

# the internationalist

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## **Media Innovation: New Shifts in Brand Strategy, Planning & Activation**

**Redefining the Power & Significance of Prestige Brands**  
**Six Degrees of Integration for Agency-Marketer Alignment**  
**Procurement Refocuses on Talent, Training,  
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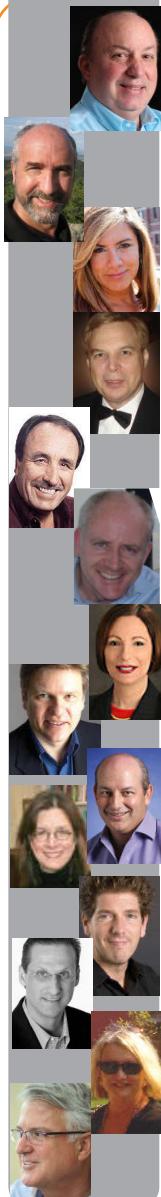
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## ABOUT THE INTERNATIONALIST

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

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# Shift

[shift]

verb (used with object)

1. to put (something) aside and replace it by another or others; change or exchange: *to shift ideas.*

**Shift** is an appropriate verb to actively describe the level of change now occurring in the industry. In fact, seismic and shift now seem to be inexorably linked in our language, and today so many areas of marketing are experiencing change of enormous proportions and with highly significant consequences.

It also brought to mind how “Shift” was used by Nissan for eight years as an important rallying cry—not only in advertising that asked consumers to take a fresh look at a bold, new Nissan, but as a unifying message for a company that was retooling every aspect of its business. Steve Wilhite, who was VP Marketing at that time and named an Internationalist of the Year for his efforts, said: “Some people think of SHIFT as a tag line. It’s really much more important than that to us. It’s a wonderful way for us to talk about our brands and our cars.”



Perhaps the same could be said today for the industry at large.

This edition of **The Internationalist** refers to quite a number of shifts—whether directly or through discussion of their magnitude and consequences.

We explore through case studies how media innovation today is redefined through new shifts in brand strategy, planning and activation as consumer expectations change.

Greg Paull looks at new models for agency-market alignment, which he cleverly refers to as “six degrees of integration.” Yet these new structures and configurations in partner relationships represent a significant change in managing an evolving, sprawling industry with new areas of specialized skill sets.

Our story on prestige brands, which authors JP Kuehlwein and Wolfgang Schaefer also call über or ueber brands, demonstrates a complete rethinking of brand value in a purpose-driven, social media world, as well as the significance of changing one’s view of “prestige.”

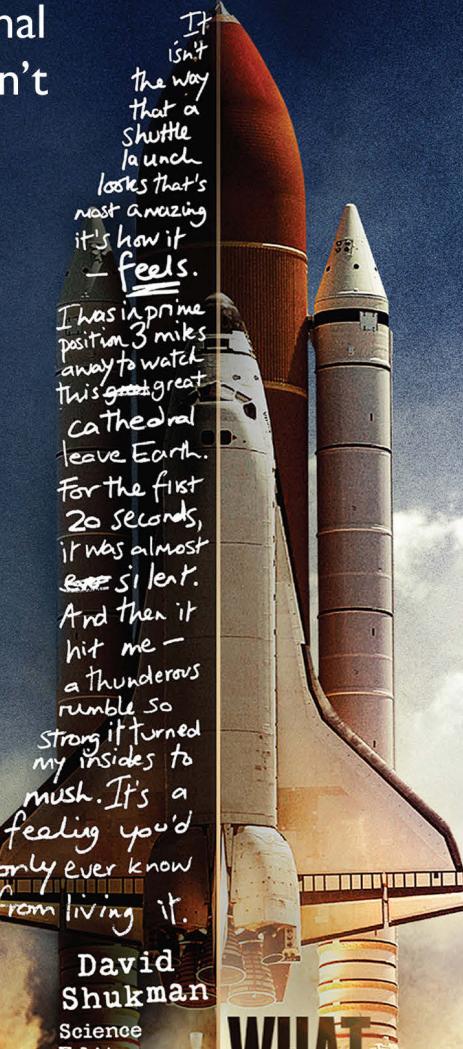
Even our short piece on Johnnie Walker from this year’s Mobile World Congress in Barcelona establishes not only a significant shift in personalized messaging through printed sensor tags and smart phone technology, but underscores how a brand today is as much about the product and the packaging, as it is about the capacity for data to communicate with customers and influence the business process itself.

And finally, Joanne Davis tackles an important shift through new Internationalist research and outlines how the Marketing Procurement function is now shifting to focus on what she calls the 4T’s- Talent, Training, Trust & Transparency.

Also... 2007 must have been an excellent year for recognizing talent... as four **AGENCY INNOVATORS** named that year are highlighted in our Globetrotters feature as they have all recently taken on new roles that represent key shifts—*there’s that word again*—in their careers.

*Deb Malone  
Founder*

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# Six Degrees of Integration for Agency-Marketer Alignment



Greg Paull co-founded and runs R3 ([www.rthree.com](http://www.rthree.com)) a global consulting firm focused on improving the efficiency and effectiveness of marketers and their agencies. R3 works with nine of the world's top twenty marketers including Unilever, Coca-Cola, AB InBev, Samsung, Mastercard, Nestlé and Mercedes Benz.

Ask Greg Paull of global consultancy R3 about integrated marketing campaigns and he'll refer to a well-known scene from one of the early episodes of "Mad Men." Don Draper presents the new campaign for Lucky Strike, and it's a success. One agency, one key client, and the whole team aligned around a single brief, single output and single results.

According to Paull, "This is clearly a work of fiction." But he adds, "It doesn't have to be."

He recently introduced a report called "The Integration 40"—([www.R3integration40.com](http://www.R3integration40.com))—based on an R3 initiative to showcase forty of the world's best integrated campaigns based on a global call for entries. Although he admits to probably missing a great campaign or two, the report is designed to start the conversation about better managing today's complex integrated marketing process.

"The Integration 40" case studies were chosen through consistent scoring criteria based on brands, creativity, process and results. Interestingly, the R3 team saw six types of client-agency alignment structures or "six degrees of integration" among the best work.

They included:

**The R3 team saw six types of client-agency alignment structures or "six degrees of integration" among the best work.**

## 1. Multiple Best-in-Class Agencies

In this model, the marketer leads integration—choosing the best possible creative, media, digital, PR and event agencies regardless of holding company—and then has the task to pull them together. Among “The Integration 40,” this is by far the most common method used, and this “best of breed” approach occurred in 38% of cases. The challenge? It puts a lot of onus back on the marketer.

## 2. Lead Agency Model

This structure puts pressure on the lead agency to drive integration. This model was used in 25% of “The Integration 40” cases. Interestingly, an agency other than a creative agency took the lead in 32% of occasions—and the campaign was still executed brilliantly. Expect to see more of this model in the future.

## 3. Sibling Agency Model

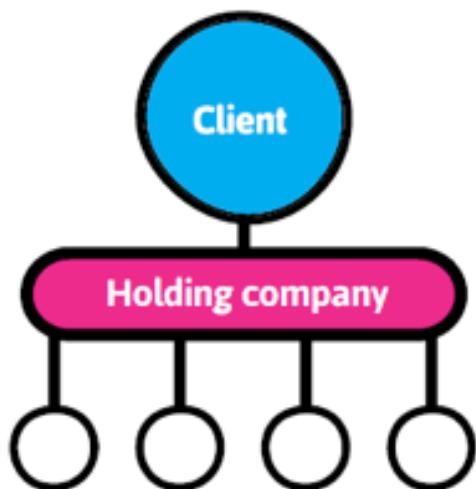
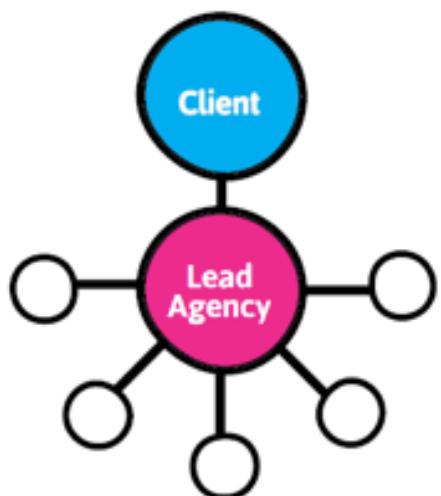
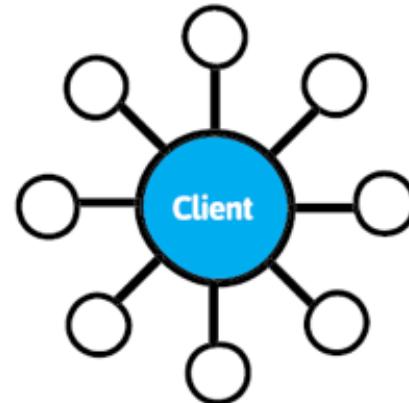
This is driven by Holding Company integration. It only occurred in 20% of the cases of the final 40, which suggests it may yet be seen as the optimal model for the future. In this structure, there’s simplicity in the working process, but a potential lack of flexibility for the marketer if things go wrong.

## 4. Holding Company Custom Agency

This is essentially about a holding company pooling resources into a 100% dedicated team within a holding group. According to Greg Paull, “This can only work well for clients with scale, but of course, has its own challenges with attracting the best creative talent and breakthrough thinking.”

## 5. Free Agent

In an era of crowdsourcing and social, will this be a new model whose time is to come? Paull suggests, “What the marketer gains in total flexibility of creative resources, it surely loses in terms of strategic governance and contribution.”



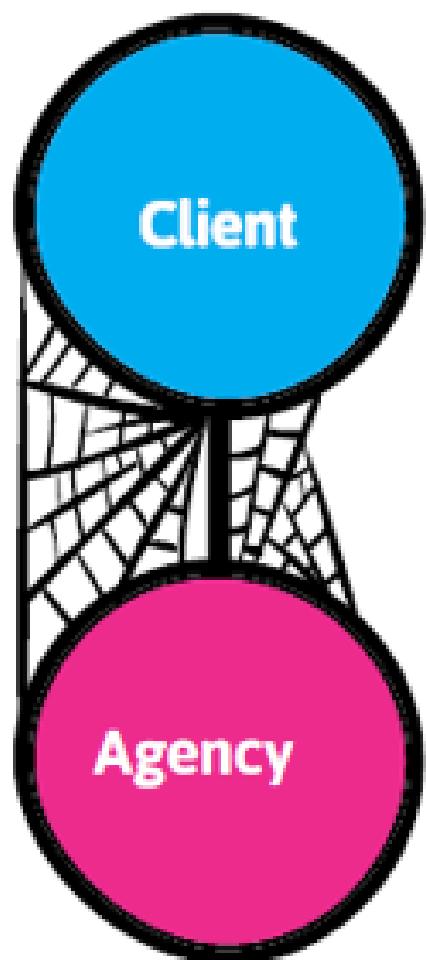
## 6. One Stop Shop

Perhaps a relic of the Mad Men days, but the one-stop shop is still the common approach in Japan, Korea and Brazil, along with smaller marketers who simply can't afford multiple agencies. For every person who dreams of creative and media agencies merging back again, there must surely be two who recognize the giant strides in media sophistication that has occurred with them apart. "While we saw this in 10% of our relationships," says Paull, "We wonder in five years' time if this will be the case."

### What else did the "The Integration 40" initiative uncover?

In addition to noticing six distinct client-agency models, six general trends also emerged:

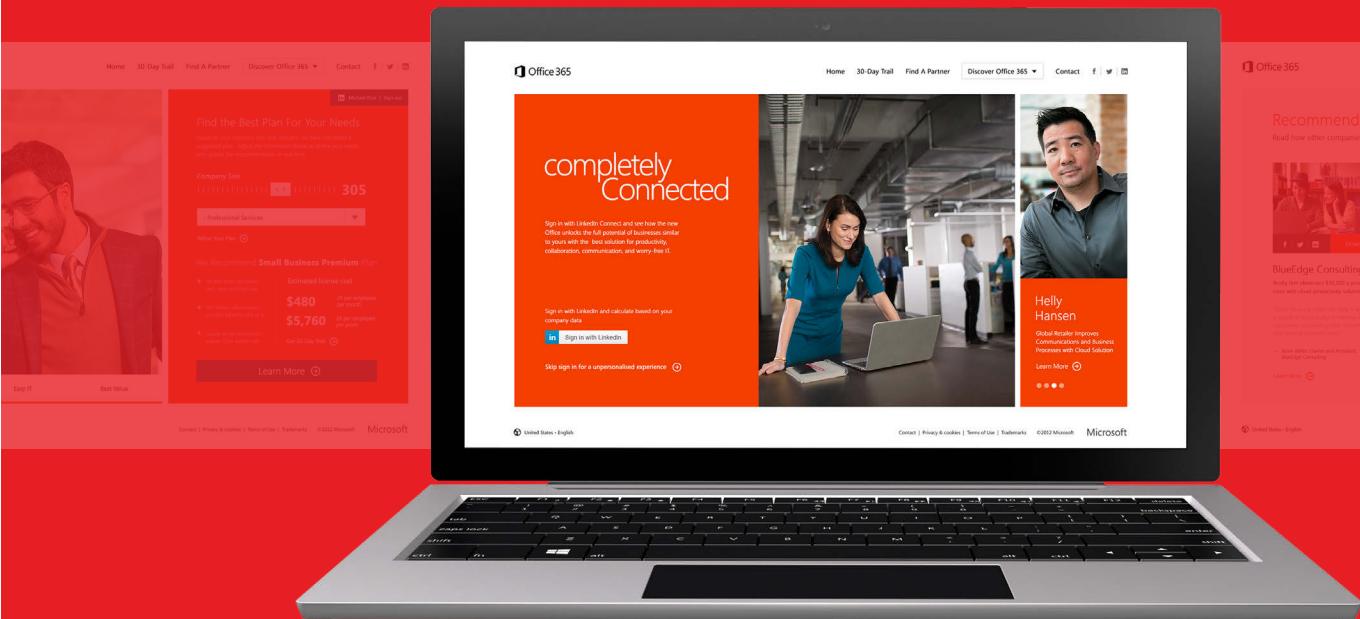
- Big ideas lie at the heart of success
- Defining the chain of command is critical to realizing true integration
- Think about "Curate" as much as "Create"
- Promote accountability through taking measurable action
- Training Matters
- Companies like P&G, Coca-Cola, Unilever, Nestle and others continue to be the best-in-class brands when it comes to integration. These firms attract and retain the best talent, push their agencies in different ways, and motivate the concept of truly "coming together." Integration does matter to the world's best marketers and their agencies.



**The one-stop shop is still the common approach in Japan, Korea and Brazil, along with smaller marketers who simply can't afford multiple agencies**

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JP Kuehlwein is Executive Vice President at Frédéric Fekkai, a New York-based prestige salon operator and hair care brand and an Outside Director of Smith & Norbu, a luxury optical frame maker in Hong Kong. He draws on over twenty years of hands-on experience in managing brands at Procter & Gamble across markets in Europe, North America and Asia. JP holds degrees in international management and business analysis from the universities of Reutlingen (Germany), Reims (France) and Lancaster (UK).

# Redefining the Power and Significance of Modern Prestige Brands

Ask JP Kuehlwein for a short definition of a contemporary prestige brand—one that garners almost cult-like following—and he'll describe how people buy such brands with their hearts as well their heads, while their creators seem to apply magic as much as logic. He'll add that modern prestige brands make us “long to belong,” and they can be of any size and come from any category at any price point.

According to Kuehlwein, these brands--whether Grey Goose Vodka, Apple, TOMS, Nespresso, MINI, Gucci, Aesop, or Cirque Du Soleil--are not only desirable, but they have ever-increasing social and cultural significance. He says, “They are no longer just beacons of status or building blocks of our identities; they are morphing more and more into mythical fixtures and leaders, sometimes creating movements not unlike political parties. They have created and become narrative constructs that inspire our public discourse, provide meaning to rally around or to reject--affecting, influencing, and yes, often guiding our lives, not just materially or functionally but emotionally, ethically and even spiritually.”

This may sound like a tall order for any brand, and especially allusive to someone trying to unlock their marketing secrets, but now help is on the way. After some 4 years, 75+ interviews, 150 cases studied, and countless conversations, JP Kuehlwein has co-authored a book with Wolfgang Schaefer, Chief Strategic Officer of SelectNY, one of the world's leading premium branding networks, called *Rethinking Prestige Branding*. In fact, this intelligent, comprehensive book covers so many of today's shifting brand dynamics that it encourages the even the

most experienced marketer to rethink his or her perspectives--particularly as they unveil the 7 Secrets of these successful brands.

Their premise is that both the concept and context of prestige is changing, so it is no longer unusual to find items that were once considered premium at stores or in categories where they were not expected in the past- such as a Missoni line in Target or water that retails at \$15 a bottle. Interestingly, as luxury becomes more mass, consumers are also rethinking consumption. Rather than

owning more, they now prefer to curate a portfolio of experiences and items that express who they are and what they stand for.

Technology, too, is changing how premium brands go to market and how they are experienced. “Exclusivity” is no longer the domain of the prestige brand. Consumers, instead, are looking for interaction, and for brands to do right by them and their world. This presents a challenge, but also an opportunity to brands to reach what Kuehlwein and Schaefer call “mythical status.”

In fact, JP Kuehlwein and Wolfgang Schaefer--both German by birth-- have added a subtitle to their book, *Rethinking Prestige Brands+Secrets of the Ueber-Brands*. The idea of Ueber or Über rang true for their thoughts on prestige. For those who forgot their Introduction to Philosophy course, German philosopher and author Friedrich Nietzsche created the term “Ueber-Mensch” (over-man or often translated as super-man) in his novel, *Thus Spoke Zarathustra*. The term is associated with someone who is willing to take risks for the sake of humanity, while establishing his own values, and in the process, influences and inspires the lives of others.

Ueber-Brands or modern prestige brands are therefore less self-important or aggrandizing, and instead are now more self-aware and self-reflecting. Among those addressed in the book across a broad spectrum of categories throughout the globe are: Food-- Innocent, Lakrids, Red Bull, Nespresso; Hospitality and Entertainment--Hoshino Resorts, Cirque Du Soleil; Transportation-Tesla, MINI, Harley Davidson; Fashion, Beauty, Accessories--Freitag, Brunello Cucinelli, Aesop, Chaumet);Household Goods (Detergents & Soaps)-- The Laundress, Yuan.

Co-author Wolfgang Schaefer says of Ueber-Brands: “They don’t elevate their followers by putting others down, but by staying a step ahead and true to their core. And they shine not just around their products, but through them. And this is why Ueber-Brands can be of any size and

come from any category at any price point. What puts them on a higher level and secures their stellar position is a sense of discrimination paired with dedication, and this is as priceless as it is progressive.”

Progressive indeed! Both Kuehlwein and Schaefer also see these brands in the context of a new “Enlightened Capitalism”—where making money isn’t something to frown upon but neither is it something to glorify in and of itself. Where profit has to serve a purpose, and greed is not good unless it does good--more than filling someone’s pockets. Where creating value is not the opposite of having values, and where any enterprise has to really undertake something worthwhile--something that is bigger than simply sustaining itself.

