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**Organizing for Growth in a Digital Age**

**Looking at a Changing Agency Business in a New Light**

**The Race for Accountability in an Era of Transformation**

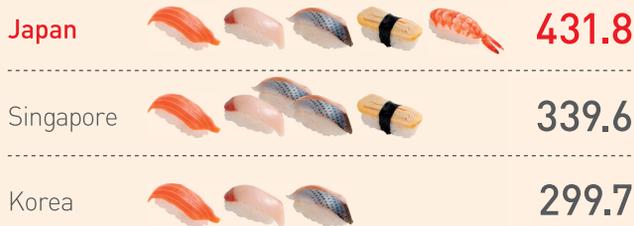
**Warning to Global Marketers about Media Agency Management**

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# JAPAN

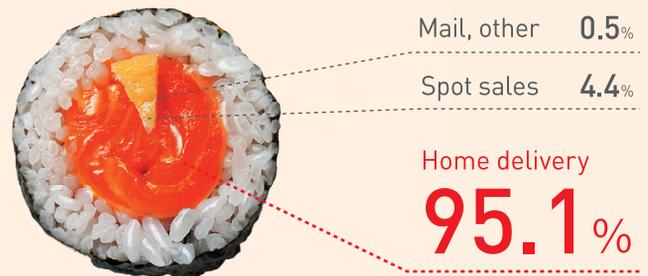
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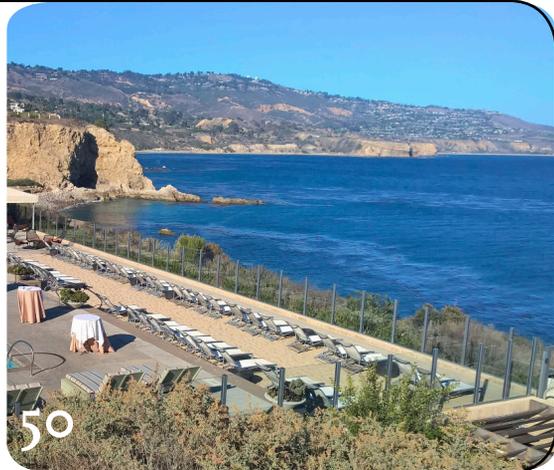
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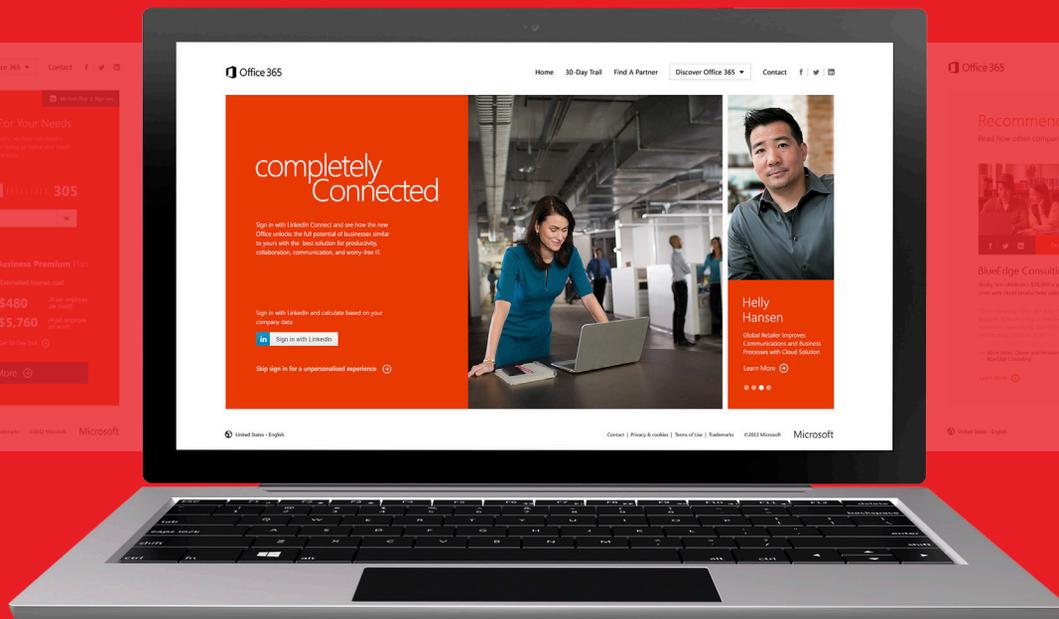


**ABOUT THE INTERNATIONALIST**

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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## Grappling with an Industry in Transition

This edition of **The Internationalist** highlights multiple viewpoints and commentaries that address how marketers are coping with change, accountability and an industry in transition, while also acknowledging some of the people who are reinventing our business.

We begin with insights from **Millward Brown Vermeer** on organizing for growth in a Digital Age. Their findings tell us that in today's digital world, *what* marketers do has changed almost beyond recognition, but interestingly, *how* the marketing function is organized has not changed much since the discipline of brand management was first developed over fifty years ago.

**Lenovo's Senior Vice President and Chief Marketing Officer David Roman** believes that to stand out and build a brand in today's Digital Age, marketers must be fearless about giving up control in exchange for driving true engagement. He's also keenly aware that marketers must also support sales objectives and financial targets. "But," he says, "we must do so in entirely new ways, because our customers have truly, dramatically, and permanently changed how they interact with us, what they expect of us, and how they will react to us if we do not deliver in an authentic way on our promises to them."

**GE's Andy Markowitz** outlines how we are currently operating in the *Age of Transformation and Accountability*, rather than The Golden Age of Marketing. He says, "I see marketing as being accountable, and through accountability, you build relevance and value-- internally and externally. Technologies are evolving so fast and we are now moving beyond the 'test and learn' phases to a place where digital is creating opportunities to reach true accountability with marketing spend."

**Dentsu's Chairman Tim Andree** looks at a changing agency business in a new light. He comments: "In the midst of globalization and convergence, we are living in a complex environment for clients. It's not complicated; it's complex. And we have to mitigate the cost of complexity for our clients. We have to organize so that our talent is used to provide the best solutions in an environment where collaboration is valued--not just at scale, but across the organization and across geographies."

**John Billett** issues a stern warning to global marketers about media agency management. He outlines how the fundamental change taking place across the marketing services business is that the agencies, who for a long time were the agents working on behalf of advertisers acting as custodians of the advertisers' best interests, have now become the media owners.

And finally, we celebrate this year's **INNOVATORS** are transforming our concepts of a contemporary advertising agency business. This extraordinary group of 30 individuals from all corners of the globe are embracing change and making a difference for their agencies and for their clients. Without question, we're seeing a greater focus on sophisticated and specialized content creation, as well as a trend in new leaders who operate at the intersection of innovation, technology and creativity.

*Deb Malone*  
*Founder*

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# The Pen (or the Blank Page) May Be Mightier than the Sword...

## Turkish Newspaper Protests Government Media Crackdown with Blank Columns



This September, the Turkish daily newspaper *Sözcü* protested a government crackdown on the news media amid growing controversy over the military campaign against Kurdish separatists.

Columnists from the *Sözcü* daily submitted blank columns with empty op-ed pieces and published a headline criticizing the Turkish government’s pressure on media— at the same time that the offices of a Turkish conglomerate and media group—Koza pek Holding— were raided by police in a government-orchestrated operation in Ankara—a few days after claims by whistleblower “Fuat Avni” said that a crackdown the media was imminent.

The newspaper featured a headline that read “If *Sözcü* stays silent, then Turkey stays silent,” according to *Today’s Zaman*, which covers Turkish politics and media.

In an article explaining the empty columns, the *Sözcü*

daily said the presidential palace and the government has, especially over the past year, been increasing the pressure on media groups critical of the government. *Sözcü*’s editors claimed that the current bout of government repression is even worse than the measures employed by Turkey’s military dictatorship from 1980-1983. At *Sözcü* alone, over the last year, the government has filed 57 complaints against the newspaper itself and over 60 complaints against its journalists, the newspaper reported.

Many of the complaints revolve around vague accusations of “insulting the office of the president” by printing “rumors”—but usually without specifying which part of an article is supposedly false.

*Sözcü* called for the government to respect decisions by Turkey’s own Constitutional Court and the European Court of Human Rights regarding free speech and press freedom.

## Livability.com Ranks America's Top 10 Cities for Singles



When choosing the best cities for singles, Livability looked at places with three critical factors:

1. The percentage of unmarried people
2. The percentage of the population in prime marriageable age (20 to 34)
3. Places where large percentages are living alone

*All of these statistics are based on Census data.*

Livability then worked with Esri to find cities that tend to have higher-than-average rates of people who go to art galleries, bars, nightclubs and pool halls, as well as those cities with residents who are likely to dance, sing karaoke and go to romance movies. In its ranking system, Livability subtracted points for places where people play a lot of computer games (assuming these folks had little interest in getting out of the house and meeting others) and added points for people using dating sites and apps.

Nearly three in 10 US households are now defined as exactly one person. With this in mind, Livability.com has named the Top 10 Best Cities for Singles, 2015. These cities offer high concentrations of singles, lots of ways to meet new people, and plenty of options for that first, second or third date.

Finally, they added a few other key factors like demographic diversity and cost of living.

“Some people want to stay single. Some people don’t,” says Livability editor Matt Carmichael. “These cities are great for people who are single, as well as those looking to find someone not to be single with.”

### Top 10 Best Cities for Singles, 2015

1. Carrboro, North Carolina
2. Hoboken, New Jersey
3. West Hollywood, California
4. Oxford, Mississippi
5. San Marcos, Texas
6. Ypsilanti, Michigan
7. Ames, Iowa
8. Miami Beach, Florida
9. Athens, Georgia

**Livability.com**, a division of Journal Communications, Inc, explores what makes small to mid-sized cities great places to live, work and visit. They examine issues related to livability such as walkability, cultural amenities, transportation, urban planning, and sustainability through exclusive research and blog discussions. Livability also celebrates the accomplishments of these cities through monthly top 10 lists, an annual ranking of livable cities, and conversations with readers in social media.

# Organizing for Growth in a Digital Age

According to **Millward Brown Vermeer**, re-engineering an organization's operating model for marketing in a digital age requires a holistic approach across structure, people, process and tools. Whether a marketer chooses to tackle the entire operating model at once, or implement practical initiatives across people, structure, process and tools one-by-one, as long as a company takes the holistic perspective, they'll be ahead of the game.

In today's digital world, what marketers do has changed almost beyond recognition; the tactics used to drive brand awareness, interest and loyalty are completely different from the marketing mix of just a few years ago. But interestingly, how the marketing function is organized has not changed much since the discipline of brand management was first developed over fifty years ago.

Looking forward to the year 2020, many global business leaders are asking themselves how to best prepare their organizations to effectively connect and interact with customers and consumers to drive business growth. To tackle this question, MB Vermeer and Google partnered to identify what it takes to win, specifically how to align the marketing organization structure and capability with the strategy for success in a digital age. The results are a holistic framework encompassing structure, people, processes and tools – the organizational building blocks for tomorrow's winning marketing organizations.

## DIGITAL BECOMES A STRATEGY TOOL

Many of these changes are being fueled by digital, and crafting a winning strategy has sparked debate all the way to the top of the command chain. Digital began as simply a new media channel choice, and then over the years quickly transformed into a marketing mix element. Today, with new disruptors leveraging digital technology to

reshape category rules, digital has become a strategy tool, a constant topic in board rooms around the world.

These changes in marketing are massive and complex. Gone are the days when a generalist marketing team solely developed long-term brand strategies based on traditional market research. Now the organization of marketing is under much more scrutiny; outdated organizational silo structures that fuel departmental and divisional separatism are simply obsolete.

Winning CEOs and CMOs are taking a holistic approach, addressing fundamental questions about what business they are in, why they exist, and how to build their organization together. Historically, brands only addressed these questions once a generation, but they are now being revisited much more frequently.

## PEOPLE

It starts with the right people, and there is a real war on great talent. But just as important is the culture that prevails in the organization-- building a culture where innovation, risk taking and curiosity are promoted is critical. These cultural shifts are often accompanied by symbolic changes; AB InBev created the beer garage in Palo Alto to experiment with innovation, discover and collaborate with start-ups, and learn new digital marketing tools. Adidas has written risk-taking and an "all-in" spirit into its entire corporate literature, while Virgin Media in the UK has created a whole new set of hiring criteria including "curious, bold and adventurous."

In winning organizations, a new type of leader often plays a very active role, igniting change and inspiration by example. These new marketing leaders think differently about talent and partner closely with HR to recruit and train. They empower employees by moving away from "command and control," and create future leaders by



understanding what it takes to motivate millennial employees. Some go even further to get the culture right: online retailer Zappos offers new employees \$2,000 to leave the company after their third month, weeding out any employees who are not entirely dedicated to the culture.

### STRUCTURE

Structure is about so much more than the organigram – it’s about building a networked organization to collaborate on and achieve an aligned strategy. Winning marketing leaders promote a more fluid organization focused solely on delivering a total consumer experience around their brand’s positioning. These networks are built to facilitate networking across functions, teams, and external partners, break down silos, and allow teams of specialists to build communities around brand experiences.

Then there is the question of where in the organization the specialists sit. Companies like Unilever and Pernod Ricard are moving away from global centers of excellence in New York, Paris and London, to local communities of expertise spread out throughout the business. With the maturity of marketing in a digital age,

digital is about total transformation of the complete mix, immersed in the business and dispersed across the globe.

These partnerships across the network are not limited to marketers – marketing has become too important to be left to just one department. Instead, leading marketers work closely with IT, Finance, and HR to make a broad impact across all company touch points. This occurs externally as well; WPP has created a dedicated agency for many of its clients so that it can deliver integrated solutions for their brands. Further, many cutting-edge marketers go further to tap into new external talent. From Nike to Unilever, marketers are working with start-ups as collaborators – rather than as competitors – in pursuit of a shared mission to better serve their consumers a singular brand image.

### PROCESS

In addition to having the right structure and people in place, winning marketers have redefined where and how the actual work happens within the organization.

Overachieving organizations push decision-making rights down to the appropriate levels and rely on creating strategic clarity with simple guardrails. At Red Bull, three

simple criteria guide every marketing decision: “Is it cool?” “Can any other brand do it?” and “Will people talk about it?” Similarly, Oreo’s Super Bowl war room was not made up of senior Mondelez executives, but rather the brand management team, combined with cross-functional and agency partners. They were the decision makers who responded in real time with humor and wit to the blackout during Super Bowl XLVII – not corporate senior management.

Overachievers bring functions together earlier to dramatically shorten approval times when it’s needed most – close collaboration with legal is a prime example of what is needed to be an anticipatory, agile marketing organization. Internal speed of approval is also an asset: Coca Cola has expedited its processes by instituting 24-hour approval policy – i.e. all creative work can be challenged down only during the initial 24-hour window, but otherwise is approved.

## TOOLS

In today’s digital world, decisions must be based and dealt with in real-time. Over-achievers recognize the need

for iterative improvement, capturing what works, and investing in marketing excellence programs that share the learning. This is where tools come in to equip teams to grow. Overachievers train more and train better; there is no substitute for stepping back and providing employees the opportunity to learn.

Inspiring excellence starts with the fundamentals. At Ikea, promoting collaboration begins with ripping down the walls. The brand now designs its modular furniture with marketing, supply chain, sales, and sustainability teams together at one table.

Beyond communication, overachieving companies integrate best practices and leverage their employees to be internal brand ambassadors. Chipotle’s best franchise team members are sent to train and on-board new and/or underperforming franchisees. In the past, legal-issued mandates forbade employees from talking about their companies on social media – over-achievers today do the opposite. They recognize the power of employees’ social networks, considering employees are the company’s best brand builders. Ford Motor Co. even publishes tips and guidelines to encourage employees to speak on behalf of the company.



**Millward Brown Vermeer** is a global marketing consultancy focused on unleashing purpose-led growth through the development and embedding of consumer insight-led marketing strategy, structure and capability. MB Vermeer works with leading brands and marketing organizations across all geographies, B2B and B2C, and across all industries with a global network that includes offices in New York, London, Shanghai, Amsterdam, Mexico City, Sydney, Dubai, Sao Paulo, Singapore and Cape Town.

