social responsibility

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business advertising crosses
new borders

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THESE INTERESTING TIMES...



The well-familiar Chinese proverb, “May you live in interesting times,” has been applied to many transitional times in history. When reviewing the themes in this issue of internationalist, I came to realize just how interesting these times are for marketing innovation and resourcefulness.

Our cover story on new interpretations of Corporate Social Responsibility makes clear the positive evolution of this industry's thinking. How far we've come is especially apparent to anyone in the U.S. this summer who tuned into the new TV hit, “Mad Men.” The 13-week series offered a dazzling — if often brutal — portrayal of the early days of Madison Avenue. Written by Matthew Weiner, of “The Sopranos” fame, each episode shows how advertising agencies had a powerful influence on mass behavior.

If that world of “just make them buy” messaging was entirely true, it is no surprise, that several decades later, the consumer is now in charge, and brand ethics are now largely about trust and value.

Our story on “Business Crosses New Borders” highlights how technology advertisers in particular have embraced more creative means of marketing. The feature also demonstrates how issues such as ROI and the migration of advertising to the internet now provide new solutions. Not long ago, many feared that this level of accountability would mean the end of creativity. It now seems that as an industry, we have grown beyond such concern.

Starcom's Andrew Swinand tells us that “The efficient allocation of resources is the wave of the future in advertising today.” And he asserts that “Digital asset management is an idea that is about to explode.” Who would have imagined that this is how we would be talking about the business of marketing? No matter how mad the men in “Mad Men,” I doubt that they or even their contemporary creators would ever imagined that this moment in marketing would be so interesting.

Deborah Malone, *publisher*

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TIME : BETTER : SPENT



Excellence in Flight

Korean Air is becoming flirtatious. A recently-launched ad campaign shows the airline with a new sense of charm as it reinvents its image as a contemporary and innovative airline. Ads have been designed to enchant readers and viewers so they will begin to think differently about Korean Air.

With an investment of US\$19million, the new global ad campaign is titled "Excellence in Flight." Targeted to international air travelers, it showcases advantages in services and facilities, while offering a fresh image of a modern airline. According to Emily Cho, part of Korean Air's ad planning team, "The ads are a real departure from anything we have ever done."

Established in 1969, Korean Air has routes to 37 countries and 114 cities, and is a member of the SkyTeam Airline Partnership system.

The TV portion of the campaign is running for three months on CNN, Discovery and National Geographic in Asia. It is also supported by print advertising in newspapers and magazines, including *Time* and *NewsWeek*.

INFO: <http://www.koreanair.com/>

Top This TV Challenge

Heinz is inviting more consumers to make the next great ketchup commercial this October after the success of their first TV challenge. The contest encouraged Heinz fans to make their own commercials and submit them on YouTube. Of the 8,000 videos that were submitted, Heinz judges selected the top fifteen, which were then posted on YouTube for voting. The winning commercial, which won a grand prize of \$57,000, aired during The Emmy® Awards in the U.S. on September 16th.

According to Heinz Chairman, President and CEO William R. Johnson in a recent address to analysts, "Heinz is the most global U.S. company," with 60% of its business coming from outside the United States.

Could this mean local language versions for the next campaign? Is ketchup a word that doesn't require translation?

INFO: <http://www.TopThisTV.com>



Be Brave Not Beige

London's Houses of Parliament, Marble Arch and more than twenty of the city's most visible sites demonstrated a new form of marketing bravery by IKEA. "Be Brave Not Beige" is the retailer's new rallying cry for their colorful textiles, which are intended to save British consumers from safe, but boring, homes decorated with only neutral tones.

The outdoor implementation of "Be Brave Not Beige" campaign ran for a total of 14 nights, and has been acknowledged to be one of the most innovative projection events ever undertaken in London. A key factor in its success was the meticulous measurement of each building, so that designs could be created to perfectly fit the actual structures.

The idea was conceived for IKEA by Ministry of Experience, while Kinetic undertook the extraordinary outdoor media initiatives. Craig Leiper, Managing Director of Ministry of Experience, believes his company excels at reinventing, reinterpreting and redefining outdoor advertising, guerrilla marketing and non-traditional media.

What's next? IKEA France is looking into a similar program. It will be interesting to see how Gustave Eiffel's steel structure handles colorful fabric-- even if just by projection.



100 Best Global Brands

Google, Zara, Apple, and Nintendo are among this year's top gainers in *BusinessWeek's* annual ranking of The Best Global Brands. For the seventh consecutive year, BusinessWeek has teamed up with Interbrand, a leading brand consultancy, to publish a ranking of the top 100 global brands by brand value.

Reviving even a storied brand isn't easy once consumers have a negative perception of it. Just ask Ford or Gap, which lost 19% and 15% of their brand value, respectively, in this year's *BusinessWeek/Interbrand* annual ranking of the 100 Best Global Brands. Even such perennial winners as Coca-Cola (No. 1) can have trouble boosting their brand. The beverage giant claimed the top spot for the seventh year in

Coca-Cola retains the No. 1 spot; Google outpaces the pack for the second straight year.

a row mostly because it is big and everywhere, but it failed to further grow its reputation because its move into healthier drinks has yet to resonate.

Still, it's possible to stage a brand comeback. Several such stories emerged in this year's ranking. While it's tempting for a challenged brand to emulate the likes of Google (No. 20), Apple (No. 33), or Starbucks (No. 88), doing so can seem audacious at best, delusional at worst. A potentially more useful exercise: examining brands that have stumbled but recovered. Take Nokia Corp. (No. 5): The Finnish giant realized its focus on making cheap handsets for the developing world was hurting in the U.S. and Europe. Nokia released high-end phones aimed at both the consumer and business user and is showing strength in emerging and mature markets alike.

BusinessWeek chose Interbrand's methodology because it evaluates brand value in the same way any other corporate asset is valued—on the basis of how much it is likely to earn for the company in the future. Interbrand uses a combination of analysts' projections, company financial documents, and its own qualitative and quantitative analysis to arrive at a net present value of those earnings. Interbrand takes many ingredients into account when ranking the value of the Best Global Brands. Even to qualify for the list, each brand must derive at least a third of its earnings outside its home country, be recognizable outside of its base of customers, and have publicly available marketing and financial data.

INFO: www.businessweek.com

Rank	Company	2007 Brand Value \$MILLIONS	Percent Change (over 2006)	Country of Ownership
1	Coca-Cola	65,324	-3%	U.S.
2	Microsoft	58,709	3%	U.S.
3	IBM	57,091	2%	U.S.
4	GE	51,569	5%	U.S.
5	Nokia	33,696	12%	Finland
6	Toyota	32,070	15%	Japan
7	Intel	30,954	-4%	U.S.
8	McDonald's	29,398	7%	U.S.
9	Disney	29,210	5%	U.S.
10	Mercedes-Benz	23,568	8%	Germany

Source: *BusinessWeek/Interbrand's* Annual Ranking of The Best Global Brands For 2007



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Venezuela

L I N E S					L I N E S				
Rank	Company	2007 Brand Value — \$MILLIONS	Percent Change (over 2006)	Country of Ownership	Rank	Company	2007 Brand Value — \$MILLIONS	Percent Change (over 2006)	Country of Ownership
11	Citi	23,443	9%	U.S.	56	Xerox	6,050	2%	U.S.
12	Hewlett-Packard	22,197	9%	U.S.	57	Colgate	6,025	7%	U.S.
13	BMW	21,612	10%	Germany	58	Chanel	5,830	13%	France
14	Marlboro	21,283	0%	U.S.	59	Wrigley's	5,777	6%	U.S.
15	American Express	20,827	6%	U.S.	60	KFC	5,682	6%	U.S.
16	Gillette	20,415	4%	France	61	Gap	5,481	-15%	U.S.
17	Louis Vuitton	20,321	15%	U.S.	62	Amazon.com	5,411	15%	U.S.
18	Cisco	19,099	9%	U.S.	63	Nestle	5,314	8%	Switzerland
19	Honda	17,998	6%	Japan	64	Zara	5,165	22%	Spain
20	Google	17,837	44%	U.S.	65	Avon	5,103	1%	U.S.
21	Samsung	16,853	4%	S. Korea	66	Caterpillar	5,059	10%	U.S.
22	Merrill Lynch	14,343	10%	U.S.	67	Danone	5,019	8%	France
23	HSBC	13,563	17%	Britain	68	Audi	4,866	17%	Germany
24	Nescafe	12,950	4%	Switzerland	69	adidas	4,767	11%	Germany
25	Sony	12,907	10%	Japan	70	Kleenex	4,600	-5%	U.S.
26	Pepsi	12,888	2%	U.S.	71	Rolex	4,589	8%	Switzerland
27	Oracle	12,448	9%	U.S.	72	Hyundai	4,453	9%	S. Korea
28	UPS	12,013	12%	U.S.	73	Hermes	4,255	10%	France
29	Nike	12,004	10%	U.S.	74	Pizza Hut	4,254	-9%	U.S.
30	Budweiser	11,652	0%	U.S.	75	Porsche	4,235	8%	Germany
31	Dell	11,554	-6%	U.S.	76	Reuters	4,197	6%	Britain
32	JPMorgan	11,433	12%	U.S.	77	Motorola	4,149	-9%	U.S.
33	Apple	11,037	21%	U.S.	78	Panasonic	4,135	4%	Japan
34	SAP	10,850	8%	Germany	79	Tiffany & Co.	4,003	5%	U.S.
35	Goldman Sachs	10,663	11%	U.S.	80	Allianz	3,957	NEW	Germany
36	Canon	10,581	6%	Japan	81	ING	3,880	12%	Netherlands
37	Morgan Stanley	10,340	6%	U.S.	82	Kodak	3,874	-12%	U.S.
38	Ikea	10,087	15%	Sweden	83	Cartier	3,852	15%	France
39	UBS	9,838	13%	Switzerland	84	BP	3,794	-5%	Britain
40	Kellogg's	9,341	6%	U.S.	85	Moet & Chandon	3,739	15%	France
41	Ford	8,982	-19%	U.S.	86	Kraft	3,732	-5%	U.S.
42	Philips	7,741	15%	Netherlands	87	Hennessy	3,638	2%	France
43	Siemens	7,737	-1%	Germany	88	Starbucks	3,631	17%	U.S.
44	Nintendo	7,730	18%	Japan	89	Duracell	3,605	1%	U.S.
45	Harley-Davidson	7,718	0%	U.S.	90	Johnson & Johnson	3,445	8%	U.S.
46	Gucci	7,697	8%	Italy	91	Smirnoff	3,379	11%	Britain
47	AIG	7,490	NEW	U.S.	92	Lexus	3,354	9%	Japan
48	eBay	7,456	10%	U.S.	93	Shell	3,331	5%	Britain
49	AXA	7,327	NEW	France	94	Prada	3,286	14%	Italy
50	Accenture	7,296	8%	Bermuda	95	Burberry	3,221	16%	Britain
51	L'Oreal	7,045	10%	France	96	Nivea	3,116	16%	Germany
52	MTV	6,907	4%	U.S.	97	LG	3,100	3%	S. Korea
53	Heinz	6,544	5%	U.S.	98	Nissan	3,072	-1%	Japan
54	Volkswagen	6,511	8%	Germany	99	Polo RL	3,046	NEW	U.S.
55	Yahoo!	6,067	0%	U.S.	100	Hertz	3,026	NEW	U.S.



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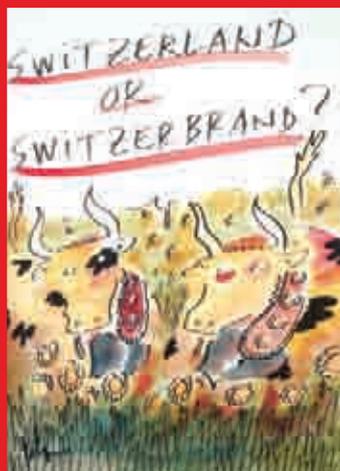
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INFO: <http://www.travellingmedia.com>

Switzerland or Switzerbrand?



Marketing and media people often claim to excel when challenged, and cartoonist Pécub put 100 such executives to the test during the annual Connect Alliance meeting this September in Lausanne, Switzerland. Pierpaolo Pugnale, known as Pécub, is a leading illustrator and contributor to many European publications. With wonderful humor and great spontaneous sketching, he showed how branding could be linked to the four principals of Leonardo da Vinci. Participants in the meeting enjoyed breaking the code.



Saving the manatee by marketing merlot

Speedboats have killed 11 manatees in Florida already this year, but a bigger problem manatees are facing is the "red tide" algae blooms spurred by a fatal bacteria that infiltrates the sea grass manatees eat.

Can red wine help to save it? A few sips of Oreana's Manatee Merlot will hopefully bring these mammals back to safer territory. Twenty percent of the proceeds from each bottle is being donated to the Save the Manatee organization, founded by "Margaritaville" singer Jimmy Buffett and former Florida governor Bob Graham, to improve the welfare and habitats of manatees.

Patrick Rose, the Save the Manatee Club's executive director, appreciates the winery's help. "One thousand people each day move to Florida and 85 million tourists visit the state each year from all over the globe, so it is critical for us to have help from diverse members of the business community in getting our conservation message out to all segments of the public."

In the mean time, go ahead and raise your glass to saving a Floridian treasure with a California vintage. After all, it's 5 PM somewhere.

INFO: <http://www.manateemerlot.com> (The Manatee-saving Merlot can also be ordered online directly from the winery.)

the 10 fastest-growing ad markets worldwide

Country	Growth (%) 2009 vs 2006
Qatar	214.7
Egypt	117.7
UAE	108.9
Russia	108.3
Ukraine	100.5
Moldova	97.1
Romania	93.0
Belarus	89.4
Pan Arab	88.0
Saudi Arabia	86.0

SOURCE: Zenith Optimedia Group

axel springer acquires zanox

Axel Springer, German's largest newspaper publisher and third-largest magazine publisher is making a major commitment to digital media with the purchase of Zanox, a technology company whose mission is to help website owners make more money with their internet services.

Zanox offers advertisers, e-commerce companies and online shop operators an internet-based platform for the effective marketing of products and services through various channels. Companies use the powerful infrastructure and range of services in over 30 countries to target appropriate sales partners. Revenue is generated through a commission structure for successful transaction generated through the Zanox platform.

The business consists of a rapidly growing international network of more than 1 million sales partners in over 180 countries including: Allianz, Amazon, Axa, Citibank, Daimler, Expedia, Jamba, Lycos, Procter & Gamble, Quelle, Sixt, Staples and Vodafone. Zanox online marketing services include affiliate marketing, search engine management, e-mail marketing, online shopping and customer loyalty programs.

The acquisition will develop:

- Investment in rapidly growing market of performance-based online marketing (multichannel commerce)
- Access to new ways to market online sales
- Expansion of digital business activities
- Strengthening of zanox's international growth efforts
- Creation of new products and technologies
- Continuing acquisition of new customer groups.