### Seven Secrets of Modern Prestige Brands or Ueber-Brands

- 1. Mission Incomparable...** Ueber-Brands must project a sense of purpose-- towards the world at large, or at least their category. Go well beyond existing expectations and standards.
- 2. Longing vs. Belonging...** Ueber-Brands need to walk a fine line between accessibility and exclusivity, proximity and distance. Give customers a feeling of belonging while letting them long for more.
- 3. Un-selling or the Superiority of Seduction...** Communicate and interact through the art of seduction.
- 4. From Myth to Meaning...** Creating individual relevance and cultural resonance allows for deeper connections.
- 5. Behold!** The importance of product.... Products need to not just hold a promise; they must manifest a myth—making the intangible brand believably tangible.
- 6. Living the Dream...** Create a culture and craft experiences that let the “bubble” shimmer in all colors, but never burst.
- 7. Growth without End...** Grow without undermining a sense of specialness.

**“They shine not just around their products, but through them.”**



Wolfgang Schaefer is Chief Strategic Officer at SelectNY, one of the world's leading premium brand building networks. Wolf has been building global brand strategies for over 20 years in Europe, the US and Asia Pacific for companies as diverse as PepsiCo, P&G, Unilever, Coty and Nestlé.. His main expertise lies in prestige brands such as Davidoff, Chopard, Swarovski, Lancaster amongst many others. Holding an MA from the University of the Arts Berlin, Wolf is co-located between NYC and Berlin.

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# From Smart Phone to Smart Bottle, Johnnie Walker Now Sends Personalized Messages

Johnnie Walker may be nearly 200 years old, but that doesn't mean that the brand isn't experimenting with new technology and product innovation—at least in terms of its bottle.

Diageo, Johnnie Walker's parent and the largest producer of spirits in the world, has partnered with Thin Film Electronics, a Norwegian printed electronics company, to create a prototype Johnnie Walker Blue Label smart bottle, which debuted at this year's Mobile World Congress in Barcelona.

Through the use of printed sensor tags with Near Field Communication (NFC), Johnnie Walker Blue Label bottles become "smart" as they hold digital information which can send personalized communications to consumers who read the tags via any NFC-enabled smartphone. Diageo hopes that the smart bottle will enhance their relationship with Johnnie Walker consumers and strengthen customer loyalty through new involvement with the brand.

According to Venky Balakrishnan Iyer, Global Vice President of Digital Innovation at Diageo, who discussed the smart bottle at the Mobile World Congress, "A lot of our brands are 300 or 400 years old. There's a lot of craft and tradition that goes into creating our products. What we're trying to do here is take the latest

innovations and see how we can take something that's special already and make it a richer consumer experience."

The printed sensor tags can also detect whether a bottle is open or sealed, which can also further refine the digital interaction. Messages sent to an open bottle will not focus on presenting sales information, for example, but on ways to enjoy the product. Iyer also admits that communicating with consumers at the point of sale is critical to Diageo. He says, "Although these are very traditional product categories, there is a huge amount of digital interaction that is happening with our products. These are people standing in stores or bars and wondering whether they buy the single malt or the blend, highland or lowland."

Although Diageo is primarily focused on the marketing elements of this technology, it can also play a role in the supply chain. Thinfilm sensor tags have a unique identifier and are very difficult to copy. They can also track products in-store and to the point of consumption, which provides an additional layer of security to protect the authenticity of the product, detect counterfeiting, and insure place of sale.

Johnnie Walker is the most widely distributed brand of blended Scotch



in the world, with annual sales in excess of 130 million bottles. And with smart bottles, it just could mean that we are experiencing a transformation in how we define a brand today. Perhaps that definition is as much about the product and the packaging, as it is about the technological capacity to communicate with customers and the business process itself.

# ARE YOU IGNORING HALF THE PURCHASE JOURNEY?

In an increasingly competitive landscape, brand owners are looking at every possible way to gain advantage and drive brand growth. Understanding how and why people buy products and services is a priority now more than ever.

MEC Momentum is MEC's proprietary approach for understanding and quantifying how people make purchase decisions, based on studies with over 150,000 respondents, covering 30+ categories in 20+ markets around the world.

Using the latest insight into the psychology of choice, MEC Momentum closes the gaps in understanding between what buyers do during the purchase journey, how their perceptions of brands influence their behavior, and how they use media and brand communication to make their choice.

At its core, MEC Momentum describes the purchase journey as a continuous cycle with four distinct stages - **The Passive Stage, The Trigger, The Active Stage and The Purchase**; and Paid, Owned and Earned communications play different roles at each stage and across brand categories.

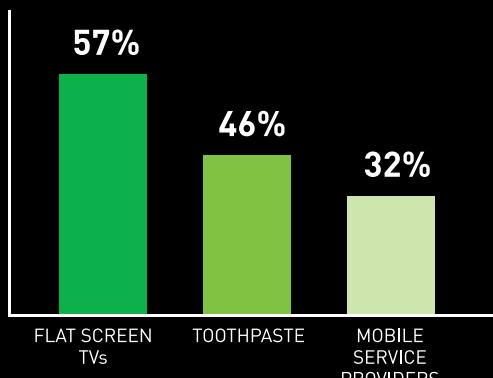
Additionally, it demonstrates what psychologists have long known: before people actively think about making a purchase, powerful cognitive biases are already helping them to make a choice – without their realizing it.

**IN FACT, DID YOU KNOW THAT 42% OF PEOPLE HAVE A STRONG IDEA WHICH BRAND THEY WILL BUY BEFORE STARTING THE PROCESS.**

What we call the Passive Stage is an under-researched, and in many cases, a dangerous blind spot for brands.

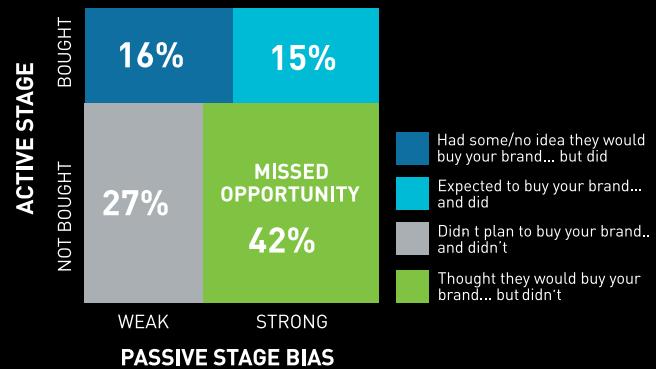
So what is it that keeps your customers moving towards purchase, and how can you use brand behavior and communication to keep them on track? Above all, are you ignoring a vital part of the purchase journey by focusing only on when people are actively thinking about buying something?

## AVERAGE PASSIVE STAGE BIAS BY CATEGORY



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## THE SIZE OF THE MISSED OPPORTUNITY



Source MEC Momentum, Body Moisturisers, Germany, 2013

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# GLOBETROTTERS



This 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!

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## CHRIS CARMICHAEL TO HEAD OF GLOBAL MEDIA FOR HSBC

Named by **The Internationalist** as an **AGENCY INNOVATOR** in 2007 while at Mindshare and working on Kimberly Clark, **Chris Carmichael** has since enjoyed an evolving career on the client-side of the business. In 2010, he became Head of Customer Marketing for

Nokia UK, then in 2013, he moved to HP as Media Director for Europe, Middle East & Africa, where he established the Media Centre of Excellence for EMEA to improve the planning and buying of all paid media.

This spring, Chris has moved into another London-based role, The Head of Global Media for HSBC, one of the largest banking and financial services organizations in the world. Perhaps the secret to Chris' success is that he is clearly fascinated by Marketing and Communications, and how they can make a real difference to a company's business. He says, "I seek always to understand how my contribution can also impact the business."



## SILAS LEWIS-MEILUS TO DIGITAL ROLE AT MCDONALD'S APMEA

Interestingly, **Silas Lewis-Meilus** was also named an **AGENCY INNOVATOR** by **The Internationalist** in 2007 while at Mindshare in New York, and he has also made the transition to the client-side of the business.

In fact, Silas got there through working on three continents. After his role at Mindshare New York, he transitioned to the agency's London office, and then moved to Singapore in 2011 as Business Director for OMD.

Earlier this year, he began a new role with OMD client, McDonald's, as the Director of Digital Media for the company's fast-growing Asia Pacific Middle East Africa region.



## ROBERTO RICOSSA TO M/D LATIN AMERICA FOR ARUBA NETWORKS

In 2014, **Roberto Ricossa** was named an **Internationalist of the Year** for his extraordinary work at Avaya where he not only enhanced the company's brand reputation and enterprise revenue pipeline, but was also responsible for the combined function of Channel & Business Partner Strategy, Channel Sales & Programs and overall Marketing for Americas International (Canada and Latin America).

He has recently taken on a new role as Managing Director for Latin America at Aruba Networks, the Silicon Valley company founded in 2002 to provide mobility, network infrastructure and access control solutions. He joined Aruba to fulfill his business passion to bring greater broadband and WIFI connections to Latin America, a region where new, younger generations expect to stay connected, anywhere and from any device.

Based in Miami, Roberto now manages a team dispersed in Brazil, Mexico, Colombia and Chile. Given his past success, there's little doubt that he will help Aruba reach new heights in the region, while also turning his own technology dream for Latin America into a reality.



## GRACIELA BENVENISTA FROM MEC TO L'ORÉAL

Graciela Benvenista may have grown up in Greece, but she's certainly made New York her home through a media agency career at MEC and now in a new role as a client-side marketer. Earlier this year, she joined L'Oréal USA as Assistant Vice

President of Media, following MEC's win of the US planning business for prestige cosmetics brand Lancôme, as well as for various fragrances including Giorgio Armani, Yves Saint Laurent and Viktor & Rolf.

Graciela joined MEC in 2007 and has always maintained a strong role in providing clients with digital insights. No doubt, she'll continue to provide important strategic vision for L'Oréal as its business is reshaped by data and the mindset of a digital consumer.



## CHRIS BOLES FROM XEROX TO METLIFE

Chris Boles has also made the transition from media agency to marketer when he shifted from MEC to Xerox in 2012. This spring, he's started in a new role as Assistant Vice President at MetLife in New York.

During his two and a half years at Xerox, he served as Director of Global Advertising where he oversaw both brand and product advertising and managed creative development for all media. Earlier this year, he spoke at the ANA's Media Leadership Conference about how Xerox uses a "test-and-repeat" strategy to refine its approach to native advertising. He has also received a number of awards for case studies submitted to The Internationalist's Media Innovation program.

While at MEC during 2008-2012, Chris was a key contributor to video, mobile and social content and media strategies, and also led the social platform practices for a number of the agency's clients.

## LATHA SUNDARAM TO GLOBAL ACCOUNT DIRECTOR AT OMD

When The Internationalist named Latha Sundaram an AGENCY INNOVATOR in 2007, we had no doubt that she'd make a major contribution to our global industry. And for roughly two decades

she has been redefining and deploying global communications strategies, while integrating custom content across multiple media channels and linking top brands with valued partnerships. This April, she joined OMD in Chicago as Global Account Director.

She joins Omnicom from Frequency540 (FQ540), an independent agency that's part of the Abundant Venture Partners portfolio and is dedicated to helping brands better understand consumers' passions through behavioral analytics.

The majority of Latha's career thus far has been spent at Starcom Media Vest Group (1995 – 2013). Her roles and responsibilities increased regularly. Her last position there was Managing Director where she worked with the agency's top global technology clients



## CHRISTOPHE MAYER TO HEAD COMMUNICATIONS AT LANCEL PARIS

Christophe Mayer understands the global elite. He has been defining marketing and media strategies for cosmetics giants and premium brands for nearly two decades. This April, he was named the Director of Communications for Lancel Paris, the chic leather goods company founded in 1876. Now the company's seductive and supple French-made bags are going through a new evolution with the launch of its POP line of colorful and functional travel bags and accessories for men and women. Christophe will be involved in this new brand and its mark on the company's repositioning. He'll report to CEO Marianne Romestain, and serve as a member of the Executive Committee.

He began his career with the Havas Group, and then joined the Publicis Group where he held various positions including Managing Director of ZenithOptimedia. He left for several years to serve as LVMH's deputy director of media. He subsequently returned at Publicis as Deputy Director of the L'Oréal account.

Christophe was named an AGENCY INNOVATOR in 2007 by The Internationalist while he managed the Richemont portfolio of luxury companies-- Cartier, Shanghai Tang, Lancel, Van Cleef & Arpels, Piaget, Vacheron Constantin, Jaeger-LeCoultre, IWC, Alfred Dunhill and Montblanc-- for ZenithOptimedia in Paris.





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internationalist  
awards for  
innovation  
in media  
**2015**  
**INNOVATION**

# The Internationalist Awards for Innovation in Media

## Winners Underscore New Shifts in Brand Strategy, Planning & Activation

The Internationalist celebrated some of the boldest, forward-thinking and most effective work in the **7th Annual Awards for Innovation in Media**. Nearly 400 cases were submitted from 39 different locations worldwide. Winners represent just 15% of all entry submissions. The Winners Celebration atop New York's Times Square, was produced in association with BBC & BBC.com, BrightRoll, Collective, Publicitas, and Reuters, and in partnership with the ANA (Association of National Advertisers).

All of the winning case studies underscored a number of major shifts now occurring in the industry: innovative work must go beyond the traditional scope of "media solutions," purpose and passion are essential to successful programs, brand activation now takes on a much wider scope, and meaningful, shared experiences are becoming a new barometer of success. There's no question that innovation is essential to today's effective media thinking in a world where messages are becoming instantly global.

While many awarded case studies featured innovative programs that differentiated brands at the Sochi Winter Olympic Games or the FIFA World Cup in Brazil, a number of significant trends emerged from this year's fifty-seven winners:

- Experiential approaches and elaborate brand activations are now at the center of many breakthrough initiatives.
- The desire to authentically connect with Millennials is critical for countless marketers, and is often expressed through programs that integrate social media, new discoveries and live events.

- An increase in the sophistication of multi-screen targeting is already becoming apparent.
- The value of content and new ways of experimenting with it cannot be underestimated.
- Purposeful branding and alliances with social causes is often at the center of memorial campaigns that also engender changes in behavior.
- The effects of Big Data are already being manifest as personalization becomes primary.
- Connecting with the passions of consumers or the unique needs of customers is also a hallmark of effective work today.

The winning case studies came from Australia, Canada, Denmark, France, Germany, Guatemala, Hong Kong, Mexico, Romania, Saudi Arabia, the UAE, the UK, and the USA, as well as programs with a sweep across Europe, the Gulf Region, and worldwide. Although the US came in with the most wins at 18 total awards, 68% of all winners came from outside the United States. Canada earned a total of 10 awards as the second most-awarded country.



# GRAND PRIX

## MasterCard, Priceless Mother's Day Carat Hong Kong

While MasterCard's Priceless campaign is nearly two-decades old, the brand recognized the need to evolve its story as the consumer and media landscape also evolved. The winning Mother's Day campaign helped deliver on the brand's desire to move from identifying priceless moments to *enabling* priceless moments and meaningful experiences. MasterCard showed it could make Mother's Day almost as Priceless as Mom herself and strategically utilized the real-time and collaborative capabilities of social media to drive the highest engagement and understanding of what "Priceless" means.

Above material transactions, MasterCard believes in the emotional connection between people, and constantly strives to highlight important and "Priceless" moments in its customers' lives. Because of this, MasterCard wanted to help create Priceless moments for the people of Hong Kong.

To increase social engagement, MasterCard asked users to share memories and stories about their mother in order to win a Priceless experience for her during the upcoming Mother's Day holiday. One family was selected to share their touching story of how their mother raised four children in squatter-housing developments during the economically difficult 1950s. During this time, she spent a year battling cancer and fought for her life knowing that joy and purpose came from her children. After months of treatment, she is still cancer free.

Growing up, the family celebrated New Year's by going to the movies after dinner but crammed into a couple of seats to save money. Realizing it's been 20 years since their mom went to the movies, the children wanted to give her a Priceless surprise and show her she's the lead actress in their family story.



MasterCard invited the whole family to the theater and revealed a heartfelt surprise: photos and family videos played during intermission, followed by speeches from the children letting their mom know how much she was loved and appreciated. Bringing the surprise to the next level, MasterCard gave the entire family a Priceless dining experience at the Spring Moon Chinese Restaurant in Hong Kong's Peninsula Hotel.

At 7 p.m. on Mother's Day (when most families were celebrating with moms), MasterCard launched the final video on YouTube, Facebook and other viral communities to deliver the winning Priceless moment and further understanding of the "Priceless" value of MasterCard.



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# GOLD

## Bank of America, First AIDS-Free Generation, Starcom MediaVest



In 2013, more than 260,000 babies in Africa were born with HIV. With access to life-saving medication, that number could go down to zero by 2015. As a powerful demonstration of Bank of America's new brand promise—"Life's Better When We're Connected"—the bank partnered with Product Red and U2 to create a global movement to help raise money and awareness for this worthy cause. The goal was to get 1 million people to download U2's new single, "Invisible." For every download, Bank of America would donate \$1 to Product Red's fight to deliver an AIDS-free generation. B of A invited its worldwide employees and customers to jump-start those efforts, and built an innovative social and cross-channel paid media program to gather momentum. But to reach the scale needed to make a real difference in the fight against AIDS, Bank of America had to go bigger. It created a countdown to action on a date that everyone in America would be paying attention—Super Bowl Sunday. Fifteen B of A and Product Red site and mobile properties featured ads with the countdown. Even iTunes promoted the countdown on its most prominent home screen. Buzz formed around the song teaser video on YouTube. Vine video and the first autoexpandable TV ad in Twitter were tweeted. Paid social promotion supported it all. Hours before the ad ran during the big game, a Twitter celebrity push signaled the campaign had begun. A digital billboard in Times Square, behind pregame commentary on Fox, featured the Bank of America countdown clock. Barriers to download were eliminated, and exclusive, never-been-done-before executions with Facebook, Twitter, Google, Yahoo!, and Shazam made direct-to-iTunes downloads possible. The media impressions were huge, 7 million YouTube views of the ad, with 112,000 campaign mentions and 107,000 tweets. The bank earned the most consecutive days of positive total brand sentiment achieved since 2008. One million downloads of the U2 song were logged in just one hour. Total song downloads triggered a \$3,144,477 donation from Bank of America—translating into over 7.8 million days of life-saving AIDS medication for pregnant mothers.

## Canadian Olympic Committee, #WeAreWinter, OMD Canada

After the success of the Vancouver Olympic games, Canadian national pride and enthusiasm were at an all-time high. Canadian Olympic athletes, however, have historically lived quietly under the poverty line. As Sochi approached, the Canadian Olympic Committee recognized an opportunity to make Canadian Olympians famous. Fame in Canadian athletics had at that time been reserved only for the country's hockey players. Working without a media budget as a nonprofit organization, the Canadian Olympic Committee needed to come up with a way to achieve

maximum exposure for its athletes. When you think of Canada, you think winter! The COC built its entire campaign on that insight, bringing it to life with the hashtag #WeAreWinter. The idea was to use the hashtag as a way to connect Canadians to the very best Olympic content in real time, essentially creating one big Olympic conversation. The campaign launched at the NHL Winter Classic, the largest sporting event in advance of the Olympics. Canadian media owners showed their pride by donating media, allowing the #WeAreWinter hashtag to be displayed everywhere—on live digital boards, in Twitter-sized newspaper ads, and in cinema and digital ads. And for the first time, Olympic sponsors also donated their owned media, bringing the #WeAreWinter tag to in-flight screens, department store windows, and gas stations. Even Twitter got behind the campaign, donating media to heighten the dialogue. The conversation exploded! #WeAreWinter collected over \$15 million worth of donated media, generating 23 billion earned impressions and delivering upwards of 3 million social engagements. Most important, the #WeAreWinter campaign and hashtag became national rallying points, the country's unified expression of patriotism and support for Canadian athletes in Sochi!