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# Lenovo's CMO David Roman Embraces a "Never Stand Still" Brand Attitude



**David Roman**

Lenovo's Senior Vice President and Chief Marketing Officer David Roman believes that to stand out and build a brand in today's Digital Age, marketers must be fearless about giving up control in exchange for driving true engagement. He's also keenly aware that marketers must also support sales objectives and financial targets. "But," he says, "we must do so in entirely new ways, because our customers have truly, dramatically, and permanently changed how they interact with us, what they expect of us, and how they will react to us if we do not deliver in an authentic way on our promises to them."

Lenovo, the Chinese multinational technology company with headquarters in Beijing and Morrisville, North Carolina, has operations in more than 60 countries and sells its products in

over 160 countries. For the past two years, Lenovo has become the world's largest seller of personal computers by unit sales. David Roman used this time of extraordinary change in business, in markets, and in competition as a catalyst to redefine the Lenovo brand.

He describes his rebranding efforts as "reinforcing a few things that were already true, reimagining the way we express those ideas to the market, and refocusing ourselves on working WITH our customers and fans to build our future. They are the ones who ultimately have the power to make a brand succeed or fail."

Roman recognized that Lenovo had to begin by selling an attitude. A few years ago, the company developed its first unifying brand campaign called -- For Those Who Do. "It remains a good idea and fundamentally true," says David Roman. "We believe we make products that help people do more. We believe our own DNA is made up of people who simply go out and do things — take action, take risks, and take big steps forward. We did not want to lose this idea or the equity we built in it. But we knew the idea had to evolve to help us reintroduce the new Lenovo to our audiences. As a result, our new idea became: Never Stand Still.

David Roman asserts that Never Stand Still isn't a tagline. "It's an attitude, an energy, a mantra, and a belief. We have a fundamental belief that life rewards those who never stand still. We hire people who

share this belief, and we reward them for delivering on it. We build products and services for people who share this attitude, and we believe we do this better than our competitors because it is a mindset that is truly authentic to our company. It's this customer-centric purpose that's fueling the way we express the new Lenovo."

This new brand attitude has also affected the creation of a new Lenovo logo--now comprised of two elements: the word Lenovo (which never changes) and the space around it, which is a color "container" for the word that is meant to be truly dynamic and can incorporate/flexible enough to reflect a range of images, colors and patterns. Whereas most logos are created with rigid rule and restrictions, David Roman sees Lenovo's flexible logo container as more than a design element. "Our direction to our people is this: fill that container with whatever makes sense, and whatever reflects our "never stand still" attitude ... color, design, images, video. Our people — and our customers — have the freedom to make our logo a true expression of what matters to them in the moment. As a result, the logo is more flexible for digital media — our top priority — because the look and feel can fit any context.

Another departure from traditional marketing is that Lenovo never actually announced its new brand. While many companies choose to issue press releases about logo changes and new campaigns, David Roman, instead, believes that internal advocacy is crucial to success. Earlier in the year, Lenovo CEO Yang Yuanqing challenged the executive team to fully embrace social media as a means of creating more of a Lenovo voice and getting closer to customers. As a result, #iamlenovo was created to encourage all 60,000 employees to carry the Lenovo voice forward online.

Given the strong results, handing over the reins to the employees was an easy choice to introduce the new Lenovo brand identity. When employees understood the new identity and attitude and then saw the new logo and design in action, they took to social media to be the first ones to share the news. This generated a lot of momentum and excitement online.

The public reveal for the brand occurred at Lenovo Tech World, a global technology conference for Lenovo customers, suppliers, investors, the press, as well as other fans and stakeholders. According to David Roman, "We exceeded our wildest imagination with thousands of attendees who helped spread the word online about what we said and did at Tech World. The event worked because we showed never-seen-before concept products and gave first hand perspective from our leadership including the CEOs of Baidu, Intel and Microsoft to the right audience. From the minute people walked up to the China National Convention Center, they could sense something different -- a new day for the new Lenovo. Our new brand looked just as good on buildings, on flagpoles, and on the big screen as it did on our products and packaging.

"As I look across our rebranding thus far, we've not just changed our look-and-feel but really our approach to marketing," admits David Roman. "We have talked about 'engagement' for some time, but the rollout of the new brand has forced us to put those ideas to the test. From co-creation with our Instagram photographers, Tongal videographers, and customer community to experiential marketing with Lenovo Tech World, the new Lenovo is thinking and doing things differently."

# Dentsu's Tim Andree Looks at a Changing Agency Business in a New Light

Tim Andree, Executive Chairman of the Dentsu Aegis Network and Executive Vice President and member of the Board of Dentsu, would be the first person to admit that his agency network is building something “different,” and not a traditional holding company model. However, if different today means being a talent magnet, demonstrating extraordinary management stability, and delivering 10.3% gross profit on organic growth in 2014 on international business, then many would gladly be in his shoes.

“In the midst of globalization and convergence, we are living in a complex environment for clients,” says Andree. “It’s not complicated; it’s complex. And we have to mitigate the cost of complexity for our clients. We have to organize so that our talent is used to provide the best solutions in an environment where collaboration is valued--not just at scale, but across the organization and across geographies.”

Tim Andree’s career is the stuff of legend: from humble beginnings and a love of basketball that ultimately led him to Japan and client-side roles at Toyota and Canon to today’s responsibility for all of Dentsu’s operations outside of Japan. His milestones along the way are extraordinary in terms of expansion and fast growth, a focus on innovation, and a rare team-oriented point of view that undoubtedly comes from a true love of sport and knowing-- first-hand--what it really takes to win the game.

Dentsu’s 2013 acquisition of Aegis Media, the largest transaction in the company’s history, occurred with Tim Andree’s strategic guidance. He was appointed Executive Chairman of Dentsu Aegis Network, a new global operating unit overseeing all the operations of Dentsu Network and Aegis Media,

and also became a member of the board of directors of Dentsu Inc., as the company’s first non-Japanese director. During this time, Dentsu also became the fastest-growing network in the US--increasing overseas revenue from 5% to 15%. Since the acquisition of Aegis, revenue from outside of Japan is over 50%-- creating not only a significant shift, but a remarkable balance.

When Tim Andree talks about the evolution of his role at Dentsu, he underscores how the company’s current growth stemmed from “simple plans.” He says, “It’s about culture, values and motivating people. When I joined Dentsu, we had great talent in Japan, but our talent was few and far between in the rest of the world. It was clear we needed a deep bench of global managers who were aligned, focused, motivated, and who understood that a headquarters in Tokyo provided a unique global perspective in a world where increased GDP growth would come from Asia.”

He emphasizes, “Everything we’ve done is working from client need. Essentially, we recognize that our clients face two major challenges-- globalization and convergence. Yet, these two issues also represent the opportunity for transaction and



**Tim Andree**

engagement in a borderless, digital world. Yes, this means operating in a complex environment. We are a service business, so we have to figure out how to mitigate the cost of this for our clients. Marketing today is central to their businesses, and we have to push ourselves to be at the center of data, ecommerce and mobility in a world where more transactions mean more data. We must have the ability to bring together the right specializations in an integrated way to create holistic solutions for our clients, for our employees, and for our shareholders.”

Dentsu, of course, has always had a “through the line” mentality, and continues, for example, to keep creative and media under the same roof. “We believe in integration with key specializations. When we acquire, we are cautious. Not every company is right for us. We aim to retain all talent and leadership, then build a beneficial matrix where roles are clarified, but the entire organization is designed for collaboration. All compensation, bonuses, and behaviors are geared to integrate services for the greater good of our clients.”

He admits that there was great industry skepticism about the potential for success of an Aegis acquisition by Dentsu. “People assumed that a Japanese company and British company wouldn’t work. But I think culture, and cultures can be different as long as they share values and visions. They can be homogenized even with great diversity. Plus, a different culture can add a lot to an organization when driven to accomplish the same mission.”

Andree adds that Dentsu and Aegis were complementary from the start. “Dentsu was strong in Asia, Aegis was strong in Europe, and both were growing rapidly in the Americas. Both companies believed in eliminating silos. Dentsu operated on a single, integrated P&L. Aegis was doing the same. Our emphasis was on creating synergies and learning from each other, especially in regard to business models that worked.” Today,

of course, the acquisition is considered a success with net new business wins of nearly \$9 billion in billings achieved from the time of completion of the acquisition to date. Ninety percent of management was retained.

Overall, Tim Andree believes that Dentsu’s role is to support acquired companies, respect their individuality and cultures, but also help make them better. Counter to most industry trends, Dentsu’s acquisitions often have their best years after their purchase. He cites how McGarrybowen and 360i have had successive years of strong growth after becoming part of Dentsu.

When asked about the magic he enables, Tim Andree simply states, “A new kind of network requires new kinds of people. Our goal is innovating the way brands are built.”

He adds, “Our strategy is not to simply buy companies. Acquisition is to help meet our clients’ strategies. Companies are valuable cultures, not assets. Shared, common visions matter, and it is a competitive advantage when people are aligned. Scale isn’t everything any more. Of course, scale matters, but what matters more is momentum--ask any athlete. We believe we are creating a new momentum. When people are winning, you create the kind of spirit that really gets people engaged.”

Tim Andree is also well-known for shifting attention from himself and focusing it on the executives who run his companies. His team sensibility and drive to put the needs of clients and the organization first, makes him a rare CEO these days. Interestingly, he has often been quoted as saying, “There are people in business that think leadership is power and control, and people who think leadership is service. That’s why I’m comfortable at Japanese companies.” For those unfamiliar with Japan’s deeply-ingrained devotion to service, bear in mind that it is common knowledge to accept that “the customer is god.” In the US, of course, he’s only king.

# BrightRoll

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# DSP

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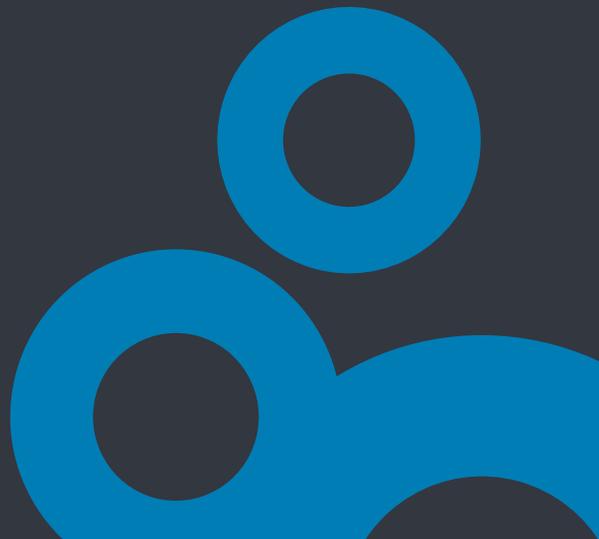


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The BrightRoll DSP automates the video advertising buying process by driving your entire campaign from one interface to reach the right audience with the right message at the right time.



# GE's Andy Markowitz Discusses the Race for Accountability in an Era of Transformation



Andy Markowitz, General Manager of GE's Performance Marketing Labs, believes we are currently operating in the Age of Transformation and Accountability, rather than The Golden Age of Marketing. "I see marketing as being accountable, and through

accountability, you build relevance and value—internally and externally. Technologies are evolving so fast and we are now moving beyond the 'test and learn' phases to a place where digital is creating opportunities to reach true accountability with marketing spend."

Andy broadly describes Digital Marketing as "a quest to connect people, ideas, places, and machines to personalize and customize user experience." He adds that "the yield is *micro* relevance for *macro* impact." He's also quick to note that we often think that marketing has gone digital, while, in fact, it is business as a whole that's gone digital. He cites how Uber, Facebook, Alibaba and Airbnb carry no inventory, but are simply about value creation.

The mission of the GE Performance Marketing Labs is to focus on marketing opportunities that drive stakeholder connection, as well as commercial relevance and acceleration, or as Andy clarifies, "we make it easier for GE Customers to buy or for GE Sales teams to sell products." The Marketing Labs concentrate on strategy, lead generation, channel disruption, insights and analytics, content, social media, and customer engagement. Andy leads

the group with the goal of providing new value to GE's overall businesses, while re-thinking the corporation's organizational development in an effort to work with more people and skills. "At GE," he says, "we are constantly trying to break down silos and encourage people to work more holistically."

Andy Markowitz shares his *Five North Stars for Performance Marketing*:

1. **Connect Everything.** "If you're going to drive cultural change, you have to connect islands and bring people together."
2. **Mass Race for Global Permissions.** "Every marketer needs first-party data to be smarter about their customers. Think about behavior and permissions from a customer perspective. We ask -'How do we drive our customer success to solve their problems?'"
3. **Know Your Audience.** "You simply have to know everything about what your customers want."
4. **Great Content Finds Its Audience.** "We have found through several significant global media partnerships how thought-leadership marketing can be made hyper-relevant for our customers."
5. **Innovation.** You have to be a disruptor, which means being smart and fearless while often embracing the new.

Andy Markowitz also had a few words about the shiny, new objects that digital marketers often embrace quickly. He said, "If shiny changes culture, they are valuable. However, keep in mind that shiny alone is not a strategy—only when they drive change can shiny new objects be strategic."

# 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!

TO SUBMIT TO GLOBETROTTERS, EMAIL: [deborah.malone@internationalistmagazine.com](mailto:deborah.malone@internationalistmagazine.com)

Agencies are attracting top marketers; execs with key marketing roles are making entrepreneurial moves; the entire advertising, marketing and media ecosystem is demonstrating greater fluidity of skills as many turn to new or reinvented roles.



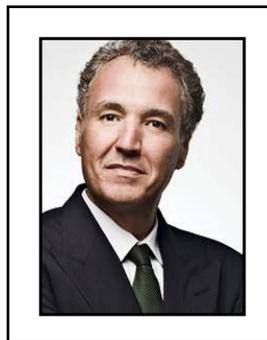
## **DDB MAKES HEADLINES! WENDY CLARK JOINS! AGENCY BUYS BRAZIL'S GRUPO ABC & AFRICA!**

DDB has made back-to-back news this month. Not only did Coca-Cola's Wendy Clark—formerly President of Sparkling Brands—join the agency as President and CEO of North America in a move that many are hailing as a boon to agencies, but DDB followed with the news

that Grupo ABC and its star, Agency Africa—arguably Brazil's top shop headed by Nizan Guanaes—officially became part of their global network. Both announcements significantly boost DDB Worldwide.

Grupo ABC was the largest independent advertising and marketing communications group in Brazil. Mr. Guanaes and Guga Valente—who together founded Grupo ABC in 2002 and are considered advertising legends in Brazil—will continue in their leadership roles. DDB's acquisition strengthens a long-standing historical relationship between both companies which dates back as far as 1997 when DDB first invested in DM9, again founded by Nizan Guanaes.

Ms. Clark certainly understands the changing relationships between clients and agencies. She worked at Omnicom's GSD&M earlier in her career, and served as Senior Vice President of Advertising at AT&T during a critical rebranding period.



Ms. Clark joined Coca-Cola in 2008 as global head of integrated marketing and communications and during her tenure oversaw significant global campaigns such as "Share a Coke" and the 2014 FIFA World Cup initiative.

## **FORMER KRAFT HEINZ EXEC JULIE FLEISCHER MOVES TO OMD**

Omnicom agencies have attracted their share of client talent of late. Wendy Clark's move to DDB follows on the heels of Julie Fleischer's move to OMD Chicago.

Former Kraft Foods Group executive Julie Fleischer has been named Managing Director of OMD's Chicago-based retail practice. In her new role, Julie Fleischer will lead the 75-person team servicing such retail brands as Walgreens, PetSmart, Pier 1 and Pep Boys.

She joins OMD following six years at Kraft where she rose to Senior Director, Data + Content +Media, overseeing Kraft's Customer Relationship Management organization, content marketing strategy, and programmatic media. In that role, she rebuilt one of the company's key digital assets, KraftRecipes.com. The rebuild has reportedly driven huge increases in traffic and other consumer engagement indicators.

Prior to joining Kraft in 2009, Julie Fleischer spent several years at Publicis Groupe's Digitas, as VP/Group Director, where she led the account planning practice in Chicago for such clients as Kraft, Disney Parks and Resorts, MillerCoors and Whirlpool. Earlier in her career, she held posts at Sara Lee Bakery, and Amoco Oil Co.





## BOON LAI APPOINTED TO CMO OF NOKIA TECHNOLOGIES

Boon Lai a veteran of Philips marketing who served the company in Singapore, China, Amsterdam, London and New York, has moved to San Francisco to take on the role of Chief Marketing Officer at

Nokia Technologies-- Nokia's newest business, formed in 2014 as a continuation of Nokia's industry-leading licensing and technology R&D capabilities through technology and patent licensing, brand licensing, and new products.