INFO: <http://www.axel.springer.de>

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GLOBETROTTERS

from the blackberry of deborah malone



This new GLOBETROTTERS column is designed to keep the international community connected. Not only will it spotlight who is where in the world now, it will also describe the adventures we all experience by living a life of constant worldwide travel. If you've ever been hijacked, stuck in a revolution or committed an unforgettable cultural faux pas, everyone in our community will be curious to hear about it. Please do tell us, and don't forget the photos!

TO SUBMIT TO GLOBETROTTERS, EMAIL: deborah.malone@internationalistmagazine.com

SUMMER generally brings some leisure travel for most of us, and given the personalities in this international community, it can include the kind of madcap adventures of a Bob Hope-Bing Crosby "On the road" movie. Increasingly, though, it also means a time of business transition before autumn's frenetic pace. This Globetrotters edition shares anecdotes from both our holiday and business lives this summer.

I made a personal commitment this summer to avoid London's Heathrow airport for the month of August when tourists and terrorist precautions make travel more challenging than usual. As an alternative, I tried Canada's Zoom Airlines, which has a new route from JFK to Gatwick. Twice a week, their Trans-Atlantic flight stops in Bermuda. Passengers can easily organize to make the island a few-day respite from the stresses of NYLon by catching another Zoom flight to continue the journey.

Although tempted, I stayed on course, but I do plan to try out the Bermuda pit stop—probably after hurricane season. www.flyzoom.com

► I was not the only one thinking about hurricanes. Banner's **Hanne Tuomisto-Inch** was vacationing with her husband in the Caribbean during late August when they also encountered one of the region's early storms. They did manage to eventually fly back to London to tell tales of the rainy tropics. **CONTACT:** hanne.tuomisto-inch@bi.com

► Others had calmer vacations. Gruner+Jahr's **André Freiheit** mentioned that spent his three-week holiday on a sail boat and did not bring his Blackberry. He proudly stated that they only reading he did was from books and not small screens. **CONTACT:** freiheit.andre@guj.de

► **Hans Peter Rohner** of Publicitas combined some business and pleasure travel this summer. He discovered Beijing's new world art district, which he predicts will be more famous than Soho, Greenwich Village and Montmartre together. Although he confessed that he did spend much of the summer preparing for the company's major PPN event in Nice—planned for just as autumn arrives in late September. **CONTACT:** hprohner@publigroupe.com

► **Alex Clement** of *Harvard Business Review* relates his summer adventure, which may be considered holiday and experiential sports marketing. "My family and I had a very good (but way out of the ordinary) vacation experience. Since 2000 we have ventured to Gordes, a feudal village in the south of France, with a side trip to either the Riviera and/or Paris, or in this year's case, both.

As we arrived at the Gare Lyon in Paris for the final weekend of our trip, our taxi driver crossed over the Seine to the Left Bank, only to cross back to the Right get to our hotel. I asked the driver what was going on, and he said it's Tony Parker and Eva Longoria's wedding today and I am avoiding the traffic.

As we approached our hotel (Parc Hyatt) the streets became more and more congested. Once we arrived we discovered that the celebrity couple was staying at our hotel and the paparazzi were out in full force. We had to be escorted in and out of the hotel by security. As we checked in and were being taken to our rooms, Thierry Henry, the biggest French footballer now that Zidane is retired, gets on the elevator.

He was 'noncommunicatif.' I asked the clerk what was his problem and he said he is very angry because he wants a room, but the hotel is sold out. At this point I turned to my wife and said, we have two free rooms (with points) and Thierry Henry can't get one. The planets and stars had aligned for the Clemente clan...if only for a weekend!"

CONTACT: aclemente@hbsp.harvard.com

► Another sports great, **Tiger Woods**, was apparently in a better mood this summer. **Walter Schubert** of Schubert International told me the he had a chance to meet the golf legend while attending a Deutsche Bank reception following Tiger's ringing of the opening bell of the New York Stock Exchange. Walter asked Tiger what was the most important element to life, and without any hesitation he answered, "Sharing and caring." Walter didn't stop his questions; he then asked what "What was life's biggest challenge?" Again, without even a pause, Tiger answered, "finding balance." Somehow Walter was comforted that a devout Buddhist and one of history's most talented golfers admitted that even he was struggling to lead a balanced life.

► **Tiger Woods'** name also came up in a story told by TAG Heuer's Brand Innovation Manager, **Thomas Houlon**, at the Connect Alliance meeting in Lausanne, Switzerland in late summer. He related how Tiger refused to wear a watch while playing golf as he felt the weight and shape restricted the full movement of his wrist. TAG Heuer famously engineered a watch he

► This summer in the US, the hottest TV show was "Mad Men," from Matthew Weiner, the executive producer and writer of "The Sopranos." Set in 1960s New York, the 13-episode series on AMC portrays the world of Madison Avenue and the beginnings of the advertising business as we have come to know it today. With great historical accuracy and terrific 60's details in style, the series shows how ad agencies had a powerful influence on mass behavior. From ethics to women in the workplace to political change, "Mad Men" also underscores how advertising was as ruthless as it was inventive. Perhaps times have changed...



would wear. However, during the development, Houlon showed the sport great some of the materials being used in the watch. Tiger had the ability to gauge an imperceptible weight difference between two similar pieces of rubber to the accuracy of a digital scale.

CONTACT: Thomas.houlon@tagheuer.com



▶ The summer also saw changes at Cathay Pacific Airlines. **Charlie Stuart-Cox** has moved from his long-time marketing position to head up in-flight services. Many will recall Charlie's significant role in helping to get Hong Kong back on its feet in the aftermath of the SARS crisis. Always an advocate for a customer-driven, rather than a product-driven, focus, he will no doubt continue to move Cathay to new levels of leadership. **James Ginns**, who had served as the airlines' Japan

Manager, fills Charlie's marketing shoes. CONTACT: chascox@cathayair.com

▶ Another change at Cathay includes new affiliations for their in-flight media. Sydney's *APC Magazines* were appointed by both Cathay Pacific and Dragonair, also a member of the Cathay Pacific Group, to provide all custom publishing services. CONTACT: JSherborn@acp-magazines.com.sg

APC appointed Asian Integrated Media (AIM), headed by **Peter Jeffery**, for global ad sales across all in-flight entertainment products for both airlines. CONTACT: peterjeffery@asianmedia.com

▶ **Alan Rutherford** is also made a major transformation this summer. He moved from his Global Media role at Unilever to become CEO of Digitas. The Publicis-owned agency is making some headlines of its own with a front page story in the New York Times business section last month about the creation of Prodigious Worldwide and new analytical systems. Alan should feel right back at home in the agency world. Don't forget this is a man who was photographed some years ago throwing a TV out of a window to make a media point.

CONTACT: arutherford@digitasinc.com

▶ **Lisbeth Olness** of Norway's *Dagen Naeringsliv* has told me that she spent the summer anticipating the autumn launch of the newspaper's new *D2* lifestyle magazine. She assures me that the mid-autumn launch will introduce a break-through new product for Norway's avid upscale readers. CONTACT: lisbeth.olness@dn.nhst.no

▶ **Eurosport** hosted a VIP evening at Flushing Meadows at the US Open on 30th August, in conjunction with their US media partner Petry International. The companies were joined by clients and guests from media and creative agencies for a fantastic evening of Tennis.

① **Angela Page** (Petry Media), **Mike Vaughton** (Eurosport), **Kate Schurtz** (BBH); ② **Earl Jones** (Petry Media), **Jacques Raynaud** (Eurosport); ③ **Emma Siggins** (Eurosport), **Jennifer Ahearne** (IBM), **Jeff Stevens** (Petry Media); ④ **Patrick Maitrot** (Eurosport), **Ane Elorriaga** (Mediaedge:cia); ⑤ **Emma Siggins** (Eurosport), **Tyler Schaeffer** (MindShare); ⑥ **Jennifer Ahearne & Deirdre Bigley** (IBM); ⑦ **View from the VIP suite.**

TENNIS, ANYONE?



DOMINIC CIAFARDINI

CAREER TRACK

BOULDER,
COLORADO

2000 **THE DAILY CAMERA**

BINGHAMTON, NEW YORK

EDUCATED STATE UNIVERSITY OF NEW YORK

NEW YORK

2001 **INTERNATIONAL HERALD TRIBUNE**

2000 **CLARKE ADVERTISING**

TAMPA, FLORIDA

1999 **THE TAMPA TRIBUNE**

HONG KONG

2007 **INTERNATIONAL HERALD TRIBUNE**

SINGAPORE

1996 **TENNIS PRO, AMERICAN CLUB**

In New York, the *International Herald Tribune's* circulation is almost completely ex-U.S. It's terrific to see the paper in action in Asia, where it is part of the fabric of society — on the street, in the coffee houses, airports, bookstores. It's a pleasure to represent it.

CONTACT: DCiafardini@iht.com.



britain's advertising standards authority not so green

Advertisers in the UK who respond to the blossoming green agenda by making exaggerated environmental claims had better beware. The watchdogs are green, but they are not naïve.



Brinsley Dresden is a partner at Lewis Silkin Solicitors in London, and Head of the Media, Brands and Technology Department. He is an intellectual property lawyer who advises on all aspects of advertising, marketing and sales promotion law and regulation, clearance work, and disputes with the regulatory authorities. He acts for many of the UK's top advertising agencies and several major advertisers. Brinsley was a key player in drafting and negotiating three standard form client/agency contracts for the advertising, direct marketing and public relations industries on behalf of the industry's main trade associations. As the UK member and Vice Chairman of the Global Advertising Lawyers Alliance (GALA), he also provides advice on international campaigns around the world. Brinsley Dresden can be reached at brinsley.dresden@lewissilken.com. This column was adapted from a lengthier article by the author. GALA is headquartered in New York City. Information and contacts are available through its Web site: www.gala-marketlaw.com.

This spring saw a bumper crop of Advertising Standard Authority (ASA) investigations into environmental advertising. For example, an advertisement for the Lexus Sports Utility Vehicle (SUV) used the headline: "HIGH PERFORMANCE. LOW EMISSIONS. ZERO GUILT." Ten people complained this implied the vehicle caused little or no harm to the environment. Lexus protested that the artwork contextualized the claim to an SUV. The ASA accepted that the emission rates for the Lexus were low for an SUV, but not in comparison with all vehicles, and the words "ZERO GUILT" implied that the vehicle was environmentally friendly, so the ad breached the CAP (Committee of Advertising Practice) code.

The Advertising Standards Authority is the independent body set up by the British advertising industry to regulate the content of advertisements, sales promotions and direct marketing in the UK. It is also supported by the Committee of Advertising Practice (CAP), well known throughout the world for successfully establishing self-regulatory advertising codes to both protect consumers and create a level playing field for advertisers. The ASA investigates complaints about ads, which are primarily made through a form on its website: www.asa.org.uk

At the end of June, the ASA also

announced five golden rules for green claims:

1. Get your facts right: avoid exaggerated claims and substantiate them with documentary evidence.
2. If the scientific jury is out, don't present claims as universally accepted.
3. Don't use pseudo-science or confusing terminology
4. Avoid generalized claims like "environmentally friendly" unless you can prove your product has no environmental impact
5. "Locally produced" means in the same part of the same country, and certainly not from overseas.

The Director-General of the Confederation of British Industry (CBI), the UK's leading (independent) employers' organization representing public and private sector companies, has warned the Advertising Association that politicians are alive to this green issue, and it is high on the agenda of the Trading Standards Institute.

So beware: MP's and Trading Standards Officers will be weeding out any overgrown green claims.

Power Breakfast, Japanese Style

The Asahi Shimbun newspaper — Japan's influential day-starter

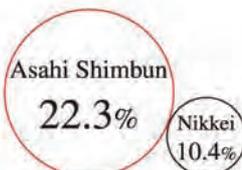


Best coverage of corporate executives in Japan



Data source: "Comprehensive National Newspaper Survey (J-READ), October 2005," Video Research Ltd. (3,307 respondents)

Best newspaper brand in Japan



Data source: "Newspaper Readers Basic Survey 2005" conducted by Central Research Services, Inc. (4,938 respondents)

Better cost performance (CPT)



Data source: Circulation: "ABC Report of Jan.-Jun. 2005" * Full page, morning edition, B&W published rate as of April 2005 (US\$1.00=JP¥117)

One of the world's most respected newspapers

1	Financial Times (U.K.)	19.4%
2	The Wall Street Journal (U.S.A.)	17.0%
3	Frankfurter Allgemeine Zeitung (Germany)	16.2%
4	Le Monde (France)	12.5%
5	Neue Zürcher Zeitung (Switzerland)	12.1%
6	The New York Times (U.S.A.)	8.1%
7	International Herald Tribune (France)	5.2%
8	The Asahi Shimbun (Japan)	2.6%
9	El Pais (Spain)	1.9%
10	Corriere della Sera (Italy)	1.3%

Data source: "2005 World's Best Newspaper Survey" conducted by Internationale Medienhilfe (1,000 respondents; executives, politicians, university lecturers, journalists and advertising professionals in 50 countries)

For Japan's business leaders, a typical day starts with The Asahi Shimbun, Japan's flagship newspaper. In a society that values consensus, it reaches a wider range of business readers from managers to CEOs who influence decision making. If you want to impress key people, select The Asahi Shimbun. It powers your message in Japan.

Newspapers associated with The Asahi Shimbun:

The New York Times (U.S.A.), Le Monde (France), The Dong-A Ilbo (Korea), The Bangkok Post (Thailand), Straits Times, Lianhe Zaobao (Singapore)

For more details, visit
adv.asahi.com/english/

The Asahi Shimbun
 Japan's Leading Quality Daily





LETTER FROM

London

Allyson Stewart-Allen is recognized as the world's leading authority on trans-Atlantic business, international marketing and working across business cultures. As founder of International Marketing Partners, Allyson Stewart-Allen advises a number of national government agencies and Fortune 100 companies. She is an American based in London and Los Angeles, a member of the Advisory Board of the New York-based organization Business for Diplomatic Action (BDA), and a recently selected judge for the UK's 2005 International Business Awards. Co-author of the first book on U.S. business (Working with Americans, Prentice Hall), Allyson Stewart-Allen is a regular contributor to the international business media, including CNN, BBC, USA Today, Newsweek, Business Week, Les Echos, Bloomberg, Financial Times, Sky News, Wall Street Journal, Marketing magazine as well as the major daily newspapers.

Given the U.S. standing in the global popularity stakes, I thought it might be revealing to conduct some market research with our usual partner, GMI, Inc., to look at global consumer spending on American products, and whether U.S. heritage is a good or bad thing when considering a purchase.

While Americans celebrate their heritage, not everyone else in the world is so celebratory. Surprisingly the Dutch lead the revolt on U.S. consumer products with 54% finding the U.S. heritage a detriment, the U.K. followed closely with nearly half of purchasers seeing U.S. origin as a reason to deter purchase. Surprisingly the French were not so adamant with only one in three finding this a liability while in China over half of purchasers found the U.S. origin an asset.