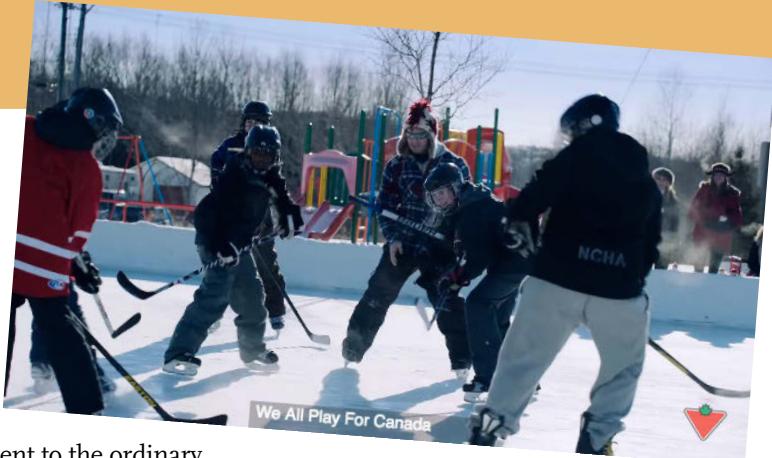
# GOLD

## Canadian Tire, We All Play for Canada, Touché! Toronto

From bikes to skates, for the last 90 years, Canadian Tire has been the go-to store for all things related to active living. The retailer is also dedicated to the promotion of local programs that lead to healthier communities and to the development of aspiring athletes.. The “We All

Play for Canada” campaign signaled a renewed commitment to the ordinary

Canadians who are the heart and soul of those communities. The cornerstone of this initiative was the 2014 Winter Olympics, where Canadian Tire debuted as a first-time sponsor. The goal was to develop a campaign that would resonate with Canadians, while enabling the retailer to stand shoulder-to-shoulder with well-established brands who have long been associated with sports and were perennial Olympic sponsors. To do this, Canadian Tire demonstrated the grassroots role they play in Canadian lives and in communities across the country by leveraging national patriotism that is at an all-time high during the Winter Olympics and local pride associated with individual athletes. This meant turning the lens toward the people of Canada, often unsung heroes, who tell stories of “the kid” they knew who went on to do great things. Canadian Tire paid homage to the hundreds of people who shouldered Jonathan Toews, the captain of the Canadian Hockey Team, from his humble start in the minor leagues in the town of Winnipeg, all the way to his triumphant Olympic career. This celebration of community struck a chord with Canadians, proving that no matter how small of a contribution, we all play for Canada! The campaign became the rallying cry of a nation, and it delivered strong business results and outperformed market norms on all metrics.



## Carrefour & TeX, Virtual Fitting Room, Arena France / Havas Media Group

TeX, Carrefour's clothing label, offers clients top-quality products at discount prices. The brand's objective was to sell its new ready-to-wear collection but at the same time make this new collection a driver to shop in French Carrefour. Carrefour knew that when consumers try on the TeX collection, they realize the clothes are much more fashionable than they had imagined before trying them on. For TeX, it was key not only to showcase the brand

at a low cost but also position it as trendy. Through the innovative use of outdoor media, Carrefour allowed people to try the new collection outside Carrefour stores, installing an interactive virtual fitting room. Each of the six rooms installed in French malls was equipped with a new technology developed especially for TeX by Clear Channel France, turning regular outdoor media into virtual fitting rooms. People could select among 20 pieces of the new collection to try on. A camera that was able to detect people's movements screened the body of the participant in real time. Then, the person could see in augmented reality the clothes as they were “worn” and was able to “play” with the mirror and share the pictures on social media channels, which made them eligible to win a voucher. Prompted by a television spot created in partnership with Shazam, consumers “shazamed” the song played in the commercial and were automatically linked to TeX's website through the app. In addition to garnering mass-market media coverage, the campaign received close to 300,000 tags via Shazam, with 135,000 visits on the TeX website coming through mobile channels.

# GOLD

## Coca-Cola, Just Dance Now with Coca-Cola & Les Twins, Havas Sports & Entertainment

Coca-Cola is one of the world's most recognizable brands, with over 1.5 billion Coca-Cola beverages consumed globally every day. But despite everyone's love for Coca-Cola, the brand was also suffering a lack of trust from consumers. Physical inactivity has become a major medical issue worldwide, and Coca-Cola products are not thought of as compatible for people trying to live a health-conscious lifestyle. As a result, Coca-Cola is less a part of teens' lives than it once was, given the decline in purchase frequency and volume. According to the World Health Organization, 80 percent of teens are not sufficiently active. Coca-Cola wanted to encourage young people to be healthier and happier and to incorporate more movement in their lives. It launched a European campaign, "Movement Is Happiness," to drive brand trust among teens and gatekeepers and signed a global partnership with Ubisoft's popular dancing game, Just Dance, with a focus on the debut of a mobile version of the game. Exclusive Coca-Cola songs and content were made available within the game, which allowed teens to dance for free anytime, anywhere, and with an unlimited number of friends. Coca-Cola also invited fans to a surprise dance-off in the center of Paris. The crowd was joined by international hip-hop dancers Les Twins. A hashtag, #JustDanceNow, was created, and with a blogger-outreach strategy, Coca-Cola engaged over 350 influencers. The campaign impact and results demonstrated the importance finding opportunities to collaborate with the right asset and build meaningful connections with consumers. Coca-Cola's brand promise of inspiring teens to move more helped create occasions to adopt a more active and healthful lifestyle. A film created from the live event received over 11.4 million views on YouTube, making it the second most watched film in Coke history. Eight weeks after the event, the *Just Dance Now* mobile game counted over 6.8 million downloads, and the Coca-Cola song had been played more than 1.7 million times.



## Esurance Insurance Services, #EsuranceSave30 Participation, Starcom MediaVest Group

When you think about the biggest moment of the year in American advertising, the first thing that comes to mind is the Super Bowl. It's a prestigious event that has mass awareness and reach, a buzzed-about cultural moment whose impact can linger on for weeks. The only problem? It's also the backdrop for the most expensive 30-second spot in the world. So how could Esurance, a relatively unknown brand in the insurance category, make its voice heard without being drowned out by noisy advertising congestion? Not only that, but insurance companies are up against the fact that many potential customers dread signing up for coverage because they expect the process to be a hassle. The solution? Esurance came up with a simple idea—it bought the first commercial after the Super Bowl, saving the brand \$1.5 million versus the cost of an in-game spot. But the company didn't just pocket the savings; instead, it took that \$1.5 million and decided to give it to one lucky winner. To enter for a chance to become a millionaire, Twitter users simply had to tag their tweets with #EsuranceSave30. Before the commercial aired, excitement was created by teasing the promotion on the web, in print, and on social networks and television. The brand wanted to show consumers the values Esurance had been espousing for years—Esurance is built to save money, and when it saves, it passes the savings on to its customers. Within 60 minutes of the post-Super Bowl spot, Esurance saw 224,000 responses. And in the 36 hours after the commercial ran, there were 5.4 million hashtag uses, leading to 2.6 billion social media impressions. Overall, the brand received 550 million media impressions and won the Super Bowl without even being in it.



# GOLD

## GE, Fallonventions, OMD US

GE needed to extend the brand beyond its typical C-suite, business decision-maker target and bring the human side of GE innovation to more of a mass audience.

Where do great ideas come from? Research pointed GE toward ideas developing late at night, when a person would switch gears to thinking about solving the world's problems. Leveraging that insight, the brand was looking to create a franchise custom-content segment that

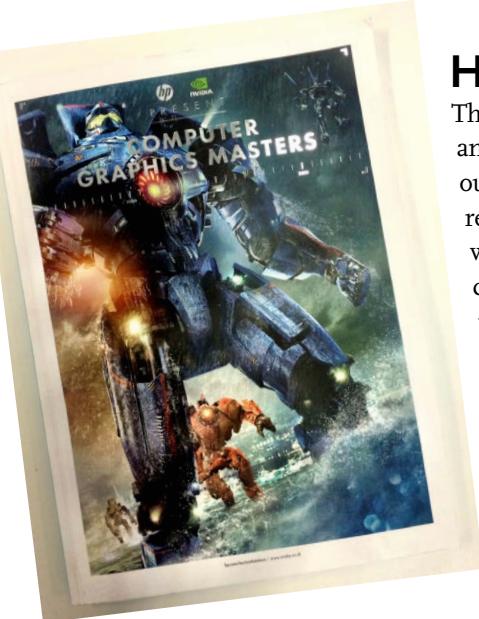
celebrated the core tenets of the brand: ideas and creativity. It identified the incoming Tonight

Show host, Jimmy Fallon, as having an appealing geeky side. GE partnered with Mr. Fallon in a series of "Fallonventions," in which kids demonstrated their inventions alongside the show host for a chance to win \$5,000 toward their education. The inventor showcase became a 7- to 10-minute custom segment across all platforms (Hulu, YouTube) and was supported by *Tonight Show* social amplification. The kid inventions spanned from an amusing pizza de-crustifier to a practical iPhone heart rate monitor. The Fallonvention program committed \$45,000 toward furthering the educations of nine kid-ventors and was selected for several guest features across *Good Morning America*, BuzzFeed, Bloomberg TV, and numerous local outlets—with over 400,000 social impressions, 15,000 social engagements, and 2.2 million digital video views. Although GE has a long history in engineering, the brand is attuned to everything from pop culture to food. This partnership with Jimmy Fallon brought together things that may not traditionally fit, but somehow work, resulting in an ingenious form of entertainment!



## HP, ZED Workstations, Omnicom Media Group UK

The HP Z1 Workstation is a desktop computer with amazing capabilities in both graphics and data handling. Unlike its competitors, it has the ability to swap components in and out to utilize best-in-class software and conform to diverse studio requirements. Until recently, the computer's potential had been a well-kept secret. The problem HP had with the Z1 is that for most people, creative technology equals . . . Apple. HP wanted to challenge Apple's dominance of the digital media and entertainment (DME) sector—those within the community of filmmakers, sound technicians, game designers, and CGI artists. One of HP's key insights was that in creative industries, it's not what you do, but whom you know. Collaboration is key. The brand set out to introduce the Z1 to those who would not only appreciate and understand its capabilities but also reveal its future possibilities. HP needed a location for those inspirational environments to showcase the product. So it carefully researched where the majority of its audience could be found. The answers were two global centers of the creative universe: London and Paris. The brand set up pop-up animation studios, hosted talks and live art from leading producers and VFX professionals, and, to install a sense of participation, tasked the audience with creating a new superhero character using HP products.



The entire experience was also available online via microsite. A Masters of CG glossy book both in print and digital were produced to beautifully illustrate HP's work in the sector and, again, generate further conversations. With upwards of 14,000 downloads of the Masters of CG glossy book, ZED Paris had 587 qualified registrations and 325 qualified attendees with prospective follow-up meetings. The SED London event surpassed that mark, bringing in 1,578 qualified registrations and 1,028 qualified attendees. Unaided awareness of the Z1 brand more than doubled, and peer advocacy increased 66 percent. Overall, this campaign was a roaring success—one the brand intends to replicate!

## McDonald's, Turning Hong Kong into the Biggest Monopoly Gameboard, OMD Hong Kong

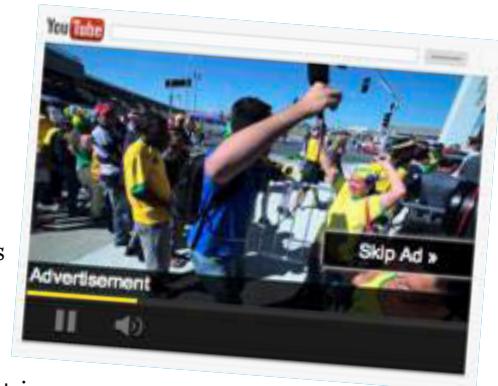
McDonald's Monopoly promotion is a six-week campaign designed to draw customers into restaurants. And while it got Hong Kong locals excited by big-ticket prizes over the past three years, now in fourth year people were not as engaged as they had been before. Based on research learnings, while winning was important perceptions of McDonald's Monopoly was really more about the carnival involvement. The fun of getting people together to engage in group play. Clearly, the brand needed to bring Monopoly to Hong Kong in a new way beyond McDonald's stores. Its strategy was to turn McDonald's Monopoly promotion into Hong Kong's biggest carnival by re-activating people's love of the classic game pieces. For the first time Hong Kong was transformed into the largest ever Monopoly game board. The fun of the game became real with gigantic silver game pieces paraded along Hong Kong's roads in the midst of real traffic. But of course, the game couldn't go on without Monopoly dollar notes. Mr. Monopolys on the street gave everyone McDonald's coupons offering a free upsize, in the style of Monopoly bank notes to get them into restaurants and have them engage further with the promotion. Whenever people stopped to pay for their regular toll fees, collectors inside the "GO," "Go to Jail" and "Free Parking" booths handed drivers McDonald's Monopoly dollar notes! For six weeks, Hong Kong residents became part of the game and went in and out of McDonald's stores. The silver tokens, GO sign, dollar notes, chance cards and houses all triggered wonderful childhood memories and re-activated Hong Kongers' love for Monopoly. And the excitement spread like fire across Social Media. The biggest-ever Monopoly game board triggered over 17,000 online conversations and earned 92 percent campaign/brand awareness. Tremendous traffic to McDonald's restaurants was achieved that in turn generated strong participation in the Monopoly promotion. Compared to the same promotion the year before, redemptions were up by 19 percent and the number of Extra Value Meals sold increased by 8.3 percent! Not to mention that all of Hong Kong experienced all the fun that Monopoly had to offer.



## Mobily, World Cup Fifth Participation, Initiative MENA

The FIFA World Cup is arguably the greatest show on earth. Companies spend millions of dollars for a shot at leveraging this sporting event for brand exposure and connecting with millions of mega fans. In countries where the national team qualifies for the tournament, the marketing scene can be a frenzy. Mobily, one of Saudi Arabia's lead telecoms providers, wanted in on the World Cup action—but without a national team to support, connecting and engaging with local fans in posed a challenge.

Fortunately, Saudi Arabia has among the highest YouTube view rates in the world and is ranked first in mobile YouTube views. Mobily embarked on a content-driven plan to trigger enthusiasm for the country's "fifth participation" in the sporting event. Content was posted on Mobily's YouTube channel with the objective of building subscribers from 10,000 to 50,000 and attracting at least 2 million views. Mobily reached out to Youseff, a comedic Saudi YouTube sensation and aspiring "Saudi Ronaldo," sending him to Brazil with a GoPro camera and one-man camera crew to document his World Cup journey. He was filmed taking to the streets of Brazil, interacting with and hilariously schooling football fans about Saudi Arabia, its culture, and its fashion—meanwhile showing off his football skills. There was video of Youseff getting lost in Rio, convincing people to sample Arabic coffee, and competing with fans in football challenges. Once Mobily had the video content, it needed to ensure the Saudi population was viewing it. In partnering with Saudi influencers, it wrote articles and shared the video links with its followers. It didn't take long before the video series began trending. In fact, the "World Cup Fifth Participation" campaign soon grew into one of the brand's most successful executions, shattering initial goals and receiving over 22 million views. Subscribers to Mobily's YouTube channel went from 10,000 to 225,000, making it the most subscribed telecom channel in the world. It is a shining example of how brands can build campaigns around live events, like the World Cup, without having to spend a fortune.





# Fueling Mass Multi-Channel Customization

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

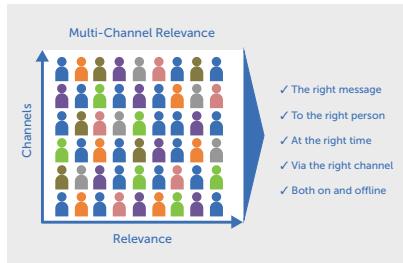
**Relevant multi-channel engagement requires orders of magnitude more content.**

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

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

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

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

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

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

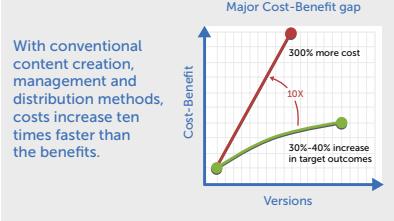
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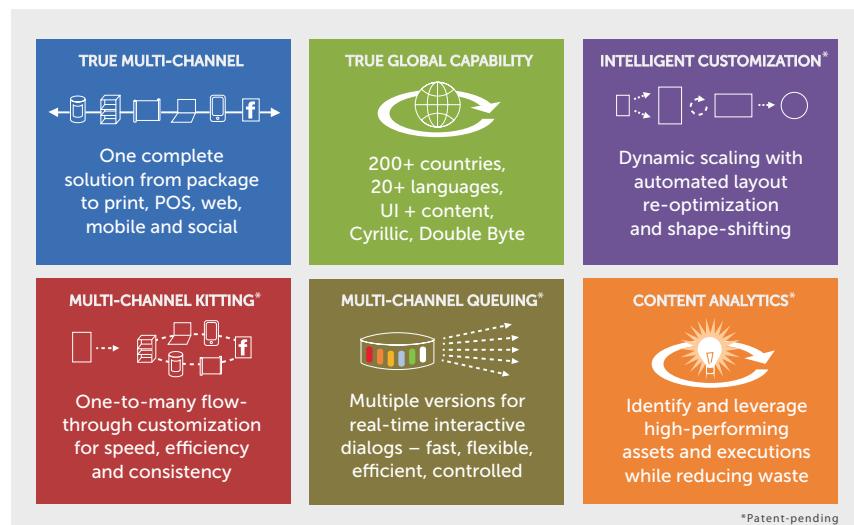
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- 65%-85% reduction in content localization and customization costs.
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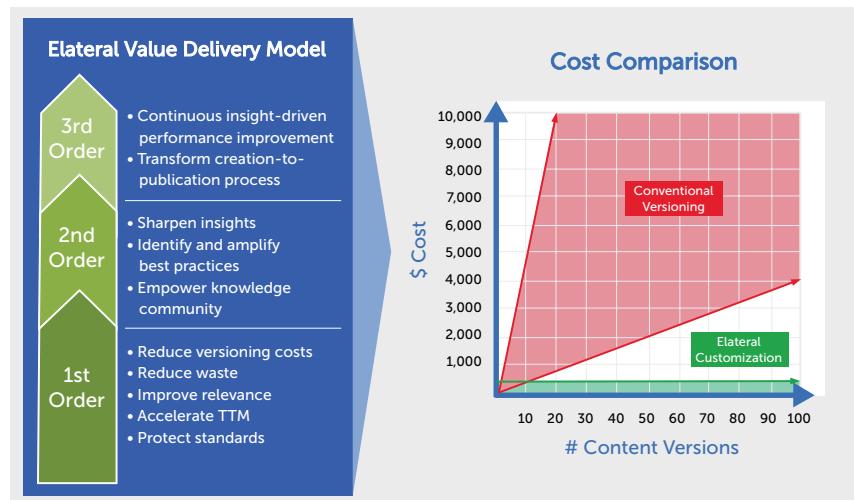
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All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market. This is where Elateral MSC comes in.