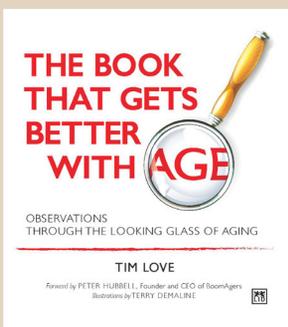
As CMO and adviser to Nokia Technologies President Ramzi Haidamus, Boon Lai will lead Nokia Technologies' brand, design, marketing and communication segments in line with the overall transition and expansion of the business. He will also manage teams responsible for conducting multi-channel marketing campaigns to introduce new technologies and products to market.

Boon Lai previously served as VP, Marketing for Philips North America, where he oversaw Philips' largest health and wellness business including Sonicare and Avent, created breakthrough omni-channel campaigns, and managed strategic partnerships with the brand's largest retailer partners. Prior to that, he was headquartered in Shanghai as

the chief marketing officer of Philips China, where he was responsible for Philips' three business units: healthcare, lighting, and consumer lifestyle.

## MICROSOFT'S PHILL BATTERSBY BECOMES CEO OF VIZIBBLE

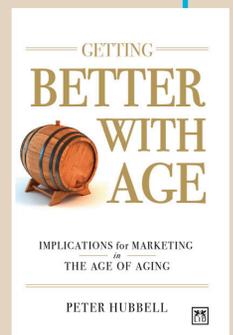
Phill Battersby, formerly Chief Marketing Officer for Enterprise Businesses at Microsoft Western Europe and named an Internationalist of the Year in 2013, has been named CEO of newly-launched Vizibble, a marketing-enablement agency that provides cloud-driven "Marketing-as-Service" offerings to small business, large enterprises and companies with large partner ecosystems. Vizibble helps with Advisory, Consulting, Creative & Design as well as Marketing Technology services, and utilizes Microsoft's azure. The new company is based on a core philosophy of aligning marketing with Customer Experience, Evidence and Advocacy. Those who know Phill well will recognize his personal business beliefs as part of Vizibble's philosophy. No doubt, he'll do well!



### Getting Better with Age! Peter Hubbell & Tim Love offer Two Perspectives

Two advertising colleagues—Peter Hubbell, Founder of specialist agency **BoomAgers** for 49+ consumers, and Tim Love, head of TimLoveldeas and formerly Vice Chairman of Omnicom—released two separate books about *getting better with age* within weeks of each other.

Peter Hubbell's book follows the publication of *The Old Rush: Marketing for Gold in The Age of Aging*. His new book, *Getting Better with Age: Improving Marketing in the Age of Aging* offers 50-- (*yes, a milestone 50*)—ways to market to people who are not *getting old*, but growing older by reimagining their lives and staying vital.



Tim Love's *The Book That Gets Better With Age* is a fanciful yet insightful view of aging, which includes the clever use of a typeface that grows in size as the book progresses. He also believes that aging is actually full of promise if seized as such.

Peter and Tim are not only two old friends and colleagues, but Tim now also serves as the Chairman of BoomAger's board of advisors. No doubt both men will be in sync about the vitality and consumer desirability of Baby Boomers, or the group that Peter Hubbell describes as "marketing's most valuable generation."

# 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.

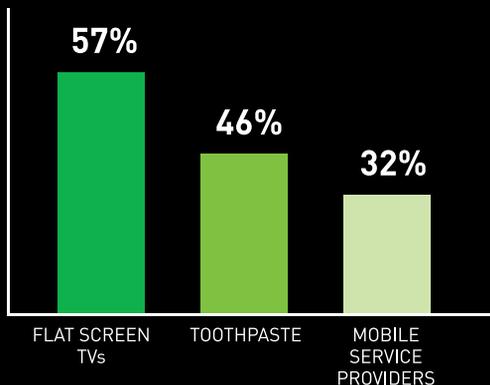
Additionally, it demonstrates what psychologists have long known: before people actively think about making a purchase, powerful cognitive biases are already helping them to make a choice - without their realizing it.

**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.

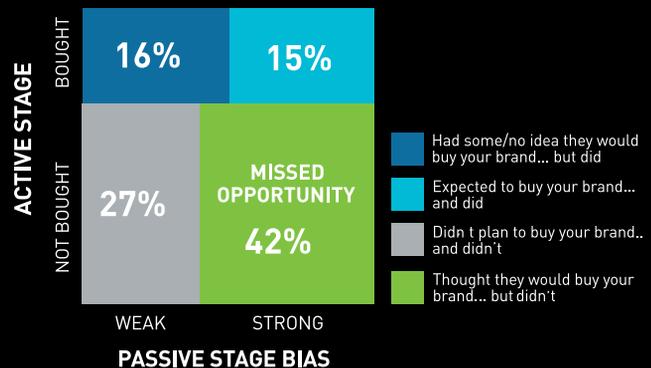
So what is it that keeps your customers moving towards purchase, and how can you use brand behavior and communication to keep them on track? Above all, are you ignoring a vital part of the purchase journey by focusing only on when people are actively thinking about buying something?

## AVERAGE PASSIVE STAGE BIAS BY CATEGORY



Source MEC Momentum 2013/2014

## THE SIZE OF THE MISSED OPPORTUNITY



Source MEC Momentum, Body Moisturisers, Germany, 2013

To find out more about MEC Momentum, visit [www.mecglobal.com](http://www.mecglobal.com) or contact [pele.cortizo-burgess@mecglobal.com](mailto:pele.cortizo-burgess@mecglobal.com).

WE'LL REACH OUT AND HELP YOU

**EXPLORE**

**THE UNCHARTERED**

**BECAUSE THAT'S WHERE IDEAS**

**FLOURISH**

**DON'T JUST LIVE. THRIVE.**

**MSJ**



# Meet the 2015 Innovators!

This year's **INNOVATORS** are transforming our concepts of a contemporary advertising agency business. This extraordinary group of 30 individuals from all corners of the globe are embracing change and making a difference for their agencies and for their clients. Today, innovation is integral to so many new disciplines that underscore the breadth of expanding agency responsibilities- content creation, programmatic buying, analytics, strategy, ecommerce, mobility, as well as creative, media, digital, and, of course, inspirational leadership that embraces future vision.

Without question, we're seeing a greater focus on sophisticated and specialized content creation, as well as a trend in new leaders who operate at the intersection of innovation, technology and creativity. Interestingly, this year's innovation hubs are centered in New York, Los Angeles, London, Shanghai and several Canadian cities.

**INNOVATORS** are critical to moving our business forward.

Every year since 2006, **The Internationalist** has named those agency executives who have the rare ability to rethink current notions of brand building by simplifying complex internal processes, encouraging collaboration, managing risk while working in the midst of fast change, keeping sight of "the big idea," championing multinational strategy, and involving customers directly in the creative process.

**INNOVATORS** underscore how breakthrough thinking knows no bounds of geography, age, company size, or title within today's agency organizations.



All **INNOVATORS** are selected from nominations during a 2-month Call for Entries. A committee-- largely comprised of past **INNOVATORS**, **The Internationalist Board** and its editorial team-- vote on the worthiness of each Innovator, while also taking into consideration the number of nominations for each individual.

A majority of past **INNOVATORS** have continued in their careers and have founded companies or taken on extraordinary new roles with expanded responsibilities. This group of 30 joins the 221 **INNOVATORS** named in past years. We hope all continue to participate in our fast-changing industry as their sense of innovation is critical to marketing's reinvention.

#### **ABOUT THE INTERNATIONALIST:**

**The Internationalist** focuses on *the reinvention of marketing around the globe* by connecting the people and ideas in international marketing and advertising through original content, intelligence, thought leadership, community, collaboration, and influence. Marketer driven, **The Internationalist** has become 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 brand building and aspire to world class standards. Originally created as a trade publication, **The Internationalist** connects a global audience through content and case studies in print, online and in-person—via peer-to-peer marketer events including Dinners, Think Tanks, Awards and Summits- all to better serve the needs of this fast-changing community.

**The Internationalist** is proud of its Global Alliance with ANA (**Association of National Advertisers**) as we partner on an initiative called **THE INTERNATIONALIST 1000 with ANA** or *1000 Marketers around the World Reshaping the Future of Marketing*.



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## Caitlin Bergmann, Director Of Content And Creative — MediaCom



Caitlin Bergmann is director of content and creative of MediaCom, joining the leading media agency in 2015. She began her digital media career at age 19 when she was hired to write her own column for [Tigerbeat.com](#). After earning a bachelor's degree in communications from The George Washington University,

Caitlin returned to web production at ad agency Concept Farm, blogging as characters from best-selling author James Patterson's series "Maximum Ride." Her work has been featured in Patterson's books and radio spots, as well as in his web and print campaigns.

In 2007, Caitlin transitioned into the world of television, generating content for iVillage and NBC's "Today" show. She crafted digital extensions for "Today" segments on [iVillage.com](#) and produced blogs for Meredith Vieira, Louis Licari and James Patterson, as well as the celebrity chef food blog, "Secret Sauce."

In 2008, she became Tumblr's fifth (or sixth, depending on who you ask) employee, consulting on VIP and celebrity bloggers. That same year, Caitlin continued her career in the TV world with a four-year tenure at Lifetime, creating online content for the cable network's scripted and reality shows, acquired series, and movies on [myLifetime.com](#). Her ideas and executions can be seen on the sites for such hit shows as "Project Runway," "Army Wives," "Drop Dead Diva," "Dance Moms" and over 40 additional programs. She often discovered innovative ways to cross-promote content, such as having over 50 "Project Runway" designers from all seasons sketch their dream vision for Kate Middleton's wedding gown to create buzz for the Lifetime Original Movie "William & Kate." This evolved into a live fashion event on the "Today" show in April 2011 as part of NBC's Royal Wedding coverage.

Her work as senior producer on "Runway" earned her a Shorty Award nomination (2012), a Webby Award nomination (2010), the Lifetime Television CEO Award (2009) and accolades as Klout's #2 on the Top 10 Most Influential TV Shows and #1 Top 10 Fashion Week Designers on Twitter for her work on the show's social media presence (2011).

In 2012 she returned to Concept Farm, creating social media content and digital strategy solutions for clients like Century 21 Department Store, espnW, ESPN, James

Patterson, Aruba Tourism and [Bowling/BAMF](#). Her work on espnW's "98 Days to Shine" social campaign in 2013 earned her an Ad Age Small Agency Digital Campaign of the Year Award and two Shorty Award nominations (2014).

## Keith Bilous, CEO & Global President—ICUC

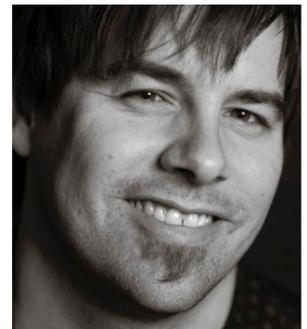
Keith is the fiercely proud and outspoken leader of the ICUC team—all experts in providing user-generated content moderation and management solutions. ICUC manages, develops and creates online communities for brands and Fortune 500 companies, providing online brand protection, community management and online support services through a team of multilingual content specialists.

Keith Bilous believes in change-- constant change on many levels. He strives to insure that Innovation is integrated within all threads of ICUC's business strategy by always anticipating and testing new trends in the marketplace, with 100% focus on digital. When he started the company, he anticipated what global businesses would need-- brand protection and safety online. Today he continues to encourage his teams to anticipate next trends, so their clients will be future-ready.

He says, "Without predicting future trends and testing marketing strategy as such, businesses will not grow or develop. Without focusing on innovation as part of marketing or sales functions, development in the marketplace simply won't happen."

He also strives to transform the very idea of what a social media company looks, feels and operates like. He says, "I've always wanted to radically change the idea of 'going to work.' We believe in creating a workplace and a work culture that embodies empowerment and collaboration from around the globe. We want to empower results with our workforce, not manage time. We want to deliver results to our clients, not timesheets. Every day that we come to work we innovate in the way that we work."

Since founding ICUC, Keith has always practiced within a virtual and remote workplace—rather than within the confines of four walls. ICUC's 600+ employees have the flexibility of work from home, their local coffee shop or a patio overlooking the ocean. "I wanted to inspire and create something different, while focusing on client success and company results. We practice this transformation of the workplace each and every day. We're everywhere and





# 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.

#### Elateral, Inc.

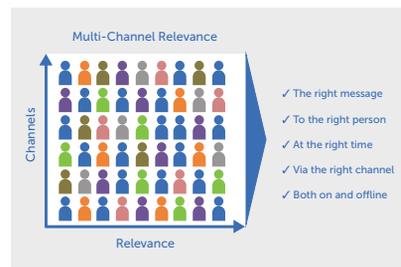
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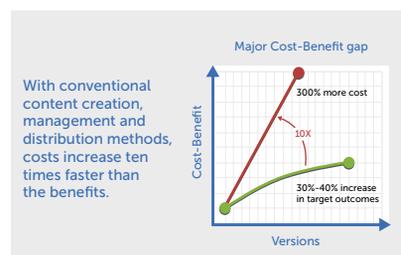
As the “visionary pace-setter” in intelligent multi-channel content generation, Elateral’s market-leading, patent-pending technology is helping to power one of the most exciting marketing mega-trends in generations: **Mass Multi-Channel Customization**.

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



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

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

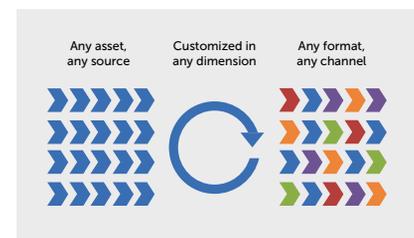


To make matters worse, the challenges and risks associated with managing brand stewardship and compliance requirements grow exponentially with increased content volume, variety and velocity.

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

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

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



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

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



# Maximizing Value & Advantage

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

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

### Representative Case Examples:

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

Elateral's technology and services are reducing costs and waste while driving brand consistency around the globe for some of the world's leading marketers. Please **Contact Us** to uncover how we can drive an immediate ROI for your company  
 +1 (877) 914-0789 or  
 infousa@elateral.com

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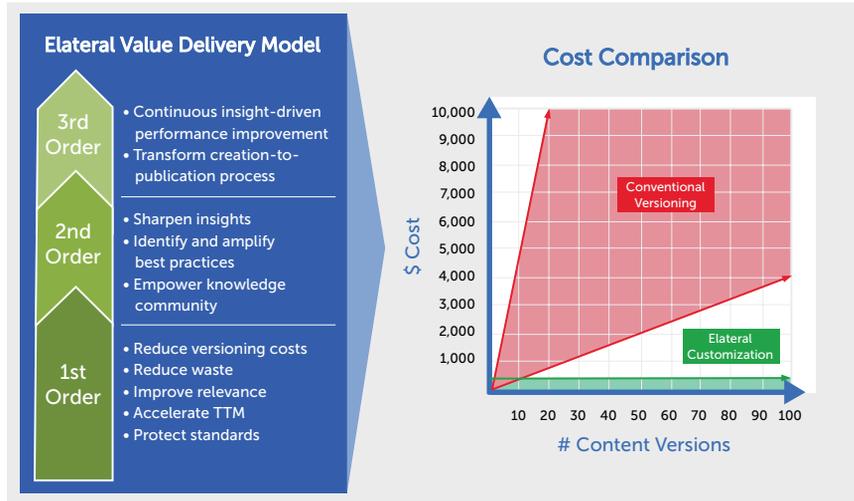
All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market.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

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

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

\*Patent-pending

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



anywhere, regardless of what our confines look like.”

He adds, “We want to change the way agencies are perceived, while providing the highest quality of work for our clients. And we’re only just getting started.”

## Rob Campbell, Regional Head Of Planning — Wieden+Kennedy Shanghai



Rob Campbell is Head of Strategy at Wieden+Kennedy, Shanghai. He’s also the personality behind one of Adland Asia’s most influential blogs *The Musings of an Opinionated Sod*. Despite Rob’s irreverence, clients and colleagues consider him an “inspiration.” In fact, Eason Pritchard of Appliance of Science has said, “Rob wouldn’t

mind me paraphrasing Brian Clough by saying, “Rome wasn’t built in a day, but Rob wasn’t on that particular job’.” He’s one of the top ad planners in the world today and an all-round top chap.” (You just can’t get praise better than that!)