With current European feeling looking distinctly anti-American, U.S. brands must learn to localize more to distance themselves from their U.S. roots if they are going to continue to succeed in their European markets.

Here are our key findings by nation about the perceived value of U.S. origin:

U.S.:

- majority (86%) had bought a U.S. product/service in last 3 months for most (88%), it was a consumer product
- about 2/3 (61%) of the time, this US heritage was an **asset**.

U.K.:

- only about 1/3 (36%) had bought an American product/service in the last 3 months, which was a consumer product (85% of respondents)
- for only 1/3 (33%) was this heritage an asset, and for 47% was it a **detriment**.

Netherlands:

- like the U.K. 29% had bought American and it was a consumer product (81%)
- the most vehement of all countries studied, with 54% finding the U.S. heritage a **detriment!!!**
- only 23% had ever visited to the U.S., and when they did it was on vacation (74%).

Germany:

- majority hadn't bought American (62%) and those that did bought consumer products (90%)
- for about 1 in 4 (26%) was the American heritage a **detriment**, while for the majority (63%) it **wasn't either** an asset or a liability.

France:

- nearly half (47%) had bought an American consumer product (90%)
- for 30%, this U.S. heritage was a **liability** while for 29% was it an asset.

China:

- the majority of respondents (67%) had bought American, and for most (67%) it was a consumer product
- for 54%, the American heritage was an **asset**.

Australia:

- a minority (41%) had purchased an American product/service, usually a consumer product (88%)
- for 16% was the US heritage a liability, while for 30% was it an **asset**. •

FOR MORE INFO: www.intermarketingonline.com and www.workingwithamericans.com

achieve (ə-*chē*v') v.

1. To perform or carry out with success; accomplish.
2. Something accomplished successfully, especially by means of exertion, skill, practice, or perseverance.
3. To attain with effort or despite difficulty.
4. To attain a desired end or aim : become successful.

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MARKETING MOVES FORWARD: the lure of corporate social responsibility

A shift is occurring in communications strategy, and many marketers are seeing Corporate Social Responsibility in a new context. Society now expects ethical behavior from the brands it values most, and CEOs around the globe are finding rewards in communicating a message of responsibility to the world. For more than a decade, CSR and sustainable development have become part of the language of business. Today, though, we are seeing advertising campaigns that actually celebrate the “triple bottom line” of economic, social and environment performance.

internationalist looks at how this trend is affecting marketing concepts around the world. Linda Scott of Oxford University's SAID Business School sets the tone by discussing significant changes in global thinking today. Nissan's Simon Sproule tells us how the giant automaker has shifted its perspective on CSR, and Jim Stengel, the Global Chief Marketing Officer of the World's Largest Advertiser, Procter & Gamble, shares some views on new definitions of brand values from a recent interview. Omnicom's Chairman, Tim Love, explains why “ecologism” is the evolution of consumerism, and how this affects both consumption behavior and brand loyalty. Love believes that sustainability and marketing effectiveness may now be forever linked.

“Today's pressures from both consumers and employees demonstrate that corporate profitability alone is no longer enough in a 21st century world.”

Linda Scott

The screenshot shows the Marks & Spencer website with a prominent banner for the 'Save the Children' campaign. The banner includes the text 'HOW (RED) WORKS' and a flow diagram: a person icon leads to '\$199', which leads to a mobile phone icon, which leads to '\$10', which leads to 'THE GLOBAL FUND', which leads to '\$10', which leads to a person icon with a speech bubble containing '(RED)'. Below the banner, the website header includes 'Homepage', 'Store Finder', 'Help', 'Wish List', 'Quick Order', and 'My Basket'. The main content area features a search bar and navigation links. The article text on the page reads: 'Marks & Spencer joins forces with Save the Children on a brand new Back to School Campaign'. The article date is '02 August 2007'. The text describes a campaign where M&S raises money to provide at least 10,000 children in Uganda to go to school. It mentions that M&S will provide 40 new classrooms and two new fully equipped pre-schools, the training of teachers and a complete set of teaching materials and text books for each classroom. It also mentions the construction of two houses for teachers and their families and the construction of solar and washroom facilities for children in three schools. The article is signed by Alex Barry, Head of Corporate Social Responsibility at M&S.

today's watershed moment

Corporate Social Responsibility is not a fad, but an essential part of every corporation's message today. Many multinationals have embraced this thinking for years. Today, in a market like the United Kingdom, for example, CSR is pervasive, particularly at the retail level. Marks & Spencer's Back-to-School promotion calls attention to the conditions of African school children and provides an automatic donation to improve their circumstances. Fair Trade is an important issue for a grocery chain like Sainsbury's and is emphasized in all of its marketing promotion — from posters to dividers at the checkout.

The increased public pressure and consumer demand for ethical consumption is dramatic — whether it ranges from buying fair trade products to protesting sweat shop labor to resisting bad additives to doing something positive for the environment. Consumers want to buy brands that give value in many ways.

In fact, we are now at a true watershed moment as we witness a significant transformation of the global power structure. Today's multinational corporations are as influential as governments, and are often more in touch with people throughout the globe. In fact, of the world's largest 100 economic bodies, 51 are now multinational corporations, while 49 are national governments. Multinational corporations span larger spaces than most governments and cross national boundaries in ways governments often cannot. They are more flexible and often adapt to new situations more quickly. And they have the resources and abilities that can help solve problems better. These advantages can be harnessed for good in the world, and often a first step is through CSR programs, followed by a revitalized marketing message.

Responsible corporate action has also become an employee-driven imperative. Corporate employees want to show how they are concerned global citizens like everyone else, and are finding ways to benefit society at large through the products and services with which they work. Corporations have only recently given their workforce the go-ahead to undertake such initiatives.

Such thinking represents a radical shift from the seminal ideas of Economist Milton Friedman on capitalism. A key Friedman principle has been that corporations are only responsible for turning a profit. Today's

pressures from both consumers and employees demonstrate that corporate profitability alone is no longer enough in a 21st century world.

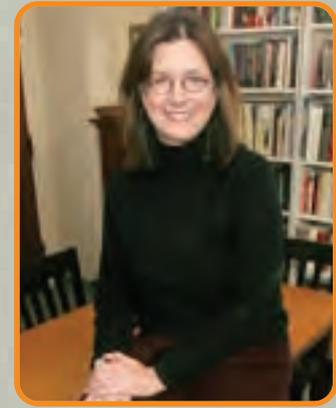
Where do these expanded notions of the socially-responsible corporation take us?

Many CSR situations are complex, and the impact cannot always be anticipated, regardless how well-meaning the initiative. For example, a venture as positive as micro-lending seems to have led to more domestic violence because some wives now have more financial resources than their husbands, posing a big challenge to the local gender system. This certainly does not mean that micro-lending is bad, nor should we give up on these very important programs. However, we should be prepared for challenging moments, especially when the press exposes such difficulties, often without fully understanding the situation first. Corporations need to give themselves permission to learn the best way to handle these programs without giving up. And the public needs to develop patience while the global society discovers the best solutions to our thorniest problems.

Product Red, the initiative to help African AIDS victims by donating a portion of sales from specially-created red brands from companies ranging from The Gap to Motorola to American Express, recently reported proceeds of \$18 million toward AIDS. Although Project Red was just getting started, there was criticism in the press that the contribution did not live up to hype of the venture. It is a shame to see such early disapproval, and such initiatives must learn to overcome these challenges. We have yet to see if consumer confidence has been affected.

Today's consumers are demonstrating that they are willing to buy a brand that provides larger benefits, and they seem to have faith that those promises will be delivered. However, nothing can destroy trust faster than not living up to that promise or not doing enough. If a company pledges to plant a tree with every twelfth delivery, and it does not, the associated brand will have great difficulty recovering.

At the same time, consumers are also now seeing how big retailers like Walmart or Marks & Spencer can have an immediate and enormous impact on socially-responsible issues. For example, if a chain as huge as



Linda Scott

University of Oxford's School of Business

Linda Scott, a native of Texas, is a professor at the University of Oxford's Said Business School. She is the author of two books and numerous articles that concentrate primarily on nonverbal aspects of advertising, especially imagery, and women's involvement in markets. Her current work is focused on the interaction between marketers of consumer goods and women in the developing world, with an emphasis on finding ways to relieve poverty and increase women's empowerment through market participation. She is also editor of Advertising and Society Review.

Walmart simply changes to more efficient lightning in every store, it can, in one stroke, produce a sizable difference in wattage, while also doing much to promote the idea of better light bulbs. One simple action on the part of a large corporation can often have a greater, more rapid effect than an elaborate consumer education campaigns.

Never before has an entity like the international corporation possessed such significant influence and so many resources to contribute to the good of society and the planet. Today's programs for Corporate Social Responsibility are one such expression, but much more is possible. In the near future, I hope to see integrated partnerships between governments and corporations to help solve problems ranging from poverty to climate change. If we do not explore such alliances, we will certainly have wasted an important moment in human history.

You can reach Linda Scott at:
Linda.scott@sbs.ox.ac.uk

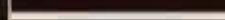
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YOMIURI, Japan's best-read newspaper, has the world's largest daily circulation with almost 14,000,000, but the real advantage for you is our incalculable cultural value. Just as the traditional Japanese tea ceremony provides the guest with inimitable hospitality and aesthetics, YOMIURI touches hearts with insightful and always in style reporting. Our intellectual, trend sensitive and affluent readers appreciate our approach and enjoy the beauty of our international award winning color printing technology. Advertise in YOMIURI, and your success in Japan will soon be a tradition.

◦National Circulation

YOMIURI  13,913,634

ASAHI  11,719,663

(Combined Total of Morning and Evening Editions)

◦Read at Work by Board Directors or Higher

YOMIURI  39.4%

ASAHI  23.9%

Sources: Japan Audit Bureau of Circulation (ABC) "Newspaper Publisher Report," average of Jul-Dec. 2006 / J-READ 2006 (Data from Tokyo, Kanagawa, Saitama, Chiba, Ibaraki, Tochigi, Gunma, Shizuoka and Yamanashi prefectures)

YOMIURI Honored at Cannes! Tsuneo WATANABE, Chairman and Editor-in-Chief of The Yomiuri Shimbun Holdings, has been named CANNES MEDIA PERSON OF THE YEAR at the 2007 Cannes Lions International Festival. Watanabe is the first person in Asia to receive the award.

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nissan shifts its approach to CSR

“We know that society expects a lot from a company the size of Nissan,” says Sproule. “We recognize that our actions have far-reaching impacts on millions of people across the world. And we know that, more than ever, stakeholders are holding big organizations accountable for the environmental challenges that face our world today — and their solutions. For Nissan, our challenge is to build trust through transparency.”

Although the definition of Corporate Social Responsibility often varies by company and is a much-discussed subject throughout the business world, Nissan characterizes CSR as a form of process management, applicable to all areas of the corporation, a part of its daily operations, and essential to the company's core business. Its overall goal is to create sustainable, profitable growth while building trust for all of its stakeholders — from employees to customers to shareholders to investors to dealers to suppliers to the media. To achieve this, Nissan considers appropriate balances in three critical areas: 1. short and long term perspectives, 2. corporate growth and societal development, and 3. value provided by the company to all its stakeholders.

After much company-wide consideration, Nissan now focuses its CSR strategy on nine key areas, which are outlined in the adjacent chart. The framework and the filter for all activities is that they must serve humanity, education and the environment. In June, Nissan published its first CSR scorecard in its annual Sustainability Report. This provides an online window for all interested constituents to see how the company is gauging its progress in these nine categories. Plans for the 2008 Report will include an outline of the successes — or even possible failures — of these initiatives after one year's progress. By insuring that all of Nissan's CSR activities are public and transparent, Sproule believes that the company is taking the right approach for the good of Nissan's business and for the good of all stakeholders' interests.

“A typical response to good corporate citizenship, say Sproule, “is simply to write checks to key charities.” Although Nissan is actually increasing its investment in this area, their new CSR strategy goes beyond just a check, and now requires the kind of involvement that integrates Nissan brands and the people they serve. The company is now challenging many large charities to partner

with them in innovative ways to bring meaning to the brand, while also motivating employees. Nissan sees this as playing a far more active role in returning profit back to society.

For example, Nissan Europe has been very much involved with UNICEF's extensive vaccination program in West Africa. Under the automaker's new CSR program, Nissan is now also donating pick-up trucks specially fitted with much needed refrigeration for the vaccines. The trucks are also rugged enough to tackle some of the world's worst terrain to insure that the vaccination program reaches some of the most remote and neediest regions. Sproule sees this as a valuable project, while the reflection of the Nissan brand is strong.

Similarly, during the Tsunami in Indonesia, Nissan Thailand provided vans as mobile libraries to deliver books to children who were without school or any educational resources for many weeks. Again, while the company was providing some very welcome resources, they were also using Nissan vehicles as the means of delivery. Sproule stresses that Nissan will always provide financial aid for global disasters, and he acknowledges that cash is often the best humanitarian effort in times of crisis.

However, a new sense of Social Corporate Responsibility now also requires that all Nissan investment should be well managed.

Although crisis response is central to many CSR programs, Nissan also stresses how education is core to their initiatives. Over the last several months, Nissan created an interactive learning program at the junior high school level in Kanagawa prefecture in Japan. The company built an actual production line to help students better understand the manufacturing process. Small teams from Nissan became guest teachers to encourage student involvement. The program was free to the school, but did much to underscore something very much at the heart of the Nissan organization and heritage.

Nissan is not shy about seeing good corporate citizenship reflect back to the brand. Says Simon Sproule, “We make things; we do not simply give away money. And our brand should be integrated into our CSR activities. This philosophy will result in a better product for the consumer. Today, every touch point with



Simon Sproule

Corporate Vice President of Global Communications
Nissan Motor Company

Simon Sproule, Corporate Vice President of Global Communications at the Nissan Motor Company, sees Corporate Social Responsibility today as an essential business management tool. As Chair of the CSR Sterling Committee, which engages all functions of the company, his thinking over the last three years has caused a major shift in the automaker's approach to corporate citizenship. And he is dramatically changing the way the Nissan brand is linked with its many charitable associations.

our consumer needs to be carefully considered and every investment we make needs to be responsibly managed.”