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



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



# GOLD

## IBM, People for Smarter Cities, Zooppa

City leaders around the world are taking steps to “reinvent” their cities, and IBM has been working alongside them to help create cities that are “smarter.” With the right information, these leaders can now make better decisions, resolve problems proactively, and coordinate resources more effectively. Citizens provide valuable insights into the most effective ways to improve the quality of life in their cities. IBM wanted to bring together citizens, municipal leaders, and smart ideas in order to spark positive change in cities all around the world. In order to empower both city leaders and their citizens, IBM and Ogilvy created an online co-ideation platform people4smartercities.com; in this innovative digital and social space, everyone can get involved and share ideas that help make cities smarter and citizens happier and healthier. On the crowdsourcing platform Zooppa, the user community was asked to submit visionary ideas in the form of two-minute videos sharing successes and innovation with regard to topics that included education, health care, environment and sustainability, energy and water, public safety, government, buildings, and transportation. The campaign drove awareness and engagement to people4smartercities.com, leading to insightful content creation in the form of blog posts, contribution of additional ideas by some of the winners, and successful IBM citizen engagement on Twitter. The results of the campaign were incredible; Zooppa received 78 videos from over 25 countries and six continents. The first-place video, Granby Park, showed how Dubliners repurposed an empty public space to be a 100 percent upcycled spot where the community could gather over arts, music, and food. Other works showed how to improve the local economy and create jobs by turning an abandoned Detroit factory into an indoor fish farm. The Zooppa campaign made a total of more than 5 million impressions, 3.8 million estimated impressions from 636 Twitter mentions. The Zooppa videos continue to gain impressions and popularity on the People for Smarter Cities platform. Ultimately, IBM was able to connect with and increase its audience globally, spread the word about People for Smarter Cities, and confirm its leadership in the city arena.



## IKEA, Home Tour, MEC

IKEA is a global leader in the home furnishing category, second in furniture sales in the United States. However, sometimes people hark back to an aspect of the brand they'd rather forget, such as the cheap furniture of their college days or the frustrations associated with assembly or the time it takes to travel to a store; misperceptions based on the IKEA of yesteryear were having a negative impact on the company's identity today. So IKEA sought to strengthen its position

as a consumer-oriented design company with home furnishing solutions catering to

everyone's needs. It developed a campaign to help consumers overcome “design paralysis.” Many people, inspired by an idea or vision, find redecorating their home and updating their furniture the most exciting thing in the world. However, when a customer is faced with millions of overwhelming options, design paralysis may set in. IKEA created a web series to show people just how easy it is to give one's home a unique makeover. The grassroots campaign took actual IKEA employees out of the stores and into homes of customers and shared solutions, tips, and inspiration across the country in the form of digital content. From small-space city living to bigger solutions in the suburbs, the IKEA squad would take on makeover projects and even got family members to help out, building up their skills and confidence for home projects in the future. IKEA produced 28 “Home Tour” videos featuring 13 makeovers hosted on the company's custom Home Tour YouTube hub and mobile site. The IKEA Home Tour was a shining example of how branded content can be done in an engaging and cost-efficient manner. The IKEA Home Tour was a huge success, raising awareness, driving positive sentiment toward the brand, and increasing purchase intent, as evidenced by the 5.6 million total video views and 794 million total media impressions. IKEA sales went up an average of 4.1 percent during the weeks that the Home Tour series was live.

# GOLD

## Lay's, Flavor Rush, OMD

In 2013, Lay's devoted the majority of its marketing dollars to a campaign where its fans proposed new potato chip flavors. The brand also invested a portion of its budget to fund a voting phase in which Lay's brought the test flavors to market and let the consumers pick their favorite. After the unexpected enthusiasm the year before from Lay's customers, on its next go-round, the company committed more money to the downtime that happens prior to announcing the winner, with the goal of sustaining momentum and keeping participants excited. Over the past few years, the on-demand marketplace has mushroomed, with apps like Uber, Washio, and Seamless bringing a whole host of products and services directly to one's door with the tap of a phone. Now people are more accustomed than ever to ordering everything from laundry service to booze delivery to groceries on demand without ever leaving their homes. In order to get consumers pumped and hold their attention, Lay's became the first brand to partner with Uber's new app-based on-demand messenger service, UberRUSH, to deliver Lay's finalist flavors to fans. The brand tapped into users' mobile behaviors, taking up real estate on the app home screen and appearing in-stream across Uber and Lay's social feeds to let Lay's consumers know how they could order their very own finalist flavors on demand. Lay's received over 1,700 requests per hour for the length of the promotion, and clocked 3.8 million PR impressions as well as coverage with major outlets, including *Ad Age*, *Ad Week*, and *PSFK*. Not bad, considering this service was available only in New York City! The enthusiastic response has since led Uber to roll out its Corner Grocer offering, a service that delivers groceries directly to customers' homes.



## Kellogg's Canada, RK Holiday, Starcom MediaVest Canada

Rice Krispies is a cereal brand with a strong heritage. Known for its simple ingredients, the breakfast food particularly favored by parents with young children is also the key ingredient in the Original Treats—also known as Rice Krispies squares. To keep Rice Krispies Original Treats high on the treat-making list for November and December, Kellogg's gave moms a new reason to engage in honor of the holidays. With the dual goal of driving cereal sales and at the same time being good corporate citizens, the brand launched its #treatsfortoys campaign. The holidays are not just about spending quality time with people you love and creating warm memories; it's also a time to give back. Treats for Toys was created as a charitable program to inspire parents and kids to spend time with each other but also to share a valuable lesson in giving to those in need. The program essentially asked parents and kids to make a toy-themed Original Treat, share a photo of the treat via social media using the hashtag #treatsfortoys, which would result in a real toy being donated to the Salvation Army Toy Mountain holiday charity. A mixture of print, video, and social media built momentum and scale, making moms across Canada aware of and engaged with Kellogg's simple proposition: "Make a treat. Make a difference." Kellogg's dynamic ad builder married the videos with hype-relevant holiday baking content from top publishers in a single scaled ad unit. Additionally, an inspirational keepsake holiday recipe booklet was created and distributed via Today's Parent magazine and appeared on grocery store shelves. Kellogg's delivered over 100 million impressions, resulting in a 13 percent lift in web traffic YOY. More than 4,500 tweets generated 11.7 million impressions during a one-hour Twitter party. Originally launched in Canada, the campaign is being considered by other markets around the world. The idea of shared pictures of holiday treats triggering an act of charity resonated significantly with millennial moms and gave a fun and meaningful payoff to the ritual of holiday treat-making.



# GOLD

## Marriott, Spring Hill Suites, MEC

In 1998, Marriott International created the Springhill Suites hotel chain. By 2013, the brand had grown to 296 hotels, but Springhill Suites was not well known or much noticed by business travelers. It was also difficult to stand out in a category where advertising creative typically features room tableaux that all look the same, images commonly misattributed to larger chain hotel brands. Marriott's brand challenge was to increase brand awareness and understanding of Springhill Suites' inspiring design, spacious suites, and affordable style. Whereas business travel was once a privilege, it has come to feel more like a punishment at times. Particularly during air travel, which is plagued by unpredictable delays, insufferable lines, and overcrowded terminals. The airport experience can knock even the most seasoned travelers out of their comfort zones. Worse yet, the airport security process can be the most stressful part of the journey. Thus, Marriott's campaign premise: Business travelers could use a little more calm and comfort at security checkpoints. So the brand transformed airport security checkpoints into Springhill Suites Comfort Zones, the ideal environment in which to showcase Marriott as the antidote to the stresses of business travel. But airports are notoriously strict with advertising and space. After lengthy negotiations, Marriott created a first-of-its-kind experience spanning the entire airport security checkpoint. Some of the traveler amenities included calming lighting, relaxing audio, larger decorated X-ray bins, areas with comfortable couches and mirrors for retying shoes. Activations were focused on stressful travel times: winter holidays and summer vacation, when streamlined business travelers intermix with fumbling families. These zones were established at huge hubs like Charlotte, Dallas–Fort Worth, and Chicago. To further convey a sense of style and spaciousness, the brand targeted the most crowded, cramped travel moments. Consumers and the press excitedly took note of the kinder, gentler airport screening checkpoint experience. The campaign sparked 106,981,738 PR impressions, including coverage by CNN, the *Wall Street Journal*, and the *New York Times*. Business travelers warmed to the campaign, and brand awareness skyrocketed, increasing by over 18 percent where earlier campaigns had lifted it no more than 2 percent.

CHECKPOINT RE-COMPOSURE  
AREA AFTER →

6



## MasterCard, Priceless Table, Carat

With MasterCard entering the fourth year of its Stand Up to Cancer partnership, it needed a breakthrough idea that would grab the attention of consumers, competitors, and media outlets—a fresh take on the “Priceless” campaign platform, which was hitting the two-decade mark. MasterCard was ready to move beyond identifying priceless moments to enabling priceless experiences for its cardholders. MasterCard’s renewed focus moved toward making those moments possible, with the customers themselves making them priceless. There isn’t anyone in the United States whose life hasn’t been touched in some way by cancer. And the brand knew that consumers ardently shared MasterCard’s desire to help eradicate the pervasive disease. Thus, the “Get Together for a Priceless Cause” campaign was born. The brand successfully built and launched a high-end restaurant high above the neon lights of Times Square, on top of a billboard. Cardholders booked reservations through OpenTable and enjoyed a five-star meal catered by world-famous

chef Marcus Samuelsson. The fine dining event generated excitement and desire among consumers and seamlessly created a way for people to donate to a cause they felt passionate about. Added-value OOH on the Reuters and NASDAQ signs dominated the south end of Times Square and enhanced branding throughout the area. A combination of paid social media featuring time-lapse video of the Priceless Table construction helped create a groundswell of consumer engagement, sending earned media well above historic benchmarks. Ninety-one percent of MasterCard social mentions were Priceless Table-specific with #GetTogether and @PricelessTable drawing over 730,000 engagements. Priceless Table got top-tier PR coverage in outlets including the *Wall Street Journal* and *Forbes*, delivering more than 125 million PR and earned impressions. During the promotion, MasterCard’s growth more than doubled the industry’s 3.9 percent average growth for credit cards in the dining category. Presence on Twitter, Facebook, Instagram, and Tumblr drove a 25 percent increase in mentions versus 2013, with the company cited nearly 12,000 times. MasterCard captured the spirit of New York and provided consumers with one-of-a-kind experience while joining forces with them in the fight against cancer.

## McDonald's, Turning Hong Kong into the Biggest Monopoly Gameboard, OMD Hong Kong

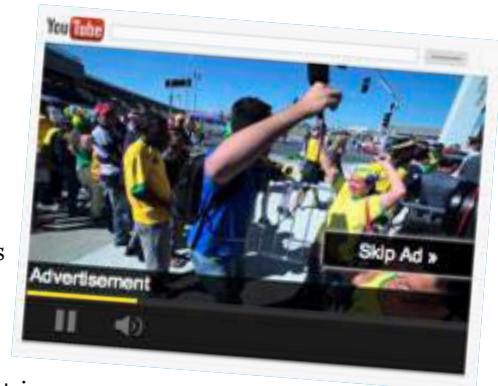
McDonald's Monopoly promotion is a six-week campaign designed to draw customers into restaurants. And while it got Hong Kong locals excited by big-ticket prizes over the past three years, now in fourth year people were not as engaged as they had been before. Based on research learnings, while winning was important perceptions of McDonald's Monopoly was really more about the carnival involvement. The fun of getting people together to engage in group play. Clearly, the brand needed to bring Monopoly to Hong Kong in a new way beyond McDonald's stores. Its strategy was to turn McDonald's Monopoly promotion into Hong Kong's biggest carnival by re-activating people's love of the classic game pieces. For the first time Hong Kong was transformed into the largest ever Monopoly game board. The fun of the game became real with gigantic silver game pieces paraded along Hong Kong's roads in the midst of real traffic. But of course, the game couldn't go on without Monopoly dollar notes. Mr. Monopolys on the street gave everyone McDonald's coupons offering a free upsize, in the style of Monopoly bank notes to get them into restaurants and have them engage further with the promotion. Whenever people stopped to pay for their regular toll fees, collectors inside the "GO," "Go to Jail" and "Free Parking" booths handed drivers McDonald's Monopoly dollar notes! For six weeks, Hong Kong residents became part of the game and went in and out of McDonald's stores. The silver tokens, GO sign, dollar notes, chance cards and houses all triggered wonderful childhood memories and re-activated Hong Kongers' love for Monopoly. And the excitement spread like fire across Social Media. The biggest-ever Monopoly game board triggered over 17,000 online conversations and earned 92 percent campaign/brand awareness. Tremendous traffic to McDonald's restaurants was achieved that in turn generated strong participation in the Monopoly promotion. Compared to the same promotion the year before, redemptions were up by 19 percent and the number of Extra Value Meals sold increased by 8.3 percent! Not to mention that all of Hong Kong experienced all the fun that Monopoly had to offer.



## Mobily, World Cup Fifth Participation, Initiative MENA

The FIFA World Cup is arguably the greatest show on earth. Companies spend millions of dollars for a shot at leveraging this sporting event for brand exposure and connecting with millions of mega fans. In countries where the national team qualifies for the tournament, the marketing scene can be a frenzy. Mobily, one of Saudi Arabia's lead telecoms providers, wanted in on the World Cup action—but without a national team to support, connecting and engaging with local fans in posed a challenge.

Fortunately, Saudi Arabia has among the highest YouTube view rates in the world and is ranked first in mobile YouTube views. Mobily embarked on a content-driven plan to trigger enthusiasm for the country's "fifth participation" in the sporting event. Content was posted on Mobily's YouTube channel with the objective of building subscribers from 10,000 to 50,000 and attracting at least 2 million views. Mobily reached out to Youseff, a comedic Saudi YouTube sensation and aspiring "Saudi Ronaldo," sending him to Brazil with a GoPro camera and one-man camera crew to document his World Cup journey. He was filmed taking to the streets of Brazil, interacting with and hilariously schooling football fans about Saudi Arabia, its culture, and its fashion—meanwhile showing off his football skills. There was video of Youseff getting lost in Rio, convincing people to sample Arabic coffee, and competing with fans in football challenges. Once Mobily had the video content, it needed to ensure the Saudi population was viewing it. In partnering with Saudi influencers, it wrote articles and shared the video links with its followers. It didn't take long before the video series began trending. In fact, the "World Cup Fifth Participation" campaign soon grew into one of the brand's most successful executions, shattering initial goals and receiving over 22 million views. Subscribers to Mobily's YouTube channel went from 10,000 to 225,000, making it the most subscribed telecom channel in the world. It is a shining example of how brands can build campaigns around live events, like the World Cup, without having to spend a fortune.



# GOLD

## Pepsi, *Test Drive 2*, OMD

In 2013, Pepsi launched *Pepsi MAX* and Jeff Gordon Present: *Test Drive*, a short film featuring NASCAR star Jeff Gordon as he takes an unsuspecting car salesman on the ride of his life. The video was an instant viral success. However, there were skeptics who questioned its authenticity. Their challenges gave the brand an idea. How could Pepsi turn skepticism into success and engage millennial and Gen X men far and wide? Enter the sequel: *Pepsi MAX Test Drive 2.0*. This time, Pepsi would take a vocal skeptic on a ride like no other and give its consumers a thrill, too. In order to reignite the conversation and re-create the viral success of the original *Test Drive* video, the brand leveraged the previously formulated method for generating buzzworthy content for the late millennial and Gen X male audience. Success required a smart media strategy that would place the video in the hands of the right consumers so they would promote and share it. Pepsi partnered with credible venues like YouTube and Funny or Die to get it content front and center. The brand tapped the social networks on Facebook and Twitter to ensure that the short film was at the top of social feeds and easily shareable. The media “nudges” were monitored closely, while the fans took it from there. *Test Drive 2.0* needed only two days of active paid media before it took off faster than a Jeff Gordon racecar! The sequel won over fans and critics alike and turned a simple video into a full-fledged earned-media blockbuster, with views nearing 60 million. Only 9 percent of views came from paid media. *Test Drive* wasn’t just “viral.” People really liked it! Eighty-four percent of Twitter posts had positive sentiment, and the video yielded more than 2.4 million shares online. Sure, carbonated beverages are serious business, but as a brand, Pepsi didn’t want to take things too seriously—and that’s how it found itself at the top of viral sharing!



## Quebec Milk Producers, *Milk Goes Well With . . .*, Touché! Montréal

In the hypercompetitive beverage industry, the Quebec Milk Bureau was up against soft drinks, juices, and sport and energy drinks. Globally, milk's share of the beverage category has been steadily declining. While milk remains a mass consumption product, special attention needed to be placed on the young adult segment of the market. These consumers are slowly but steadily swapping their milk consumption for other

beverages perceived to be more exciting. While they still enjoy drinking milk, young adults see milk as a less sophisticated kids' drink. The Quebec Milk Bureau's primary objective was to reverse the trend of decreasing milk sales. Young adults in Quebec are the heaviest consumers of wine and are part of a trend long recognized by the hospitality industry, pairing wine with food. Quebec Milk Bureau turned its focus to food pairings of its own and introduced milk pairings! It invited consumers to create their very own favorite milk pairing—“Milk goes well with . . .” Consumers were invited to share their own preferred milk combinations on a specific microsite supported by targeted outdoor advertising positioned around Montreal. The campaign was a media success, reaching over 90 percent of the Quebec population in relevant environments. Over 50,000 milk combinations were submitted, and average milk sales were up . . . as a matter of fact, sales were 20 percent higher in Quebec than in the rest of Canada.

# GOLD

## Samsung, *The Best Seat in the House*, Starcom MediaVest Australia

TVs have never been smarter or sexier. Samsung was launching in Australia the world's first curved UHD LED TV. This curved screen provides an immersive TV viewing experience like no other providing a greater sense of depth, wider viewing angles that make you feel surrounded at every session. Yet, fixated on smartphones and tablets, Australians had lost passion for the TV screen that once dominated their attention.



The unbelievable stadium experience that the Samsung Curved TV delivers, combined with its heritage in rugby and a partnership with the Wallabies, provided the perfect passion platform. Samsung used the power of the curved screen to give the viewer something they'd never seen before-- by turning the stadium into the greatest lounge room by debuting the ultimate seat in the house at the nation's favorite rugby series, the Bledisloe Cup. Samsung created the world's first on pitch, tech-enabled couch that moves with the players, throughout the game to bring fans closer to the action than ever before. The Samsung SlideLiner is a four person, fully connected couch, mounted on a purpose built 80-meter track positioned in front of the field of play. As the game moves up and down the field, so does the SlideLiner, topping speeds of 20km an hour to bring fans the undisputed best seat in the house at some of the best international Wallabies games (including those against the New Zealand All Blacks and South African Springboks!).