Rob’s job is to help clients like NIKE, Converse, Beats, P&G, Chrysler, Heineken, Arla, Tiffany’s, Momo and the soon-to-be built, Disneyland Shanghai, with their commercial and communication needs across Asia Pacific. Our goal is to continually prove creative intelligence is the most powerful way to win hearts, minds & profits.

He’s had an eclectic background. He started as a session guitarist for some of the worst—yes worst-- 80’s pop-stars in history. (He notes that he only played the songs; he didn’t write them.)

His first role in advertising was as Creative Planner at HHCL in the UK. Rob admits that his first job title should have been “sponge,” and he left with an amazing experience, great memories, awards... and written warnings.

He then became Founder & Creative Planning Director of Cynic in both the UK and the US... where he spent more than seven years designing interiors for 747’s, developing mopeds for Vietnam and creating award-winning (and effective) campaigns for brands like Virgin, IKEA and Coke.

He then move to Singapore as Regional Head of Planning for Y&R Asia, where he credits great people, hard work and luck to enabling some top work for clients like SONY, MTV, Schweppes & Tiger Beer.

Rob next became a planner at Google’s Cultural Engineering Lab in the US and led an engineering/planning team to identify and develop culturally-relevant products, tools and

services. Then he hopscotched back to Aisa as Founder and Creative Planning Director of Sunshine Hong Kong... where in 18 months he and his team won and worked with clients ranging from Microsoft Asia, National Geographic, AIA and Virgin Racing.

He credits his career, to date, to luck, the planning gods, and being pretty good at what he does.

## Heather Dawson, Director — Mindshare Canada

Heather has been stewarding brands through the shifting digital landscape for over 15 years. She has worked on integrated teams in small start-ups and in media agencies; planning and buying, comms strategy, branded content and sponsorships, as well as acquisition media, social and search. Heather has been with Mindshare for almost eight years, and is passionate about motivating brands and teams to adopt digital best practices. She loves getting deep into the data that creates new opportunities for her clients.



When she started working with the Air Canada account, the airline had never advertised outside of its home market. Within 6 months, she helped them launch in four countries, and the results caused them to immediately plan Wave 2 while in the midst of the initial launches. “Travel decisions,” she acknowledges, “are not the same in every country, nor is the media landscape. But in a transactional habitual category, we pushed for a digital-first mindset, using every possible screen in the right way to change behavior.”

She adds, “A great idea may motivate travelers in France but not in Quebec, or in California but not in Vancouver. International programs need to be consistent but not same-y. Adapt means to repeat successes, but resist the cookie cutter. Keep learning and testing the tiny nuances. Global marketers have to make decisions on the fly but not skip to the tactic they know when it comes to local strategy deployment. For a growing global brand, it is tempting to just want to repeat and get quicker in a world of adaptive retail. But no team should approach a new problem with old tricks - there is a line somewhere between. And that is a hard (and emotionally tiring!) conversation for many marketers and agencies. That no matter how much you know, you never know everything on a world stage. At some point there is a bet to make.”

Yet, she's keenly aware that new ideas are just the beginning. "Limits," she said, "are what make you think. Give me a barrier and I'll out figure a way around it." Heather has found that applying a decision tree to balance the merits of an idea against the right challenge is more meaningful to clients. This helps to guide the conversation in an innovative, solution-oriented way that is governed by the realities and restrictions that really push the right idea through to creation.



### Tej Desai, Managing Partner, Account Director, GE Global Account Lead — MEC

Tej leads the General Electric (GE) global business across 15 worldwide markets. Through his leadership, MEC has activated multi-media campaigns across the globe. From a global

and pan regional perspective, Tej has led the award-winning GE Look Ahead native content program with the Economist as well as a launch partnership with Quartz in India. To date, MEC has secured 20 new global content partnerships for GE.

The MEC New York office drives the global management and innovation across all markets. According to Tej, "This hub and spoke system allows us to build deep global content programs that cross borders, and are planned and negotiated here in New York. These are supplemented by local partnerships that really drive business results in market, creating broad reach with local relevance. I'm really proud of the way we have taken the native content advertising approach and scaled it globally for GE, bringing on over 50 partners who create content experiences to tell the GE story. A few years ago, many international markets had never heard of native content."

Tej's category experience spans entertainment, B2B, consumer packaged goods, toys/gaming, and more. Most recently, he managed the Hasbro and Nikon accounts at Interpublic Group's Initiative Media. He possesses a very unique blend of client-side executive marketing management experience combined with integrated media agency expertise across various targets and multiple categories. Tej earned his M.B.A. from UCLA's Anderson School providing him with strong core business and management foundations. A graduate of Brown University, he has worked in management consulting, and in executive marketing posi-

tions for consumer and entertainment companies such as 20th Century Fox, A+E Television Networks, Warner Bros. and Mattel.

His varied background is now paying off for his clients. He says, "I spent most of my career in the entertainment industry, working with new platforms and technologies (3D cinema, streaming video, on demand, mobile video, etc.) to enable storytelling. On the more practical side, I have always been able to link those creative elements with sales and marketing programs that drive brand growth. Bringing that experience to the media agency world has enabled me to help clients think differently about how media can be a strategic partner in innovation, not just a planning/buying partner."

He believes that innovation is constant improvement and evolution of ideas. "It doesn't have to be a shiny new fleeting technology, or working with the hottest startup. Rather, it's taking marketing to new levels – whether it's in digital, experiential, or global. It's something that makes customers and audiences in general, stop, think, and be inspired."

### Brendan Gaul, Global Creative Director — UM

Recently appointed as the head of all things creative at UM, Brendan brings a rich blend of authenticity and purpose-driven passion to his role as Global Creative Director and Head of UM Studios.



Brendan is charged with building custom, story-led marketing campaigns while also working to expand UM Studios across the globe. His acclaimed work for clients such as Sony, United States Postal Service, BMW and Johnson & Johnson has made Brendan a creative force to be reckoned with in the media industry.

His most recent enterprise, Clean & Clear's See The Real Me, embraces content as the key to reclaiming teen relevance. Joined by a mixture of celebrity supporters and social influencers, See The Real Me (currently being produced for U.S., Canadian and Indonesian markets) turns the spotlight on courageous, real girls as they individually take you on their journey of self-expression. The latest US installment features 14-year-old Jazz Jennings, the first transgender woman to be named a spokesperson for a major global brand. The campaign has garnered over 38 million views across more than 118 pieces of content, generating over 200,000 engagements, and over

37,000 #SeeTheRealMe uses to date.

Before his time at UM, Brendan began his career at Armani Exchange in 1997, then was off to Sephora, serving as the U.S. Quality Director, developing creative consumer experiences for the brand's U.S. launch. He then joined newly-acquired LVMH sister company DKNY, driving creative consistency during the acquisition. He landed at McCann-Erickson in 2002 as a Creative Director on Johnson & Johnson, and was tapped by UM in 2007 to develop J3, a dedicated unit servicing Johnson & Johnson. Throughout his career, Brendan has spent over 12 years developing creative work across 50 of Johnson & Johnson's brands including Listerine, Neutrogena, Clean & Clear, Johnson's Baby, Tylenol and ACUVUE.

In 2014, Brendan and his team took home the prestigious James E. Burke Agency Partnership Award (both Global and North America) for their Grow Your Game campaign for Rogaine, as well as Best in Show at the MMA Regional Smarties for the Sony UK Ultra HD TV Launch. His work on USPS Delivers the Amazing Spider-Man 2 garnered major press coverage and industry buzz in 2014.

Brendan firmly believes that harnessing the strengths of top partners is critical to successfully bringing stories to life for clients. His out-of-the-box strategic thinking has allowed these ideas to become a reality, forging an unbreakable bond between brands and consumers.



### Ed Gorman, Client President And Managing Director — Carat

Ed Gorman credits his international business experiences and responsibilities for his growth as a business leader and individual. He is especially appreciative for his experiences in Asia, which, he admits, have left him more open-minded. His push for collaboration resonates throughout

Carat's culture and is one of the building blocks to his delivery of meaningful and measurable client results.

Ed believes that when innovation is at the core of Carat's marketing strategy and his team follows a framework for success, the only challenge he faces is prioritization of the application. To overcome this challenge, Ed ensures that progress is diligently monitored to manage timelines and deliverables. He also believes that, while difficult, welcoming last minute change is key to landing the best outcome. For MasterCard, this is a key measurement of the campaigns and people that Ed manages.

Examples of Ed's work with MasterCard include its successful Stand Up To Cancer campaign, which encouraged cardholders to dine-out and pay with their MasterCard during an eight-week promotional period. For every purchase over

\$10, MasterCard donated one cent to cancer research, up to \$4 million. In 2014, Carat helped facilitate 4 billion dining-related transactions that helped MasterCard reach its donation goal quicker than ever. Elements of Carat's campaign included a first-of-its-kind out-of-home restaurant that was built on top of a billboard in the heart of Times Square, providing cardholders with a truly Priceless Experience. Because of this, MasterCard drove a 265% growth rate within the dining category.

Ed also helped MasterCard Hong Kong bring back the emotional pull of Mother's Day while making it as Priceless as Mom herself. Online, consumers shared Priceless stories about their mother for a chance to win a Priceless experience for her on Mother's Day.

Innovation is central to our marketing strategy because marketing is contingent on human behavior and people are evolving their preferences and interactions by the second — and we must do the same. This requires an intense focus and commitment to innovation and making it imperative to the business.

In fact, Ed is proud of the Innovation Framework, a solution he created and applies to all areas and responsibilities to his work at Carat. The Innovation Framework is an approach that, at the outset, clearly defines what constitutes an innovation and how success is measured. This is critical because, otherwise, businesses constantly chase the next new thing as opposed to following strategies and tactics that actually drive business outcomes. By setting a framework approach, Ed yields innovation in the areas of increased sales and improved process, all of which are critical to long-term growth and satisfied employees and clients.

### Rob Griffin, Global Creative Technologist — Havas Media Group

Rob Griffin is responsible for driving innovation and integration across the Havas Media Group's global network. He has been at Havas for 13 years, and began there by focusing on search and analytics. Today his role involves providing strategic guidance and leadership across all maturing areas of digital, as well as more emerging areas like social and mobile. He strives to balance innovation and specialization within a fully integrated agency offering.

A disruptor by nature, he believes that "change is good." He adds, "Innovation is not a start and stop process, but a mindset, a cultural change, and sustainable view of change. Innovation is no longer an option, but mission critical. As an old boss once said, 'Blow up your legacy business before someone does it for you... Just ask Kodak.'"



He talks proudly of one of his recent projects: “We connected two Havas clients to co-leverage their products for mutual benefit-- both well recognized companies-- one a career opportunities website and the other a financial services company. Job seekers and 401k roll overs go hand in hand. We had to work to custom develop solutions to integrate their two separate sets of content and work streams into a seamless experience. To me this has always been the Holy Grail. Take two clients and find unique symbiotic solutions.”

Uncharacteristically, Rob started his career as a veterinary sciences major and never expected to land in digital. He describes himself as a “digital native who’s too old to be a millennial.” He’s also a Bostonian and die hard Celtics fan.

## Uwe Gutschow, SVP, Innovation & Technology — INNOCEAN USA



Uwe Gutschow describes himself as “the guy in the room who is probably the most curious-- always thinking about how we can do things better: new methods, interesting technology, smarter business solutions that lead to better results.” As a seasoned global digital thought-leader, he’s motivated to drive change and promote the kind of innovative thinking that inspires big ideas to solve problems for clients and consumers. He operates at the intersection of creativity, technology and strategy.

He admits, “The role of an agency is not only to move past typical advertising, but to create business solutions that will move the brand forward. So, I’m always pushing the limits of our understanding and ability.” Plus, he’s started a training Academy to inspire INNOCEAN teams with new way of thinking about product, service and marketing.

Uwe describes how Innovation for clients must come from three perspectives: Business, Marketing and Product. “Consumer behavior is changing really fast,” he says. “We’re seeing a shift away from ownership to access. Companies like Netflix, Uber, Tesla, AirBnB, and Amazon are disrupting industries that have for a very long time provided average service and products. With that disruption comes an expectation. Consumers are expecting far more from brands and companies. They want products and services from a company that have a point of view and stand for something. We look at these disruptions as a catalyst for change: an inspiration for a new way of doing business, for example, selling vehicles.”

Not only did he launch a digital agency in South Africa under the Saatchi umbrella, but Uwe applied his knowl-

edge when he came to the US by helping to pioneer digital and social integration at Saatchi & Saatchi Los Angeles. At INNOCEAN, he’s built digital, social and analytics practices and helped lead strategy for Hyundai’s Walking Dead Chop Shop app—a zombie apocalypse survival car builder—which resulted in a 150% traffic increase to [Hyundai.com](http://Hyundai.com) in three months.

Additionally, Uwe led initiatives around Hyundai’s integration at FIFA World Cup 2014 with the #BecauseFootball campaign, which asked fans to show each other the crazy things they do because of soccer. “By celebrating the real life passion of the fans and bringing them together to share in it, we were able to turn a hashtag into a pop culture moment, organically trending twice in the US on Twitter — and increase Hyundai’s brand recognition by 304% at the same time.”

Born and raised in South Africa, Uwe is a German native, but has not yet been to Germany. Today, he makes Los Angeles his home.

## Christian Jacobsen, Founding Partner — Mistress

Ask Christian Jacobsen what he’s learned from his 20 years in advertising, and he’ll tell you that a brand’s most powerful tool is a defined vision. He’ll also quickly tell you that core problem most brands face is that they lack a defined vision.

Since 2010, he has been a founding Partner at Mistress, a multi-disciplinary creative agency that invigorates relationships between marketers, consumers, and brands. With offices in Los Angeles and Germany, Mistress currently has a staff of +50, and is considered one of the hottest creative companies in Los Angeles.

The origins of Mistress, as well as its vision, are undeniably intriguing. Mistress was started in the midst of the 2009’s severe economic downturn—just as the fast-changing digital era was dramatically affecting client-agency relationships. Christian, a brand strategist by nature, thought that a brand-oriented creative shop could work with great brands on interesting projects—in the same way that small digital shops were gaining terrific assignments. However, Christian wanted to craft and direct the brand strategy—not follow the established brand positioning.

He and his partners also wanted to be sure that Mistress was also perceived as a brand. Or as he likes to say, “One would expect any Mistress to be a bit hotter, a bit more risqué, and generally more spontaneous than the



wife.” As a result, Mistress’ role was to invigorate clients, clients’ brands and, ultimately, the relationship of those brands with the consumer. In fact, Mistress was begun as an entirely project-directed shop. Today, its concept has evolved to make room for some AOR clients. However, Mistress stays true to her mission, and is extremely selective about the brands and assignments it chooses.

This means he’s drawn to challenger brands and mold-breakers as the agency is intentionally contrarian. He’s also an advocate for a company culture that promotes collaboration, empowerment, and risk-taking. Inspired by great ideas, he aims to attract co-workers, collaborators and clients who are also idea-focused.

Before launching Mistress, Christian Jacobsen spent time in account and strategic roles at Lowe/SMS on Mercedes-Benz, Ogilvy NY on American Express and Miller and Kastner & Partners on Red Bull. Or, as he describes, “The first half of my career had me locked in traditional advertising; I’ve been throwing hand grenades at it ever since. Apparently, Picasso called this a creative urge.”

The Red Bull assignment seemed to crystallize an alternative path that enabled clever, yet disruptive tactics to break through consumer ambivalence and amplify marketing impact. He admits, “I’ve continued to challenge convention with many brands such as Hot Wheels, Jägermeister, NOS Energy and PayPal. Beyond marketing, my exposure to varied corporate cultures has enriched my understanding of organizational dynamics, leadership, and management.”

## Hilary Jeffrey, President — EMEA PHD Worldwide



Hilary Jeffrey believes that Innovation is a “continuum.” She comments that it can range “from something that is a new approach to a traditional media, to something that is new to a brand – all the way across to something that is new to the industry.”