You can reach Simon Sproule at:
s-sroule@mail.nissan.co.jp

Nine Key Areas

<p>Integrity</p> <p>Employees are to behave and honestly adhere to Nissan's Global Code of Conduct with acting ethically in all business situations.</p>	<p>Quality</p> <p>Nissan creates products and services recognized as being of world-class quality.</p>	<p>Safety</p> <p>Nissan always innovates technology and plays an active role in safety promotion, making the automobile society safer for all.</p>
<p>Economic contribution</p> <p>Nissan aims for sustainable, profitable growth. Contributing to economic development for all society.</p>	<p>Environment</p> <p>Nissan seeks to reduce the environmental burden over the life cycle of a vehicle and to contribute to the creation of a sustainable mobility society.</p>	<p>Value chain</p> <p>Nissan promotes ethical, environmentally sound actions in all stages of the supply chain.</p>
<p>Brand</p> <p>Nissan aims to create a brand that is loved by its customers and the community and the opportunities where we do business.</p>	<p>Employees</p> <p>Nissan aims to be an attractive organization where diverse human resources can achieve personal growth.</p>	<p>Philanthropy</p> <p>Nissan contributes to the prosperity of people and communities through collaboration with NGOs.</p>

p&g's jim stengel: doing well by doing good



Jim Stengel
Global CEO
Procter & Gamble

On August 1, Jim Stengel, Global CEO of Procter & Gamble was interviewed by Fortune's Senior Editor-at-Large Geoff Colvin as part of the magazine's C-Suite Strategies series, produced in conjunction with IBM. The conversation often touches upon issues of Corporate Social Responsibility, and a selection of those questions and answers are here.

COLVIN: Procter & Gamble is the world's largest advertiser, spending \$76 billion in measured media throughout the world in 2006. Their 300+ brands are in 140 countries and connected in some way with a majority of the world's consumers.

You are in a great position to evaluate consumer trends. What is the most important thing you are seeing?

STENGLE: The biggest thing going on with U.S. consumers is that they want to trust something. They want to be understood, they want to be respected, they want to be listened to. They don't want to be talked to. It's trust in the largest sense of the word. People really do care what's behind the brand, what's behind the business. They care about the values of a brand and the values of a company. We can never forget that. We can never be complacent about that.

Consumers want to affiliate with brands, companies and businesses whose values they trust. Today this means delivering trusted products and respecting the world at large.

Brands that do well are those that do the right thing for all stakeholders. Social responsibility and green issues are at the forefront of our customers' concerns.

This is an enormous phenomenon, enabled by technology in many ways. Businesses and brands that are breaking records are those that inspire trust and affection and loyalty by being authentic, by not being arrogant, and by being empathetic to those they serve.

At P&G, we constantly ask whether our products are making a life a little better. For example, by staying close to our consumers' interests, we learned of their concerns about conserving energy, saving money and preserving the environment while doing wash. An outgrowth of this thinking has been our new cold water Tide laundry detergent. We responded by formulating a product that works effectively without the energy costs of heated water.

COLVIN: Tide is a high-growth brand? It's 61 years old.

STENGLE: It's one of our oldest brands, one of our largest (\$3 billion-plus in North America alone), and yes, one of our fastest growing. What the team has done to energize this brand has been just phenomenal. They have gotten close to their consumer. They have developed a positioning, as well as products and packages that have surprised and delighted.

Tide may be a 61-year old brand, but it has been invigorated by better serving both our costumers and the environment. This has also demonstrated how a mature brand can grow at 8-9% if it connects with consumer needs.

There's the new compact size, which is great for the environment, great for our retailers, and great for the consumer. They've done a lot of work to get more people to wash in cold water, which is terrific for energy savings. They've also come out with the stain stick, which we get tremendous letters about. People carry it around. If you look at what Tide is doing on outreach with its consumers, it's a brand that is doing well by doing good.

COLVIN: Technology is giving consumers more power than they've ever had — more information, more choice, more control. Can any of that possibly be good for P&G?

STENGLE: I think it's great for us. People ask if we're afraid of TiVo and the trend toward on-demand programming. Absolutely not. What's happening in the media world is enabling us to make marketing that's much more creative and much more customized for a certain consumer group or a certain brand. The end of the era of mass marketing is a very positive thing for our company, for our brands and for the industry.

COLVIN: Procter & Gamble is a \$76 billion business, built by selling giant brands through mass media. Now that mass media is losing its dominance, what's the new model?

STENGLE: I don't think there is one. What we have now are principles by which we approach marketing. One such principle is to understand the consumers we're trying to serve. On most of our brands, it's a relatively small group. Olay is a \$2 billion brand this year, and there's a relatively small number of people who make up this business. It's about understanding these consumers in a complete way. Our research has changed a lot. We do much more immersion research, much more anthropological research. We really try to get at what we can do through our brands to make a difference in people's lives.

COLVIN: Tell us about your efforts with the Pur® brand. Is this philanthropy?

STENGLE: Our Pur® Purifier of Water provides families in developing countries with access to clean drinking water through a number of programs and partners such as Care/UNICEF and the Children's Safe Drinking Water Program (CSDW). Clean drinking water can significantly reduce diarrheal illness in children. Pur® Purifiers have also been provided in emergency relief situations from the tsunami in Asia to hurricanes in the Caribbean to floods in the Philippines and Bangladesh.

It is the right thing to do. It helps the company in many ways, and also inspires employees. Pur® is often discussed on our internal website, and the sense of responsibility behind Pur® affects of how we think of other brands.

You can reach Jim Stengel at: Stengel.jr@pg.com

ecologism: the evolution of consumerism

"Today, there is an evolution of the consumerist movement taking place. It is an evolution in the age of ecology, where every individual has to consider the fundamental cause and effect relationship between their behavior and its environmental impact on the Earth and other individuals. This includes their consumption behavior and brand loyalty.

This – Ecologism gives name to a phenomenon of two massive trends marrying to give new direction to industry, nations and everyone on the planet.

ecol-o-gism n

r: consumerism in an age of increased ecological perception/awareness where interdependency of consumer behavior has economic and social outcomes.

2: new directions environmental initiatives are taken given increased universal compatibility in communications technology and knowledge transfer.

Ecologism suggests that we must be aware of and be accountable for the long-term effect our actions, products and services have on us in a world that truly is becoming a global village. It requires a new model for consumer behavior that assumes that an open system is quickly replacing the previous closed system. Ecologism also assumes harmony with the

concept of total quality. Like total quality, Ecologism requires a fundamental philosophical acceptance of a complete, integrated system, including the impact on earth, individuals and future societies.

Even the word, "Sustainability," lacks the sense of urgency and challenge that the subject requires of us here today. We urgently need solutions and behavior change.

Superior creativity is needed when it comes to these issues in order to grow businesses and achieve a more optimistic economic future. We must each commit ourselves to a more enlightened entrepreneurial perspective, which lives up to the needs of today's consumers and those of future generations. A recent study by Green Light International on international consumer attitudes stresses the importance of creativity in marketing. Their report says that "brands that advertise creatively are implicitly acknowledging that the power lies with the consumer because they are treating them as discerning and intelligent, rather than passive and manipulative. They are more likely to be identified with and therefore consumed."

No one expects a business, serving consumers, to have all the answers.

Consumers know solutions to

In a white paper delivered to ESOMAR (European Society of Marketing and Advertising Research), titled: "Ecologism: The Evolution of Consumerism," Tim Love outlined why the new consumer outlook of Ecologism is affecting how the philosophical values of a product or service are being made known to stakeholders and customers.

It is a term that helps explain why sustainability and marketing effectiveness can no longer be considered mutually exclusive. A brief excerpt is included here.

complex problems are not easy. Consumers are demanding that you let them know your company is not asleep at the wheel when it comes to their environmental concerns and their particular cultural needs. This will also affect marketing strategy and implementation.

Ecologism is not a fad. It is a fundamental shift in values, perception and belief systems. It is an evolution of consumerism in the age of ecology fueled by advances in media technologies. It requires leadership to find social capital in new ideas."

**You can reach Tim Love at:
Tim.Love@omnicomgroup.com**

B Y T I M L O V E



Geoff Colvin of Fortune, Jim Stengel of P&G and Tim Love of Omnicom, photographed following the C-Suite interview at the Time Building in New York



Hub Culture
Illuminate. Integrate. Elevate.

Nearly five years ago John Wiley & Sons published Hub Culture: The Next Wave of Urban Consumers, by Stan Stalaker, one of the first books to look at the social impact of globalization. In that analysis, the book outlined the emergence of a common group of people in the world's largest urban areas, or hubs, who had more in common with each other than with anyone else. This tip-of-the-pyramid collective group thrived on common characteristics, including travel, communication, and a thirst for experience — all principals that global companies today regard as indisputable, especially in the luxury sector. Now Stan is exploring what happens with the whole pyramid — with new ideas in articles and columns leading up to his next big thesis, tentatively titled IS: How Everything Syncs, and Why It Doesn't, and coming (hopefully) in 2008. Much of this material is appearing at hubculture.com, where he and others explore the latest zeitgeist on topics surrounding global culture.

here comes the p2p economy

Radical change is silently transforming our world.
 Can you feel it?

There is a rush of energy enveloping the world, a static electricity that is easy to find disconcerting. For many, there is a feeling that the pace of change is accelerating right before our very eyes, and a niggling feeling that the assumptions that make up companies and targets and the bedrocks of the entire economy are nothing more than a finger in a rapidly shifting wind. Markets are volatile. Numbers are fluid. Competitors shape-shift. Change is sudden, yet slow, and it takes a lot of mind-space to think about the big picture in our life, our company, or our industry, let alone the entire economy and future state of nations. The good news is that change usually equates to progress, and that's good, especially if you can anticipate it. Thus a very wide view is useful — it helps us put things into context and take a breath, finding intention before action.

The Media is a Canary

The media industry, both in terms of advertisers, agencies and media owners, is in many ways lucky because it has been hit hard by a transformation that will soon transform most areas of the economy: the rise of collective, peer-to-peer systems. It can be hard to see because it is probably a forty to fifty year process, but the rise of the internet is proving fundamental in the most deeply structural way. The internet is made of nodes (you, computers, mobile phones, and eventually most physical objects) and links (the connections between those nodes), and it brings these two things

together in an unprecedented single ecosystem. This single system is rapidly evolving toward features of an organic state, and in so doing draws us out of the Mechanical Age and into an Information Society.

The first industry to be truly transformed by this ecosystem has been closest to the media industry: communication. Power has shifted from a top-down, linear model of one-to-many, to a flat, circular model of many-to-many.

Let's face it... all brands are media owners. All people are realizing they are a brand. There is no longer a difference between a brand, a media owner, and a person (or group of people). They are defined only by their chosen identity, their messaging and the size of their... network. This is why social networks from MySpace to Facebook are so critically important to understand. They not only represent a new form of socialization, but the evolution of communications media to a circular collective state, or hub.

But media is just the first and smallest industry to be affected by this, the proverbial canary in the coal mine. The coming wave of change will soon transform two other areas, finance and energy, in much the same way.

What is peer-to-peer money?

In 1976, future nobel prize winner Muhammad Yunus changed the course of history with \$27.00, which he lent to a group of poor craftsmen in the Indian city of Jobra, near where he lived, by guaranteeing a larger sum with a credit

bank, he set in motion a phenomenon that later became known as the Grameen bank, a system of word of mouth localized lending that has enabled many thousands of people to better their life. Combine the power of Yunus with the power of a global digital network, and the future shape of money begins to take shape.

Soon, the concept of dollars and yen and euros, while likely always dominant, will be joined in ever greater scale by Lindens and Ven and Rewards, along with infinite other forms of trading currencies that allow people everywhere to barter in a form of sophistication scarcely imagined. We are only a few years from the emergence of internet based exchanges that will be able to handle these multitudes of currencies in any form possible... from Starbucks points to American Airlines miles to Goofy dollars, it should be possible to trade our own personal currencies on floating exchanges managed in great complexity by systems that compare relative values of these currencies and trade them against each other in real time. What will be the value determinant? Just like in today's larger national currencies, personal currencies will be valued by two things: size of network and reputational status. One can easily imagine a world where your status and your friends will drive the value of your work and wealth.

Early examples of this are already appearing on the internet, where peer-to-peer lending is providing new ways to raise capital among distributed groups of people. Zopa.com, Prosper.com and LendingClub.com are all leading this, and rapidly launching social network applications that make these projects viral within the largest social networks. It is only a matter of time before they become accepted, and then dominant. In so doing, they will close the arbitrage enjoyed by large banks, who lend at up to

15% interest but only pay on capital at around 5%. Why would you borrow from a bank at 15% when you can borrow from your network at 7%? Why would you save with a bank at 5% when you could earn 7% from your network? These are same questions that bankers know the answer to in their heart, the same way media people now know the answer to "Why can't you charge for content on the internet?"

The Big Shift: Energy

Even more radical, but slower to fruition, will be a similar networked view of energy. Currently 60% of the top 10 Global 500 companies are energy companies, accounting for trillions of dollars in assets, and a combined total of over 15% of the entire top 500 companies on the list, across all industries. It is massive — no other media company comes close to the top 10, and no financial company even cracks it. So when peer-to-peer hits energy, we can be sure it will change life as we know it.

The change is slower, but it is coming. Already, families are choosing to go "off the grid" to install solar or other micro-produced power sources at their homes. Companies across planet are installing solar panels on flat roofs, ranging from Home Depots to Wal-Marts, or building skyscrapers in China and the Middle-East that generate alternative power. We are effectively turning these buildings into small power producers. As wind, solar, and alternative energy take off, they will transform the consumers into producers, and begin to shift the stranglehold of energy distribution from a few key players to one of many participants. Just like media. Just like banking.

We can expect that this will really take off when we figure out how to produce cars that generate power instead of consume it... that store energy from their movement and then plug into the grid to feed it, instead of

taking from it. That will transform all of us into producers, and create another source of collective power for the people.

But What's In It For Me?

It will be a long time before we see a three stream micro-income for people in advanced or advancing economies that stems from our individual contributions to communications, finance and energy, but rest assured — the process is hardly reversible. It's a good thing. It might mean that companies have to learn to live in a new reality, and some may not even survive it, but in economic terms this shift towards collective economics is more efficient for all of us. It helps to price in externalities, it helps to prevent waste, and it will move us toward a sustainable economy based on equilibrium rather than growth.