## Samsung, *Oscars Selfie*, Starcom MediaVest Group

In 2014, Samsung was increasing its share of the U.S. smartphone market but remained stuck in the second place. Its top competitor was not only winning the market share but also dominating pop culture with social mentions and celebrity association. To gain relevancy, Samsung would need to do something groundbreaking and unexpected.

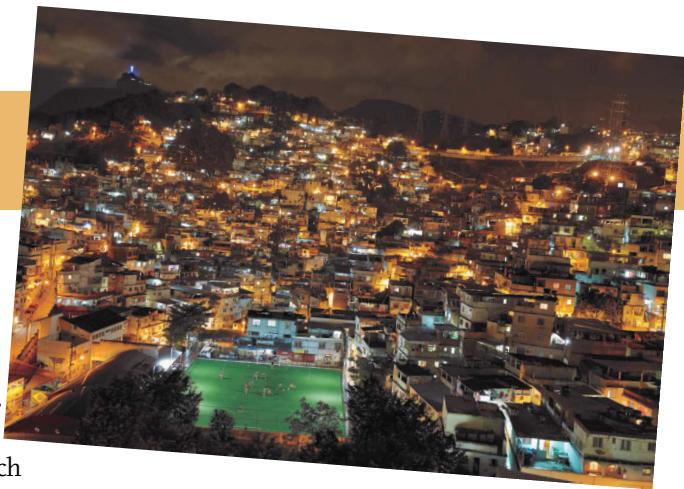
As a huge cultural event offering a way to appeal to a mass audience, the Academy Awards ceremony provided the perfect vehicle—the only problem being that the show is highly scripted. How would Samsung infuse creativity into such a staged production? The idea was for the host to have an unscripted moment with the Samsung Galaxy Note 3. It was able to secure sponsorship exclusivity for Samsung products and a multiscreen media presence, but the real activation happened on-site. The brand collaborated with ABC, Twitter, master of ceremonies Ellen DeGeneres, and her team for the Galaxy Note 3 to be used on air by Ellen to capture selfies with the audience. Though the famous moment when 12 A-list celebrities joined in for a selfie was unscripted and happening live in front of 656 million viewers, Samsung was completely prepared to capture, tag, and amplify the occasion with a fluid social media budget. The brand also had a TV spot booked directly following the Oscars, securing brand association. The world embraced the image, crashing Twitter and breaking the record for the most retweets ever—all in just 34 minutes. The pop culture impact was phenomenal: over 65 celebrity retweets, 2.3 billion retweets, 34 million Facebook shares, and 2.1 billion meme impressions, all within the first 10 days, generating upwards of \$730 million in free media value. Samsung drove an immediate 31 percent lift in “likelihood to recommend Samsung” from the week preceding the Oscars to the week after. The moment was so historic that the Academy of Motion Picture



# GOLD

## Shell, *The Power of Sport*, MediaCom

Shell wanted to be recognized for the modern energy company it has become, actively addressing future energy needs and inspiring a new generation of scientists and engineers. However, in part because so many people still thought of Shell as just an oil company, brand engagement was waning. Meanwhile, research showed that energy-related issues have become a popular concern—no longer just a niche interest for environmentalists. So Shell created an opportunity to broaden its message and show just how energy-forward it is. The result was “Power of Sport,” a real-world example of innovative energy technology being put to use in a tangible, meaningful, and inspiring way. To celebrate the positive energy around the World Cup, Shell brought back to life a neglected soccer field in a Rio de Janeiro favela by using kinetic energy. When children played on the field, the energy they generated was harnessed to power the lights of the stadium, effectively resurrecting a sense of vibrancy in the community and engaging bright young minds around the world. This wasn’t solely a story about energy and sport, but also one of technology, design, culture, community, and the human spirit. Shell partnered with Condé Nast to bring the story to readers of four massive publication brands: Wired, The New Yorker, Architectural Digest, and Vanity Fair. Three cinematic short films and high-impact print units went deep into the narrative, documenting the technology and personalities behind the innovation, its impact on the community, and the bright young minds touched by it. Media was tagged with an rousing call to action, using the hashtag #MakeTheFuture, which encouraged consumers to explore further and get involved themselves. In fact, that social conversation was responsible for 16 million impressions. Over 35 million people were reached through Shell’s owned channels, with the brand experiencing a significant lift in brand favorability. Shell brought the brand down to a very human level with a campaign that really displayed how services can be used in new ways, meanwhile benefiting a community in need.



## Standard Chartered Bank, *I Am a Boss*, PHD Hong Kong

Hong Kong has always been a land of golden opportunities. Most people in the city dream of owning their own business and being their own boss. However, gigantic corporations have come to dominate the landscape, making it difficult for small businesses to thrive. This stressed environment put tremendous pressure on Standard Chartered Bank’s SME loans. Standard Chartered Bank wanted to show support for small businesses and bring

these entrepreneurs closer to their goals, fulfilling the brand promise “Here for Good.”

The bank found that 80 percent of businesses fail in the first 18 months. To help dreamers make their first steps, the bank engaged them as it would an actual business partner. It decided to talk to the business owners from all walks of life—rich or poor, fresh or experienced—anyone with the ambition to pursue their dreams. Partnering with Hong Kong’s leading TV broadcaster, it created the “I Am a Boss” campaign—a program where entrepreneurs could win \$1.5 million in venture capital to put their dreams in motion. Despite selling SME loans in a subtle way, and supported by prime time broadcast exposure, the bank generated huge awareness quickly. More than just weighing in on business ideas, the panel of investors at Standard Chartered Bank’s team provided financial advice to small business owners to help them move forward with their vision. Every entrant gained assistance even though not everyone could win the big prize. Since the launch, inquiries to the bank’s SME loan hotline have increased by 12 percent. With the I Am a Boss campaign, Standard Chartered Bank made its name as the place to go for SME loans. It gave Hong Kong’s dreamers an once-in-a-lifetime opportunity to broadcast their idea to the entire city at no cost, with potential for capital support.

## GOLD

### Vestas, A Race We Must Win, Vertic

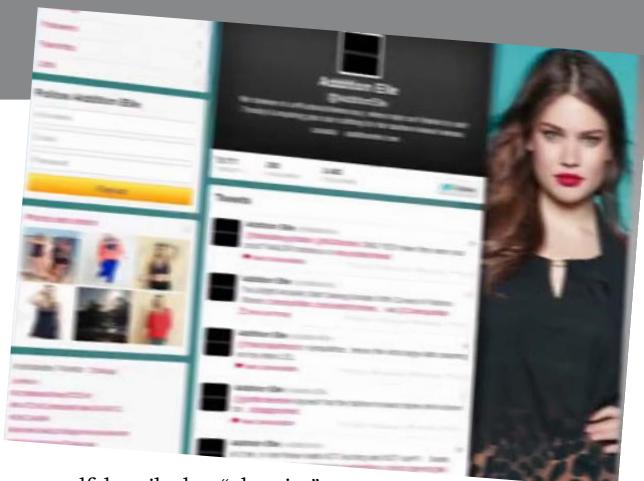
estas a company devoted to wind energy had sponsored a boat in the Volvo Ocean race. And Vestas had a vision of using the Volvo Ocean race as a platform to create awareness of an even bigger race the brand is trying to win: the race against climate change. The brand wanted to create multiple digital components for a campaign set to launch at the port event in Cape Town, to support the overarching Vestas campaign "A Race We Must Win." A half dozen boats with choir children singing an original song called "The Ocean." The thinking was the people with most interest in winning it are our children—they are the ones that have to live with climate issues prior generations have created. A compelling campaign site was also created, serving as a repository for rich media content to drive awareness. Highly integrated, it allowed for social amplification among multiple social channels such as Twitter, Facebook and LinkedIn. To drive further awareness the campaign took over two of the most prominent news sites in the world for 24 hours. CNN and BBC users experienced a complete page takeover for one day. These takeovers featured the children singing about climate change. The first 15 seconds of every video on CNN that day were also dedicated to "A Race We Must Win." Vestas outperformed industry benchmarks by more than four times—achieving an overall CTR of 0.6 percent for the campaign. More than 223,000 users visited the campaign site over the 24 hour duration of the campaign when redirected from CNN and BBC and overall engaged users spent more than 2:50 minutes on the campaign site. The message was simple: technology is here to help prevent climate change. If we know the world will look different in the future, then all we need is the willingness to make a change. This campaign was larger than a boat race or a sponsorship, this campaign was about the race to change the world for the better.



## SILVER

### Addition Elle, Ashley Graham, OMD Canada

In 2013, Addition Elle, a plus-size women's retailer, launched its first line of Ashley Graham-branded lingerie. Research showed the brand that the best Addition Elle ambassadors are women with confidence in their appearance. So it developed an innovative new type of targeting never before implemented, to enable and empower these women to share in the launch. Addition Elle's strategy was to reach plus-size women when they were feeling most amorous—that is, in the perfect headspace to buy lingerie. And what better place to reach them than online dating sites? The retailer developed national partnerships with dating sites to position Addition Elle in the context of seduction and created a new type of digital targeting based on body type, a first within the industry. Only women self-described as "plus size" were targeted. Addition Elle wanted to reach only those who were not afraid to affirm their curves, information captured using cookies. The brand also wanted to capitalize on the women's confidence and used Facebook as a retargeting platform. It encouraged women to share the new collection on social networks—and to drive engagement home, a "live chat" with Ashley Graham was organized on Twitter to enable plus-size women to discuss their mind-set and endorse the brand message, "Seduction is a state of mind." Addition Elle's unique campaign showcases new ways of telling brand stories and connecting with consumers in the digital age. Using niche targeting and data collection, Addition Elle maintained engagement with sequential messaging in numerous digital platforms throughout the campaign. The campaign reached more than 2,878,400 consumers or 76 percent of the target at a cost per click of \$0.69 versus the industry benchmark set at \$1.85. New users garnered from the media placements spent 154 percent more time on the site, with online sales objectives exceeded by 118 percent. Addition Elle is proud of how it was able to make the target audience feel confident in their bodies and sexy.



# SILVER

## Amway, IBO Recruitment, PHD Canada

Amway Canada operates a two-pronged business model: it sells products directly to consumers, and it also recruits “Independent Business Owners,” or IBOs to autonomously market and sell Amway products to other consumers themselves. While its direct-to-consumer business was thriving, its recruitment of IBOs was weakening due to a decline in brand trust among Amway’s IBO target group. That in mind, Amway was tasked with one very specific, very unique objective: Create brand ambassadors who would become Independent Business Owners. Amway identified the target as proactive, connected women seeking self-sufficiency—women who have the drive to be their own bosses. To convert them into brand ambassadors, Amway needed to rebuild their trust in the brand and its products by establishing brand familiarity and relevance. So the company constructed a media strategy built around ensuring consistent presence within its core media channels and demonstrating its relevance by showcasing how Amway’s quality products meet a variety of consumer needs and desires. Instead of a traditional media push, Amway employed a pull strategy, allowing the campaign delivery to be dictated by a target’s online habits, with impressions delivered flexibly among platforms based on her consumption. For example, research indicated that women check personal email in the morning, so Amway promoted its vitamins via Outlook messaging between 6 and 10 a.m., when the product is most relevant. Over the course of the day, Amway leveraged Windows 8 on desktop, mobile, and tablet to drive energy drinks, snacks, and meal replacement messaging across Microsoft’s food, news, and finance apps. To help drive overall awareness, Amway extended messaging across the entire MSN Network. Its strategy of varying messages across multiple platforms, all mapped to the target’s daily habits, was a resounding success. Amway witnessed a 413 percent brand lift as 98 million targeted impressions drove consumer familiarity, and over 91,000 clicks to site confirmed the campaign’s relevance to the target. Amway achieved the goal of creating brand ambassadors, as



FROM FASHION AND FOOD, TO NEWS AND FINANCE

## Bosch *Bosch Is More Than You Think!* OMD Germany & NETEYE

Today Bosch looks back at

128 years as an innovation leader across several sectors. But among millennials, Bosch is usually associated not with fascinating future technology, but with refrigerators and power tools. The firm’s task was to change that perception and show that Bosch is as exciting as Google or Apple. If research shows us anything, millennials are critical and empowered consumers who use media on their own terms, so a classic TV campaign wouldn’t convey Bosch’s message. The solution: the Bosch World Experience! Through the eyes and smartphones of six elected “Bosch Explorers” the brand sent millions on an unforgettable adventure: Around the world in 16 days! More than 50,000 millennials from all over the world applied to become Bosch Explorers. The six elected visited six of the greatest technical achievements of our time, like the Panama Canal and the World Financial Center in Shanghai, and learned about Bosch’s involvement. The travelers shared their stories via social media platforms with other millennials across the globe. A paid media strategy, orchestrated across nine countries, kick-started the interactions with the generated content. The hashtag #ExperienceBosch linked all content and enabled people at home to follow along with the travelers. The highlights of the journey were even organized as a “blogumentary” on the Bosch website. The generated multimedia content received upwards of 20 million interactions by millennials in 60 countries. Best of all, research showed post-campaign that Bosch was more strongly associated with fascinating and innovative products and perceived as a younger brand than beforehand!



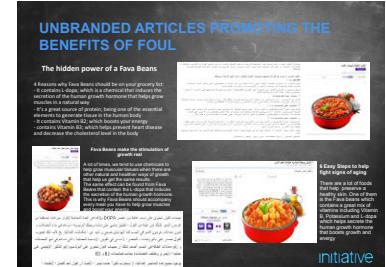
## Bosch World Experience 2014

## California Garden *Fava Beans: The New Superfood*

### Initiative MENA

How do you grow a brand when you’re already the market leader? You grow the category. Simple, right? Not exactly.

Fava beans are a staple in most Middle Eastern households, and California Garden is the market leader with over 60 percent market share and an awareness level of 89 percent. The beans are used in a popular dish called ful, which involves a long preparation time and is primarily considered a breakfast food. Families in the Middle East typically make ful only on weekends. California Garden conducted research and discovered important information that would help to position its award-winning ready-to-serve canned ful as an “anytime” meal. Besides being rich in protein, minerals, and vitamins, fava beans are a great source of dopamine, a hormone that can build muscle, improve skin renewal and texture, and promote healthy child development. If the brand could recast fava beans as the next big superfood, the category would grow and California Garden would benefit when consumers incorporated more ful into their everyday diets. California Garden decided to go native with an unbranded content strategy. It partnered with Yahoo!, the region’s leading consumer portal with more than 55 million users throughout the Middle East and Africa, and used notable influencers to develop content that would intrigue and educate consumers about the benefits of fava beans. The content was a mix of articles, infographics, and videos from credentialed dieticians and nutritionists released in three strategic phases—“Healthy Growth and Super Foods,” “Healthy Growth and Being Proactive,” and “Healthy Growth and Prevention.” The campaign content received more than 10 million page views from upwards of 1 million unique users. Post-campaign California Garden sales grew by 10 percent



# SILVER

## Canon LEGRIA Mini, Your Audience Is Waiting PHD International UK

Did you know your ordinary teenage neighbor could in fact be a celebrity? A new generation has redefined the journey to fame. There are people creating videos for the web with audiences larger and more loyal than prime time television shows like *Britain's Got Talent*. They are building their careers without the support of traditional media, using only a basic recording device and an Internet connection. But capturing yourself on video can be tricky. Imagine the difference the right tools could make. Canon recently launched the LEGRIA Mini, the first video camera designed specifically for this generation—a camera that lets you put yourself “in the frame.” To convince vloggers that the LEGRIA Mini is the ultimate camera for their needs, all Canon needed to do was encourage influential vloggers to tell their inspiring stories with Canon at the heart. Through a world-first partnership with Google, the brand identified and recruited famous vloggers to get creative with the LEGRIA Mini in their original content, while offering aspiring vloggers a “once in a lifetime” chance to get behind the scenes of the platform that could make them famous: YouTube. Vloggers filmed and edited videos of themselves showing how the LEGRIA Mini’s features have benefited them in showcasing their passions. In parallel, vloggers set a challenge for aspiring vloggers—all the entrants needed to do was share what amazing things they would undertake with a LEGRIA Mini. The prize was a money-can’t-buy opportunity to go behind the scenes at YouTube for a day of master classes, working with creatives, writers, and technical teams to help develop, distribute, and monetize content. The campaign drew more than 5.6 million video views, on top of the views generated through vlogger-owned channels with over 1 million subscribers. Sixty-six blog articles were written about the campaign. Canon also generated demand for the product, with a 92 percent increase in LEGRIA Mini-related search queries.



hospitals where they were being neglected. The home survives on contributions and the income of a side business created by the founders to help sustain the nursing home. But rent expenses are very high, so today the nursing home is looking to buy a place of its own. To better care for its residents, Casa Caleb had the idea to make something lasting so the names of these incredible people and their stories remain forever: typefaces. It encouraged seniors from the home to create typographies out of their unique handwriting. Four Guatemalan art directors then scanned and traced their writing and turned it into a typeface to use in any computer; each font is named after them. The typefaces are available at [www.realcharacters.org](http://www.realcharacters.org), where people can donate and download each for \$2 US. All proceeds go to Casa Caleb nursing home and help improve the seniors' lives. The website was launched along with a YouTube channel and Facebook page. On the day of the launch, a local newspaper Publinews released a special edition, using Casa Caleb fonts in all headlines. Local talk shows, magazines, and radio coverage generated huge media buzz while also donating air time and other resources for Casa Caleb. With over 22,000 downloads so far, the campaign has been a resounding success!

### Casa Caleb *Real Characters* OMD Guatemala

The Casa Caleb nursing home in Guatemala is devoted to providing better care for elderly people—some of whom were rescued from the streets, having had nowhere else to go, and others coming from

### Doctors Without Borders, Don't Close Your Door to the World Outside BPN Denmark

The Danish market is under economic pressure, and as a result, donations for philanthropic causes have suffered. Doctors Without Borders (MSF) is an international, independent, medical humanitarian organization that delivers emergency aid to people affected by armed conflict, epidemics, natural disasters, and exclusion from healthcare. In result, Doctors Without Borders developed a campaign to share the both sides of the story. It cleverly illustrated a doctor working in the field saving lives, and juxtaposed it with a potential donor's responsibilities back home in Denmark. These images, paired with a powerful campaign slogan of “Don't close your door to the world outside!” really made an impact on potential donors. The organization used different media vehicles to showcase the campaign, including outdoor ad placements, traditional print, TV commercials and video ads on YouTube to really put life into perspective. Outdoor displays reached over 2.1 million potential donors in Denmark, with print reaching 1.1 million across a three-week campaign period. YouTube video views reached over 422,737! With almost 90 percent percent of Doctors Without Borders income coming from more than 5 million global private donors in 2014, 6 percent of these donations came directly from Denmark during this campaign. What better outcome than for those desperately need of aid around the world are to get help and attention as a result of an effective media campaign.