She joined PHD nearly a decade ago, but a dedication to innovation remains at the core of what drives her on a daily basis. For example, Hilary thinks quite differently about team structure. In an effort to break down the conventional agency hierarchical structure, she believes in building teams of three future-facing disciplines—a Strategy Director, Innovation Director and Market Engagement Director. She calls this “a triumvirate that drives clear strategic thinking for clients, while building in the latest thinking in technology and new media platforms to ensure total relevance to the market situation.” This new structure, in fact, has resulted in signifi-

cant global Communications Planning Awards from Unilever, GlaxoSmithKline and SC Johnson.

PHD has also developed a term called “Purposeful Innovation.” Hilary Jeffrey describes this as “innovation that suits the task at hand, innovation that scales, and innovation that really speaks to the audience – not just cool ideas for their own sake. This concept has also led to the development of PHD’s “Innovation Engine,” or a tool that selects and recommends innovation opportunities for brands.

Another highly-motivating project that Hilary has championed is PHD’s Big Hug in an effort to create a culture of collaboration across the Network. This global initiative supports local charities and good causes and has become a platform for PHD people to come together and “give back” to the projects that inspire them. Highlighted by James Heskett, HBS Professor as wonderful demonstration of how to build company culture, the Big Hug idea has resulted in hundreds of people around the world sharing stories of their great ideas and efforts.

The Big Hug initiative has actually delivered a tangible business impact for PHD. According to Hilary, “Our people now think and feel as one ‘family,’ and are happy to help and support each other with work, whilst client organizations are impressed by the consistency of our culture in each and every office where they meet us.”

## Alexander Jutkowitz, Chief Global Strategist; CEO — Truffle Pig, Group SJR And Colloquial

Alexander Jutkowitz is a content marketing pioneer. As one of today’s leading evangelists for the shift in marketing and communications toward powerful, high quality content, he is responsible through Group SJR for driving content-focused, global communications strategies for a wide array of clients. His work demonstrates that quality content allows brands to deliver authentic narratives that build audiences and drive consumer loyalty.



With an announcement at the Cannes Ad Festival, Group SJR becomes part of a joint content marketing venture that combines global agency, newsroom and social media talent called Truffle Pig. Alexander Jutkowitz has also been appointed as CEO of Truffle Pig.

Group SJR was created to address the challenge of how marketers get, keep and build audiences in a world in which knowledge is social currency. As a digital consultancy specializing in insights, content creation, curation and audience development, SJR works with the world’s leading corpora-

tions, organizations and institutions to tap, shape and share their knowledge to build brands, explain complex issues, and connect in real-time with influencers, media and consumers.

Jutkowitz has more than 20 years of experience in a wide range of disciplines – from political pollster to digital architect, brand strategist to content creator. He has worked in more than 30 countries around the globe leading communication, marketing and political campaigns for multinational corporations, not-for-profits, governments and trade associations.

## Eileen Kiernan, Global President — J3



Recently promoted to Global President of J3, UM's dedicated Johnson & Johnson media unit, Eileen is charged with globalizing the company's portfolio of megabrands through innovative and integrated marketing communications strategies. Now overseeing 550 employees

around the globe, Eileen has already made her mark at J3, shifting the network from a media planning to an analytic planning approach by integrating data specialists into the core media team. Leveraging this new data-led approach and linking media directly to business results, J3 can now incubate real-time content for right time, personalized connections.

With over 20 years of experience spanning across brand stewardship, integrated marketing, creative strategy, business development and team leadership, Eileen brings a rich blend of purpose-driven creativity and diversity of thought to her role. She says, "At J3, we have designed a new breed of media team that features data specialists at the core directed to unlock maximum creativity through powerful insights, using science in the service of art. This innovative way of operating gets me up in the morning."

A realistic, she understands the challenges of the business. "We live and die by how well we operationalize what we test and learn, at scale. Ideas come from everywhere, pilots happen in all markets all the time. Identifying what's ripe and ready and then scaling and executing across geographies and businesses is where true transformation happens and it's really, really hard to do well, but so rewarding."

Prior to taking on her role at J3, Eileen served as the Global Chief Marketing Officer for UM, where she worked across all clients and disciplines globally to strengthen and enhance UM's product offering and ensure the brand vision

evolved in meaningful ways. As Global CMO, Eileen also oversaw UM's awards program, more than doubling the agency's major award wins and shortlists in less than 24 months.

Born in Dublin, Ireland, Eileen has lived and worked in Ireland, the UK, Germany, Belgium and the United States. She admits, "Working globally is something that matters a lot to me. Once your world explodes on the back of the insights a global marketplace can offer, it's very hard to do otherwise."

Before joining UM, Eileen was EVP, Human Experience Strategy at MediaVest. She spent time at NBC Universal as Vice President of Integrated Sales Marketing and served for four years as the head of Integrated Marketing at Martha Stewart Living Omnimedia. Her earlier years include Time Inc., Conde Nast and Newsweek, in various marketing roles.

## Aaron Lau, President of International Cheil Worldwide

Aaron Lau's success has been rewarded with multiple top-level roles at Cheil, but there's little doubt that he can manage all of them-- easily. The South Korea-based marketing solutions company Cheil Worldwide has recently appointed Lau as President of International. In this role, he leads the global network with an eye to enhancing its growing reputation and expanding its portfolio of global and regional clients.



He also retains his role as President and CEO of Cheil Greater China. Aaron Lau has served in China since 2012 and has grown the operations there to become 1,400 staff organization that now ranks as the country's 6th largest agency based on annual revenues. Under his leadership, Cheil's China revenues are now approaching parity with the agency's revenues in its home market of South Korea.

Cheil, of course, has been largely known for its work with Samsung. However, the company has also demonstrated its seriousness as a multinational player through the acquisitions of Barbarian Group and McKinney in the US, and now with a stake in London-based Iris Worldwide. In the meantime, of course, Samsung has catapulted to the top echelons of branding by establishing itself as one of the world's most powerful global brands—with Cheil behind it all the way. Lau will help Cheil achieve a new balance by delivering on the company's diversified global ambitions, while insuring that Samsung remain strong.



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Aaron Lau has been a vibrant part of the advertising industry since 1983, and has worked for a variety of global agencies including Ogilvy & Mather Hong Kong and New York, DDB Hong Kong and DDB Greater China where he was appointed to the DDB Worldwide Board as Asia Pacific's only representative and member. He set up his own boutique, Bravo Asia, in 2006 to provide advertising services and develop an integrated services platform. Six years later, Bravo Asia was acquired by Cheil Worldwide, and Aaron took on the role of CEO for Cheil Greater China.

He is an undisputed advertising and communications, and as such has served on a number of prominent advisory boards in Asia, including the Hong Kong Trade Development Council, HK-China Business Council and the Shanghai Xu Hui District Mayor's International Advisory Board.

In his expanded new role, Lau will divide his time largely between China and London, while reporting to Cheil Global COO Michael Kim.

## Deirdre McGlashan, Global Chief Digital Officer — MediaCom



Deirdre McGlashan believes that innovation isn't about technology or job titles. To her, innovation is defined by a viewpoint that everyone can and should be innovating in their roles. It is about always wanting to do it better, looking at challenges from a different angle and solving a problem.

She is a boundary pusher, a challenger, and always willing to break what exists in the search for better solutions. She never lets the setbacks stop her in her quest to make something smarter and more effective. Deirdre co-founded analogfolk in 2008, moved to China to run wwins Isobar Greater China in 2009, and is now revolutionizing about people think about digital at MediaCom. At the heart of her approach is a total engagement with the need to help MediaCom's clients understand the digital opportunities of today as well as prepare for tomorrow's challenges.

Her perspective is informed by having worked across all aspects of digital – creative, production, development, operations, media, strategy, technology, and data. This wider view is driving her program to put digital into the job description of every one of the network's 6,000 staff globally. Since she arrived in 2014, Deirdre has worked alongside the

agency leadership and GroupM to revamp the network's digital approach dramatically:

- Digital is not a silo, it's not just 'fully integrated' but digital thinking – the application of information, the challenge of technology (defined as the tools the person is using) and the use of imagination – has become everyone's job and everyone's responsibility as part of our unique systems thinking approach.
- At the same time specialist skills are being recognized as important, celebrated and pushed.
- Knowledge dissemination and local market skills have been given a higher priority with dedicated roles created covering global media partnerships, mobile, social and programmatic.

She says, "Here at MediaCom we're always looking at how to do things differently to do them better. I love our Bose work, which used Spotify's unique insights to uncover hidden musical movements from around the world and Vice to turn those insights into beautiful content, and won a Lion at Cannes. Our systems thinking approach enables innovation because we're looking at the entire system of communication, not just one part of it. We're enabled by tech and data but real innovation comes from the brilliant minds who use that tech and data."

Deirdre has also widely championed the role of women in tech across the industry. She spoke on the Cannes Lions stage this year alongside speakers from Unruly and Dell to address the issues surrounding women in tech and how the gender gap can be closed.

## Shannon Pruitt, President, The Story Lab — Dentsu Aegis Network's Branded Content Agency

According to Shannon Pruitt, "Great content begins and ends with people, while data, insights and new technologies ensure the content is audience-led, targeted, and on-brand. New technology and media platforms are enabling us to reach niche audiences, as well as those that are often underrepresented in the old paradigm." She goes on to explain how her company, The Story Lab, recently partnered with the media company MiTu to develop an influencer program aimed at bi-cultural Hispanic



Millennials- a digital-first audience that over-indexes on digital video. “We looked for and relied on innovation to help us fill a content void and reach this audience. Our campaign garnered almost 10MM views, and yielded over 100MM social impressions, most of which were driven by sharing. Because of this success, we are looking at more ways to innovate in the Peer-to-Peer space.”

Shannon confesses that she is “obsessed with pop culture and the consumer trends that are changing the way we buy, what and how we watch, and ultimately which content we spend time with.” She and her team are constantly scanning the landscape both in the US and markets around the world to understand what is going to make the next big impact for their clients. She adds, “While the ‘content’ space was once anchored in linear television, today the democratization of content has created a more diverse and ultimately richer experience for consumers. Time and time again, we’ve seen that if the content is good, people will seek it out, whether it’s created by a brand, a studio, a teenager or a computer. Brands have a unique opportunity to join this environment with the right level of creativity, ingenuity and utility.”

Since launching their Content Compass approach in 2014, Shannon and team have helped notable blue chip clients, ranging from GM to MasterCard, map out their content strategies, with a clear view of both their consumers’ preferences as well as how content can help amplify the brand’s overall marketing messages across properties, screens and outlets. The Story Lab Content Compass is a proprietary method for architecting branded content platforms from inception to execution. Shannon’s hallmark of marrying consumer data with popular cultural touchstones is at the heart of the project. The Content Compass helps brands create a content roadmap at the very beginning of their creative process - before they begin the content creation phase, then helps identify the right consumers, the right content, the right time and the right format-- becoming the foundation for a brand’s content mapping, investment and creation plans.

“Additionally,” she says, “our experience shows us that to be effective, branded content must be relevant and focused to both the brand and their consumers; unfortunately, even the best-intentioned creative companies can easily fall into the trap of creating or sponsoring content that matters to one but not the other.”

Shannon Pruitt lived in Japan for two years after college in order to teach English to elementary and middle school students as part of the country’s highly prestigious JET Program (Japan Exchange Teaching Program). “Living in Japan and teaching my students taught me invaluable lessons about

local relevance and the importance of traditional customs and cultural nuances. But I also learned that powerful ideas can transcend borders and travel quite well, and that many emotions, and their related experiences, are universal. Little did I know that I would today be working for Dentsu, one of the world’s largest and most respected Japanese businesses!”

## Mary Redondo, Managing Director— Havas Sports & Entertainment

Mary Redondo is Managing Director for Havas Sports and Entertainment, an engagement agency that focuses on brand strategy, branded content, social



media, experiential and sports marketing. Her clients range from luxury to consumer goods to telecommunications. She juggles these varied categories with a simple credo which she describes as “Going beyond what has been done, experimenting with unrelated ideas without fear of failure.’ Mary Redondo is not necessarily concerned creating the new; she’d rather connect the dots on seemingly unrelated elements of a program to make something that already exists even better.

Havas management relies on her to think differently. According to Jerome de Chaunac, Global Chief Operations Officer of Havas Sports & Entertainment, “Be it for client or new business pitches, Mary brings each time a new way to look at briefs and answer them. She is an ‘intrapreneur’ who sees media and communication as a landscape that is constantly evolving, and winners will be the ones who dare to test and take risks. She is a strong believer in bringing technology into media, and experiences and pushing clients to keep a portion of their investment for innovation and out of the box ideas. Her curiosity for what will happen next applied to what is now and new, makes everything she touches special and successful.”

Mary herself admits to being proud of a project called the “Agency of the Future.” Its main objective is to transform the current agency model. She says, “The world we live in is being disrupted by many technological advances that have given people greater access to information and ultimately to more power. With this in mind, we’ve turned to technology to solve and enhance our offering to clients. How do we leverage facial recognition to measure OOH? Or how do we track consumer behavior in real life using wearables or beacons? Those are the dots we are aiming to connect in order to create the agency of the future.”

Before joining Havas, she served as Marketing Manager for Telemundo Internacional, a leading Spanish content distributor and producer worldwide. In this role, she serviced over 100 markets with a wide range of responsibilities ranging from creative, advertising, PR, event planning, social media, production, programming and promotions. Mary graduated from Tufts University with a double major in International Relations and Entrepreneurship.



### Shenan Reed, President, Digital North America — MEC

As MEC's President of Digital, Shenan Reed leads the media agency's digital business and is responsible for driving the advancement of digital growth

and innovation across North America. Her capabilities span the entire spectrum of digital marketing: digital strategy, online media placement, search engine marketing, search engine optimization, social media strategies, creative consulting, and ecommerce/eCRM consulting.

In fact, her early understanding of the digital consumer journey led her to open her own agency, Morpheus Media, in 2001, which she built into a highly profitable and well respected business known for its work with luxury and fashion clients such as Neiman Marcus, LVMH, Mont Blanc, and Chanel, as well as The New York Times and A&E Television Networks. In 2011, Shenan sold it, but continued with the agency for two years to see the transition through.

Today at MEC, Shenan is helping marketers navigate the sheer amount of data available to build future-forward digital solutions that resonate with consumers. She says, "It's not the volume of data that matters, but rather the insights you can glean from it. To get great insights, you need to know what questions to ask and to be open to finding answers you didn't expect."

She always keeps in mind that Steve Jobs often remarked that consumers didn't always know exactly what they wanted. She adds, "Self-reported survey data can only tell us so much. Actions will always speak louder than words, and our ability to now harness consumer action has provided tremendous insight into what our customers really want- not just in terms of creative, but also in regard to media and all messaging communication."

Shenan has been working on CP30 for several years,

and is proud that the concept of it is starting to gain traction. CP30-- a play on CPM and 30 seconds—refers to the amount of time an ad accrues attention and adds a price dimension, so that marketers can better gauge effectiveness and engagement. In other words, an ad is worth more when the more time spent viewing it.

Shenan encourages the MEC team to connect all of the consumer and media dots in new ways. "It is exciting to follow the latest tech innovations and daydream about new ways to use them to better serve our clients and their customers. Please don't ask me about your digital strategy. I believe in a strategy for a digitally enabled world. Innovation is seeing ideas today and how they will change the future, and then pushing for that change.

She confesses, "I've had quite the journey from being a self-proclaimed math geek, crowned beauty queen, musical actor to now being a mentor, digital entrepreneur and female leader within a leading media agency, and best of all mom to two beautiful children. I am honored and proud."

### Eka Ruola, CEO & Chief Creative Officer — Hasan & Partners Group



Eka Ruola is one of the most awarded creative directors in Finland both nationally and internationally. But while most creatives are happy to remain creative, Eka has gone further, taking on the business leadership mantle as CEO of hasan & partners.

In that role he's helped the agency grow to become one of the leading modern marketing communications networks in the Nordics, expanding the brand to Sweden. In 2014 the company bought renowned digital agency Perfect Fools that operates in Stockholm and Amsterdam. Plus, he's broadening the range of the group via new subsidiaries focused on insight and analytics, video production and PR.

In addition to expanding his company's footprint, Eka's also equipping his teams to create brilliant content, amplify it via all relevant channels and react to feedback within seconds. This move means revamping the agency model and getting clients ready for the age of story creation and conversation – an on-going dialogue between brands and their audiences.

"The most successful brands and CMOs," he says, "will be the ones who dare to believe in the opportunities that are evolving in the new media climate and have the guts to

walk where no one has tread before.” Eka believes that most CMOs are aware of this, but struggle to get the rest of the company leadership to believe and invest in something that lacks a track record.