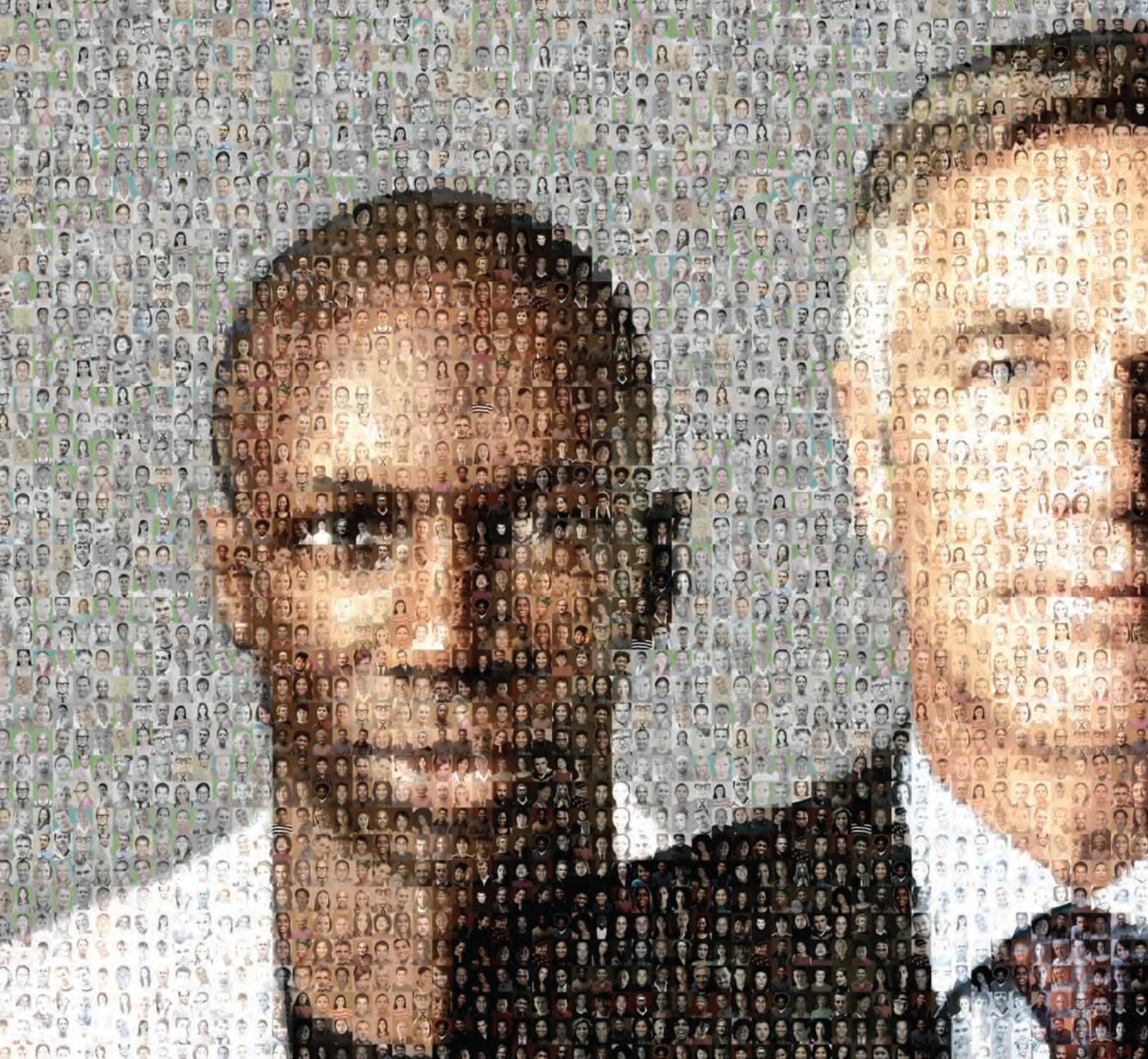
If we are, as a collective and unified global society, going to survive the resource modernization of over 6 billion people in the coming years, we have to find a way to live better with less, to find happiness in equilibrium versus unchecked growth. A peer-to-peer economy can help make that happen. So what if it doesn't make any money? With a strong network of friends and a good reputation, you'll be just fine.

It sounds unbelievable, but at Hub Culture, we believe someday there will be no consumers, only friends.

That's the beauty of an internet-powered barter economy... and a return to a very old world from a very long time ago.

Stan Stalnakar can be reached at stan.stalnakar@hubculture.com

“The coming wave of change will soon transform two other areas, finance and energy.”



A PORTRAIT OF OUR VIEWERS, THE INTERNATIONALISTS.

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You've met them before. The senior chap in your office with a name you can't pronounce. The girl with the funny accent that everyone listens to so intently in meetings. The intern that just joined, bright as a button, but with only a backpack and a trail of stories from halfway around the world. They are the conscientious consumers, big spenders and opinion leaders populating a new world. They are a melting pot of demographics and yet the one thing that ties them together is **BBC World**.

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business advertising crosses new borders

From the C-Suite executive to the enterprise purchaser, reaching international business decision makers is a primary consideration for many multinational companies.

Campaigns range from building awareness to generating leads, and many are migrating to broader web-based models. Internationalist asks B-to-B advertisers and their agencies how to best define today's global rules for marketing business products and services. Without question, all are changing their expectations, seeing new trends, breaking through with stronger results.

businesses crossing borders: enterprise goes global

In the world of business-to-business successful advertising hinges on many things. With such variables as budget, geography and target market to take into consideration, one of the best tools any global marketer can have in their toolbox is a good partner. Or two. Or three.

Case in point: the 2007 AT&T Williams racing team. On Friday, June 8, viewers worldwide began seeing the latest global TV and online advertising from AT&T. The ads – produced under the supervision of advertising agency Rogers Townsend and in conjunction with global media partners CNN International, ESPN/Star Sports, BBC World, and Nikkei Net – showcase telecom technology solutions with images of grand prix racing, responsive pit crews analyzing car data and the heart-pounding rev of engine acceleration.

More than just a vehicle promoting AT&T's sponsorship of Williams F1, the ads are designed to super-charge AT&T's worldwide awareness.

AT&T, like other global marketers, faced specific challenges in bringing these ads to market. The new sponsorship came with a defined and somewhat limited ad budget. Business objectives, however, called for a global campaign that had universal appeal to the CEOs, CIOs, and IT professionals making technology decision on behalf of their enterprise businesses.

With no money to waste and a wide audience to attract, AT&T's advertising and sponsorship teams creatively turned to agency and media partners and involved them in structuring the campaign.

The result: a predominately English-language campaign combining the mass reach of television with the content delivery of online. Using footage supplied by Williams F1, AT&T negotiated with each of the broadcast partners to produce advertising units on AT&T's behalf, ensuring target-relevant content while fulfilling AT&T's messaging requirements. Rodgers

Continued page 28

Townsend produced complementary online advertising in a variety of unit sizes and formats to complement the broadcast ads being seen in Europe, Asia, India, the Middle East, Canada, and Latin America, and then worked closely with Nikkei to adapt online for the Japanese audience.

This collaboration speaks to an emerging global trend in media. Broadcast partners, anxious to attract and keep clients, are often willing to structure non-traditional buys that provide added value in such forms as advertising production, results collection and analysis, or target market surveys. Integrating media partners into a



Kit Haines-Bornheimer
Associate Director
AT&T Enterprise Business Advertising



relationship that traditionally includes only clients and agency representatives can be a challenge, but the collaborative benefits soon pay off. Engaged media partners can provide advice on how best to attract the attention of their viewers, can work more closely with marketers to develop a beneficial rotation strategy, and, due to the nature of the close relationship, are more vested in optimizing the performance of ads once they air.

For the marketer or agency wishing to explore a similar collaboration, here are several tips to incorporate into your business practices:

In a world where the non-traditional is becoming increasingly the norm, clients, agencies and networks alike are looking for ways to strengthen relationships for their mutual advantage. This requires flexibility and getting comfortable thinking beyond the box. But the results can be tremendous. Just ask AT&T, who is already seeing the benefits of higher-than-average click-through rates with their AT&T Williams online advertising, and impressive improvements in overall awareness of the sponsorship around the world.

Kit Haines-Bornheimer can be contacted at krhaines@gmail.com

KIT'S COLLABORATION TIPS

- 1. Respect roles and responsibilities.** Partnerships work best when the parties involved understand their roles and delivery expectations. Timelines are also critical.
- 2. Provide clear direction.** Put goals in writing and circulate among team members. Consider holding kick-off meetings or regular status meetings. Make sure quantifiable objectives are understood, and solicit input from partners regarding the best way to meet those objectives.
- 3. Establish trust.** Not sure something is delivering on expectations? Make this a part of open and honest dialogue. Culturally, this may be a difficult obstacle to overcome, but you need to ensure all players are working to deliver on a common goal. Being able to bring up concerns while respecting cultural and individual sensitivities will result in a stronger end product.
- 4. Become comfortable working with an extended network of individuals.** A client or agency project leader should be assigned and should introduce other team members to one another. Having one or two key point people in place at the client, agency, and network can ensure a more efficient flow of information. Adding media partners into the relationship extends the normal network of team members, so knowing who to go to for what type of support is critical. Finally, try to hold meetings at times when the largest number of partners can attend – working across borders requires some flexibility here on the part of all players.
- 5. Continue the relationship by engaging partners in results reporting and analysis.** The relationship doesn't end when the commercial is produced and on air. Scheduling regular check-ins to gauge the success of the finished product helps all partners ensure a successful campaign. If an ad isn't delivering on objectives, media partners may be able to suggest tweaks or fixes to help optimize either the placement or the creative, and should be kept very actively involved through the course of the program.



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transforming CA's approach to marketing integration

Not only is CA one of the world's largest management software companies, it is also one of the longest-running, US-based global advertisers, and one of the few large technology companies that has consistently centralized its campaign and media strategy from New York. Since partnering with Initiative, the IT giant has embarked on a new approach to its marketing strategies — ranging from effective online campaigns to first-time associations with sports sponsorships. No doubt, CA has taken its tagline of “Transforming IT Management” to heart with many of its own marketing transformations.

Mike Paradiso, Vice President — Global Media & Sponsorship Director of CA, and Sean Sympson, Senior Vice President — Global Account Director of Initiative, both agree that “integration” might be the most important word in their vocabulary right now. According to Paradiso, “We now have a fully-functional, integrated platform for our brand communication in terms of overall awareness, international messages, PR, community relations, to even hospitality programs. And we have created over 1000 new customer engagements in just one year.”

Creating and now sustaining this state of integration has taken bi-weekly meetings with seven different IGP specialty groups from Initiative for media strategy to DraftFCB for creative to Weber Shandwick for Public Relations to R/GA for interactive communications to Insidedge for employee brand understanding to Jack Morton for experiential marketing to Octagon for sports marketing. In addition, the core team works with input from 14 countries.

An interesting new outcome for CA beginning this March has been their first sports alliance through a title sponsorship of

the World Golf Championships. According to Paradiso, “The sport has instant global reach, which serves to accentuate our brand presence. Many of our target purchasers have a passion for golf, and we want to be connected with an environment that matters to them.”

The World Golf Championships are the only events that unify the international federation of PGA Tours, and are comprised of three marquis events of which the new CA Championship is one. The event draws players from around the world, is televised in 150 countries, and in this first title sponsorship year, Tiger Woods was winner of the World Golf Championships CA Championship.

The CA target audience is comprised of sophisticated, senior-level purchasers of technology and C-Suite management who approve such key IT acquisitions. Although an obvious solution for a software company would be to reach these professionals via the web with a call to action of a white paper or a webcast, Paradiso is clear that even a tech company should not spend its entire media budget online.

Paradiso further elaborates, “Print media for us allows discovery, while online campaigns are about seeking information. We first need to build awareness in traditional media before our prospects go online to better their product understanding through downloads, trials, and then eventual conversion to our brand.”

Good magazines create trusted content, as well as passionate relationships with their readers. CA believes that by aligning with these magazine brands, whether in print or online, the company can drive affinity for its products. Certainly, trusted content is everywhere, but, according to Sympson, “We are finding that many professionals outside the U.S. still look to U.S. media and U.S. companies to drive

technology trends. As a result, we find that many Asian viewers are big participants in downloads on U.S. technology sites.”

Both men recognize that given the fast-changing landscape of today's media, experimentation is a necessity for any forward-thinking IT company. However, they stress that all new media options need to be grounded in CA's goals and objectives. Being an early adopter can have its rewards, but new means of communication need to make sense and be tested for results. Paradiso's key criterion for gauging the viability of new media properties is to learn how users are embracing any new medium.

Both CA's Mike Paradiso and Initiative's Sean Sympson are happy with their client-agency partnership. In fact, they would argue they are simply “one big team” that has contributed to making the current marketing integration project work very well. They must be comfortable in their roles, because Mike had served as CA's in-house media strategist for several years before Sear's involvement. And he hasn't once told Sean how to do the job.

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Sean Sympson can be contacted at sean.sympson@us.initiative.com



Mike Paradiso
Vice President — Global Media & Sponsorship Director
CA

Sean Sympson
Senior Vice President — Global Account Director
Initiative

The executive suite is a different place since we started communicating in

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(Not Everyone Speaks Fluent IT But Numbers Like These Speak For Themselves.)



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starcom's swinand sees B2B as ahead of the curve

Andrew Swinand, President and Chief Client Officer of Starcom Worldwide, is proud to state that "B-to-B is ahead of the curve." He sees business-to-business advertisers as being far more aggressive in embracing a multinational approach to their marketing than their consumer-focused counterparts. Why? Business benefits and needs are more similar than different across borders, and B-to-B companies are generally focused on basics that make sense in any country. Their concerns include: How do I become more efficient? How do I improve my product or service? How do I serve my customer better? How do I insure greater profitability?

In contrast, many consumer advertisers require a "different market philosophy." They recognize that when marketing cosmetics, for example, a Japanese woman will have a different view of beauty than a French woman, and she will often be stimulated by a different message. "However," Swinand

points out, "if you are buying a database server or Caterpillar earth mover, there is far less subtlety. A customer simply wants a product that does the job, is reliable and fits the budget."

This does not mean that B-to-B marketing is about simple solutions. In fact, it has the capacity to be linked with greater global consistency and increased global transparency. According to Swinand, "The efficient allocation of resources is the wave of the future in advertising today." A business-to-business marketer wants to know, "Do I spend \$1 in China or Russia or the U.S.?" They want to see what is occurring market by market and optimize their spending on a global basis. It is more difficult to achieve parallel efficiencies in consumer advertising as local markets often have local budgets and local goals.

Oracle, one of Starcom's worldwide B-to-B clients, has had great success with global optimization, due to the Oracle's VPN (Virtual Private Network),

based on data supplied by DoubleClick (which is now a Google property). Both the agency and client can gauge which online campaigns get the best results on a country by country basis by simply searching the network. They can then adapt the leading executions for other regions with local customization in offers, pricing or products. Not only does this technology facilitate transparency, but it quickly realizes best practices around the world.

"Digital asset management is an idea that is about to explode," says Swinand. "In a fully-interactive system, the offshoring of manual production affects marketing efficiency by giving worldwide teams greater access to resources."

If the cost of ad production lessens, due to network sharing or to outsourcing, all local markets will have access to more campaign executions and the potential for better targeted messages. As a result, a larger percent of a budget can be spent on actual advertising. For

example, a market like Italy may have had sufficient budget allocation to produce one ad execution for their market. Now, with access to other global creative, it may be able to afford to access and adapt 15 different executions. Not only does this reduce the cost per ad from a 4-digit sum to a 2-digit sum, but it allows teams around the world to do more with media and connect their clients with customers in a new and relevant manner.

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Andrew Swinand
President and Chief Client Officer
Starcom Worldwide

B2B's sweeping changes

Major changes are sweeping through the market with a greater emphasis on lead generation and use of performance based marketing and a continued strong resistance for brand and awareness type campaigns. However the publisher market is not always able to follow the trends and this is particularly true in international markets.