### LEGRIA mini challenge

#### #LEGRIAmini

Join the conversation

Share your comments with #LEGRIAmini

Please sign in with Facebook or Twitter

POST

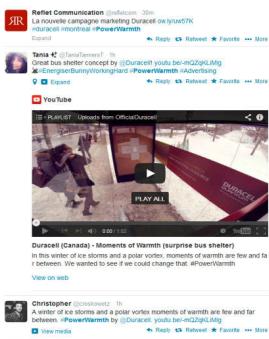
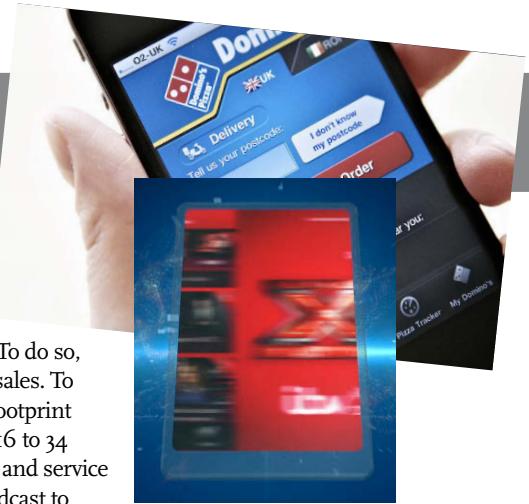
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# SILVER

## Domino's Pizza, Getting Our Mobile X-Factor

### Arena UK/Havas Media Group

In 2013, Domino's faced a key challenge: It wanted to continue to deliver sales growth in the face of increasing competition from digital takeaway businesses and incumbent pizza chains. To do so, it needed to make mobile devices one of its principal marketing platforms, accelerating direct sales. To accomplish this, Domino's needed to deliver on two strategic pillars: The first was to grow its footprint among family households, while retaining and increasing core buyer families and those aged 16 to 34 years. The second was to make the most of the growing influence of digital channels in orders and service delivery. Ordering on-the-go became the company's focus, promoted via poster campaign broadcast to mobile devices in proximity to Domino's delivery locations, key commuter hot spots, and competitor locations. Domino's also ran an AD sync campaign with innovative games, delivering The Fiery Fingers of Fire: a 60-second in-app game during ad breaks in which players could have fun and win pizza vouchers. Total sales increased by 12 percent, with the store footprint growing by 5 percent. The mobile platform accounted for 17 percent of all pizza sales, effectively doubling in value YOY. Domino's also doubled its SMS database to 2 million, increasing mobile sales to 22 percent of all CRM-driven sales.



### Duracell #PowerWarmth

#### Starcom MediaVest Canada

Duracell set out to achieve one simple objective in Canada: Display the power of human connection and amplify the achieved outcome. Montreal, one of Duracell's priority markets, was experiencing its coldest winter in 20 years. Duracell acted fast to tap into this weather phenomenon and connect it to a core objective of creating "Moments of Warmth." In the cold Canadian winter,

everyone is connected in their dreams of warmer days. Despite that connection, most people prefer to stay inside on social media rather than go outside to meet with friends. The brand wanted to bring Canadians together, connecting them with each other through the power of warmth and Duracell. So the company went to one of Canada's coldest cities, Montreal, and handpicked a populated location where people are often left out in the cold and reluctant to talk to one another—a bus stop. From the ground up, a digital bus shelter was created in the likeness of a battery and not only provided shelter from the cold but also served as an interactive warming station . . . powered only when two people touched either end of the shelter and joined hands in the middle, completing the power circuit. Once the connection was created, a heated lamp above their heads was activated, powering the warmth of the shelter through human touch. From this shelter, a video series called Moments of Warmth, along with the hashtag #PowerWarmth, was created to share experiences. Using video, Duracell brought strangers together to show what can be done when we reach out to one another. The call to action "Get together to power through winter" reminded people that we are all connected, and together we can power through. With the initial goal of 25,000 video shares and 1 million YouTube views surpassed, the campaign remained one of the top-viewed YouTube videos for three consecutive weeks, receiving over 6,000 likes and more than 25,000 shares on Facebook.

### Dubai Media Inc.

#### Wide Awake

#### Initiative MENA

Dubai One is a small player when it comes to TV stations in the UAE. Since its inception, it has struggled with a reputation for being a "me, too" channel, offering the exact same programs as larger regional TV networks. In an attempt to grow and retain viewership, the station started to acquire globally acclaimed programming that would appeal to diverse audiences. Dubai One had just acquired exclusive rights to broadcast the 2014 Academy Awards—a badge of honor that would put it on the map as one of the region's premier entertainment providers. After all, it is the most prestigious entertainment awards of the year. With that kind of panache, you'd think drawing live viewership would be a snap. But it wouldn't be so easy—the time difference between Hollywood and Dubai meant that it would have to get viewers to tune in to the three- or four-hour live telecast at 2 a.m.—on a weekday! Dubai One wanted its viewership to believe that by not watching the Oscars live, they would be missing out on the most relevant and social night of the year. The network ran regular promos reminding its audience about the exclusive live event. In print, it targeted key news and entertainment titles in the region to dial up the awareness. Digitally, it targeted relevant online spaces and platforms such as display ads on Facebook and fashion and entertainment portals. The more people talked online, the more they started tuning in offline—switching on their TVs out of fear of missing out on some of the greatest moments in live television. With additional help from Facebook posts, sponsored stories, and updates about what awards were up next, and who was going to win, excitement kept building, just as Dubai One had hoped. Within just eight days of running the campaign, Dubai One achieved all its objectives.



# SILVER

## Emirates, #AllTimeGreats

### Havas Media Middle East

Emirates' main objective with regard to the FIFA World Cup was to promote flying with the airline, thereby increasing visits to its Emirates.com website. The company aimed to achieve this goal during the period of advertising mayhem surrounding the World Cup. Sponsorship is a large part of Emirates' brand

strategy to build a global presence, and the FIFA World Cup sponsorship was a natural fit. Emirates needed to stand out, be relevant and authentic for its target audience of young experience-oriented global travelers who are keen to travel and have a passion for soccer. Emirates needed to find a way to stand out and increase traffic to Emirates.com by making an effective brand impact. Emirates' brand philosophy is to be the bridge between people and places, between cultures and ideas—a philosophy that inspires global conversations. Celebrities were key to bringing that engagement across borders. In keeping with these insights, the objective was to create a World Cup-relevant debate that would engage with the target audience. So Emirates took the bold step of enlisting Pelé and Ronaldo as global brand ambassadors to help spark a debate around legends. “Who do you think the greatest player of all time is?” What could be a more compelling way to start the debate? Emirates created a video that carried the hashtag #AllTimeGreats to start the debate about who is the greatest player of all time, which would kick off well before the World Cup. And it worked—a week after this social networking activity, paid online media went live in 28 countries with the video at its heart. The campaign was viewed with mobile phones, on MSN and Yahoo home pages, and via Xbox, Windows 8 desktops, Skype, and other applications throughout the day at an effective frequency of four views per individual. The campaign accumulated over 100 days of “on air” time across the globe and was the largest single, global video initiative that either MSN or Yahoo! had ever run.



adoption of HP

hardware can be directly linked to the brand's business performance in Australia. But HP was underperforming among millennials—with 52 percent of them not considering HP technology truly relevant to their lives. That lack of traction was translating into a lack of market share. A credibility gap needed to be closed. Because millennials are so plugged into the flood of online content and information, it's all too easy for a brand message to get lost in the torrent. HP realized that the key to closing its credibility gap was change. Because music plays such a crucial role in millennials' lives, HP knew that to look for the next generation of emerging talent, it needed to start with an emerging music platform. So HP created a unique partnership with millennials' favorite music destination, Spotify. Together the two brands created Emerge, a talent-discovery platform used to find the most promising artist of the Australian music industry. A short list of artists was drawn up, and then it was up to the millennial audience to catapult its favorites into next big thing in Australia. More than 218,000 votes on 30 artists were cast on the platform, and the partnership's bespoke microsite saw upwards of 30,000 unique visitors. Preference for HP among the same group and timescale increased to 8 percent—a huge shift for the brand in a crowded and competitive technology category.

### HP Australia HP, Next Generations PHD

#### Australia

Millennials count. They are a key audience for HP's brand, and the demographic's

### Izze Izze Friendsday Night

#### The Integer Group

Izze Sparkling Juice had two key challenges. The first being... most people didn't know what Izze Sparkling Juice was. The second was that its target audience, the "mashup millennial" is infamously hard to reach and generally distrustful of marketing.

So Izze set out to get a clearer understanding of its target's lifestyle and aimed to establish a strategic context for the soft drink, ideally an activity the mashup millennial was already participating in and Izze could enhance. Izze learned that this group highly values friends and social events. The company also discovered millennials to be foodies who get together and cook for one another, care about presentation, and enjoy consuming foodie content and culture. Millennials have even created a holiday around doing just that: Friendsgiving. Their modern take on Thanksgiving inspired Izze to create and curate content elevating casual get-togethers to highly festive, interesting, and stylish occasions. Wednesday night dinner with friends became "Friendsday Night." Alie Ward and Georgia Hardstark, two mixologist celebrities from the Cooking Channel, were enlisted to create Izze-centric recipes that could be shared via social media. The brand also launched a sweepstakes where consumers could win their own Friendsday Night celebration in their home, hosted by Alie and Georgia. Izze also partnered with both Spotify and Digitant. Spotify developed a variety of Izze-sponsored Friendsday soundtracks. Millennials selected between five playlist choices, then sat back and enjoyed a brief video showing Alie and Georgia whipping up Izze cocktails. Their playlists were sharable via Facebook and Twitter and, of course, with other friends on the Spotify platform. In working with Digitant's real-time bidding platform, millennials were targeted with impressions being purchased to add an extra layer of precision to the campaign. The brand received an amazing 197,601 sweepstakes entries from all 50 states. Spotify delivered more than 18 million impressions and drove almost 77,000 clicks. The custom page had over 51,000 unique visitors, with upwards of 2,500 generating a playlist to complement their Friendsday Night. And the campaign drove a 13 percent increase in sales for the Izze brand.



# SILVER

## Mars Petcare, *My Dog...*, Starcom MediaVest Group Australia

My Dog is Australia's top wet dog food brand, and for many years, its advertising has featured a much-loved Yorkshire terrier named Imelda. Although she has been successful in building a distinctive image for the brand, she has also fostered a brand association with pampered and indulged small dogs. To change the perception that My Dog is only for small dogs, the brand needed to create an experience that celebrated the relationship between owner and dog both online and in the real world. My Dog wanted to harness and highlight the pride and joy we have for our dogs with real, everyday, offline experiences. It captured stories shared online and broadcast them on local streets, in places where people regularly interact and socialize. The content was created by dog owners across the nation—starring their dogs. The phrase "My Dog, My . . ." invited owners to share the special relationships they had with their canine friends. Personal stories became My Dog brand stories—affirming that everyone's dog (no matter how big or small) deserved My Dog. My Dog raised the bar for personalization and localization by putting individual faces on billboards in local areas and then replicating the images on individual products in individual stores. Every dog in every location was celebrated, delivering a personalization at scale in a way never before executed in out-of-home media or on product packaging. More than 50,000 people shared their story with My Dog. And the brand was rewarded with a 12 percent sales increase—more than doubling its 5 percent target. "My Dog, My . . ." has become an integral part of the brand in Australia, a platform that will be built upon for years to come. Customized digital messaging had never before been executed at scale in Australia and transformed the outdoor landscape. By personally connecting with dog owners and celebrating dogs of all breeds, My Dog attracted new consumers to the brand—and demonstrated that My Dog really is for *all* dogs.



## Mondelēz, *Pride & Joy* Starcom MediaVest Group Canada

Mondelēz needed to create a highly impactful campaign that not only generated sales but also fostered a sense of commitment to its employees, the marketplace, and its investors. The company sought to do so via media sponsorship

of the 2014 Sochi Olympics. While it's easy to be agile on Twitter and in the social space, Mondelēz wanted to push boundaries and use TV to help communicate Canada's accomplishments during the games. And most Canadians watched the Olympics on television. Executing this plan required unprecedented access to the broadcaster to do television in brand-new way. The brand rewrote sponsorship rules, allowing it as a first-time sponsor to stand out among long-standing Olympics advertisers. It launched "Pride & Joy," scaled in real-time marketing programming transcending all screens, driven by a continuous stream of hyperrelevant Olympic content, and capturing the pride and joy of each Canadian win at Sochi. All broadcasting rules were broken, and traditional TV was manipulated to behave in real time like social media. Mondelēz also successfully negotiated with the Canadian broadcasters a number of firsts: airing hyperrelevant custom content within moments of a Canadian win and in creating its own ad units instead of airing with other commercial advertisers. In its first Olympic partnership, Mondelēz achieved with Canadians the level of Olympic brand association it was looking for. The program generated 19.4 million media impressions coupled with 18.7 million in social media impressions, and 96 media stories were generated with more than 10 million mentions of #prideandjoy. The brands performed beyond expectations in the social media. Oreo surpassed global benchmarks while Cadbury Milk Chocolate saw a reach increase of 183 percent. Ritz experienced a 500 percent lift in Facebook shares versus the previous quarter. And most significant, Mondelēz sales overindexed at 130 percent above aggressive sales targets.

## Sephora + Pantone Universe *Radiant Orchid* Havas and Cake

Beauty retailer Sephora makes headlines each year with its partnerships with color experts at Pantone Universe. It brings "Pantone Color of the Year"

picks like Tangerine Tango and Emerald Green to the makeup-wearing masses. This year's color, Radiant Orchid, posed a challenge—its gorgeous purples meant Sephora had to first educate consumers around what Radiant Orchid meant—and then show them how to use it. To meet the challenge head-on, the brand took the color to the streets, seeking to bring the Radiant Orchid experience to life, from flower to eyeliner. The brand built a first-of-its-kind full-scale greenhouse in the heart of Manhattan. A full-scale buildout in the park at Manhattan's Eventi Hotel, in proximity to high-traffic Sephora stores, had Sephora street teams sharing the promotion. NYC taxi tops with an invitation to the event as well as an integrated hypertargeted digital media campaign were implemented. Over 500 makeovers were created, and fresh, live orchids were shared with participants. A living, green step and repeat invited social content, with a social photo booth to allow direct shares to social networks by participants and beauty influencers engaging in the conversation. Digital billboards displayed opening-ceremony Radiant Orchid fashion show footage from NYFW. An earned media moment can deliver meaningful results for brands that extend far beyond the footprint of the event itself—the thrill of the Sephora + Pantone Universe Radiant Orchid Greenhouse was seen and felt from New York City to San Francisco from press coverage to influencer conversation. The event and associated promotion generated more than 4 million PR impressions across editorial venues, including Cosmopolitan, Elle, and Racked. The campaign generated more than 100 million impressions across New York City from the pop-up itself and associated added-value media. And Sephora's efforts generated 3.8 million social impressions!



# SILVER

## Tourism Montreal, *Montreal Moments in Toronto*

### PHD Montréal

Tourism Montreal wanted to attract visitors from nearby Toronto and position its city as the summer destination. Only 300 miles separate the two great cities, but a gigantic cultural gulf separates them, and many of Montreal's charms remain largely unexplored by Torontonians. Montreal is a dynamic city that boasts a distinguished nightlife and music scene, great festivals, and fine dining. Based on the insight that consumers are more likely to buy something if they can try it or experience it first, Tourism Montreal's strategy was to bring the experience of a trip to Montreal to life for Torontonians; thus, it brought the best of Montreal to Toronto! During the month of June, it built an extensive network of digital locations to promote Montreal as a travel destination—a portal to deliver Montreal-specific experiences and spark a conversation. Montreal Tourism used Toronto's largest and most prominent digital screen to invite Torontonians to ask anything they were curious to know about Montreal and receive answers in real-time. Event teams roamed the city to interview and quiz residents to see how well they knew Montreal. Lucky winners who answered the quiz correctly were given one hour to pack and were then flown to Montreal for an amazing impromptu weekend in the city. Images of these new ambassadors experiencing Montreal were repurposed and disseminated via digital screens located in high-end nightlife hot spots, which provided a continuous flow of fresh content. Next, Tourism Montreal replicated a mini version of its city's world-famous jazz festival in the heart of Toronto. The experience was further amped up by driving Montreal's gourmet food trucks to Toronto, a cuisine phenomenon common in the United States but practically nonexistent in Canada. More than 50,000 Torontonians interacted with the digital interactive billboards and generated 75,000 conversations. In fact, Tourism Montreal reported a business increase of 4.18 percent. What made this campaign innovative was that instead of telling consumers how great a destination Montreal is, Tourism Montreal demonstrated what its city had to offer or let the consumers experience it for themselves!



## Volkswagen, Ready, Set, Goooolf MediaCom

Volkswagen was set to debut the all-new Golf GTI, and the launch coincided with the perfect platform to showcase the car: the 2014 FIFA World Cup in Brazil. There was just one catch: Volkswagen

wasn't an official World Cup sponsor, not to mention

FIFA is notorious about keeping nonpaying brands out. Sport is a passion point for many of VW's target consumers; they were sure to be watching. So VW appealed to what makes the matches so exciting—loyalty to a team and cheering them on through their World Cup journey, and its real-time digital strategy set out to do just that. Every time a goal was scored, VW posted share-worthy videos and banners on both social media and alongside ESPN and Univision live streams—in real time, all within three seconds of the goal. Each video had a VW Golf in the colors of the scoring team racing around the stadium before kicking the ball square in the net—with a play on fans screaming “Gooooal!” becoming “Goooooolf.” To ensure the right content was ready in real time, 9 variations of the core video were created, each with 32 versions that played off team colors, for a total of 288 unique spots. VW also worked with on-air talent from ESPN and Univision to create Golf GTI performance-focused vignettes to air on TV. Next, it secured spots in every single match across the networks, alongside companion digital placements online, including home page takeovers and a sponsorship of the Univision Fan Forum. The campaign was also promoted in ESPN: The Magazine and ESPN Radio. Not only did Fast Company name it one of the best unofficial World Cup campaigns, but VW's real-time content was a huge hit with viewers. It gained over 10 million video views on YouTube with the overall campaign generating 1.4 billion earned media impressions. The brand saw a 201 percent increase in model page visits YOY and achieved 122 percent of sales objectives for the Golf GTI. Volkswagen cracked the code and figured out how to maintain relevance during a massive live event like the World Cup, all without being an official sponsor.



## Warner Bros., *Into the Storm*, OMD

*Into the Storm*, a movie thriller where the fictional town of Silverton is plagued by tornadoes, needed an equally thunderous debut during the single most competitive

time of year for films, about subject matter that is hard to communicate—and all within a very short timeline. At the Comic-Con launch, thousands of fans, celebrities, and the press were thrust “into the storm.” Cameras mounted in the Warner Bros. booth captured every pulse-pounding consumer moment and allowed for instant social media sharing, with the popular hashtag “*IntoTheStorm*.” Using Oculus Rift virtual reality technology, Warner Bros. reconstructed a scene from *Into the Storm: 4D Experience*, where the heroes hide in a storm drain as a massive tornado passes over, shredding everything in its path. Through an audiovisual headset, participants were placed in the protagonist's seat while objects flew by, vehicles crashed, and other virtual victims panicked, screamed, and held on for dear life. Images, video, and social chatter surrounding the experience garnered 7 million impressions, reaching over 5 million followers domestically. After the movie's \$17 million U.S. box office weekend, the *4D Experience* traveled across six countries and a dozen cities, reaching millions online, in person, and via press outlets.