At the heart of his mission to expand hasan & partners is the need to ensure the agency understands how to demonstrate its contribution to a client’s business reality and provide relevant advice on business-critical decisions. “This is the only way to earn a seat at the boardroom table that so many agencies cherish, but so few seem to have access to. In our original home market of Nordics, we are able to call up almost any CEO and get a meeting. Not to talk about advertising but about growing their business.”

Among his new project is a company that he founded under the hasan & partners Group called Frankly Partners, a consumer insight agency. “I have the honor of being the chairman of Frankly, and I’ve been a part of building a vision that enables data and intuition to form a holy alliance. Frankly’s first full year was a huge success, and its future looks extremely bright. Data does boost creativity. It’s simply magical.”

## Maani Safa, Vice President, Creative & Innovation — Somo Ltd.



As the Vice President of Innovation and Creative, and the founder of both the innovation and product divisions of Somo, Maani is credited with helping global clients reinvent consumer engagement and interaction by influencing how brands like Audi, De-

Beers, Domino’s, Disney and Red Bull devise and deliver industry-leading, award-winning mobile solutions. These customized solutions range from virtual test drives for Audi to utilizing high frequency audio triggers to allow festival goers to check-in at different stages of a music festival.

Maani is responsible for driving the ideation, conceptualization, and creation of some of the world’s leading mobile products for more than 80 global brands.

Somo considers itself both a prominent mobile agency and a company that creates solutions for “the connected world.” With a strong emphasis on strategy and insights, Somo focuses on custom product development, marketing for the connected world, and products and platforms. Their mission is to help businesses increase sales, customer engagement, and productivity. Founded in 2009 and private-

ly-held, Somo now has over 180 employees in its offices in London, as well as its satellites in San Francisco, New York, and Bristol, UK.

Maani also runs Somo’s global innovation labs in New York and London. Designed as centers for creativity, conceptual thinking and technological innovation, Maani and his team use next-generation mobile products to guide and deliver solutions for clients looking to use mobile to create better efficiency for their brands.

Maani Safa’s career took off at the early age of 26 when he was Head of Mobile for The Telegraph Group in London. He built, designed and launched the first news app on iOS and Android.

Originally from Iran, Maani’s family were forced to leave their home country when he two years old for practicing the Baha’i faith. He has since called London his home, but continues to live by the Baha’i mantra: «The Earth is but one country and mankind its citizens.» He considers himself a true global citizen.

## Jonathan Schaaf, President Of Digital Investment — Omnicom Media Group



As President of Digital Investment, Jonathan Schaaf oversees Global Partnerships, Digital Marketplace and Performance Analytics teams across all brands within the Omnicom Media Group. He has been able to structure the kind of partnerships and investments that help Omnicom agencies gain real-time insights, integrate offline and online media, better use new models for cross-channel attribution, while also enabling clients to leverage greater scale. Ultimately, his goal is to drive a higher return on investment back to clients investing in the media, so that Omnicom Media agencies can become stronger business partners to brands.

Given his significant accomplishments for Omnicom and his 17 years of experience with “all things digital”— from online and traditional media strategy, buying, planning, as well as social media and mobile marketing, Jonathan was recently named to the first Board of Advisors for the IAB’s Digital Video Center of Excellence. This new group of senior brand marketers and top media-buying executives is charged with providing insights and recommendations that will help propel digital video – on all platforms— to become a signifi-

cant and dynamic medium for marketing and creativity in programming. The group's guidance is expected to impact initiatives across technology, content, measurement, consumer insights, and even the Digital NewFronts.

Prior to Jonathan's global roles at Omnicom Media Group, he served as Media Director at Razorfish, VP of Integrated Media at GyroHSR, and Media Director at Beyond Interactive, where he developed integrated media strategies for national and global brands including: JCPenney, Oracle, HP, Compaq, Vodafone, Delta Airlines, and Kelloggs. His advertising career has taken him all over the world. Jonathan holds an MBA from University of Denver and a B.A. from Lafayette College with a major in Business & Economics and a minor in European History.

## Wolfgang Schaefer, Chief Strategic Officer — SelectNY



Wolfgang Schaefer 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 Nestle. He is that rare internationalist and chief strategist with true global

reach, as well as with first-hand experience of cultural understanding and empathy.

His main expertise lies in prestige brands such as Davidoff, Chopard, Swarovski, Lancaster amongst many others. Today he serves as Chief Strategic Officer for SelectNY, one of the world's leading premium brand building networks where he focuses on:

- Brand expansion, partnerships and co-operation
- Business and product ideation and innovation
- Cross-cultural brand and communication assessments, development and adaptation
- Strategic-creative development of brand platforms and activation programs
- Market segmentation and portfolio planning
- Trend and cultural research programs

He is also the co-author, with JP Kuehlwein, of Rethinking Prestige Brands--Secrets of the Ueber-Brands. The book discusses how both the concept and context of prestige is changing. For example, 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. Ueber-Brands or modern prestige brands are therefore less self-important or aggrandizing, and instead are now more self-aware and self-reflecting.

Raised in Germany's Rhine valley, an early access to other countries and cultures was natural. Today, Wolf is co-located between NYC and Berlin. He's a frequent lecturer at universities and conferences in the US as well as Europe, and holds an MA from the University of the Arts Berlin,

## Pam Scheideler, EVP/ Executive Director Of Digital — Deutsch

Pam Scheideler admits that she's "fundamentally a software nerd," however, she also confesses "along the way, I learned that software or utility in the absence of an emotional connection or context doesn't get traction with users. Brands and their agencies can provide the context users need. Winning products and experiences succeed because they use brand filters to ensure that the experience is unique to the brand and when that happens, the business results can be amazing."



Now at Deutsch for almost three years, Pam has a broad variety of interactive advertising experience. While head of production and operations at Google Creative Lab, she built a top team of video and interactive producers for both advertising campaigns and product innovation projects.

Prior to the Creative Lab, Pam was the Director of Digital Production at JWT, and a member of the Board of Directors for the NY office, where she worked in a strategic capacity to grow digital revenue and capabilities. Pam was responsible for the digital excellence of over 30 accounts while at JWT.

Before JWT, Pam worked at CP+B as VP/Executive Integrated Producer where she was part of the team that won the Titanium Lion for Twelpforce. She also worked on the

CokeZero Facial Profiler, Microsoft, and Burger King. Pam was a founding partner of interactive production company, Fuego5.

She says, “Interactive advertising is an exciting space, because people love and trust brands and when an interactive experience hits the sweet spot of being true to the brand and useful or meaningful to users, there’s no end to how extensive the engagement can be.” She adds, “One of the most gratifying parts of my job is helping brands find their voice in the interactive landscape. For some, that is developing an engaging, entertaining way to experience their products and for others it’s more utility based – but it’s never the same and it’s always evolving.”

Pam has learned through her work with both creatives and technologists that literally anything is possible. “In all of my roles, I’ve been given the challenge of creating products that have never been done before - and they all share a similar curve: optimism, despair, realism, fear, launch, and then it starts all over again.”

Her international insights are equally inspiring. “One of the biggest lessons I’ve learned about working in markets outside of the US is that in order to be successful, you have to understand your idea in its simplest form. The expression in marketing needs to be one that appeals to the universal human condition. That’s a common denominator of successful global campaigns.”



**Jason Alan Snyder**, Chief Technology Officer, North America — **Momentum Worldwide**

Ask Jason Alan Snyder to define innovation, and he’ll offer up a quote from the poet René

Char: “That which comes into the world and disturbs nothing deserves neither patience nor respect.”

An inventor, before and since joining Momentum, he holds numerous patents and his most recent product, Luci, a solar powered lantern, was widely hailed at the Consumer Electronics Show where it earned the rare distinction of winning the coveted Innovation Award in both 2014 and 2015 from the Consumer Electronics Association winning for outstanding design and engineering of cutting edge consumer electronics products. The lantern is also nominated at the upcoming Danish Index Awards which celebrate design and products that improve the lives of people around the world.

He admits to internalizing poet René Char’s words as

his personal credo. “Many of the inventions I have made – from embedded software systems that power mobile advertising campaigns, to the solar lanterns that build capacity and provide safety for women and children around the world – were born of this ethic.”

Jason Alan Snyder was appointed earlier this year to the newly-created position of Chief Technology Officer, North America for brand experience agency Momentum Worldwide. Previously SVP, Group Director, Creative Technology and Integrated Production, the new position enables him to lead all technology products and services that the agency creates for a client roster including American Express, Microsoft, Coca-Cola, United Airlines, U.S. Army, Mondelēz International, and more.

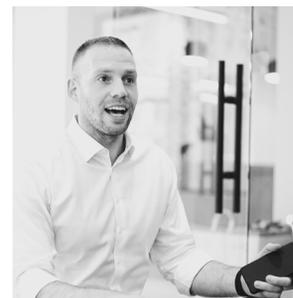
Upon joining the agency in March 2013, Snyder was instrumental in the creation of American Express’ award-winning «Art and Sound of Tennis» experience at the 2013 U.S. Open and the Bentley Studio Experience, along with numerous other client initiatives. In April 2014 Digiday profiled Snyder calling him “the embodiment of the new agency creative.”

He says, “Innovation is how I monetize marketing ideas. I consider ‘invention’ to be pure science and ‘innovation’ as applied science. In marketing however, innovation is easily distinguished from invention by following the money. Invention is seen as the conversion of money into ideas. Innovation on the other hand is viewed as the conversion of ideas into money. This difference is popularly illustrated by comparing Thomas Edison with Nikola Tesla. Edison was an innovator because he made money from his ideas. Tesla was an inventor who spent money to develop his inventions, but was unable to monetize them.”

He has spent nearly a decade with various Interpublic Group agencies, including serving as a founding member of Deutsch’s interactive group, iDeutsch and as SVP, Innovation at MRM/McCann. Over his career he has worked with brands such as Google, Facebook, HBO, IKEA, Johnson & Johnson, Proctor & Gamble and Nike. He has also previously held positions as head of product design at AOL and at Yahoo! Music.

**Jason Stein**, Founder And CEO — **Laundry Service**

Jason Stein is the founder and CEO of Laundry Service, a full service social media agency working with top brands such



as Amazon, Jordan Brand, and Beats by Dre. He founded Laundry Service in 2011 after identifying a flaw in the existing agency model: the handoff between creative and media buying was too slow to keep up with the pace of social media. Laundry Service handles all aspects of content creation and distribution, bringing creative, media buying, production and influencers under one roof for the first time. With this business model at the forefront, Laundry Service has grown over 100% YoY for the last three years and has more than 120 employees in New York, Los Angeles and Portland. In early 2015, Laundry Service named to AdAge's A-List as an Agency to Watch, and was acquired by Wasserman Media Group. Fun fact: Jason solicited his first client via Craigslist.

As a product of Laundry Service, Jason also runs Cycle, which is a multichannel network made up of the top creators, influencers and athletes in the world. Every month Cycle publishes 50,000+ pieces of original content, reaching over five billion people.

Jason's social media expertise is often featured throughout stories in major media. In 2014, Jason was named one of Forbes 30 Under 30 and Forbes named Laundry Service a Media Company of Tomorrow. R3 Worldwide named the agency 'Top Social Agency.'

Outside of Laundry Service, Jason is also a managing partner in Windforce Ventures, which invests in early stage mobile technology startups. In the last year, two Windforce portfolio companies were acquired by public companies; see: Lettuce and Nexgate.

Jason also keeps a highly engaged audience of 30K+ on Twitter, talking all things social media and pop culture. His handle is @jasonwstein.

## **Gary Vaynerchuk, Co-Founder & CEO** **AJ Vaynerchuk, Co-Founder & COO —** **VaynerMedia**

VaynerMedia may be a social media-first digital agency that focuses on storytelling across platforms; however the stories of Gary Vaynerchuk and his brother, AJ, are, appropriately, the stuff of advertising legend.

Gary Vaynerchuk talks about being an entrepreneur at eight years old when he was managing—not one, but seven-- lemonade stands in Edison, New Jersey. Born in Belarus, he came to the US with his family in 1978. The legend begins when he started work at his father's liquor store, named Shoppers Discount Liquors. It was



**Gary Vaynerchuk**



**AJ Vaynerchuk**

1994 and he was a freshman in college who discovered the benefits of the Internet. Three years later, Gary transformed Shoppers Discount Liquors to [WineLibrary.com](http://WineLibrary.com), one of the first wine e-commerce businesses. The shop's annual revenues soared from \$3 million to \$60 million in just 5 years.

In the spring of 2009, Gary and his brother AJ launched VaynerMedia, a new breed of digital agency to help Fortune 500 companies such as GE, PepsiCo, Anheuser-Busch InBev, the New York Jets, and USA Network build their digital brands across social media and beyond with micro-content, video, campaigns, and other methods of storytelling. They found a niche, and in just six years, the 6-person team has grown into a 500+ person agency across the U.S., with offices in New York, San Francisco, Los Angeles and Chattanooga, TN.

Throughout, VaynerMedia has continued to use insights gained through digital content to inform and build creative campaigns that drive actual business results.

In addition to running VaynerMedia and Wine Library, Gary has maintained an extensive public speaking and book publishing schedule (he's the author of three New York Times bestselling business books). AJ and Gary are also founding partners of VaynerRSE--a venture fund and incubator focused building the next generation of world-changing technology companies. In addition, the Vaynerchuk brothers co-founded [GrapeStory](http://GrapeStory.com), a mobile-first marketing agency and production house which pairs the best micro-content creators with innovative brands to tell powerful and engaging stories.

## Barry Wacksman, EVP, Global Chief Strategy Officer — R/GA



Barry Wacksman was named this summer as the Executive Vice President and Global Chief Strategy Officer of R/GA. In this important new role, he will assume global responsibility for all three of R/GA's strategic functions: Planning, Analytics and Business

Transformation, while continuing to lead the global Business Development team. Based in the company's New York headquarters, he continues to report to R/GA's founder, CEO and chairman Bob Greenberg.

R/GA is, of course, well known for its role in helping longtime client Nike develop its Nike+ FuelBand fitness tracker. Barry Wacksman has long been advocating "functional integration" as a foundation for new business models. Certainly the growing interconnection of brands and data, as well as what he calls "connected ecosystems of value" are changing the relationships between products and consumers, as well as the roles between clients and agencies.

Barry is a key architect of R/GA's vision of "The Connected Age," which focuses on growing brands through a connected ecosystem of products, services and communications. This vision seamlessly combines digital platforms that consumers use on an ongoing basis with the episodic, storytelling content of campaigns to help brands achieve differentiation in an otherwise commoditized marketplace for consumer goods. Barry is also the co-author of *Connected by Design* (2014, Jossey-Bass/Wiley) and his articles have been published in a wide variety of industry publications. He has presented on topics pertaining to the digital age at conferences and events around the world.

Since joining R/GA in 1999, the company has grown organically from an agency of under 50 employees to one employing over 1,500 staff in 15 offices globally. Barry led the charge to acquire many of the world-class brands that make up R/GA's client roster, from Nike to Samsung to L'Oreal to Unilever.

Barry serves as Chairperson of the board of Miami Ad School and also serves on the board of directors of the American Advertising Federation, the Advertising Educational Foundation and Pilobolus Dance Theatre. He graduated from Ohio State University with a B.A. in philosophy and was a Ph.D. candidate in philosophy at Syracuse University.

## Karina Wilsher, Partner, CEO — Anomaly New York

Karina Wilsher admits that she is motivated by "doing exceptional stuff with exceptional people." Perhaps that is also the best way to describe Anomaly, an agency that lives up to the very definition of being different.

Since its launch in 2004, Anomaly has combined marketing services with business development and IP as it strives to create true brand solutions. Yes, it works to develop intellectual property for both itself and for its clients, and it may indeed represent the future of agency-client partnerships. However, Karina Wilsher was drawn to Anomaly as both the business model and people were "wickedly smart and ambitious" as the company structured for innovation and multidisciplinary problem solving.

Five years ago, Karina Wilsher became CEO and Partner at Anomaly New York and has been part of the shop's extraordinary growth and success. And she still feels that they've only just begun!