In many ways this highlights the problems of trying to use a global strategy. Local markets have rarely followed a neat media pattern allowing

a media strategy to be developed that can be applied across the globe. Now even more attention needs to be placed on the maturity of each market from a business perspective crossed with the maturity of the target and their media consumption habits. For example it's feasible to run a media campaign to reach business decision makers using magazine advertising in U.S. and say

France. However in the U.K. apart from one or two titles (including the excellent Economist), the business

audience tends to be reached through newspapers.

Another example is online media. In local markets publishers may struggle to get their websites up to a critical mass in terms of traffic. As a result they may be late to the game in terms of lead programs or even things like online events. Plan accordingly and work closely with local marketers to establish what is on offer and how it can fit with local business situation.

Because our agency and the

B2B marketing: from “spray and pray” to science and accountability

A lot has been written about how the digital economy is changing the world of consumer marketing. Websites, search, email, social networking... and of course these impact on B2B too.

But for most B2B marketers, the big change is yet to happen.

But many B2B marketers still live in the old world of “spray and pray”: unfocussed communications programs, with little real accountability.

All this is about to become history. The change driver is marketing technology. It's available, and affordable, and companies are starting to grasp the opportunity and the need.

The first step is an effective MRM (marketing resource management) system: a centralised digital asset library available on demand to all customers and stakeholders, with effective means of best practice sharing, online customisation of marketing materials, print on demand and so on.

A few years ago companies would invest upwards of a million dollars in developing these in-house: now they are available off-the-shelf for around \$50,000 a year, re-skinned in your corporate house

style and with all the tech support you'll need.

The really interesting bit, through, is lead tracking software.

We all know that real B2B marketing isn't about producing product brochures and print collateral to support new product launches: it's about pro-actively generating high quality sales leads which convert to good margin business, and managing the relationships with these customers to develop regular and growing repeat business.

How does this work, today? Let's assume we start with an EDM (email) campaign. It's usually the most cost-effective means of attracting new customers: though any form of communication will do, providing it allows for data capture.

You begin by segmenting your prospect database, analysing the characteristics of each group and sub-group and designing an imaginative, impactful message for each one. There's plenty of scope for creativity here. After that – it's all science.

What percentage of each email variant was opened? Who by? Who responded, and how? How many

respondents agreed to a meeting? What was the strike rate of telemarketing, versus invites to seminars, versus personal visits? Which leads converted to sales — and what was the value and the margin of each one?

Then work the numbers back, and you can track the exact return on investment of each element in the communications mix.

Of course, this has always been possible, in theory. But in the pre-digital age, it was simply too labour-intensive to be cost effective. Today, that's no longer true.

The buzzword in all this is “marketing performance solutions”. One leading provider in the field is TW Connect, based in London and Zagreb and currently looking for a partner in the USA. Their work for HP has won multiple awards on both sides of the Atlantic. Managing Director Jeremy Keohane says, “the early adopters of our services have been tech-savvy companies like HP, Toshiba, MessageLabs and Oracle. But companies in other sectors who now move quickly to invest in this capability will have a real competitive advantage.”

So — do marketing

performance solutions spell the end of creativity?

Not at all. Because they produce measurable results quickly, they need fast creative responses to build in learning from experience and adjust messaging at internet speed — on a daily basis if necessary.

For large, bureaucratic agencies, this is not good news. But for smart, nimble, fast-acting, entrepreneurial agencies like the ones we work with — it's the dawn of a whole new era of opportunity.

Julian Boulding can be contacted at julian.boulding@thenetworkone.com



Julian Boulding
President
thenetworkone

principle members originated from the European media scene, we are extremely comfortable with juggling international media campaigns and helping U.S. clients run their campaigns more smoothly. We use centralized media buying when appropriate but also have a network of partners we can draw on if local input is needed. We are also transparent with the client. We recommend getting local input. We search out areas of controversy and sometimes

push back against US client if we feel local issues are not being addressed. Sometimes we act as “bad cop” when telling locals they cannot have what they want. Good global campaigns are as much about program management as they are about great media selections.

Experience in this is huge. Ultimately good campaigns are those that get local support and enable the local offices to feel they are being supported. Typically this means giving in to

a certain amount of local pressure but never losing sight of the big picture. Remember if the locals do not support the campaign it's often better to take the money and use it elsewhere — markets that will appreciate the assistance that an aircover campaign can provide. If we can help our U.S. clients keep local markets happy and achieve our media/campaign goals then we have done our job.

Dick Reed can be contacted at dick@justmedia.com



Dick Reed
CEO
Just Media Inc.



B2B Lead Generation: europe takes cues from the US while developing new solutions

What's the Trend?

Lead Generation is one of the most important developments in online business advertising in Europe over the last 18 months. Although prevalent in the US Information Technology (IT) space for years, today's Lead Generation campaigns in Europe can be more complex—predictability due to the region's diversity of languages and cultures.

A lead is defined as an interest or a response, and the term varies by company. Given the long advance purchase cycle for most business-to-business services and their often intricate selling process, the guarantee of a lead can be a key step to a major purchase. Lead Generation programs in Europe's IT industry are primarily facilitated by offering free whitepapers, case studies, Webcasts and other tools that encourage registration.

Media Owners' New Role

Another significant recent development is that b2b media owners have started to take responsibility for the results of these online campaigns. Instead of driving interested

prospects to an advertiser's landing page for acquisition, media owners are now capturing these leads, due to pre-agreed CPL (cost per lead) conditions of the campaign.

In general, this works well, because a prospect does not need to leave a site, and registration may not even be required if an individual's data is already hosted on a pre-populated database. IT decision-makers also return to trusted websites for the latest industry information, so an advertiser's content is generally more accessible to a much wider audience than just appearing on a corporate website.

Conducting Campaigns in Europe

Today, it's the small advertisers who live and die by Lead Generation marketing and are perfecting it to an art. Many such IT vendors devote 100% of their budgets to these online campaigns. Why? Because they have tough sales and ROI targets by which every activity is measured. Campaigns are tracked by unique registration forms to determine the most successful offers, messages, online opportunities and sites, so that the best activities can be better optimized. And the best campaigns demonstrate active involvement from all involved parties—the media owners, ad agencies and the clients.

Which Campaigns Work Best?

Does it make a difference to localize a campaign's call-to-action? Often the collateral for IT campaigns originates from a US marketing department, and is then repurposed by an EMEA team for local use. This raises two issues that

can affect the success of Lead Generation: language and the ability to influence the collateral's content.

From a language perspective, the rule is simple. If a vendor wants to do business in a local market, translating the campaign into the customer's language is the least they can do. However, the most important driver in successful lead generation is actually the type of content, rather than language. This may sound contradictory, but good content, such as a useful whitepaper, is more important to producing solid leads than offering something less appealing in a local language.

We recently ran a lead generation campaign for an IT client in Europe with a call-to-action offer as an English-language, analyst whitepaper on a very specific topic. We had good success, but the following quarter, the German office wanted to change the call-to-action for their market by offering a whitepaper in German, which was written by the vendor themselves, rather than an analyst. We found that the number of downloads/registrations dropped significantly despite the whitepaper being in the local language. According to our experience, the best whitepapers for call-to-action responses have three key factors:

1. They are independent, rather than the product of the advertisers/vendor,
2. They are market-focused rather than product-focused,
3. They provide good information on a very specific topic, rather than a generic one.

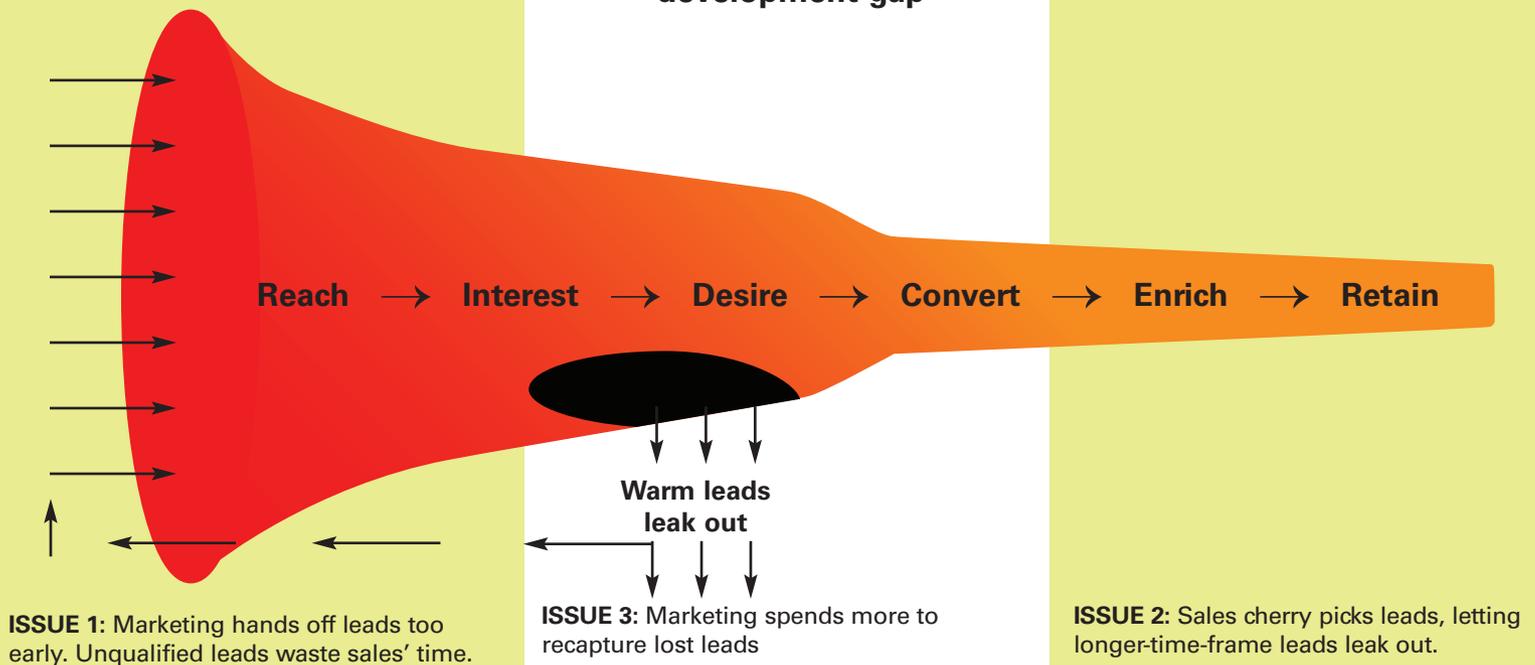
A 2006 TechTarget study confirms our experiences in lead generation campaigns. When IT professionals were asked about the use and effectiveness of information sources in the purchase decision-making cycle, they viewed whitepapers as useful in the early research phases of the cycle. They found free trials/demos as useful at later stages in the

“In fact, most of the big-name advertisers in the IT sector aren't very good at lead generation campaigns. They are geared towards large branding campaigns and often the integration between marketing and sales teams is lacking, leading to missed sales opportunities and disillusioned prospects.”

Current marketing focus

The B2B lead development gap

Current sales focus



purchase cycle when they were ready to test one brand to another. We have found that opt-in rates more than doubled when the call-to-action offer was changed from whitepapers to free trials later in the campaign. It is more difficult to generate a lead from a free trial than a whitepaper as less people are involved at the late stage of the decision-making cycle. However, once you have captured their interest, a free trial can convert to a sale.

Prospects are looking for different content at different stages of decision-making. They need to be nurtured throughout the process and provided with the right information at the right time. We find that too many IT vendors get the interest of the prospective buyer at the early research stages of the cycle, but fail to follow-up with a lead nurture program, leaving the window wide open for their competitors instead.

How Can Lead Generation Be Improved?

In an ideal world, a vendor's salesperson would be alerted immediately (within 24 hours) after any prospect has registered for an online offer. But how can an advertiser be assured that this occurs if the data is being

capture by a third party, such as a media owner? And how does the advertiser/vendor upload the responses to a CRM system and flag the prospects to the appropriate European salesperson—with one day? Currently, this process is usually slow and manual. To improve these Lead Generation programs, both IT vendors and media owners across Europe need to work together to make the process as seamless as possible.

The IT client (and their agency) needs to clearly link marketing campaigns to sales activities. Prospects should be entered into a lead nurture program to move them further down in the purchase cycle and thus support the sales teams' efforts. In order to be most effective, the lead nurture program is integrated with an automatic lead scoring system, as part of the CRM system used by the sales team. There is nothing like speaking to the prospect at the right stage of their purchase process, with the knowledge of all the interactions they have had with a brand prior to that conversation—(i.e., pages viewed on a site, registration details for whitepapers and webinars, emails opened, as well as the traditional lead qualification metrics like decision-making ability, company size, budget

responsibility, and purchase plans).

The media owner needs to know what works best for delivering leads without wasting valuable inventory. This often requires incorporating more sophisticated lead generation platforms that are capable of transferring the leads automatically to the client's CRM/ lead generation tool. The media owner also should use tracking and reports to alert the agency when copy or offers need to be refreshed. As media owners take responsibility for the leads generated, their role increasingly becomes being the agency for the agency. Some media owners now opt not to reveal which promotional methods have generated the greatest responses. However, being protective about CPM-based advertising models limits the potential to further improve the results of the campaign or build more business for all parties.

Hanne Tuomisto-Inch hails from Helsinki, and is the Online Communications Director at Banner, London. She was recently named a 2007 Agency Innovator by this magazine.

Hanne Tuomisto-Inch can be contacted at julian.boulding@hanne.tuomisto-inch@b1.com

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PROFILE

Lufthansa tells the U.S. multicultural community “we fly home”

The first association most consumers make with Lufthansa is that it is a German airline. As a result, many assume the carrier serves mostly German destinations.

However, in an ethnically-diverse market like the United States, the airline recognized the value of telling key target groups that Lufthansa not only serves Germany, but flies to wherever home might be. Jennifer Urbaniak, Communications Manager of Lufthansa for North America, aligned with Global Advertising Strategies, a leading multicultural marketing agency, to promote an online booking tool (www.WeFlyHome.com) designed specifically for immigrants visiting their home countries.

According to Urbaniak, “Ethnic marketing is extremely important to a company like Lufthansa. More than 60% of our customers connect beyond Frankfurt and Munich. It is indeed essential to Lufthansa to have an ethnic component as part of our overall marketing campaign.”

“As a result, we have experienced triple or quadruple-digit increases from many of our ethnic targets since establishing Lufthansa’s WeFlyHome®. It is clear that our customers

appreciate this program. The media and marketing platforms we use certainly touch home for them.”

A test campaign included five communities of nationalities within the US: Polish, Greek, Russian, Israeli, and Indian. Within six months, traffic to the Lufthansa WeFlyHome® site went from zero to nearly 300,000 unique web visitors. More importantly, ticket sales surpassed their business goal by 91%.

Now, WeFlyHome® targets 21 ethnicities within the U.S. market and the site offers an in-language booking option for most of these groups. The campaign relies greatly on online advertising, including placements on well-known in-country sites like TimesofIndia.com and Russia’s Lenta.ru, with geo-targeting to U.S.-based visitors only.