# SILVER



## Wyeth Illuma Illuma Eden

### OMD Hong Kong

Illuma, Hong Kong's premium infant formula, is designed specifically to fulfill toddlers' natural nutritional needs. In fact, moms who choose the brand tend to ask for more. Apart from feeding their kids with the best nutrition, they are eager to look for learning opportunities for their kids to unleash their potential. Playing outdoors has always been the best for growing kids. But in the concrete jungle that is Hong Kong, parents struggle to find a backyard where their kids can play. This insight inspired Illuma to shape a greener environment for childhood development while also promoting the brand. So Illuma built an Eden right in the center of Hong Kong, a seafront courtyard by the harbor for children and their

parents. It brought a brand-new green experience to families, a place

where they could appreciate the beauty of nature together. Apart from games and videos, the multisensory learning experience made for a play environment kids could see, smell, and even touch. And through specially designed plant absorption models, parents could also vividly visualize the complicated absorption mechanism in toddlers and learn about Illuma's benefits easily. Parents and kids could also construct their own green art-piece by planting strawberries from scratch. An online initiative was also created, a virtual Illuma Eden. On social media, the brand reached those who did not visit Illuma Eden and encouraged them to create their own virtual plant. With more than 3,900 visitors and over 2,388 virtual plants created, kids from Illuma Eden also planted 1,000 trees! Eighty-six PR mentions were generated. Illuma Eden also built affinity between Hong Kong parents and the brand, collecting 9,000 Facebook fans and more than 3,000 Illuma Community members. And that likability directly impacted business results, with sales growing 180 percent YOY. Most inspiring of all, Illuma Eden made Hong Kong a better place for the next generation, empowering them to make their home a greener place!

## Xbox *All in One*

### Starcom MediaVest Group Canada

In November 2013, Microsoft and Sony were both releasing their next-generation gaming platforms one week apart, creating what was dubbed the "Console War": a battle to own consumers' living rooms and the market share. Xbox One needed to differentiate itself by clearly demonstrating that the console is much more than a gaming device. It's an all-in-one entertainment system that allows users to seamlessly switch between games, movies, television, and more. While the brand had a strong global advertising campaign, it still needed to show people in a unique and unexpected way how the Xbox One would change the way we all consume content within our homes. For Microsoft's target, the standard TV viewing experience hasn't really changed in their lifetime. Current TVs don't truly account for things millennials care most about: multitasking, second screens, and being able to access all their favorite shows that live across multiple platforms—until now. Xbox One delivers those features, and putting them in users' hands would be paramount. The company partnered with Rogers Media to blur the lines between programming and advertising. It brought the Xbox One user interface into the audience's homes, creating "living rooms of the future." Each night, viewers experienced their favorite programs (like *Scandal*, *Brooklyn Nine-Nine*, and *New Girl*) via Xbox One—simulating the iconic home screen leading in and out of programs. In essence, viewers were given a sneak peek at how this new system would elevate the consumer experience. To reinforce the program, Microsoft leveraged the Xbox One launch party, featuring live cut-in integrations throughout Sportsnet's NFL broadcast. Further driving excitement, advance units were made available through the Shopping Channel. Microsoft turned millions of televisions into virtual Xbox Ones, and the audience was convinced. Brand metrics across the board increased, successfully heightening viewer awareness and perceptions of Xbox One and culminating in the biggest launch in the brand's history—over 1 million consoles sold in the first 24 hours, setting a new global sales record for Microsoft.



# BRONZE

## 3M, *Restore* OMD Guatemala

With its Scotch Super Glue, 3M has been the leading name in instant glue for many years, but recently 3M's position has been affected by new brands entering the market with a lower-quality product—and subsequently a lower price. The concept may sound obvious, but the best way to know if a product is good is to try it out. If consumers have a good experience with your product, they're willing to pay a higher price because they know it works. Such thinking led 3M to create its "Restore" campaign. 3M collected broken items from stores that couldn't sell them. The company then repackaged the items with its own branding and a tube of Scotch Super Glue. With Restore, 3M proved firsthand that Scotch Super Glue has the ability to leave anything "good as new" and at the same time justified a higher price point because its product really delivers. This campaign not only showcased the product and all it can do, but also created an instant consumer-to-brand association. The campaign attracted great word of mouth for 3M, becoming a headline in major newspapers across Guatemala and garnering more than 5,000 mentions on social networks. In addition, 3M Scotch Super Glue "Restore" has gotten top recommendations from notable décor magazines and blogs!



## Accenture, Accenture Digital and Accenture Strategy Online Launch

### TBWA

Accenture competes against a broad range of players for contracts across

several industries, the most lucrative being

multiyear engagements worth hundreds of millions. Also fighting for the C-suite audience are numerous well-established firms with significant budgets. In looking at the changing needs of clients in today's landscape, Accenture expanded its services and launched two new capabilities: Accenture Strategy, bringing together business strategy and technology strategy at scale; and Accenture Digital, an integration of digital marketing with analytics. But launching two new capabilities in a highly competitive market presented a challenge. Accenture needed to drive awareness and content engagement for both platforms to deliver. To meet those goals, Accenture updated its website with a content program supporting new services and an aggressive campaign encompassing search results and social media to drive traffic to the new pages. Accenture had to leverage its key competitive difference—bringing together business strategy and technology strategy equally, uniquely, and at scale. Accenture ignored bland headlines and dull images to reach C-suites in a fresh way. For Accenture Digital, it set out to highlight key business outcomes relevant to its buyers—attracting new customers, driving growth, and being ready for the future. Images of moths being attracted to the light of a smartphone, a dandelion constructed of tablets, and smartphones spreading metaphorical seeds illustrates new growth in the digital age. For Accenture Strategy, C-suites were met with smart and simple headlines that spoke directly to Accenture's technology-enabled approach. These initiatives delivered their key messaging in an instant. Accenture integrated new design features—from a new signature logo to a fresh home page to all social media platforms. And by driving hyper-targeted C-suite digital placements online, to tablets in-app, on mobile Web, and to smartphone with key publishers, Accenture exceeded its own expectations: 84 percent of its most senior clients visited the Accenture Strategy pages after launch, and 85 percent of the same target audience visited the Accenture Digital pages after launch.

## Bentley Motors, Putting Women in the Driver's Seat, PHD International

While there is no doubt Bentley offers an unparalleled luxury experience, in the minds of many, the brand had lost the passion that once made it so iconic. In 2013 and 2014, the automaker took on the challenge of modernizing and increasing enthusiasm for the Bentley brand. One hundred years ago, while the world-famous Bentley Boys raced to victory, women watched from the sidelines. Today, female enthusiasts are spectators no longer. More than 20 percent of luxury car drivers globally are women, and they are key influencers when a household invests in a luxury car; it was time for Bentley to tap this audience. The company needed to encourage women to see Bentley in a new light by shifting the focus from engine to art form. By partnering with *Harper's Bazaar* to launch a first-ever UK art supplement, Bentley was able to draw women's attention to the design, materials, and peerless craftsmanship that make Bentley so unique. Also, leveraging a brand partnership with the Halcyon Gallery and contemporary artist Dale Chihuly, Bentley created beautifully written and photographed content that integrated seamlessly into the supplement. A bespoke digital hub brought the content to life with a unique short film in which Dale Chihuly and Bentley's Head of Design Sang Yup Lee explored and appreciated the beauty behind their different creations. To create a connection with contemporary art, Bentley invited 200 VIP guests to an exclusive event at the gallery. Guests took to social media with posts using the #Bentleyart hashtag, and those photos were displayed by *Harper's Bazaar* in print and online. The brand spoke directly to 20,000 women via a custom-crafted email to the *Harper's Bazaar* database and extended its reach beyond the UK with 60,000 reprints displayed at dealerships worldwide, which appealed to both customers and prospects. In response to the campaign, Bentley's European sales went up 11 percent, and overall sales to women in the United Kingdom have increased by 81 percent YOY. The firm changed its brand's narrative and spoke to women about Bentley in a new and exciting way.



# BRONZE

## Mondelēz, *Bubbaloo Bubble Tournament*, Starcom MediaVest

Bubbaloo gum was tasked with the difficult challenge of increasing sales even though the price of its product had jumped by 100 percent. Bubble gum—you put it in your mouth, chew it, and maybe blow a few bubbles; then a little while later, it goes into the garbage . . . yet a pack of it costs about the same as a smartphone app!

So how do you convince cash-strapped tweens to buy gum that will last just a few minutes? Research showed tweens loved the brand but were not used to paying so much for it. The gum category is also populated with brands that offer functional benefits: whiter teeth, low sugar, fresh breath . . . all interesting features, but only if you're a grown-up! Bubbaloo became the top brand among tweens because of its syrupy center and a formula designed for blowing huge bubbles. Which is the core reason preteens love chewing gum—because it's fun! Mondelēz needed to reignite this emotional brand connection and remind tweens of the playfulness of bubble gum. Bubbaloo created an online bubble-blowing tournament and recruited celebrities to drive participation, conversation, and content creation. The tournament was hosted entirely in digital space, where tweens feel most at home. They could post their best bubbles via their favorite social networks anytime, anywhere. And the brand incentivized them with daily chances to win tablet computers. Driven digitally, the competition drew mass participation and ensured Bubbaloo's content would live on long after the competition ended. The brand turned famous vloggers and Twitter and Vine celebs armed with boxes of Bubbaloo into ambassadors to hype the tournament. It also engaged Yuya, a Mexican tween vlogger, to judge the competition. Content created by tweens was also distributed through "traditional" touchpoints, including pay TV, cinema, and OOH. Over 11,500 users registered for the tournament, blowing and uploading 245,235 bubbles, and sharing more than 6,300 tweets. Bubbaloo sales increased by 26 percent (11 percent YOY). The company completely reignited its brand, reconnected with bubble gum tweens in Mexico, and has given them a digital home where they can have fun with Bubbaloo!



## Dubai Media Inc. *Dubai Racing World Cup Initiative MENA*

Dubai Racing Channel is a niche TV station in the UAE targeted to horse racing enthusiasts. Viewers tune in for a variety of local and international races throughout the year. Dubai is a city that takes pride in its horses, boasting some of the best stables and training facilities

in the world, so the sport attracts its fair share of local fans. But being a niche channel, Dubai Racing doesn't exactly draw a mass audience. However, as the exclusive local broadcaster of the glitzy Dubai World Cup, Dubai Racing has a once-a-year opportunity to build awareness of the channel, engage with a broader audience, and drive local viewership during its live telecast. The Dubai Racing Channel created a PG-13 version of the Dubai World Cup, where families and non-ticket-holders would be welcome. If its audience couldn't afford to go to the pricey sporting event, Dubai Racing Channel would bring the race to them. The company built a two-day viewing venue at Jumeirah Beach, where a live broadcast of the race was displayed on a larger-than-life screen and attendees participated in a variety of family-friendly activities related to horse racing. On the day of the races, the Dubai Racing Channel turned its successful online campaign up a notch. The brand uploaded live images and videos from the event and retweeted spectator commentary to help grow the campaign organically. Google Search Ads allowed 10 percent of the browsing population to view the live race, thereby increasing Dubai Racing Channel's online viewership. Within one week, the Dubai Racing Channel exceeded viewership objectives with an increase of 58 percent versus the previous year. On Twitter alone, it attracted some 5,000 followers. On the day of the race, 70 percent of the seats were claimed before 6 p.m. And by 9 p.m., the event boasted a full house. More than 1,200 people flocked to the on-site photo booth, taking and sharing hundreds of photos on social media feeds. But most important, the event was extended to a whole new audience that could at last share in the Dubai World Cup fun!

## Tishman Speyer

### LUMINA, Obscura Digital

Tishman Speyer needed a creative new technology solution for the LUMINA gallery in San Francisco to showcase panoramic view options for different floors in the high-rise building,

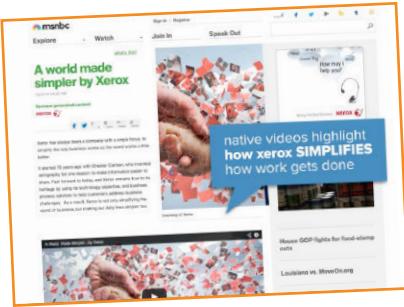
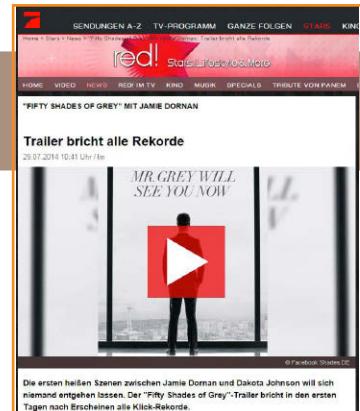


as well as the different directions and vantage points offered by the gallery. Obscura designed and engineered immersive simulation technologies to create a unique real estate sales experience, with a custom-designed hardware and software system and immersive projection platform for taking in a multitude of San Francisco views to be projected within a real luxury high-rise condominium showroom. The condominium was laser-scanned to make an accurate 3-D model, and then a simulated 3-D environment was created in order to projection-map curved surface areas. Twenty projectors were used to illuminate an interactive wall installation equipped with a custom show system designed by Obscura, enabling users to play and interact with media content via mobile devices such as an iPad. Mobile devices were able to send messages to the interactive wall, which updated the visual media content in addition to controlling the lights in the room. In partnering with Steelblue, Tishman Meyer captured San Francisco's beautiful vistas with 200-degree panoramic time-lapse films: the Bay Bridge, San Francisco Bay, as well as viewscapes transitioning from daytime to nighttime. This campaign was one of the first times immersive simulation projection technologies have been used to support the real estate sales industry. And after launching in August 2014, LUMINA has become the most successful real estate sales gallery in the San Francisco Bay Area!

# BRONZE

## Universal Pictures, *Statistical Twins*, PHD Germany

*Fifty Shades of Grey.* The book and its sequels have blasted all sales records, and the whole world was desperately waiting for the film version. The only snag was that fans had to wait more than a year for the release—which is an eternity in today's world of hypes and trends. Universal's mission was to convert the hype into trailer buzz to keep the story top of mind. It soon figured out most trailer-release-campaigns focused on banners that link to videos on YouTube. Facebook had become less relevant after adaptations in its news feed algorithm. Universal needed to find a better way; its strategy was to use the greatest strength of Facebook: its ability to form communities. In acquiring real organic fans, these ambassadors were able to actively share posts with their friends. Universal analyzed who really was interacting with its posts. In comparing likes and interests, it was able to build user profiles, or “statistical twins.” By collecting real ambassadors and not just a huge number of “fans,” it was possible to attain a critical mass of fans whose profiles were compared and proved useful in the creation statistical twins. Within 24 hours, the trailer was viewed by 3.1 million users in Germany—surpassing goals by 250 percent.



## Xerox, *30 Seconds to Know*, MEC

One hundred percent brand awareness. That's not a goal; it's a reality. The problem was that the reality is based on historical brand identity. After a significant acquisition in 2010,

Xerox shifted its capabilities as a printer and copier company to become a provider of business services. This shift now had the company competing with some of the largest B2B brands in technology solutions and opened up a need to tell its new story. The challenge wasn't driving awareness of Xerox as a company, but rather shifting the perception of that brand among business decision makers to strongly convey that Xerox helps streamline the way work gets done. On a daily basis, the C-suite executive is inundated with both professional and personal tasks. The need to be up to speed on relevant and timely topics is mandatory for success. C-suites need a resource that provides the information they are looking for in one consolidated destination to keep them coming back for more. The Xerox strategy was centered on utilizing the right list of partners to maximize its footprint in the marketplace. Xerox and NBCUniversal partnered to launch a cross-channel, original video series called *30 Seconds to Know*, which aimed to explain a variety of complicated topics in a quick and easily understood format. By means of that program, NBCU was able to deliver news and information on the clock while allowing Xerox to deliver on its brand promise of simplifying. The 30-second custom videos ran within 60-second vignettes inclusive of a co-branded introduction and voice-over, followed by 15-second pre-roll featuring six Xerox services. Each of the hubs linked to the others, allowing C-suites to engage with content seamlessly. Consumers engaged with hubs for nearly three minutes on average and viewed the 30-second custom videos over 6.8 million times. Across social channels, the *30 Seconds to Know* video content attained over 174,000 organic shares. Unaided brand awareness of Xerox as a provider of business services increased by 500 percent. This integrated native approach positioned Xerox as innovative in the marketplace while providing C-suite executives with easily digestible content.

## Zizin Water, *Give Peace / Da Cu Pace* with Zinzin Water, BPN Romania

The mineral water category in Romania is crowded and dominated by traditional brands. Most brands promote the origins of their springs and naturalness of the water. The majority of mineral water brands in Romania have neutral pH, a quality many of them tout as their ultimate advantage—Zizin included. Zizin's water has the same properties as the majority of mineral waters in the region, and its challenge was to lend distinction to neutral pH water in an unconventional way, disrupting the new wave of communications in the industry on a modest budget. Zizin wanted to tie the consumption of its neutral pH water to achieving “balance” in a family environment, where rifts sometimes arise between members. The brand took two different approaches to reaching the different target audiences within families. For its younger audience, Zizin created an online platform where consumers could send “I'm Sorry” messages under the name “Da Cu Pace—Give Peace” to restore family harmony. For the broader family, Zizin wanted to inform consumers that drinking its product brings “the balance of peace” to a family. A “Give Peace” jingle was created for social media, sung by a famous Romanian band, El Negro. Using an app, consumers could “Da Cu Pace—Give Peace” to a member of their family with whom they had a disagreement. The campaign was activated on Facebook, YouTube, and digital media platforms. Shortly after the individuals received the “Give Peace” messages from millennials in their families, Zizin moved on to the next phase of its campaign, restoring harmony to the entire family. Zizin dramatizing this balance using “families” in the animal kingdom, such as a lion and a gazelle who get along after drinking Zinzin water. This concept was broadcast on television in the evenings to target families as they spent time together. And it worked! Zizin's microsite helped more than 1,000 millennials to “make peace” with their families, and the jingle generated over 30,000 views on YouTube. The “lion and gazelle” YouTube video generated upwards of 750,000 views and reached over 4.3 million individuals!



# The Role of Global Procurement Shifts...

## A Refocus on Talent, Training, Trust and Transparency

There's little question that the role of procurement and strategic sourcing within the marketing ecosystem has dramatically evolved in both sophistication and purpose since its beginnings just over a dozen years ago. Now a global phenomenon within multinational organizations large and small, there's been little information about how this critical corporate function works around the world—until now.



Joanne Davis founded Joanne Davis Consulting, Inc. in 2000. The consulting firm specializes in client/agency optimization, search and compensation management, and client internal integrated marketing communications. In early 2006, Joanne Davis Consulting became a shareholding partner in SCAN International, to better service multi-national clients. She is currently SCAN International's co-President. Joanne's consulting clients include and have included Exxon Mobil, JP Morgan Chase, Macy's, Marriott International, Microsoft, Miller Coors, Pernod Ricard, Pfizer.

In April 2015, The Internationalist, as part of The Internationalist 1000 initiative with the ANA and in preparation for the ANA's annual Advertising Financial Management conference, sent a brief survey to procurement leaders throughout the world. The goal was to better understand current thinking on critical issues pertaining to marketing procurement as it affects global practices and processes. Joanne Davis of Joanne Davis Consulting, as both an Internationalist Board Member and part of the ANA's Teaching Faculty, helped interpret the results.

After receiving the results from procurement and sourcing executives, The Internationalist then initiated a companion study to international agency management leaders—in an effort to compare thinking and to gauge the growing alliance between the client and agency sides of the business.