Prior to Anomaly, Karina was the Managing Director of Fallon London, having joined Fallon's Founding Partners in 1999, and successfully grew the agency from creative startup to a Top Ten agency. Under her leadership the agency doubled its revenue, and was awarded Campaign's UK Agency of the Year in 2006 and 2007. Fallon went on to become the most creatively awarded agency in the world (Gunn Report 2008), with creative highlights including a Cannes Grand Prix, a rare D&AD Black Pencil for Cadbury "Gorilla", and international recognition for the agency's Sony Bravia campaign.

Over ten years at Fallon, Karina ran a broad portfolio of the agency's business, from Sony to the BBC. During her time as Head of Client Services, she built one of the strongest Account Management departments in London and went on to develop an agency-wide talent pool with highly diverse skills to position Fallon as a pioneering, front-of-market company.

In London, Karina played a key role in the UK industry, including being part of the Training and Development Exec for Women in Advertising and Communications London (WACL) and being a member of the industry body's Client Services Committee at the Institute of Practitioners of Advertising (IPA).



## Rudy Wimmer, Managing Partner & Innovator, CBI China Bridge Co-Founder And Partner, Kaiba



Rudy Wimmer is striving to empower people, businesses and himself to reach a higher level of success while, maintaining balance by doing what he does best with purpose. Perhaps a heady statement, but he has been able to achieve

these goals—not in Silicon Valley, New York or London, but in China.

Today, he is leading a fantastic team, growing a world class innovation strategy and insights firm in Shanghai called CBI China Bridge, a remarkable organization that is working with leading companies to gain a competitive advantages in China through insight-based innovation. This includes targeting opportunities, as well as shaping new services, products and brands to be “China Fit.” Plus, he’s involved with ongoing mentoring via the company’s China Accelerator.

CBI China Bridge places purpose before profits, and “Improving Futures” is the motivating force behind the

company. As an insight-based innovation & strategy firm focused on new product development and new business creation, China Bridge supports clients at succeeding in getting to their “next” level. The company guides their clients to create meaningful physical and digital experiences that resonate at a cultural, social and human level.

The company’s client roster includes some of the world’s best-known companies-- from leading multinationals to start-ups and NGOs-- including BMW, Philips, BD Medical, Johnson & Johnson, Disney, Kokuyo, Samsung, Microsoft, Robam, Lenovo, China Telecom, Vision in Practice and The Library Project, to name a few.

China Bridge views itself as an “unlimited organization” that leverages technology and a broad network reach through a community of leaders, associates and partners from around the world to solve complex problems, to learn and share. Passionate and skillful people tap into this network, enhancing their ability to develop products, services and experiences that will positively change people’s lives through design and innovation. And Rudy Wimmer is at the center of this thinking.

Daily, he is the championing leadership and the role that Design has in improving the lives of people, overall society and businesses. Constantly, he looks for challenges that he can emotionally leverage his past experiences with those of others to create positive and real impact.

### Past INNOVATORS include:

**The 2014 INNOVATORS:** Winston Binch of Deutsch LA; Natalie Monbiot (nee Bokenham) of UM Worldwide; Steve Carbone of MediaCom USA; Weng Keong Chin of Saatchi & Saatchi Arachnid; Shenan Chuang of Ogilvy & Mather Greater China; Chris Copeland of GroupM Next; Paul Dalton of DigitasLBI; Luke D’Arcy of Momentum Worldwide; Juan Davila of LiquidThread; Vladimir Djurovic of Labbrand China; Craig Elimeliah of RAPP; Greg Fischer of Swirl; Sergio Gordilho of Africa; Sasha Grujicic of Dentsu Aegis Network Canada; Paul Gunning of DDB Chicago; Steve Harding of Geometry Global; Peter Hubbell of BoomAgers; Sarah Ivey of Initiative; Peter Magnani of Omnicom Media Group, EMEA; Matthew Mee of MediaCom; Richard Pinder of The House Worldwide; Mark Pollard of Big Spaceship; Frédéric Raillard of FRED & FARID Shanghai; Jessica Rink of INNOCEAN Worldwide Europe; Shaffia Sanchez of MAGNA GLOBAL; Avi Savar of BIG FUEL; Nirvik Singh of GREY GROUP Asia Pacific; Leigh Terry of OMNICOM MEDIA GROUP Australia & New Zealand; Krisztian Toth of POSSIBLE Central & Eastern Europe; Aaron Walton and Cory Isaacson of Walton Isaacson.

**The 2013 INNOVATORS:** David Angelo of David&Goliath; Ed Brojerdi of Kirshenbaum Bond Senecal + Partners; Luis Casamayor and Jorge Plasencia of Republica; Frauke Cast of Just Media; Pully Chau of Drafftcb Greater China; Damian Claassens of Profero NY; Ian Cohen and Cal McAllister of Wexley School for Girls; Brett Dawson of Bohemia; Anthony Freeman of Host & One Green Bean; Yusuf Hatia of FleishmanHillard India & Majlis, FH’s Muslim Consultancy; James Hier of MEC Australia; Rachel Israel of MEC-- now Executive VP of Guardian Labs US; Ashwini Karandikar of AMNET Global (Aegis); Vik Kathuria of MediaCom; Dimitri Maex of OgilvyOne; Dennis (DJ) Martin of Omnicom Media Group; Mark Miller of Team One; PJ Pereira and Andrew O’Dell of Pereira O’Dell; Chris Pyne of MediaCom-- now President OMD East & Chief Strategy Officer USA at OMD USA; Matt Rayner of Starcom USA; Wannee Ruttanaphon of IPG Mediabrands Thailand; Ian Schafer of Deep Focus; Andrew Shebbeare of Essence; Brad Smale of IPG Mediabrands Africa; Erik Sollenberg of Forsman & Bodenfors; Tom Telesco of ORION Trading; John Winsor of Victors & Spoils/Havas; Ichiro Zama of TBWA Hakuhodo.

**The 2012 INNOVATORS:** Wayne Arnold of Profero-- now Co-Founder and Global CEO of Lowe Profero; Valerie Beauchamp of Starcom; Jordan Bitterman of Digitas-- now Chief Strategy Officer, North America at Mindshare; Chris Boothe of Spark/SMG; Arvid Bostrom of MEC; Beth Doyle of Vivaki; James Fox of RedPeak; Jan Gerits of Omnicom Media Group; Huw Griffiths of UM; Warren Griffiths of Starcom MediaVest Group; Bob Habeck of Omnicom Media Group; Jonathan Hoffman of Starcom-- now President of SMG’s ZeroDot; Sebastian Jespersen of Vertic; Prashant Kumar of MediaBrands; Anna Khin Khin Kyawt and John Handley of SAIL, Myanmar; David Lee of TBWA Worldwide-- now Chief Creative Officer of Squarespace; Michael Litchfield of Doremus; John Noe of Rokkan; Jitka Petrickova of MEC; Tamina Plum of ZenithOptimedia; Sarah Power of Initiative; Jim Russell of McKinney; Francisco Samper and Jose Miguel Sokoloff of Lowe SSP3; Miguel Magalhaes Santos and Patrick Walhain of ICOM+IN; Andrea Suarez of MediaBrands; Sue Unerman of MediaCom; Steve Williams of PHD-- now CEO of Maxus North America; Damian Winstanley of OMD International; Jarek Ziebinski of Leo Burnett.

**The 2011 INNOVATORS:** René Allemann of Branders Group AG, Zurich; **Kristi Argylan** of UM, San Francisco-- now SVP, Media & Guest Engagement at Target; **Rich Astley** of MEC Interaction-- now Managing Director of Videology UK; **Giuseppe Barbeta** of Maxus, Milan; **Avishesha Bhojani** of BPG Group, Dubai; **Mark Bowling** of Starcom MediaVest Group, Singapore-- now Director of consultancy Mash Up CX; **Lily Chakrabarty**, of Starcom MediaVest Group, New York; **Emma Cookson** of BBH, New York; **Barry Cupples** of Omnicom Media Group, Singapore-- now CEO of Omnicom Media Investment, London; **Katie Ford** of Starcom MediaVest Group-- now President & Managing Director of MediaVest; **Scott Hagedorn** of Annalect Group, New York; **Alex Hall** of TigerSpike, New York; **Matt Howell** of Arnold Worldwide, Boston-- now Partner at Vermonster; **Marcus John** of MediaCom SPORT, London-- now EVP World Sport Group, Singapore; **Mark Kiernan** of Digitas, New York; **Dave Knox** of Rockfish, Cincinnati; **Joe Phelps** of The Phelps Group, Santa Monica; **Paul Price** of Creative Realities, New York; **Mauricio Sabogal** of Mediabrands, New York-- now Global CEO, Kinetic Worldwide; **Sasha Savic** of Havas Media, New York-- now CEO of MediaCom USA; **Steve Schildwacher** of Drafftcb, Chicago-- now CMO of rVue and Ad Majorem blogger; **Oliver Snoddy** of Doremus, New York-- now Director of Global Content Marketing Strategy at Twitter; **Michael Stich** of Rockfish, Cincinnati; **Shekar Swamy** of RK Swamy BBDO, Mumbai; **Maartje Symons** Wisecrackers, Amsterdam-- now Founder of The Workz; **David Tang** of DDB Group, Singapore; **Scott Tegethoff** of UM, New York-- now Executive Director Global Accounts, Managing Partner Transformation at OMD; **Paul Woolmington** of Naked, New York-- now Angel Investor; **Charlotte Wright** of MEC, London-- now Head of Planning for MEC Global Solutions Singapore; **Oscar Zhao** of BlueFocus Communications, Beijing.

**The 2010 INNOVATORS:** **Mark Beeching** of Digitas, New York; **Cheuk Chiang** of PHD, Singapore-- now CEO Asia Pacific for Omnicom Media Group; **Saurav Chakraborty** of Digital Direction, Mumbai; **Karl Cluck** of Mindshare Asia-Pacific, Singapore-- now CEO Japan & Korea at Mindshare; **Allison Coley** of MEC, New York-- now Client President at MEC Global Solutions London; **Lee Daley** of McCann Worldgroup, London-- now Founder/CEO at Daley Strategic Advisory; **Agnello Dias** of TapRoot India, Mumbai; **Matthew Don** of Doremus, London; **Anne Dooley** of Energy BBDO, Chicago; **John Duban** of Starcom MediaVest Group, New York-- now CMO of AFS USA; **Ricardo Fragale** of Starcom MediaVest Group, Miami-- now SVP/Managing Director of SMG Argentina; **Elaine Ip** of Omnicom Media Group, Shanghai; **David Lang** of Mindshare Invention / Entertainment, New York; **Cynthia McFarlane** of Saatchi & Saatchi Latin American, Miami; **Andrew McLean** of GroupM, New York-- now CEO of Mercury Media; **Deepika Nikhilender** of Mindshare Asia Pacific, Singapore; **Enyi Odigbo** of Casers Group, Lagos; **Jean-Guillaume Paumier** of Banner, London-- now Senior Account Director at Essence, London; **Reda Raad** of Raad/TBWA, Dubai; **K. Satyanarayana** of Media Direction, Mumbai; **Marc Schader** of MPG, Madrid; **Tracey Scheppach** of VivaKi, Chicago;

**Mark Sherman** of Media Experts, Montreal; **Toby Southgate** of The Brand Union, New York; **Angela Steele** of Starcom MediaVest, Chicago-- now CEO of Ansible Mobile; **Paul Suskey** of Media 8, Miami-- now CEO Exit 7; **Kenny Tomlin** of Rockfish Interactive, Arkansas; **Dick van Motman** of DDB Group, Shanghai-- now Chairman & CEO of Dentsu Asia; and **Andy Wasef** of MEC, New York-- now Managing Director of ESP, a WPP company.

**The 2009 INNOVATORS:** **Tim Andree** of Dentsu, New York-- now Executive Chairman, Dentsu Aegis Network; **Bianca Baltrusch** of DaVinci Selectwork, Düsseldorf; **Joel Bary** of LatinMedios, Miami; **Serge Dumont** of Omnicom Asia Pacific, Shanghai; **Michael Fassnacht** of Drafftcb, Chicago; **Roderigo Figueroa Reyes** of FiRe Advertainment, Buenos Aires; **Malcolm Hanlon** of Zenith Media China, Shanghai-- now COO/Asia Pacific at ZenithOptimedia, Singapore; **Mark Heap** of PHD, Shanghai-- now CEO Asia Pacific of MediaCom; **Barbara Kittridge** of Spark, Chicago-- now Board Advisor/Strategist for Abundant Ventures and BPK360i; **Tom Laranjo** of Total Media International, London; **Daryl Lee** of Universal McCann, New York; **Jessica Michaels** of The Wunderman Network/Group M, Seattle-- now Founder of Bread N Butter Digital; **Mike Moszynski** of LONDON Advertising, London; **Saneel Radia** of Denou, Chicago-- now Founder at Finch15, a VivaKi-incubated innovation boutique; **Rand Han** of Bloody Amazing, Shanghai; **Lauren Richards** of Starcom MediaVest Group, Toronto-- now Founder of Pollin8; **Jasmin Sohrabji** of OMD India, Mumbai; and **Brandon Starkoff** of Starcom Worldwide, Chicago.

**The 2008 INNOVATORS:** **Ian Bell** of MediaCom, London-- now Global Strategy Partner at Carat Global Management; **Dan Benedict** of Mediaedge:cia, London; **Philip Brett** of TBWA\Tequila, Singapore, **Shadi Bteddini** of B.E. International, New York & Dubai; **Christina Dagnello** of Mediaedge:cia, New York; **Charlotte White (nee Freemantle)** of Universal McCann, London-- now Strategy Partner at Carat Global; **Shubha George** of Mediaedge:cia, Mumbai-- now MEC; **Patricia Gogliara** of McCann Erickson Brasil, Sao Paulo; **Alistair Henderson** of Fuse/OMD, Sydney; **Rob Hilton** of The Promotion Factory, Melbourne; **Christian Kugel** of Denuo, Chicago-- now VP Consumer Analytics & Research at AOL, New York; **Hani Mahdi** of Mindshare Interactive, London; **Laura Milsted** of JustMedia, London-- now Managing Director at Carat Enterprise; **Mark Stewart** of OMD, New York-- now EVP, Chief Strategy Officer at Townsquare Media LLC; **Nazeer Suliman** of Universal McCann South Africa, Johannesburg; **Martin Sundberg** of Mediacom, Stockholm; **Will Swayne** of Carat, Hong Kong-- now EVP, Managing Director at Carat USA; **Givi Topchishvili** of Global Advertising Strategies, New York; **Becky Walden** of Starcom, Chicago; **Crystal Wang** of G2 Star Echo Group, Beijing and **Felix Wong** of The Marketing Arm, Beijing.

**The 2007 INNOVATORS:** **Damian Blackden** of Universal McCann, London-- now Global Chief Strategy Officer CEO at Maxus; **Adnan Brankovic** of Initiative, New York-- now Managing Partner, Group Account Director at MediaCom; **Chris Carmichael** of Mindshare, London-- now Global Head of Media at HSBC; **Peter Colvin** of Mediaedge:cia, London-- now MEC; **Hamish**

**Davies** of Mediaedge:cia, London-- now MEC; **Rupert Denny** of Banner London-- now Director and Head of Mediacom Business; **Andrew Fair** of Ogilvy, New York-- now Senior Partner/Executive Director of OgilvyEntertainment, Los Angeles; **Torie Henderson** of OMD, Hong Kong; **Philip Jabbour** of Starcom Mediavest, Dubai-- now EVP, Managing Director at Spark, Chicago; **Michael Jones** of Mediaedge:cia, Miami-- now enjoying the good life in early retirement; **Elie Khouri** of Omnicom Media Group, Dubai; **Silas Lewis-Meilus** of Mindshare, London-- now Digital Media for McDonald's Asia Pacific Middle East Africa (Singapore); **Christophe Mayer** of ZenithOptimedia, Paris-- now Director of Communications for Lancel, Paris; **Hiroshi Ochiai** of TBWA/Hakuhodo, Tokyo; **Tonia Perretta** of Initiative, London-- now Director of Products & Reseach at MediaBrands Social; **Anna Ringsberg** of Carat Business, Malmö; **Patrick Ryan** of Mediacom, London-- now Worldwide Business Development Director at PHD; **Sesh Sampath** of BBDO Asia, Singapore; **Jacqui Wallis (nee Seddon)** of Just Media, London-- now Media Strategist at AdditionPlus, London; **Latha Sunderam** of Starcom, Chicago-- now Global Account Director at OMD USA, Chicago; **Jill Toscano** of Mediaedge CIA, New York-- now Vice President US Media at American Express; **Hanne Tuomisto-Inch** of Banner, London-- now Senior Industry Head, Finance at Google; **Magnus Wretblad** of Low Brindfors, Stockholm.