Certain market groups, like Indian immigrants, include viral campaign components. Lufthansa branded a website dedicated to cricket, a game hugely popular

“ One in every 10 people living in the United States today was born somewhere else. The new multicultural marketing reality is that the US is less a melting pot than a mosaic of different nationalities — each with its own behaviors, beliefs and aspirations. Investing in these undervalued ethnic markets can provide advertisers like Lufthansa with new sources of growth. ”

*According to Monique Tapie,
Global Advertising Strategies’
Corporate Communications
Manager*



PROFILE



in India, and as a result, ticket sales increased further. For the 2007 India Day Parade, a special Lufthansa-branded music CD, "The Hits of Bollywood" was created as a giveaway for both travelers and travel agents. It included two 30 second audio spots that could not be skipped.

Global Advertising Strategies recommended tying the WeFlyHome® campaign to various community events to insure grass roots understanding of Lufthansa worldwide routes. The events illustrate the diversity of the ethnic groups

through U.S. cities, including The Israel Pride Parade in New York, The Polish Film Festival in Los Angeles, Miss Russia Pageant in New York, The Albanian-American Beauty Pageant in Las Vegas, The Indian Trade Show in Philadelphia, The Iranian Norouz Festival in California, and The Greek Trade Expo in Atlantic City.

Jenifer Urbaniak can be reached at jennifer.urbaniak@dlh.de

Monique Tapie can be reached at mtapie@ethnicusa.com

21 ETHNICITIES :

- | | | |
|-----------|------------|-----------|
| Albanian | Hungarian | Polish |
| Bulgarian | Indian | Romanian |
| Bosnian | Iranian | Russian |
| Croatian | Israeli | Serbian |
| Czech | Jordanian | Turkish |
| Egyptian | Kazakhstan | UAE |
| Greek | Lebanese | Ukrainian |

Your Online link to a World of Legal Counsel.



PROFILE



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| Egyptian | Kazakhstan | UAE |
| Greek | Lebanese | Ukrainian |

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internationalist introduces a new feature on "Media Trends" with this issue. New media successes always cause great excitement. We are looking throughout the world for these ideas, as well as for examples of how media adapts to consumer needs and interests. Certainly the concept of "living well" has great appeal now as more of the globe realizes a disposable income. The Japanese market, however, remains the world's largest purchaser of quality brands. Combined with a long tradition of publishing, it should come as no surprise that these recent style additions have become successful.

Do you have a media trend to share?

EMAIL: editorial@internationalistmagazine.com

The first Japanese magazine was published in October 1867 by the scholar Shunzo Yanagawa. He named it *Seiyo-Zasshi* or Western Miscellany. That publication was 12 pages and was produced using traditional wood-block printing. The potential was huge then, as now. *Taiyoo*, a magazine published in 1900, had an enviable monthly circulation in excess of 300,000.

Although, the printing technologies have changed since the publication of *Seiyo-Zasshi*, the place of magazines remains secure in Japanese culture. Japan publishes the second-most magazines titles in Asia: the fifth-most worldwide. Over three billion copies of monthly magazines are sold each month, while over two billion copies of weekly magazines are sold each week.

These examples of recently added magazine titles continue that long tradition, while setting new standards. These are, indisputably, the most stylish, polished magazines currently available:

demographic facts

Luxury consumption in Japan is increasing 15% yearly. The most vital and sophisticated consumers include working women in their 20's and 30's especially in metropolitan areas. They have disposal income and know how to treat themselves well.

Most magazine titles by nation:

- 1 United States
- 2 China
- 3 United Kingdom
- 4 Germany
- 5 Japan

Source: Zenith Optimedia Group, From Woodblock Prints to OAVs
A Topical Survey of Manga and Anime, philticknor.net and www.kanzaki.com

japanese style

THE NIKKEI MAGAZINE

was launched in March 2005 as a new type of monthly magazine targeted at core readers of the Nihon Keizai Shimbun residing in the Tokyo metropolitan area where the household expenditure level is exceptionally high. The magazine pursues themes that stimulate the intellectual curiosity of the Nikkei's readers who demand quality in all aspects of their lives. THE NIKKEI MAGAZINE distinguishes itself as a newspaper supplement with its bold graphic art by a well-known Japanese designer and impressive, informative content.





japanese style

YOMIURI STYLE MAGAZINE

started publishing in March 2007 and is distributed every month, except July and January, with the morning edition of the paper. The magazine uses career fashion directors and photographers to produce high-quality articles and features. Advertisers include: Louis Vuitton, Bvlgari, Van Cleef & Arpels, Yves Saint Laurent, Piaget, Lancome, Isetan, Ralph Lauren, Cartier, Chloe, Dolce & Gabbana, Chaumet, Estee Lauder, M.A.C., Guerlain, Chanel, and Christian Dior. Circulation 380,000 households plus.



J-NUDE

started publishing in March 2006, as a free alternative biweekly aimed at working women in the Tokyo metropolitan area. Circulation 170,000.

J-NUDE features beauty, gourmet dining, living styles, entertainment and intellectual topics. Advertisers include Shiseido, Singapore Tourism Board, and The Peninsula Tokyo. In addition, the publisher can provide a cross media solution utilizing their main product, The Asahi Shimbun with 8.1 million copies of daily circulation.

CONNECT ALLIANCE



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**6th Annual Connect Alliance Partnership Meeting "Feel the Brand"
Lausanne, Switzerland— September 6 and 7, 2007**

The spectacular natural beauty of Lausanne with its tree-lined lakefront, tiered vineyards and white-capped Savoy Alps provided background for the 6th Annual Connect Alliance Partnership Meeting. Held at the gracious Beau-Rivage Palace, media owners and multinational marketers discussed new ideas for branding, innovation and how Swiss companies from TAG Heuer to UBS are tackling global advertising issues.



- 1 *Colin Smith, Oliver Smith & Partners and Neil Gluckin, UBS.*
- 2 *Nicolas Sennegon, France 24.*
- 3 *Eileen LeMuet, Group Express-Expansion.*
- 4 *Lisbeth Olness, Dagens Naeringsliv.*
- 5 *Yoshikazu Sekiguchi and Hirokazu Tsuji both Nikkei Europe.*
- 6 *Maria Ingels, Dagens Industri Andre Freiheit, Gruner+Jahr.*
- 7 *Neil Sartori, Journal International; Daniela Saya, Affinity-PrimeMEDIA and David Castelló, PubliPress Media.*
- 8 *Frédéric Lahalle, Affinity Media and Andrea Holzschneider Spiegel-Verlag.*
- 9 *Margarita Fernandez, El Mundo and Juan Jordan de Urries Gasset, Unidad Editorial.*
- 10 *Bob Breen, GWP/Handelsblatt.*
- 11 *Bernard Kedzierski, K.media.*
- 12 *Marc Nelisse, DeTelegraaf and Yosh Ikegami, Yomiuri Shimbun.*
- 13 *Matt Findel-Hawkins, Nikkei Business Press and Eva Favre, Affinity-PrimeMEDIA.*
- 14 *David Oliver, Oliver Smith & Kinga Dec, Rzeczpospolita.*
- 15 *Gregory Plata, Dagens Nyheter and Michael Karnig, karnig4media.*
- 16 *Thomas Houlon, TAG Heuer.*
- 17 *Jim Koene, Reed Business and Deborah Malone, inter national ist.*
- 18 *Paolo Cassano, K.media and Nick Edgley, Telegraph Media Group.*
- 19 *Tiina Ignatius, Talentum Media and Dirk van Roy, Roularta Media Group*
- 20 *Sabine Fedrowitz, Mercury Publicity GmbH and Antoine Dubuquoy, Le Monde.*
- 21 *Angelika Marx, Mercury Publicity GmbH; Michele Beeckman, Roularta Media Group, and Isabelle Morin, K.media.*



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celebrates the inter-national-ist



SKY NEWS hosted special luncheon celebrations in New York and London to honor inter national ist's Agency Innovators of 2007 and 2006. Honorees were feted at Megu, New York's new gastronomic hot spot, and The Ivy, long-synonymous with glamorous London dining. Innovators from around the world met their peers, and chatted with SKY NEWS journalists and TV personalities about marketing and media innovation today.

www.skynewsinternational.com



NEW YORK: September 5

All photo identifications from left:

- 1 Tim Love, Omnicom; Hiroshi Ochiai, TBWA/Hakuhodo and Sean Finnegan, OMD.
- 2 Kristina Fair, Beyond Interactive and Annabelle Lees, SKY NEWS.
- 3 Carl Pfeiffer SKY NEWS and Andrew Fair, Ogilvy & Mather.
- 4 Robert Nisbet, SKY NEWS; Sesh Sampath, BBDO Singapore and Kit-Haines-Bornheimer, AT&T.
- 5 Rumi Ezaka and Kayoko Asano — both TBWA/Hakuhodo.



new york



New York & London

innovators, who know that fortune favors the brave.



LONDON: September 12

All photo identifications from left:

- 1 Latha Sundaram, Starcom; Sara Currie, Oracle and Annabelle Less, SKY NEWS.
- 2 Hanne Tuomisto-Inch, Banner.
- 3 Matt Dyke, Tribal DDB.
- 4 Jacqui Seddon, Just Media.
- 5 Hamish Davies, Mediaedge:cia.
- 6 Rupert Denny, Banner.
- 7 Deborah Malone, internationalist; Deborah Armstrong, SKY NEWS; Sophie Potter, SKY NEWS and Paola Lopez, Just Media.
- 8 Sue Moseley, Initiative; Nigel Ponder, SKY NEWS and Tonia Perretta, Initiative.
- 9 Michael Wilson and Marie-Solange de Vaugelas—both SKY NEWS.
- 10 Magnus Wretblad, Lowe Brindfors.
- 11 Chris Carmichael, Mindshare.

The IAA Dentsu XI Global Student Competition

UN Millennium Campaign

Team Boomerang from Edith Cowan University, Perth, Western

Australia won the International Advertising Association InterAd XI global student advertising competition on June 27 in New York. The entry will be on display during Advertising Week in New York, September 2007, at the Advertising Community Together (ACT) exhibition.

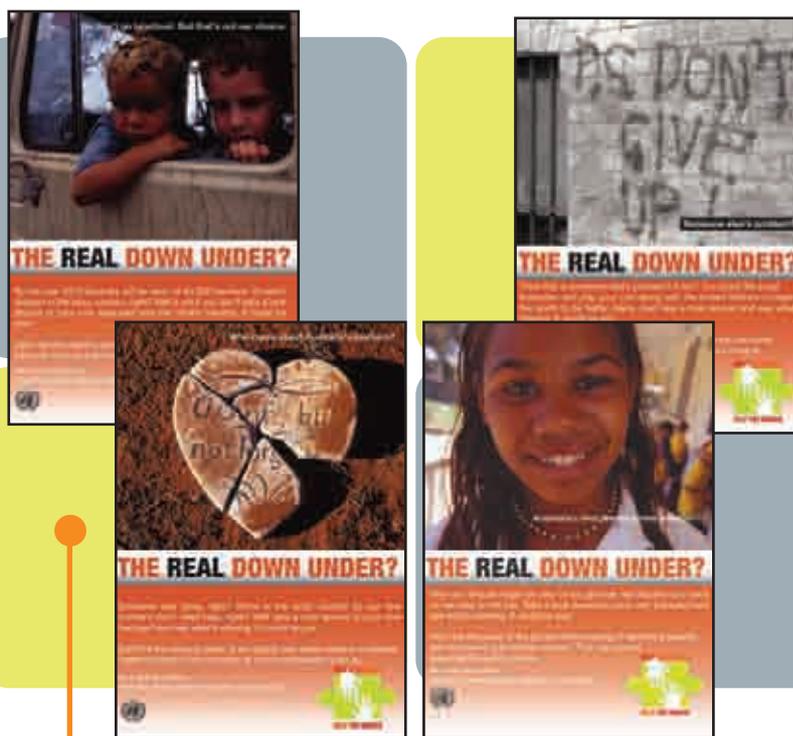
Five other regional teams will be given global runnerup awards based on their juried scores. These teams are:

- 2: Glass Half Full – Emerson College, USA,*
- 3: Positive – International Business School, Hungary,*
- 4: SFC – Keio University, Japan,*
- 5: Countdown – UNIACC, Chile, and*
- 6: Base Communications – The American University in Dubai, UAE*

The competition challenges the student competitors to: work in agency-style teams, solve a genuine problem for a real-world client, gather market data and prepare a marketing plan and supporting creative materials, and be evaluated in regional competitions by a committee of marketing communications professionals.

Team Boomerang's winning entry can be viewed at

<http://www.iaaglobal.org/default.aspx?id=768ccfa9-9486-411cb7a7-5cbae71ebf43>



Category: Print Ads



Category: Outdoor



MAKE AUSTRALIA PROUD

Category: Web

PEOPLE AND PLACES

INVESTOR'S BUSINESS DAILY AT THE 2007 US TENNIS OPEN

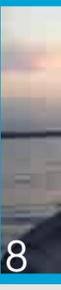
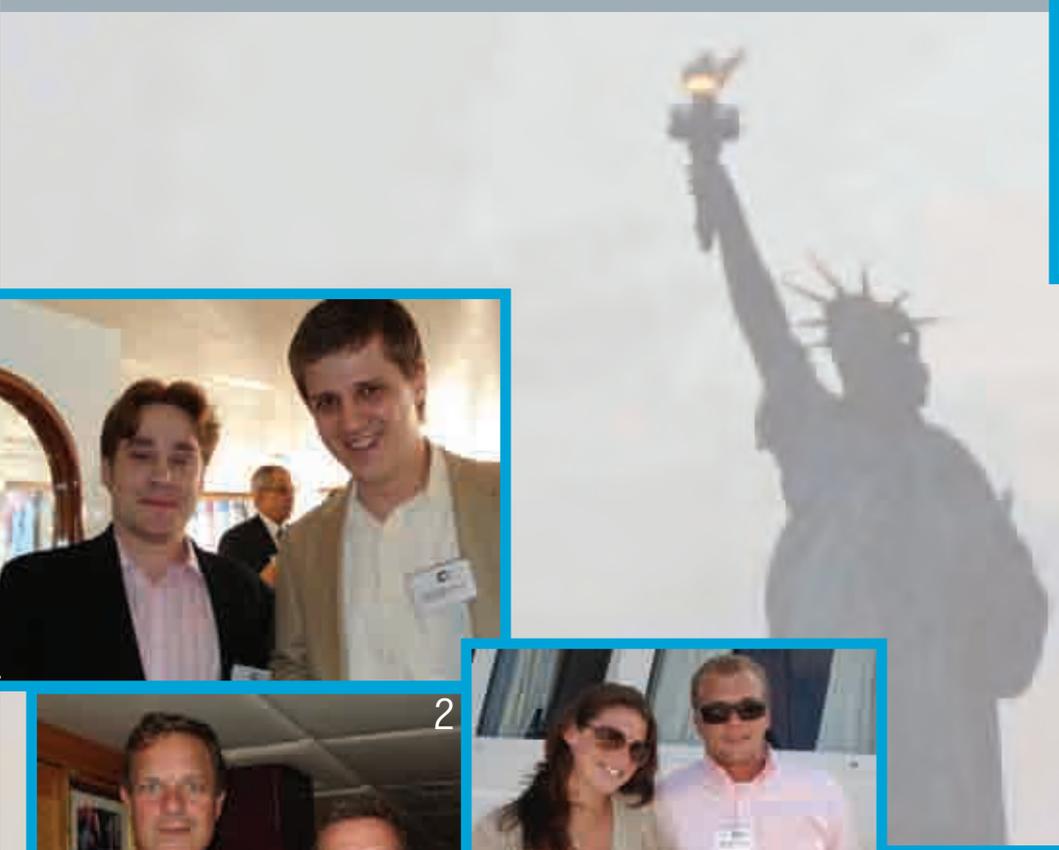
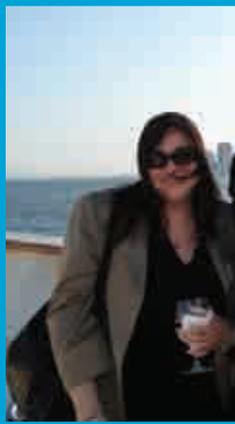
Each year at the US Open, IBD hosts an event on Super Saturday for their clients to enjoy the men's semi-finals.