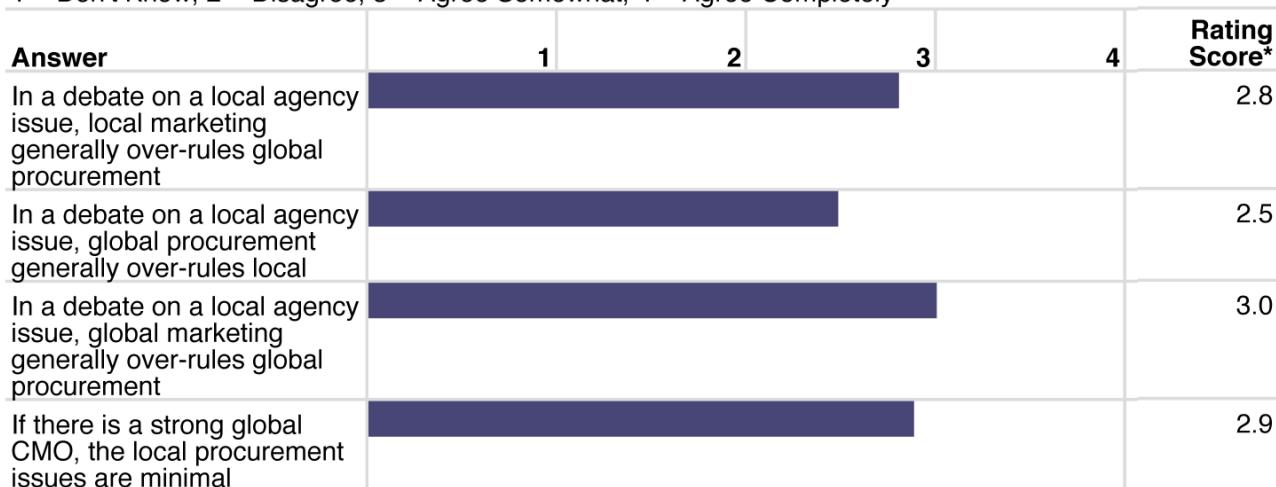
Upon review of both surveys, Joanne Davis commented: "Current thinking among both procurement executives and agency leaders boils down to the 4 T's—Talent, Training, Trust and Transparency."

**Talent.** According to Ms. Davis, "Both the client side and agency side said procurement talent development is one of the top three critical issues facing procurement leadership today." Many procurement departments are continuing to hire or transfer subject matter experts into their divisions. They are more focused now on hiring a marketer to manage marketing procurement, hiring a researcher to lead a procurement category that includes research, or hiring someone with web and digital expertise to work in digital procurement. As one procurement leader commented, "It's a lot easier to teach procurement to a marketer than marketing to a procurement buyer."

**Training.** "Not surprisingly, both clients and agencies listed skill levels of local procurement as one of the greatest challenges when operating on a global basis," says Joanne Davis. The best procurement leaders are actively involved in training. One respondent said he personally goes to the regions and trains his regional leadership, and then has his regional leaders train local procurement managers. She adds:

## Governance: How would you agree?

1 = Don't Know, 2 = Disagree, 3 = Agree Somewhat, 4 = Agree Completely



\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

"This is of course easier for larger-spending companies that can justify dedicated or at least semi-dedicated marketing procurement talent. Yet the smart smaller companies are still devoting time in market. They no longer complain that 'it costs too much to send a marketing specialist to train local indirect procurement folks.' Instead, they say, 'we can't afford not to.'

**Trust.** Any aspect of business that rests on strong personal interaction can be complicated to acknowledge or develop without the test of time. Interestingly, both clients and agencies admitted that they often have a lower level of trust in local markets—less than they do closer to home. They also recognize that this is an area of critical challenge; while they want partners with the right cultural sensibility and sensitivity, they also want to be sure those partners also understand the best

of global governance. Another top challenge cited that relates to issues of trust, or lack thereof, was the complexities surrounding matrix reporting systems.

**Transparency.** Although a well-used term today, transparency was discussed in this survey as the challenge of transparent practices relating to local and global procurement sharing and stakeholder intelligence. One client leader shared how there were often competing interests. "Local looks at HQ as big brother and doesn't want to share, while HQ sees local procurement as 'local buyers' who have to manage direct and indirect procurement, but don't know the difference in 'buying agencies.'"

Joanne's conclusion is that "Such discussions always bring us back to Talent. Putting the right talent in place is often the best solution."

She also comments: "It was

refreshing to hear higher-level strategic views, rather than more talk about savings and cost cutting. However, we heard from the rock stars of procurement who were operating at a top global level. We hope that the junior people in their ranks can learn from their perspectives and experience."

The Internationalist survey questioned those leading procurement individuals who are concerned about reinventing the discipline and bringing quality and accuracy to this element of marketing. They represented some of the world's largest global companies in a wide variety of categories—technology, travel, pharmaceuticals, food, energy, consumer goods, and entertainment.

Other brief comments and ideas from the study include:

- The need to hire willing and

capable individuals out of Marketing to work in Procurement

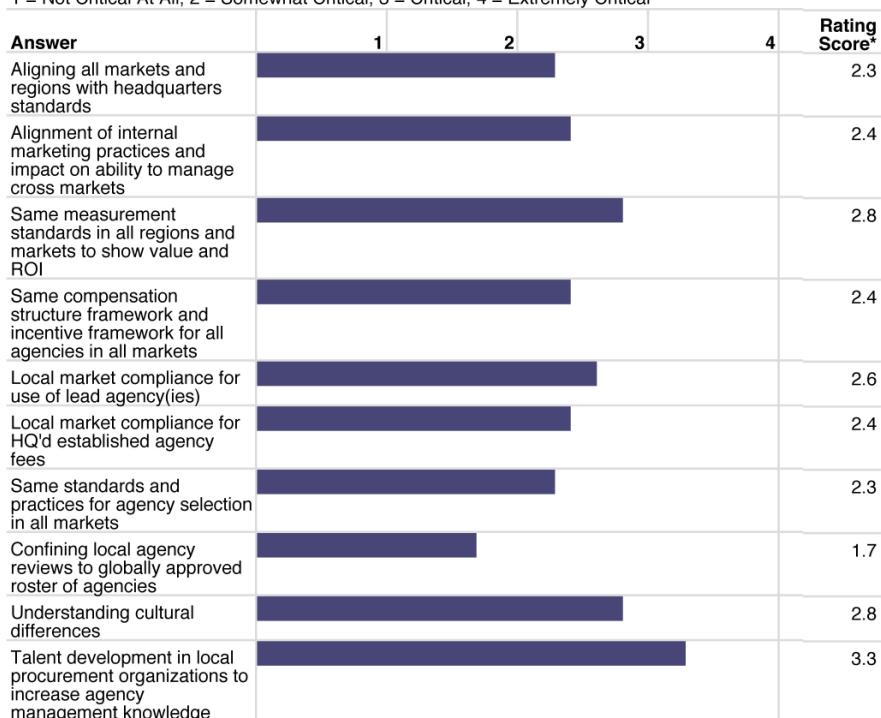
- Dedicating face-to-face time with the local procurement leads—whether at HQ or in their local market. This includes understanding the politics of their markets and how relationships work in their region.
- Including local procurement in all activities so they can experience first-hand how (and why) things like the agency relationships are managed. This helps them gain a better understanding of the nuances in client/agency relationships, which are often very different to traditional buyer/supplier relationships with which they may be more familiar.
- The need for resources to travel to markets for the training of local staff. Also the need to hire consultants for bandwidth and expertise.
- Recognizing that procurement should be brought into discussions and negotiations at an earlier stage. This means working more closely with internal marketing clients—whether global or regional.

“Perhaps all these ideas are easier said than done,” says Joanne Davis. “Taking a time out and thinking about these issues is crucial. No one wants to pay more, but if we invest in the right talent and training and trust it can happen. When it does, we have seen powerful results.”

#### Which issues are most critical

in global procurement organizations as they relate to global marketing and agency practices?

1 = Not Critical At All, 2 = Somewhat Critical, 3 = Critical, 4 = Extremely Critical

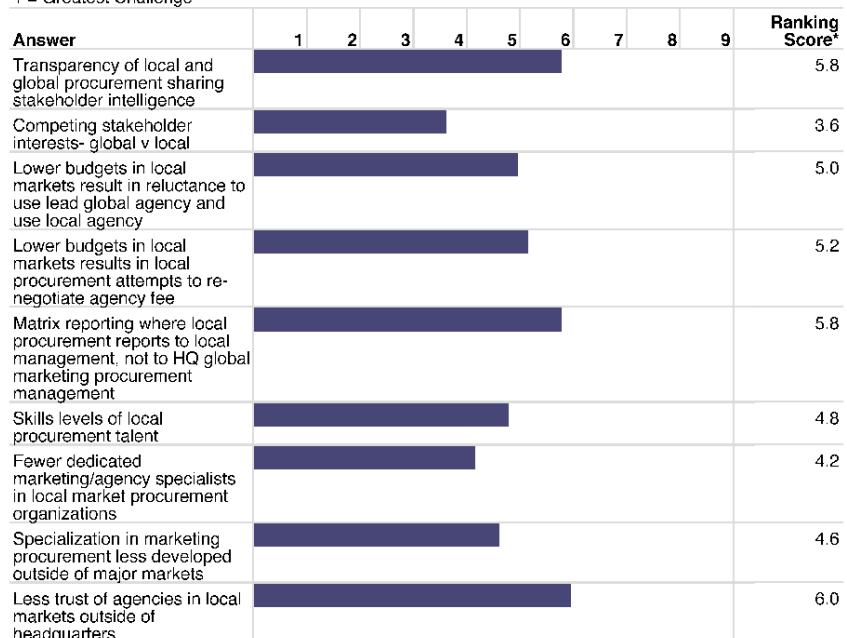


\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

#### What are the greatest challenges

for HQ's procurement as relates to marketing practices when managing local procurement?

1 = Greatest Challenge



\*The Ranking Score is the weighted average calculated by dividing the sum of all weighted rankings by the number of total responses.

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MARKETING LEADERS GATHER IN NEW YORK TO CELEBRATE INTERNATIONALISTS

There may never have been a more exciting time to be a marketing leader. In the midst of fast-moving technologies, innovation in media, shifting global economies and rapidly-changing consumer culture, the discipline of marketing continues to reinvent itself and demonstrate its essential value in the business process. At the center of this shift are those extraordinary marketers who are willing to take risks and share their experiences.

Many of these marketing leaders gathered in New York last week at a peer-to-peer dinner as part of THE INTERNATIONALIST 1000 initiative, in global partnership with the ANA/Association of National Advertisers. Held at the Sony Club, atop Madison Avenue, and hosted by annual global partners BBC World News and BBC.com, BrightRoll, Collective, Financial Times, Elateral, MEC, Reuters, SDI, The Guardian, and Vertic, the evening enabled Internationalists of the Year and marketers from around the world to meet each other and exchange ideas.

*Pictured left to right:*

- 1 Ricardo Perez, Grupo Bimbo; Marisol Martinez; Marcio Santoro, Africa: Renee Zendejas, Grupo Bimbo US; Fernando Julianelli, Mitsubishi Motors of Brazil and Roman Cepeda, Samsung Brazil
- 2 Daniel Cherry III and Melanie Cherry
- 3 Rachel Israel, The Guardian; Mara Hannula, Marriott
- 4 Deborah Malone, The Internationalist; Chloe Alsop, Australian Metro
- 5 Julie Chan, Pfizer
- 6 Brad Jakeman, PepsiCo
- 7 Ricardo Dias, AB InBev
- 8 Peter Hubbell, BoomAgers; Chris Keith, Procter & Gamble
- 9 Joe Bilhmier, American Express; Ben Stuart, Sure Scripts
- 10 Andrea Davey, Tiffany's; Marla Kaplowitz, MEC
- 11 Russ Findlay, Hiscox; Charlie Shin, Major League Soccer
- 12 Liz Kamaruddin, Petronas
- 13 Diego Cepeda, Dell; Martyn Etherington
- 14 Vittoria Gambirasi, Nestlé; Hesham Tahssin, KFC
- 15 Gary MacDonald, State Street & Simon Bradley, Virgin Atlantic
- 16 The view of Manhattan from atop the Sony Club

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#### THE INTERNATIONALIST AWARDS FOR INNOVATION SHINE ATOP TIMES SQUARE

**The Internationalist** celebrated some of the boldest, forward-thinking and most effective work in the 7th Annual Awards for Innovation in Media. Nearly 400 cases were submitted from 39 different locations worldwide. Winners represent just 15% of all entry submissions.

Atop New York's Times Square, many of advertising's best and brightest from around the world gathered at an elite Winners Dinner to celebrate outstanding case studies in The Internationalist Awards for Innovation in Media. The Winners Celebration was produced in association with BBC & BBC.com, BrightRoll, Collective, Publicitas, and Reuters, and in partnership with the ANA (Association of National Advertisers).

*Photos Left to Right:*

- 1 Award Winners enjoying the show atop Times Square
- 2 Adrianna Yancho, Cake (Havas); Presenter Bruce, Brandfon, Publicitas
- 3 Meredith Rippey, Xerox; Presenter John Toth, Reuters
- 4 Kendra Haines, PHD; Bruce Brandfon, Publicitas
- 5 Olga Osminkina-Jones, Evian; Ryan Persaud, Carat
- 6 Deborah Malone, The Internationalist (Host); Jackie Braun, MasterCard; Gerard DePersio, Carat; Duke Fanelli, ANA
- 7 Leslie Rasimas, OMD; John Toth, Reuters
- 8 Dayana Falcon, BPN; John Toth, Reuters
- 9 Émilie McAllister and Michèle Duchesneau—both Touché! PHD Canada
- 10 Alexandra Panousis, Starcom MediaVest Canada; Bruce Brandfon, Publicitas
- 11 Jason Tonelli, Starcom MediaVest Australia; Presenter KJ Shockey, BBC
- 12 Kristin Goodloe, MediaCom; Bruce Brandfon, Publicitas
- 13 Jim O'Rourke, The Integer Group; Bruce Brandfon, Publicitas
- 14 Orela Suku, IKEA; KJ Shockey, BBC; Katy Lee, IKEA
- 15 KJ Shockey, BBC; Jérôme de Chaunac, Havas
- 16 Nathalie Romero and Cesar Angulo—both MediaBrands
- 17 Susan Westre, Ogilvy; Wil Merritt, Zooppa
- 18 KJ Shockey, BBC; Kevin Fraser, OMD

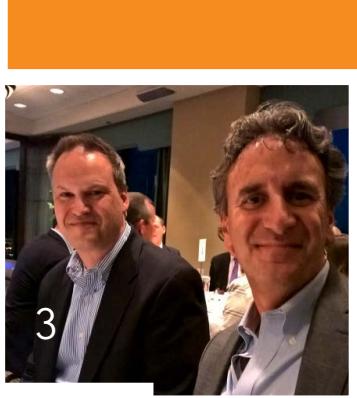
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[conoverbrown@worldmediaonline.com](mailto:conoverbrown@worldmediaonline.com) [melissaworrell@worldmediaonline.com](mailto:melissaworrell@worldmediaonline.com)



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**CHICAGO HOSTS A MARKETER GET-TOGETHER**  
As part of THE INTERNATIONALIST 1000 initiative, in global partnership with the ANA/ Association of National Advertisers, marketers gathered in the Midwest atop Chicago's tallest building at the Metropolitan Club for a peer-to-peer dinner to informal discuss trends and change in the industry. The event was hosted by the program's annual global partners— BBC World News and BBC.com, BrightRoll, Collective, Financial Times, Elateral, MEC, Reuters, SDI, The Guardian, and Vertic.

*Photos Left to Right:*

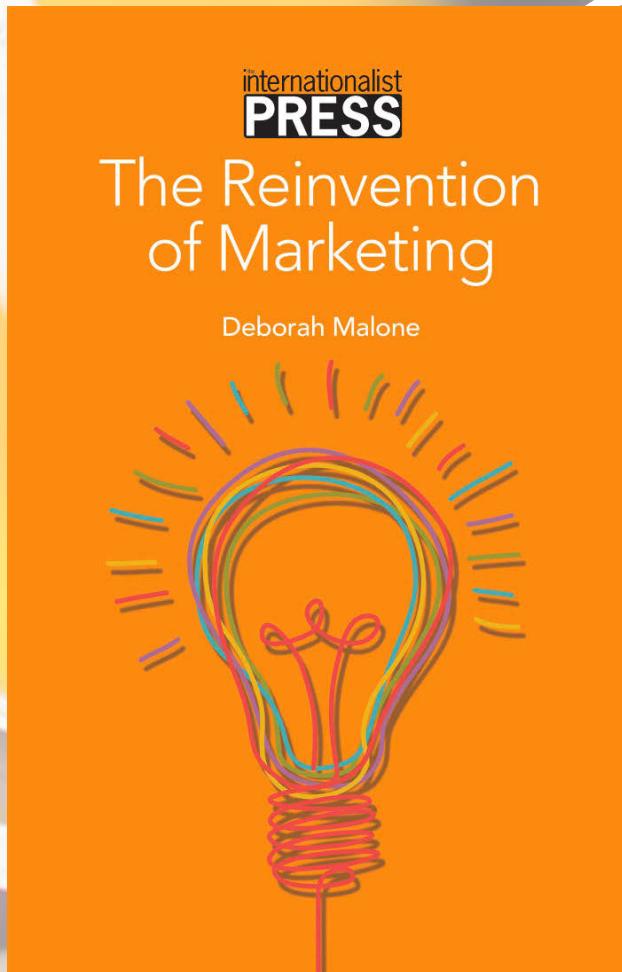
- 1 View of Chicago and Lake Michigan from the top of the Willis Tower
- 2 Jon Suarez Davis, The Kellogg Company; Tommy Schroder, BrightRoll
- 3 Tom Bingham, Gold Eagle; Massimo Sangiovanni, Motorola Solutions
- 4 Karen Adams, Mondelez; Kevin DeSchaaf, The Guardian
- 5 Philip Emmanuele, Sears; Pamela Henderson, Trinity Health
- 6 Janine Martella, ANA; Bill Parke, CME Group; Erick Laseca, Kraft Foods
- 7 Brandi Pitts, Reynolds Products; Holly McCall, Collective; Kirk Chartier, Enova
- 8 David McKillips, Six Flags; Mark Hudson, BP; Janine Martella, ANA
- 9 Marie Vercels, Collective; Isabella Wang, Wrigley; Chat Hansen, Weiman Products

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A NEW RELEASE:

# *The Reinvention of Marketing*

by Deborah Malone



To say that marketing has changed is an understatement. The current pace of evolution can aptly be defined as “reinvention.” Those working to harness this change should be proud of the renewed industry they are creating.

Not only is marketing more critical now to every organization, but it can literally do good, transform brand and consumer relationships through honesty and passion, and—yes-- even change the world. There's no question that today's always-on, accountable, social media environment has radically shifted the rules of “doing good business.” Responsibility and transparency are now central to how any brand or business plays its proper role in society.

More companies are embracing big, sustainable ideas that demonstrate true marketing innovation in an effort to deeply connect with customers' values. These ideals are simply CENTRAL to new marketing principles. When done right, business growth is often a result, and this new way of working truly represents a global revolution in marketing intentions and possibilities.

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