**The 2006 INNOVATORS:** **Jorge Irizar** of MPG, Paris-- now Global CEO of Havas Media International; **Stuart Clark** of MPG, London-- now Managing Director of Havas Media APAC, Singapore; **Diana de la Torre** (nee Sevillano) of OPTIMEDIA, Miami-- now VP Business Development & Product Strategy at Havas Worldwide, Miami; **Andrew Swinand**, STARCOM Chicago-- now Co-partner at Abundant Venture Partners; **Joe Warren** of UNIVERSAL McCANN, New York-- now Client Services at MediaCom; **Matt Eaton** of MEDIAEDGE:CIA, Tokyo--now CEO/Managing Partner of Strategy SET, Tokyo; **Lori Senecal** of McCANN WORLD GROUP-- now CEO of Kirshenbaum Bond Senecal, New York; **Somak Chaudhary** of LEO BURNETT, Bangkok; **Matt Dyke** of TRIBAL DDB-- now at his own agency, London; **Carolina Jimenez-Garcia** of MINDSHARE, New York-- now Account Director at 360i, New York; **Mark Boyd** of BARTLE BOGLE HEGARTY, London-- now Founder of Gravity Road; **David DeSocio** of OMD, New York-- now SVP of A+E Networks; **David Mayo** of OGILVY & MATHER, Singapore-- now CEO of Bates CHI@Partners; **Tom Brookbanks** of MEDIAEDGE:CIA, New York--now at Starcom MediaVest Group; **Asuka Mogi** of BEACON COMMUNICATIONS, Tokyo; **Jimmy Liang** of LEO BURNETT, Guangzhou; **Rob Hughes** of MINDSHARE, Beijing-- now CEO Aegis Media North Asia, Hong Kong; **Steve Traveller** of STARCOM, London; **Ean Shearer** of DENTSU, New York--now Partner, Director Integration at MEC, New York; **Kavita Kailash** of LEO BURNETT, Mumbai; **Sean Finnegan** of OMD Digital, New York-- Chief Strategy Officer at true[x] media, New York; **Mark Jones** of ZENITH OPTIMEDIA, San Francisco-- now President of Global Solutions at MEC, New York.

# internationalists OF THE YEAR

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# John Billett Issues a Stern Warning to Global Marketers about Media Agency Management

*He States: ‘The Agencies have become the Media Owners’*

In his autumn address to the Worshipful Company of Marketers in London—see box for more information, John Billett talks about how media agencies came about, how they grew so quickly and where they find themselves today, considering the dramatic impact for marketers and how they may have lost control of their media.

Here is the opening of his address:

I have never shied away from the opportunity to challenge existing operations, especially when current practice has failed to keep pace with opportunities to get better financial returns from an investment. My media evaluation and performance measurement business was never designed to make enemies, but if along the way we helped advertisers, but upset some agency suppliers, that was an acceptable price to pay.

Tonight I want to update you on the major trends and changes taking place in the trading of media activity between advertisers and media vendors via agencies. I will suggest that far too many advertisers are currently being financially and operationally disadvantaged by being not fully aware, and in some case just disinterested about the way in which their marketing resources are being expended.

And I shall conclude with observations and

recommendations on what I see as the best actions to take to protect your best interests.

## Fundamental Change

“The fundamental change taking place across the marketing services business is that the agencies, who for a long time were the agents working on behalf of advertisers acting as custodians of the advertisers’ best interests, have now become the media owners.

An alternative title for this lecture ‘The Agencies have become the Media Owners’ could be ‘The Lunatics have taken over the Asylum.’

And whilst hyperbole has entered the equation, the facts are stranger than most good fiction writers could have dreamed up.

This development is not a sudden eureka phenomenon. It has gradually emerged and developed over some 15 years or so. But only

recently has the matter reached such proportions that it's difficult to see how things can be reversed."

I shall attempt to identify the trends, chart the evolution and changing nature of advertising media trading between advertisers, agencies and media owners and pick up on the radical implications for future media buying and selling.

It would be good to focus on the future and not spend too much time charting the history of how we got to where we are. But some brief historical perspective will be useful.

### The Advertising Agency and 15% Media Owner Commission

Perhaps it's hard to imagine. But the very first "agents" were just media buyers, regulated by the media owners to act on advertisers' behalf just to buy the space. The astute media buyers realised they could make more money by offering to create the ads and fill the space. This evolution brought about the birth of the full-service advertising agency,

Today, the business has come full circle.

The agency's financial probity and professional expertise was assessed and when proved satisfactory were rewarded by payment of a 15% discount for their services by the media owners. The media owners preferred to deal with a number of agencies acting on behalf of several advertisers both to reduce the number of contact points and to regulate and operate common professional standard.

Here are a few key highlights from his address:

- "The fundamental change taking place across the marketing services business is that the agencies,



John Billett has a long history in the advertising industry in the UK and throughout the world. He also enjoys a well-deserved reputation for being both a creative media thinker and challenger to convention. He started in the ad agency business in 1966 and continues as an active participant in media and marketing communications today. Working first in the Unilever Media Department and then in a top10 advertising agency, he became the industry's first media agency media director under the age of 30.

Most people know John Billett from the creation of Billett's-- launched as an alternative and distinctive media auditing business, which grew to have offices across Europe, and then expanded to bring media auditing practices to the US. Billett's was founded on media evaluation, as well as marketing effectiveness validation. Under his chairmanship, the company grew to become the largest benchmarking media business worldwide.

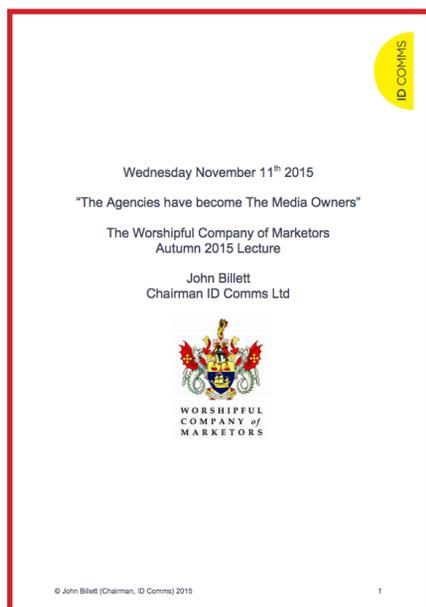
He sold the company in 2007, and it now continues as the rebranded Ebiquity. Today he serves as the Chairman of ID Comms, a value-based media consulting company which provides first-class media expertise, consulting and resources to brands. Neither an auditor nor accounting firm, ID Comms has the freedom to consider the value of communications-- not just the price.

who for a long time were the agents working on behalf of advertisers acting as custodians of the advertisers' best interests, have now become the media owners."

- "Faced with declining fees from their advertiser customers, the media agencies, quite understandably have turned their attention to the media owners as sources of additional income."
- "The media agencies now find themselves in a wholly changed environment. Originally charged with protecting advertisers' best interests and being paid by the advertisers accordingly, they now enjoy the considerable majority of their income from the media owners, whilst still vowing to work for advertisers, and now bring to the media owners even more new opportunities."
- "The pace of change and the scale of offering have come as a surprise to many in the business. This is an example of how easily advertisers have

become detached from the reality of how their money is being spent."

- "Six media holding companies, most of whom are larger and more influential in media trading than any media owner, now determine who gets what and where and at what price. The media agency has indeed become the media owner when it comes to trading media."
- "Automation is a very hot topic and cross- industry studies show that marketers deploying data driven campaigns can increase efficiency by a third. But the risks are considerable."
- "The media agencies have the scale to exploit this financially across the portfolio of their activities in this fast moving expanding field in which the blurring of boundaries accelerates."
- "Matters have now reached a head of steam where advertisers have now relinquished control. But it is the advertiser who controls the purse strings and now is the time to use that authority."
- "For too long marketers have been lulled into a false sense of security about their media trading. This has allowed media agencies a free hand to operate in their own best interests."
- "The time is right for Marketers to regain control over the way in which they allow third parties to spend their money."



To download the full speech go to:  
[http://idcomms.com/wp-content/uploads/2015/11/IDComms\\_WCM\\_Lecture2015\\_AgenciesBecomeMediaOwners.pdf](http://idcomms.com/wp-content/uploads/2015/11/IDComms_WCM_Lecture2015_AgenciesBecomeMediaOwners.pdf)

### According to John Billett, 3 Action Points Will Deliver Results:

1. First, start taking seriously the organisation, decision taking and monitoring of your marketing spend. Advertisers must take back control.

No longer can managers leave this to procurement who have demonstrably failed to



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MARKETORS**

The Worshipful Company of Marketors—(coat of arms pictured here)—is Livery Company within the City of London and one of 125 Livery Companies currently operating. The

origins of Livery Companies date back to the 12th century, representing some of London's original craft guilds or trade unions, like the Weavers' Company established in 1155. The Marketors, one of 30 "modern-day" Livery Companies, was formed as a Guild in 1975 and this year celebrates its 40th anniversary. Its membership is drawn from senior marketing practitioners, marketing services experts and recognized marketing academics.

The Marketors promote Marketing as a force for economic and public benefit, encouraging excellence in marketing education and marketing in practice. Its presence in the City of London underscores the need for marketing principles at the heart of corporate decision-making. Like all Livery Companies following a centuries-old tradition, the organization supports the City of London and the Mayoralty.

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protect the company's best interests. Appoint an in house expert in governance. Come back the media manager whodisappeared in the 1970's/1980's.

2. Second, don't rely on your contract with your media agency to protect your best interests. They no longer control your media inventory.

You must have a contract with their media holding company.

3. Third, establish who are your top 10 media & technology vendors, whether analogue or digital and build direct contact and relationships with them. (It's quiet staggering to realise that most advertisers don't know their vendors). Negotiate your own over-rider contracts with the media.

They will welcome this and you will enjoy preferential service.

For too long marketers have been lulled into a false sense of security about their media trading. This has allowed media agencies a free hand to operate in their own best interests.

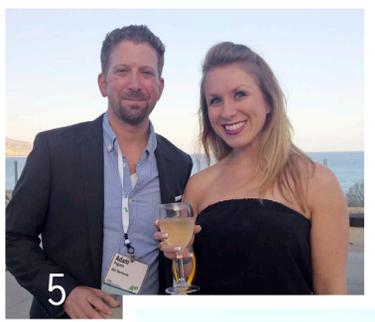
Sadly that working method is broken.

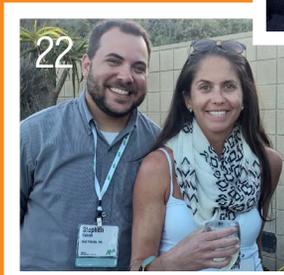
Advertisers have to regain control over the way their own money is spent.

For too long media agencies have demonstrated that whilst power corrupts, absolute power corrupts absolutely. If you act in an unacceptable way, but no one finds that unacceptable, you are free to carry on as though this is an accepted way to behave.

We don't want our business to go the way of Volkswagen. We don't want a LIBOR scandal. We must not be a FIFA.

PEOPLE AND PLACES



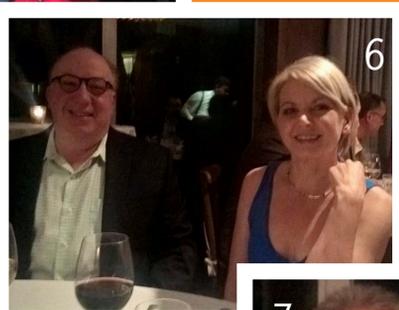


MARKETERS GATHER ON THE CALIFORNIA COAST

The Internationalist and the ANA hosted a peer-to-peer dinner for marketers attending the ANA Digital and Social Media Conference at the Terranea Resort at Rachos Palos Verdes, California. Marketers had a chance to connect, share ideas and enjoy a memorable coastline view.

*Pictured left to right:*

- 1 Cielo Point overlooking the Pacific-the site of the outdoor dinner.
- 2 Marcene Sonnek Hormel Foods
- 3 Bridget Beyer, Capital One; Bianca Shaw, Capital One; Brendan Banahan, The Internationalist, Perry Kamel, Elateral; Andrew Floor, Campari America
- 4 Barry Garbarino, Collective; Daniel Abt, Lufthansa German Airlines; Spiros Papathanasakis, Essential Accessibility
- 5 Adam Pogash, AEG Worldwide; Stephanie Hayman, Canon
- 6 Brenden Hudson, Allegion; Stephen Bohn, NuSil Technologies
- 7 Latisha Tillie, GlaxoSmithKline; Bob Holtcamp, T. Marzetti; Kaithlyn Ayala, Bamboo Solutions
- 8 Frances Garcia, Pharmavite; Melissa Hase, American Family Insurance
- 9 Bob Siegal, KPMG; Manos Spanos, PepsiCo
- 10 Shepard Kramer, ANA; Deborah Malone, The Internationalist
- 11 Matt Tracy, Lauren Clements and Jason Zollan-all BrightRoll/Yahoo!
- 12 Theresa Helmer and Kat Stone-both Disney Parks & Resorts
- 13 Victoria Lopez, ANA; Bob Holtcamp, T. Marzetti
- 14 Dawn Williamson, BBC; Mark Johnson, City National Bank
- 15 Erica Nevas and Davan Dal Col- both Exxon Mobil Corporation
- 16 Tim Youn, Verizon; Pieter Van Schaijck, Accenture Interactive
- 17 Faryle Scott, Houlihan's Restaurants; Julia Pierrat, Dole Packaged Foods; Matthew Beckman, IBM; Andrea Richardson, Hilton Worldwide
- 18 Julia Pierrat, Dole Packaged Foods; Matthew Beckman, IBM; Brendan Banahan, The Internationalist; Manos Spanos, PepsiCo; Faryle Scott, Houlihan's Restaurants
- 19 Andy Markowitz, GE
- 20 Deb Balcerzak-Wilson, Lebanon Seaboard Corporation; Gabrielle Powers, Reuters
- 21 Paul Wendlandt, Elateral; Spiro Papathanasakis, Essential Accessibility
- 22 Stephen Kubiak, Visit Florida; Dorothy Thames, Visit Florida
- 23 Roger Tye, Allstate Insurance; Lisa Jillson, Allstate Insurance; Bob Liodice, ANA



NORTHERN HEMISPHERE MEETS SOUTHERN HEMISPHERE!

The Internationalist and the ANA connected Northern Hemisphere with Southern Hemisphere as they acknowledged the Internationalist's LATIN AMERICA 50 marketers and invited them to mingle with ANA members from North America who were attending the ANA's *Masters of Measurement* conference on Miami Beach this fall. The group shared insights amid food, wine and good company at a peer-to-peer dinner at SoHo Beach House.

*Pictured left to right:*

- 1 Fernando Cimato, HP (Latin America 50) and Bruce Dincin, Choice Hotels
- 2 Jorge Luis Díaz, Belcorp (Latin America 50)
- 3 Maria Carrasquillo, Jarden Consumer (Latin America 50)
- 4 Bob Liodice, ANA and Rebecca Barba, Royal Caribbean Cruises (Latin America 50)
- 5 Edigdia Contreras, Enterprise Holdings (Latin America 50)
- 6 Duke Fanelli, ANA and Laurie O'Connor, Mondelez International
- 7 Fernando Mariano, Multimedia Inc.
- 8 Elisabetta Bell, Caterpillar (Latin America 50) and Andréa Pinotti Cordeiro, Itaú Unibanco (Latin America 50)
- 9 José Luis Ruiz, Oracle (Latin America 50)
- 10 Mark Sharwarko, Talent Partners and Lisa Jebodhsingh, InterContinental Hotels Group

The logo for the Internationalist Awards for Innovation in Media is centered in the upper half of the image. It features the word "internationalist" in a small, light blue font above the word "awards" in a larger, bold, white font. Below "awards" is the word "for" in a small, light blue font, followed by "innovation" in a large, bold, white font. At the bottom of the logo is the word "in" in a small, light blue font, followed by "media" in a large, bold, white font. The background of the logo area is a dark blue grid pattern with a faint world map visible behind it.

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**Mohamed ElBaradei**

Nobel Peace Prize Winner



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