- 1 John Yatkaskas, Investor's Business Daily and Karen Antuzzi, Neo@Ogilvy.
- 2 Lisa Kim, Avenue A — Razorfish and Juri Henley-Cohn, guest.
- 3 Group shot of event.
- 4 Jerry Ferrara, Investors.com and Rob Garcia, MedImmune.
- 5 Janice Janendo, Stephanie Nowik and Riza Zaman, all Investor's Business Daily.
- 6 Brian Moynihan, OMD and Lisa Moynihan.
- 7 Ray Warhola, Investor's Business Daily .
- 8 Gloria Rodriguez-Day, Value Line; Ray Warhola, Janice Janendo; Deirdre Hynes, all Investor's Business Daily; and John Day, guest.

internationalist
4th annual list of the
2007
internationalist year

send submissions to
deborah.malone@internationalistmagazine.com



PEOPLE AND PLACES



FORBES HIGHLANDER HOSTS IAA BOARD

The Forbes Yacht, The Highlander, set sail in New York Harbor this summer and hosted the board members and guests of the International Advertising Association (IAA) — New York Chapter. The group celebrated summer with water views of the Statue of Liberty and the Brooklyn Bridge. Forbes' famous Scottish pipers saluted the guests upon arrival and departure.

(All photo identifications from left.)

- 1 Neil Carty & Adnan Brankovic — both Initiative Media.
- 2 Chris Theodorus, Google and Andrew McLean, Mediaedge:cia.
- 3 Lauren Gellis, Lehman Brothers and Doug Stollen, Mindshare.
- 4 Dan Cohen, Harvard Business Review and Joe Priolo, International Herald Tribune.
- 5 Sean Lough, Dow Jones.
- 6 Joan Ruiz, Euro RSCG and Tanya Berman.
- 7 Pam Ford, J.W. Thompson and Jack Farrington, TruTranscripts.
- 8 Sean Sympton, Initiative Media; Jessica Sibley, Dow Jones and Rik Gates, BusinessWeek.
- 9 Jim Speros, MMC (Marsh & McLennan Companies) and Noreen Speros.
- 10 San Tong, Mindshare; Janie Kim, Carat and Deborah Malone, internationalist.
- 11 Jim Spanfeller, Forbes.com.
- 12 Jeanmarie Peachey, Mediaedge:cia; Frank Rosa, Forbes and Jennifer Napolitano, Mediaedge:cia.
- 13 Russ Stein, BBC World; Diane O'Connell and Michelle Axelrod—both NYMEX/New York Mercantile Exchange.
- 14 Florina Takhman and Tiffany Bland, both Mediaedge:cia.
- 15 Guy Forestier-Walker, MPG; Mark Proudfoot, Mindshare; Kate Mercer; Tyler Schaeffer, Mindshare.

nation branding

Master Class 2007

Featuring the World's Leading Nation Branding Expert, SIMON ANHOLT

london

November 16th, Langham Hotel



Program Highlights

COMPETITIVE IDENTITY: THE NEW BRAND MANGEMENT FOR NATIONS

SIMON ANHOLT will demonstrate how combining branded exports and place branding creates fast-track economies.

Simon Anholt is regarded as the world's leading specialist in creating brand strategies for countries, cities and regions. He has never before agreed to share his vast expertise in an exclusive one-day session.

This Master Class is an unparalleled opportunity to receive detailed advice, hands-on training, and practical solutions through numerous case studies and personal knowledge that reveal how a combination of branded exports and nation branding methods can create fast-track economies.

PART 1. Groundwork

Why do it? How it works, what it's for, how long it takes, who's involved and who's responsible, who shapes the brand, what it costs, what it can achieve.

PART 2. Policy & Strategy

The challenge of diagnosing and benchmarking the current reputation of any country, region or city. Aligning a place's economic, cultural, social and political goals with the aims of its reputation. Creating and recognizing good short, medium and long term identity strategies. How to evaluate approaches to find the right ones.

PART 3. Implementation

Developing a detailed plan domestically and internationally. Identifying audiences. Getting citizen buy-in. Leadership issues.

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just jolly in johannesburg

Johannesburg is a city in a parallel universe, where income disparity and crime go hand in hand with booming economies and flowering hope. A sprawling metro area of over 5 million undulates between burgeoning slums and suburban perfection, often within a five minute driving distance. All this lends a unique air to the city, where adventures of all sorts mix with the rhythm of the everyday.



Arrivals

Car pickup. Your alternative is to hold your head out of a taxi window, gagging for air as you rattle down the expressway while the driver takes the long way into town. Like many things in Johannesburg, you need a fixer, and a car and driver is one of many necessities. You could rent, but it's just easier to have a driver. Try Hub Culture's affiliated service: **Paola Martinez at Personal Africa.** She will arrange for pickup and then proceed to handle every waking need you may have while in town.

Paola Martinez

www.personalafrika.com

INT Tel: +27 83 949 1674.

Where to Stay

Believe it or not, the burbs. Downtown Johannesburg is slightly deserted, so most people opt for the higher end northern suburbs of **Sandton** and **Rosebank**, where business is conducted. Situated right in between those suburbs in **Georgia** is a small boutique hotel called **Ten Bompas**, which features a clutch of individually designed suites and a wonderful, charming atmosphere. It's the place.

Ten Bompas

10 Bompas Road

Johannesburg, Georgia, South Africa

Also intimate but with a larger resort feel is the **Westcliff**, which has many more rooms and is situated farther out in the northern suburbs. This is a good place to stay if you don't need to be hiking all over town regularly.

The Westcliff

67 Jan Smuts Avenue, Westcliff

Johannesburg, South Africa

If business is the priority, then it should be the **Intercontinental at FourWays**, situated next to a large covered casino with faux Italian streets and enough security to keep Bush safe on a walking tour of Afghanistan. For the more bohemian minded, the clear choice is **Melville**, a gentrifying suburb situated south of Sandton but north of the city. Nestled between the Johannesburg Country Club and the Randberg Country Club, it offers close proximity to the best nightlife in Johannesburg, as well as golf for the daylight hours.

In Melville are a rapidly expanding number of boutique guesthouses. A fun option is **Tama Rumah**, which features a friendly and personalized environment with spacious rooms and nice smiling ladies every who prepare a hearty breakfast to enjoy in bouganvillea covered gardens. Ask for Melanie to angle for the best rooms in the back garden.

Tama Rumah Guest House

88 4th Avenue, Melville

Johannesburg, Gauteng, South Africa

Contact: Melanie

Local Tel: 011-4827611

INT Tel: +27-11-4827611

Activities

Modern people are conditioned to see the world as a friendly place. Everybody likes malls and museums, café culture and burlesque bars all delivered on a google map with a social tracer to shadow friends as we walk down the street. In Johannesburg the malls are just as likely to get torched in a botched robbery, so it might be wise to have a think about the sources of such discomfort.

To help you do that, spend a day on a walking tour of **Soweto** with **Cedric de la Harpe**, the "white zulu", who understands the damage both apartheid and poverty have inflicted on the majority of South Africa's black population. Cedric spent a number of years working on sports development programs to assist youth in the townships and knows Soweto intimately, walking it barefoot daily. He is chums with many of Mandela's old friends, and will show you a side of South Africa few visitors get to see. Being a barefoot Zulu isn't easy, so he can be a bit hard to reach — go through Paula to track him down.

If you're not into the malls (Sandton City is the largest mall in the southern hemisphere and a main pursuit of Johannesburg evenings) try having a wander along Melville's main drag to see antique shops and other shopping attractions in a more authentic atmosphere. This is also ground zero for the best bars in the city, but it only takes about one night to feel like you've been there, done that.

A more worthwhile pursuit is the three-hour drive north of Johannesburg to the **Pilanesburg**, a decent sized nature reserve featuring abundant rhinos, elephants, giraffe, zebra, impala and the occasional lion. A day trip is almost enough, but we recommend you camp out overnight in fixed

tents to be up at the crack of dawn to go on a game drive. All in, it's one of the easiest and fastest ways to see the African bush in all its glory.

Food

Wine in South Africa is famously amazing, and the food can also be delicious. Aside from local delicacies such as impala, kuzu, ostrich and crocodile, which show up regularly on menus (is that wrong?), there is a wide selection of good restaurants.

For meat lovers, try **Steers**, the **Butcher Shop** and **Mandela Square** and the **Meat Company** in FourWays, all of which offer a great selection of exotic, meaty fare. For more traditional African, try the **March** restaurant in the **Melrose Arch Hotel**, Melrose Arch. A beautiful swimming pool and casual atmosphere also make this a great spot for a lazy Sunday and a long brunch.

The **Coachman's Inn** was opened by Nick Nicola many years ago and remains family owned, and a local favorite. An eclectic décor and outstanding food are the hallmarks of the restaurant.

Coachman's Inn

29 Peter Place

Johannesburg 2060, South Africa

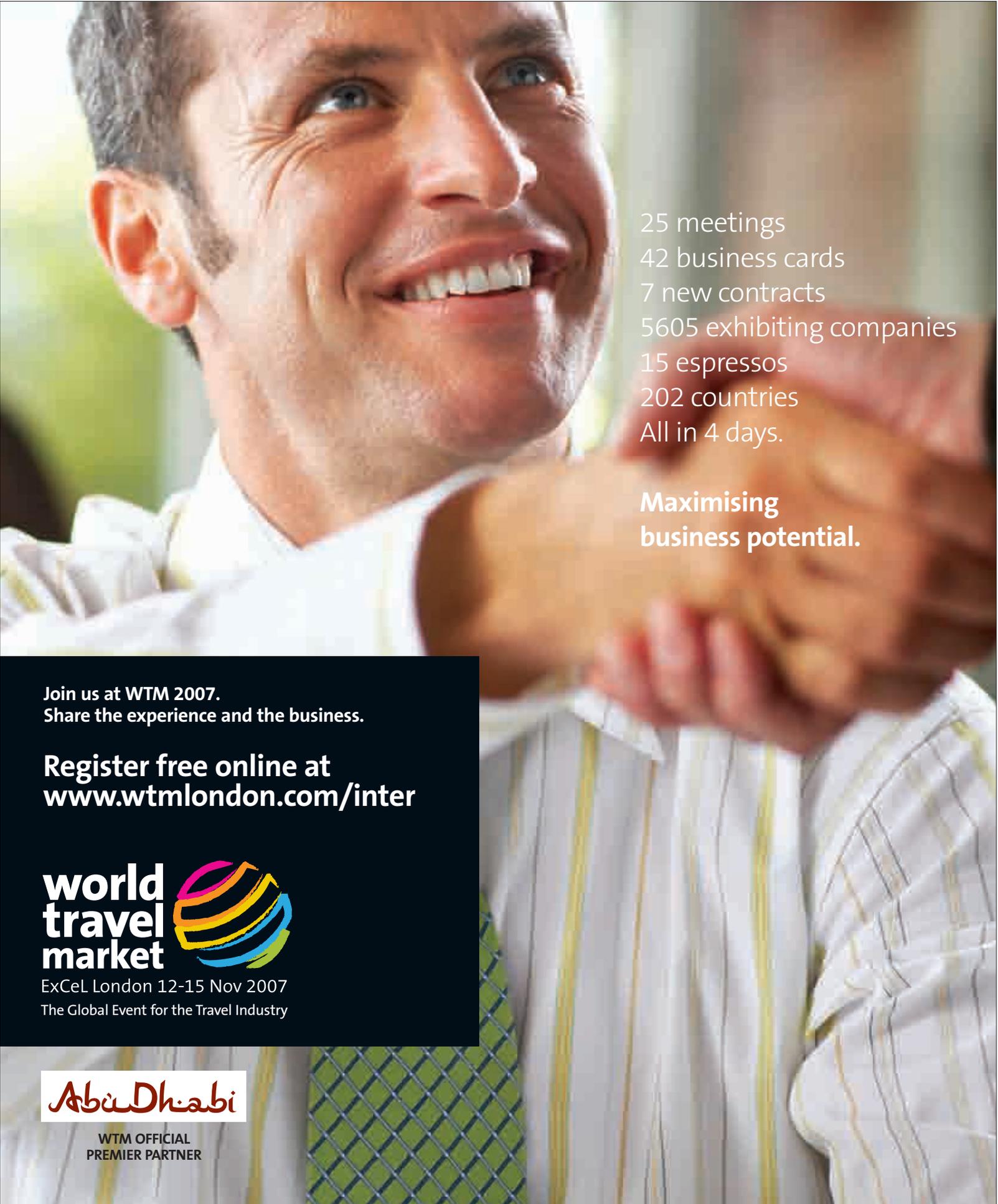
INT Tel: +27 11 706 7269

Johannesburg is a study of contrasts, and as the richest business center in Southern Africa, deserves its place of honor as a world city. However, its sprawling size, social disparity and lack of world-class entertainment contribute to a fortress style personality, where the prevailing view is "what's mine is mine, and gated." That said, no city is happier to have a visitor than Johannesburg, and everyone will bend over backwards to make you feel safe, comfortable and welcome. They will drive for miles to show you a good time and whisk you back before midnight for an early start the next day. The sad thing is that it feels like you have to, because "if you stop at night in the dark, you might get carjacked," they say, laughing, with not as much sarcasm as one would like.

But really, it's fine! And it is really quite safe! Unless you're an impala, in which case all bets are off.

Stan Stalaker is the founder and creative director of Hub Culture Ltd., a movement with a suite of activities focused on content development, private social networks and global experiences. He can be contacted at stan.stalaker@hubculture.com.

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